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MISSION STATEMENT
New York Chiropractic College is committed to academic excellence, quality patient care, and professional leadership.

VISION
New York Chiropractic College will be recognized as a leading institution for the education and training of integrative natural healthcare 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 share the 2014 NYCC Annual Report and commend an outstanding president, administration, faculty, staff and student body for their many significant achievements.

For six years running, NYCC faculty and staff have reported high levels of employment satisfaction as revealed in The Chronicle of Higher Education’s “2014 Great Colleges to Work For” survey. The College has also earned distinction for having earned a place on the Chronicle’s select “2014 Honor Roll” for the fifth consecutive year.

NYCC distinguished itself in areas including work/life balance, compensation, benefits, facilities, safety, communication, and leadership.

A longstanding reputation for supporting NYCC community members serving in the United States military has earned the College recognition from the Employer Support of the Guard Reserve who presented NYCC and President Nicchi with the Patriot Award in December 2013.

NYCC’s financial picture remains sound, having supported continuation of an investment grade (BBB) bond rating and stable outlook from Standard & Poor’s. Favorable financial outcomes also enabled the College to undertake significant campus infrastructure enhancements including recent renovations to classrooms, health and fitness center and upgrades to technologies in the student labs located on the lower level of Academic I.

It is my distinct honor to serve at such an exceptional institution where dedicated commitment and daily contributions sustain extraordinary levels of performance, bringing yet another great year to a close.

Thank you,

Dr. John P. Rosa
Chairman of the Board
The past year has been an exceptionally rewarding one for New York Chiropractic College. It began with Standard and Poor’s recognizing our continuing financial strength by affirming our BBB credit rating while changing the College’s financial outlook from “stable” to “positive”.

NYCC was recognized as a Military Friendly School throughout 2014, and a survey administered by the publisher of G.I. Jobs and The Guide to Military Friendly Schools ranked the College within the top fifteen percent of over 12,000 schools nationwide.

The Veterans Administration established five chiropractic residencies and selected NYCC as the academic affiliate for two of these unprecedented opportunities. VA residents will receive hands-on training through their participation in this full-time, year-round program.

In March, New York Chiropractic College was named the inaugural recipient of the American Chiropractic Association’s Chiropractic College of the Year Award. The ACA cited NYCC’s close working relationship with the ACA and the College’s favorable results in working with the Veterans Administration.

Following an exceptionally inclusive process to identify opportunities to improve space utilization on campus, the College renovated instructional areas in the Academic I Building, creating new computer labs, hybrid classrooms, and the latest in educational technology.

Our enrollment is stable and diverse, with 985 students in seven programs representing forty-seven states. Twelve percent are from foreign countries and twenty-one percent are minorities.

I’d like to extend my deepest gratitude and heartfelt congratulations to the exceptionally dedicated students, staff and faculty of NYCC whose devoted efforts continue to deliver the very best natural healthcare education available anywhere!

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 October 2014, Standard & Poor’s reviewed the credit rating of the College’s long-term bond obligations, affirming NYCC’s investment grade, “BBB” rating and positive outlook.

At August 31, 2014, the College’s total assets of $86.4m were more than twice its total liabilities of $33.7m. Net assets, predominantly unrestricted, increased $6.8m during fiscal 2014 to $52.7m. Contributing to this increase was the $6.6m market appreciation of the College’s investments.

NYCC’s investment portfolio of $52.3m at 8/31/14 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.

New York State Economic Impact

Based on an economic impact study through the Commission on Independent Colleges and Universities, NYCC’s 2013 total economic impact for New York State was estimated at approximately $67.6m.

Financial Position

August 31, 2014

Assets:

Cash, Receivables & Other .........................$12,821,634
Investments ........................................... 52,352,675
Land, Buildings & Equipment ..................... 21,320,719
TOTAL ASSETS ..................................... $86,495,028

Liabilities:

Accounts Payable & Other ....................... $ 7,318,209
Deposits & Deferred Revenue ..................... 9,479,685
Long-Term Debt .................................... 16,930,768
TOTAL LIABILITIES ................................. $33,728,662

Net Assets:

Unrestricted ....................................... $52,606,038
Temporarily & Permanently Restricted ........... 160,328
TOTAL NET ASSETS ............................. $52,766,366
Financial Summary

Financial Operating Activity
Fiscal Year Ended August 31, 2014

Operating Revenue:

Tuition (net of $892,493 student aid) ............$22,523,398
Postgraduate ........................................ 928,382
Educational Activities ............................. 903,960
Auxiliaries .......................................... 1,707,434
Federal Grants ..................................... 214,105
State Grants ......................................... 175,967
Private Gifts and Grants ......................... 598,069
Investments Designated for Operations ...... 2,100,103
Other .................................................. 107,331

TOTAL OPERATING REVENUE ................ $29,258,749

Operating Expenses:

