



PALMER

College of Chiropractic

Annual Report

2017-2018

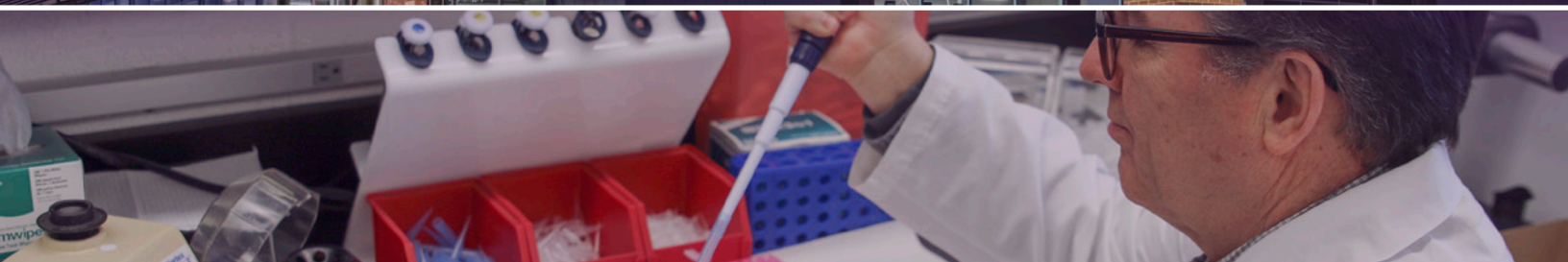


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A MESSAGE FROM THE CHANCELLOR AND CEO



To the Palmer Community,

As chancellor and CEO of the founding and largest chiropractic college in the world, it's a distinct pleasure to share some of the many positive achievements of Palmer College of Chiropractic through our fiscal 2017-18 Annual Report.

As you read this “year in review” you’ll see why Palmer is *The Trusted Leader* in Chiropractic Education®. You’ll read about significant milestones on all three of our campuses, and accomplishments of our students, faculty and staff. Once finalized, all data will be updated and reflected in next year’s annual report.

I hope you join me in recognizing everyone involved in the outstanding work represented in this report. It illustrates how we advance our mission to promote learning, deliver health care, engage our communities and advance knowledge through research—this year and every year.

Sincerely,

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



Student Learning and Success



Palmer leads chiropractic education by providing high-quality, chiropractic-focused academic and clinical-research programs for diverse health-care settings. Rich in tradition with a commitment to student learning, patient care and research, Palmer College produces graduates who are clearly distinguished within chiropractic and other health-care professions. Palmer's unique blend of academic programs and learning opportunities establishes the College as *The Trusted Leader in Chiropractic Education*®.

STUDENTS SHINE

Palmer's presence at the **Association of Chiropractic Colleges Research Agenda Conference (ACC-RAC)** is always robust, but in 2018 Palmer students took center stage. West-campus student Felisha Truong gave a platform presentation, "Systematic review of studies suggesting errors in identifying lumbar spinal levels exhibit a systematic cephalad bias." She

collaborated on the paper with West-Campus Coordinator of Technique and Research Robert Cooperstein, D.C., M.A.

Main-campus student Katrine Colton presented her Research Honors project, "Leading factors contributing to dietary choices in chiropractic students." Her mentor for the project was Main-Campus Associate Professor Lia Nightingale, Ph.D.



\$4.5
million
in Scholarships
Awarded

7/1/17 through 4/30/18

PALMER CareerNetwork

averages **3,282**

JOB POSTINGS annually

(more jobs than graduates)

83%
of First-year

Palmer Graduates

were Employed in

CHIROPRACTIC in 2017



Three West-campus students won awards at the ACA Sports Council Symposium in October 2017. Mark O'Brien and Kristin Freitas earned first-place honors in the ACA Sports Council Student Poster Scholarship Competition. Michael Klein earned second-place honors.

