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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 New York Chiropractic College, I am pleased to present this 2010-2011 Annual Report and to commend the president, administration, faculty, staff, and student body for their many significant achievements over the past fiscal year.

NYCC’s employees register high levels of satisfaction in their work environment as recognized by The Chronicle of Higher Education’s “2011 Great College’s to Work For” survey. In fact, the College recently earned a slot on this list for the third consecutive year and once again made the Chronicle’s select “2011 Honor Roll” – a truly outstanding distinction!

I extend heartfelt congratulations to NYCC President Dr. Frank J. Nicchi for his having been awarded the Ernest G. Napolitano Award - New York State Chiropractic Association’s highest honor. The entire campus community benefits from his distinguished leadership that has drawn accolades from fellow professionals.

I have enjoyed working closely with Dr. Nicchi and chairing an impressive board of trustees whose skills, talents and experience help enable the College to flourish. Experts in such fields as education, business, law and health care, they provide just the right blend of institutional leadership.

Thank you,

Walter McCarthy, BBA, MBA
Chair

Board of Trustees

Walter McCarthy, BBA, MBA
Chair

Yusef C. Barnes, BS, DC
Lewis J. Bazakos, BA, DC, MS
G. Lansing Blackshaw, BA, MS, PhD
Thomas R. De Vita, BS, DC
Karen L. Erickson, BS, DC
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Robert E. Kerman, Jr., BS
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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
New York Chiropractic College continues to thrive as the premier institution for natural health care education, as observed in this past year’s robust enrollment in all our program offerings. Though the national landscape may reveal some economic challenges, the College remains financially sound, having recently had its Standard & Poor’s “BBB” financial rating reaffirmed.

I also am pleased to announce that New York Chiropractic College was successful in securing grant funding through the New York State Higher Education Facilities Capital Matching Grants Program (HE Cap) to finance equipment and technology and to support new and expanding instructional offerings and student services. Having received approval of a $282,671 grant application, the College was also notified that contracts had been submitted and signed, and funding was authorized for disbursement.

Vital to the College’s success is the utilization of the most current communications and business practices. NYCC has entered the world of social networking and now has its own institutional presence. Participation on NYCC’s Facebook and Twitter pages is increasing on a daily basis and reveals snippets, photos, fun facts and relevant health care information of interest to current and prospective students, and to our alumni.

The College’s continued success directly results from the exceptional efforts of a dedicated campus community committed to delivering the very best natural health care education. I commend their many achievements and extend my heartfelt appreciation.

Sincerely,

Frank J. Nicchi, DC, MS
President

Frank J. Nicchi, BA, DC, MS
President
Michael A. Mestan, DC, MS
Executive Vice President and Provost
Sean J. Anglim, BS, CPA
Vice President of Finance & Administrative Services

Diane C. Dixon, AAS
Vice President of Enrollment Management

David R. Odiome, BS, MS, DC
Vice President of Institutional Quality and Assessment

Peter R. Van Tyle, BA, MA, JD, LLM
Vice President of Institutional Advancement
Richard B. Worden, AAS
Associate Vice President of Administrative Services
NYCC continues to demonstrate the financial strength, stability and flexibility needed to advance its mission, vision and values. In October 2011, 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, 2011, the College’s total assets of $76.2m were more than twice its total liabilities of $34.4m. Net assets, predominantly unrestricted, increased approximately $3.1m during fiscal 2011 to $41.8m. Contributing to this increase was the $4.2m market appreciation of the College’s investments.

NYCC’s investment portfolio of $43.1m at 8/31/11 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.

