

**NBCE Board Meeting**

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**April 28, 2023**

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NATIONAL BOARD OF CHIROPRACTIC EXAMINERS '  
NATIONAL BOARD DAY  
ANNUAL BUSINESS MEETING  
PALM BEACH CONVENTION CENTER  
WEST PALM BEACH, FLORIDA

April 28, 2023

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REPORTED BY: Ruth Fongemie, Professional Court  
Reporter and Notary Public, State of  
Florida at Large

ATTENDEES PRESENT:

DR. KARLOS BOGHOSIAN  
NBCE President

DR. NORMAN OUZTS  
CEO

DR. LEROY OTTO, Via Zoom  
Vice-President

DR. BRUCE SHOTTS  
Vice president

COL. STEVEN ROBERTS  
At-Large Director

DR. DONNA MANNELLO  
At-Large Director

DR. JASON JAEGER  
Board Secretary and District IV Director

DR. MARTY FREIHAUT  
Board Treasurer and At-Large Director

DR. GARY DIBENEDETTO  
District III Director

DR. CAROL WINKLER  
FCLB President

DR. JIM BUCHANAN  
District I Director

DR. ROBERT DASCHNER  
FCLB Appointee

DR. DANITA HEAGY  
District V Director

ADRIAN STRATTON  
Parliamentarian

JENNIFER SEMKO, ESQ.  
Corporate Counsel

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ATTENDEES CONTINUED:

TAMARA STERLING  
Vice President of Administration

CAROLINE YIELDING  
Executive Assistant

Melissa STOCKBERGER  
CFO

BOARD MEMBERS

## PROCEEDINGS

DR. BOGHOSIAN: Welcome Delegates, Board Members and guests to the 2023 NBCE Annual Meeting and Luncheon.

My name is Karlos Boghosian. It is my privilege to serve as your NBCE President and to preside over this meeting.

At this time I would like to recognize and introduce your NBCE Board of Directors, starting from my right. Col. Steven Roberts, at our At-Large Director.

(Applause.)

DR. BOGHOSIAN: Dr. Donna Mannello, At-Large Director.

(Applause.)

DR. BOGHOSIAN: Dr. Jason Jaeger, board secretary and District IV Director.

(Applause.)

DR. BOGHOSIAN: Dr. Martie Freihaut, Board Treasurer and At-Large Director.

(Applause.)

DR. BOGHOSIAN: Dr. Gary DiBenedetto, District III Director.

(Applause.)

DR. BOGHOSIAN: Dr. Carol Winkler, FCLB

1 President.

2 (Applause.)

3 DR. BOGHOSIAN: Dr. Jim Buchanan, District  
4 I Director.

5 (Applause.)

6 DR. BOGHOSIAN: Dr. Bob Daschner, FCLB  
7 Appointee.

8 (Applause.)

9 DR. BOGHOSIAN: Dr. Danita Heagy, District  
10 IV Director.

11 (Applause.)

12 DR. BOGHOSIAN: And our Vice-President,  
13 Dr. LeRoy Otto, unfortunately he couldn't be  
14 here today with us.

15 UNIDENTIFIED SPEAKER: He's on Zoom.

16 DR. BOGHOSIAN: Oh. He's on Zoom. All  
17 right. Very good. Dr. LeRoy Otto, our  
18 Vice-President.

19 (Applause.)

20 DR. BOGHOSIAN: Also we have our CEO, Dr.  
21 Norman Ouzts. And our guest here, we have  
22 Adrian Stratton our Parliamentarian.

23 (Applause.)

24 DR. BOGHOSIAN: And Jennifer Semko, our  
25 Corporate Counsel.

1 (Applause.)

2 DR. BOGHOSIAN: I would like to publicly  
3 thank our Board Members and also our Corporate  
4 Counsel, Adrian Stratton, for all of the work  
5 they have put into the Board in the past year.

6 At this time I would like to recognize  
7 Dr. Donna Mannello to provide an invocation for  
8 us.

9 DR. MANNELLO: Please bow your head.

10 Dear Lord, thank you for all of the  
11 blessings we have received, family, friends and  
12 colleagues. The ability to serve, and help  
13 those less fortunate. We all feel blessed being  
14 here today and being able to work and associate  
15 with each other. Thank you, Lord for all of  
16 these blessings. Have a good day.

