

## MEDICAL BOARD STAFF REPORT

DATE REPORT ISSUED: July 12, 2015  
ATTENTION: Medical Board of California  
SUBJECT: Recognition of International Medical School  
Universidad Iberoamericana School of Medicine  
STAFF CONTACT: Curtis J. Worden, Chief of Licensing

### REQUESTED ACTION AND RECOMMENDATION:

After review and discussion recognize Universidad Iberoamericana School of Medicine (UNIBE); deem it to be in substantial compliance with the requirements of California Business and Professions Code Sections 2089 and 2089.5 and Title 16, Division 13, California Code of Regulations, Section 1314.1; and extend recognition to students who matriculate at UNIBE on or after January 1, 2009.

### BACKGROUND AND ANALYSIS:

UNIBE is a private, non-profit institution that is fully accredited by the Dominican Republic Ministry of Higher Education. The School of Medicine was one of the first academic programs offered by the university and was founded in 1982. UNIBE also offers 15 undergraduate programs and 30 graduate programs, including but not limited to: law, engineering, education, arts, business and health sciences. This report is focusing on the School of Medicine.

The School of Medicine is a five year program. The first year is a pre-medical year and upon successful completion, the medical students start what UNIBE refers to as:

- First year of basic science
- Second year of basic science
- Third year clinical clerkships
- Fourth year clinical clerkships

UNIBE has approximately 400 faculty who have appropriate credentials from US and European universities. UNIBE has two tracks: Regular Track (taught in Spanish); and International Track (taught in English). The majority of the students are in the Regular Track. In 2013, 253 students were enrolled in the Regular Track and 82 students in the International Track. UNIBE states both tracks require the same curriculum, the same courses, use the same labs and are required to participate in the same research and service learning programs.

UNIBE implemented a “New Educational Model” in 2007, and in 2009 UNIBE required all students to pass a basic science examination in order to progress to the clinical clerkship rotation years.

All third year clinical clerkships are conducted only in the Dominican Republic. Fourth year UNIBE students are eligible for clinical clerkship rotations in some cities in the US, Latin

America, Asia and Europe. UNIBE's July 14, 2015 response to the Board, regarding where the students are doing clinical clerkship rotations, identified only 24 students completed clerkships in the US in the 2013-2014 academic year.

Many of the students in the International Track seek to obtain postgraduate training in Accreditation Council for Graduate Medical Education (ACGME) accredited residency programs. UNIBE requires International Track students to sit for and pass United States Medical Licensing Examinations (USMLE) Step 1, prior to starting clinical clerkships. In addition, International Track students are required to pass USMLE Steps 1, 2 CK and 2 CS in order to graduate.

At the Board's Quarterly Meeting on October 30, 2015, the Board authorized a site visit to UNIBE. The site visit was conducted May 31, 2016 through June 2, 2016. The Board's site visit team consisted of the following team members:

Curtis Worden, Chief of Licensing  
Ronald Lewis, M.D., Board Member  
Dianne Dobbs, Senior Staff Counsel  
James Nuovo, MD, Licensing Medical Consultant

The Board's Licensing Medical Consultant, James Nuovo, M.D., prepared a thorough report of his findings regarding the UNIBE site visit. Dr. Nuovo's report was reviewed by each Member of the site visit team and a draft report was submitted to UNIBE for comment. UNIBE provided the Board with feedback and clarification. Dr. Nuovo's final site visit report has been included for review (pages BRD 20 - 5 through 13). Dr. Nuovo is recommending the Board recognize UNIBE for students who matriculated on or after January 1, 2009.

UNIBE provided the Board with the following additional information regarding UNIBE's policies for evaluating applications for students who are transferring from another medical school.

The criteria to transfer credits is that courses must be approved with a minimum of 70 points, out of 100, in a medical school accredited by the official agency in the respective country. Since 2010, students can only transfer credits to the Pre-Medical component of the Medical Curriculum. The maximum amount of advanced placement credit that a student can be granted is 8 credits, a maximum of 4 credits for Math, and a maximum of 4 credits for Spanish, due to the Ministry of Higher Education, Science and Technology of the Dominican Republic requirement.

UNIBE does not accept transfer credit from online or distance learning programs. In order to determine academic equivalence with the curriculum, transcripts are submitted to recognized credential evaluation agencies, like World Education Services (WES).

Currently, students must start the medical component of their program at UNIBE; therefore, no determination for placement in any academic year is necessary.