**FINANCIAL SUMMARY**

**August 31, 2011**

**ASSETS:**
- Cash, Receivables & Other: $10,691,006
- Investments: 43,059,442
- Land, Buildings & Equipment: 22,459,737
- **TOTAL ASSETS**: $76,210,185

**LIABILITIES:**
- Accounts Payable & Other: $5,738,237
- Deposits & Deferred Revenue: 9,245,636
- Long-Term Debt: 19,417,513
- **TOTAL LIABILITIES**: $34,401,386

**NET ASSETS:**
- Unrestricted: $41,649,655
- Temporarily & Permanently Restricted: 159,144
- **TOTAL NET ASSETS**: $41,808,799
FINANCIAL RESULTS
Fiscal Year Ended August 31, 2011

REVENUE:

Tuition (net of $660,660 student aid) ...........$19,169,254
Postgraduate ........................................ 1,017,956
Auxiliaries .......................................... 936,501
Educational Activities ............................. 1,007,712
Federal Grants ...................................... 246,808
State Grants ........................................... 472,062
Private Gifts and Grants ......................... 350,205
Other .................................................. 162,580

Total Operating Revenue ....................... 23,363,078
Investment Return .................................. 4,192,824
TOTAL REVENUE ..................................$27,555,902

EXPENDITURES:

Instruction ........................................... $10,288,285
Research ............................................. 498,745
Postgraduate ........................................ 729,365
Academic Support ................................. 1,928,366
Student Services .................................. 2,975,403
Institutional Support............................... 5,372,553
Auxiliaries .......................................... 2,374,198
Other .................................................. 309,947
TOTAL EXPENDITURES ......................... $24,476,862

REVENUES LESS EXPENDITURES: ..........$ 3,079,040
Delivering Excellence - Fall 2011

Enrollment Breakdown by State

- New York: 42%
- Pennsylvania: 16%
- New Jersey: 6%
- Massachusetts: 2%
- Ohio: 3%
- International: 12%

NYCC Student Enrollment from the U.S.

- States representing student population

Ethnicity

- Non-Minority: 83%
- Minorities: 17%

Nationality

- International: 12%
- US Citizens: 88%

Gender Ratio

- Male: 55%
- Female: 45%
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 master’s and bachelor’s degree programs. It now offers master’s degrees in Clinical Anatomy, Applied Clinical Nutrition, Diagnostic Imaging, Acupuncture and Oriental Medicine, and Acupuncture; and a Bachelor of Professional Studies.

The varied student population from the 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.

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.

*Please note: 2009 marked our 90 year celebration (4-day event).
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.

The nations depicted on the map represent cosponsored continuing education opportunities and venues for the international chiropractic community.
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 four integrated health centers, located in the Seneca Falls Campus Health Center, the Depew Health Center, the Levittown Health Center and the Rochester Outpatient 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.

NYCC Health Centers

**Campus Health Center**
**Seneca Falls, N.Y.**

- Jonathon Egan, BS, MPH, DC
  - Chief of Staff
- **Serving:**
  - NYCC Students
  - Faculty
  - Staff
  - Medicaid Patients
  - Domestic Violence Program

**Seneca Falls Health Center**
**Seneca Falls, N.Y.**

- Wendy L. Maneri, BS, MS, DC
  - Chief of Staff
- **Serving:**
  - VA Medical Center
    - Canandaigua, N.Y.
  - VA Medical Center
    - Bath, N.Y.
  - Trumansburg Acupuncture
    - Trumansburg, N.Y.
  - Geneva Community Health
    - Geneva, N.Y.
  - AOM Herbal Dispensary
    - Geneva, N.Y.

**Depew Health Center**
**Depew, N.Y.**

- Charles A. Hemsey, DC
  - Chief of Staff
- **Serving:**
  - The Haven
    - Hicksville, N.Y.
  - SUNY Stony Brook
    - Stony Brook, N.Y.
  - SUNY Farmingdale
    - Farmingdale, N.Y.
  - Salvation Army
    - Freeport, N.Y.

**Levittown Health Center**
**Levittown, N.Y.**

- Chief of Staff
- **Serving:**
  - SUNY Stony Brook
    - Stony Brook, N.Y.
  - SUNY Farmingdale
    - Farmingdale, N.Y.
  - Salvation Army
    - Freeport, N.Y.