17 IN UNISON: Amen.

18 DR. BOGHOSIAN: Thank you, Dr. Mannello.

19 And would like to recognize Col. Steven  
20 Roberts to lead us into the Pledge of  
21 Allegiance. Please stand up.

22 COL. ROBERTS: Please join me. I Pledge  
23 Allegiance to the flag of the United States of  
24 America and to the Republic for which it stands,  
25 one nation, under God, indivisible with liberty

1 and justice for all.

2 Thank you. You may be seated.

3 DR. BOGHOSIAN: Thank you, Col. Roberts.

4 COL. ROBERTS: You're welcome.

5 DR. BOGHOSIAN: As we conclude the  
6 recitation of our Pledge of Allegiance and  
7 remind ourselves of our commitment to our  
8 values, and our belief that the opportunity lies  
9 at the foundation of the American dream.

10 I would like us to direct our thoughts  
11 into another topic that our NBCE family is very  
12 familiar with. And that is overcoming  
13 obstacles.

14 Lily Tomlin said, that the road to  
15 excellence is always under construction. These  
16 words remind us that the pursuit of excellence  
17 is a journey filled with twists and turns,  
18 obstacles and challenges, and moments of doubt,  
19 and hesitation.

20 However, it is in these moments that we  
21 discover our grit and our grace. It is when  
22 we're faced with adversity that we find the  
23 strength to push through and keep moving  
24 forward. And, I believe, that these words truly  
25 embody the mission and spirit of the National



1 Board of Chiropractic Examiners, an organization  
2 that's dedicated to bringing excellence in  
3 testing in our beloved profession for the past  
4 six decades.

5 In the pursuit of this mission, the NBCE,  
6 like any other organization, faces its share of  
7 challenges and bumps along the road because the  
8 road to excellence is not a smooth one, and  
9 there will be hurdles, obstructions and moments  
10 of hesitation along the way.

11 In fact, the challenges were present from  
12 right from the beginning, from our inception.  
13 We just heard from Drs. Carl Cleveland and  
14 Brimhall how are pioneers and founders had to  
15 overcome three failed attempts to form the  
16 national testing organization, starting with BJ  
17 Palmer's very first endeavor in the 1920s and  
18 two other failed attempts in 30s and 40s, by  
19 other leadership organizations.

20 There are obstacles in the past; there are  
21 challenges in now; and they will be part of the  
22 future.

23 And with that spirit of mind, the spirit  
24 of overcoming obstacles in pursuit of excellence  
25 in testing, and the pursuit of excellence in

1 everything that we do, I would like to take this  
2 opportunity to welcome you to this special  
3 meeting, this historic meeting, for us  
4 celebrating our six year anniversary.

5 My goal over the next few minutes is to  
6 share with you some of the lessons that we  
7 learned from last year. Talk about some of our  
8 accomplishments and together consider some plans  
9 of projects for our future.

10 But before I do that, I want to take a  
11 moment to honor some dignitaries and special  
12 individuals who are here with us today.

13 You see, this commitment to excellence  
14 permeates every fiber of our organization.  
15 We're unfortunate -- unusually fortunate to the  
16 very stable executive leadership team that are  
17 motivated by our purpose and have created a work  
18 environment based on love and trust. They've  
19 formed the culture where the employees at all  
20 levels have connected their hearts and their  
21 soul to their work, to NBCE, and our mission.  
22 And because of that, we have some team members  
23 that have been working with us, some for 10  
24 years, some for 20, 30, and even 40 years.

25 So please join me in thanking our

1 executive leadership team starting with our CEO

2 Dr. Norman Ouzts.

3 (Applause.)

4 DR. BOGHOSIAN: Vice President of Testing,  
5 Dr. Bruce Shotts.

6 Dr. Bruce Shotts, where are you?

7 (Applause.)

8 DR. BOGHOSIAN: Our CFO, Melissa  
9 Stockberger. Melissa.

10 (Applause.)

11 DR. BOGHOSIAN: Our Vice President of  
12 Administration, Tamara Sterling.

13 (Applause.)

14 DR. BOGHOSIAN: Caroline Yielding, please  
15 stand up. Thank you.

16 (Applause.)

17 DR. BOGHOSIAN: And also an individual who  
18 could not be with us today and that's Igor --  
19 Dr. Igor Himelfarb, Director of Research and  
20 Psychometrics Department.

21 (Applause.)

22 DR. BOGHOSIAN: All these individuals  
23 could do anything with their education and  
24 career, yet they remain committed to preserve  
25 our mission, and we're all beneficiaries of

1           their loyalty.

2                   I also want to recognize some special  
3           guests that we have in the here. We are so  
4           fortunate that on this six year anniversary, we  
5           have some distinguished guests.