The Site Visit Team interviewed UNIBE's leadership on May 31, 2016 at the beginning of the site visit and again on June 2, 2016 to inform the UNIBE leadership of the Site Visit Team's preliminary findings and to provide UNIBE's leadership the opportunity to provide additional information or clarification to the Site Visit Team.

The Site Visit Team interviewed 10 UNIBE Basic Science Faculty on May 31, 2016 and 33 UNIBE Core Clinical Faculty on June 1, 2016. In addition, some of the UNIBE Core Clinical Faculty were interviewed again on June 2, 2016 during the site visits to the clinical teaching facilities. Most of the faculty were interviewed in more than one setting and without UNIBE leadership present during the interviews. The exception was during the tour of the medical school and clinical site visits which included to UNIBE leadership members.

The Site Visit Team interviewed 92 UNIBE students during the site visit. The following is a breakdown of the student interviewed by year and Regular Track and International Track:

Information Regarding Students Interviewed by Site Visit Team	First Year	Second Year	Third Year	Fourth Year
Dominican Regular Track	6	6	15	18
Dominican International Track	6	8	19	14
Totals By Year	12	14	34	32
Basic Science Student Totals	26			
Clinical Student Totals	66			
Total Students	92			

Several of these students were interviewed in more than one type of setting:

- At the medical school in groups
- At clinical sites
- During lunch and/or dinner

Most of these interviews were conducted without any of the UNIBE leadership or faculty present. The exception was when the Site Visit Team was at clinical sites. It is important to note

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the UNIBE leadership never interfered with the Site Visit Team's interaction with students or faculty on the clinical site visits.

FISCAL CONSIDERATIONS:

In accordance with Business and Professions Code section 2089.5, the costs of conducting a site inspection are borne by the medical school applying for the Board's recognition. These costs include all team members' lodging, air and ground travel costs within the guidelines allowed by the State; the medical consultant's time and daily per diem expense; staff daily per diem expense; and the Board Member's daily per diem expense. Title 16 of the California Code of Regulations section 1314.1(e) required the medical school to submit payment to the Board for the team's estimated travel expenses in advance of the site visit. UNIBE prepaid the estimated cost of the site visit and Board staff is in the process of auditing the final costs of the Site Visit Team. The Board will prepare a request for a refund to the Department of Consumer Affairs of any overpayment if appropriate.



July 12, 2016

To: Members  
Medical Board of California

From: Jim Nuovo, MD  
Professor & Associate Dean of Graduate Medical Education  
UC Davis School of Medicine  
4860 Y Street; Suite 2300  
Sacramento, CA 95817

Re: Evaluation of the Universidad Iberoamericana School of Medicine (UNIBE)  
Program

### **Background**

The Medical Board of California (Board) requested a review of the materials provided by the Universidad Iberoamericana School of Medicine (UNIBE) Program. These were submitted in pursuit of a request for the recognition of UNIBE by the Board to enable their students and graduates to participate in clinical clerkships, to enter graduate medical education programs, and to become eligible for licensure to practice medicine in California.

This report is based on my review of the documents initially provided to the Board by UNIBE, from a response by the School to additional questions posed after review of the Self-Assessment Report and the findings of the Site Visit Team.

The goal of this review was to determine if the medical education received in this program meets the requirements of current California statutes and regulations for recognition by the Medical Board of California.

### **Site Visit Team**

The Site Visit Team included:

Curtis J. Worden, MBC Chief of Licensing

Ronald Lewis, MD, MBC Board Member

Dianne Dobbs, DCA Senior Staff Counsel

Jim Nuovo, MD, MBC Licensing Medical Consultant

### **Site Visit Process**

An agenda for the site visit was developed by the team. On May 31, 2016 the Site Visit Team met for 1-hour and 40 minutes with leadership from the School to include: The Dean of the Medical School (Dr. Marcos Nunez), the Academic Director of the Medical School (Dr. Violeta Gonzales), the Director of Curriculum Management (Dr. Elizabeth Peralta), the Administrative Affairs Director (Denisse Morales) and the School Advisor (Dr. Elizabel De Leon). The topics

of discussion for this meeting included the following: Site visit logistics and a presentation by Dr. Nunez.

In his presentation, Dr. Nunez provided an overview of the School, its governance and administration, the educational objectives, admission and promotion standards, curriculum management and educational resources. He also gave the Site Visit Team background information on healthcare concerns in the Dominican Republic.

