New York Chiropractic College
Finger Lakes School of Acupuncture & Oriental Medicine
School of Applied Clinical Nutrition

2008-2009 Annual Report
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Mission Statement/Vision/Values

Mission Statement

New York Chiropractic College is committed to the achievement of academic excellence, quality patient care, and professional leadership.

Vision

NYCC will be recognized as a leading institution for the education and training of integrative and natural health care professionals and academicians.

Values

We value . . .

• The core principles of all our natural health care programs.

• Our heritage as a chiropractic educational institution.

• The development of new academic offerings through innovative teaching and learning methods that complement and enhance our existing programs.

• Training future health care professionals and academicians who will become successful in diverse careers.

• The development and utilization of best practices in lifelong learning, integrative health care, scholarship, and the exploration of new knowledge.

• Honesty, accountability, and fiscal responsibility.

• Diversity, inclusiveness, and tolerance in all interactions.

• An environment that balances knowledge, authority, and responsibility.

• Cultivating nurturing relationships with all our stakeholders.

• Excellence in all endeavors
On behalf of the Board of Trustees of the New York Chiropractic College, I am pleased to share with you the College’s 2009 Annual Report. I would also like to recognize the administration, faculty, staff, and student body for the past year’s significant success and progress.

NYCC continues in its leadership role in the development of optimal academic and healthcare practices. Recently, the College expanded its academic offerings to include online Masters-level coursework, enabling healthcare professionals everywhere to avail themselves of NYCC’s innovative graduate curricula.

I would also like to recognize my fellow Board members for their generous contributions of time, talent, and enthusiasm, as well as their financial support of the school. Our trustees bring a wealth of expertise and insight from a variety of professional activities, including chiropractic, Oriental medicine, law, banking, finance, higher education and psychology.

With a conscientious and hard-working staff, able and dedicated administrators, an intellectually nimble faculty, and an active, involved Board of Trustees, I am confident that NYCC will continue to prosper and thrive.

Thank you,

Dr. Robert E. Daley, BA, MA, PhD
Chairman, NYCC Board of Trustees

Board of Trustees

Robert E. Daley, BA, MA, PhD, Chair
Yusef C. Barnes, BS, DC
Lewis J. Bazakos, BA, MS, DC
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Mary Jo Maydew, BS, MBA
Walter McCarthy, BBA, MBA
George B. McClelland, BS, DC
Tyran G. Mincey, BS, DC
Serge Nerli, DC, MS
Frank J. Nicchi, BA, DC, MS
James P. Powell, DC
M. Catherine Richardson, BS, MA, JD
John P. Rosa, BS, DC
Elizabeth Shiah, BA, BPS, MS, LAc
Scott N. Surasky, BA, DC
I take great pride in the College’s many accomplishments over the past year – achievements that affirm NYCC’s commitment to academic excellence, quality patient care, and professional leadership.

Enrollment has remained stable despite a challenging economy, while program improvements and diversified offerings have enabled us to enroll over 800 students in seven degree programs.

A leader among educational institutions, NYCC received national recognition through inclusion in *The Chronicle of Higher Education’s 2009 “Great Colleges to Work For,”* and this past year celebrated its 90th anniversary, making great strides and launching many new programs since its inception. The most recent development is our Academy for Professional Success which, paired with NYCC’s new Business and Practice Management program, provides the finishing touches in preparing graduates for 21st century practice.

Having made great headway in 2009, we will continue to educate our students for satisfying and productive careers in natural healthcare education. We are proud to provide our students the very best education available anywhere.

Thank you,

Frank J. Nicchi, DC, MS
President
**Financial Summary**

*NYCC continues to* demonstrate the financial strength, stability and flexibility needed to advance its mission, vision and values. In September 2009, Standard & Poor's reviewed the credit rating of the College's long-term bond obligations, affirming NYCC’s investment grade, “BBB” rating and stable outlook.

*At August 31, 2009,* the College's total assets of $72.3m were more than twice its total liabilities of $34.5m. Net assets, predominantly unrestricted, decreased approximately $7.3m during fiscal 2009 to $37.8m. Contributing to this decrease was the $5.7m market depreciation of the College's investments.

*NYCC's investment portfolio* of $38.9m at 8/31/09 allows the College the flexibility to take advantage of strategic opportunities, while at the same time providing funds for the annual budget and unexpected expenditures.