**Rochester Outpatient Health Center**
**Henrietta, N.Y.**

- Chief of Staff
- **Serving:**
  - VA Outpatient Medical Center
    - 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.
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.
Rhode Island Spine Center – Pawtucket, R.I.

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.
Rochester Outpatient Health Center – Henrietta, 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.
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.
Once Again, New York Chiropractic College is Named to the Honor Roll of “Great Colleges to Work For”

New York Chiropractic College employees know that the College is a great place to work, and the Chronicle of Higher Education agrees! For the third year running, NYCC has earned recognition by the Chronicle as a “Great College to Work For.” The College also achieved, once again, a place on the Chronicle’s select “Honor Roll,” joining only seven other schools of similar size nationwide to repeat this distinction.

The Chronicle’s nationwide survey of faculty and staff at colleges and universities across the country indicated that NYCC excelled in the categories of professional/career development programs; compensation and benefits; facilities, workspaces and security; job satisfaction; work/life balance; supervisor/department chair relationship; and respect and appreciation for employees.

Dr. Frank J. Nicchi, NYCC President, was thrilled with the announcement: “To have earned a place on the Chronicle’s ‘Honor Roll’ for two consecutive years is truly an outstanding distinction! Undoubtedly, students benefit whenever quality instruction is provided by satisfied faculty members and a customer-oriented staff.”

The Chronicle of Higher Education’s “Great Colleges to Work For” program recognizes colleges identified by their employees as having exceptional practices and policies in areas contributing to job satisfaction.

For the third year running, NYCC has earned recognition by the Chronicle as a “Great College to Work For.”
Faculty and Staff

A Dedicated Faculty and Staff Exemplify Excellence at All Levels

NYCC Staff and Faculty Awards - Convocation 2011

NYCC Years of Service Awards 2011

NYCC’s Frank J. Nicchi Earns NYSCA’s Highest Award at Homecoming Ceremony

New York State Chiropractic Association past-president Dr. Mariangela Penna presented NYCC President Dr. Frank J. Nicchi with the association’s highest honor, the Ernest G. Napolitano Award, during the College’s Homecoming weekend attended by more than 430 alumni, students and members of the faculty.
Research Efforts and Programs

1. Randomized Controlled Trials for Chiropractic Management of Lower Back Pain;
2. Nutrition and Clinical Outcomes Research;
3. Clinical Gait Analysis Protocols;
4. Quantitative Ultrasound Measurements of Soft Tissue Characteristics;
5. Neuromuscular Benefits of Orthotics;
6. Geriatric Education for Chiropractors;
7. The Effects of Acupuncture on Balance;
8. Instrumentation and Measurement Protocols to Detect Pressure Pain Sensations in the Lumbar Spine;
9. Motor Evoked Potentials from Lower Extremity Muscles following Magnetic Brain Stimulation and Electrical Nerve Stimulation as it relates to Lumbar Spinal Stenosis;
10. Respiratory Physiology and Spinal Manipulation
11. Student participating in the research process as part of the work-study program, funded grant projects and directed-study program.
Chiropractic Demonstration Grant: HRSA

Five years ago, NYCC received a federal grant in excess of $1 million from the U.S. Health Resources and Services Administration’s Department of Health and Human Services. The grant, under the auspices of HRSA’s Chiropractic Demonstration Project Grants Program, funds a multi-site, randomized clinical trial to evaluate patient characteristics that predict responsiveness to one of two treatments: spinal manipulative therapy, delivered by chiropractors; or active exercise therapy, administered by physical therapists. The main goal of this study was to test whether the previously validated clinical-predication rule for spinal manipulative therapy was translatable into the chronic lower back pain population. At this time, the data collection phase is complete and data analysis is well under way, with the first manuscript expected in the near future. This project has been an excellent example of collaborative work between multiple disciplines in the pursuit of answers for the important problem of chronic lower back pain.