At this session, Mr. Worden reviewed the intent of the site visit to the School's leadership; specifically, that the Site Visit Team was to perform a comprehensive review of the UNIBE Program as it relates to the requirements of Business and Professions Code Sections 2089 and 2089.5 and California Code of Regulations, Title 16, Division 13, Section 1314.1.

Next, the Site Visit Team met for 20 minutes with other members of the senior leadership of the School to include: the Chancellor (Dr. Julio Castanos), who is also the past Dean of the School of Medicine, the Academic Vice-Chancellor (Dr. Odile Camilo), and the Dean of International Affairs (Dr. Loraine Amell).

Dr. Castanos provided an overview of the UNIBE campus and discussed some of the recent changes that have occurred; particularly with curriculum development and infrastructure support. The most notable change was in 2009 when the School implemented its integrated curriculum as the result of a strategic planning initiative that began in 2006. The Schools' present curriculum is based on these 2009 changes.

The Site Visit Team then met for 1-hour and 30 minutes with faculty who represented the basic science courses; essentially the first two years of the medical school curriculum. The Site Visit Team was provided a template of the entire academic program including the opportunity for a four semester pre-medical curriculum. The focus of our review was to assess the content of the training from the 5<sup>th</sup> semester (the first year of medical school) through the completion of the 16<sup>th</sup> semester (the fourth year of medical school).

Regarding the semester system; there are 3 semesters per year, each one of 16 weeks duration.

The Basic Science curriculum begins in the 5<sup>th</sup> semester and extends through the end of the 10<sup>th</sup> semester. The content of this curriculum was presented to the team and includes all of the required elements of Business and Professions Code Section 2089. Further discussion with this group included the integrated curriculum, problem-based learning model, academic resources available to the students and how the students' performance was assessed.

The Site Visit Team then met for 1-hour with faculty to discuss the content of the training in physical diagnosis that occurs during the 5<sup>th</sup> through 10<sup>th</sup> semesters. The clinical training includes structured experiences in the hospitals and local outpatient clinics as well as the use of the Simulation Center. The Simulation Center includes a variety of physical examination practice models as well as standardized patients. Students also have the opportunity to learn how to use an electronic medical record to prepare notes and to give case presentations.

Finally, the Site Visit Team had a 1-hour lunch with the Basic Science faculty. Each team member had the opportunity for individual discussion with a small group of Basic Science faculty about the School, its curriculum and Institutional resources.

We followed this with a 2-hour and 30 minute tour of the medical school facilities. The tour included visiting classrooms, workrooms, laboratories, the cadaver suite, the library, the student lounge and the Simulation Center. We had the opportunity to have a more in-depth discussion with the faculty who supervise simulation training and cadaver dissection.

After completion of the facilities tour, the Site Visit Team met for 1-hour and 20 minutes with 12 (6 regular track and 6 international track) First Year Basic Science Students (5<sup>th</sup> – 7<sup>th</sup> semesters) and afterwards for the same amount of time with 14 (6 Regular Track and 8 International Track) Second Year Basic Science Students (8<sup>th</sup> – 10<sup>th</sup> semesters). The content of these discussions included the same content described in our discussions with the Basic Science Faculty. The students from both years also described their preparation for the USMLE Step 1, Step 2 Clinical Knowledge and Step 2 Clinical Skills examinations.

We followed these meetings with a dinner with a mixture of first and second year students. We had the opportunity to have a more in-depth discussion with the students about their backgrounds, their reasons for choosing UNIBE and their professional goals.

The second day of the site visit was focused on the Clinical Sciences. This represented the 3<sup>rd</sup> and 4<sup>th</sup> years of medical school (11<sup>th</sup> – 16<sup>th</sup> semesters).

The Site Visit Team had a series of 50 minute meetings with faculty from the following clinical services: Internal Medicine, Pediatrics, Surgery, Obstetrics and Gynecology, Psychiatry and Family Medicine. In these meetings we discussed the goals and objectives of the service, the syllabus, how the instructors determine if the students met these educational objectives, how the faculty monitor each student's performance and the faculty's perception of how well the students are prepared when they start their clinical rotations. We also assessed whether the Clinical Sciences curriculum was sufficient to meet the requirements of Business and Professions Code Section 2089.5.

We followed these meetings with a 1-hour lunch with the Clinical Sciences Faculty. Each team member had the opportunity for individual discussion with a small group of Clinical Sciences faculty about the School, its curriculum and Institutional resources.

