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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 New York Chiropractic College’s Board of Trustees, I am pleased to share the 2013 NYCC Annual Report and commend an outstanding president, administration, faculty, staff and student body for their many significant achievements.

For five years running, NYCC personnel have reported high levels of employment satisfaction as revealed in The Chronicle of Higher Education’s “2013 Great Colleges to Work For” survey. The College also earned, for the fourth consecutive year, distinction for having earned a place on the Chronicle’s select “2013 Honor Roll.”

NYCC’s financial picture remains sound, having supported continuation of an investment grade bond rating and stable outlook from Standard & Poor’s. Favorable financial outcomes also enabled the College to undertake significant campus infrastructure enhancements including construction of a new, and well-received, "Student Commons" situated within the library.

What an honor it is to serve such an exceptional institution! I extend my congratulations to an administration, faculty and staff whose dedicated commitment and daily contributions sustain extraordinary levels of performance and bring yet another great year to a close.

Thank you,

Dr. John Rosa
Chairman of the Board
The close of the 2013 fiscal year reveals not only a healthy enrollment, but an encouraging financial one as well. It appears College enrollment will amount to a ten-year high in student registration, topping at 947 and comprising 669 students in the Doctor of Chiropractic (DC) degree program, 83 in the Master of Science in Acupuncture (MSA) or Master of Science in Acupuncture and Oriental Medicine (MSAOM), and 93 working toward their Master of Science in Applied Clinical Nutrition (MSACN) – a program which, due to its popularity, warranted addition of a new cohort. With 76 students, our Master of Science in Human Anatomy and Physiology Instruction (MSHAPI) program has grown close to capacity. The College anticipates two fellows for its fall Master of Science in Diagnostic Imaging program and 24 students in the Bachelor of Professional Studies program. The newly accepted students present both diversity and impressive credentials - hailing from 44 states and five countries (including Canada, China, Korea, Japan and Saudi Arabia) and included 48 percent female students, 52 percent male and 19 percent minority.

A leader in natural healthcare integration, the College is delighted at the favorable response students are showing its quality offerings and highly regarded VA, hospital, collegiate and other diverse health facility affiliations.

Thank you,

Frank J. Nicchi, DC, MS
President
NYCC continues to demonstrate the financial strength, stability and flexibility needed to advance its mission, vision and values. In September 2013, Standard & Poor’s reviewed the credit rating of the College’s long-term bond obligations, affirming NYCC’s investment grade, “BBB” rating and changed the College’s outlook from stable to positive.

At August 31, 2013, the College’s total assets of $80.0m were more than twice its total liabilities of $34.2m. Net assets, predominantly unrestricted, increased approximately $3.5m during fiscal 2013 to $45.9m. Contributing to this increase was the $3.5m market appreciation of the College’s investments.

NYCC’s investment portfolio of $45.7m at 8/31/13 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 Position**
August 31, 2013

**Assets:**

- Cash, Receivables & Other .........................$12,683,201
- Investments ................................................ 45,709,943
- Land, Buildings & Equipment ..................... 21,646,242
**TOTAL ASSETS** ........................................ $80,039,386

**Liabilities:**

- Accounts Payable & Other ....................... $ 6,159,194
- Deposits & Deferred Revenue .................... 10,209,050
- Long-Term Debt ........................................ 17,793,678
**TOTAL LIABILITIES** .................................. $34,161,922

**Net Assets:**

- Unrestricted ............................................. $45,715,614
- Temporarily & Permanently Restricted ........... 161,850
**TOTAL NET ASSETS** .................................. $45,877,464
Based on an economic impact study through the Commission on Independent Colleges and Universities, NYCC’s 2011 total economic impact for New York State was estimated at approximately $60.2m.

