

The Future of Chiropractic *is Palmer.*

2025-2026 ANNUAL REPORT



PALMER
College of Chiropractic

The **Trusted Leader in
Chiropractic Education®**

A Message from Chancellor and CEO *Dennis Marchiori, D.C., Ph.D.*

Palmer College of Chiropractic has always been defined by what it does in the face of challenge: lead.

This past year brought meaningful headwinds. Changes to federal student loan policy created new financial complexities for students and institutions alike. The broader higher education landscape continued to shift in ways that demand agility and foresight. Palmer met each of these challenges the same way it has for more than 125 years — with preparation, purpose and an unwavering commitment to student success.

What you'll find in these pages reflects that commitment. Palmer graduates continue to rank among the best in the nation on NBCE board scores and loan repayment metrics. Our faculty are advancing research that is shaping the future of the chiropractic profession. Palmer Chiropractic Clinics expanded into new settings, bringing evidence-based chiropractic care to more patients across our communities. And our campuses remained vibrant centers of learning, connection and professional development.

None of this happens by accident. It happens because of the students who chose Palmer, the faculty and staff who show up for them every day, our Board of Trustees, and a graduate network that spans the globe and continues to grow stronger.

The environment will keep changing. Palmer will keep leading. I'm proud to share this year's report with you.



Dennis Marchiori, D.C., Ph.D.
Chancellor & CEO
Palmer College of Chiropractic



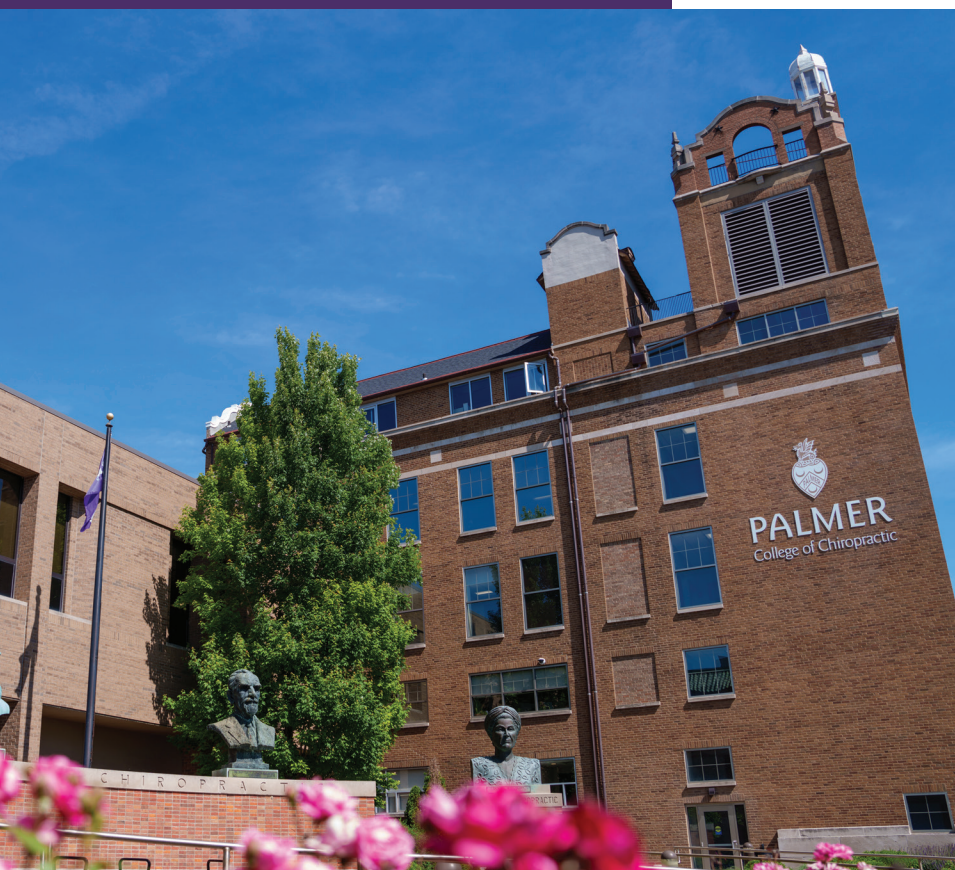


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*Advancing Knowledge
Through Research*

Student Learning and Success

Palmer Graduates Rank *in the Top 1% Nationally* for Student Loan Repayment

A Palmer education pays off. According to the latest U.S. Department of Education nonpayment rate report, Palmer College of Chiropractic ranks in the top 1% of all higher education institutions nationwide for student loan repayment, one of only 51 institutions out of more than 5,700.

That standing is a direct reflection of what a Palmer degree delivers: strong career preparation, academic excellence, and graduates who enter the chiropractic profession ready to build successful practices.

For prospective students weighing the investment of a doctoral education, this data matters. Palmer graduates repay their loans because they are equipped to thrive.

One Curriculum. *One Standard of Excellence.*

In November 2022, Palmer Florida began the transition from a quarter system to the same trimester curriculum delivered at Main Campus. This fiscal year, the first class to complete that curriculum graduated, and they did it with the highest NBCE scores in Palmer Florida history.

That result speaks for itself.

The curriculum alignment was years in the making, and the outcomes reflect the rigor it demanded. Students, employers, clinical partners and licensing boards can be confident that a Palmer education means the same thing whether a student graduates from Palmer's Main Campus or Palmer Florida. At both campuses, students experience the science, art and philosophy of chiropractic delivered with the same rigor and fidelity.

For Palmer Florida, this milestone marks more than an administrative transition. It marks the full realization of one unified Palmer standard.



Opening More Doors to a Chiropractic Career

For students considering a professional degree, “can I afford this?” is one of the most common questions and barriers they face.

To help more students reach their goal of becoming a chiropractor, Palmer College launched the “associates to D.C.” campaign to educate community college students with an interest in health care careers on how they can use Palmer’s Bachelor of Science completion pathway to earn their degree in less time and at a lower overall cost. This program allows students to save up to a year of time and tuition.

Palmer also expanded its Phi Theta Kappa (PTK) Honor Society scholarship, offering \$2,500 to community college students recognized for academic excellence through PTK membership.

Together, these initiatives reflect Palmer’s commitment to growing the chiropractic profession by bringing more qualified, motivated students into the field. The demand for chiropractors is rising. Palmer is building pathways to meet it.

Guiding students through federal student loan changes

When federal student loan policy changed, Palmer’s financial aid team was already ahead of it.