The Site Visit Team then had a series of 45 minute meetings with groups of students who were currently rotating through each of the clinical services; i.e. Internal Medicine, Pediatrics, Surgery, Obstetrics and Gynecology, Psychiatry and Family Medicine. In these meetings we asked students to describe how they came to be at the UNIBE Program, how they were informed of the goals and objectives of the rotation, the expectations for the clerkship, how performance feedback is given and how they evaluate the rotation and faculty. A total of 66 students were interviewed; 33 were from the Regular Track cohort and 33 were from the International Track cohort.

We followed these meetings with a dinner with a mixture of third and fourth year students. We had the opportunity to have a more in-depth discussion with the students about their backgrounds, their reasons for choosing UNIBE and their professional goals.

The following day the Site Visit Team had a 6-hour tour of the following hospital/clinical facilities.

1. Hospital Escuela Dr. Hazoury Bahles (Inden). This hospital's focus is on the treatment of diabetes and its multi-organ complications. The hospital has 85 beds and provides services for 125,000 patient visits/year. There are 80 physicians on staff.

The Site Visit Team met with UNIBE faculty and students at the facility and toured the following units: the foot care clinic, emergencies services, the eye clinic, pharmacy services, inpatient wards, outpatient clinics, radiology services and student work space.

2. Primary Care Unit Centro Dr. Diaz Pineiro. This outpatient clinic is located in Santo Domingo West. It provides care to a population of 500-700 families. It is staffed by a multidisciplinary team and has activities which includes: health promotion (health educations, vector control, school and occupational health); home visits; family-oriented population health; chronic disease management; immunization programs; coordination of referrals; and emergency care services.

The Site Visit Team met with UNIBE faculty and students at the facility and toured the following units: patient care clinics, pharmacy services and student workspace. The Site Visit Team also had the opportunity to review a brief student presentation on their home assessment project (an ongoing means to map family health status by location).

3. Hospital General De La Plaza De La Salud. This is a large facility that serves over 125,000 patients/year. It has 285 hospital beds and 381 physicians on staff. Services in the facility include the following: internal medicine, surgery, radiology, emergency medicine, family medicine, orthopedics, trauma, dermatology, cardiology, neurology, pulmonary medicine, nephrology, endocrinology, gastroenterology, hematology & oncology and pain medicine.

The Site Visit Team met with UNIBE faculty and students at the facility and toured the above-cited units. We also toured student workrooms, call rooms and conference facilities.

During the site visit, the Team had the opportunity to review additional materials provided by the UNIBE Program. These materials included the following: the organization charts of the school, information regarding governance, additional materials regarding the curriculum, the syllabus for each clinical service, performance data on the medical students, affiliation agreements, background information on the faculty, faculty development structure, faculty research papers, and the final dean's evaluation letter.

The Site Visit Team had a closing meeting with the leadership of the School. This included the following: The Dean of the Medical School (Dr. Marcos Nunez), the Academic Director of the Medical School (Dr. Violeta Gonzalez), the Director of Curriculum Management (Dr. Elizabeth Peralta), the Chancellor (Dr. Julio Castanos), the Academic Vice-Chancellor (Dr. Odile Camilo), the Director of Quality Assurance (Dr. Vhyna Ortega) and the Dean of International Affairs (Dr. Loraine Amell). The Site Visit Team reviewed the findings presented in the "recommendations" section below.

We also used the opportunity to assess when the School made its most substantive changes. We reiterated the previous comments from Dr. Castanos, that the most notable change in the

curriculum occurred in 2009. This change was based on a strategic planning process that was initiated in 2006.

### **Recommendations**

After review of all of the information described above, it is the opinion of the Site Visit Team that the UNIBE Program is in substantial compliance with the requirements of Business and Professions Code Sections 2089 and 2089.5 and California Code of Regulations, Title 16, Division 13, Section 1314.1. The Site Visit Team recommends recognition of the UNIBE Program retroactive to the initiation of the integrated curriculum in 2009, for UNIBE students who matriculated on or after January 1, 2009.

### **Review**

UNIBE has been in existence since 1982. It is described as a private, non-profit institution that is fully accredited by the government of the Dominican Republic Ministry of Higher Education.

The School's mission statement is: "To achieve the development of medical professionals who will be updated with knowledge and have the capacity required to respond to the health needs of society, and promote an integral, human, ethical and innovated approach, developing leadership skills, critical attitude, and a compromise with research and continuous education."

