



**A Guide  
for  
Accreditation of Medical Colleges,  
Iraq**

By  
**The National Council For  
Accreditation of Medical Colleges  
(NCAMC)**

**2022**

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## ***Preface***

Accreditation is a step in the process of quality development that determines whether a program meets established standards for function, structure, and performance. The accreditation process enhances institutional and program improvement and provides assurance to patients, employers, students, and faculty that a program meets national and community needs, complies with relevant Iraqi Guidelines, and has comparability to international standards. It allows the identification of areas of good practice that may be shared and areas that need to be modified in order to meet the required standards. The process of accreditation encourages and supports continuous quality improvement and will allow the development of a culture in medical colleges that will sustain improvement. It also determines whether the quality of medical education meets the standards completely, partially, or does not.

Accreditation of medical colleges is normally carried out by national governments, or by national agencies receiving their authority from the government. The National Council for Accreditation of Medical Colleges (NCAMC) was established in February - 2015 as an expansion of The National Committee for Accreditation of Medical Colleges in Iraq. It receives its authority from the Ministry of Higher Education and Scientific Research to become the formal reference to academic accreditation in Iraq based on the standards stated in the Iraqi National Guideline on Standards for Establishing and Accrediting Medical Colleges (INGSEAMC).

The standards listed in NSAMC were reviewed several times and it was updated lastly according to WFME 2018. It addresses all aspects of the college including the: mission, educational program, student assessment, students and staff, program evaluation, educational resources, governance and administration, and continuous renewal.

The first step in the accreditation process is the self-assessment study (SAS) during which a medical college undertakes a self-evaluation in relation to compliance with the required standards and gathers the supporting documentation. 'From this process' The College will identify its strengths and areas where more development needs to be carried out and produce an action plan for further work. The college can request a peer review visit at any stage during the process of SAS. This is an optional advisory visit, to assist the college and to collect

information that will be of assistance to other colleges as they undertake their own self evaluations and prepare for an accreditation visit.

The last step is to conduct site visit for evaluation and, thereafter, the final decision for accreditation.

A Comprehensive guidance to the purpose, structure and outcomes from the accreditation process are detailed in the document "**A Guide for Accreditation of Medical Colleges**". This new edition 2022 is modified in the light of accreditation visits and reports and further discussions with stakeholders. The document has been written by members of the NCAMC based on their acknowledged expertise with input from the advisory board's members namely, Prof. Nigel Bax, Prof. Ghanim Alsheikh, Prof. Mohammed AlUzri. So, on behalf of the NCAMC's members, we dedicate this book to the Iraqi Medical Colleges, wishing for them all the success and prosperity.

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*Sep. 2022*

## ***History of NCAMC Establishment***

In Iraq, there are 30 colleges distributed all over the country. These are all public colleges, funded by the government through the Ministry of Higher Education and Scientific Research. Recently, private medical colleges are going to be established according to present criteria. The first public college was established in 1927 according to the British model. The rest of the colleges that have been established later followed the same subject-based model. National medical colleges worked jointly with international medical colleges at the start. Then with the development of national staff, the role of international staff became less. Political transitions in Iraq played a role in this change. Cooperation did not stop, and visiting professors kept teaching and examining Iraqi medical students until the eighties the last century. Higher education and training of most Iraqi doctors used to be conducted in the United Kingdom, the United States, and other developed countries. In the 1980s, Iraq established Iraqi Board for Medical Specializations and participated in Pan-Arab Board for Medical Specializations to qualify medical graduates in different specialties locally aiming at improving the health system and services. Cooperation between Iraqi medical colleges and international ones persisted in one way or another until sanctions have been imposed on Iraq in 1990 by United Nations.

Thereafter WHO represented the only source of international support t for health services and medical education. This cooperation with WHO led to the introduction of the accreditation concept into medical education in Iraq in 2007 by WHO staff during a conference of the Association of Arab Deans of Medical Colleges that was held in Damascus, Syria, and was attended by the head of the committee of Iraqi medical colleges deans Professor Hikmet A. Hatem. National efforts were initiated thereafter to increase awareness of medical faculties the importance of accreditation and the need to accomplish it by all colleges. A milestone step in the journey was the official establishment of an accreditation committee within the Ministry of Higher Education and Scientific Research which, was affiliated with the Quality Assurance Division but the office was in Al-Nahrain College of Medicine in Baghdad. This committee was named the National Accreditation Committee of Medical Colleges in Iraq (NACMCI) and included thirteen members, two of them from the Ministry of Health. Liaison committees also were established in each of the medical colleges in Iraq where all of them were affiliated with NACMCI. Many scientific activities have been conducted since in collaboration with WHO. These activities included workshops, conferences, and panel discussions inside Iraq and in nearby Arab countries like Bahrain and Jordan. Members of NACMCI and liaison committees participated in these activities. Most of these activities have been funded by WHO. The events covered variable aspects of accreditation theory and practice.

Another milestone in the accreditation process in Iraq is the formulation of the Iraqi National Guideline on Standards for Establishing and Accrediting Medical Schools and its approval by the Minister of Higher Education and Scientific Research, Minister of Health, WHO representative in Iraq, deans of medical colleges, members of NACMCI and members of liaisons committees endorsed and signed a copy of the guideline in 2009. This has led to a series of accreditation activities including peer visits carried out by members of the accreditation committee and liaison committees. Then the accreditation committee requested

each medical college to conduct a self-assessment study, write a report, and submit the report to the accreditation committee. Most of the colleges responded and submitted self-assessment reports to the accreditation committee in 2010-2013. Those reports varied in their compliance with Iraqi National Guideline on Standards for Establishing and Accrediting Medical Schools. NACMCI on one hand and all medical colleges, on the other hand, were eager to carry on, but some constraints faced us all. At that time a question about who will accredit eligible colleges of medicine was raised. NACMCI needs to be approved by the minister's board; this was requested by the Ministry of Higher Education and Scientific Research in April 2010. The NACMCI wanted a more consistent accreditation decision through the participation of international experts and requested WHO for such international participation. As a result of the above constraints, the NACMCI momentum regressed, until the establishment of the Quality Assurance and Academic Accreditation Directorate within the directorate of Supervision and Scientific Evaluation. Important developments have been achieved, including establishing the National Council for Accreditation of Medical colleges (NCAMC) in 2015 as a development to NACMCI. This may be considered as an evolution for more systematic work. The council through its periodic meetings prepared this comprehensive guideline book. The NCAMC will work on accrediting Iraqi Medical Colleges; meanwhile, we will do our best toward international recognition by an agency like WFME.

The ultimate results for all these efforts will be fulfilling community health needs through the provision of safe and equitable health care services.

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*Sep. 2022*



## ***List of Abbreviations***

<b>CME</b>	Continuous Medical Education
<b>CPD</b>	Continuous professional development
<b>CV</b>	Curriculum Vitae
<b>FAIMER</b>	Foundation for Advancement of International Medical Education and Research
<b>FF</b>	Fully Fulfilled
<b>DC</b>	Data Collection
<b>EC</b>	Entrance Conference
<b>HC</b>	Head Committee
<b>NSAMC</b>	National Standards for Accreditation of Medical Colleges
<b>MOHESR</b>	Ministry Of Higher Education and Scientific Research
<b>MO</b>	Mission, Objectives
<b>NCAMC</b>	National Council for Accreditation of Medical Colleges
<b>NACMCI</b>	National Accreditation Committee of Medical Colleges in Iraq
<b>NF</b>	Not fulfilled
<b>PHCC</b>	Primary Health Care Center
<b>PF</b>	Partial Fulfilled
<b>POA</b>	Plan Of Action
<b>QA</b>	Quality Assurance
<b>Ques</b>	Questionnaire
<b>SAS</b>	Self-Assessment Study
<b>SC</b>	Subcommittee
<b>SAR</b>	Self -Assessment Report
<b>StC</b>	Steering Committee
<b>SVT</b>	Site Visit Team
<b>PF</b>	Partial fulfilled
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, Threats
<b>SCR</b>	Subcommittee Report
<b>TFS</b>	Task Force Subcommittee
<b>Verifi</b>	Verification
<b>WFME</b>	World Federation for Medical Education

## CHAPTER ONE

### ***Guidance***

1. This book is the official reference for medical colleges, which are on the way to achieve accreditation.
2. Accreditation is mandatory, as it ensures better outcomes by continuous maintenance of the stated national standards.
3. The medical colleges must adopt and fulfill the “National Standards for Accreditation of Medical Colleges' ' stated by the NCAMC.
4. The “Iraqi Guide of Accreditation for Medical Colleges” is there to demonstrate the whole accreditation process and to guide medical colleges through its steps.
5. The first step of this process is the college conducting a “Self-Assessment Study” followed by a “Self-Assessment Report” that will be submitted to the NCAMC along with the necessary documents. The NCAMC will assign the “Site Visiting Team - SVT” to study these documents and to conduct the “Site visit” and report findings along with the necessary documents to the NCAMC. Then the NCAMC will review the documents from both sides, the college, and the SVT, and start the process of “Decision Making”.
6. The college must write the report in a clear and simplified way, and at the same time, in detail and reflect reality, and give logical justifications in the events that a standard is not achieved.
7. On fulfilling the national standards, the medical college will have the license of “Full Accreditation” that will be valid for 6 years. Otherwise, “conditioned Accreditation” or “Denied Accreditation” may be decided.
8. It is allowed for the medical college to “Appeal”. The already assigned committee by the NCAMC will investigate and report suitable suggestions to the NCAMC to decide. By then, this decision of the NCAMC will be final.
9. Accreditation is a continuous process.

## CHAPTER TWO

### ***Self-Assessment Study (SAS)***

The SAS exercises and procedures are a diagnostic, participatory, and planning project for the continuous quality improvement of all aspects of the college including the input, process, and outcomes. The preparation at the college level forms the cornerstone of the process of national accreditation in any country.

This will provide the opportunity for the medical Colleges to show compliance with the National Standards and to set an action plan for maintenance and improvement aiming for better outcomes.

In summary SAS,

- Must take the National Standards as a benchmark.
- Aims to document college achievements regarding the NSAMC.
- Is to be done by the medical college every two to three years
- Must be guided by the highest authorities within the college (the dean and college council).
- Need given preparations, like well-designated committees, awareness campaigns, well-indexed.
- Documentation and involvement of the stakeholders.
- Must be preceded by stakeholders' comprehensive awareness of the NSAMC and of this book (Iraqi Guide for Accreditation of Medical Colleges).
- Is better to be preceded by stakeholders attending related workshops and participating in the peer review visit program.
- Is ended by the Self-Assessment Report (SAR) and the related well-indexed documents.

#### **Things that the college must do:**

During each of the following steps, proper coherence of the documents and guides prepared by the NCAMC is a must. Furthermore, consulting the NCAMC, asking for a workshop, asking for a peer review visit, or asking for any other support is highly recommended.

#### **First\\ Awareness campaigns:**

These are necessary to build the capacity and capabilities of the college staff regarding accreditation. Awareness campaigns should aim to introduce concepts of accreditation and quality assurance to the stakeholders emphasizing the National Standards, accreditation guidelines, and SAS. One of the most important methods to accomplish this is by conducting workshops, and large or small meetings with various disciplines of stakeholders. The key principle of these campaigns is the involvement of a wide range of stakeholders who are directly or indirectly participating in the process of accreditation. These meetings and workshops should explain and make it easy to understand the National Standards the

achievements because SAS is a collective process that requires the solidarity of all. Additionally, these activities must explain achievement, because SAS is a collective process that requires the solidarity of all. Additionally, these activities must explain achievement, risks, challenges, opportunities, and related things within the college. Furthermore, it is useful for such campaigns to think of a reasonable distribution of posters, and booklets.

**Second\\ Formulation of accreditation committees with definite tasks:**

These committees along with their tasks should be formulated by the college council and updated as required. considering that each committee must be composed of an odd number of members There must be a steering committee, a head committee, and subcommittees (one for each area in the NSAMC). The formulation and tasks of these committees must be as mentioned below:

**1\\ Steering Committee (StC):**

- 1. Dean of the College ----- Head
- 2. Vice Dean for Academic Affairs----- member
- 3. Vice Dean for Administrative Affairs ----- member
- 4. Director of the Teaching Hospital ----- member
- 5. Representative of local government ----- member
- 6. Director of the University Quality Assurance Dept. ----- member
- 7. Member of the Medical Association----- member
- 8. Students' representative ----- member
- 9. Other experienced members according to the college ne member

Tasks Steering committee:

- 1. It reports activities to the Dean and College Council.
- 2. Guides and leads the accreditation process at the college.
- 3. Manages strategic issues related to the accreditation process.
- 4. Suggest the formulation of the HC, and SC, considering the National standards.
- 5. support for the HC and SCs as needed.
- 6. Support awareness campaigns about accreditation.
- 7. Setting the necessary schedules for achieving and monitoring related tasks.
- 8. Discuss and approve constructive recommendations made by the HC and SCs and follow up on their implementation
- 9. Discuss and approve the final SAR supported by all required documents.
- 10. Dispatches the final SAR to the Dean and College council for approval.

**2\\ Head Committee (HC) for SAS:**

- A. Vice-dean for academic affairs ----- head
- B. Head of medical education department /unit committee-----member
- C. Head of the quality assurance unit. -----member
- D. Head/Members of department/ teaching module --- -----member

- E. Employee representative -----member
- F. Students' representative (different levels)-----member
- G. Other members according to the need-----member

Tasks of HC:

1. Reports activities to the StC
2. Suggest the members of each of the SCs
3. Set a schedule for SCs to complete their tasks
4. Directing and follow-up the SCs to perform their tasks.
5. Conduct awareness campaigns.
6. Adopt suitable research methods to collect and analyze the collected data (subjects included in the study, sampling method, and data collection tools as a distribution of questionnaires and interviews ...). considering the “Evidence Generation Manual” stated by the NCAMC
7. Support the SCs to overcome technical and administrative issues, in coordination with the StC and related personnel, departments, units, stakeholders ... etc.
8. Held regular meetings to discuss the progress and reports’ drafts and to determine shortcomings identified by the SCs.
9. Set recommendations to face the report’s shortcomings and propose an action plan to overcome them.
10. Prepare the draft of the SAR. This is done by discussing, amending, unifying, and approving reports’ drafts of the SCs. The HC should consider the statistical analysis and SWOT analysis to identify, the strengths, weaknesses, opportunities, and threats. This report must include a presentation of data with appropriate tables and figures aiming to show the percentage of achieving each standard of the National Standards along with the related SWOT analysis.
11. Perfect indexing of the documents.
12. It is optional for the HC (under the guidance of the StC) to consult experts' personnel for writing the SAR or to formulate a subcommittee for this task (Report Subcommittee – RSC). The experts and/or members of the RSC should have known English writing skills and good statistical knowledge. Members from the HC must be nominated to participate in the RSC (if formulated) to facilitate communication.
13. At the end, the HC dispatches the SAR draft to the StC for approval.