The One Big Beautiful Bill Act eliminated GradPLUS loans and introduced new borrowing caps for professional students — a significant shift for a student body where roughly 63 percent relied on GradPLUS funding. Rather than wait for questions to arrive, Palmer’s financial aid team spent months analyzing the legislation’s impact, developing clear educational materials, and reaching out personally to students before the changes took effect.

That preparation reflects something core to Palmer’s culture: students here are focused on one thing, becoming a Doctor of Chiropractic, and the College works to make sure financial complexity doesn’t stand in the way of that goal.

“Our students want to be here and focus every bit of their energy on learning how to become a Palmer chiropractor,” says Abbey Nagle-Kuch, dean of student affairs. “We’re working to ensure students fully understand the new loan environment and the resources available to them as they continue toward their goals of becoming a Doctor of Chiropractic.”

Palmer students aren’t navigating this alone.

89%

licensure pass rate
within six months
after graduation –
higher than the
national average

Palmer College awarded

\$4.07 MILLION

in scholarships
June 2025-July 2026

87.45%

of Palmer graduates
were employed in
chiropractic within
six months of
graduation in 2025

Palmer Faculty and Students **Present at ACC-RAC Conference**

Congratulations to the Palmer students and the academic, research and clinical faculty whose scholarly work has been selected for presentation at the Association of Chiropractic Colleges Annual Education & Research Agenda Conference (ACC-RAC), themed Connected Care: Advancing Chiropractic through Integration, Research and Collaboration. This is the highest-profile event aimed at promoting scholarship in the chiropractic profession. Its focus is on “original research and studies that will promote the dissemination and discussion of new information.

PALMER MAIN CAMPUS FACULTY POSTER PRESENTATIONS

Acute Mechanical Low Back Pain in a 15-Year-Old Male Following a Deadlift Attempt

Bryan Asby, D.C.

Chiropractic Management of Lower Back Pain in a Patient with Wild-Type Transthyretin Cardiac Amyloidosis Presenting with a Musculoskeletal Symptom Cluster: A Case Report

Lisa Klaus, D.C., Callyn Dittmar, D.C.

Chiropractic Treatment of Suboccipital Neuralgia: A Case Report

Chad Hagen, D.C.

Collaborative Multimodal Chiropractic Care for Post-COVID Fibromyalgia: A Case Report

Kara Shannon, D.C.

Exploring the Role of the Thoracic Spine in Bilateral Arm Numbness: A Case Study

Kevin Percuoco, D.C., Cert. MDT, Lydia Brown** (Palmer student)

Management of Pre-surgical Chronic Neck Pain and Persistent Headaches: A Case Report

Casey Buns, D.C., CCSP®, CSCS

Patient Education and Active Care in Knee Pain: A Case Study Using Mechanical Diagnosis and Therapy (MDT)-Informed Strategies

Asia Sockrider, D.C.

Post-Concussion Syndrome with Reemergence of Primitive Reflexes in a 23-Year-Old Female: A Case Report

Brittney Asby, D.C., Bryan Asby, D.C., Olivia Schaewe** (Palmer student)

State-by-State Comparison of Chiropractic Scope, and Licensure, Continuing Education, and Trauma-Informed Care Training Requirements

Kira Baca, D.C., M.S., B.S.Ed., Emily Speer, D.C.

PALMER MAIN FACULTY PLATFORM PRESENTATIONS

Knowledge of and attitudes toward artificial intelligence: A survey of chiropractic faculty, teaching staff, and administrators

Robert Rowell, D.C., M.S., Emily Speer, D.C., Tanner Kleppe, D.C., Aaron Hildreth, D.C., M.S., Beth Carleo, D.C., CACCP, Joseph Heston, D.C., M.S., DACBR, RMSK, Jody Graham, Lia Nightingale, Ph.D.

PALMER FLORIDA FACULTY POSTER PRESENTATIONS

Academic Motivation and Its Association with Academic Performance in Chiropractic Students

Niu Zhang, M.D., M.S.

How Students Benefit by Taking Review Sessions Before Taking Written Examinations

Niu Zhang, M.D., M.S.

Vertebral Artery Dissection Presenting to a Chiropractor: A Case Report

Marc Lucente, D.C., M.A., DIANM

AI vs HI: Comparing artificial intelligence and human instructor approaches to anatomy and pathology question generation

Shawn He, M.D.

Graduate level departmental revision during a campus curriculum transition – Development and Implementation of clinical course content and software-based grading rubrics

Misty Lagasse, D.C., DICCP, Jason Qualls, D.C., CCSP®, Beth Carleo, D.C., CACCP

Excel Randomized, Generated OSCES (ERGOS) for Assisted Adjusting Course. Case Study with Survey of Professor

Paula Lakeman, D.C., Mark Murdock, R.N., D.C., Sean Norkus, M.S., D.C., DIBCN, FIACN, DIBE

Review Sessions and Anatomy Exam Outcomes: A Study of Academic Impact

Shawn He, M.D.

PEARP – Paired, Editable, Automated, Randomized Practical Form Generator

E. A. Pappagallo, D.C.; Mark Murdock, R.N.; Sean Norkus, M.S., D.C., DIBCN, DIBE

Supervised observation program to improve clinical examination skills in a graduate level physical diagnosis lab: A retrospective analysis of a pilot educational program

Y. Roman D.C., CCSP®, J. Qualls D.C., CCSP®, M. Murdock, RN, D.C., B. Carleo, D.C

PALMER FLORIDA FACULTY PLATFORM PRESENTATIONS

The effect of a significant curriculum change on NBCE part 1 test results: a retrospective descriptive report

Abigail Gonsalves, D.V.M., D.C.

PALMER FLORIDA STUDENT PLATFORM PRESENTATION, NBCE RESEARCH AWARD WINNER, CHIROPRACTIC FUTURE ACCRAC STUDENT TRAVEL STIPEND AWARD WINNER, AND RESEARCH LEADERSHIP AWARD FROM THE AMERICAN CHIROPRACTIC ASSOCIATION FOUNDATION (ACF) WINNER

Quality and Engagement of #Chiropractic Content on TikTok: A DISCERN-Based Cross-Sectional Analysis

Zelin Zhou

PALMER FLORIDA STUDENT POSTER PRESENTATIONS

Chiropractic Management of Secondary Muscle Spasm in a Paraplegic Veteran with Complex Neuromuscular Comorbidities: A Case Report

Joseph Tetlow, Brandon Ashworth, M.S., Michael Cole D.C., M.S., Michael Carter D.C., M.B.A.