Palmer students also learn how important it is to promote chiropractic at the legislative level. Dozens of Palmer students and alumni descended on **Capitol Hill** during the American Chiropractic Association's 2018 National Chiropractic Leadership Conference (NCLC). (See photo at left.) West-campus alumna Stephanie Johnson, D.C., said, "It warms my heart to see a strong presence of Palmer West students at NCLC." Main-campus student Maralina Serio added, "When I step out of my comfort zone to engage in conversation about important and sometimes challenging topics, I know I'm growing as a future doctor."

"When I step out of my comfort zone to engage in conversation about important and sometimes challenging topics, I know I'm growing as a future doctor."

- MARALINA SERIO
Main-Campus Student

MAIN CAMPUS ANATOMY LAB TRANSFORMATION LEADS EDUCATIONAL CHANGE

Thanks to a grant from U.S. Bank and additional funds from the College, major changes have been made in how anatomy is taught on the main campus. State-of-the-art technology has been brought into the anatomy labs to foster greater student interaction with the material and improve student learning resources.

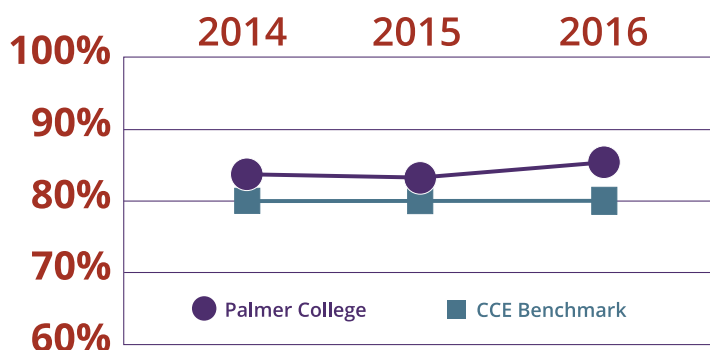


The new technology supplements cadavers, textbooks and models, and includes an interactive digital screen/whiteboard, computer and iPads loaded with Complete Anatomy software. Students and instructors can view and interact with the software and specimens at the same time, effectively blending hands-on learning with the latest technology to create a more engaging and interactive learning experience.

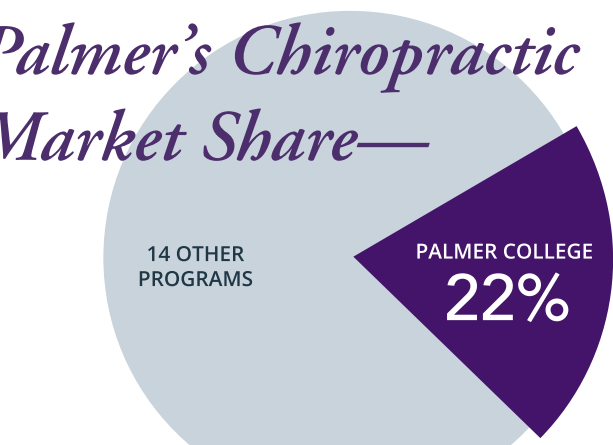
These lab improvements will strengthen student learning opportunities and provide valuable resources for future chiropractors.

NBCE Completion

Graduates Completing All Parts of NBCE Exams Within 6 Months Post Graduation



Palmer's Chiropractic Market Share—



One Out of Five Students Attend Palmer

CAMPUS EVENTS PROVIDE EDUCATIONAL OPPORTUNITIES

The Palmer Women's Institute was established in 2017 to advance, support and inspire female chiropractors through education, mentoring and professional development. Palmer Board of Trustees Member Donna Craft, D.C., DICCP, F.P.A.C., was the inaugural presenter for the PWI's Women of Wisdom Lecture Series in November 2017 on the main campus. She spoke to a packed room on "Just Say YES to Opportunities."

