To the Palmer Community,

I’m excited to share some of the many positive achievements of the College over the past year through this document, the Palmer College of Chiropractic fiscal 2013-14 Annual Report.

This report is a “year in review” that focuses on significant milestones on all three of our campuses. You’ll see highlights of major events and accomplishments of our students, faculty and staff. Financial numbers will be posted at the close of the fiscal year. We’ve also included key charts and graphs that help tell the Palmer story—such as student scholarships, the states and countries from which our students come, where our graduates go to practice, job opportunities, first-year employment percentages, chiropractic market share, number of patients seen in our campus clinics, pro-bono patient care offered in our clinics, and National Board of Chiropractic Examiners exam pass rates. All these things tell the Palmer story—a story that should make us all proud.

As you review this report, I hope you join me in recognizing everyone involved in the outstanding work represented within it. It illustrates how we continually advance our role as The Trusted Leader in Chiropractic Education.

Sincerely,

Dennis M. Marchiori, D.C., Ph.D.
Chancellor

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Around 1,200 alumni, guests, faculty, staff and students, including 104 prospective students, gathered for three days of continuing education from some of the best minds in chiropractic, plus fun, food and networking, at Palmer’s Davenport Campus Homecoming 2013 Aug. 8-10. Homecoming events are vital in helping Palmer’s alumni reconnect and forge stronger relationships with Palmer College.

The Palmer Center for Business Development hosts free monthly business training sessions for students and alumni. Other colleges charge for their business training.
New versions of Palmer Highlights and the College’s online news page were launched by the Marketing & Communication Department. The updated formats feature dynamic photos, a cleaner look and a news-feed subscription. Both are mobile device-friendly. Visit the news page at http://blogs.palmer.edu/news.

San Jose Campus Homecoming 2014 scored big with nearly 600 guests and a special appearance by NFL Hall-of-Famer Jerry Rice (pictured at left). This year also marked the 20th anniversary of the San Jose Campus Sports Council. Mr. Rice met with the doctors and students who registered for the special TIPS (Toward Injury Prevention in Sports) certification program, as well as with prospective students (from eight U.S. states and two Canadian provinces) who attended a special Palmer career information event.

The “Day in the Life of a Palmer Student” video series was launched by the Marketing & Communication Department. The series gives viewers a quick look into the lives of current chiropractic students. Find them at www.youtube.com/palmervideo.
In the ongoing effort to promote the Palmer Identity for chiropractors (the primary care professionals for spinal health and well-being), Chancellor Dennis Marchiori, D.C., PhD., and San Jose Campus President William Meeker, D.C., M.P.H., presented two webinars to chiropractors from around the country. As a result of these webinars, 22 state chiropractic associations requested the presentation be given to their members.

The San Jose Campus Sports Council attended the Professional Football Chiropractic Society seminar in conjunction with the National Football League scouting combine in Indianapolis, held Feb. 21-22. “We had more students from our Sports Council chapter than all the others combined,” said Brandon Thomas, San Jose Campus Sports Council past-president and current senior adviser (pictured at right).
As chancellor of Palmer College of Chiropractic, The Trusted Leader in Chiropractic Education, Dennis Marchiori, D.C., Ph.D., puts action behind the Palmer Identity, by weighing in on national chiropractic issues. In August he responded to low-back-pain research on NBC News, as well as a chiropractic scope-of-practice issue in Washington State.

Davenport Campus faculty members Thomas Brozovich, D.C., Michael Tunning, D.C., and Michael VanNatta, D.C., launched a podcast for their Neuromusculoskeletal (NMS) Diagnosis I course. The podcasts can be found on iTunes by searching for “Palmer NMS podcast.”

Palmer’s website, www.palmer.edu, was revamped and launched with a redesigned home page and Admissions and Academics sections. Palmer Web pages now automatically open in a format tailored to the device (phone, tablet or PC) being used. The new and improved website focuses on providing prospective students and their families the information they want in a streamlined, interactive manner, with more videos, graphics and dynamic profiles (pictured at left).
The Palmer Center for Chiropractic Research (PCCR) is the largest and most highly funded research effort in the chiropractic educational community, based on the amount of federal funding awarded to-date, diversity of funding sources, and number of full-time employees.