Cryotherapy education in Chiropractic curriculum: an analysis of sufficiency

Song Chen Xu, Xiaohua He M.D., M.S.

Mechanical Stress, Mechanotransduction, and Vibration Therapy in Osteoarthritis: A Narrative Review

Zhifei Xie, Jiawei Shen, Yu Hang Yiu, Zelin Zhou, Xiaohua He M.D., Niu Zhang M.D., M.S.

Immediate (≤ 60 min) Neuromuscular and Neurophysiological Effects of High-Velocity, Low Amplitude Spinal Manipulation in Asymptomatic Individuals

Yutong Wu, Niu Zhang, M.D., M.S.

PALMER CENTER FOR CHIROPRACTIC RESEARCH ACC-RAC PRESENTATIONS

Connecting care and research: recruitment innovations in the veteran's response to dosage in chiropractic therapy (VERDICT) multisite VA pragmatic chiropractic trial (poster).

Steward AL, Salsbury SA, Vining RD, Twist E, McCarey J, Kedilaya S, Minkalis AL, Wallace RB, Lisi AJ, Goertz CM, Long CR.

Mediators of the effect of chiropractic care on 52-week outcomes for US active-duty military personnel with low back pain: secondary analysis of a clinical trial (platform).

Shannon Z, Long C, Vining R, Walter J, Coulter I, Goertz C.

Global perspectives on patient safety priorities in chiropractic: preliminary findings from a cross-sectional survey of international leaders (platform; presented by Salsbury).

Pohlman KA, Salsbury SA, Rubinstein SM, Kleppe M, Brown R, Stuber K.

Chiropractic postdoctoral training in clinical research and health policy: trainee experiences and program descriptions (platform).

Kleppe M, Burton W, Bense V, Randolph M, Vining R.

A Delphi consensus study validating the appropriateness, relevance, and clarity of quality measures for chiropractic care (platform).

Vining R, Twist E, Minkalis A, Kleppe M, Kedilaya S.

Differences in baseline demographic and clinical characteristics among younger and older veterans with chronic low back pain enrolled in a pragmatic clinical trial (platform).

Salsbury SA, Long CR, McCarey J, Lisi AJ, Steward A, Wallace RB, Goertz C.

Assessing the importance and feasibility of quality measures for chiropractic care: a national survey of US chiropractors (platform).

Kleppe M, McCarey J, Kedilaya S, Vining R.

VERDICT pragmatic trial addressing dose effect for chronic low back pain: Results and implications (workshop).

Long CR, Goertz CM, Salsbury SA, Lisi AJ.

Palmer College *Publications*

14 Palmer Center for
Chiropractic Research
Publications

Palmer College of
Chiropractic Employee
Publications **27**

Student Life *at Palmer*

Palmer students work hard. The College makes sure they don't do it alone.

Student life at Palmer is built around the idea that becoming a great Doctor of Chiropractic happens inside and outside the classroom. From professional development to community events to full-contact competition, the Palmer experience shapes students into well-rounded practitioners and lifelong members of the chiropractic community.

The Profession *Starts Here*

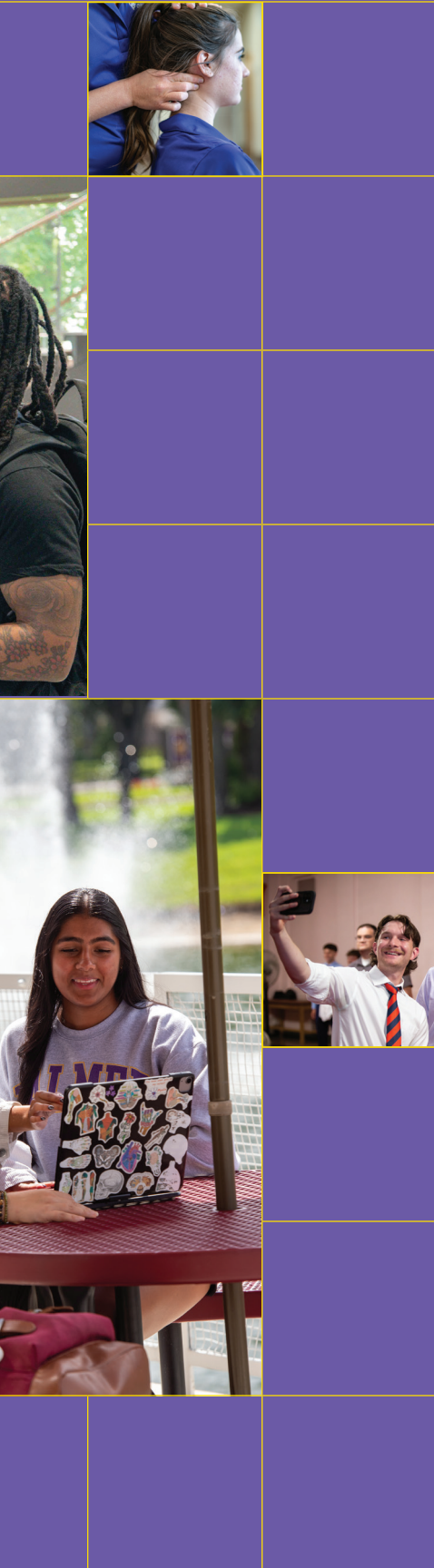
Palmer students don't wait until graduation to build their professional networks. Throughout the year, students took part in experiences that connect the classroom to the profession, including the NFL Combine, Veterans Stand Down events, Spizz Night, the Chiropractic Association Road Trip, the Clinical Research Seminar Series, ChiroDay at the Capitol and Palmer Center for Business Development programming. These opportunities put students alongside working professionals and future colleagues, building the relationships and confidence that careers are made of.