NEW LABS PROVIDE HANDS-ON CLINICAL LEARNING

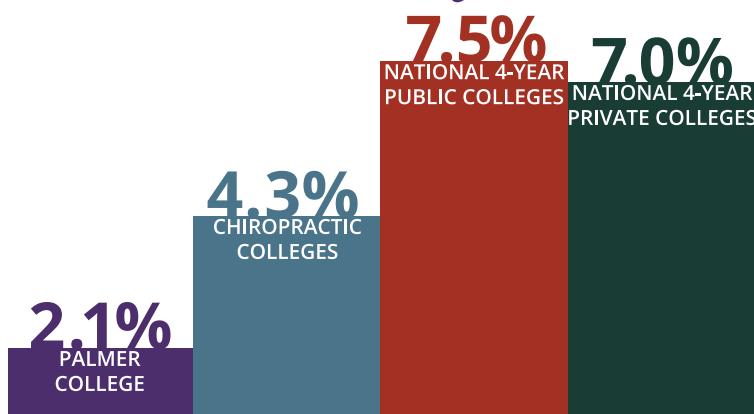
Palmer students learn in the largest network of clinics in chiropractic education.

On the main campus, a new **Clinical Learning Lab** and a Radiology Positioning Lab in the Campus Health Center provide additional opportunities for hands-on learning in the clinic system.

The Clinical Learning Lab is an active learning space where students can hone various clinical practice components, from taking histories to adjusting and using low- and high-tech thrust simulators to improve psychomotor skills. The Radiology Positioning Lab is outfitted with four simulator X-ray machines and two live X-ray machines, plus integrated technology being piloted for improved delivery of imaging content.



Student-loan Default Rates



Health-care Delivery



Palmer College models and provides chiropractic health care that is evidence-informed and integrates patient values and clinician experience. Patient-care excellence is advanced by processes, and supported with data, that demonstrate satisfaction, efficiency and efficacy. Our graduates know they are well-prepared to participate in the health-care environment.

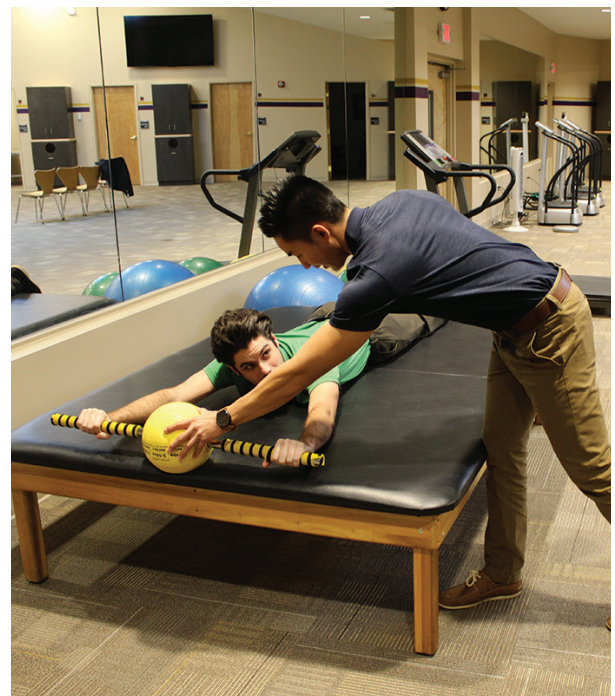
PALMER CHIROPRACTIC CLINICS, FACULTY AND INTERNS ARE LEADERS IN THEIR COMMUNITIES

For the second year in a row, care provided by doctors of chiropractic and student interns from the Palmer West Chiropractic Clinics helped participants in the August 2017 AVON 39 Walk to End Breast Cancer in the Bay Area. Working in tandem with Stanford Health Care, the 50-member Palmer team provided care for nearly 500 participants.



Locals love the Davenport Clinic! Palmer's Davenport Clinic in the Academic Health Center on the main campus was named No. 1 in the Locals Love Us "chiropractor" category for the fifth year in a row.

Port Orange area residents now have a **state-of-the-art chiropractic rehabilitation facility** to improve their health and well-being. The former sanctuary located in the center of Palmer Florida's Main Clinic has been renovated into a beautiful, modern treatment and rehabilitation center.





PALMER DEVELOPS EVIDENCE-BASED CLINICAL PRACTICE TOOLKIT

Science continually evolves to incorporate new information and address new challenges. Current research initiatives by the Palmer Center for Chiropractic Research, the largest chiropractic research facility in the United States, focus on multidisciplinary collaboration to improve patient outcomes and provide new tools for practicing chiropractors.