**3\\ Sub-committees (SCs) or Task Force Committees (TFCs):**

- A. Faculty member ----- Head
- B. Faculty members according to needs----- member
- C. Employee according to needs.----- member
- D. Students Representative (different levels). ----- member

Tasks of the SCs:

1. Report activities to the HC.

2. Follow the directions and schedules stated by the HC.
3. Participate in awareness campaigns.
4. Study and review their task area and standards and may enlist their opinion and suggestions when needed.
5. Conduct the SAS in a given area and collect related and required documents according to the National Standards and Evidence Generation guide.
6. Adopt research methods to gather information (subjects included in the study, sampling method, and data collection tools as a distribution of questionnaires and interviews)
7. Prepare a draft of the report on that area. This report should not simply summarize or repeat the information in the documents. Instead, it should contain a thoughtful analysis of each area in the context of National Standards leading to conclusions about strengths and challenges (including potential or suspected areas where elements might be unsatisfactory). The report should include suitable recommendations and action plans to resolve shortcomings and identify problems.
8. Perfect indexing of the documents according to the National Standards

### **Third\\ Data Collection (DC):**

This includes all the official\administrative orders and paperwork required throughout the process of accreditation. Additionally, it is very important to properly collect documents and generate evidence for each standard within the different areas of the National Standards considering the “Evidence Generation Guide”.

These aim to establish a database within the college which is very essential because it will document the outgrowing activities within the college, especially regarding accreditation.

Hence, proper archiving and indexing with appropriate paper and computer work are so important to collect and preserve related documents and evidence. To fulfill this task, it is better for the college to formulate instructions and administrative orders, provide necessary resources, allocate a given space, and assign one or more staff member/s for this task. The collected documents must be updated continuously by these committees and related personnel.

Well-designed tools and evidence generation are the soles of the documentation process, and the data must be collected on a research statistical basis to get fruitful results and analysis. Like all research, this needs to set objectives and methodology of data collection.

Data collection could be achieved in different ways like verification (documents, photocopies of official papers...etc.), questionnaires, and structured group discussion. This will be presented at the SAR and should be presented in a narrative descriptive manner, a percent opinion, or by other suitable forms.

Proper use of questionnaires is very useful to collect data and evidence. According to the need, these questionnaires should be directed to different disciplines of stakeholders (faculty staff, students, graduates, training and supervising physicians, administrative staff of the university, and administrative staff of the health institutions, medical association, and representative of the community ... etc.). considering the list of questionnaires listed in this guide and the Evidence Generation Guide

### **Fourth\\ Data management:**

Professional handling of the data is a must and is the responsibility of all committees according to their tasks. Statistical analysis must be done whenever possible. Additionally, the collected

data must be well indexed to be mentioned within the SAR where they must be described in a narrative way.

**Fifth\\ Action Plan:**

The results obtained must be interpreted and discussed with stakeholders. Wide participation and transparency are essential in this step.

The college must have an achievable action plan based on the SWOT analysis. This plan must show strategies to maintain and improve strength points and strategies to overcome shortcomings and threats using the available opportunities.

The action plan must be linked to an applicable schedule that takes into consideration different aspects within that college, like the manpower, resources ... etc.

All these activities must be shown explicitly in the SAR demonstrating the achievements in every and each one of the recorded points.

College SAS Plan of Action (POA)

(Suggested Templates)

Template 1:

Action	1	2	3	4	5	6	7	8	9	10	11	12
Formulation of accreditation and taskforce committees												
Formulation of administrative orders												
Awareness campaigns and actions												
Performing tasks for each domain according to NSAMC												
Announce duties of committees and taskforce teams												
Taskforce actions (questionnaire, meetings, photo...etc.)												
Statistical analysis (and other) as needed												
Workshops to discuss and consolidate feedback												
Write reports about each domain by the subcommittees												
Discuss and uniform reports of the subcommittees												
Prepare the SSR along with all required documents												
Management suggestions and overcome shortcomings												
Approve the SSR by the dean and college council												
Handle to SSR to SVT on request												



## CHAPTER THREE

### *Self-Assessment Report (SAR)*

The planning, preparation, and conduction of the Self-Assessment Study (SAS) are regarded as the foundation stone of the accreditation process which should end with writing SAR.

To write the SAR, it is of particular importance to have an enthusiastic collaboration between a wide range of stakeholders rather than writing the SAR by a limited number of concerned college staff. These stakeholders may involve members of the accreditation committees, different scientific and administrative departments, students ... etc.

The SAR is to be as comprehensive as necessary and, at the same time, as brief as possible. It is to be chaptered according to this guide and the national standards of accreditation aiming to explore different aspects and activities within the college. The college should consider that improving these aspects, or at least putting a scheduled plan of improvement, is as important as writing the SAR. Furthermore, this report must be evidence-based, and the collected documents must be well indexed (standard by standard). It is a must for the SAR to mention all the Strengths, Weaknesses, Opportunities, and Threats (SWOT) rather than magnifying the achievements and ignoring the shortcomings. Of course, this should be written along with a suitable plan and measures necessary to maintain and improve achievements on one side and overcome shortcomings on the other side.

#### **Who is responsible for writing the SAR?**

It is to be remembered that this task cannot be achieved unless so many stakeholders are involved. Primarily, members of the Head Committee or the Report's Subcommittee are responsible for writing the final SAR based on report drafts of the subcommittees, as mentioned in Chapter Two of this guide. These members must be well-oriented and have a global awareness of the activities done by their college during the SAS with good experience in related disciplines. They must be in direct contact with other members of the accreditation committees aiming to write an up to standards, meaningful and well-structured report. Good English writing skills are essential and consulting experts for this purpose is advised.

#### **How to write the SSR?**

To start with, there must be an applicable schedule for this task considering the available manpower, facilities, challenges ... etc. A thorough discussion of report drafts written by the Accreditation Subcommittees is essential considering that rephrasing, restructuring, and rewriting are needed most of the time. Instead of just being descriptive of what is there in the college, it must be a narrative exploration including a SWOT analysis with specified well-indexed documentation for each standard.

#### **A- Generic structure of SAR.**

One of the basic objectives of the SAR is to show the actually documented achievements of the college regarding the National Standards for Accreditation. It is important for this report

to be comprehensive, well-structured, and informative to all stakeholders including the non-faculty community, considering that it is primarily directed to the National Council for Accreditation of Medical Colleges (NCAMC).

Although the SAR is usually portraying prevailing and constraining circumstances, it should neither expect nor express great and unrealistic optimism about conditions that may modify (improve or worsen) the short-term outcomes. Instead, a feasible plan of action (in measurable scales) should be shown taking into consideration the time schedule, human resources, cost, technical limitations ... etc.

Writing the SAR requires careful documentation of the college achievements in each one of the national standards considering that this documentation, indexing, and evidence generation are essential and crucial. Considering that accreditation is a continuous process, this report must show a specified well-scheduled action plan of the college to overcome and improve shortcomings and maintain and improve achievements (SWOT analysis).

As the primary pillar of the SAS is diagnostic, the related analytical tools should be selected and used properly according to the standard. That is why showing the presence, application and effectiveness of most of the standards requires that data and information must come from statistically representative samples of related stakeholders considering that the accreditation process requires the involvement of wide participants.

Within the SAR, well written and conclusive executive summary is needed (here, persons with good English writing skills are needed the most). Conclusions and recommendations emerging from SAS should focus on improvement aiming to acquire and maintain accreditation. The results of the surveys/research need to be discussed (preferably in a narrative way) and should be evidence-based. All the included information should be edited and cross-checked for consistency.

### **B- Points to be remembered while writing the SAR:**

The SAR should be:

1. Simple, so it can be clearly comprehended without complicated jargon or sophisticated statistical and analytical methods, so the data can be easily conceived.
2. Affordable, so it does not involve using complicated and expensive tools for SAS which can cause a burden on the college.
3. Wide participation, SAR is the end of the SAS that should be comprehensive with the participation of a wide range of stakeholders (faculty members and other college staff, Staff from the university and MOHESR, staff from MoH institutions, students, community ... etc).
4. Measurable, the achievements of the college for each standard and area of the National Standards must be measurable, especially those related to the action plan and SWOT

analysis.

5. Flexible, so each step can be reasonably adapted according to college circumstances and can be upgraded according to future development.
6. Up to date, making use of the most available and advanced technology (within and outside the college) to preserve, present and handle related information and documents.
7. Auditing, there must be clear processes and steps for external and internal auditing and evaluation of the whole process from authorized stakeholders (ministry, university, health sector, ... etc.)

C- **Contents of the SAR:**

The SAR should cover the following essential content:

1. The title page:

One page includes the title of the study, the college name and mailing address, names and affiliations of report authors, and the date of submission to the NCAMC.

2. Dean's statement about the college accreditation:

One page states the vision of the college regarding accreditation and the achievement of that college in this regard. It might include a photo of the dean or the college building.

3. The Historical background of the college:

Not more than two pages stating the historical background of the college as the date of initiation, number of graduates, awards acquired ... etc. It might include a historical photo of the college or related events.

4. Acknowledgment:

One page to show and thank the efforts of the participating personnel, society groups, agencies, and others who participate in one way or another in the process of accreditation and SAR writing.

5. Summary report (executive summary):

No more than two pages including the summary of the main chapters of the report with the results concluded. It should show the methodology used.

6. The purpose of evaluation:

One page states the college's point of view about why it needs accreditation and how this report is beneficial in this regard.

## 7. Evaluation methodology and statistical methods:

No more than two pages show the study model and design (quantitative, qualitative, or mixed) and the reason for choosing such a design. Data collection should be described (instruments, sources, procedures, sample size and sampling techniques, and limitations). Furthermore, this section should show how data were analyzed (content analysis of qualitative data, descriptive statistics, and/or statistical tests of significance of quantitative data).

## 8. Discussion of the standards within each area of the National Standards:

There must be a given chapter for each area. It must be written in a narrative way and each chapter includes a background and rationale context of that area and all the standards listed considering that the numbering method used here must be identical to that of the National Standards. The results should be so clear with a logical and narrative summary (quantitative and qualitative). The use of tables and figures is preferable when appropriate (clearly labeled). The results should highlight the relevant negative as well as positive findings preparing them for analysis. There should be a clear referral of events and results to their documents (cited in the appendices). Discussing the results must be based on the three levels of achievement (i.e. I-present, II-present and applied, III-present and applied and effective) so as the citation and appendices. College benchmarks, achievements, and shortcomings should be explained clearly with reasonable details (when needed). It is vital to do this through SWOT analysis to emphasize and enlighten the points of strength, weakness, opportunities, and threats. Furthermore, a proper action plan must be obvious to measure all actions taken by the college in this regard (maintain strength points and overcome shortcomings). Also, it is important to report how progress will be measured along with a time schedule.

## 9. Conclusion and recommendation:

No more than two pages. The conclusions should enumerate the summary of the SWOT analysis appropriately. Recommendations aim to facilitate future work to overcome shortcomings and maintain achievements and should be focused and have a significant impact on the process explaining how their implementation will participate in improvement.

## 10. Citation and Appendices:

List sources for any references made in the stem of the report to relevant theories, research, or data from other sources. Include tables, figures, graphs, charts, questionnaires, photos ... etc. that is relevant and explanatory. The appendices could be at the end of its related chapter, the last chapter of the SAR, or could be in the isolated booklet with proper referral to the SAR stem. Indexing should take into consideration the list of standards and how they are discussed in the stem of the SAR.

## 11- Layout of the SAR

- The page layout should be one inch adjusted throughout.
- The font size of the stem is 12 points, Times New Roman, adjusted. Titles will be CAPS and bold. Subtitles will be bold with CPAS of the initials only.
- Carefully check the quality of all images, tables, and scanned copies. Scanners may produce distortions, low contrast, or crooked pages. Be sure that the originals are of high resolution for quality reproduction.
- After the entire report has been completed and assembled, put page numbers in the bottom center of each page, including appendices. Number the pages of the report consecutively and do not number each section separately.
- Place the Table of Contents (including that for the appendix) immediately after the title page. These pages should be numbered in lowercase Roman numerals in the bottom center of the page (see the Site-visit report template).
- Please use common style conventions: The word "dean" is not capitalized except when it begins a sentence. The same is true for the vice dean, president, and so on. The words "medical", "college" and "university" are not capitalized unless they begin sentences or are used as the college's full name (such as Baghdad Medical college). The word "faculty" is not capitalized unless it begins a sentence or is the Iraqi equivalent of school, e.g., "The president intends to allocate more funds to the Baghdad Faculty of Medicine for laboratory construction." Discipline names (e.g., "Physiology," "Biochemistry," "Medicine,") are capitalized when they refer to departments. Note that "department" is not capitalized unless it is used with reference to a specific discipline, as in the "Department of Medicine". Capitalize the names of formal college committees and subcommittees (e.g., Committee on Educational Policy), but do not capitalize the committee if the formal name is not used and the committee is referred to just by function (e.g., curriculum committee).
- Before submitting the report, carefully proofread it to correct spelling, typographical, grammatical, and punctuation errors.

## **CHAPTER FOUR**

### *Evidence generation*

Refer to the “manual for self-assessment study ([evidence’ generation](#)) for detailed information.

## **CHAPTER FIVE**

### *Accreditation site visit*

When the National Council for Accreditation of Medical Colleges (NCAMC) receives the Self-Assessment Report (SAR) and related documents from the college, it will assign a team of assessors “The Site Visiting Team (SVT)” according to the given criteria to take over the evaluation process for that college. The SVT has three main tasks throughout this process that will be guided by the NCAMC, these will be:

- to study the SAR and related documents to have a comprehensive awareness of the college regarding the National Standards of Accreditation,
- to conduct a “Site Visit” to that college for verification. This should focus on given areas and standards that need further investigation,
- to report to the NCAMC with a report (SVT report) and all the related documents that must be well indexed according to the SVT activity and observation.

The Site Visit which lasts for 3-5 working days considering the following concepts:

#### **First\ The Medical College:**

1. The college must conduct a Self-Assessment Study (SAS) guided by the National Standards culminated by writing the Self-Assessment Report (SAR) including all the required (indexed) documents as mentioned in this guide. These must be officially handed to the NCAMC.
2. The college is informed about the SVT and has the right to report feedback to the NCAMC in case of any conflict of interest.
3. The college must be ready to be in contact with the SVT whenever needed. The college must nominate a dedicated faculty member “the person in contact” for this task. This contact will be ended after the Site Visit.
4. During the Site Visit, the college must prepare a “properly equipped” room within the

college for the SVT to conduct meetings and related activities. The person in contact should have enough authority to facilitate the process and take suitable actions as needed. He should arrange different activities like visiting related locations and institutions, conducting questionnaires, collecting documents ... etc.

5. The college must ensure that the process will pass smoothly and that the SVT has the autonomy needed to conduct its duties. This must be so clear to all stakeholders with clear instruction from the dean to prevent any interference with such autonomy.
6. In case of any conflict of interest, the college must contact the team leader and, if needed, the NCAMC as soon as such issues arise. Such issues, if any, should be dealt with wisely and carefully.
7. The college should not expect the SVT to give details or decisions. Instead, by the end of the Site Visit, a short good-by meeting will be held between the SVT and the dean of the college in which, the leader of the SVT presents the team thanks to the college and gives general feedback about the process.
8. On receiving the SVT report, the NCAMC will go through the final evaluation process aiming to reach the final decision within 6 weeks. Within this period, the college must expect to be contacted by the NCAMC for further verification, if needed.