A Community *Worth Belonging To*

A demanding curriculum is easier to navigate when you know you belong. Palmer's campus calendar is filled with events designed to help students decompress, connect and make memories:

- Finals Ice Cream Break
- Club Fairs
- Wassail Bowl
- Student Holiday Dance
- Experience Palmer + Meet the Quad Cities
- Student Book Club
- Movie nights
- March Madness watch parties
- Club fundraisers and events
- Homecoming events
- Festive holiday activities





Palmer Main Campus *Student Enrollment*

972 2025-26
fiscal year
average

50 FACULTY MEMBERS

Palmer Florida *Student Enrollment*

998 2025-26
fiscal year
average

61 FACULTY MEMBERS

34 Bachelor of Science
Completion Program
Enrollment Average





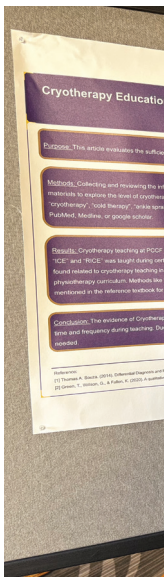
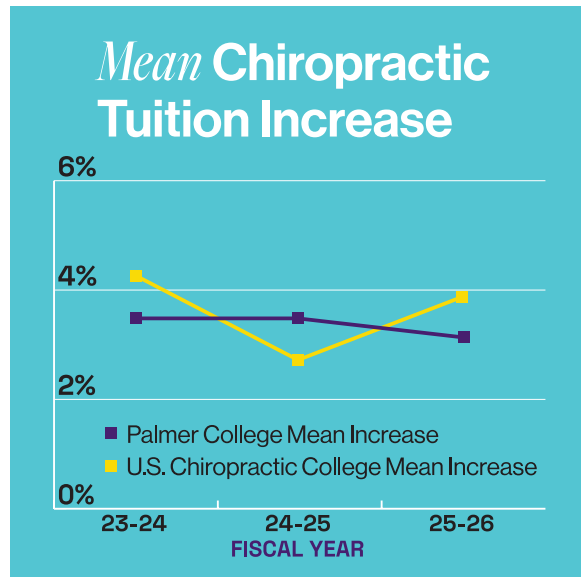
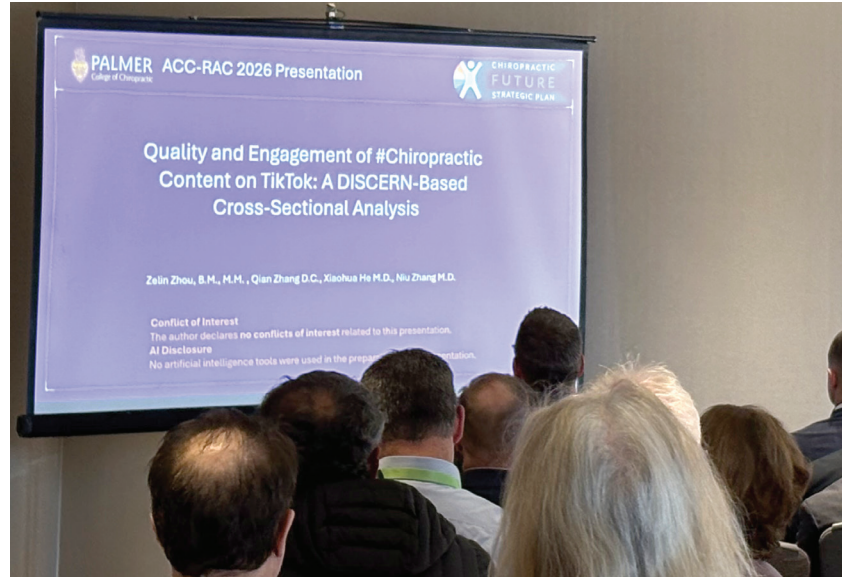
Palmer Plexus Job Board
(formerly CareerNetwork)

averages

3,624

job postings annually

(That's more jobs than graduates!)





Palmer Plays to Win

When Palmer students compete, they bring the same intensity they bring to clinic.

Students, faculty and staff faced off in the Palmer Games at Main Campus and Student Olympics at Palmer Florida, with a full day of activities including cornhole, three-legged races, tug-of-war and more. In addition, students from both Palmer campuses traveled to St. Louis to compete in the 2026 ChiroGames where they earned among the top two places in flag football, soccer, sand volleyball and basketball. Palmer students also represent the College year-round through rugby and a variety intramural sports.



Student Leaders Represent

Palmer students aren't waiting until graduation to make their mark on the profession.

Across both campuses, Palmer students earned spots at some of the chiropractic profession's most prominent national events this year, through competitive funding, scholarship recognition and the kind of academic achievement that opens doors.

Palmer students represented the College at the ACC-RAC conference. Palmer Florida students Joseph Tetlow, Brandon Ashworth, Song Chen Xu, Yutong Wu, Zhifei Xie and Jiawei Shen delivered poster presentations, while Zelin Zhou earned recognition during the ACC-RAC awards ceremony for his platform presentation. Main Campus student Elise Aguilar also attended, adding to Palmer's presence at one of the profession's leading research gatherings.

Three students received competitive funding to participate in the 2026 NBCE Student Leadership Forum. Palmer Florida's Savannah Talley was selected through Women in Chiropractic and CJ Peechatka through NBCE. At Main Campus, Jay Whalen was funded through NBCE and Preston Penrod through SICA.

Preston Penrod also represented Main Campus at the ICA 100th Annual Convention and Centennial Celebration, made possible through SICA funding.

In May 2026, Palmer Florida student Noah Jones received a scholarship to attend the FCLB/NBCE Annual Meeting in Atlanta, connecting him directly to the regulatory and credentialing bodies that shape the profession's future.

These opportunities reflect what Palmer students are built for: rigorous preparation, professional ambition and the confidence to represent Palmer on any stage.



A legacy isn't something we inherit. It's something we renew.

It lives in the confidence of alumni who recognize Palmer College of Chiropractic as the profession's academic and historic leader. It lives in the clinical preparation, hands-on learning, and faculty mentorship that continue to shape lives and careers.

And it lives in the generosity of those who give back so others can follow.

Across generations, the Palmer community has transformed pride into purpose, mentoring students, advancing chiropractic, serving communities, and creating opportunities whose impact will endure far beyond any single lifetime.

Today, that legacy is opening into possibility. This year, an engaged alumni community, an enduring spirit of philanthropy, and a new generation of leaders are positioning Palmer to move forward with confidence and ambition. The chapters ahead will be written the way Palmer's greatest chapters always have been: through bold ideas, meaningful relationships, and a shared belief in the power of a Palmer education to transform not only a profession, but the countless lives that profession touches. To the donors, volunteers and entire Palmer Nation: thank you for being part of our work.

Establishing a legacy *through planned giving*

At Palmer, a legacy is measured not only by what someone accomplishes, but by what they make possible for those who follow. The Alumni & Advancement Office expanded efforts to help alumni explore planned giving as a meaningful way to honor their professional journey, express their pride in Palmer, and create lasting opportunities for future students.