**2013-2014 Active Grants**
Funded by Department of Defense (DoD), National Institutes of Health/National Center for Complementary and Alternative Medicine (NIH/NCCAM) and Health Resources and Services Administration (HRSA):

- Assessment of Chiropractic Treatment for Low Back Pain, Military Readiness, and Smoking Cessation in Military Active Duty Personnel (ACT I, II, III) [funded by DoD]

- Development Center for Clinical and Translational Science in Chiropractic (DCRCI) [funded by NIH/NCCAM]
  - Project 1: Patient Response to Spinal Manipulation (PRiSM)
  - Project 2: Conservative Treatment of Patients with Temporomandibular Disorders (TMD)
  - Project 3: Measuring Chiropractic Delivery for Neck Pain (MCD)

- Expanding Evidence-Based Clinical Practice (EBCP) and Research across Palmer College of Chiropractic [funded by NIH/NCCAM]

- Co-Management of Older Adults with Low Back Pain by Medical Physicians and Doctors of Chiropractic (COCOA) [funded by HRSA]

- Effect of Lumbar Hypo & Hypermobility on Sensory Response to Spinal Manipulation [funded by NIH/NCCAM]

- Dissemination of Evidence-Based Practice Education to Chiropractic Providers (DELIVER) [funded by NIH/NCCAM]
Palmer Center for Chiropractic Research
Active Grant Funding

<table>
<thead>
<tr>
<th>Year</th>
<th>All</th>
<th>Federal</th>
<th>Non-Federal</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2012</td>
<td>$6,885,385</td>
<td>$4,192,285</td>
<td>$195,006</td>
<td>$2,498,094</td>
</tr>
<tr>
<td>2012-2013</td>
<td>$5,564,179</td>
<td>$2,571,241</td>
<td>$272,926</td>
<td>$2,720,012</td>
</tr>
<tr>
<td>2013-2014</td>
<td>$5,652,124</td>
<td>$2,929,419</td>
<td>$201,042</td>
<td>$2,521,663</td>
</tr>
</tbody>
</table>

Palmer Center for Chiropractic Research
Full Time Employees

2011-2012  31
2012-2013  32
2013-2014  30
On July 27, participants in the annual Bix 7 Road Race ran up Brady Street Hill and through the middle of Palmer’s Davenport Campus. The Sports Council provided chiropractic care to participants near the finish line under the Palmer purple tent, and the Palmer Spine dancing up the hill was hard to miss (pictured at right).

For the second year in a row, the Port Orange Campus Sports Council served as the official chiropractor for the Symetra Tour Championship, held Sept. 23-30 in Daytona Beach, Fla., (pictured at left).

The Quad-Cities Palmer Chiropractic Clinics were voted No.1 for chiropractic care in the Quad Cities by area residents through the nationally known “Locals Love Us” campaign.

Total Patient Visits

<table>
<thead>
<tr>
<th>Year</th>
<th>2011-2012</th>
<th>2012-2013</th>
<th>2013-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visits</td>
<td>148,000</td>
<td>137,395</td>
<td>147,672</td>
</tr>
</tbody>
</table>

Met or exceeded patient numbers this year (Clinic Abroad not included).
For the fifth year in a row, Palm er’s San Jose Campus sponsored the Silicon Valley Turkey Trot, a Thanksgiving morning 5K charity walk with more than 25,000 participants. Students and employees wearing the Palmer Spine segments walked the course. The Sports Council provided pre- and post-race care (pictured above).

For the third year the Port Orange Campus Sports Council provided care for participants in the Daytona Beach Half-Marathon. “Everyone has come to expect the chiropractic services Palmer provides,” said race administer Georgiana Brown, with the Central Florida Sports Commission. “We really appreciate Palmer College and all of our sponsors who make the experience so enjoyable for the 1,500 runners.”

Nearly 200 people participated in the annual Palmer Paints the Towne 5K race on Nov. 3, sponsored by the Port Orange Campus. Sports Council members provided pre- and post-race chiropractic care for participants.