6                   I'd like to recognize all of our former  
7           NBCE Board Members, Dr. Wayne Wolfson, past  
8           President of FCLB and NBCE Board Member.

9                   (Applause.)

10                   DR. BOGHOSIAN: Dr. Paul Morin, past  
11           President of NBCE.

12                   (Applause.)

13                   DR. BOGHOSIAN: Dr. Hank Hulteen.

14                   (Applause.)

15                   DR. BOGHOSIAN: Dr. Farrel Grossman, past  
16           President of CLV.

17                   (Applause.)

18                   DR. BOGHOSIAN: Dr. Sal LaRusso, past NBCE  
19           President.

20                   (Applause.)

21                   DR. BOGHOSIAN: Dr. Keita Vantderpool,  
22           past NBCE Board Member.

23                   (Applause.)

24                   DR. BOGHOSIAN: And Dr. Steve Conway.

25                   (Applause.)

1 DR. BOGHOSIAN: And there is a lot of  
2 applause, so for the college leadership, please  
3 hold your applause and we're going to  
4 acknowledge them all together.

5 We have Dr. Joe Brimhall. Dr. Carl  
6 Cleveland, Dr. Clay McDonald. And also we have  
7 Dr. Brian McCauley and Dr. Rob Scott and Chair  
8 of the Board for Life U, Dr. Kevin Fogarty.

9 (Applause.)

10 DR. BOGHOSIAN: And of course, we have  
11 Dr. Craig Liddell.

12 (Applause.)

13 DR. BOGHOSIAN: I want to thank the FCLB  
14 Board, the FCLB staff, and our staff, the NBCE  
15 staff, they worked so hard to put this  
16 conference together.

17 So thank you.

18 (Applause.)

19 DR. BOGHOSIAN: The events in 2022 remind  
20 us that the road to excellence is always under  
21 construction. The events from last summer dealt  
22 us with some of the greatest challenges of our  
23 professional lifetime, demanding of us urgent  
24 action, tightened vigilance, but also propelled  
25 us in a period of self assessment, where every

1 part of our organization was evaluated for  
2 clarity, and alignment with our mission.

3 There are pivotal moments in our lives.  
4 When we see something, hear something or  
5 experience something that changes the course of  
6 our thoughts and our actions. For the NBCE  
7 Board of Directors one of those moments was June  
8 of last year, where the status of the Board of  
9 Directors was challenged. And that was the  
10 beginning of many, many sleepless nights, long  
11 days, and hundreds and hundreds of hours of work  
12 all had great personal sacrifice.

13 The intentions, dedications and allegiance  
14 of the Board of Directors were challenged.  
15 Questions raised regarding the corporate  
16 governance of the board, and doubts were  
17 instilled related to quorum, filling of board  
18 vacancies and even the ability to assemble and  
19 hold meetings.

20 Faced with these challenges, NBCE took  
21 immediate and timely action and engaged Baker  
22 McKenzie, one of the largest global law firms  
23 with over 4,000 attorneys, to address these  
24 issues. Baker McKenzie, under the leadership of  
25 corporate counsel, Jennifer Semko, clarified the

1       uncertainties and provided a productive path  
2       forward for the organization.

3               Following that, we called the historic  
4       first ever Special Meeting of the Delegates to  
5       present full and transparent updates and  
6       inviting engagement from all NBCE Delegates,  
7       which proved to be a very, very successful  
8       gathering.

9               2022 was an unforgettable year. Yet we  
10       are eternally grateful to every single one you  
11       and how you came together and offered your  
12       support so we at the NBCE can continue  
13       fulfilling our mission of ensuring professional  
14       competency through excellence and testing.

15              Every time we reached out asking for your  
16       help, asking for your support, asking for your  
17       guidance, for your wisdom, asking you to serve  
18       on a test committee, asking you to go a test  
19       site, you went above and beyond the call of  
20       service. And that truly embodies the spirit of  
21       pursuit of excellence.

22              And, for that, on behalf of the Board of  
23       Directors and the entire NBCE, I want to say  
24       thank you. Thank you for your steadfast  
25       support. And thank you for your willingness to

1           endure the challenges with us.

2                   And because of your unwavering commitment  
3           to our mission, we are stronger, our foundation  
4           is stronger, and we have a governance structure  
5           that's much stronger. In fact, it's been a very  
6           productive and historically significant year for  
7           the NBCE despite all of the challenges.

8                   So I want to share with you four areas  
9           that collectively were able to bring some  
10          positive change.