That vision became reality this year through a remarkable, realized planned gift from Janet Daskalos, the widow of Frank Daskalos, D.C., ('61). Janet's estate gift of more than \$280,000 established the Frank and Janet Daskalos Endowment, an unrestricted fund that will provide flexible, lasting support for Palmer College for generations to come. Her generosity stands as a powerful example of a planned gift that honors a legacy while shaping the College's future.

"Stories like the Daskalos gift underscore the opportunity to educate alumni on how accessible planned giving can be and see the impact it can create. Palmer is well-positioned to grow this path of support in the years to come," says Clare Thompson, vice chancellor for institutional advancement at Palmer.





New vice chancellor *arrives at Palmer College*

Palmer College is shaped by leaders who believe deeply in its mission and invest their talent and vision in its future. This past winter, Palmer marked a meaningful transition within institutional advancement and alumni relations with the retirement of one leader and arrival of another.

After nearly a decade of service to the College, Barbara Melbourne, J.D., retired as vice chancellor for institutional advancement at the end of January. Her tenure was transformational – strengthening a culture of philanthropy, clarifying a bold institutional narrative, and completing the most successful fundraising effort in Palmer’s history: the \$30.2 million “Daring and Driven” campaign.

Palmer also looks ahead with optimism. After a national search, Clare Thompson, CFRE, was appointed vice chancellor for institutional advancement, bringing more than 20 years of advancement and alumni relations experience. Thompson is no stranger to Palmer, having played a central role in the “Daring and Driven” campaign as executive director of advancement.

“Clare brings both a deep institutional knowledge and a forward-thinking vision to this role,” says Palmer Chancellor and CEO Dennis Marchiori, D.C., Ph.D. (’90). “We are thrilled to welcome her back to the College at this pivotal moment.”



ALUMNI EVENTS

14 alumni events total

4 stand-alone events

(Arizona, Florida 2x, North Carolina)

10 association events

(Arizona, California, Florida 2x, Iowa,
Michigan, New Jersey, North Carolina,
Ohio, Parker Seminars)

**680 alumni reconnected
to Palmer**



PALMER PLEXUS

Palmer Plexus: *Building Community Beyond the Classroom*

Palmer Plexus is becoming the digital hub of student life at Palmer College.

Since launching in 2024, Plexus has expanded to meet students where they are, connecting them to campus resources, peers, and professional opportunities from day one.

Every incoming student receives an invitation to join Plexus at orientation, and all student clubs and organizations maintain an active presence on the platform. On-campus events are promoted through Plexus, giving students a single destination for everything happening across the College. Approximately 40 percent of Palmer's student body is on Palmer Plexus, and that number continues to grow.

The platform also supports students' professional futures. Starting in June 2026, Palmer's CareerNetwork migrated to the Palmer Plexus job board.

Perhaps most significantly, Plexus is becoming the home of Palmer's Alumni Mentoring Program. Developed in coordination with the Advancement team, the pilot launched in spring 2025, with an official rollout planned for January 2027. Through this program, Palmer students connect with the alumni network in meaningful, career-shaping ways.

Plexus is where the Palmer community grows.

First alumni engagement survey provides valuable insights

This past year, Palmer College listened. Through its first comprehensive alumni survey, the College invited graduates to reflect on their Palmer experience, the ways they remain connected, and the opportunities they see to deepen that engagement. Their responses revealed a community united by great pride in Palmer and a shared belief in its enduring leadership within the chiropractic profession.

- More than **90 percent** were pleased with their student experience
- **92 percent** affirmed Palmer as the profession's academic and historical leader.
- Alumni consistently credit the College's rigorous clinical training, hands-on technique, and impactful faculty mentorship as transformative to their careers.
- Nearly **78 percent** have connected with Palmer in the past five years, and over half welcome proactive follow-up — signaling strong goodwill and appetite for deeper involvement. Many are eager to mentor, support clinical rotations, and help advance the profession.

These insights highlight the opportunity to strengthen engagement by leveraging alumni pride and creating more accessible pathways to participate.



Student Messages

Because of the support of our donors, Palmer College continues to thrive. Your gifts strengthen our classrooms and clinics, expand opportunities for research and service, and ensure that every student has the support they need to succeed.

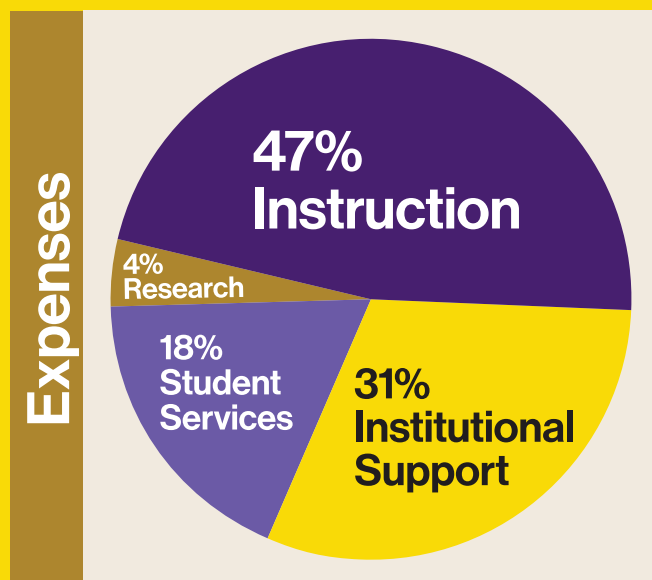
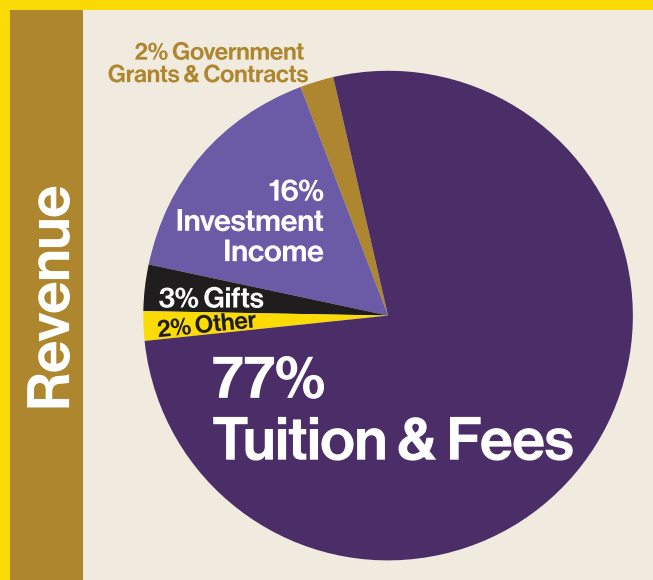
-Samantha Cox, student

You all have taken a sacred trust. You have given your lives to guarding this trust, and you have guarded it well. Now, it is our turn. It is our turn to take this profession another 50, 100, 200 years, for we are the future of chiropractic.