Insurance companies and third-party payers want data from practicing chiropractors. The Evidence-based Clinical Practice Toolkit developed by the Palmer Center for Chiropractic Research can help. The toolkit provides practice-management resources, patient-reported outcomes tools, multidisciplinary practice models and much more.

\$5.24
MILLION
in Pro-Bono Clinic Care

TOTAL PATIENT VISITS
168,894



EVENTS, APPOINTMENTS HIGHLIGHT PALMER'S LEADERSHIP IN CORPORATE AND MULTIDISCIPLINARY CARE

Palmer alumni had the opportunity to interview for positions in integrated health settings (corporate-based and VA/DoD) at a multidisciplinary job fair presented by the Palmer Center for Business Development at the West campus in January 2018.

Also in January, several Palmer West alumni who provide chiropractic care at campus-based or corporate-focused health centers in the Bay Area participated in an alumni panel program.



Additionally, Main-Campus Professor Lisa Killinger, D.C., F.P.A.C., was appointed to serve on the Bureau of Health Workforce's Advisory Committee on Interdisciplinary Community-Based Linkages.

This committee is part of the U.S. Department of Health and Human Services. Dr. Killinger is the sole chiropractor to serve on this team of health professionals from across the country who will help create ways to connect health professionals at the community-based level

These are just a few examples of Palmer's leadership in building the healthy communities of tomorrow.

"I'm a retired Navy submarine sailor and I was having problems with my hip where it hurt 24/7. I came to the Palmer Clinic and got my pain down to a manageable level, and it didn't cost me a thing because I'm a veteran."

- DAVID BAADE
Florida Clinic Patient

Service



Palmer promotes campus engagement, community service and professional participation. People in the Palmer community strive to maintain quality relationships with local-community residents and the chiropractic profession through service, and foster campuses of inclusiveness and engagement.

VETERANS ASSOCIATION MAKES IMPACT ON AND OFF CAMPUS

With more than 40 members on the roster, the Veterans Association (Vets Club) on the main campus is one of the largest and most active student clubs.

The non-profit organization runs the popular Vets Club snack bar and raises money for worthy charities in the community, many of which serve veterans in need. In November 2017, the Vets Club donated \$1,500 to Café on Vine, which provides free meals to the community, the Humility of Mary Emergency Shelter and the YMCA. Perhaps most importantly, the club provides support for student veterans and veteran family members, including study groups and club gatherings that make a real difference for military families on campus.



"Little did we realize when we first rolled out the Spine in 2009 that we'd become such a major part of the Silicon Valley Turkey Trot."

- WILLIAM MEEKER, D.C., M.P.H., F.P.A.C.
West Campus President

PALMER
COLLEGE
EMPLOYEE
PUBLICATIONS

27

15

PALMER
CENTER FOR
CHIROPRACTIC
RESEARCH
PUBLICATIONS

Palmer by the Numbers: SPRING 2018

	DAVENPORT CAMPUS	FLORIDA CAMPUS	WEST CAMPUS
FACULTY:	62	56	40
D.C. STUDENTS:	938	784	326

Worldwide Practicing Alumni: **30,000**

PALMER CAMPUSES CELEBRATE HOLIDAYS BY GIVING BACK

Students and their families enjoyed turkey dinner on the main and Florida campuses, courtesy of the College, at Thanksgiving Day luncheons. The meals on each campus were served by faculty and staff volunteers. On the West campus, many employees and students were involved in the Silicon Valley Turkey Trot, from wearing the Palmer Spine in the race, providing care at the Sports Council tent or participating in this important community fund-raiser.

Veterans in the main campus community were honored for their service to the country on Nov. 10, 2017. This special recognition is an annual Palmer tradition co-sponsored by Board of Trustees Secretary General Vickie Palmer, H.C.D. (Hon.), F.P.A.C. Student and employee veterans from the Florida campus community were treated to a luncheon in recognition of their service.