Instruction ............................................ $11,006,813
Research ............................................. 415,139
Postgraduate ....................................... 838,006
Academic Support ................................ 2,203,463
Student Services .................................. 3,194,405
Institutional Support ............................. 6,197,135
Auxiliaries .......................................... 3,064,542

TOTAL OPERATING EXPENSES ............. $26,919,503

NET OPERATING ACTIVITY: .................. $2,339,246
**Delivering Excellence - Fall 2014**

**Enrollment Breakdown by State**

<table>
<thead>
<tr>
<th>State</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>New York</td>
<td>32%</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>15%</td>
</tr>
<tr>
<td>New Jersey</td>
<td>8%</td>
</tr>
<tr>
<td>Maryland</td>
<td>3%</td>
</tr>
<tr>
<td>Ohio</td>
<td>3%</td>
</tr>
<tr>
<td>Virginia</td>
<td>3%</td>
</tr>
<tr>
<td>Connecticut</td>
<td>2%</td>
</tr>
<tr>
<td>California</td>
<td>2%</td>
</tr>
<tr>
<td>Puerto Rico</td>
<td>2%</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>2%</td>
</tr>
<tr>
<td>International</td>
<td>12%</td>
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</tbody>
</table>

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

- States representing student population

**Ethnicity**

- Non-Minority: 79%
- Minorities: 21%

**Nationality**

- US Citizens: 88%
- International: 12%

**Gender Ratio**

- Male: 50%
- Female: 50%
For decades, NYCC had been known as the premier chiropractic and research institution. Ten 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.

**Academic Programs**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>DC</th>
<th>MSA</th>
<th>MSAOM</th>
<th>BPS</th>
<th>MSDI</th>
<th>MSACN</th>
<th>MSCA</th>
<th>MSHAPI</th>
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<td>03-04</td>
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<td>08-09</td>
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</table>

DC - Doctor of Chiropractic  
MSA - Master of Science in Acupuncture  
MSAOM - Master of Science in Acupuncture and Oriental Medicine  
BPS - Bachelor of Professional Studies  
MSDI - Master of Science in Diagnostic Imaging  
MSACN - Master of Science in Applied Clinical Nutrition  
MSCA - Master of Science in Clinical Anatomy  
MSHAPI - Master of Science in Human Anatomy and Physiology Instruction
Alumni News

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.

Alumni can register for Homecoming through the portal, receive confirmation information, and have access to session notes. This process provides a convenient, cost effective way to manage Homecoming registration and materials.

In addition, graduates can access a variety of resources provided by the Center for Career Development and Professional Success, including information regarding scopes of practice, resume writing, interviewing skills, and other valuable 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. A Thursday evening welcome reception was added to give speakers, exhibitors, alumni and students the opportunity to interact before the weekend event. The student-alumni breakfast gave students access to our alumni in a round robin format which focused on their journey after graduation and into practice. The elegant President’s Welcome dinner continues to be the social highlight of the weekend.

Homecoming Statistics

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

**Professionals include: Alumni, Non-alumni, Faculty (Alumni and Non-alumni). Breakdown for 2014: 136 Alumni, 39 Non-alumni, 74 Faculty (46 Alumni-28 Non-alumni).
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.

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.
Ithaca Free Clinic – Ithaca, N.Y.

Hospitals:
Monroe Community Hospital – Rochester, N.Y.
VA Medical Center and Hospital – Canandaigua, Rochester and Buffalo, N.Y.; and Miami, Fla.
CLINICAL AND OUTREACH OPPORTUNITIES

Seneca Falls Health Center
Seneca Falls, N.Y.

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

VA Medical Center
Canandaigua, N.Y.

Ithaca Free Clinic
Ithaca, N.Y.

Geneva Community Health
Geneva, N.Y.

AOM Herbal Dispensary
Seneca Falls, N.Y.

Hobart and William Smith Colleges
Geneva, N.Y.

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

Rochester Outpatient Health Center
Henrietta, N.Y.

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

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.

Rochester Chiropractic Spinal Rehab.
Rochester, N.Y.

Depew Health Center
Depew, 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.

Levittown Health Center
Levittown, 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.
Great College to Work For

In 2014, for the sixth consecutive year, New York Chiropractic College was named a Great College to Work For by the Chronicle of Higher Education and made its coveted Honor Roll for the fifth consecutive time. NYCC earned top rankings in collaborative governance, job satisfaction, professional/career-development programs, respect and appreciation, supervisor or department your relationship, teaching environment, and work/life balance.

Chiropractic College of the Year Award

In March 2014, New York Chiropractic College was named the American Chiropractic Association’s (ACA) very first recipient of its Chiropractic College of the Year Award. Given at the organization’s House of Delegates meeting during the National Chiropractic Legislative Conference in Washington, DC the award recognizes NYCC’s close working relationship with the ACA and the College’s favorable results in working with the Veterans Administration system.

Military Friendly School

NYCC was 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% of over 12,000 schools nationwide for recruiting military and veteran students and continuing to improve its efforts toward military friendliness each year.

