



PALMER

College of Chiropractic



Annual Report 2018 – 2019

palmer.edu/about-us/annual-report

The Trusted Leader in Chiropractic Education®



Table of Contents

Message from Chancellor and CEO	2
Student Learning and Success.	3
Health-Care Delivery	6
Service	8
Resources and Support	10
Advancing Knowledge through Research	14

“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

Message from Chancellor and CEO

To the Palmer Community,

Emerging opportunities for chiropractors require a cutting-edge chiropractic education. This report highlights how Palmer College is building on success by making strategic changes for the future. Even our past was forward-thinking, and you'll see that at Palmer College, we continue to challenge the status quo in chiropractic education, research and patient care.

B.J. Palmer said, "Make your decision for what is right, not expedient, and wash your mind of all compromise." Our fiscal 2018-19 Annual Report reflects the accomplishments of our community as well as our uncompromising efforts to advance the college and uphold our reputation as The Trusted Leader in Chiropractic Education®.

I hope you'll join me in recognizing everyone involved in the outstanding work represented in this report. It illustrates how the Palmer community continues to advance the chiropractic profession.

Sincerely,

A handwritten signature in black ink, reading "Dennis M. Marchiori". The signature is fluid and cursive, with the first name "Dennis" and last name "Marchiori" clearly legible.

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

Student Learning and Success

Palmer College educates successful chiropractors.

It's increasingly common for chiropractors to work alongside medical doctors, physical therapists, nurses and other members of health-care teams, as well as provide patient care in diverse settings. In order to equip our students for success, Palmer provides diverse and integrative clinical-training experiences.

Recent initiatives have significantly expanded training opportunities for students, with more planned for the future. As the founding and largest college of chiropractic, Palmer continues to recruit and train more evidence-based practitioners than any other chiropractic institution in the world.

Recruiting into the Future

Investing in a doctor of chiropractic degree from Palmer College of Chiropractic is a life-changing commitment. Thanks to new marketing initiatives launched this year, prospective students now have more tools than ever to immerse themselves in the Palmer experience as they make their decision to attend Palmer.

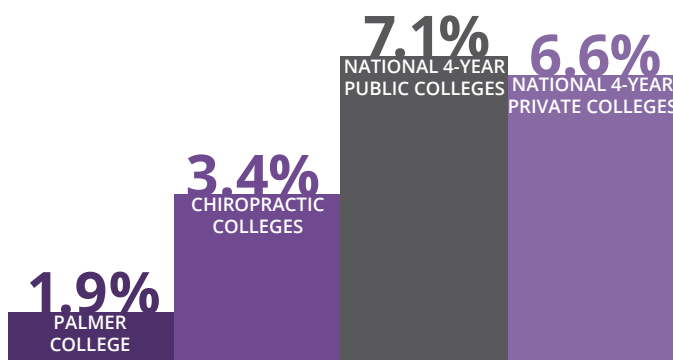
- New virtual-reality video playlists offer a 360-degree look at campus facilities, and exciting campus-visit videos showcase our three campuses.
- An online video guide highlights the Palmer experience, student profiles, alumni stories and other videos.
- An enhanced social media strategy supports our approach of providing an up-close look at the many reasons Palmer is the best place to earn a doctor of chiropractic degree.
- A new behavior-based email campaign will responsively nurture students through the decision-making process as they consider Palmer College.

All these new resources are designed to help prospective students understand the unmatched value of a Palmer degree and move through their decision-making process with confidence.

Helping students save time and tuition

In 2018-19, we focused on removing barriers to enrollment. One way we achieved this was by growing our list of educational agreements. Palmer now has formal 3+1 agreements with 53 colleges and universities across the United States.

Student-loan Default Rates



3+1 agreements enable students to earn dual credit for their first year of the Doctor of Chiropractic program. Up to 30 credits from Palmer's D.C. program also are applied to their undergraduate degree, reducing the time and cost of degree completion by up to one full year.

Another way we've removed enrollment barriers is through a new D.C. Prep Fast Track program. Offered on Palmer's main campus, the D.C. Prep Fast Track program ensures incoming students have the science background they need to meet the rigorous demands of Palmer's chiropractic education.