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**FINANCIAL POSITION**

**August 31, 2009**

**ASSETS:**
- Cash, Receivables & Other ......................... $ 9,705,158
- Investments ........................................... 38,879,950
- Land, Buildings & Equipment ................... 23,740,559
**TOTAL ASSETS .................................. $72,325,667**

**LIABILITIES:**
- Accounts Payable & Other ......................... $ 5,379,604
- Deposits & Deferred Revenue ......................... 8,215,471
- Long-Term Debt .................................... 20,909,200
**TOTAL LIABILITIES ......................... $34,504,275**

**NET ASSETS:**
- Unrestricted ........................................ 37,492,601
- Temporarily & Permanently Restricted .......... 328,791
**TOTAL NET ASSETS ......................... $37,821,392**
Financial Summary

FINANCIAL RESULTS
Fiscal Year Ended August 31, 2009

REVENUE:
Tuition ........................................................ $16,808,011
Postgraduate ...................................................... 958,492
Auxiliaries ......................................................... 789,421
Educational Activities ................................. 893,508
Federal Grants ................................................... 500,759
State Grants ....................................................... 279,639
Private Gifts & Grants ...................................... 428,666
Other .......................................................... 145,250
Total Operating Revenue .................. 20,803,746
Investment Return ........................................ (5,708,472)
TOTAL REVENUE .......................... $15,095,274

EXPENDITURES:
Instruction ................................................... $ 9,574,505
Research ............................................................ 765,369
Postgraduate ...................................................... 814,446
Academic Support ......................................... 1,043,636
Student Services ............................................ 2,966,261
Institutional Support ...................................... 5,353,320
Auxiliaries ...................................................... 1,837,822
TOTAL EXPENDITURES ..................... $22,355,359

REVENUES LESS EXPENDITURES: ..($7,260,085)

New York State Economic Impact

Based on an economic impact study through the Commission on Independent Colleges and Universities, NYCC's 2007 total economic impact for New York State was estimated at approximately $49m.
Enrollment Management

NYCC's new student enrollment in the Master of Science in Acupuncture/Masters of Science in Acupuncture and Oriental medicine programs saw an increase of more than 57 percent from just two years ago. Overall, enrollment at NYCC remains strong – the fall of 2009 was one our largest combined enrollments in years with 123 first-time chiropractic students, 35 new enrollees in the MSA/MSAOM and 41 students entering the Master of Science in Applied Clinical Nutrition program, for a multi-program entering enrollment of 199. Total enrollment in the fall 2009 was 804 students, whose diverse geographical representations include a total of 648 chiropractic students, 74 MSA/MSAOM students, and 78 MSACN students.

Fall 2009 NYCC Student Enrollment From the U.S.

- States representing student population

Fall 2009 Enrollment Breakdown By State

43% New York
15% Pennsylvania
5% New Jersey
3% Massachusetts
2% Ohio
13% International
19% AZ, CA, CO, CT, DE, FL, HI, ID, IL, IN, KY, LA, MD, ME, MI, MN, NG, NH, OH, RI, TX, UT, VA, VT, WA, WV, WY
NYCC was limited for decades to being known only as a premier chiropractic and research institution. Then six years ago the College began to diversify its masters and bachelor degree programs. It now offers Master degrees in Clinical Anatomy, Applied Clinical Nutrition, Diagnostic Imaging, Acupuncture and Oriental Medicine, Acupuncture and a Bachelors of Professional Studies.

The varied student population from U.S., Canada and other countries creates an atmosphere of diversity, understanding and communication. The College delivers an exceptional, leading-edge education offering an integrated curriculum that combines a unique balance of art, science and philosophy. The College’s commitment to excellence comes from a well-credentialed faculty, an award-winning research department and staff. Currently, NYCC is attracting a new generation of students by moving to offer degree programs online. NYCC has teamed up with Desire2Learn, a leader in providing innovative eLearning solutions to hundreds of academic and other leading organizations around the world.

NYCC students consistently score above the U.S. average on many board exams, and score well on exams in other countries. That’s a tribute to the comprehensive, in-depth education NYCC delivers. The integration of research into our chiropractic curriculum affords students the unique opportunity to progress toward becoming the leading chiropractors of tomorrow while helping to ensure that the chiropractic profession continues to grow.