More specifically, they state that the School aims to educate physicians who will:

1. Be able to apply medical knowledge in the prevention, diagnosis and treatment of diseases.
2. Have the analytic tools, through knowledge and the understanding of the principles of health and disease that will allow for the holistic care and treatment of individuals.
3. Respond in an ethical and competent manner to the health and medical needs of the community.
4. Be sensitive, compassionate and socially responsible.
5. Perceive the medical career as a life-long learning experience and be able to understand, design and conduct relevant research.

As a demonstration of their commitment to high academic standards, the School indicates that they will:

1. Attract students of high scholastic performance, serious approach to learning and considerable potential to benefit from and contribute to the stimulating academic environment.

2. Have the Admissions Committee carefully evaluate each applicant's personal qualities such as maturity, responsibility, and leadership abilities as well as their capacity for empathy and judgment. Serious consideration is also given to effective communication and interpersonal skills, community service and a sincere motivation for pursuing a career in medicine.

There are approximately 400 faculty with appropriate credentials from local, US and European universities.

The UNIBE students are eligible for clinical rotations in some cities in the US, Latin America, Asia and Europe.

Students may be enrolled in either the "Spanish-Language Program" (also known as the Regular Track) or the "English-Language Program" (also known as the International Track). The majority of the students are in the Regular Track; e.g. in 2013 there were 253 students in the Regular Track and 82 students in the International Track. The School states there is no difference in the curriculum; "both tracks are required to take the same course, the contents and methodology are the same, they use the same labs and are required to participate in the same research and service learning programs."

Many of the students in the International Track seek residency training positions in the US after graduation. Therefore, the School has required that the International Track students sit for the USMLE examinations before starting their clinical clerkships and must pass Step 2 (CK and CS) in order to graduate.

The following is a detailed assessment of the School based on the aforementioned regulations and on their responses to the Self-Assessment Report and the additional concerns brought by this reviewer.

### **Business and Professions Code Section 2089**

Section 2089 requires the medical curriculum to extend over four years or 32 months of actual instruction. The curriculum at UNIBE is a 5-year program that is comprised on 3 semesters per year (each semester is 16 weeks duration). Therefore, the total amount of training exceeds the requirements of Section 2089; specifically, the number of hours of instruction exceeds the 4,000 hour minimum requirement in Section 2089 (total hours reported = 8,085 which includes 1,650 hours of premedical requirements).

UNIBE does require a minimum of 80% attendance; Professors obtain attendance information at the beginning of each class. At the end of the semester, an attendance report is submitted to the School by each Professor. Students with absences in excess of 20% are not able to sit for the final examination and are required to complete the course in its entirety.

The School's curriculum includes all of the required coursework listed in Section 2089(b). The information provided in the Self-Assessment Report indicates that the goals, objectives and course content are appropriate.

The School provided information on their admissions standards. The Self-Study Report describes these admission requirements which include the following: a National Test Certificate, a High School Certificate, Health Certification and a Police Certification/Background Check. Applications are reviewed by the Admissions Committee which includes: the Academic Vice-Rector, Registrar Officer, Dean of Students, Admissions Director, School of Medicine Director and a School of Medicine Faculty Member.

The School describes a policy on accepting transfer students. The policy is as follows:

“Since 2010, students can only transfer credits to the premedical component of the curriculum. The maximum number of advance placement credit hours allowed is 8.” Further, “students must start the medical component of their program at UNIBE. Therefore, no determination for placement is needed.”

### **Business and Professions Code Section 2089.5**

The documents provided by UNIBE indicate that the program provides instruction to all of the basic sciences and clinical sciences coursework required in Section 2089.5 at multiple facilities. Based on the information provided, it appears that students do this training at a variety of clinical sites.

The third year clerkships combine hospital rotations with lectures on campus. Therefore, all third year rotations are conducted only in the Dominican Republic.

Item #7 in the July 14, 2015 memo to the Board provides information on the number of sites used in the Dominican Republic for the clerkships in Psychiatry, Internal Medicine, Surgery, Family Medicine, Obstetrics and Gynecology and Pediatrics/Neonatology. This information includes the number of students at each site and whether they are in the Regular Track or the International Track.

In the fourth year, students may complete clinical clerkships at a number of international sites in the US, Puerto Rico, Spain and Portugal; however, the information provided in the July 14, 2015 response letter indicates that very few students (24) have completed clerkships in the US in the 2013-2014 academic year.

As stated, UNIBE is a private non-profit institution that is accredited by the government of the Dominican Republic (Ministry of Higher Education). It is “recognized by the World Health Organization, Tribunal Examinador de Medicas de Puerto Rico, and Spain’s Ministry of Education.” The campus is located in Santo Domingo.