Applicants from a wide range of disciplines apply to the D.C. degree program, and many of them need science credits. The D.C. Prep Fast Track program allows students to earn 15 of the 24 required science prerequisites in just one trimester. This affordable solution helps incoming students fulfill their science prerequisite needs and seamlessly transition into the D.C. program.

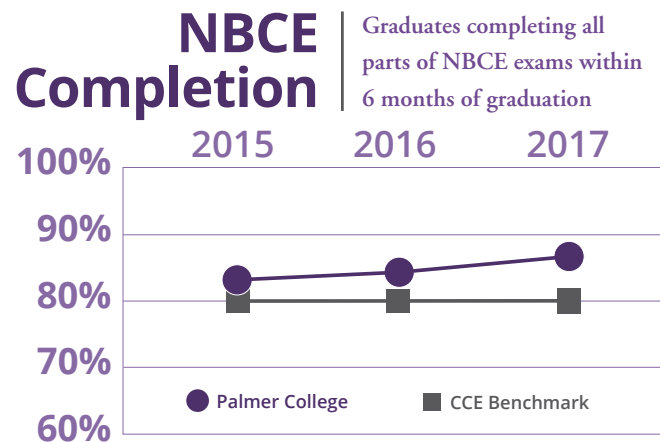
Growth in student-training experiences

Palmer College now holds academic affiliations with 30 VA hospitals and Department of Defense sites—a 20 percent increase over the previous year. Palmer began creating VA/DoD affiliations in 2007. Since then, approximately 160 students from our three campuses have participated in rotations.

Palmer also recently formed a partnership with the Medical College of Wisconsin which will offer students another opportunity to hold a preceptorship in an integrated, multidisciplinary setting. In 2018, Palmer placed approximately 472 student interns in preceptorship programs with organizations, institutions and private practices around the world.

In addition to these opportunities, an increasing number of students participate in clinic marketing and public-relations efforts. The Clinics on Palmer's three campuses have numerous affiliations with local sports teams and organizations such as the Quad City Storm hockey team, Quad Cities River Bandits baseball team, Bethune Cookman University Wildcats Athletic Department, Daytona Tortugas baseball team and the San Jose State University Rugby Club, to name a few.

Clinic interns also have numerous opportunities to represent the Palmer Clinics at local health fairs and community educational events. Participation in these activities provides students with valuable skills to help them succeed after graduation.



PALMER CareerNetwork *averages*

3,338

JOB POSTINGS

annually (more jobs than graduates)

82%

of First-year
PALMER GRADUATES
were Employed in
CHIROPRACTIC *in 2018*

Expanded student-research experiences

The Research Honors program allows students to design and complete a faculty-mentored research project. This unique program gives students opportunities to experience research and enhance their educational experience during their time at Palmer.

Last year the Palmer Center for Chiropractic Research set out to provide expanded student-research experiences. In 2018-2019, 23 students across the College participated in the Research Honors program, of which nine earned Research Honors while the others continue to work on their projects.

Matthew Kneiper, D.C. and Morgan Cark, D.C., pictured below, are two recent graduates who took part in the Palmer Research Honors program. Matthew was mentored by Judy Bhatti, D.C., M.S., D.H.Ed. and Elissa Twist, D.C., M.S. Morgan was mentored by Carol Parnell-Prevost, D.C.

“I recommend students get involved with the Research Honors program as it has afforded me such personal growth,” said Matthew Kneiper, D.C. (Main, '19). “This experience will have a long-lasting impact on my future career as a chiropractor.”

“Not only do you receive the award and accolades, but you also start to understand how to use the research,” says Morgan Cark, D.C. (Florida '19). “It provides so much knowledge to the profession, and to other professions, letting them know what we have going on in our offices!”

Health-Care Delivery

Palmer students provided 174,748 patient visits at Palmer Chiropractic Clinics last year.

Each visit offered an opportunity to learn and perfect their skills, provide care to the community, and educate patients about chiropractic. The hands-on care provided by interns and clinicians also reaches beyond the walls of the Clinics through our involvement in community events. Students who participate in outreach events improve their public speaking skills and gain experience connecting with new patients.

Locals Love Palmer Clinics

Palmer Clinics Quad Cities won the 2018 “Locals Love Us” award in the “chiropractors” category for the sixth year in a row. Locals Love Us is an annual contest that gives locals the chance to vote for their favorite places in more than 200 categories in a secure, online survey. Only local votes count, because locals know best which organizations really stand apart from the rest.