-Gabe Workman, student, message to 50-year and Emeritus alumni at their 2025 reunion

Scholarships show how powerful it is when students and alumni work together. It makes Palmer feel like home, and it reminds me that giving back will always be part of what it means to be a Palmer student, even long after graduation.

-Carrie Wilkey, student





Palmer Chiropractic Clinics **opens new location in Halifax Health Medical Center**

In November 2025, Palmer Chiropractic Clinics opened its newest location inside Halifax Health Medical Center, a level II trauma center that also serves as an acute care facility for Florida's Brain and Spinal Cord Injury Program.

The new location serves Halifax Health patients and staff while giving Palmer Florida students the opportunity to complete clinical hours in a collaborative, hospital-based setting. Services at the Halifax Health location include chiropractic adjustments, decompression therapy and passive modalities.

"This clinic offers access to evidence-based chiropractic care in a unique, collaborative environment," says Heather Bowyer, D.C., dean of clinics. "Our team of experienced faculty clinicians and student interns will work alongside other hospital departments to offer a comprehensive, conservative approach to health and wellness."

"The addition of Palmer Chiropractic Clinic to our Lohman Building is a significant step in expanding Halifax Health's continuum of care, especially for those patients struggling with back and spine pain," said Jeff Feasel, president and CEO of Halifax Health. "By bringing chiropractic services together with our neurosurgical, pain medicine, and rehabilitation programs, we're able to provide a truly comprehensive approach to spine health. This collaboration ensures patients have access to the full spectrum of care they need to move better, heal faster and return to the life they love."

Palmer Chiropractic Clinics *begins new collaboration with UnityPoint Health®*

Palmer Chiropractic Clinics is now a participating provider with UnityPoint Health® PACE (Program of All-Inclusive Care for the Elderly) Senior Care in the Quad Cities to provide chiropractic care to PACE participants and create meaningful learning opportunities for Palmer students.

“We are always looking for ways to keep our participants active, comfortable and living life on their terms,” says Lori Bahen, RN, MSN, director of PACE Senior Care – Bettendorf. “This collaboration with Palmer College allows us to offer another valuable service that many of our participants would not otherwise have easy access to. And the added benefit of coordinated transportation to and from appointments makes the experience safe and convenient.”

The partnership also deepens Palmer College’s commitment to community engagement and hands-on learning for their students. By working together, both organizations are making it easier for older adults to receive the care they need while giving future chiropractors valuable experience serving the community in a supportive, real-world setting.



Alexis Ortiz Nuñez, D.C. ('26)

The VA Rotation: *A Pathway to Purpose*

Some of the most meaningful clinical training Palmer students receive happens in service to those who served our country.

Through preceptor rotations with the Department of Defense and Veterans Affairs, Palmer students work alongside providers in collaborative, multi-disciplinary health care settings, managing complex cases and contributing to patient care teams. These rotations expose students to conditions and care environments that sharpen clinical judgment in ways that stay with them throughout their careers.

Beyond the educational benefits, these rotations have become an important career pathway for Palmer graduates. In the past year, every student who completed a VA preceptorship rotation graduated successfully and matched with a VA residency program. During the same period, three Palmer graduates completed their VA residencies and moved into full-time positions with the VA.

For many students, what begins as a rotation becomes a career path.

“Patient cases were unique and some were very complicated, which was exactly what I wanted and needed to see,” says Alexis Ortiz Nuñez, D.C. ('26), a newly hired VA resident and Palmer graduate. “I am so thankful I participated in the VA preceptor rotation program.”

The opportunity to care for those who have served our country also reinforces the profession’s commitment to patient-centered, evidence-based care. We are proud to provide students with opportunities that not only enhance their education but also create direct pathways to professional training and employment.

Palmer Chiropractic Clinics *in the Community*

Throughout the year, Palmer Chiropractic Clinics brought students into the community through outreach events, athletic partnerships and health promotion activities that build the skills running a successful practice requires. Alongside clinical technique, students developed the interpersonal and professional capabilities that set Palmer graduates apart.

Palmer Florida

The Palmer Florida clinic continued deepening its roots in the Greater Daytona Beach area. Community lectures at the Port Orange Fitness Challenge event kept chiropractic care top of mind for community members, while clinic faculty and students showed up where athletes compete — at the Halifax Summer Regatta, Central Florida Legends Half Marathon and 10K, Samsula Fun Run, and the Atlantic Coast Classic CrossFit Competition. Clinic faculty and students also provide care on site in athletic departments to Bethune-Cookman University and Embry-Riddle Aeronautical University student athletes.

Community service remained central to the clinic's mission. Clinic faculty and students provided care to veterans at the Volusia County and North Florida Homeless and At-Risk Veteran Stand Down events, a reflection of Palmer's long-standing commitment to those who served.

Students also gained hands-on experience in the promotional side of practice at Port Orange Parks and Recreation Family Days, and the Daytona Tortugas minor league baseball team.

Main Campus

At every Quad Cities River Bandits home game, Palmer Clinics sponsored the 7th Inning Stretch, where fans followed a stretch routine developed by the Clinic team — a simple, visible reminder of what chiropractic care is all about.

The annual Quad-City Times Bix 7 road race brought Palmer students and faculty back to one of the Quad Cities' most beloved traditions, providing care to runners at the end of the race. The iconic Palmer Spine made its return, with students taking their turn as a vertebra — one of those only-at-Palmer experiences that students remember long after graduation.

Palmer students
gained experience
from
130,005
patient visits
in the 2025-26 fiscal year



Palmer Chiropractic
Clinics provided
\$5.78
MILLION
in pro-bono care
in the 2025-26 fiscal year



Advancing Knowledge Through Research

Preparing Age-Friendly Chiropractors: *The 4Ms Framework in the Classroom*

As the U.S. population ages, health care organizations and professionals are encouraged to adopt the 4Ms of age-friendly health systems — what matters, mobility, mentation, and medication — to improve care for older adults. Research led by Stacie Salsbury, Ph.D., R.N., is helping ensure the next generation of chiropractors is ready to deliver that care.