Palmer 2013 Top Employment States

<table>
<thead>
<tr>
<th>State</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida</td>
<td>104</td>
</tr>
<tr>
<td>Iowa</td>
<td>90</td>
</tr>
<tr>
<td>California</td>
<td>40</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>35</td>
</tr>
<tr>
<td>Illinois</td>
<td>30</td>
</tr>
<tr>
<td>Michigan</td>
<td>29</td>
</tr>
<tr>
<td>Ohio</td>
<td>26</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>23</td>
</tr>
<tr>
<td>Nebraska</td>
<td>12</td>
</tr>
<tr>
<td>North Carolina</td>
<td>10</td>
</tr>
</tbody>
</table>

Palmer 2013 Top Enrollment States

<table>
<thead>
<tr>
<th>State</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida</td>
<td>76</td>
</tr>
<tr>
<td>Iowa</td>
<td>71</td>
</tr>
<tr>
<td>California</td>
<td>52</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>48</td>
</tr>
<tr>
<td>Michigan</td>
<td>45</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>35</td>
</tr>
<tr>
<td>Illinois</td>
<td>33</td>
</tr>
<tr>
<td>Ohio</td>
<td>12</td>
</tr>
<tr>
<td>Indiana</td>
<td>10</td>
</tr>
<tr>
<td>New York</td>
<td>10</td>
</tr>
</tbody>
</table>
Palmer’s Davenport Clinic celebrated National Chiropractic Health Month with a community open house on Oct. 9. The event featured health screenings, 13 interactive health stations, clinic tours, Palmer Family Residence tours, Zumba and Ashtanga Yoga classes, and prize drawings (pictured at left).

Interns and doctors from the Port Orange Clinic took part in Welcome Home Vietnam Veteran’s Day at VFW Post 3282 in Port Orange, Fla. The event honored all Vietnam veterans “for their service and sacrifices for their country.”

By September, the student-led philanthropic initiative, Operation Palmer Promotes Play (OP3), had raised $25,000 towards its $64,000 fundraising goal to completely renovate Sister Concetta Park. This formerly dilapidated downtown Davenport park serves the area’s underprivileged children (pictured below).
Port Orange Campus interns represent the College and clinics at health and wellness fairs throughout the year. In August they talked to City of Edgewater employees about chiropractic at the city’s annual employee health fair. At “Viva Volusia” in Daytona Beach, Fla., bi-lingual students explained “quiropractica” to attendees of this annual event sponsored by the Volusia Hispanic Chamber of Commerce (pictured at right).

Davenport Campus Sports Council members provided care for participants in the Quad Cities Triathlon on June 14 in Davenport’s West Lake Park.

During the fiscal year, 2012-2013, Clinic Abroad conducted 12 trips to five different countries. In total, 183 students from Palmer’s three campuses participated in the program and 22,762 patients were provided free chiropractic care.
Palmer alumni, students, administrators and faculty with ties to the Winter Olympics were featured on the Palmer website throughout the 2014 Winter Olympic Games. Included were William Moreau, D.C., DACBSP (Davenport); Lindsay Alcock, D.C. (San Jose) [pictured at left]; San Jose student Melissa Hoar; Dave Juehring, D.C. (director of Palmer’s Chiropractic Rehabilitation and Sports Injury Department); Richard Robinson, D.C. (San Jose); Stephen Press, D.C., Ph.D., CCSP (Davenport); and Greg Uchacz, D.C. (San Jose).

Continuing his interest in scholarly work, Chancellor Dennis Marchiori, D.C., Ph.D., wrote the third edition of his popular textbook, “Clinical Imaging with Skeletal, Chest & Abdominal Pattern Differentials,” published by Elsevier.

Vice Chancellor for Research and Health Policy Christine Goertz, D.C., Ph.D., garnered another prestigious award when she received the 2013 Lincoln Research Prize for Chiropractic and Biomechanics at the Florida Chiropractic Association National Convention. The $20,000 Lincoln Research Prize is the largest research prize in the chiropractic profession. Dr. Goertz was selected for demonstrating excellence in clinical research completed during the years 2010-2012 that most significantly contributed to the body of chiropractic knowledge and directly impacted patient care.
Davenport Campus students Lacey Pletchette, Winterset, Iowa (left), and Kristina Bemis, Alton, Ill., were named “Emerging Women Leaders” by the Women’s Connection, a Quad-Cities-area women’s empowerment and networking organization.