The College continues to evaluate programs for possible inclusion in its curriculum.
Alumni Portal

The addition of the Alumni Connection, an online information and communication center, provides a gateway to access information designed for our graduates. Using the Alumni Connection, graduates can update contact information, locate a fellow classmate, or access a variety of valuable resources provided by the Career Development Center, including online ChiroMap programs, information on scopes of practice and licensure, and templates for resumes, cover letters, and business plans.

NYCC Announces New Academy For Professional Success

NYCC launched its new Academy for Professional Success program. Teresa Hoban, MBA, DC, (NYCC ’97) serves as the College’s first Business and Practice Management Coach and will direct the new Academy for Professional Success. The initiative was designed to provide students and alumni with the tools required for business success. NYCC recognizes the need to adequately provide its students and alumni with professional competency in business practices.

Homecoming

During the past year, alumni reconnected with their alma mater at Unity Day and Homecoming Weekend celebrations, complete with alumni panels and a wide variety of postgraduate educational opportunities that included instruction in chiropractic synergy, nutrition, wellness, abdominal acupuncture, yoga, Tai ji, and posture exercises.
The Postgraduate and Continuing Education Department of New York Chiropractic College and the Finger Lakes School of Acupuncture and Oriental Medicine of NYCC provides instruction through a series of sponsored and co-sponsored programs developed to enhance lifelong learning and to encourage the identification of best practices among the integrative health care professions we serve. A wide variety of seminars speak to issues involving ethics, documentation, current clinical concepts, and treatment techniques.
Clinical and Outreach Opportunities

NYCC Health Centers

An important aspect of NYCC’s educational programming lies in its clinical opportunities for students seeking to learn in integrative environments. The clinical offerings prepare students for the reality of a rapidly evolving health care marketplace. NYCC’s “hub and spoke” model situates student interns in diverse clinical settings and outreach centers. NYCC’s “hubs” are the three integrated health centers, located in the Seneca Falls Campus Health Center, the Depew Health Center, and the Levittown Health Center. Each site serves as a focal point for outreach facilities - the “spokes” within the surrounding area. Information on each of the health centers appears at www.nycchealthcenters.com.

Campus Health Center
Seneca Falls, N.Y.

Serving Students, Faculty, Staff, Medicaid Patients and Domestic Violence Program

Seneca Falls Health Center
Seneca Falls, N.Y.

Chief of Staff:
Wendy L. Maneri, MS, DC

VA Medical Center
Canandaigua, N.Y.
VA Medical Center
Bath, N.Y.
VA Outpatient Medical Center
Rochester, N.Y.
Lifetime Care Hospice
Rochester, N.Y.
St. John Fisher College
Rochester, N.Y.
St. Joseph’s Neighborhood Center
Rochester, N.Y.
Mercy Outreach Center
Rochester, N.Y.
Monroe Community Hospital
Rochester, N.Y.

Depew Health Center
Depew, N.Y.

Chief of Staff:
Lorraine Kochanowski, BS, DC

SUNY Buffalo
Buffalo, N.Y.
Lighthouse Free Clinic
Buffalo, N.Y.
Salvation Army
Buffalo, N.Y.
Salvation Army
Tonawanda, N.Y.

Levittown Health Center
Levittown, N.Y.

Chief of Staff:
Joseph E. Pfeifer, BS, DC

The Haven
Hicksville, N.Y.
SUNY Stony Brook
Stony Brook, N.Y.
SUNY Farmingdale
Farmingdale, N.Y.
Salvation Army
Freeport, N.Y.
Clinical and Outreach Opportunities

Remote Internships:
National Naval Medical Center – Bethesda, Md.
Chronic Pain Options – Riverhead, N.Y.
Meridian Chiropractic – Liverpool, N.Y.
Christos Vasakiris, D.C. – Lindenhurst, N.Y.
  Miami VA – Miami, Fla.
  Buffalo, VA – Buffalo, N.Y.

Multidisciplinary Settings:
Seneca Falls Health Center – Seneca Falls, N.Y.
  Depew Health Center – Depew, N.Y.
  Levittown Health Center – Levittown, N.Y.
  Campus Health Center – Seneca Falls, N.Y.