DR. STITES NAMED ACADEMICIAN OF THE YEAR

Palmer faculty are renowned for their expertise, leadership and community and professional service. Each year, Palmer faculty members are honored with professional awards and appointments.

An example is Main-Campus Director of Community Clinics John Stites, D.C., DACBR, who received the American Chiropractic Association's 2018 Academician of the Year Award in March. This award recognizes an individual for efforts in advancing the profession through academic or educational excellence.

MAIN CAMPUS SUPPORTS QUAD-CITY COMMUNITY

In August 2017, Palmer College donated the building at 724 N. Harrison St. in Davenport, Iowa, to the Scott County Family YMCA. YMCA Child Care and Family Services cares for up to 75 children each year. "Palmer has provided direct support to the YMCA mission for years," said Chancellor and CEO Dennis Marchiori, D.C., Ph.D. "We took this opportunity to support its efforts to provide high-quality, affordable child-care services to more families in downtown Davenport."

Palmer's main campus hosted nine community members from the Hilltop Campus Village area on April 20, 2018, for a Quad Cities Big Table event. Palmer was one of multiple host sites throughout the Quad Cities. The Quad Cities Big Table is a forum to elevate civic conversation, foster new relationships and inspire collaborative action across the region.

FIVE NEW FELLOWS NAMED AT DAVENPORT HOMECOMING

One of the highlights of the main campus Homecoming is the Alumni Luncheon, when new members of the Fellows in the Palmer Academy of Chiropractic are inducted. Five new Fellows were inducted during the Homecoming 2017 event: Sira Borges, D.C., M.D., Toronto, Canada; Heather Dehn, D.C., Sacramento, Calif.; Peter Fysh, D.C., Los Altos, Calif.; Dana Lawrence, D.C., M.Med.Ed., M.A., Dallas, Texas; and William Wilke, M.A., The Villages, Fla. Their duty as Fellows is to promote the future of chiropractic, engage in discussion of chiropractic's role in society, and support Palmer College of Chiropractic in every way possible.

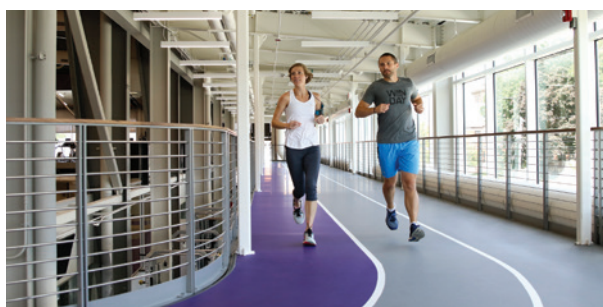


Resources and Support



Palmer College manages resources and processes in support of College programs and initiatives. A commitment to coordinating its strategic plan with budget and other resources is a Palmer College hallmark and enables the College to achieve programmatic goals and objectives.

R. RICHARD BITTNER ATHLETIC & RECREATION CENTER TO CELEBRATE ONE-YEAR ANNIVERSARY



The R. Richard Bittner Athletic & Recreation Center opened on the main campus in August 2017 and was dedicated in a special ceremony on Sept. 18, 2017, honoring the many donors who made the new facility possible.

In August 2018 the R. Richard Bittner Athletic & Recreation Center will celebrate its one-year anniversary. The 46,000-square-foot facility includes half a million dollars' worth of equipment, making

it a leading-edge athletic and recreation center that fulfills student fitness needs and gives Palmer an edge in recruiting and retaining students. This first-class addition to the main campus would not have been possible without generous gifts to support health and wellness from the Bechtel Trusts, Drs. Paul and Donna VanDuyne, Estes Construction, Ross Stokes, D.C., and many others. An average of 445 people use the Bittner Center each day, enjoying the fitness equipment, high-tech group fitness rooms, jogging track and basketball/pickleball courts.

In May 2018, Palmer College Chancellor and CEO Dennis Marchiori, D.C., Ph.D., officially replaced the time capsule from the original Alumni Auditorium and placed beside it a time capsule that was filled during the Bittner Center dedication in 2017.