Palmer Clinics Florida earned the 2019 Gold Daisy Award for “Best Pediatric Chiropractor” in Volusia County. The Gold Daisy Award is presented to health-care providers to express “profound respect for the education, training, brainpower, and skill they put into their work, and especially for the caring with which they deliver their care.”

“This award shows we’re not only a part of the community, but also we’re a part of our patients’ families. It’s truly an honor,” says Palmer Florida faculty clinician, Melissa Ferranti, D.C. In addition, Palmer Clinics Florida also won the “Volunteer Group of the Year” award from SMA Behavioral Healthcare for 2019.

Launch of eClinical Works

In late 2018, the Palmer Chiropractic Clinics system implemented a new electronic health records system, eClinicalWorks (eCW), across all three campuses, four states and 10 clinics. This system allowed the Clinics to establish a single database for patient records and combined clinical and billing services. It also integrates with the educational curriculum, giving students the tools they need to better understand clinical documentation, quality control and regulatory guidelines.

eCW improved our patients’ experience at Palmer Clinics by providing a patient-communication portal, fitness-tracking sync capabilities and seamless communication capabilities with other providers who utilize eCW. More than 130,000 physicians and nurse practitioners use eCW worldwide.

**\$4.8
MILLION
in Pro-Bono Clinic Care**

PALMER CHIROPRACTIC CLINICS DELIVERED

**174,748
TOTAL
PATIENT
VISITS**

In addition to the implementation of eCW, the Palmer Clinics continued to develop strategic partnerships to improve clinical systems functionality, patient care and billing practices. For example, LabCorp, the world's largest health-care diagnostic company, now provides laboratory services for the clinics. And the Palmer Clinics have incorporated the expertise of Nobility, a firm specializing in medical billing, to process high-volume clinical billing claims.

Renovation of Student Clinic

The Palmer Chiropractic Clinics on the main campus are on the cusp of a new era. Renovation of the top level of the Academic Health Center (AHC) began in April 2019 to create the new student clinic and clinical evaluation and assessment areas. Remodeled student-clinical care rooms and assessment suites will be housed on the top floor of the AHC, consolidating all student-clinic learning in one building.

The new space will provide increased functionality and versatility. It also will provide a state-of-the-art space for education along with high-quality care for our students.

Service

In 2018-2019, students contributed to approximately two dozen causes.

Palmer students touched their communities through student-led drives for school supplies, clothing, food, Christmas gifts and pet food that was distributed to area non-profits. They also served as role models in the community by mentoring at elementary schools, helping with emergency relief efforts and participating in area-wide cleanup events.

In 2018-19, Palmer graduated 2,155 chiropractic students who will join more than 30,000 Palmer alumni practicing around the world. Additionally, Palmer faculty contributed 26 published works to chiropractic literature. These accomplishments influence the profession and will improve health in communities around the globe.

Palmer West alumni provide care to emergency responders

As wildfires ravaged northern California, Palmer alumni answered the call to serve by providing chiropractic care to the emergency responders working day and night to battle the flames. Ryan Rubin, D.C. and Tammi Clark, D.C., were among the alumni who traveled to the base camp.



“We set up our tables by the food area, and as firefighters came off their shifts, they could get food and an adjustment,” said Dr. Rubin. “Many of them had been on 72-hour shifts, and they were so grateful for the care.”

When she arrived at the site of the wildfires, Dr. Clark says, “I immediately saw a group of Palmer alumni, and it became this spontaneous demonstration of compassion pulled together by people willing to say ‘yes’.”

Caring for Veterans during North Florida Stand Down

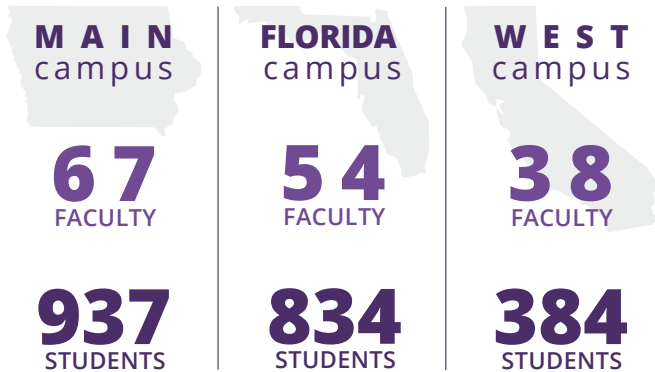
Chiropractic interns from Palmer Clinics Florida provided complimentary chiropractic care during the fourth annual “North Florida Stand Down” event which serves homeless veterans. Over the past two years, interns have provided complimentary care to more than 240 veterans and volunteers at the event.