Community Service Healthcare:
Campus Health Center, Seneca Falls, N.Y. –
  Free chiropractic care for Medicaid patients
  Lighthouse Free Clinic – Buffalo, N.Y.
  Salvation Army Satellite Clinics – Buffalo, Freeport, Tonawanda, N.Y.
  Central Nassau Guidance & Counseling Services (The Haven) – Hicksville, N.Y.
  Mercy Outreach Center – Rochester, N.Y.
  St. Joseph’s Neighborhood Center – Rochester, N.Y.
  SUNY Health & Wellness Center – Farmingdale, N.Y.
  SUNY Buffalo – Student Health Center – Buffalo, N.Y.
  SUNY Stony Brook – Stony Brook, N.Y.
  St. John Fisher Student Health Center, Rochester, N.Y.

Hospitals:
Monroe Community Hospital – Rochester, N.Y.
VA Medical Center and Hospital – Canandaigua, N.Y.; Bath, N.Y.;
  Rochester, N.Y.; Buffalo, N.Y. and Miami, Fla.
NYCC Recognized as a “Great College to Work For”

New York Chiropractic College was recognized by The Chronicle of Higher Education’s 2009 “Great Colleges to Work For” – a program describing itself as “higher education’s version of the popular Fortune magazine survey,” and that recognizes colleges for their practices and policies that include tenure clarity, work/life balance, compensation and benefits. “The fact that New York Chiropractic College was named to the Chronicle’s list speaks highly of the people who work at NYCC and about their level of job satisfaction,” said NYCC President Dr. Frank Nicchi, MS, DC.

NYCC in 2009 was the only educational institution, nationally, to be selected for a Malcolm Baldrige National Quality Award site visit. The Baldrige award is regarded as the “gold standard” of quality awards and named after Malcolm Baldrige, 26th U.S. Secretary of Commerce. The awards promote excellence in organizational performance, recognize the achievements and results of U.S. organizations, and to publicize successful performance strategies.
Faculty and Staff

A Dedicated Faculty and Staff Exemplify Excellence at All Levels

NYCC is Pleased to Announce Faculty Promotions for Year Ending 2008

<table>
<thead>
<tr>
<th>Faculty Member</th>
<th>Department</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. Marnae Ergil</td>
<td>Acupuncture &amp; Oriental Med.</td>
<td>Associate Professor</td>
<td>Professor</td>
</tr>
<tr>
<td>Dr. Andrew Dunn</td>
<td>Depew Health Center</td>
<td>Adj. Assistant Prof.</td>
<td>Adj. Assoc. Prof.</td>
</tr>
<tr>
<td>Dr. William Lauretti</td>
<td>Chiro. Clinical Sciences</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
</tr>
<tr>
<td>Mr. Jason Wright</td>
<td>Acupuncture &amp; Oriental Med.</td>
<td>Assistant Professor</td>
<td>Associate Professor</td>
</tr>
</tbody>
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NYCC Years of Service Awards 2009

- 35 Years of Service
- 10 Years of Service
- 15 Years of Service
- 20 Years of Service

NYCC Staff and Faculty Awards - Convocation 2009
Research Initiatives

1. Chiropractic Management versus Active Exercise Physical Therapy in Subgroups of Chronic Lower Back Pain Patients;

2. Chiropractic Management of Lower Back Pain in Older Adults;

3. Development of Rural Health Network - Planning Grant Program;

4. Grant Submission: Centeredness and Evidence Based Practice Recommendations in Chiropractors and Family Physicians for Patients with Chronic Lower Back Pain: A Standardized Patient Project;

5. Clinical Gait Analysis Protocols;

6. Quantitative Ultrasound Measurements of Soft Tissue Characteristics;

7. Neuromuscular Benefits of Orthotics;

8. Reliability and Validity of Measuring Foot Characteristics;

9. Treatment of Primary Dysmenorrhea with Drop Table Technique;

10. Student participating in the research process as part of the work-study program, funded grant projects and directed-study program;

11. Operating a fully operational Neuromuscular Research Laboratory and Foot Levelers Biomechanics Research Laboratory to help understand the biology of alternative therapies;

12. Studying the effects of IsAgenix Cleanse for Life on cellular energy, neural function, Gastrointestinal health, and anthropometric measurements;

13. Geriatric Education For Chiropractors.
Research Initiatives

Rural Health

In April, NYCC was awarded nearly $85,000 from the U.S. Department of Health and Human Services, Health Resources and Services Administration under the Rural Health Network Development Planning Program. NYCC’s Research, Academic Affairs, and Institutional Advancement offices worked collaboratively along with Rushville Health Center, Rushville, N.Y., and Seneca County, N.Y. Health Department to prepare the application. Funding will be used to develop strategic and business plans for an Integrative Health and Wellness Network of the Rural Finger Lakes.