**Financial Results**
Fiscal Year Ended August 31, 2013

**Revenue:**
- Tuition (net of $831,900 student aid) ............$21,412,118
- Postgraduate ........................................... 1,009,215
- Auxiliaries .............................................. 1,520,584
- Educational Activities ............................... 1,016,588
- Federal Grants ........................................... 222,303
- State Grants ............................................. 187,701
- Private Gifts and Grants ......................... 582,436
- Other ..................................................... 497,099
- Total Operating Revenue ......................... 26,448,044
- Investment Return ................................... 3,535,109
- TOTAL REVENUE ................................... $29,983,153

**Expenditures:**
- Instruction ........................................... $10,592,134
- Research ............................................. 484,731
- Postgraduate ......................................... 865,270
- Academic Support ................................. 2,306,540
- Student Services ................................. 3,210,036
- Institutional Support ......................... 6,097,431
- Auxiliaries ........................................... 2,939,388
- TOTAL EXPENDITURES ......................... $26,495,530

REVENUES LESS EXPENDITURES: .................. $3,487,623
Enrollment Breakdown by State

- **New York**: 34%
- **Pennsylvania**: 16%
- **New Jersey**: 7%
- **Maryland**: 4%
- **Ohio**: 3%
- **Virginia**: 2%
- **Puerto Rico**: 2%
- **Massachusetts**: 2%
- **International**: 10%

**NYCC Student Enrollment from the U.S.**

- New York: 34%
- Pennsylvania: 16%
- New Jersey: 7%
- Maryland: 4%
- Ohio: 3%
- Virginia: 2%
- Puerto Rico: 2%
- Massachusetts: 2%
- International: 10%

**Enrollment Breakdown by State**

- **New York**: 34%
- **Pennsylvania**: 16%
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- **Ohio**: 3%
- **Virginia**: 2%
- **Puerto Rico**: 2%
- **Massachusetts**: 2%
- **International**: 10%
- **AK, AZ, CA, CO, CT, DE, FL, GA, HI, IA, ID, IL, IN, KS, KY, LA, ME, MI, MN, MO, NC, NE, NH, NM, NV, OR, RI, SC, SD, TN, TX, UT, VT, WA, WI, WV, WY**: 16%
Delivering Excellence - Fall 2013

For decades, NYCC had been known as the premier chiropractic and research institution. Six years ago the College began diversifying its academic offerings and now offers master’s degrees in Clinical Anatomy, Applied Clinical Nutrition, Diagnostic Imaging, Acupuncture, Acupuncture and Oriental Medicine, Human Anatomy and Physiology Instruction, and a Bachelor of Professional Studies.

Students who attend the College hail from diverse regions throughout the United States, Canada and other countries, cultivating an environment that encourages communication and fosters academic success. A thoroughly integrated curriculum that successfully balances art, science and philosophy is taught by well-credentialed faculty and supported by an award-winning research department. Having introduced online delivery to some of its academic programs, NYCC is prepared to instruct a new generation of students.

NYCC takes great pride in a student population that consistently surpasses the U.S. average on board exams and demonstrates success when administered tests in other countries – a tribute to the comprehensive, in-depth education that NYCC delivers. The integration of research throughout the College’s academic programming provides a solid base and enables students to engage best practices and assume positions of leadership within their chosen fields.

The College continuously evaluates programs for curricular inclusion.
Alumni Connection Portal

The Alumni Connection continues to provide a gateway to access information designed for our graduates. Using the Alumni Connection, graduates can access valuable information designed for them. They can update contact information, locate fellow classmates, and find out about college events and activities in their area.

Beginning this year graduates completed registration, received confirmation information, and were given access to session notes for Homecoming through the Alumni Connection. This process created a convenient and cost effective way to manage Homecoming registration for our graduates.

In addition, graduates can access a variety of resources provided by the Career Development Center, including information regarding scopes of practice, resume writing, interviewing skills, and other templates.

Homecoming

This year New York Chiropractic College’s main campus was host to returning alumni for a weekend of learning and fellowship. The weekend was complete with exciting presentations in anatomy, acupuncture, nutrition, documentation, and technique.

The addition of the student-alumni breakfast gave students access to our alumni in a round robin format which focused on leadership and goal setting. The addition of a family oriented clambake brought record numbers to the Saturday evening event.