“I was honored to be able to work with these men and women who have served our country. To sit with them and hear their stories and touch their lives in some small way was very humbling,” says student intern, Angie Darcus (Florida, December 2019).

Palmer Students Aid in Flood Relief

When the Mississippi River flooded into downtown Davenport, just one mile from Palmer’s main campus, the community rallied and Palmer students went into action. Members of Palmer’s rugby team volunteered at multiple locations, filling and stacking sandbags to protect the downtown.

Palmer *by the* Numbers



“Palmer Rugby has always been an integral part of the community. When help was needed, the team answered. Nobody deserved the consequences of the flooding, so it was our duty to help these people,” said Giovanni Frapporti, main campus student and rugby coach. “Hopefully there won’t be the need of our help in the future, but if so, Palmer Rugby will be always there to help the community.”

Palmer Chiropractic Clinics also partnered with the Salvation Army to provide complimentary chiropractic care to those helping in the flood clean-up efforts.

Resources and Support

In 2018-19, we optimized our resource utilization.

We refocused every aspect of operation—revenue, people, facilities, programs and information technology—toward Palmer’s mission to promote learning, deliver health care, engage our communities and advance knowledge through research.

At the same time, we remained agile, responding rapidly to a fluid, competitive and progressively more demanding health-care education environment.

Funding through grants and generous donors have enabled Palmer to advance our mission while holding tuition increases well below average, providing top-of-the-line learning environments and unmatched academic experiences for the chiropractors of tomorrow.

Major Gifts Benefit College, Students, Profession

The generous gifts of visionary alumni have set into motion plans to forever transform Palmer College of Chiropractic campuses.

Bruce C. Hagen, D.C. (Main, '53) and his wife Beth M. Hagen pledged \$1 million to Palmer. With their gift, Palmer College will transform the Student Union, a central hub for student activity and interaction. The future Hagen Student Union will be a welcoming, modern space where students, faculty, staff and alumni will gather for years to come.

Dr. Hagen, a U.S. Air Force veteran who served during World War II, became a chiropractor to serve others. After graduation, Dr. and Mrs. Hagen made their home in Sioux Falls, South Dakota where they raised two daughters and four sons. Their family continued the legacy of attending Palmer; three of their sons went on to become Palmer chiropractors and one grandson is a current Palmer student.

Juanita Thompson, wife of Homer Thompson, D.C. (Main, '68), honored her late husband through an endowed scholarship fund and a custom, commissioned bronze statue of D.D. Palmer performing the first chiropractic adjustment. This life-sized, interactive statue will be unveiled to the public and dedicated on Founder’s Day, Sept. 18, 2019, at the main campus.

Charlotte Matityahu, D.C. (West, '93), generously funded preservation and maintenance of one of the Clinic Garden fountains, in honor of her father and Palmer alumnus, Arne Christensen, D.C. (Main, '68)

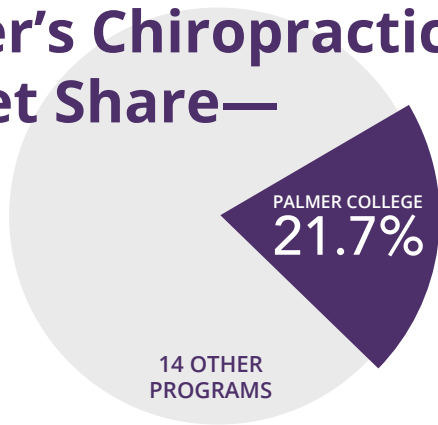
“Donating to the Fountainhead, the alma matter of my grandparents and my father, is an honor and a privilege. It’s a way to give back to the Palmer family and their principles from which we all greatly benefitted; to make sure the future includes chiropractic as a way of life for all,” said Dr. Matityahu.