#### **Second\\ The Site Visiting Team:**

1. For each college there will be a given SVT. Each team consists of at least five-seven members of academic faculty members and experts. One of them is the leader and one is the registrar; in addition to another two members who are involved in the team for training and enhancing their capabilities.
2. The leader of the SVT for each college is nominated by NCAMC according to the given criteria to be approved by MOHESR ([National Assessor Selection Policy](#)). He should be dedicated to the task and his performance is continuously monitored by NCAMC.
3. Members of each SVT are academic staff and experts that will be selected, according to a given criterion, by the NCAMC in collaboration with the leader of that team. This selection will be from the assembly of candidates nominated from the medical colleges. Each team consists of 5- 7 main members including the team leader; in addition to another two members who are involved in the team for training and enhancing their capabilities. One of the members should take the duty of the secretary of that team.
4. The activity of each SVT will be supervised by a member of NCAMC. Additionally, national or international expert(s) and observational trainees may be selected by the NCAMC to participate in this activity whenever needed. All communications are

expected to be through the leader of the SVT, from one side, and the mentor from the NCAMC, from another side.

5. The member of each team must apprehend the national standards of accreditation and related steps stated in this guide. Additionally, comprehensive awareness about the college to be visited and its educational program is so crucial. They should be well prepared for this activity and work in a punctual, objective, and professional manner. They must follow the stated protocol and related code of conduct and abide by the time frame throughout the whole activity.
6. Team leader will be the “spokesperson” for the team to handle all direct contacts with the Medical College and with the NCAMC. He should show good leadership, communication, facilitation, and coordination skills. The team leader will be held responsible (by the NCAMC) for the whole Accreditation Program to that college and is required to report to the NCAMC on regular basis. And he should send the final report to the NCAMC on time.
7. In case of conflict of interests, proper and prompt actions should be taken as stated by the NCAMC. This requires immediate notification and wise judgments.

### **Third\ Code of Conduct (for the SVT):**

1. Members of the SVT must follow this code of conduct.
2. The SVT must have comprehensive awareness about the college and its educational program prior to the visit as stated in this Guide. This should be done by studying documents of that college including SAR in relation to the National Standards of Accreditation stated by the NCAMC.
3. The leader of the SVT must adopt mechanisms to ensure that team members apply standards and procedures in a consistent and appropriate fashion. The leader and his\her team should put a plan, in concordance with the related plan of the NCAMC, and distribute duties to come out with fruitful results.
4. The process must start by contacting the dean of the college for a brief introduction and to agree on the schedule and steps of this part of the accreditation process including the site visit. Major issues and events related to implementing the accreditation process should be agreed upon by the two sides.
5. Any contact between the SVT from one side and the college and\or the NCAMC from the other side, must be done through the team leader. If needed, the leader might delegate a team member for this task.
6. It is allowed for the SVT, through its leader to contact the person in contact of that college



at any time before and during the site visit.

7. The SVT must show no conflict of interest throughout the whole accreditation process. This is based on transparency and honor. Close observation and follow-up of such conflicts should be done by the team leader under close observation by the NCAMC.
8. At the start of the site visit, the SVT may hold a short introductory meeting with the dean and related faculty members (not more than 30 minutes) during which, the already prepared action plan and schedule should be explained, in brief, by the team leader. At the end of this meeting, permission to start conducting the site visit should be asked for by the team leader.
9. During the site visit, the team must verify and collect documents while visiting different (selected) facilities related to the National Standards. these facilities may include teaching halls, small group rooms, offices, laboratories, with special attention to the affiliated institutions like Hospitals, Primary Health Care Centers ... etc.
10. The SVT must sample ideas and opinions from different stakeholders. This may be done by questionnaire, small and large group meetings, personal meetings ... etc. The collected information must be documented in short reports to be included in the Annexes related to the final SVT report.
11. The SVT must, internally, discuss findings and observations on daily basis (at the end of each working day) and come up with an agreed working plan, tasks, and schedule for the next day. This aims to highlight shortcomings and outstanding issues, to determine missing documents ... etc.
12. For the same college, a second site visit must be done when the college applies for accreditation for the next time (whether accredited or not or in case of conditional accreditation). During this visit, the SVT should especially monitor the implementation of recommendations from the previous visit. So, the team must have an idea about the previous visit, its recommendations, and the achievement of the college at that time.
13. Personal feedback from the SVT members must not be shown to the college by any means and for any purpose. Such feedback may be discussed within the SVT confidentially to build an agreement within the team on related details.
14. By the end of the site visit, the team leader should meet the dean to thank him for the welcoming and support. This meeting is to brief the dean about the overall activities and about the obvious achievements and shortcomings at the college, neither details nor 3decisions must be given. The college must understand that the decision will be made by the NCAMC after thorough reviewing of the documents that come from the college and that come from the SVT. Members of the SVT and a few faculty members, if the dean wishes, may attend this meeting.

- 15.** The whole task of the SVT is based on gathering and analysis of documents, information, viewpoints, and ideas from different sources. Discussion, interviews, questionnaires, and documents are crucial.
- 16.** During the whole process of SVT activities, the leader of the team must report to the NCAMC on regular basis. The final report of the SVT should be handed to the NCAMC (supported with well-indexed documents) within two-three weeks after the site visit.
- 17.** The report must be constructive, evidence-based, and to be written in a narrative way according to the format stated in this guide. Within this report, outstanding achievements and shortcomings should be discussed.
- 18.** NCAMC may contact and can ask for a meeting with the leader or any member of the SVT if needed. This may be done to discuss concerns, clarify related issues, ask for further documents ...

## CHAPTER SIX

### *The Report of the Site Visit*

The college of medicine to be accredited has to adopt the National Standards for Accreditation of Medical Colleges. In this regard, the college will do a Self-Assessment Study (SAS) and write the related report (SAR) and collect and index-related documents that will be studied by the Site Visiting Team (SVT). Then, the SVT will conduct the Site Visit to verify the compliance of the college to these standards. After this Site Visit, the SVT will write a report and index-related documents to the National Council of Accreditation of Medical Colleges (NCAMC).

The site visiting report represents the formal record of the SVT findings at the college related to national standards. For each area of the national standards, this report must describe the college performance and highlights achievements and shortcomings. Each statement and paragraph within this report must be referred to one or more of the related documents considering that these documents must be well indexed in the Appendix of this report.

Along with related documents, this report serves as an important source of information for NCAMC to take the final decision. So, this report must follow these regulations:

#### **First\ General Principles:**

This report must be professional and written in a narrative way, skillfully. It must be descriptive depending on the evidence and data collected. It must emphasize the college performance regarding each of the national standards. Additionally, it should highlight outstanding achievements and shortcomings in that college in this regard.

#### **Second\ Building up the site visiting report:**

All the following activities will be guided by the leader of the SVT. The mentor from the NCAMC will be available for consultation whenever needed.

1- **Before the Site Visit:** the members of the SVT must know their tasks exactly and comprehend related sections of the SAR and accompanying documents sent by the college. At this stage, they should start plotting the general frame of their report draft as part of the final site visiting report. By this time, there must be a plan specifying standards that need verification, especially those with missing documents, and follow up with the college before or during the site visit to fulfill this task. Indexing the documents in hand must start at this point. This indexing must follow national standards and is irrelevant to the document indexing done by the college.

2- **During the Site Visit:** On a daily basis, members of the SVT must enrich their already

written drafts with updates of the checked standards and related events. The newly collected documents must be added to the already indexed documents.

3- **After the Site Visit:** finalization of the report drafts and relevant documents must be carefully and skillfully completed and indexed by the members of the SVT by the end of the last day of the site visit. Then, the team leader will receive these drafts and it is his\her task to check that all related aspects of the site visiting report are covered and that all standards are discussed and that the stem of the report is allied to a well-indexed document.

Before the end of the last day of the site visit, the team leader must be sure that these reports' drafts are based on information from college SAR and observation during the site visit and supplied with indexed documents that have already been sent by the college and documents collected during the site visit.

The leader of the SVT has overall responsibility for the final report. He should unify the whole report regarding clarity, consistency as well as spelling, and formatting. By the first 3 days of the site visit, the team leader must prepare a draft of the report and documents. He may add important notes, where appropriate. Then, an open discussion with the members of the SVT must be ensured for the final agreement to be approved within the team that should be completed by no more than 10 days after the end of the Site Visit.

Within two weeks after the end of the site visit, the team leader forwards the final and formal site visit report and related indexed documents to the NCAMC.

### **Third\\ Formal Structure of the SVT Report:**

Title of the site visiting report:

Cover Page: includes specific information such as "*Toward excellence in medical education*" or "*A report of Baghdad College of Medicine*", *college name and site visit date* ...etc.

Table of Contents: Make sure that all Appendix documents are listed. The report should be paged sequentially, including the Appendix.

Memorandum:

Signature:

After the stem of the memorandum, details of the SVT members must be listed including their names, titles, affiliation, and emails, as well as their roles on the SVT as a leader, secretary, reporter, member, or observer.

Introduction and Composition of the SVT: For example, A site visit to the University of (.....) college of medicine was conducted on (day\ month\year), by a team representing the NCAMC. The team expresses its appreciation to Dean and the administrative staff, faculty, and students for their interest and candor during the site- visit.

Summary of SVT Findings:

For each standard, subarea, and area of the National Standards, the preferred format includes putting the related numbers and formal name and stem of the standard to be discussed followed by a paragraph labeled “Finding”. The finding is a narrative discussion of the facts with enough details and must be supported by data and evidence. It must follow the three levels of evaluation i.e. I-present, II-present and applied, III- present, applied and effective This can be supported by recommendations of the SVT for improvement. This must be done for each area, subarea, and standard. If no findings for a given standard, a brief discussion is expected. Within this report, it is highly recommended NOT to use words like “present”, “none” .... etc.

Area Reviewing:

Each area is mentioned with its number, name, and any comments. The stem of the report should include the number and name of the standard followed by a narrative description and comments about the facts related to each standard. In the narrative stem of the report, there should be careful differentiation between information and conclusions that come from the college side from those that come from the SVT findings. For each standard and after the stem description there must be referring to the number of the documents on which that stem was based. These collated documents must be well indexed in the Appendix at the end of the report. Listing Appendix numbers and item names at the beginning of the relevant section of the report are recommended.

College SAS and Data Collection:

Comment on the SAS in terms of the degree of participation of different stakeholders (medical staff, administrators, students... etc), the comprehensiveness and depth of analyses, and the organization and quality of the conclusions and recommendations.

Comment on the quality of the document collection including its organization, completeness, and internal consistency. Note if there was information missing in the data collection (as if questions were not completely or appropriately answered) or if there were any difficulties for the SVT in securing needed information before or during the site visit. Indicate whether quantitative data were updated for the current year.

History and Setting of the College and Allied Institutions (hospitals and PHCC):

Briefly summarize the history of the college. Describe the medical college in terms of its size, age, governmental or private status, and its organizational relationships with the university,

health sciences center, geographically separate/distributed campus(es), and principal teaching hospital(s). Describe the geographic relationships of the main campus to major clinical teaching sites and, where appropriate, remote campuses; include relevant maps of the locations of affiliated teaching sites and any geographically distributed campuses in the Appendix.

**Fourth\ Outlook of the SVT Report** (see the Site Visit Report Template):

1. The page layout should be one inch margined throughout.
2. Use the template supplied by the NCAMC (font-size: 12 points, Times New Roman, justified and the line spacing is 1.5).
3. Place "Table of Contents" (including that for the appendix) immediately after the title page. These pages should be numbered in lowercase Roman numerals in the bottom center of the page.
4. After the entire report has been completed and assembled, put page numbers in the bottom center of each page, including appendices. Number the pages of the report consecutively started from memorandum (do not number each section separately).
5. The covering memorandum from the team leader follows the list of the content. This memorandum must be signed by the members and leader of the SVT.
6. Carefully check the quality of all images, tables, and scanned copies. Scanners may produce distortions, low contrast, or crooked pages. Be sure that originals are of high resolution for quality reproduction. Do not include color.
5. Please use common style conventions: The word "dean" is not capitalized except when it begins a sentence. The same is true for vice president, and president. The words "medical", "college" and "university" are not capitalized unless they begin sentences or are used as the college's full name (such as Baghdad Medical college). The word "faculty" is not capitalized unless it begins a sentence or is the Iraqi equivalent of school, e.g., "The president intends to allocate more funds to the Xxxx Faculty of Medicine for laboratory construction." Discipline names (e.g., "Physiology," "Biochemistry," "Medicine,") are capitalized when they refer to departments. Note that "department" is not capitalized unless it is used with reference to a specific discipline, as in "Department of Medicine". Capitalize the initials of formal college committees and subcommittees (e.g., Committee on Educational Policy), but do not capitalize the committee if the formal name is not used and the committee is referred to just by function (e.g., curriculum committee).
6. Before submitting the report to the NCAMC, carefully proofread it to correct spelling, typographical, grammatical, and punctuation errors.

## CHAPTER SEVEN

### *Decisions and Appealing*

The National Council for Accreditation of Medical Colleges (NCAMC) is the authorized body to give the decision about the accreditation of medical colleges. Appealing from the college is allowed and an already set committee within the NCAMC is allocated for this purpose (according to regulation No. 2274 issued on 7/9/ 2020, paragraph 8, statement C). The final decision will be done by the NCAMC considering the recommendations of this committee.

#### **First\\ Final Decision of Accreditation:**

Four weeks after the end of the site visit, the NCAMC makes the decision. To take such a decision, the NCAMC studies and discusses the SAR, the SVT report, and documents that come from both the college and the SVT and verifies the results and might ask the college and/or the SVT for more documents. This decision will be reported to the Minister of Higher Education and Scientific Research for approval. By then, the college will be formally informed and will receive the decision, along with a report demonstrating the college's performance (achievements and shortcomings).

The decision will be either:

- 1. Accreditation:** When the college fulfills the accreditation requirements. This will be valid for a full cohort (six years).
- 2. Conditional accreditation:** When the college almost fulfills the accreditation requirements. This means that some requirements were not met, mandating proper actions from the college side. The College must fulfill these requirements within a period of two years to be accredited.
- 3. Denied Accreditation:** when the College does not fulfill the National Standards of Accreditation. The College must take serious actions to fulfill these standards and can re-apply for accreditation at least one year later.

#### **Second\\ Appeal:**

The College has the right to appeal the NCAMC decision within four weeks of the ministerial approval of the decision otherwise, this will be the final decision.

The Council formulates a committee specifically for each college for this purpose. Members of this committee are members of the NCAMC who do not participate in any of the activities related to decision-making for that college. This committee will study the college appeal and review the whole documents within 4 weeks of the appeal and reports recommendations to the NCAMC.

The final decision will be done by the NCAMC considering the recommendations of this committee. This final decision will be reported to the Minister of Higher Education and

Scientific Research for approval.

By then, the college will be formally informed about the final decision.