*Please note: 2009 marked our 90 year celebration (4-day event).*
The Ernest G. Napolitano Center for Postgraduate and Continuing Education Department of New York Chiropractic College 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 states and nations depicted on the map represent sponsored and cosponsored continuing education opportunities for the domestic and international chiropractic community.
Clinical and Outreach Opportunities

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.

Remote Internships:
- Walter Reed National Military Medical Center – Bethesda, Md.
- Chronic Pain Options – Riverhead, N.Y.
- Christos Vasakiris, D.C. – Lindenhurst, N.Y.
- Miami VA – Miami, Fla.
- Rhode Island Spine Center – Pawtucket, Rhode Island

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 – 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 Student Health Center – Stony Brook, N.Y.
- St. John Fisher Student Health Center – Rochester, N.Y.
- Hobart and William Smith Colleges – Geneva, N.Y.
- Rochester Chiropractic Spinal Rehab. – Rochester, N.Y.
- Geneva Community Health – Geneva, N.Y.

Hospitals:
- Monroe Community Hospital – Rochester, N.Y.
- VA Medical Center and Hospital – Canandaigua, Bath, Rochester and Buffalo, N.Y.; and Miami, Fla.
NYCC Clinical Opportunities

Seneca Falls Health Center
Seneca Falls, N.Y.

Campus Health Center
Seneca Falls, N.Y.

Rochester Outpatient Health Center
Henrietta, N.Y.

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
Seneca Falls, N.Y.

Hobart and William Smith Colleges
Geneva, N.Y.

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

Jonathon Egan, BS, MPH, DC
Chief of Staff

Serving:
NYCC Students
Faculty
Staff
Medicaid Patients
Domestic Violence Program

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.

Rochester Chiropractic Spinal Rehab.
Rochester, N.Y.

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

VA Outpatient Medical Center
Rochester, N.Y.

Depew Health Center
Depew, N.Y.

Levittown Health Center
Levittown, N.Y.

Michael Flynn, BS, MBA
Health Center Administrator

Buffalo VA
Buffalo, N.Y.

SUNY Buffalo
Buffalo, N.Y.

Lighthouse Free Clinic
Buffalo, N.Y.

Salvation Army
Tonawanda, N.Y.

Melissa Murphy, MPH
Health Center Administrator

SUNY Stony Brook
Stony Brook, N.Y.

SUNY Farmingdale
Farmingdale, N.Y.

Salvation Army
Freeport, N.Y.
New York Chiropractic College launched ConneCTX therapy, a new and innovated technique in the field of instrument assisted soft tissue mobilization (IASTM). ConneCTX training is a three module program offered through NYCC’s Department of Post Graduate and Continuing Education. The therapy consists of three components (Technique, Instrument and Emollient). A distinguishing feature of ConneCTX is its utilization of evidence-based research data to enhance protocols and provide up-to-date clinical applications on an ongoing basis.

New York Chiropractic College has been named a “Great College to Work For” for 2013 – the fifth consecutive year – by The Chronicle of Higher Education’s 2013 Great Colleges to Work For and earned a place on its “2013 Honor Roll,” for the fourth year running. This program recognizes colleges, through a survey of their employees, for exceptional practices and policies in such areas as, work/life balance, compensation, benefits, facilities, safety, communication and leadership.

NYCC has teamed up with Foot Levelers, Inc. on a research initiative involving a randomized controlled trial at the Canandaigua VA Medical Center over a two year period to assess the effectiveness of custom foot orthotics for veterans with chronic lower back pain and to evaluate the effect of custom foot orthotics on improvement in pain and disability in this patient population.

NYCC, in collaboration with the University of Rochester, was chosen by the National Institute of Health (NIH) for inclusion in a nationwide coalition of Centers of Excellence in Pain Education. The endeavor aims to improve pain treatment for patients by enhancing how healthcare professionals are taught about the causes and wide variety of treatments available to manage pain.