The American Public Health Association’s Chiropractic Health Care Section presented Davenport Campus Director of Community Clinics John Stites, D.C., with a Lifetime Achievement Award. Davenport Campus Director of Clinical Assessment and Integrity Lori Byrd, M.A., was presented a Distinguished Service Award.

Corey Harrington, a fifth trimester Davenport student, was elected to serve as the 2013 National Student Representative at the 32nd Annual American Black Chiropractic Association’s national convention July 27-30 (pictured at right).
Joe Lippert joined the Davenport Campus as the first professional rugby coach for the men’s and women’s teams. Until now, faculty or players served as team coaches (pictured at right).

Vice Chancellor for Research and Health Policy Christine Goertz, D.C., Ph.D., was appointed to the American Medical Association-convened Physician Consortium for Performance Improvement (PCPI) Measure Advisory Committee (MAC). Director of Research Cynthia Long, Ph.D., was elected to the Board of Directors of the American Statistical Association.

Three Palmer students, Erica Heppe (San Jose) Corey Harrington (Davenport) and Robert Weiss (Davenport), attended the National Board of Chiropractic Examiners Leadership Forum in Greeley, Colo. Only 11 student leaders were invited to attend from five U.S. chiropractic schools and schools in Australia, South Africa and the United Kingdom.
As a result of focused improvements to the basic science curriculum, Palmer raised NBCE pass rates for Parts I and II.
Phase I of a campaign to dramatically improve wayfinding at the Davenport Campus wrapped up in December with the installation of the Palmer logo on the side of the Administration Building.

Sky-high banners and new furniture were installed in the newly remodeled lobby of the San Jose Campus. The banners were specially designed to fit the lofty space and highlight Palmer’s heritage and mission (pictured at left).

Palmer kicked off its Community Connection Fall 2013 Tour. The tour consisted of Palmer representative appearances at alumni and prospective student events in more than 20 state chiropractic conventions across the country.
Palmer’s San Jose Campus hosted Palmerpalooza 2013, its annual summertime recruitment event, in July. About 150 guests, including 70 prospective students, attended the weekend of social activities, interactive classroom sessions and informative presentations, including a panel of alumni (pictured bottom right).

A $1 million renovation project was completed on the San Jose Campus. It included new lobbies for the main entrance and clinic, upgrading building entrances for easier handicap access, new carpeting and paint throughout the campus, improved classroom technology, and a new HVAC system.

Nearly 100 prospective students attended the March 8 Saturday Campus Visit on the Davenport Campus. More than one-third of those students submitted their applications to attend Palmer that day or within days of their visit. Faculty, staff and student Campus Guides are involved in these important prospective student events, held in March and November each year. In addition, more than 30 alumni referred students who attended the March event.
Mean College Expenses (2011-2014)

- Student Services: 12%
- Instruction: 51%
- Research: 7%
- Institutional Support: 30%

Palmer expends one-half of budget on instruction related expenses.

Mean College Revenues (2011-2014)

- Government Grants & Contracts: 4%
- Gifts: 3%
- Other: 4%
- Investment Income: 85%
- Tuition & Fees: 85%

Palmer works to decrease its tuition dependence.

Mean Chiropractic Tuition Increases

- Palmer College Mean Increase
- US Chiropractic College Mean Increase

Lowest tuition increase in at least 40 years and remains significantly under other chiropractic colleges.
Palmer’s Port Orange Campus held a ribbon-cutting ceremony designating the café in the Standard Process Student Center as Monte’s Café, in tribute to Dr. Monte Greenawalt, founder of Footlevelers Inc., who died in 2007 (pictured upper right).

A new elevator has been installed in the Memorial Building on the Davenport Campus. Renovations in Heritage Court (home of the historic bronze busts of D.D., B.J., David and Mabel Palmer) were also completed (pictured right).