ACA Leadership Conference

In September, NYCC hosted the 11th Annual Student American Chiropractic Association Leadership Conference in Roanoke, Virginia. In the spirit of the event NYCC students Brendan McCann and Deepa Gulrajani demonstrated exceptional leadership by first organizing the event and then being elected chair and vice chair.

Positive Outlook

Following its annual review of the College, Standard and Poor’s confirmed NYCC’s investment grade, “BBB” rating for its long-term bond obligations and changed the College’s outlook from “stable” to “positive”.

Miscellany

NYCC adopted ExamSoft, a digital testing and analysis package that allows the assessment and support of student learning with great specificity. A comprehensive renovation of the lower level of Academic I resulted in several new state-of-the-art, classrooms.

People

Dr. Karen Bobak, dean of Chiropractic Education was appointed to the board of the Academic Consortium for Complementary and Alternative Health Care. Jason Wright, dean of the Finger Lakes School of Acupuncture and Oriental Medicine was elected president of the Council of Colleges of Acupuncture and Oriental Medicine. Magdalen Kellogg joined the College as vice president of Enrollment Management following the retirement of Diane Dixon. Dave Odiorne accepted a new assignment as vice president of Institutional Advancement and special assistant to the president.
NYCC Years of Service Awards 2014

Faculty and Staff

NYCC Staff and Faculty Awards - Convocation 2014
NYCC Faculty conducted Clinical Research, Educational Research, Basic Sciences Research, and Sport Sciences Research to meet the mission of Academic Excellence, Quality Patient Care and Professional Leadership.

CLINICAL RESEARCH

Clinical research endeavors included publications of two federally funded randomized controlled trials (RCT) on chronic lower back pain.

NYCC faculty Dr. Paul Dougherty as the principal investigator and Dr. Owen Papuga as the co-investigator are continuing to work on their competitive research grant from Foot Levelers, Inc., to study the effect of custom foot orthotics versus sham orthotics in patients with chronic lower back pain (CLBP). The results of this rigorous randomized control 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.

We are developing the infrastructure to conduct patient-centered outcomes research (PCOR).

Other clinical research endeavors included the development of evidence-based clinical guidelines, assessments of clinical outcome measures, condition-specific and population-specific treatment approaches, and public health considerations.

EDUCATIONAL RESEARCH

NYCC 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 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. Faculty members from NYCC are Drs. Jeanmarie Burke and Paul Dougherty and Professors Kevin Ergil and Kathy Taromina.

NYCC is working with Upstate New York Finger Lakes Geriatric Education Center to: (1) improve the training of undergraduate and practicing chiropractors in geriatrics, including geriatric electives, a post graduate geriatrics course and clinical training opportunities. This collaborative research effort has been ongoing since 2005 under Principal Investigator Dr. Paul Dougherty. Currently, Dr. Erica Callahan and Ms. Amy Simolo are integral co-investigators.

In addition to these collaborative educational initiatives, NYCC faculty conducted research that addressed best-educational practices for training students to pursue careers as natural health care providers.
BASIC SCIENCES RESEARCH

NYCC Associate Professor Terry Koo, Ph.D. is using state-of-the-art ultrasound elastography technology, namely Supersonic shear wave elastography, to develop musculoskeletal measurement techniques. These newly developed measurement techniques may help us in the diagnosis of muscle disorders and the assessment of manual therapies. Another line of Dr. Koo’s research program is to develop radiation-free techniques for in-vivo measurements of the spine. Besides his research publications listed below, Dr. Koo is actively pursuing National Institutes of Health funding opportunities to support his research programs.

In addition to their clinical research endeavors outlined above, Drs. Dougherty and Papuga are working in collaboration with investigators from Harvard University and the University of Florida on understanding the cortical biomarker of chronic pain.

Dr. Robert Walker contributes to basic sciences research in the area of human and comparative vertebrate bone histology.

SPORT SCIENCES RESEARCH

The research environment and expertise of NYCC faculty support student and collaborative research activities in the area of sport sciences.

Full details of NYCC’s research activities may be found on the department’s web page at http://www.nycc.edu/AcademicPrograms_Research.htm.

Research Efforts and Programs

1. Randomized Controlled Trials for Chiropractic Management of Lower Back Pain;
2. Orthotic Interventions and Clinical Outcomes Research;
3. Patient-Centered Outcomes Research (PCOR);
4. Quantitative Ultrasound Measurements of Soft Tissue Characteristics and Muscle Physiology;
5. Three-dimensional measurements of spinal configurations and displacements using ultrasound-MRI registration;
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. Geriatric Education for Chiropractors;
10. Pain Education for Natural Health Care Clinicians;
11. Students are participating in the research process as part of the work-study program, funded grant projects, and directed-study program.
**Institutional Quality and Assessment**

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.

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.

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**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 Institutional Advancement’s award-winning *Transitions* publication and social networking.

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**Superior Quality**

**Institutional Quality and Assessment**

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.

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.
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.