Palmer College also received a \$100,000 grant from the Regional Development Authority (RDA) – the largest grant Palmer has received from the RDA. One of the first major projects to be undertaken is a Learning Commons which will provide students with a state-of-the-art learning and study environment.

“We’re grateful to these visionary donors who are investing in the future of Palmer College,” said Dr. Marchiori. “These contributions will ensure that Palmer continues the tradition set by our founders of uncompromising, forward-thinking commitment to our students and the chiropractic profession.”

Palmer’s Chiropractic Market Share—

ONE
out of five
students
attend
PALMER



Honoring exemplary alumni

Fellowships are awarded to outstanding individuals who advance Palmer College’s mission by exemplifying the four principles established by Dr. David D. Palmer in 1963: leadership, student recruitment, philanthropy and service. The chancellor, campus presidents, and current fellows may nominate their peers, and a selection committee evaluates nominees on their experience and accomplishments in the four areas. Being named a fellow is one of the most prestigious awards given to a Palmer graduate or friend of the College.

Four new members were inducted as Fellows in the Palmer Academy of Chiropractic (P.A.C.) – Orland “Lance” Armstrong, D.C. (Main, ’96, not pictured); Virginia Barber, D.C. (Main, ’90); Chad Burt, D.C., CCSP (Main, ’01); and Cynthia Shaft-Toll, D.C. (Main, ’81).

Founder’s Day giving

Palmer College held its first “Day of Giving” in conjunction with Founder’s Day 2018. This was a day for alumni, friends, faculty and staff to reflect on the impact chiropractic has had on them and to give back to Palmer students and the future of the profession through gifts of any size to the College.

“I’m grateful for my education and the life I received because of chiropractic. I love giving back, because I’ve received so much,” says donor Mark Houk, D.C. (Main, ’80).

A total of 75 donors from all over the country gave on Sept. 18, with more donors joining the campaign in the weeks following.

New endowed scholarships established

Endowed scholarships are established funds from donors that will support future Palmer students pursuing their dreams of becoming chiropractors. Last year, eight new endowed scholarship funds were established:

- Beane Frederick Gift & Endowed Scholarship, by Dr. Joel Beane & Rita Frederick
- Dehn Dynasty Gift & Endowed Scholarship, by Dr. Heather Dehn and Mrs. Marti Dehn

- Healer's Gift & Endowed Scholarship, for all three campuses by an anonymous donor
- Chiro One Gift & Endowed Scholarship, by Chiro One
- Dr. Kenneth J. Evans Endowed Scholarship, by the family and friends of Dr. Kenneth Evans
- Dr. Homer R. Thompson Memorial Endowed Scholarship, by Juanita Thompson
- Chance Family Endowed Scholarship, by Drs. Michael, Dean, Kristin, Mark, Chris, and Justin Chance
- Mary and William Hogan Memorial Gift & Endowed Scholarship, by Dr. Kenneth Hogan

Faculty and Staff Giving Exceeds Goals

Forty-four percent of all Palmer faculty and staff contributed to last year's Faculty and Staff Giving Campaign, exceeding the goal of 40 percent participation. This shows how Palmer faculty and staff truly care about the success of our students.

"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 '77), main campus professor of Philosophy.

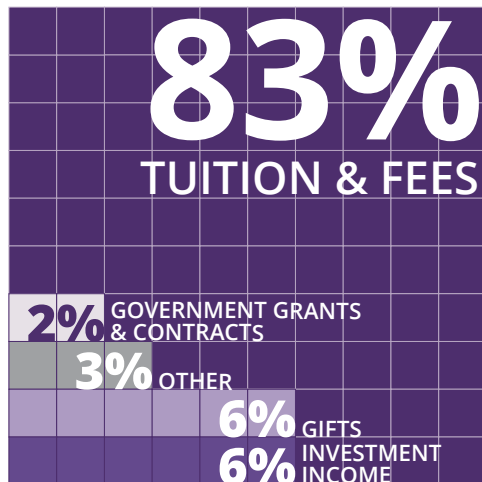
R. Richard Bittner Remembered

Long-time Palmer College of Chiropractic supporter, R. Richard "Dick" Bittner, passed away at the age of 90 on Feb. 23, 2019. He left behind a legacy that will forever transform the College.