*Appendix I ... Template of*  
**SITE-VISIT SCHEDULE**



The Site-Visit to **NAME OF THE COLLEGE AND UNIVERSITY** by the SVT on **VISIT DATE**

SVT leader: **NAME, TITLE, AND DEGREE**

College of Medicine, University of -----

City, Province: -----

Phone Number: -----

Email: -----

Member: **NAME, TITLE, AND DEGREE**

College of Medicine, University -----

City, Province: -----

Phone Number: -----

Email: -----

Member: **NAME, TITLE, AND DEGREE**

College of Medicine, University -----

City, Province: -----

Phone Number: -----

Email: -----

Member: **NAME, TITLE, AND DEGREE**

College of Medicine, University -----

City, Province: -----

Phone Number: -----

Email: -----

Member: **NAME, TITLE, AND DEGREE**

College of Medicine, University -----

City, Province: -----

Phone Number: -----

Email: -----

**Pre-visit day**

4:00 pm ... Team caucus

The team leader in collaboration with the college person in contact can adjust the topics and time allotted for individual sessions, as well as divide the team, in order to accommodate the distinctive characteristics of the college being visited.

**Day One**

8:00 am ... Entrance meeting

9:00 am ... Dean’s perspective: Accomplishments, goals, challenges

10.00 am Discussion items (according to SVT) include:

- 1- -----
- 2- -----
- 3- -----

11:00 -11.30am- Break

11.30. Discussion items (according to SVT) include:

- 1- -----
- 2- -----
- 3- -----

2:00-3:00 pm ... Lunch break

3.00-6.00 pm ... Rest at the hotel

6:00-8:00 pm ... Drafting report and discussion

**Day Two**

7:45 am ... The team is collected at the hotel (time tentative based on the distance to college)

8:30 am ... Discussion items include:

- 1- -----
- 2- -----
- 3- -----

11:00 -11.30am- Break

11.30. Discussion items (according to SVT) include:

- 1- -----
- 2- -----
- 3- -----

2:00-3:00 pm ... Lunch break

3.00-6.00 pm ... Rest at the hotel

6:00-8:00 pm ... Drafting report and discussion

**Day Three**

7:45 am ... The team is collected at the hotel (time tentative based on the distance to college)

8:30 am ... Discussion items include:

1-----

2-----

3-----

11:00 -11.30am- Break

11.30. Discussion items (according to SVT) include:

1-----

2-----

3-----

2:00-3:00 pm ... Lunch break

3.00-6.00 pm ... Rest at the hotel

6:00-8:00 pm ... Drafting report and discussion

#### **Day Four**

7:45 am ... The team is collected at the hotel (time tentative based on the distance to college)

8:30 am ... Discussion items include:

1-----

2-----

3-----

11:00 -11.30am- Break

11.30. Discussion items (according to SVT) include:

1-----

2-----

3-----

2:00-3:00 pm ... Lunch break

3.00-6.00 pm ... Rest at the hotel

6:00-8:00 pm ... Drafting report and discussion

#### **Day Five**

7:45 am ... The team is collected at the hotel (time tentative based on the distance to college)

8:30 am ... Discussion items include:

1-----

2-----

3-----

11.30. Discussion items (according to SVT) include:

1-----

2-----

3-----

12:00 am ... Team Caucus (Private Session)

1:30 pm ... Exit meeting with the dean.

2:00-3:00 pm ... Lunch break

3.00-6.00 pm ... Rest at the hotel

6:00-8:00 pm ... Drafting report and discussion

Departure and safe journey back home in the next morning...

*Appendix II ... Template of*  
**SITE-VISITING TEAM FINDINGS**



The Site-Visit to **NAME OF THE COLLEGE AND UNIVERSITY** by the SVT on **VISIT DATE**

*“For each finding, list the full wording under the relevant standard and performance recommendation.”*

**1. Mission and outcomes:**

**1.1. Mission**

**Basic standards:** The medical college **must**

1.1.1. state its mission.

Finding; -----

1.1.2. make it known to its community and the health sector it serves.

Finding; -----

1.1.3. in its mission to outline the aims and the educational strategy resulting in a medical doctor

1.1.3.1. competent at a basic level.

Finding; -----

1.1.3.2. with an appropriate foundation for a future career in any branch of medicine.

Finding; -----

1.1.3.3. capable of undertaking the roles of doctors as defined by the health sector.

Finding; -----

1.1.3.4. prepared and ready for postgraduate medical education.

Finding; -----

1.1.3.5. committed to life-long learning.

Finding; -----

1.1.4. consider that the mission encompasses the health needs of the community, the needs of the health care delivery system and other aspects of social accountability.

Finding; -----

**Quality development standards:** The medical college **should** ensure that the mission encompasses

1.1.5. medical research attainment.

Finding;-----

1.1.6. aspects of global health.

Finding;-----

## 1.2 INSTITUTIONAL AUTONOMY AND ACADEMIC FREEDOM

**Basic standards:** The medical college **must** have institutional autonomy to

1.2.1. formulate and implement policies for which its faculty/academic staff and administration are responsible, especially regarding

1.2.1.1. design of the curriculum.

Finding;-----

1.2.1.2. use of the allocated resources necessary for the implementation of the curriculum.

Finding;-----

**Quality development standards:** The medical college **should** ensure academic freedom for its staff and students

1.2.2. in addressing the actual curriculum.

Finding;-----

1.2.3. in exploring the use of new research results to illustrate specific subjects without expanding the curriculum.

Finding;-----

## 1.3 EDUCATIONAL OUTCOMES

**Basic standards:** The medical college **must**

1.3.1. define the intended educational outcomes that students should exhibit upon graduation in relation to

1.3.1.1. their achievements at a basic level regarding knowledge, skills, and attitudes.

Finding;-----

1.3.1.2. appropriate foundation for a future career in any branch of medicine.

Finding;-----

1.3.1.3. their future roles in the health sector.

Finding;-----

1.3.1.4. their subsequent postgraduate training.

Finding;-----

1.3.1.5. their commitment to and skills in life-long learning.

Finding;-----

1.3.1.6. the health needs of the community, the needs of the health care delivery system, and other aspects of social accountability.

Finding;-----

1.3.2. ensure appropriate student conduct with respect to fellow students, faculty members, other health care personnel, patients, and their relatives.

Finding;-----

1.3.3. make the intended educational outcomes publicly known.

Finding;-----

**Quality development standards:** The medical college **should**

1.3.4. specify and coordinate the linkage of acquired outcomes by graduation with acquired outcomes in postgraduate training.

Finding;-----

1.3.5. specify intended outcomes of student engagement in medical research.

Finding;-----

1.3.6. draw attention to global health-related intended outcomes.

Finding;-----

**1.4 PARTICIPATION IN FORMULATION OF MISSION AND OUTCOMES**

**Basic standard:** The medical college **must**

1.4.1. ensure that its principal stakeholders participate in formulating the mission and intended educational outcomes.

Finding;-----

**Quality development standard:**

The medical college **should**

1.4.2. ensure that the formulation of its mission and intended educational outcomes is based also on input from other stakeholders.

Finding;-----

**2. Educational program:**

**2.1 FRAMEWORK OF THE PROGRAM**

**Basic standards:** The medical college **must**

2.1.1. define the overall curriculum.

Finding; -----  
2.1.2. use a curriculum and instructional/learning methods that stimulate, prepare and support students to take responsibility for their learning process.

Finding; -----  
2.1.3. ensure that the curriculum is delivered in accordance with principles of equality.  
Finding; -----

**Quality development standard:** The medical college **should**

2.1.4. ensure that the curriculum prepares the students for life-long learning.  
Finding; -----

## 2.2 SCIENTIFIC METHOD

**Basic standards:** The medical college **must**

2.2.1. throughout the curriculum teach  
2.2.1.1. the principles of the scientific method, including analytical and critical thinking.

Finding; -----  
2.2.1.2. medical research methods.

Finding; -----  
2.2.1.3. evidence-based medicine.

Finding; -----

**Quality development standard:** The medical college **should**

2.2.2. in the curriculum include elements of original or advanced research.  
Finding; -----

## 2.3 BASIC BIOMEDICAL SCIENCES

**Basic standards:** The medical college **must**

2.3.1. in the curriculum identify and incorporate the contributions of the basic biomedical sciences to create an understanding of

2.3.1.1. scientific knowledge fundamental to acquiring and applying clinical science.

Finding; -----

2.3.1.2. concepts and methods fundamental to acquiring and applying clinical science.

Finding; -----

**Quality development standards:** The medical college **should**

2.3.2. in the curriculum adjust and modify the contributions of the biomedical sciences to the

2.3.2.1. scientific, technological and clinical developments.

Finding; -----

2.3.2.2. current and anticipated needs of the society and the health care system.

Finding; -----

## 2.4 BEHAVIOURAL AND SOCIAL SCIENCES, MEDICAL ETHICS AND JURISPRUDENCE

**Basic standards:** The medical college **must**

2.4.1. in the curriculum identifies and incorporates the contributions of the:

2.4.1.1. behavioral sciences.

Finding;-----

2.4.1.2. social sciences.

Finding;-----

2.4.1.3. medical ethics.

Finding;-----

2.4.1.4. medical jurisprudence.

Finding;-----

**Quality development standards:** The medical college **should**

2.4.2. in the curriculum adjust and modify the contributions of the behavioral and social sciences as well as medical ethics and medical jurisprudence to

2.4.2.1. scientific, technological and clinical developments.

Finding;-----

2.4.2.2. current and anticipated needs of the society and the health care system.

Finding;-----

2.4.2.3. changing demographic and cultural contexts.

Finding;-----

## 2.5 CLINICAL SCIENCES AND SKILLS

**Basic standards:** The medical college **must**

2.5.1 in the curriculum identify and incorporate the contributions of the clinical sciences to ensure that students

2.5.1.1. acquire sufficient knowledge and clinical and professional skills to assume appropriate responsibility after graduation.

Finding;-----

2.5.1.2. spend a reasonable part of the program in planned contact with patients in relevant clinical settings.

Finding;-----

2.5.1.3. experience health promotion and preventive medicine.

Finding;-----

2.5.2. specify the amount of time spent in training in major clinical disciplines.

Finding;-----

2.5.3. organize clinical training with appropriate attention to patient safety.

Finding;-----

**Quality development standards:** The medical college **should**

2.5.4. in the curriculum adjust and modify the contributions of the clinical sciences to the

2.5.4.1. scientific, technological and clinical developments.

Finding;-----

2.5.4.2. current and anticipated needs of the society and the health care system.

2.5.5. ensure that every student has early patient contact gradually including participation inpatient care.



Finding;-----  
2.5.6. structure the different components of clinical skills training according to the stage of the study program.

Finding;-----

## 2.6 PROGRAMME STRUCTURE, COMPOSITION, AND DURATION

**Basic standard:** The medical college **must**

2.6.1. describe the content, extent, and sequencing of courses and other curricular elements to ensure appropriate coordination between basic biomedical, behavioral and social, and clinical subjects.

Finding;-----

**Quality development standards:** The medical college **should** in the curriculum

2.6.2. ensure horizontal integration of associated sciences, disciplines, and subjects.

Finding;-----

2.6.3. ensure vertical integration of the clinical sciences with the basic biomedical and the behavioral and social sciences.

Finding;-----

2.6.4. allow optional (elective) content and define the balance between the core and optional content as part of the educational program.

Finding;-----

2.6.5. describe the interface with complementary medicine.

Finding;-----

## 2.7 PROGRAMME MANAGEMENT

**Basic standards:** The medical college **must**

2.7.1. have a curriculum committee, which under the governance of the academic leadership (the dean) has the responsibility and authority for planning and implementing the curriculum to secure its intended educational outcomes.

Finding;-----

2.7.2. in its curriculum committee ensures representation of staff and students.

Finding;-----

**Quality development standards:** The medical college **should**

2.7.3. through its curriculum committee plan and implement innovations in the curriculum.

Finding;-----

2.7.4. in its curriculum committee include representatives of other stakeholders.

Finding;-----

## 2.8 LINKAGE WITH MEDICAL PRACTICE AND THE HEALTH SECTOR

**Basic standard:** The medical college **must**

2.8.1 ensure operational linkage between the educational program and the subsequent stages of education or practice after graduation.

Finding;-----

**Quality development standards:** The medical college **should**

2.8.2. ensure that the curriculum committee

2.8.2.1. seeks input from the environment in which graduates will be expected to work, and modifies the program accordingly.

Finding;-----

2.8.2.2. considers program modification in response to opinions in the community and society.

Finding;-----

**3. Assessment of students:**

**3.1 ASSESSMENT METHODS**

**Basic standards:** The medical college **must**

3.1.1. define, state, and publish the principles, methods, and practices used for assessment of its students, including the criteria for setting pass marks, grade boundaries, and number of allowed retakes.

Finding;-----

3.1.2. ensure that assessments cover knowledge, skills and attitudes.

Finding;-----

3.1.3. use a wide range of assessment methods and formats according to their “assessment utility”.

Finding;-----

3.1.4. ensure that methods and results of assessments avoid conflicts of interest.

Finding;-----

3.1.5. ensure that assessments are open to scrutiny by external expertise.

Finding;-----

3.1.6. use a system of the appeal of assessment results.

Finding;-----

**Quality development standards:** The medical college **should**

3.1.7. evaluate and document the reliability and validity of assessment methods.

Finding;-----

3.1.8. incorporate new assessment methods where appropriate.

Finding;-----

3.1.9. encourage the use of external examiners.

Finding;-----

**3.2 RELATION BETWEEN ASSESSMENT AND LEARNING**

**Basic standards:** The medical college **must**

3.2.1 use assessment principles, methods, and practices that

3.2.1.1. are clearly compatible with intended educational outcomes and instructional methods.

Finding;-----

3.2.1.2. ensure that the intended educational outcomes are met by the students.

Finding;-----

3.2.1.3. promote student learning.

Finding; -----  
3.2.1.4. provide an appropriate balance of formative and summative assessment to guide both learning and decisions about academic progress.

Finding; -----

**Quality development standards:** The medical college **should**

3.2.2. adjust the number and nature of examinations of curricular elements to encourage both acquisitions of the knowledge base and integrated learning.

Finding; -----

3.2.3. ensure timely, specific, constructive, and fair feedback to students on basis of assessment results.

Finding; -----

#### **4. Program evaluation:**

#### **4.1 MECHANISMS FOR PROGRAM MONITORING AND EVALUATION**

**Basic standards:** The medical college **must**

4.1.1. have a program of routine curriculum monitoring of processes and outcomes.

Finding; -----

4.1.2. establish and apply a mechanism for program evaluation that

4.1.2.1. addresses the curriculum and its main components.

Finding; -----

4.1.2.2. addresses student progress.

Finding; -----

4.1.2.3. identifies and addresses concerns.

Finding; -----

4.1.3. ensure that relevant results of evaluation influence the curriculum.

Finding; -----

**Quality development standards:** The medical college **should**

4.1.4. periodically evaluate the program by comprehensively addressing

4.1.4.1. the context of the educational process.

Finding; -----

4.1.4.2. the specific components of the curriculum.

Finding; -----

4.1.4.3. the long-term acquired outcomes.

Finding; -----

4.1.4.4. its social accountability

Finding; -----

#### **4.2 TEACHER AND STUDENT FEEDBACK**

**Basic standard:** The medical college **must**

4.2.1 systematically seek, analyze and respond to teacher and student feedback.

Finding; -----

**Quality development standard:** The medical college **should**

4.2.2. use feedback results for program development.

Finding;-----

### 4.3 PERFORMANCE OF STUDENTS AND GRADUATES

**Basic standards:** The medical college **must**

4.3.1 analyze the performance of cohorts of students and graduates in relation to

4.3.1.1.mission and intended educational outcomes.

Finding;-----

4.3.1.2. provision of resources.