Dr. Salsbury collaborated with longtime Palmer faculty members Lisa Killinger, D.C., and Judy Bhatti, D.C., Ph.D., and Elissa Twist, D.C., M.S., of the PCCR, to evaluate how a brief educational intervention shaped chiropractic students' understanding of the 4Ms framework. Across four cohorts enrolled in a required geriatrics course, 298 students participated in 50-minute 4Ms training sessions and in-class discussions, rating their knowledge before and after the training.

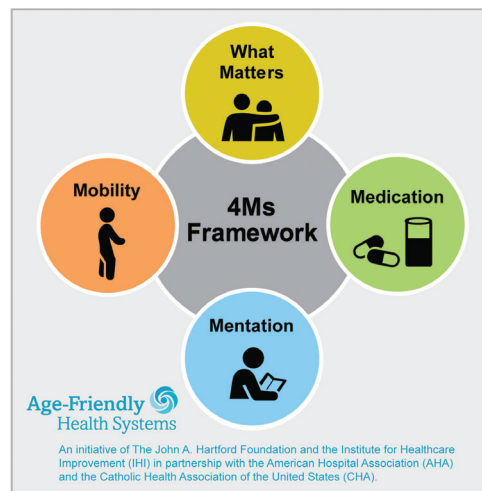
The results, published in *Gerontology & Geriatrics Education*, were striking. Before the training, essentially no students rated their ability to describe the 4Ms as high or very high. Afterward, nearly three-quarters did — with similarly large gains in students' confidence to use the framework, teach it to others, and implement it in

future clinical practice. In written feedback, students described concrete ways they planned to apply the 4Ms, from welcoming older adult patients and designing age-friendly office layouts to building care protocols around what matters most to each patient.

The study demonstrates that even a brief, targeted educational intervention can meaningfully advance age-friendly care competencies—and it establishes a model other chiropractic and health professions programs can adopt. As older adults represent a growing share of chiropractic patients, this work connects Palmer's classrooms to a national movement to make health care safer, more responsive, and more patient-centered for aging populations.

Publications:

- Salsbury SA, Killinger LZ, Bhatti JL, Twist E. 4Ms for age-friendly chiropractic care: student perceptions following a brief educational intervention. *Gerontol Geriatr Educ.* 2026;47(2):272-286.



For related work, this graphic may be used in its entirety without requesting permission. Graphic files and guidance at this.org/agefriendly

Palmer
committed
\$2,001,869
to research
in the 2025-26
fiscal year

Setting the Standard: PCCR Leads Development of Quality Measures for Chiropractic Care

Quality improvement is a cornerstone of modern health care — but until recently, the chiropractic profession lacked a broad, validated set of quality measures to support it. A research team led by Robert Vining, D.C., D.H.Sc., associate dean of clinical research, is changing that.

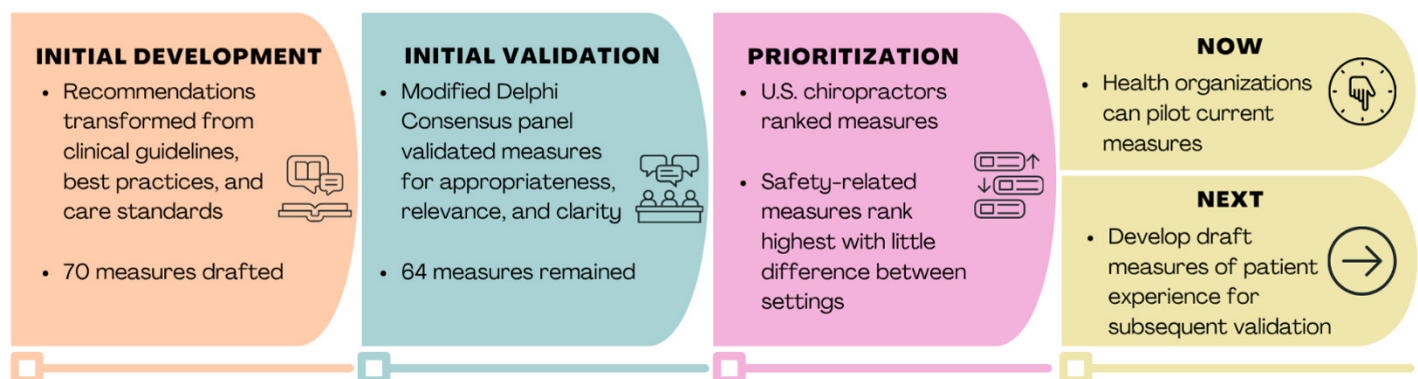
Quality measures are evidence-based metrics used to assess health care organizations, clinical processes, outcomes, and patient experiences. They provide the objective data organizations need to understand what is working well, what isn't, and what needs to change. For chiropractic institutions and residency programs accredited by the Council on Chiropractic Education, demonstrating quality improvement in clinical settings is required—making standardized, valid measures essential for the profession's future.

Building on a draft set of measures developed from clinical guidelines, best practices, and care standards, Dr. Vining's team convened a Modified Delphi Consensus panel of clinical administrators from CCE-accredited institutions and residency programs, along with practitioners and administrators working in integrated care settings. The panel validated the appropriateness, relevance, and clarity of the draft measures, resulting in a refined set of 64 ready for pilot testing. The study was published in *BMC Health Services Research* in December 2025.

To help inform which measures organizations should consider implementing first, the team conducted a national survey of U.S. chiropractors. Two key findings emerged. First, despite differences in geography and practice characteristics, respondents rated the importance and feasibility of the measures with a high level of agreement. Second, most of the highest-ranked measures related directly to patient safety — reinforcing the principle that safe care is a fundamental component of quality care. The team published the full results in *Chiropractic & Manual Therapies* in March 2026.

The team's next step is to develop patient experience measures, ensuring patients remain the primary focus and principal beneficiaries of quality improvement in chiropractic care. This sustained effort positions Palmer as the leader in developing measures for objective assessment and data-driven quality improvement. This work has several implications for the College, including improving the quality of care delivered, providing data to inform strategic planning, and supporting institutional accreditation. Implications for the profession include developing methods to fulfill ethical obligations to assess and improve care over time, supporting integration into multidisciplinary health systems by providing objective measures of care, and building public trust.