Finger Lakes Geriatric Education Center of Upstate New York

NYCC also is working with the Finger Lakes Geriatric Education Center of Upstate New York, a consortium of specialists in geriatrics, developmental disabilities, physical therapy, social work, nursing, emergency medicine and chiropractic. The purpose of the consortium – comprised of NYCC, University of Rochester, Ithaca College, SUNY Institute of Technology, and SUNY Brockport – is “to improve the health care delivered to older adults through enhanced geriatric education of health and allied health professionals.” This is accomplished by focusing on competency building in geriatrics through curriculum development, linkage building, and education of health professionals and faculty.

A goal of the current project is to enhance the geriatric competencies of practicing chiropractors and chiropractic educators by developing a unique geriatric elective for chiropractic students as well as a multidisciplinary training program for chiropractic faculty that also provides an annual geriatric symposium at the ACC/RAC conference. This program has emphasized the importance of a team approach and cross-fertilization among the disciplines in the training of students and faculty to address the unique challenges of older adults.

Nimmo® Educational Foundation Grant

In 2010, the Nimmo® Educational Foundation (NEF), dedicated to improving the quality of life for chronic pain sufferers, awarded NYCC with a $26,164 grant to support the research endeavors of NYCC Associate Professor Terry Koo, PhD. In this project, Dr. Koo used a custom-made, rate-controlled Mechano-Acoustic Indentor System, combined with finite element optimization, to quantify the effect of the Nimmo® technique on reducing muscle tonus. NEF President Jeffrey Cohen, DC, worked closely with Koo by traveling to NYCC periodically to perform the Nimmo® technique on research subjects. Koo successfully built and confirmed the reliability of using the indentor system to quantify the non-linear elasticity of human muscles. Based on his work, Drs. Koo and Cohen were awarded Best Paper at the 2011 ACC/RAC conference and published a peer-reviewed article in the Journal of Manipulative and Physiological Therapeutics (JMPT).

Following the study, Koo and Cohen utilized the validated system on chronic low back pain patients to quantify the effects of Nimmo® treatment on muscle tone. Results showed that a single, full Nimmo® treatment reduces muscle tone, subjective pain, and disability, and is more beneficial than focal trigger-point treatment. This work was one of only 32 selected from 220 submissions for podium presentation at the 2011 World Federation of Chiropractic Congress in Rio de Janeiro. Recently it was accepted for publication in the JMPT.

NEF’s dedication to research is exemplified through its association with NYCC. The partnership benefits both organizations, by bringing monetary support to the research facilities at NYCC and providing NEF with access to sophisticated laboratory equipment and trained scientists.
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 Institutional Advancement’s award-winning bimonthly publication, Transitions.

The Institutional Quality and Assessment Division (IQA) facilitates excellence in education, patient care, and professional leadership at New York Chiropractic College. IQA oversees the Office of Accreditation and The Academy for Academic Excellence and Student Success.

The Office of Accreditation acts to ensure that NYCC and each of its programs are accredited, registered, and in good standing with numerous commissions and agencies. New York Chiropractic College’s accreditation provides evidence to the public that the institution and its academic programs meet established standards of excellence.

IQA’s Quality Engineer gathers and analyzes data to assess all aspects of NYCC’S performance and provides the necessary information to support decision making and quality initiatives by leaders across the College.

The Academy for Academic Excellence and Student Success (AAESS) provides support and guidance regarding best practices for achieving academic excellence by meeting learners at their current level of achievement and helping them progress; fostering an attitude of lifelong learning and resourcefulness; and collaborating with all areas of the College to provide quality assistance in the areas of advising, tutoring and disabilities services.

An integral part of AAESS, NYCC’s Counseling Services Department serves the entire campus community and strives to foster a healthy and caring environment that is sensitive, supportive, and respectful of individual differences. Counseling Services facilitates the personal growth and development of students, faculty and staff through direct client services, outreach efforts, workshops, and training programs designed to enhance the personal and interpersonal development of its clients and maximize their potential to benefit from NYCC’s academic environment and experience.
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.