Finding;-----

**Quality development standards:** The medical college **should**

4.3.2. analyze the performance of cohorts of students and graduates in relation to student

4.3.2.1.background and conditions.

Finding;-----

4.3.2.2. entrance qualifications.

Finding;-----

4.3.3. use the analysis of student performance to provide feedback to the committees responsible for

4.3.3.1. student selection.

Finding;-----

4.3.3.2. curriculum planning.

Finding;-----

4.3.3.3. student counseling.

Finding;-----

### 4.4 INVOLVEMENT OF STAKEHOLDERS

**Basic standard:** The medical college **must**

4.4.1. in its program monitoring and evaluation activities involve its principal stakeholders.

Finding;-----

**Quality development standards:** The medical college **should**

4.4.2. for other stakeholders

4.4.2.1. allow access to results of course and program evaluation.

Finding;-----

4.4.2.2. seek their feedback on the performance of graduates.

Finding;-----

4.4.2.3. seek their feedback on the curriculum.

Finding;-----

## 5. Students:

### 5.1 ADMISSION POLICY AND SELECTION

**Basic standards:** The medical college **must**

5.1.1. formulate and implement an admission policy based on principles of objectivity, including a clear statement on the process of selection of students.

Finding;-----

5.1.2. have a policy and implement a practice for admission of disabled students.

Finding;-----

5.1.3. have a policy and implement a practice for the transfer of students from other national or international programs and institutions.

Finding;-----

**Quality development standards:** The medical college **should**

5.1.4. state the relationship between selection and the mission of the school, the educational program, and desired qualities of graduates.

Finding;-----

5.1.5. periodically review the admission policy.

Finding;-----

5.1.6. use a system for appeal of admission decisions.

Finding;-----

## 5.2 STUDENT INTAKE

**Basic standard:** The medical college **must**

5.2.1. define the size of student intake and relate it to its capacity at all stages of the program.

Finding;-----

**Quality development standard:** The medical college **should**

5.2.2. periodically review the size and nature of student intake in consultation with other stakeholders and regulate it to meet the health needs of the community and society.

Finding;-----

## 5.3 STUDENT COUNSELING AND SUPPORT

**Basic standards:** The medical college and/or the university **must**

5.3.1. have a system for academic counseling of its student population.

Finding;-----

5.3.2. offer a program of student support, addressing social, financial, and personal needs.

Finding;-----

5.3.3. allocate resources for student support.

Finding;-----

5.3.4. ensure confidentiality in relation to counseling and support.

Finding;-----

**Quality development standards:**

The medical college **should**

5.3.5. provide academic counseling that

5.3.5.1. is based on the monitoring of student progress.

Finding;-----

5.3.5.2. includes career guidance and planning.

Finding;-----

## 5.4 STUDENT REPRESENTATION

**Basic standards:** The medical college **must**

5.4.1 formulate and implement a policy on student representation and appropriate participation in

5.4.1.1. mission statement.

Finding:-----

5.4.1.2. design of the program.

Finding:-----

5.4.1.3. management of the program.

Finding:-----

5.4.1.4. evaluation of the program.

Finding:-----

5.4.1.5. other matters relevant to students.

Finding:-----

**Quality development standard:** The medical college **should**

5.4.2. encourage and facilitate student activities and student organizations.

Finding:-----

## 6. Academic staff/ faculty:

### 6.1 RECRUITMENT AND SELECTION POLICY

**Basic standards:** The medical college **must**

6.1.1. formulate and implement a staff recruitment and selection policy which

6.1.1.1. outline the type, responsibilities, and balance of the academic staff/faculty of the basic biomedical sciences, the behavioral and social sciences, and the clinical sciences required to deliver the curriculum adequately, including the balance between medical and non-medical academic staff, the balance between full-time and part-time academic staff, and the balance between academic and non-academic staff.

Finding:-----

6.1.1.2. address criteria for scientific, educational, and clinical merit, including the balance between teaching, research and service functions.

Finding:-----

6.1.1.3. specify and monitor the responsibilities of its academic staff/faculty of the basic biomedical sciences, the behavioral and social sciences, and the clinical sciences.

Finding:-----

**Quality development standards:** The medical college **should**

6.1.2. in its policy for staff recruitment and selection take into account criteria such as

6.1.2.1. relationship to its mission, including significant local issues.

Finding:-----

6.1.2.2. economic considerations.

Finding;-----

## 6.2 STAFF ACTIVITY AND STAFF DEVELOPMENT

**Basic standards:** The medical college **must**

6.2.1 formulate and implement a staff activity and development policy which

6.2.1.1. allow a balance of capacity between teaching, research and service functions.

Finding;-----

6.2.1.2. ensure recognition of meritorious academic activities, with appropriate emphasis on teaching, research and service qualifications.

Finding;-----

6.2.1.3. ensure that clinical service functions and research are used in teaching and learning.

Finding;-----

6.2.1.4. ensure sufficient knowledge by individual staff members of the total curriculum.

Finding;-----

6.2.1.5. include teacher training, development, support, and appraisal.

Finding;-----

**Quality development standards:** The medical college **should**

6.2.2. take into account teacher-student ratios relevant to the various curricular components.

Finding;-----

6.2.3. design and implement a staff promotion policy.

Finding;-----

## 7. Educational resources:

### 7.1. PHYSICAL FACILITIES

**Basic standards:** The medical college **must**

7.1.1. have sufficient physical facilities for staff and students to ensure that the curriculum can be delivered adequately.

Finding;-----

7.1.2. ensure a learning environment, which is safe for staff, students, patients, and their relatives.

Finding;-----

**Quality development standard:** The medical college **should**

7.1.3. improve the learning environment by regularly updating and modifying or extending the physical facilities to match developments in educational practices.

Finding;-----

### 7.2. CLINICAL TRAINING RESOURCES

**Basic standards:** The medical college **must**

7.2.1. ensure necessary resources for giving the students adequate clinical experience, including sufficient

7.2.1.1. number and categories of patients.

Finding;-----

7.2.1.2. clinical training facilities.

Finding;-----

7.2.1.3. supervision of their clinical practice.

Finding;-----

**Quality development standard:** The medical college **should**

7.2.2. evaluate, adapt and improve the facilities for clinical training to meet the needs of the population it serves.

Finding;-----

### 7.3. INFORMATION TECHNOLOGY

**Basic standards:** The medical college **must**

7.3.1 formulate and implement a policy which addresses effective and ethical use and evaluation of appropriate information and communication technology.

Finding;-----

7.3.2. ensure access to web-based or other electronic media.

Finding;-----

**Quality development standards:** The medical college **should**

7.3.3. enable teachers and students to use existing and exploit appropriate new information and communication technology for

7.3.3.1. independent learning.

Finding;-----

7.3.3.2. accessing information.

Finding;-----

7.3.3.3. managing patients.

Finding;-----

7.3.3.4. working in health care delivery systems.

Finding;-----

7.3.3.5. optimize student access to relevant patient data and health care information systems.

Finding;-----

### 7.4. MEDICAL RESEARCH AND SCHOLARSHIP

**Basic standards:** The medical college **must**

7.4.1. use medical research and scholarship as a basis for the educational curriculum.

Finding;-----

7.4.2. formulate and implement a policy that fosters the relationship between medical research and education.

Finding;-----



7.4.3. describe the research facilities and priorities at the institution.

Finding;-----

**Quality development standards:**

The medical college **should**

7.4.4. ensure that interaction between medical research and education

7.4.4.1. influences current teaching.

Finding;-----

7.4.4.2. encourages and prepares students to engage in medical research and development.

Finding;-----

**7.5. EDUCATIONAL EXPERTISE**

**Basic standards:** The medical college **must**

7.5.1. have access to educational expertise where required.

Finding;-----

7.5.2. formulate and implement a policy on the use of educational expertise in

7.5.2.1. curriculum development.

Finding;-----

7.5.2.2. development of teaching and assessment methods.

Finding;-----

**Quality development standards:** The medical college **should**

7.5.3. demonstrate evidence of the use of in-house or external educational expertise in staff development.

Finding;-----

7.5.4. pay attention to current expertise in educational evaluation and in research in the discipline of medical education.

Finding;-----

7.5.5. allow staff to pursue educational research interests.

Finding;-----

**7.6 EDUCATIONAL EXCHANGES**

**Basic standards:** The medical college **must**

7.6.1. formulate and implement a policy for

7.6.1.1. national and international collaboration with other educational institutions, including staff and student mobility.

Finding;-----

7.6.1.2. transfer of educational credits.

Finding;-----

**Quality development standards:** The medical college **should**

7.6.2. facilitate the regional and international exchange of staff and students by providing appropriate resources.

Finding;-----

7.6.3. ensure that exchange is purposefully organized, taking into account the needs of staff and students, and respecting ethical principles.

Finding;-----

## **8.Governance and administration :**

### **8.1 GOVERNANCE**

**Basic standard:** The medical college **must**

8.1.1. define its governance structures and functions including their relationships within the university.

Finding;-----

**Quality development standards:** The medical college **should**

8.1.2. in its governance structures set out the committee structure, and reflect representation from

8.1.2.1. principal stakeholders.

Finding;-----

8.1.2.2. other stakeholders.

Finding;-----

8.1.3. ensure transparency of the work of governance and its decisions.

Finding;-----

### **8.2 ACADEMIC LEADERSHIP**

**Basic standard:** The medical college **must**

8.2.1. describe the responsibilities of its academic leadership for the definition and management of the medical education program.

Finding;-----

**Quality development standard:** The medical college **should**

8.2.2. periodically evaluate its academic leadership in relation to the achievement of its mission and intended educational outcomes.

Finding;-----

### **8.3 EDUCATIONAL BUDGET AND RESOURCE ALLOCATION**

**Basic standards:** The medical college **must**

8.3.1. have a clear line of responsibility and authority for resourcing the curriculum, including a dedicated educational budget.

Finding;-----

8.3.2. allocate the resources necessary for the implementation of the curriculum and distribute the educational resources in relation to educational needs.

Finding;-----

**Quality development standards:** The medical college **should**

8.3.3. have the autonomy to direct resources, including teaching staff remuneration, in an appropriate manner in order to achieve its intended educational outcomes.

Finding;-----

8.3.4. in the distribution of resources take into account the developments in medical sciences and the health needs of society.

Finding;-----

#### 8.4. ADMINISTRATION AND MANAGEMENT

**Basic standards:** The medical college **must**

8.4.1. have an administrative and professional staff that is appropriate to

8.4.1.1.support the implementation of its educational program and related activities.

Finding;-----

8.4.1.2.ensure good management and resource deployment.

Finding;-----

**Quality development standard:** The medical college **should**

8.4.2. formulate and implement an internal program for quality assurance of the management including regular review.

Finding;-----

#### 8.5 INTERACTION WITH HEALTH SECTOR

**Basic standard:** The medical college **must**

8.5.1. have constructive interaction with the health and health-related sectors of society and government.

Finding;-----

**Quality development standard:** The medical college **should**

8.5.2. formalize its collaboration, including engagement of staff and students, with partners in the health sector.

Finding;-----

#### 9.Continuous renewal:

**Basic standards:** The medical college **must** as a dynamic and socially accountable institution

9.0.1. initiate procedures for regularly reviewing and updating the process, structure, content, outcomes/competencies, assessment, and learning environment of the program.

Finding;-----

9.0.2. rectify documented deficiencies.

Finding;-----

9.0.3. allocate resources for continuous renewal.

Finding;-----

**Quality development standards:** The medical college **should**

9.0.4. base the process of renewal on prospective studies and analyses and on results of the local evaluation and the medical education literature.

Finding;-----

9.0.5. Ensure that the process of renewal and restructuring leads to the revision of its policies and practices in accordance with past experience, present activities, and future perspectives.

Finding;-----

9.0.6. address the following issues in its process of renewal:

9.0.6.1. adaptation of mission statement to the scientific, socio-economic and cultural development of the society. (cf. 1.1)

Finding;-----

9.0.6.2. modification of the intended educational outcomes of the graduating students in accordance with documented needs of the environment they will enter. The modification might include clinical skills, public health training, and involvement in patient care appropriate to responsibilities encountered upon graduation. (cf. 1.3)

Finding;-----

9.0.6.3. adaptation of the curriculum model and instructional methods to ensure that these are appropriate and relevant. (cf. 2.1)

Finding;-----

9.0.6.4. adjustment of curricular elements and their relationships in keeping with developments in the basic biomedical, clinical, behavioral, and social sciences, changes in the demographic profile and health/disease pattern of the population, and socioeconomic and cultural conditions. The adjustment would ensure that new relevant knowledge, concepts, and methods are included, and outdated ones discarded. (cf. 2.2 - 2.6)

Finding;-----

9.0.6.5. development of assessment principles, and the methods and the number of examinations according to changes in intended educational outcomes and instructional methods. (cf. 3.1 and 3.2)

Finding;-----

9.0.6.6. adaptation of student recruitment policy, selection methods, and student intake to changing expectations and circumstances, human resource needs, changes in the premedical education system, and the requirements of the educational program. (cf. 5.1 and 5.2)

Finding;-----

9.0.6.7. adaptation of academic staff recruitment and development policy according to changing needs. (cf. 6.1 and 6.2)

Finding;-----

9.0.6.8. updating of educational resources according to changing needs, i.e. the student intake, size and profile of academic staff, and the educational program. (cf. 7.1 - 7.3)

Finding;-----

9.0.6.9. refinement of the process of program monitoring and evaluation. (cf. 4.1 – 4.4)

Finding;-----

9.0.6.10. development of the organizational structure and of governance and management to cope with changing circumstances and needs and, over time, accommodating the interests of the different groups of stakeholders. (cf. 8.1 – 8.5)

Finding;



### *Appendix III ... Template of*

#### **EXIT MEETING**



The Site-Visit to **NAME OF THE COLLEGE AND UNIVERSITY** by the SVT on **VISIT DATE**

During this site visit, team members assessed the medical education program at the **NAME OF THE COLLEGE AND UNIVERSITY** using the national standard for accreditation of medical colleges and include compliance recommendations.

The team expresses its sincere appreciation to the dean **NAME OF THE DEAN**, Faculty, staff, and students of the **NAME OF THE COLLEGE AND UNIVERSITY** for their high courtesy and warm welcoming and accommodations during the site visit.

**NAMES OF THE CONTACT PERSON AT THE COLLEGE** merit special recognition and commendation for the thoughtful visit preparations and professional support during the conduct of the site visit.

The SVT has enjoyed this experience with you and will report the findings and documents to the NCAMC within the next two weeks.

Once the NCAMC reaches its decision, the college will receive a copy of the final report and the letter of accreditation ( that specifies the accreditation status of the medical education program).

***“This concludes the Exit Session.***

*Please be advised there is no discussion of the findings after the exit statement has been read. The SVT leader can clarify the subsequent steps but should not engage in conversations about what the NCAMC is likely to do with respect to accreditation status or follow-up. There can be no discussion or debate about the team findings.”*

*Appendix IV ... Template of*

**REPORT of SITE VISIT**



The Site-Visit to

**NAME OF THE COLLEGE AND UNIVERSITY**

**CITY**

PREPARED BY SITE-VISITING TEAM

NCAMC

**DATE OF SITE VISIT**

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	Academic staff/ faculty
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	Governance and administration
	Continuous renewal



**MEMORANDUM**

TO: National Council for Accreditation of Medical Colleges (NCAMC)

FROM: Leader of the Site Visiting Team that visited **NAME OF THE COLLEGE AND UNIVERSITY** on **VISIT DATE**

RE: Report of the site visit

On behalf of the NCAMC and according to the National Accreditation Guidelines, the SVT had visited the **NAME OF THE COLLEGE AND UNIVERSITY** on **VISIT DATE** and the following report includes all the findings supported by the documents.