QUALITY MEASURE DEVELOPMENT FOR CHIROPRACTIC CARE



Publications:

- Vining R. Why quality measures for chiropractic care are important and what we're doing about it. *Research Communities* by Springer Nature. Published May 8, 2026. Accessed August 14, 2026. Available from: <https://communities.springernature.com/posts/why-quality-measures-for-chiropractic-care-are-important-and-what-we-re-doing-about-it>
- Kleppe M, McCarey J, Kedilaya S, Vining R. Assessing the importance and feasibility of quality measures for chiropractic care: a national survey of U.S. chiropractors. *Chiropr Man Therap*. 2026;34(1):18.
- Vining R, Twist E, Minkalis A, Kleppe M, Kedilaya S. A Delphi panel consensus study validating the appropriateness, relevance, and clarity of quality measures for chiropractic care. *BMC Health Serv Res*. 2025;25(1):1600.

New Insights from a *Landmark Military Trial*

The Assessment of Chiropractic Treatment (ACT) trial—a multi-site pragmatic clinical trial of 750 U.S. active-duty military personnel with low back pain—remains one of the profession’s most influential studies, showing that adding chiropractic care to usual medical care improves pain and disability. This year, secondary analyses led by Zacariah Shannon, D.C., M.S., Ph.D., extended that landmark work.

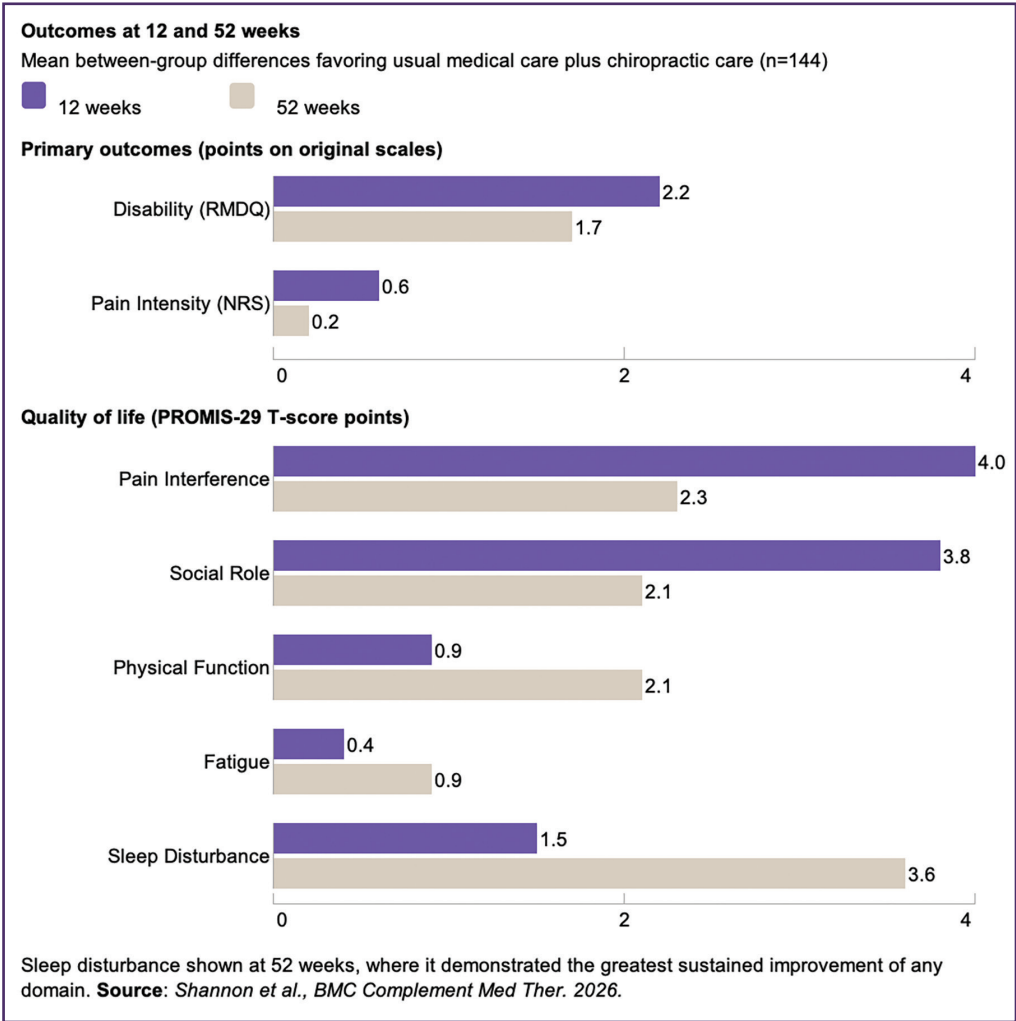
The first analysis, published in *BMC Complementary Medicine and Therapies*, examined outcomes over a full 52 weeks in a subsample of trial participants — addressing a critical evidence gap, since most prior research has been limited to short-term follow-up. At 12 weeks, service members who received chiropractic care in addition to usual medical care showed a moderate improvement in pain-related disability. At 52 weeks, differences in pain-related disability, pain interference, physical function, and social role continued to favor adding chiropractic care, and the most notable longer-term finding involved sleep: participants receiving chiropractic care reported meaningfully less sleep disturbance a full year after enrolling. Given the well-established relationship between sleep quality and musculoskeletal pain in military populations, this sustained benefit is a promising signal for future research.

The second analysis, published in *Chiropractic & Manual Therapies*, investigated how chiropractic care produces its effects. This work examined causal relationships between pain, disability, fatigue, sleep disturbance, and social role. Understanding these pathways is a key step toward tailoring chiropractic care to target the specific factors that drive better long-term patient outcomes.

Together, these studies strengthen the evidence base informing how the Department of Defense and Veterans Affairs deliver nonpharmacological pain care to service members — populations that experience high rates of chronic pain and elevated risk of opioid use. Dr. Shannon’s work on this research is supported in part by a National Institutes of Health/National Center for Complementary and Integrative Health Loan Repayment Program award.

Publications:

- Shannon ZK, Long CR, Vining RD, Walter JA, Coulter ID, Goertz CM. Mediators of the effect of chiropractic care on 12- and 52-week outcomes for U.S. active-duty military personnel with low back pain: secondary analysis of a clinical trial. *Chiropr Man Therap.* 2026;34(1):12.
- Shannon ZK, Long CR, Vining RD, McCarey J, Walter JA, Coulter ID, Goertz CM. Longer-term chiropractic care outcomes for US active-duty military personnel with low back pain: secondary analysis of a pragmatic clinical trial. *BMC Complement Med Ther.* 2026;26(1):185.







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