This concept combines and coordinates existing efforts of NYCC-area public health departments, traditional health care providers and complementary and alternative medicine (CAM) - to expand access and improve the quality of essential health care services offered to the unique and needy populations of the Finger Lakes region in Central New York State.

HRSA Grant

The U.S. Health Resources and Services Administration federal grant that was awarded to NYCC three years ago from the Department of Health and Human Services comes under the auspices of the department’s Health Resources and Services Administration’s Chiropractic Demonstration Project Grant Program. During the past three years, the grant, which is worth more than $1 million, has led to research being done that has focused on multi-site randomized clinical trials. The research has been conducted in conjunction with the Canandaigua Veterans Affairs Medical Center and private practices in the Rochester, N.Y. area.

The study has compared different treatments for patients suffering from chronic lower back pain. The treatment modalities which are being utilized are spinal manipulative therapy and active exercise therapy. Dr. Paul Dougherty, NYCC Associate Professor and principal research grant investigator, has utilized a “prediction rule” to attempt to identify those patients who best respond to particular treatment modalities. One of the strengths of this project has been the interdisciplinary cooperation with all professions represented in the study design and implementation of the project including chiropractors, physical therapists and medical physicians.

NYCC also is working within a consortium involving diverse disciplines such as geriatricians, specialists in developmental disabilities, physical therapy, social work, nursing, emergency medicine and chiropractic. The consortium is referred to as the Finger Lakes Geriatric Education Center of Upstate New York. The purpose is to “improve the health care delivered to older adults through enhanced geriatric education of health and allied health professionals.”

The consortium is focusing on competency building in geriatrics through curriculum development, linkage building, and education of health professionals and faculty. Participating in the consortium in addition to NYCC are the University of Rochester, Ithaca College, SUNY Institute of Technology and SUNY Brockport. One of the goals of the current project is to see the geriatric competencies of practicing chiropractors and chiropractic educators enhanced through the development of a unique geriatric elective for chiropractic students and also through the education of chiropractic faculty through a multidisciplinary training program.
Spreading the Word

Institutional Advancement

The Division of Institutional Advancement supports outreach activities, programs and systems that help the College develop and maintain relationships with its many constituencies — making every effort to enhance public relations, develop a culture of giving, and generate non-tuition funding and programmatic resources for the College.

NYCC’s Corporate Sponsorship program advances the College’s mission while establishing mutually beneficial business relationships with industry leaders. NYCC is selective — endorsing only businesses that exhibit ethical behavior and superior products and services.

Alumni and friends stay connected through the production of IA’s award-winning bimonthly publication, Transitions.

Superior Quality

Institutional Quality and Assessment

Institutional Quality and Assessment (IQA) is responsible for excellence at NYCC. Through the Center for Excellence in Learning and Teaching (CELT), we support students and faculty in their continuing quest to discover and implement best practices in their respective roles. Working one-on-one, in classrooms, and in many other settings, Counseling Services personnel work with students, faculty, and staff in developing stress management strategies, coping with the challenges of life and of rigorous academic programs, and understanding the role of the mind and emotions in health and disease.

We work to assist accrediting agencies, state and federal regulators, and other external agencies to understand and appreciate the quality of NYCC’s programs and we assist our faculty and staff in responding to opportunities for improvement in all that we do.

IQA amasses and analyzes great quantities of data about everything we do. It’s our job to assess all aspects of NYCC’s performance and to support those who use our findings to assure continuous quality improvement through strategic planning and execution in support of the College’s Mission and Vision.
In Closing

Under the vigilant stewardship of NYCC’s board of trustees, president and senior staff, and through the support of its excellent faculty and administrative staff, New York Chiropractic College continues to demonstrate unprecedented development and strategic expansion within its academic offerings.

The College’s future is guided by a firm commitment to its mission, vision and values. Poised to assume its position of leadership in conservative health care, New York Chiropractic College shoulders its role as the premier educator of health care professionals that provides students with programs distinguished for their academic excellence.
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School of Applied Clinical Nutrition