Respectfully

Signature  
Member: **NAME, TITLE, AND DEGREE**  
College of Medicine, University -----  
City, Province: -----  
Phone Number: -----  
Email: -----

Signature  
Member: **NAME, TITLE AND DEGREE**  
College of Medicine, University -----  
City, Province: -----  
Phone Number: -----  
Email: -----

Signature  
Member: **NAME, TITLE, AND DEGREE**  
College of Medicine, University -----  
City, Province: -----  
Phone Number: -----  
Email: -----

Signature  
Member: **NAME, TITLE AND DEGREE**  
College of Medicine, University -----  
City, Province: -----  
Phone Number: -----  
Email: -----

Signature  
Leader\ SVT: **NAME, TITLE, AND DEGREE**  
College of Medicine, University of -----  
City, Province: -----  
Phone Number: -----  
Email: -----  
Date: -----

## PREFACE

The site visit had been planned to test how Medical Colleges Adopt and apply the National Standards for Accreditation of Medical Colleges (NSAMC) and who the educational program of these colleges is up to these standards.

As a requirement of the accreditation process, the college must conduct a Self-Assessment Study (SAS) that ended by writing its Self-Assessment Report (SAR). This process involves collecting and annexing documents related to all areas stated in the NSAMC following the steps of the National Accreditation Guidelines.

The college must handle these documents to the Site Visiting Team (SVT) nominated to that college.

The SVTs were formulated by the Ministry of Higher Education and Scientific Research \ National Council for Accreditation of Medical Colleges (MoHESR \ NCAMC). Members of these teams are faculty members who are enthusiastic and known to be professionals. They were selected and allocated carefully to ensure neutrality and honest judgment. They had been subjected to adequate training in accreditation, medical education, assessment ... etc.

The SVT for **NAME OF THE COLLEGE, UNIVERSITY** contacted the college on **DATE OF INITIAL CONTACT** and had visited the college at **VISIT DATE**. During this period, the SVT studied the SSR of the college and all the documents. This study was based on the NSAMC and Guidelines and the site visit was conducted to verify related issues to fulfill this task.

Based on the Code of Conduct, the SVT deal with its duties professionally and on completing its mission, this report was prepared.

This report includes no decisions, instead, it describes facts, analyzes documents, and gives recommendations.

We should mention that this task was not to be fulfilled without the efforts of all stakeholders. Especial gratitude is directed to the **NAME OF THE COLLEGE AND UNIVERSITY**, represented by its Dean **NAME OF THE DEAN**, a person of contact **NAME**, faculty, staff, and students for their willingness to give the best.

Before getting into the details of this report, I and instead of this visiting team think that it was an honor to work with our mentor from the NCAMC, **NAME OF THE MENTOR** as **he\she** was so supportive and professional.

## **DATA COLLECTION, COLLEGE SAS AND SSR**

*[Briefly note the following]:*

- Quality of data collection
- Involvement of faculty, students, other stakeholders in the SAS
- Correlation between the college SAS. findings and the team findings.

## FINDINGS ACCORDING TO NSAMC

[Briefly summarize the relevant history of the school]

### AREAS, SUBAREAS AND STANDARDS

#### 1. **Mission and outcomes:**

##### **1.1 Mission:**

Basic standards: The medical college must

1.1.1. state its mission.

Description: \_\_\_\_\_

1.1.2. make it known to its community and the health sector it serves.

Description: \_\_\_\_\_

1.1.3. in its mission outline the aims and the educational strategy resulting in a medical doctor

1.1.3.1. competent at a basic level.

Description: \_\_\_\_\_

1.1.3.2. with an appropriate foundation for a future career in any branch of medicine.

Description: \_\_\_\_\_

1.1.3.3. capable of undertaking the roles of doctors as defined by the health sector.

Description: \_\_\_\_\_

1.1.3.4. prepared and ready for postgraduate medical education.

Description: \_\_\_\_\_

1.1.3.5. committed to life-long learning.

Description: \_\_\_\_\_

1.1.4. consider that the mission encompasses the health needs of the community, the needs of the health care delivery system, and other aspects of social accountability.

Description: \_\_\_\_\_

**Quality development standards:** The medical college **should** ensure that the mission encompasses

1.1.5. medical research attainment.

Description: \_\_\_\_\_

1.1.6. aspects of global health.

Description: \_\_\_\_\_

#### 1.2 INSTITUTIONAL AUTONOMY AND ACADEMIC FREEDOM

**Basic standards:** The medical college **must** have institutional autonomy to

1.2.1. formulate and implement policies for which its faculty/academic staff and administration are responsible, especially regarding

1.2.1.1. design of the curriculum.

Description;-----

1.2.1.2. use of the allocated resources necessary for the implementation of the curriculum.

Description;-----

**Quality development standards:** The medical college **should** ensure academic freedom for its staff and students

1.2.2. in addressing the actual curriculum.

Description;-----

1.2.3. in exploring the use of new research results to illustrate specific subjects without expanding the curriculum.

Description;-----

### 1.3 EDUCATIONAL OUTCOMES

**Basic standards:** The medical college **must**

1.3.1. define the intended educational outcomes that students should exhibit upon graduation in relation to

1.3.1.1. their achievements at a basic level regarding knowledge, skills, and attitudes.

Description;-----

1.3.1.2. appropriate foundation for a future career in any branch of medicine.

Description;-----

1.3.1.3. their future roles in the health sector.

Description;-----

1.3.1.4. their subsequent postgraduate training.

Description;-----

1.3.1.5. their commitment to and skills in life-long learning.

Description;-----

1.3.1.6. the health needs of the community, the needs of the health care delivery system, and other aspects of social accountability.

Description;-----

1.3.2. ensure appropriate student conduct with respect to fellow students, faculty members, other health care personnel, patients, and their relatives.

Description;-----

1.3.3. make the intended educational outcomes publicly known.

Description;-----

**Quality development standards:** The medical college **should**

1.3.4. specify and coordinate the linkage of acquired outcomes by graduation with acquired outcomes in postgraduate training.

Description;-----

1.3.5. specify intended outcomes of student engagement in medical research.

Description;-----

1.3.4. draw attention to global health-related intended outcomes.

Description;-----

## 1.4 PARTICIPATION IN FORMULATION OF MISSION AND OUTCOMES

**Basic standard:** The medical college **must**

1.4.1. ensure that its principal stakeholders participate in formulating the mission and intended educational outcomes.

Description;-----

**Quality development standard:**

The medical college **should**

1.4.2. ensure that the formulation of its mission and intended educational outcomes is based also on input from other stakeholders.

Description;-----

## 2. Educational program:

### 2.1 FRAMEWORK OF THE PROGRAM

**Basic standards:** The medical college **must**

2.1.1. define the overall curriculum.

Description;-----

2.1.2. use a curriculum and instructional/learning methods that stimulate, prepare and support students to take responsibility for their learning process.

Description;-----

2.1.3. ensure that the curriculum is delivered in accordance with principles of equality.

Description;-----

**Quality development standard:** The medical college **should**

2.1.4. ensure that the curriculum prepares the students for life-long learning.

Description;-----

## 2.2 SCIENTIFIC METHOD

**Basic standards:** The medical college **must**

2.2.1. throughout the curriculum teach

2.2.1.1. the principles of scientific method, including analytical and critical thinking.

Description;-----

2.2.1.2. medical research methods.

Description;-----

2.2.1.3.evidence-based medicine.

Description;-----

**Quality development standard:** The medical college **should**

2.2.2. in the curriculum include elements of original or advanced research.

Description;-----

## 2.3 BASIC BIOMEDICAL SCIENCES

**Basic standards:** The medical college **must**

2.3.1. in the curriculum identify and incorporate the contributions of the basic biomedical sciences to create understanding of

2.3.1.1. scientific knowledge fundamental to acquiring and applying clinical science.

Description;-----

2.3.1.3.concepts and methods fundamental to acquiring and applying clinical science.

Description;-----

**Quality development standards:** The medical college **should**

2.3.2. in the curriculum adjust and modify the contributions of the biomedical sciences to the

2.3.2.1. scientific, technological and clinical developments.

Description;-----

2.3.2.2. current and anticipated needs of the society and the health care system.

Description;-----

## 2.4 BEHAVIORAL AND SOCIAL SCIENCES, MEDICAL ETHICS AND JURISPRUDENCE

**Basic standards:** The medical college **must**

2.4.1. in the curriculum identifies and incorporates the contributions of the:

2.4.1.1. behavioral sciences.

Description;-----

2.4.1.2. social sciences.

Description;-----

2.4.1.3. medical ethics.

Description;-----

2.4.1.4. medical jurisprudence.

Description;-----

**Quality development standards:** The medical college **should**

2.4.2. in the curriculum adjust and modify the contributions of the behavioral and social sciences as well as medical ethics and medical jurisprudence to

2.4.2.1. scientific, technological and clinical developments.

Description;-----

2.4.2.2. current and anticipated needs of the society and the health care system.

Description;-----

2.4.2.3. changing demographic and cultural contexts.

Description;-----

## 2.5 CLINICAL SCIENCES AND SKILLS

**Basic standards:** The medical college **must**

2.5.1 in the curriculum identify and incorporate the contributions of the clinical sciences to ensure that students

2.5.1.1. acquire sufficient knowledge and clinical and professional skills to assume appropriate responsibility after graduation.

Description;-----

2.5.1.2. spend a reasonable part of the program in planned contact with patients in relevant clinical settings.

Description;-----

2.5.1.3. experience health promotion and preventive medicine.

Description;-----

2.5.2. specify the amount of time spent in training in major clinical disciplines.

Description;-----

2.5.3. organise clinical training with appropriate attention to patient safety.

Description;-----

**Quality development standards:** The medical college **should**

2.5.4. in the curriculum adjust and modify the contributions of the clinical sciences to the

2.5.4.1. scientific, technological and clinical developments.

Description;-----

2.5.4.2. current and anticipated needs of the society and the health care system.

2.5.5. ensure that every student has early patient contact gradually including participation in patient care.

Description;-----

2.5.6. structure the different components of clinical skills training according to the stage of the study program.

Description;-----

## 2.6 PROGRAMME STRUCTURE, COMPOSITION, AND DURATION

**Basic standard:** The medical college **must**



2.6.1. describe the content, extent, and sequencing of courses and other curricular elements to ensure appropriate coordination between basic biomedical, behavioral and social, and clinical subjects.

Description;-----

**Quality development standards:** The medical college **should** in the curriculum

2.6.2. ensure horizontal integration of associated sciences, disciplines, and subjects.

Description;-----

2.6.3. ensure vertical integration of the clinical sciences with the basic biomedical and the behavioral and social sciences.

Description;-----

2.6.4. allow optional (elective) content and define the balance between the core and optional content as part of the educational program.

Description;-----

2.6.5. describe the interface with complementary medicine.

Description;-----

## 2.7 PROGRAMME MANAGEMENT

**Basic standards:** The medical college **must**

2.7.1. have a curriculum committee, which under the governance of the academic leadership (the dean) has the responsibility and authority for planning and implementing the curriculum to secure its intended educational outcomes.

Description;-----

2.7.2. in its curriculum committee ensures representation of staff and students.

Description;-----

**Quality development standards:** The medical college **should**

2.7.3. through its curriculum committee plan and implement innovations in the curriculum.

Description;-----

2.7.4. in its curriculum committee include representatives of other stakeholders.

Description;-----

## 2.8 LINKAGE WITH MEDICAL PRACTICE AND THE HEALTH SECTOR

**Basic standard:** The medical college **must**

2.8.1 ensure operational linkage between the educational program and the subsequent stages of education or practice after graduation.

Description;-----

**Quality development standards:** The medical college **should**

2.8.2. ensure that the curriculum committee

2.8.2.1. seeks input from the environment in which graduates will be expected to work, and modifies the program accordingly.

Description;-----

2.8.2.2. considers program modification in response to opinions in the community and society.

Description;-----

### 3. Assessment of students:

#### 3.1 ASSESSMENT METHODS

**Basic standards:** The medical college **must**

3.1.1. define, state, and publish the principles, methods, and practices used for assessment of its students, including the criteria for setting pass marks, grade boundaries, and number of allowed retakes.

Description;-----

3.1.2. ensure that assessments cover knowledge, skills, and attitudes.

Description;-----

3.1.3. use a wide range of assessment methods and formats according to their “assessment utility”.

Description;-----

3.1.4. ensure that methods and results of assessments avoid conflicts of interest.

Description;-----

3.1.5. ensure that assessments are open to scrutiny by external expertise.

Description;-----

3.1.6. use a system of the appeal of assessment results.

Description;-----

**Quality development standards:** The medical college **should**

3.1.7. evaluate and document the reliability and validity of assessment methods.

Description;-----

3.1.8. incorporate new assessment methods where appropriate.

Description;-----

3.1.9. encourage the use of external examiners.

Description;-----

#### 3.2 RELATION BETWEEN ASSESSMENT AND LEARNING

**Basic standards:** The medical college **must**

3.2.1. use assessment principles, methods, and practices that

3.2.1.1. are clearly compatible with intended educational outcomes and instructional methods.

Description;-----

3.2.1.2. ensure that the intended educational outcomes are met by the students.

Description;-----

3.2.1.3. promote student learning.

Description;-----

3.2.1.4. provide an appropriate balance of formative and summative assessment to guide both learning and decisions about academic progress.

Description;-----

**Quality development standards:** The medical college **should**

3.2.2. adjust the number and nature of examinations of curricular elements to encourage both acquisitions of the knowledge base and integrated learning.

Description;-----

3.2.3. ensure timely, specific, constructive, and fair feedback to students on basis of assessment results.

Description;-----

#### **4. Program evaluation:**

#### **4.1 MECHANISMS FOR PROGRAM MONITORING AND EVALUATION**

**Basic standards:** The medical college **must**

4.1.1. have a program of routine curriculum monitoring of processes and outcomes.

Description;-----

4.1.2. establish and apply a mechanism for program evaluation that

4.1.2.1. addresses the curriculum and its main components.

Description;-----

4.1.2.2. addresses student progress.

Description;-----

4.1.2.3. identifies and addresses concerns.

Description;-----

4.1.3. ensure that relevant results of evaluation influence the curriculum.

Description;-----

**Quality development standards:** The medical college **should**

4.1.4. periodically evaluate the program by comprehensively addressing

4.1.4.1. the context of the educational process.

Description;-----

4.1.4.2. the specific components of the curriculum.

Description;-----

4.1.4.3. the long-term acquired outcomes.

Description;-----

4.1.4.4. its social accountability

Description;-----

#### **4.2 TEACHER AND STUDENT FEEDBACK**

**Basic standard:** The medical college **must**

4.2.1 systematically seek, analyze and respond to teacher and student feedback.

Description;-----

**Quality development standard:** The medical college **should**

4.2.2. use feedback results for program development.