Mr. Bittner served as corporate counsel and worked with David D. Palmer, D.C. to incorporate the College as a non-profit entity in the early sixties and continued as corporate counsel and trusted adviser to the Board and administration of the College until his death. Future generations of Palmer students will benefit from his commitment to Palmer College and our educational and health care mission through his generous support to create the R. Richard Bittner Athletic & Recreation Center.

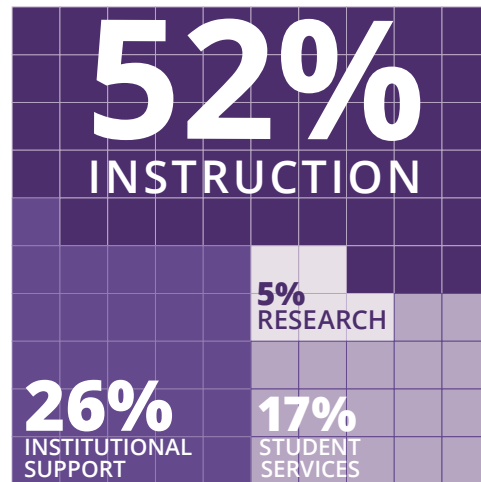
Mean College Revenues

(FY 16-17 to 18-19)

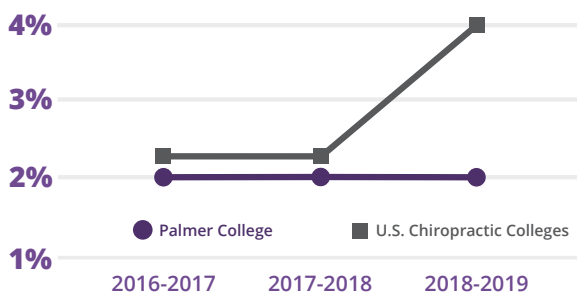


Mean College Expenses

(FY 16-17 to 18-19)



Mean Chiropractic Tuition Increases



\$4.25 million
in STUDENT SCHOLARSHIPS AWARDED

Advancing Knowledge through Research

Palmer researchers impact patient care in profound ways.

From leading ground-breaking research to publishing relevant, accessible articles, faculty and staff at the PCCR remain dedicated to impacting patient care and policy through research, analysis and intelligence. The Palmer Center for Chiropractic Research (PCCR) is the largest chiropractic research center in the nation, conducting some of the largest chiropractic clinical trials in the world. The work at the PCCR last year focused on providing research experiences and training, strengthening partnerships and collaboration, publishing in relevant journals, meeting milestones of current projects and developing new projects.

Active Grants & Projects

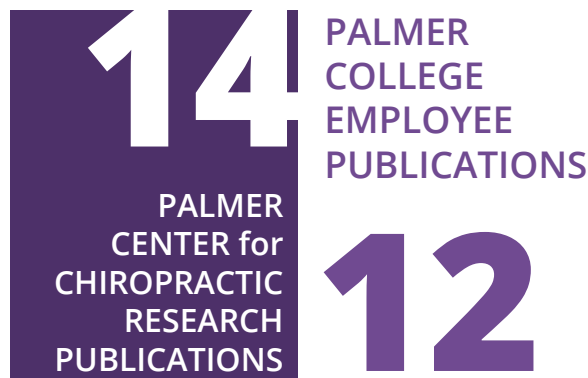
Research projects focusing on low-back pain, migraines, fascia mobility and neuropathic pain are currently underway at the Palmer Center for Chiropractic Research:

- Chiropractic Care for Veterans: A Pragmatic Randomized Trial Addressing Dose Effects for cLBP (VERDICT) - Funded by NIH/NCCIH
- Administrative Supplements - Chiropractic Care for Veterans: A Pragmatic Randomized Trial Addressing Dose Effects for cLBP - Funded by NIH/NCCIH
- IMPACT Migraine Study (Osher Center, Harvard Medical School and Brigham and Women's Hospital) - Sponsored by Inter-Institutional Network for Chiropractic
- Thoracolumbar Fascia Mobility Study - Sponsored by Inter-Institutional Network for Chiropractic
- 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 Department of Defense
- Collaborative Care for Veterans with Spine Pain and Mental Health Conditions (COCOV) - Funded by NIH/NCCIH

Palmer VERDICT team is a leader in non-drug approaches to chronic low back pain management

The VERDICT trial, funded through a \$7.1 million grant award from the National Institutes of Health (NIH), will address the pain and functional outcomes associated with different numbers of chiropractic visits delivered to veterans with chronic low-back-pain. This is the largest award ever granted by the NIH to a chiropractic institution. Researchers will implement the study at four VA sites in California, Connecticut, Iowa and Minnesota with a planned enrollment of 766 veterans.