PALMER ANNUAL GIVING SOCIETY ANNOUNCED

Palmer College has launched the Palmer Annual Giving Society—a way to acknowledge and recognize all individual and community partners who are dedicated to advancing chiropractic education through their charitable support of Palmer.

All donors are part of the Palmer Society, and donors who give \$1,000 or more during a fiscal year are now recognized as members of the Founder's Circle.

Founder's Circle donors receive insider opportunities throughout the year to learn about, and be part of, the momentum that drives chiropractic and Palmer College. Your investments give students the exceptional education they need to become successful chiropractors. Join the Palmer Society today by contacting the Advancement team or by giving online: www.palmer.edu/donate.

FACULTY AND STAFF GIVE BACK WITH A PASSION

An example of how faculty and staff members are putting their passion for Palmer into action is the inaugural employee giving campaign, launched this year on all three campuses.

All Palmer employees were encouraged to support Palmer's mission of providing exceptional chiropractic education through charitable gifts, and they responded by giving back in greater numbers. Employees on the main campus raised their philanthropic support from 17 percent to 38 percent. Florida campus employees increased their giving from 9 percent to 39 percent. And West campus employees increased their support from 12 percent to 51 percent.

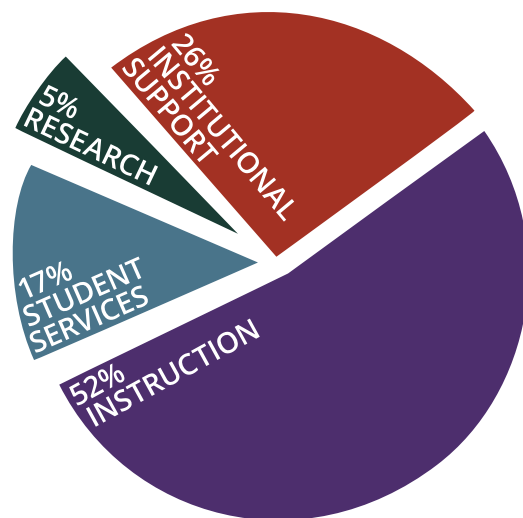
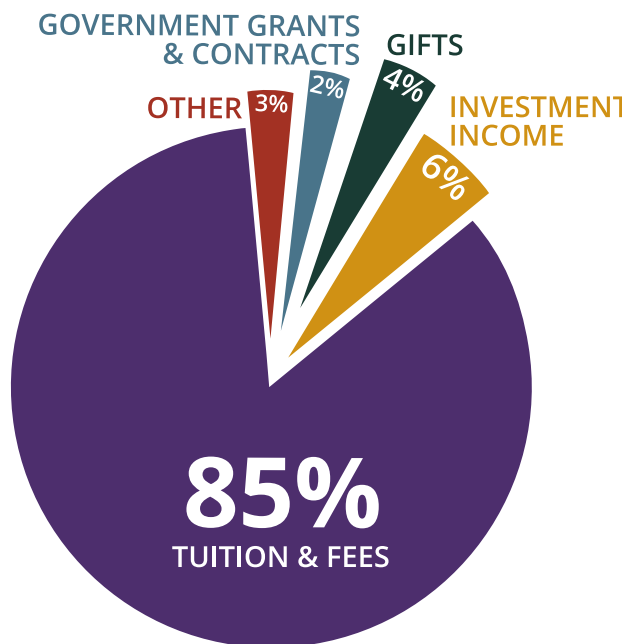
"I give with a profound sense of gratitude—for my life, my livelihood and my career. And, to help preserve the Palmer legacy so that future generations can continue to benefit from it."

- VICTOR STRANG, D.C., F.P.A.C.
Main Campus Professor of Philosophy

VICKIE ANNE PALMER STATUE DEDICATED ON WEST CAMPUS

Nearly 25 years to the day she participated in a ribbon-cutting ceremony to formally mark the relocation of the Palmer West campus to San Jose, members of the West campus community convened in October 2017 for a special ceremony to honor Vickie Anne Palmer, H.C.D. (Hon.), F.P.A.C., for her four decades of distinguished service to Palmer College and the chiropractic profession. The event was highlighted by the unveiling and dedication of a statue that pays tribute to Ms. Palmer as The Refiner of the chiropractic legacy established by her great-grandfather, D.D. Palmer, more than a century ago.