Description;-----

### 4.3 PERFORMANCE OF STUDENTS AND GRADUATES

**Basic standards:** The medical college **must**

- 4.3.1. analyse performance of cohorts of students and graduates in relation to
  - 4.3.1.3. mission and intended educational outcomes.

Description: \_\_\_\_\_

- 4.3.1.4. provision of resources.

Description: \_\_\_\_\_

**Quality development standards:** The medical college **should**

- 4.3.2. analyze the performance of cohorts of students and graduates in relation to student
  - 4.3.2.1. background and conditions.

Description: \_\_\_\_\_

- 4.3.2.2. entrance qualifications.

Description: \_\_\_\_\_

- 7.3.3. use the analysis of student performance to provide feedback to the committees responsible for

- 7.3.3.1. student selection.

Description: \_\_\_\_\_

- 7.3.3.2. curriculum planning.

Description: \_\_\_\_\_

- 7.3.3.3. student counseling.

Description: \_\_\_\_\_

### 4.4 INVOLVEMENT OF STAKEHOLDERS

**Basic standard:** The medical college **must**

- 4.4.1. in its program monitoring and evaluation activities involve its principal stakeholders.

Description: \_\_\_\_\_

**Quality development standards:** The medical college **should**

- 4.4.2. for other stakeholders

- 4.4.2.1. allow access to results of course and program evaluation.

Description: \_\_\_\_\_

- 4.4.1.2. seek their feedback on the performance of graduates.

Description: \_\_\_\_\_

- 4.4.1.3. seek their feedback on the curriculum.

Description: \_\_\_\_\_

## 5. Students:

### 5.1 ADMISSION POLICY AND SELECTION

**Basic standards:** The medical college **must**

- 5.1.1. formulate and implement an admission policy based on principles of objectivity, including a clear statement on the process of selection of students.

Description;-----

5.1.2. have a policy and implement a practice for admission of disabled students.

Description;-----

5.1.3. have a policy and implement a practice for the transfer of students from other national or international programs and institutions.

Description;-----

**Quality development standards:** The medical college **should**

5.1.4. state the relationship between selection and the mission of the school, the educational program, and desired qualities of graduates.

Description;-----

5.1.5. periodically review the admission policy.

Description;-----

5.1.6. use a system for appeal of admission decisions.

Description;-----

## 5.2 STUDENT INTAKE

**Basic standard:** The medical college **must**

5.2.1. define the size of student intake and relate it to its capacity at all stages of the program.

Description;-----

**Quality development standard:** The medical college **should**

5.2.2. periodically review the size and nature of student intake in consultation with other stakeholders and regulate it to meet the health needs of the community and society.

Description;-----

## 5.3 STUDENT COUNSELING AND SUPPORT

**Basic standards:** The medical college and/or the university **must**

5.3.1. have a system for academic counseling of its student population.

Description;-----

5.3.2. offer a program of student support, addressing social, financial and personal needs.

Description;-----

5.3.3. allocate resources for student support.

Description;-----

5.3.4. ensure confidentiality in relation to counseling and support.

Description;-----

**Quality development standards:**

The medical college **should**

5.3.5. provide academic counseling that

5.3.5.1. is based on monitoring of student progress.

Description;-----

5.3.5.2. includes career guidance and planning.

Description;-----

## 5.4 STUDENT REPRESENTATION

**Basic standards:** The medical college **must**

5.4.1 formulate and implement a policy on student representation and appropriate participation in

5.4.1.1. mission statement.

Description;-----

5.4.1.2. design of the program.

Description;-----

5.4.1.3. management of the program.

Description;-----

5.4.1.4 evaluation of the program.

Description;-----

5.4.1.5. other matters relevant to students.

Description;-----

**Quality development standard:** The medical college **should**

5.4.2. encourage and facilitate student activities and student organizations.

Description;-----

## 6. Academic staff/ faculty:

### 6.1 RECRUITMENT AND SELECTION POLICY

**Basic standards:** The medical college **must**

6.1.1. formulate and implement a staff recruitment and selection policy which

6.1.1.1. outline the type, responsibilities, and balance of the academic staff/faculty of the basic biomedical sciences, the behavioral and social sciences, and the clinical sciences required to deliver the curriculum adequately, including the balance between medical and non-medical academic staff, the balance between full-time and part-time academic staff, and the balance between academic and non-academic staff.

Description;-----

6.1.1.2. address criteria for scientific, educational, and clinical merit, including the balance between teaching, research and service functions.

Description;-----

6.1.1.3. specify and monitor the responsibilities of its academic staff/faculty of the basic biomedical sciences, the behavioral and social sciences, and the clinical sciences.

Description;-----

**Quality development standards:** The medical college **should**

6.1.2. in its policy for staff recruitment and selection take into account criteria such as

6.1.2.1. relationship to its mission, including significant local issues.

Description;-----

6.1.2.2. economic considerations.

Description;-----

## 6.2 STAFF ACTIVITY AND STAFF DEVELOPMENT

**Basic standards:** The medical college **must**

6.2.1 formulate and implement a staff activity and development policy which

6.2.1.1. allow a balance of capacity between teaching, research and service functions.

Description;-----

6.2.1.2. ensure recognition of meritorious academic activities, with appropriate emphasis on teaching, research and service qualifications.

Description;-----

6.2.1.3. ensure that clinical service functions and research are used in teaching and learning.

Description;-----

6.2.1.4. ensure sufficient knowledge by individual staff members of the total curriculum.

Description;-----

6.2.1.5. include teacher training, development, support, and appraisal.

Description;-----

**Quality development standards:** The medical college **should**

6.2.2. take into account teacher-student ratios relevant to the various curricular components.

Description;-----

6.2.3. design and implement a staff promotion policy.

Description;-----

## 7. Educational resources:

### 7.1 PHYSICAL FACILITIES

**Basic standards:** The medical college **must**

7.1.1. have sufficient physical facilities for staff and students to ensure that the curriculum can be delivered adequately.

Description;-----

7.1.2. ensure a learning environment, which is safe for staff, students, patients and their relatives.

Description;-----

**Quality development standard:** The medical college **should**

7.1.3. improve the learning environment by regularly updating and modifying or extending the physical facilities to match developments in educational practices.

Description;-----

### 7.2 CLINICAL TRAINING RESOURCES

**Basic standards:** The medical college **must**

7.2.1. ensure necessary resources for giving the students adequate clinical experience, including sufficient

7.2.1.1. number and categories of patients.

Description;-----

7.2.1.2. clinical training facilities.

Description;-----

7.2.1.3. supervision of their clinical practice.

Description;-----

**Quality development standard:** The medical college **should**

7.2.2. evaluate, adapt and improve the facilities for clinical training to meet the needs of the population it serves.

Description;-----

### 7.3 INFORMATION TECHNOLOGY

**Basic standards:** The medical college **must**

7.3.1 formulate and implement a policy which addresses effective and ethical use and evaluation of appropriate information and communication technology.

Description;-----

7.3.2. ensure access to web-based or other electronic media.

Description;-----

**Quality development standards:** The medical college **should**

7.3.3. enable teachers and students to use existing and exploit appropriate new information and communication technology for

7.3.3.1. independent learning.

Description;-----

7.3.3.2. accessing information.

Description;-----

7.3.3.3. managing patients.

Description;-----

7.3.3.4. working in health care delivery systems.

Description;-----

7.3.3.5. optimize student access to relevant patient data and health care information systems.

Description;-----

### 7.4 MEDICAL RESEARCH AND SCHOLARSHIP

**Basic standards:** The medical college **must**

7.4.1. use medical research and scholarship as a basis for the educational curriculum.

Description;-----

7.4.2. formulate and implement a policy that fosters the relationship between medical research and education.

Description;-----

7.4.3. describe the research facilities and priorities at the institution.



Description;-----

**Quality development standards:**

The medical college **should**

7.4.4. ensure that interaction between medical research and education

7.4.4.1. influences current teaching.

Description;-----

7.4.4.2. encourages and prepares students to engage in medical research and development.

Description;-----

**7.5 EDUCATIONAL EXPERTISE**

**Basic standards:** The medical college **must**

7.5.1. have access to educational expertise where required.

Description;-----

7.5.2. formulate and implement a policy on the use of educational expertise in

7.5.2.1. curriculum development.

Description;-----

7.5.2.2. development of teaching and assessment methods.

Description;-----

**Quality development standards:** The medical college **should**

7.5.3. demonstrate evidence of the use of in-house or external educational expertise in staff development.

Description;-----

7.5.4. pay attention to current expertise in educational evaluation and in research in the discipline of medical education.

Description;-----

7.5.5. allow staff to pursue educational research interest.

Finding;-----

**7.6 EDUCATIONAL EXCHANGES**

**Basic standards:** The medical college **must**

7.6.1. formulate and implement a policy for

7.6.1.1. national and international collaboration with other educational institutions, including staff and student mobility.

Description;-----

7.6.1.2. transfer of educational credits.

Description;-----

**Quality development standards:** The medical college **should**

7.6.2. facilitate the regional and international exchange of staff and students by providing appropriate resources.

Description;-----

7.6.3. ensure that exchange is purposefully organized, taking into account the needs of staff and students, and respecting ethical principles.

Description;-----

## **8. Governance and administration:**

### **8.1 GOVERNANCE**

**Basic standard:** The medical college **must**

8.1.1. define its governance structures and functions including their relationships within the university.

Description;-----

**Quality development standards:** The medical college **should**

8.1.2. in its governance structures set out the committee structure, and reflect representation from

8.1.2.1. principal stakeholders.

Description;-----

8.1.2.2. other stakeholders.

Description;-----

8.1.3. ensure transparency of the work of governance and its decisions.

Description;-----

### **8.2 ACADEMIC LEADERSHIP**

**Basic standard:** The medical college **must**

8.2.1. describe the responsibilities of its academic leadership for definition and management of the medical educational program.

Description;-----

**Quality development standard:** The medical college **should**

8.2.2. periodically evaluate its academic leadership in relation to achievement of its mission and intended educational outcomes.

Description;-----

### **8.3 EDUCATIONAL BUDGET AND RESOURCE ALLOCATION**

**Basic standards:** The medical college **must**

8.3.1. have a clear line of responsibility and authority for resourcing the curriculum, including a dedicated educational budget.

Description;-----

8.3.2. allocate the resources necessary for the implementation of the curriculum and distribute the educational resources in relation to educational needs.

Description;-----

**Quality development standards:** The medical college **should**

8.3.3. have the autonomy to direct resources, including teaching staff remuneration, in an appropriate manner in order to achieve its intended educational outcomes.

Description;-----

8.3.4. in the distribution of resources take into account the developments in medical sciences and the health needs of society.

Description;-----

## 8.4 ADMINISTRATION AND MANAGEMENT

**Basic standards:** The medical college **must**

8.4.1. have an administrative and professional staff that is appropriate to

8.4.1.1.support implementation of its educational program and related activities.

Description;-----

8.4.1.2. ensure good management and resource deployment.

Description;-----

**Quality development standard:** The medical college **should**

8.4.2. formulate and implement an internal program for quality assurance of the management including regular review.

8.4.3. Description;-----

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## 8.5 INTERACTION WITH HEALTH SECTOR

**Basic standard:** The medical college **must**

8.5.1. have constructive interaction with the health and health related sectors of society and government.

Description;-----

**Quality development standard:** The medical college **should**

8.5.2. formalize its collaboration, including engagement of staff and students, with partners in the health sector.

Description;-----

## 9. Continuous renewal:

**Basic standards:** The medical college **must** as a dynamic and socially accountable institution  
9.0.1. initiate procedures for regularly reviewing and updating the process, structure, content, outcomes/competencies, assessment, and learning environment of the program.

Description;-----

9.0.2. rectify documented deficiencies.

Description;-----

9.0.3. allocate resources for continuous renewal.

Description;-----

**Quality development standards:** The medical college **should**

9.0.4. base the process of renewal on prospective studies and analyses and on results of the local evaluation and the medical education literature.

Description;-----

9.0.5. Ensure that the process of renewal and restructuring leads to the revision of its policies and practices in accordance with past experience, present activities, and future perspectives.

Description;-----

9.0.6. address the following issues in its process of renewal:

9.0.6.1. adaptation of mission statement to the scientific, socio-economic and cultural development of the society. (cf. 1.1)

Description;-----

9.0.6.2. modification of the intended educational outcomes of the graduating students in accordance with documented needs of the environment they will enter. The modification might include clinical skills, public health training, and involvement in patient care appropriate to responsibilities encountered upon graduation. (cf. 1.3)

Description;-----

9.0.6.3. adaptation of the curriculum model and instructional methods to ensure that these are appropriate and relevant. (cf. 2.1)

Description;-----

9.0.6.4. adjustment of curricular elements and their relationships in keeping with developments in the basic biomedical, clinical, behavioral, and social sciences, changes in the demographic profile and health/disease pattern of the population, and socioeconomic and cultural conditions. The adjustment would ensure that new relevant knowledge, concepts and methods are included, and outdated ones discarded. (cf. 2.2 - 2.6)

Description;-----

9.0.6.5. development of assessment principles, and the methods and the number of examinations according to changes in intended educational outcomes and instructional methods. (cf. 3.1 and 3.2)

Description;-----

9.0.6.6. adaptation of student recruitment policy, selection methods and student intake to changing expectations and circumstances, human resource needs, changes in the premedical education system, and the requirements of the educational program.(cf. 5.1 and 5.2)

Description;-----

9.0.6.7. adaptation of academic staff recruitment and development policy according to changing needs. (cf. 6.1 and 6.2)

Description;-----

9.0.6.8. updating of educational resources according to changing needs, i.e. the student intake, size and profile of academic staff, and the educational program. (cf. 7.1 - 7.3)

Description;-----

9.0.6.9. refinement of the process of program monitoring and evaluation.(cf. 4.1 – 4.4)

Description;-----

9.0.6.10. development of the organizational structure and of governance and management to cope with changing circumstances and needs and, over time, accommodating the interests of the different groups of stakeholders. (cf. 8.1 – 8.5)

Description;-----

## *Appendix V...Template of*

### Examples of questionnaire

**These are Examples of the questionnaire the college may use for self-assessment study (shouldn't be used as copy and paste). These should be modified according to the college size, the number of staff, and stakeholders (Dean, faculty, students, health and education authorities, health association, and community representative).**

#### 1. MISSION

Please, respond to the following questions as part of your contribution to improving your college performance.