The organizational structure of the School includes a Board of Trustees, Rector, Academic Board, Academic Vice-Rector, Deans, School Directors, Academic Coordinators and Department Directors. Resumes of the members of the organizational structure of the School are presented and appear appropriate. There is also a list in the Self-Assessment Report with the names of the Director of the School of Medicine, the Associate Dean for Academic Affairs and

Coordinators for the Basic and Clinical Sciences. Finally, there is a Supervisor of Hospital Rotations.

There is a description of the means by which the School engages in an ongoing review of the program including documentation of the level and extent of its supervision. This is described as the “New Educational Model” which was implemented in 2007. Full implementation of the new curriculum occurred in 2009. There is a description of the evaluation process of each student. The evaluations are done on a regular basis and document completion of all components of the curriculum.

**California Code of Regulations, Title 16, Division 13, Section 1314.1**

The medical school is a private, non-profit institution that is accredited by the government of the Dominican Republic. Its mission is to: “Develop medical professionals with the most current knowledge and skills required to respond to today’s health care necessities in society.”

The Self-Assessment Report contains extensive and a clearly defined mission statement and educational/research and service objectives.

The report includes the exact language of “broad expectations” and lists goals and objectives. The report lists the integral role of research in its mission and includes statements of its importance, nature, objectives, processes and evaluation of research in the medical education and practice of the School. The School has developed opportunities for student research as well as funding to support these activities.

The structure and content of the education program provides an adequate foundation in the basic sciences and enables students to learn the fundamental principles of medicine, to acquire critical judgment skills and to use those principles and skills to provide competent medical care. The site visit confirms that the training in the clinical sciences is sufficient.

As required in Section 1314.1, the administration and governance system allows the institution to accomplish its objective, i.e., its statements of the items of knowledge, skills, behavior and attitude that students are expected to learn. The institution’s governance gives faculty a formal role in the institution’s decision-making process. Students enrolled in the program are not permitted to serve as an instructor, administrator, officer, or director of the School.

UNIBE provided a detailed description of the faculty for each course; and these documents indicate that there are an adequate number for the size of the school. There is a sufficient description of the credentials of the faculty to indicate that they are appropriately qualified to teach their specific curricular content.

There is a clear description of the governing body of UNIBE and a description of the faculty evaluation and development programs.

UNIBE has standards governing the admission requirements. There is a description of the admissions criteria, student selection and promotion processes. This description is consistent



with the institution's mission and objectives. The School's policy on transfer students has been described above.

The description of the policies for Admissions and Promotion are presented in the Self-Study Report. Regarding promotion standards the School states the following:

Since the full implementation of new curriculum in 2009, in order to progress to the clinical years, all students must pass a basic science examination. International Track students must pass USMLE Step 1. In order to graduate, students must have completed all coursework and internship requirements and pass a clinical skills examination. International Track students must pass USMLE Step 2 (CK and CS).

The School provides a description of its Financial Resources in the Self-Assessment Report.

The facilities available to carry out the educational mission, both basic sciences and clinical rotations, are described in this report. They appear to be adequate to achieve the stated educational goals and objectives of the basic science component of the program. The Site Visit Team was able to determine that the clinical facilities including the major hospitals and ambulatory care facilities are adequate to meet the educational objectives of the UNIBE Program.

The School indicates that it is compliant with the requirement to retain student transcripts. They are kept indefinitely.

This completes my report on the UNIBE Program.

**Medical Board Site  
Visit/UNIBE  
May 31-June 3, 2016**



# Acknowledgements

- ▶ **Site Visit Team:**
  - ▶ **Curt Worden, MBC Chief of Licensing**
  - ▶ **Dianne Dobbs, DCA Senior Staff Counsel**
  - ▶ **Ronald Lewis, MD, MBC Board Member**
  - ▶ **Jim Nuovo, MD, MBC Licensing Medical Consultant**