NYCC, in collaboration with the Upstate New York Finger Lakes Geriatric Education Center, will use a $150,000 award from the Health Resources and Services Administration (HRSA) to improve training of undergraduate and practicing chiropractors in geriatrics, to develop and disseminate curricula relating to the treatment of health problems of the elderly, to support the training and retraining of faculty to provide instruction in geriatrics, to support continuing education of practicing chiropractors who provide geriatric care, and to provide students with clinical training in geriatrics in nursing homes, hospitals, ambulatory care centers and senior centers.

NYCC renamed its athletic center, now the Standard Process Health and Fitness Center, in appreciation of the long standing support Standard Process, a manufacturer of whole foods nutritional supplements, has shown the College.

NYCC earned the Employer Support of the Guard and Reserve’s (ESGR) Patriot Award for its support for those NYCC community members serving in the United States Military.

NYCC has been named a Military Friendly School for 2014. A survey administered by the publisher of G.I. Jobs and the Guide to Military Friendly Schools has ranked NYCC within the top 15 percent of over 12,000 schools nationwide for recruiting military and veteran students and continuing to improve its efforts toward military friendliness each year.
Faculty and Staff

NYCC Years of Service Awards 2012

20 Years of Service

30 Years of Service

10 Years of Service

25 Years of Service

15 Years of Service

NYCC Staff and Faculty Awards - Convocation 2012
In 2012, the Nimmo® Educational Foundation (NEF) awarded NYCC a $30,150 grant to support the research endeavors of NYCC Associate Professor Terry Koo, Ph.D. In this project, Dr. Koo used state-of-the-art ultrasound elastography technology, namely Supersonic shear wave elastography, to measure muscle elasticity. The technique uses acoustic radiation force induced by ultrasound beams to perturb the target muscle. This force induces shear waves that propagate along muscle fibers. As the shear waves propagate, they are captured by the ultrasound at a frame rate of up to 20,000 Hz. Shear wave propagation speed is then estimated and converted to elasticity.

The objectives of this study were to investigate the feasibility of using Supersonic shear wave elastography (1) to indirectly measure muscle force; (2) to quantify muscle contracture; and (3) to quantify the effect of the Nimmo® technique on reducing muscle stiffness. NEF President Jeffrey Cohen, D.C. worked closely with Dr. Koo by traveling to NYCC periodically to perform the Nimmo® technique on research subjects. This is the first time, to our knowledge, that this cutting-edge technology has been applied to chiropractic research.

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.

This research has lead to two peer-viewed articles published at prestigious biomechanics journals including Journal of Biomechanics, and two conference proceedings papers presented at the 2013 ASME Summer Bioengineering Conference.

Research Accomplishments

Custom Foot Orthotics and Chronic Lower Back Pain

NYCC is collaborating on a competitive research grant from Foot Levelers, Inc. ($243,268), to study the effect of custom foot orthotics versus sham orthotics in patients with chronic lower-back pain (CLBP). CLBP is a significant public health problem in the U.S. that affects our nation’s soldiers and veterans. Previously military guidelines suggested the use of orthotics to prevent lower back pain in soldiers, however, the current evidence-based guidelines for the treatment of CLBP in veterans does not recommend orthotics due to a lack of high-quality randomized, controlled trials. Given the expense associated with CLBP, there is a need to develop cost-effective therapeutic options to treat this important condition. Orthotics may serve as a cost-effective adjunctive or stand-alone treatment for CLBP in Veterans. There are few data on the role of custom foot orthotics in the treatment of CLBP, and there have been no placebo controlled trials evaluating the role of orthotics for the treatment of CLBP in veterans. Our research team has a proven track record of performing sham controlled trials in a VA setting; therefore, we provide the ideal environment to evaluate the effectiveness of custom foot orthotics in a clinical setting using rigorous randomized control designs. The results of this trial may help to define the role of custom foot orthotics in veterans and may open new opportunities to expand the use of Foot Levelers Stabilizing Orthotics in different patient populations. NYCC faculty members include Dr. Paul Dougherty as the principal investigator and Dr. Owen Papuga as the co-investigator.