Mean College Revenues (FY 15-16 to 17-18)



Mean College Expenses (FY 15-16 to 17-18)





PROSPECTIVE-STUDENT EVENTS SHOWCASE CAMPUSES

Each campus hosts several large prospective-student events every year, along with smaller weekly campus visits. On the West campus, the annual summertime recruitment program, called PalmerPalooza, is held each July and provides prospective students with a hands-on perspective of the educational experience at Palmer's West campus.

On the main campus, "Palmer360" campus visits are held in March and November. There were 138 prospective students and guests at the March 2018 event, which featured a hands-on interactive classroom program and time to network with current students.

The Florida campus also hosts a large-scale Palmer360 campus visit each July. In July 2017, more than 60 students and family members toured the campus and clinic, attended informational sessions and interacted with students and staff.

STUDENT-RECRUITMENT VIDEOS SUPPORT ENROLLMENT GOALS

The Marketing & Communication Department works year-round to provide new student recruitment tools, and videos are one of the best ways to reach prospective students.

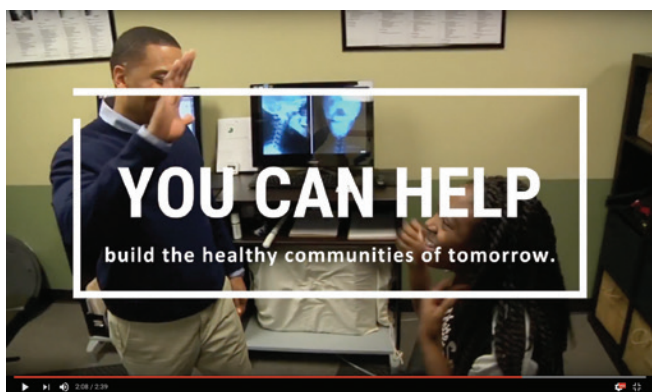
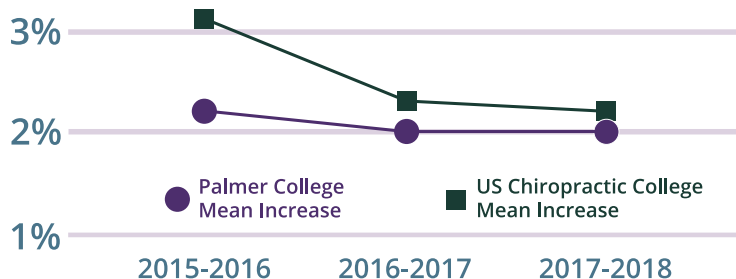
This year the department created three new videos for use in recruiting prospective students as well as educating the public about chiropractic in a fun, creative way. The three new videos are called "Top 10 Reasons To Be A Palmer Chiropractor," "Eight Reasons Why You Should Be A Chiropractor" and "What is Chiropractic?" These videos and many more can be found on Palmer's YouTube channel at www.youtube.com/user/palmervideo.

CER TEAM "ON THE ROAD" FOR RECRUITMENT

The College External Relations (CER) team is on the road throughout the year promoting the profession and educating prospective students and college/university faculty and staff who may know little about chiropractic and the value of a Palmer education.

This dynamic group of professionals coordinates prospective-student events, meets with college health-care advisers and works with alumni on student recruitment efforts. Three new members were added to the team this year.

Mean Chiropractic Tuition Increases



Advancing Knowledge Through Research



Palmer College is committed to improving human health by advancing, developing and translating knowledge to the practice of chiropractic health care.

GROUNDBREAKING STUDY RESULTS PUBLISHED IN *JAMA* NETWORK OPEN

A new study led by investigators at the Palmer Center for Chiropractic Research (PCCR), in conjunction with the RAND Corporation and the Samueli Institute, found patients suffering from low-back pain who received chiropractic care in addition to usual medical care had better short-term improvements in low-back pain intensity and pain-related disability when compared to those who received usual medical care alone.