# The Medical Board of California Visit

## ► Geography and Cultural Issues



















































































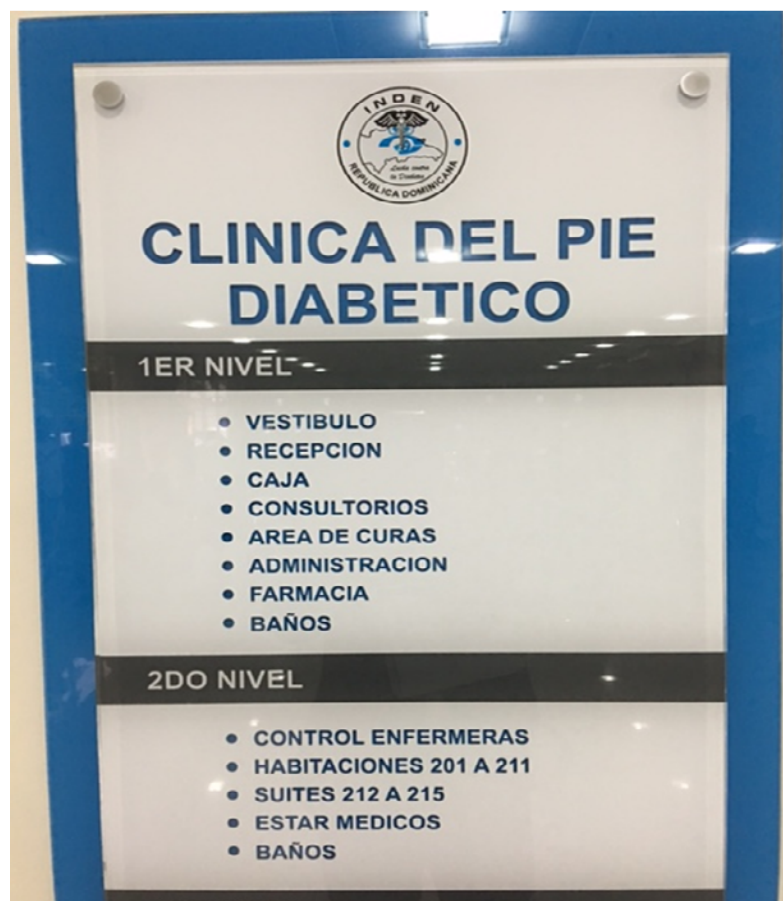