Elasticity Measurements of Skeletal Muscles Using Supersonic Shear Wave Elastography

In 2012, the Nimmo® Educational Foundation (NEF) awarded NYCC a $30,150 grant to support the research endeavors of NYCC Associate Professor Terry Koo, Ph.D. In this project, Dr. Koo used state-of-the-art ultrasound elastography technology, namely Supersonic shear wave elastography, to measure muscle elasticity. The technique uses acoustic radiation force induced by ultrasound beams to perturb the target muscle. This force induces shear waves that propagate along muscle fibers. As the shear waves propagate, they are captured by the ultrasound at a frame rate of up to 20,000 Hz. Shear wave propagation speed is then estimated and converted to elasticity.

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This research has lead to two peer-viewed articles published at prestigious biomechanics journals including Journal of Biomechanics, and two conference proceedings papers presented at the 2013 ASME Summer Bioengineering Conference.
NYCC also is working with the Rochester Area Collaborative Center of Excellence in Pain Education (RACCoEPE), a consortium of specialists in medicine, dentistry, pharmacy, nursing, social work, chiropractic, and acupuncture and Oriental medicine. The consortium is one of eleven teams chosen by National Institutes of Health to form a nationwide coalition of Centers of Excellence in Pain Education. The purpose of the consortium – comprised of NYCC, University of Rochester, and St. John Fisher College – is to improve pain treatment for patients by enhancing how students entering healthcare professions are taught about the causes and wide variety of treatments available to manage pain. This will be accomplished by creating five in-depth case studies of patients in pain that will be used worldwide to help healthcare professionals teach about the latest treatment strategies for pain management. A goal of the current project is to enhance pain education competencies so that future clinicians in all fields can better assess and treat pain among their patient populations.

This program is emphasizing the importance of a team approach and cross-fertilization among the disciplines in the training of students to address the unique challenges of pain management. The team is headed by O.J. Sahler, MD, a pediatrician at Golisano Children’s Hospital who specializes in the treatment of pain in children and adolescents. Faculty members from NYCC are Drs. Jeanmarie Burke, Paul Dougherty, Jason Napuli, and Kristina Petrocco-Napuli, and Professor Kevin Ergil.

During the 2012-2013 academic year, the research team at NYCC completed educational materials, case studies, on the roles of chiropractic care and acupuncture and oriental medicine in treating older adults with lumbar spinal stenosis and individuals with temporomandibular joint (TMJ). In addition, Dr. Petrocco-Napuli was the leader of the instructional design team for each of the three cases completed from September 1, 2012 to August 31, 2013.

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Research Efforts and Programs

1. Randomized Controlled Trials for Chiropractic Management of Lower Back Pain;
2. Nutrition and Clinical Outcomes Research;
3. Orthotic Interventions and Clinical Outcomes Research;
4. Patient-Centered Outcomes Research (PCOR);
5. Quantitative Ultrasound Measurements of Soft Tissue Characteristics;
6. Instrumentation and Measurement Protocols to Detect Pressure Pain Sensations in the Lumbar Spine;
7. Clinical Gait Analysis Protocols;
8. Motor Evoked Potentials from Lower Extremity Muscles Following Magnetic Brain Stimulation and Electrical Nerve Stimulation as it Relates to Lumbar Spinal Stenosis;
9. Respiratory Physiology and Spinal Manipulation;
10. Geriatric Education for Chiropractors;
11. Pain Education for Natural Health Care Clinicians;
12. Students are participating in the research process as part of the work-study program, funded grant projects, and directed-study program.
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 Transitions publication and social networking.

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 the learner at their current level of achievement and helping them progress, fostering an attitude of lifelong learning and resourcefulness, 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 difference. 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 healthcare, New York Chiropractic College shoulders its role as the premier educator of healthcare professionals that provides students with programs distinguished for their academic excellence.