Results of this groundbreaking research were released in the inaugural edition of the Journal of the American Medical Association's online *JAMA Network Open*. The study—the largest randomized clinical trial in chiropractic research in the U.S. to-date—took place from September 2012 to February 2016 and involved 750 active-duty U.S. military personnel at three sites across the country.

"We are now in the process of translating research findings into tools chiropractors can use to enhance their patient care."

- CYNTHIA LONG, PH.D.
Director of Research

GALLUP-PALMER YEAR-THREE SURVEY RESULTS PUBLISHED

Americans prefer drug-free pain management. While 22 percent of U.S. adults prefer to take pain medication prescribed by a doctor to treat their physical pain, 78 percent prefer to try other ways to address their physical pain before they take pain medication.

These findings are based on data collected from February through March 2017 as part of the Gallup-Palmer College of Chiropractic Annual Study of Americans. A research brief on the results of this study, the third from Gallup and Palmer, was released to national media on Sept. 12, 2017 at Gallup headquarters in Washington, D.C. The results of the fourth Gallup-Palmer will be released in August/September 2018.

*Americans prefer **DRUG-FREE PAIN MANAGEMENT** over opioids.*

**78% PREFER
DRUG-FREE OPTIONS**

22% PREFER
PRESCRIPTION
MEDICATION

Avoid *opioids* or *surgery* —
choose **CHIROPRACTIC** first.





NATIONAL INSTITUTES OF HEALTH COMMITS \$7.1 MILLION TO PALMER

Scientists at the Palmer Center for Chiropractic Research, along with partner organizations, received a \$1.46 million award from the National Center for Complementary and Integrative Health and the Office of Research on Women's Health at the National Institutes of Health (NIH).

The award (UG3-AT009761) funds a two-year research planning project to address the short-term pain and functional outcomes associated with different numbers of chiropractic visits, and the long-term effectiveness of chiropractic care delivered at Veterans Health Administration clinics.

If the NIH determines initial project goals are met after the two-year planning phase, the project and funding will extend over an additional four years totaling approximately \$7 million, making this the largest award ever granted by the NIH to a chiropractic institution.

PALMER, YALE AND HARVARD PARTNER TO ADVANCE CHIROPRACTIC RESEARCH

Palmer's Research Center has committed \$2.4 million to form the Inter-Institutional Network for Chiropractic Research. Other research partners include the Yale Center for Medical Informatics and the Osher Center for Integrative Medicine, jointly based at Brigham and Women's Hospital and Harvard Medical School.

The Network is a five-year multidisciplinary effort designed to build collaborations that expand the evidence base for chiropractic services delivery, leading to improved care for patients.

\$3,078,566

IN FUNDING COMMITTED TO RESEARCH IN FY 17-18



GRANTS & PROJECTS

- Collaborative Care for Veterans with Spine Pain and Mental Health Conditions (COCOV), Funded by NIH/NCCIH
- Chiropractic Care for Veterans: A Pragmatic Randomized Trial Addressing Dose Effects for cLBP (VERDICT), Funded by NIH/NCCIH
- Antinociceptive Mechanisms of Spinal Manipulative Therapy for Neuropathic Pain, Funded by NIH/NCCIH
- Assessment of Chiropractic Treatment for Low Back Pain, Military Readiness, and Smoking Cessation in Military Active Duty Personnel (ACT I, II, III), Funded by RAND Corporation pass-through Department of Defense
- Kiernan Chiropractic Care in Rehabilitation at Crotched Mountain, Funded by Crotched Mountain pass-through William J. Kiernan, D.C.
- 2017 Conference: Process of Integrating Evidence (PIE) for CIH Educators, Funded by NCMIC Foundation
- Expanding EBCP and Research Across the Palmer College of Chiropractic, Funded by NIH/NCCIH





*“There is a vast difference between
treating effects and adjusting the cause.”*

D.D. PALMER, F.P.A.C.

Discoverer of Chiropractic and
Founder of Palmer College of Chiropractic



PALMER

College of Chiropractic

The Trusted Leader in Chiropractic Education®

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