

## 2010 Showcase in Excellence Award Recipient

### **The Council on Chiropractic Education** *“Site Team Academy Development”*



#### **Company Information:**

*Highest Ranking Official:*

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President

*Contact Person:*

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*Type of work:*

The Council on Chiropractic Education (CCE) is the agency recognized by the U.S. Secretary of Education for accreditation of programs and institutions offering the doctor of chiropractic degree. The CCE is responsible for developing the Standards for accreditation, evaluating compliance with the Standards, and providing recognition of accreditation.

*Workforce:* 4 staff  
Approx. 90 volunteers

#### **Testimonial of Value** of the Arizona Performance Excellence Award Program

*“Participating in the AQA Showcase in Excellence process has been a great value to the CCE. Utilization of the criteria to assess and evaluate a process has been helpful in that it focuses us on what we are doing well and helps us to identify opportunities for improvement. The criteria definitely represent best practices for any organization. Our participating has resulted in process improvement and paved the way for further growth, development, and organizational improvement.”*

I strongly recommend participation in AQA activities and would encourage other organizations to utilize this wonderful resource.”

-Lee Van Dusen, President, The Council on Chiropractic Education

#### **Highlights of Organizational Process:**

An important part in the U.S. higher education accreditation process is the site visit. The accrediting agency sends trained representatives (site team members) to the program being evaluated. The site team members act as the eyes and ears of the decision making body of the accrediting agency. While visiting a program, the site team will review documents, interview groups and individuals, verify information provided to them ahead of time by the program, and write a report of their findings.

The Council Site Team Academy Development Process (CSTADP) is essential to develop and maintain a quality site team pool (Academy) and to promote the growth and development of the individual members of the Academy. Academy customers include The Council on Chiropractic Education’s (CCE’s) accreditation decision making body, the CCE Administrative Staff, and the academic programs being evaluated.

Questionnaires are regularly distributed to Academy members, site team members and site team chairs, and representatives of the programs being evaluated. The results from these questionnaires become in-process measures for the CSTADP. Additional measures include the size of the Academy, the number of trained site team chairs, the number of Academy members within each of the six categories of the Academy, the number of site team members needed from the CCE decision making body, and ongoing feedback from the Administrative Staff. Comparison data and benchmarking information are obtained from internal data gathered over time and from the Association of Specialized and Professional Accreditors (ASPA).

Key process requirements include:

- A clear and defined process focused on continuous improvement with well defined inputs (Academy members) and outputs (a well trained Academy and high quality site visits and reports that provide value to the CCE and the program being evaluated).
- Regular and ongoing training for the Academy that is based on the needs and direction of the CCE.
- A “right-sized” Academy.
- A mechanism to identify and fill specific skill and experience needs of the Academy.
- Process feedback points with useful data.
- Buy-in to the process by programs accredited by CCE.

Process improvement design includes:

- The establishment and evaluation of regular and ongoing training for all Academy members and the monitoring of the effectiveness of this training.
- The piloting of potential improvements to the process.
- Utilization of in-process measures and trend data that are aligned with key process requirements.
- Review of published manuals, policies, and procedures by the Council Site Team Academy Committee (CSTAC) and the CCE as a whole.

Process results include maintenance of the “right-sized” Academy for the past three years. The correctly sized Academy is important to assure that Academy members are not over utilized and that training resources are not expended on members that will not have the opportunity to participate in a site visit. Every six months the CSTAC reviews the performance of site team members and chairs. The number of Academy members with weak performance evaluations that would require action by the CSTAC has been zero for the past six reviews. Having Academy membership from the programs the CCE accredits is an indication of buy-in to the accreditation process. Over the past five years there has been an upward trend in the number of accredited programs with representation on the Academy. Currently all accredited programs have representation on the Academy - a first for the CCE.

When vacancies occur in the Academy, or when members with specific expertise are needed, a call for applicants goes out to the profession. For the past five years the number of applicants for positions on the Academy has well surpassed the number of positions open. This allows the process to identify highly qualified individuals for Academy membership and indicates strong external buy-in.

Organizational learning occurs when Academy members move on to other roles at the CCE. Currently 83% of the CCE Council Executive Committee members have had Academy experience. Additionally, for the past five years, approximately half of the CCE decision making body has had Academy experience.