Please choose one; faculty member ( ), graduate ( ), student ( ), administrator ( ),

Target	Questions	Presentation
Curriculum committee faculty	Are mission and objectives used for planning and monitoring?	yes ( )no( )
Stakeholders	Do you participate in the setting of vision, mission, and objectives?	yes ( ) no ( )
stakeholders	Have mission and objectives been made known to you?	yes ( ) no( )
Faculty students	Are you aware of the change in program, policies, and procedures?	Strongly agree ( ), Agree( ) neutral ( ), disagree( ), strongly disagree ( )
stakeholders	Are mission and objectives used to select curriculum content, for the learning experience	Strongly agree ( ), Agree( ) neutral ( ), disagree( ), strongly disagree ( )
stakeholders	Are the mission and objectives used in the evaluation of the effectiveness of the curriculum?	Strongly agree ( ), Agree( ) neutral ( ), disagree( ), strongly disagree ( )
stakeholders	Are linkage of the learning and curriculum objective being well defined?	Strongly agree ( ), Agree( ) neutral ( ), disagree( ), strongly disagree ( )

#### 2. EDUCATIONAL PROGRAM

Target	Components	presentation
Students graduates	Does curriculum provide you with learning opportunities in all disciplines to practice safely?	Strongly agree ( ), Agree( ) neutral ( ), disagree( ), strongly disagree ( )

graduates	Does the curriculum prepare you for critical thinking and lifelong learning?	Yes( ), No( )
Stakeholders	Satisfaction with Curriculum objectives content	Strongly satisfied( ), moderately satisfied( ), Neutral ( ), unsatisfied( ), unsatisfied at all( )
Faculty Students graduates	Do students acquire knowledge, skills, attitude in health promotion and other disciplines	Strongly agree ( ), Agree( ) neutral ( ), disagree( ), strongly disagree ( )
Faculty, students, graduates	Do you think that the content of basic science is relevant to objectives?	Strongly satisfied( ), moderately satisfied( ), Neutral ( ), unsatisfied( ), unsatisfied at all( )
Faculty, students, graduates	Are Humanitarian values are taught in clinical science? How?	Strongly agree ( ), Agree( ) neutral ( ), disagree( ), strongly disagree ( )
Faculty, students, graduates	Are the level of knowledge and understanding .skills and attitudes expected of the students at each phase of the curriculum known to Faculty, students, graduates?	Yes( ),No( )
Faculty, students, graduates	Do you think that teaching methods fosters students-center teaching, analytic thinking and life-long learn	Yes( ),No( )
Students	Do they have adequate knowledge about new technologies? To what extent are they adequate?	Yes( ),No( )
Students graduates	Determine how early is the exposure of student to clinical setting?	Fact / opinion
Faculty and student	What are the settings in which the training is conducted?	Hospitals PHCs Community
Faculty and student	Do you have training at PHCC, community clinics, on common transient conditions	Yes( ),No( )
Students	Does have a project	Yes( ),No( )
Students graduates	Do you have training on medical ethics	Yes( ),No( )

### **3. ASSESSMENT OF STUDENT**

Target	Components	presentation
students	Are assessment methods made known to students?	Strongly agree ( ), Agree( ) disagree( ),strongly disagree ( )
Faculty students	Presence of continuous assessment (formative exam}	Yes( ), No( )

Students graduates	Presence of training on communication skills and attitude toward patient and team	Yes( ),No( )
Students graduates	Presence of training on communication skills and attitude toward health care team	Yes( ), No( )

#### **4. PROGRAM EVALUATION**

Target	Components	presentation
Faculty, students	Have the students and d faculty role in evaluation and feedback	Strongly satisfied( ), moderately satisfied( ), unsatisfied( ), unsatisfied at all( )
Document	feedback mechanism is important element in program evaluation	Strongly satisfied( ), moderately satisfied( ), unsatisfied( ), unsatisfied at all( )
Curriculum committee faculty	Does the college have a mechanism to respond to community	Strongly satisfied( ), moderately satisfied( ), unsatisfied( ), unsatisfied at all( )

#### **5. STUDENTS**

Target	Components	presentation
Students	Presence of advisory board	Strongly satisfied( ), moderately satisfied( ), unsatisfied( ), unsatisfied at all( )
students	Availability of immunization program	Yes( ), No( )
Faculty, students	Presence of elective activities	Yes( ), No( )

#### **6. ACADEMIC STAFF/ FACULTY**

Target	Components	presentation Yes( ), No( )
Faculty ,students	Presence of recruitment and promotion university regulations	Yes( ), No( )
Faculty	Presence of appointments between basic and clinical science	Yes( ), No( )
Faculty	Presence of part time appointments	Yes( ), No( )



Faculty	Presence of appointments between college and hospital	Yes( ), No( ),not
Faculty	Staff have access to the development program	Yes( ), No( )
Faculty	Presence of evidence-based Teaching facilities	Yes( ), No( )

## **7. EDUCATIONAL RESOURCES**

Target	Components	presentation
Faculty curriculum committee	is the physical resources responds to curriculum changes	Strongly agree ( ), Agree( ) disagree( ),strongly disagree ( )
Hospital administrators	Are affiliated health institutions are accredited	Yes( ), No( )
Faculty, students	All specialties are present at affiliated hospitals	Strongly satisfied( ), moderately satisfied( ), unsatisfied( ), unsatisfied at all( )
Faculty , students	Presence of ambulatory care services	% opinion Strongly satisfied( ), moderately satisfied( ), unsatisfied( ), unsatisfied at all( )
Faculty , students	Availability of educational facilities in hospitals	Yes( ), No( )
Students, graduates	Availability of welfare facilities	Yes( ), No( )
Students, graduates	Spaces for sport and elective activities	Yes( ), No( )

## **8. GOVERNANCE AND ADMINISTRATION OF THE MEDICAL COLLEGE.**

Target	Components	presentation
Curriculum committee	Obvious line for control over curriculum	Strongly agree ( ), Agree( ) disagree( ),strongly disagree ( )
Faculty and senior hospital administration	Sharing of college objectives	Strongly agree ( ), Agree( ) disagree( ),strongly disagree ( )
College administrator	Other sources of funding if present?	% opinion Strongly agree ( ), Agree( ) disagree( ),strongly disagree ( )

Staff	Are they informed about responsibilities	Strongly agree ( ), Agree( ) disagree( ),strongly disagree ( )
Staff, students	Presence of a site for all policies and regulations	Yes( ), No( )
faculty	The college is committed to Iraqi regulations	Yes( ), No( )

### **1. CONTINUOUS RENEWAL**

Target	Components	presentation
stakeholders	Presence of mechanism review of mission	Strongly satisfied( ), moderately satisfied( ), unsatisfied( ), unsatisfied at all( )
Faculty	Is the college respond to community requirements	Strongly agree ( ), Agree( ) disagree( ),strongly disagree ( )

## *Appendix VI... Template of Stakeholders Interview*

### **Instructions to the interviewer**

1. Introduce yourself
2. Explain the reason for the interview
3. Agree on time limits and keep to them. Interviews should be kept to around an hour in length.
4. Ask factual questions before opinion ones
5. Use probes or exploratory issues as needed. Probes include:
6. Would you give me an example?
7. Can you elaborate on that idea?
8. Would you explain that further?
9. I'm not sure I understand what you're saying.
10. Is there anything else?
11. Do not read out the choices mentioned below some of the explanatory questions. Use them as suggestions and as a guide for recording responses.
12. Inform about conditions of confidentiality.
13. Ask permission for use of a tape recorder and/or note-taking if you are to use it.
14. Paraphrase: let the respondent see a summary of the findings of the interview.

### **General information:**

- Interviewer(s):
- Date of interview:
- Name of person interviewed:
- Position:

### **Introduction (Including informed consent)**

I want to thank you for taking the time to meet with me today. My name is \_\_\_\_\_ . In an attempt for self-assessment and improvement of the educational program, this structured interview was designed for key stakeholders for evaluation of their satisfaction and level of participation in addition to assessment of various educational activities relevance to later practice. The interview should take less than an hour. I will be taping the session because I don't want to miss any of your comments. Although I will be taking some notes during the session, I can't possibly write fast enough to get it all down. Because we're on tape, please be sure to speak up so that we don't miss your comments. All responses will be kept confidential. This means that your interview responses will only be shared with research team members, and we will ensure that any information we

include in our report does not identify you as the respondent, if this is your wish. Remember, you don't have to talk about anything you don't want to, and you may end the interview at any time. Are there any questions about what I have just explained? Are you willing to participate in this interview?

Signed Interviewee  
Date

Signed Interviewer

## Core questions and Exploratory Issues

- ❖ This interview guide identifies core questions that should be covered in stakeholder interviews in each review site. While each individual stakeholder may not be able to address each core question, the combination of interviews in each site should cover the core questions. However, reviewers will need to make judgments about which of the questions to be covered should be pursued with each individual stakeholder.
  
- ❖ Each core question is followed by a list of exploratory issues that reviewers should pursue, as appropriate, in the interview. As with the core questions, some of the exploratory issues will be more or less applicable to individual stakeholders.
  
- ❖ Notes from the interview are recorded on the Stakeholder Interview Guide form to be later summarized and interpreted by the survey team.

<b>1. Educational program.</b>
<b>Core Question:</b> Describe the extent to which the college educational program is appropriate to produce a competent basic doctor and lifelong learner?
<p>Probing and Exploratory Issues</p> <p>would you describe the curriculum of the college? (More than one item may be chosen)</p> <p><input type="checkbox"/> Discipline-based      <input type="checkbox"/> Integrated      <input type="checkbox"/> Community-based</p> <p><input type="checkbox"/> Problem-based      <input type="checkbox"/> Systematic      <input type="checkbox"/> Hospital-based</p> <p><input type="checkbox"/> Student-centered      <input type="checkbox"/> Teacher-centered</p> <p><input type="checkbox"/> Were you ever a member of the curriculum committee of the college?</p> <p><input type="checkbox"/> If yes, what was your contribution?</p> <p><input type="checkbox"/> Are you aware of the competencies required from the graduates of the college?</p> <p>Show the interviewed stakeholder the list of college competencies then ask:</p> <p><input type="checkbox"/> Do you think that the college's educational program will lead to achievement of those competencies? Elaborate</p> <p><input type="checkbox"/> Do you think that those competencies are sufficient to produce competent physicians? Elaborate</p> <p><input type="checkbox"/> Do the competencies expected from the college student upon graduation match your expectations for a safe basic doctor practice?</p> <p><input type="checkbox"/> Would you like to add any other competencies to those predetermined by the college?</p> <p><input type="checkbox"/> How would you judge the alumni readiness for postgraduate medical training upon graduation?</p> <p><input type="checkbox"/> To what extent does the curriculum encourage the development of each of the following scientific methods?</p> <p><b>Critical thinking</b></p> <p><input type="checkbox"/> To a great extent    <input type="checkbox"/> To some extent    <input type="checkbox"/> To little extent    <input type="checkbox"/> No existence of such methods</p> <p><b>Analytical thinking</b></p> <p><input type="checkbox"/> To a great extent    <input type="checkbox"/> To some extent    <input type="checkbox"/> To little extent    <input type="checkbox"/> No existence of such methods</p> <p><b>Evidence-based medicine</b></p> <p><input type="checkbox"/> To a great extent    <input type="checkbox"/> To some extent    <input type="checkbox"/> To little extent    <input type="checkbox"/> No existence of such methods</p> <p><b>Life long learning</b></p> <p><input type="checkbox"/> To a great extent    <input type="checkbox"/> To some extent    <input type="checkbox"/> To little extent    <input type="checkbox"/> No existence of such methods</p>
Please use separate paper for feedback

<b>3. Students</b>
<b>Core Question:</b> In your opinion, are the size and nature of student intake decided in consultation with the relevant stakeholders and reviewed periodically to meet the needs of the community and society.
<p>Probing and Exploratory Issues</p> <input type="checkbox"/> Do you know the student admission policy of the college? <input type="checkbox"/> Are you satisfied with this students' admission policy? Elaborate <input type="checkbox"/> Have you ever been consulted about the size and nature of student intake? <input type="checkbox"/> If yes, what was your opinion? And was it taken into consideration in the actions of the college or relevant decision-making authorities? <input type="checkbox"/> Is the admission policy regulated periodically to meet the needs of the community and society? If yes, elaborate. <input type="checkbox"/> If not, what are the obstacles in your opinion to such a periodical review?
<b>Please use a separate paper for feedback</b>
<b>2. Program evaluation</b>
<b>Core Question:</b> How are the principal stakeholders within the medical college involved in program evaluation?
<p>Probing and Exploratory Issues</p> <input type="checkbox"/> Have you been ever asked to give your feedback about the educational program of the college? <input type="checkbox"/> Have you ever been asked to share in the program evaluation of the college? <input type="checkbox"/> If yes, how? To what extent or in which parts of the evaluations were stakeholders involved? <input type="checkbox"/> Have you ever been informed of the results of the program evaluation of the college? <input type="checkbox"/> If yes, how? <input type="checkbox"/> To what extent are stakeholders involved in the evaluation and development of the program? (Ask about numbers and positions of those involved) <input type="checkbox"/> What difficulties were encountered in the nearest evaluation you shared in? What actions were taken to resolve them?
<b>Please use a separate paper for feedback</b>
<b>3. Governance and administration</b>
<b>Core Question:</b> How are the principal stakeholders within the medical college involved in the governance and organizational structure of the college?
<p>Probing and Exploratory Issues</p> <input type="checkbox"/> Are you a member of any of the college committees? <input type="checkbox"/> Are you a member of the College Board? <input type="checkbox"/> Is there any sort of collaboration between you and the college? Elaborate

<input type="checkbox"/> In your opinion, is the stakeholders' representation and contribution to the governance and administration of the college adequate?
<b>Please use a separate paper for feedback</b>
<b>4. Overall satisfaction of program quality</b>
<b>Core Question:</b> Are you satisfied with the overall quality of the educational program?
How would you describe the college graduate's performance in the workplace as compared to other college graduates? <input type="checkbox"/> Would you recommend this program to prospective students? <input type="checkbox"/> In your opinion, what are the most important points of strength about the medical college? <input type="checkbox"/> In your opinion, what are the most important points of weakness about your medical college? <input type="checkbox"/> Mention threats (if any). <input type="checkbox"/> Mention opportunities (if any).
<b>Please use separate paper for feedback</b>

### Students' interview guide

**The interview guide used for the self-study can be used during the various targeted populations during the site visit. The following areas may be added as relevant:**

<b>Assessment of Students</b>
<b>Core Question:</b> In your opinion, are the assessment methods clearly compatible with educational objectives and can promote learning? <b>Probing and Exploratory Issues</b> <input type="checkbox"/> As far as you know, are there any new assessment methods introduced recently to your assessment system? <input type="checkbox"/> Are the number and nature of examinations assessing the various curricular elements to encourage integrated learning? <input type="checkbox"/> As regards the methods of students' students, is there a balance between formative and summative assessment?
<b>Educational resources</b>

**Core Question:** Does the college have sufficient resources to ensure that the curriculum can be delivered adequately?

Probing and Exploratory Issues

- Do you think ..... is available sufficiently as an educational resource
- Physical facilities                       Clinical experience
- Clinical training facilities               Educational expertise
- Information technology
- Does the college have a policy that fosters the relationship between research and education?
- Please describe the research facilities and areas of research priorities at the college
- Does the college provide appropriate resources to facilitate regional and international exchange of academic staff?

**5. Mission and Objectives**

**Core Question:** How has the college involved its principal stakeholders in formulating and reviewing the mission and objective statements?

**Probing and Exploratory Issues**

- Do you know the mission of the medical college?
- Do you think ..... is well represented in the mission?
  - a- Social responsibility.    b- Research attainment.    c- Community involvement.    d. Readiness for postgraduate training
- Have you participated in either mission formulation or review?
- If yes, what was your share?
- What actions did the college take to encourage stakeholder involvement in formulating and reviewing the mission and objective statements?

**Show the college general objectives to the interviewed stakeholder then ask:**

- In your opinion, do the school general objectives reflect the mission?

**Please use separate paper for feedback**



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