Palmer Center for Chiropractic Research is leading the VERDICT clinical trial over the next four years. Collaborating institutions



include the University of Iowa College of Public Health, Yale University Center for Medical Informatics, The Dartmouth Institute for Health Policy & Clinical Practice, and Spine IQ.

VERDICT is part of an \$81 million federally-funded NIH-DoD-VA Pain Management Collaboratory which is an initiative supporting large-scale pragmatic clinical trials focused on the use of non-drug pain management approaches among active-duty and veteran populations. VERDICT is one of only 11 studies being conducted through the Collaboratory.

Palmer Center for Chiropractic Research concludes DoD-funded ACT studies after eight years

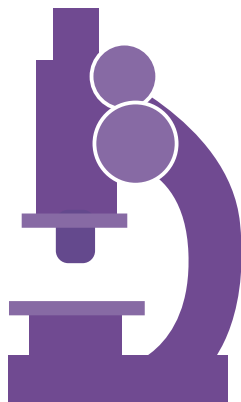
The Assessment of Chiropractic Treatment for Low Back Pain, Military Readiness, and Smoking Cessation in Military Active Duty Personnel (ACT I, II and III) clinical trials have closed after eight years of hard work and collaboration. The ACT I study enrolled 750 active-duty military personnel at three military treatment facilities across the U.S. ACT II enrolled 120 Special Operations Forces military personnel and ACT III enrolled 110 active-duty military personnel. Study protocols and findings have been published with more to come in the following year.

Dr. Vining named Academician of the Year

Robert Vining, D.C., D.H.Sc., professor and associate dean for clinical research with the PCCR was named Academician of the Year by the American Chiropractic Association. This annual award recognizes one individual for his or her efforts in advancing the profession through academic or educational excellence.

Dr. Vining was also named Faculty Member of the Year by Palmer College of Chiropractic. In calendar year 2018, Dr. Vining completed his Doctor of Health Sciences degree while serving as a generous mentor, presenter and teacher. He published 15 peer-reviewed articles, co-mentored three clinical research fellows and a post-doctoral research scholar, all while actively involved in several other key service activities.

\$2,586,813
**IN FUNDING
COMMITTED
TO RESEARCH
IN FY 18-19**
internal and external funding sources



Gallup-Palmer year-four survey results published

In the fourth installment of Gallup-Palmer's annual report, we unveiled new findings on Americans' preferences for neck- or back-pain care, patient experiences with health-care providers and the prevalence of various methods for addressing this type of pain in the United States.

Key findings:

- About two-thirds of U.S. adults (62%) have had neck or back pain significant enough that they saw a health-care professional for care at some point in their lifetime, including 25% who did so in the last 12 months.

- A majority of U.S. adults have positive views of chiropractors. Sixty-three percent agree most chiropractors have their patients' best interest in mind.
- For neck- or back-pain care, eight out of 10 adults in the United States (80%) prefer to see a health-care professional who is an expert in spine-related conditions.
- Adults in the U.S. want more options available for neck- or back-pain care. Prescription pain medications are not preferred as a first step for care among the vast majority of U.S. adults.
- Roughly nine out of 10 adults who saw a chiropractor most often for significant neck- or back-pain in the last 12 months say their chiropractor often listens (93%), provides convenient, quick access to care (93%), demonstrates care/compassion (91%) and explains things well (88%).

The full report can be found at <http://www.palmer.edu/alumni/research-publications/gallup-report/managing-neck-and-back-pain-in-america/>.



PALMER

College of Chiropractic

MAIN CAMPUS:

Palmer College of Chiropractic

1000 Brady St.

Davenport, IA 52803-5214

BRANCH CAMPUSES:

Palmer College of Chiropractic Florida

4777 City Center Parkway

Port Orange, FL 32129-4153

Palmer College of Chiropractic West

90 East Tasman Dr.

San Jose, CA 95134-1617

www.palmer.edu

The Trusted Leader in Chiropractic Education®