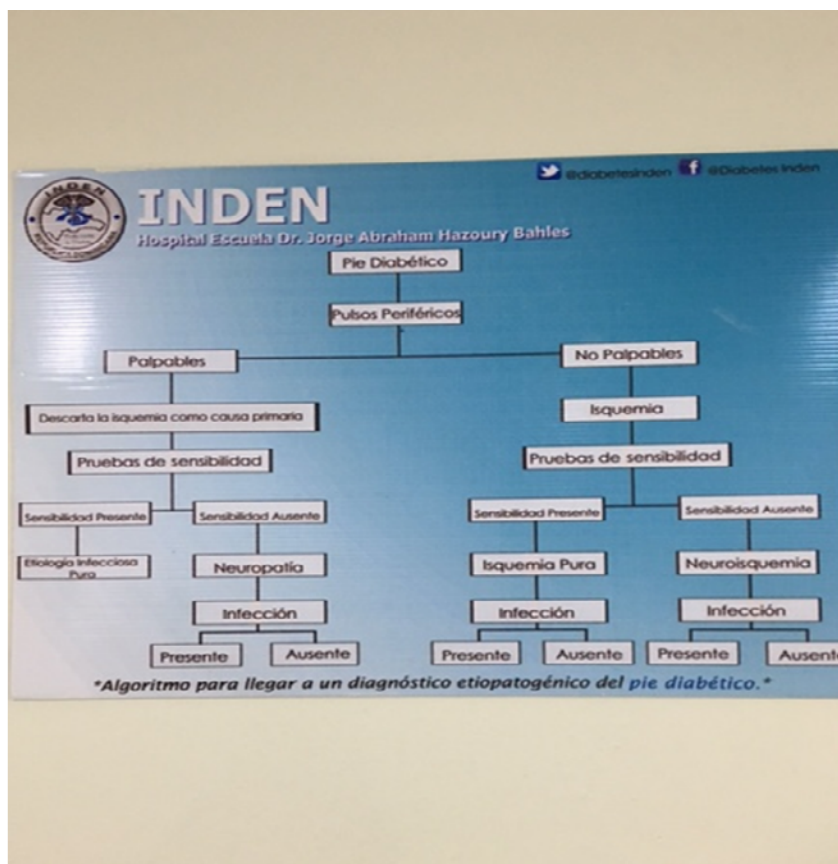
















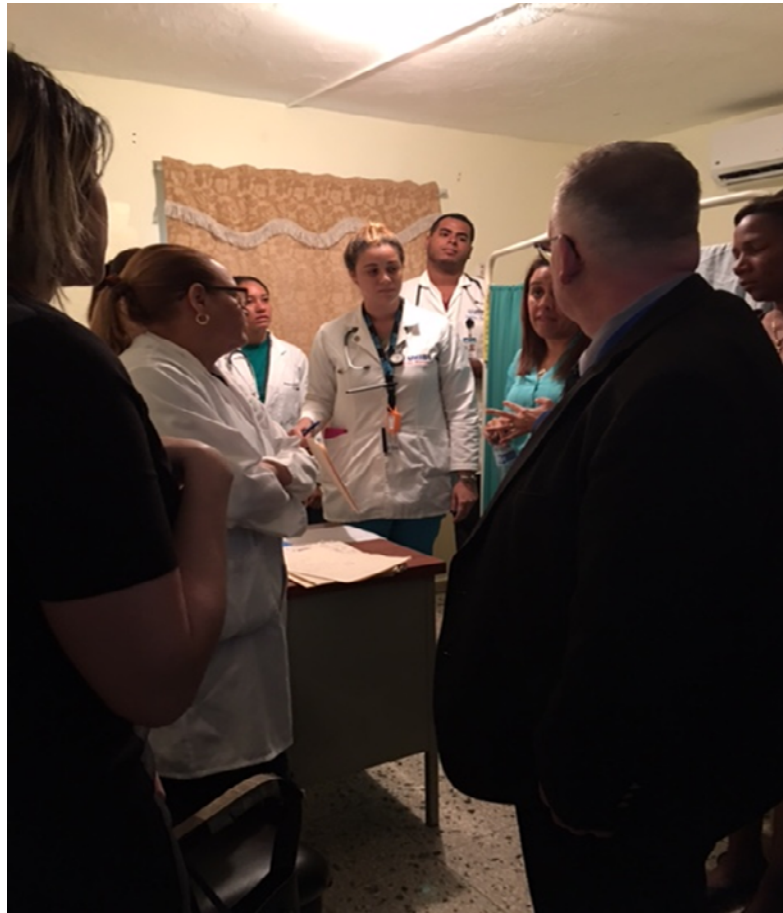


















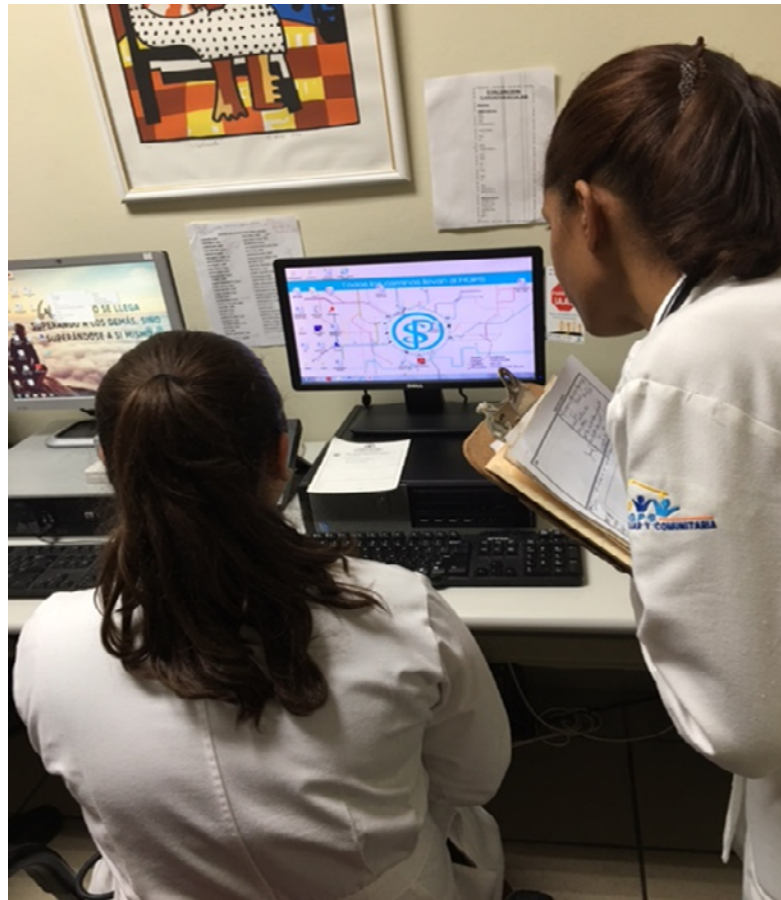
































**UNIBE**  
*¡Forjando líderes!*