11                   First, in the area of financial policies,  
12          mission-driven investment strategies, commitment  
13          to highest accounting principles, and clearly  
14          outlined financial policies have transformed  
15          NBCE's fiscal transparency into newer heights.  
16          With the recommendation of our CFO, the Board  
17          moved to create the first ever independent audit  
18          committee that staffed with some non-Board  
19          Members. This independent committee will be  
20          essential in providing another layer of fiscal  
21          transparency to NBCE's financial reporting and  
22          audit functions.

23                   We also conducted a thorough analysis of  
24          our finances, including our designated reserve  
25          policy, to provide better definition and clarity



1 on how reserve funds may be spent, how funds are  
2 allocated to the reserve, and the minimum amount  
3 of funds to be held in the reserve.

4 Second, we made the priority to reframe  
5 the focus of our projects and align them with  
6 the values and the current needs of our  
7 students. In response to the students concerns  
8 about the exam fees, we stabilized exam costs in  
9 2022 and did not raise the fees. And that's  
10 despite record-level inflation.

11 And I'm proud to report that we donated  
12 over \$250,000 to the Association of Chiropractic  
13 Colleges in support of our students. These  
14 funds were distributed between multiple  
15 projects, including a substantial unrestricted  
16 grant, research awards, and student  
17 scholarships.

18 We have also sustained our sponsorship for  
19 the Student American Black Chiropractic  
20 Association, ICA and the ACA Student Leadership  
21 Programs.

22 And our significant initiative to support  
23 the students in colleges has been expediting the  
24 item bank testing from the original date of 2025  
25 to next year.

1                   And as you heard earlier today, this  
2                   project will provide increased testing  
3                   opportunities for the students, which has been  
4                   one of the most pressing needs expressed by  
5                   colleges and students.

6                   Third, in terms of governance, we've  
7                   engaged experts and governance consultants to  
8                   introduce modern governance frameworks and  
9                   principles so the board can discharge their  
10                  fiduciary responsibility in a visionary and  
11                  strategic manner. This revamped process-based  
12                  governance model will clearly define term  
13                  limits, roles of officers and committees,  
14                  recruitment, and on-boarding processes for Board  
15                  Members, reporting and evaluation requirements  
16                  without any ambiguous definitions. Best  
17                  governance practices that will allow the Board  
18                  to control without meddling. Direct their  
19                  efforts towards policies instead of operations.  
20                  Focus on long-term organizational outputs. And  
21                  powerfully delegate to the CEO and staff.

22                  I'd like to take a moment to thank our  
23                  Governance Committee on the leadership of  
24                  Dr. Martie Freihaut, who is the committee chair  
25                  and Colonel Steven Roberts, Dr. Jason Jaeger and

1 Dr. Cal Winkler. Please, let's do a big round  
2 of applause for them.

3 (Applause.)

4 DR. BOGHOSIAN: And forth, our stakeholder  
5 integration has been significantly intensified  
6 from regulatory, educational and academic  
7 communities. We've enhanced involvement and  
8 transparency in the exam development process by  
9 increasing the number of faculty and State Board  
10 Representatives invited to participate in our  
11 test development and standard setting  
12 committees.

13 Last year, 55 State Board Representatives  
14 from all five districts with our headquarters  
15 assisting in exam development. This represents  
16 a 300% increase in our State Board participation  
17 over previous years. And I know that many of  
18 those State Board members who have attended test  
19 committees in the room. So I'd like to  
20 recognize them. Also, please put your hands  
21 together for all those individuals who attended  
22 those test committees.

23 (Applause.)

24 DR. BOGHOSIAN: We ensure that every  
25 question that appeared on an NBCE exam was

1 reviewed and approved by faculty and/or State  
2 Board members. And continuing conversations  
3 with the colleges offering DCP programs have  
4 been notably expanded. We've formed an  
5 association of chiropractic colleges and an NBCE  
6 subcommittee that meets four times a year. By  
7 working closely with the ACC and gathering  
8 valuable feedback, the NBCE aims to enhance the  
9 quality of chiropractic education and improve  
10 outcomes for students, practitioners and the  
11 profession at large.

12 We've also been diligently working towards  
13 providing more transparency into our scoring  
14 processes. The Department of Psychometrics and  
15 Research produced a standard setting technical  
16 report for the global chiropractic community and  
17 professionals outlining the processes and  
18 procedures used by NBCE to develop our cut  
19 scores.

20 The report includes various sections.  
21 Such as, describing test development,  
22 reliability, and validation processes. And  
23 chiropractic college presidents expressed  
24 support and positive feedback on the standard  
25 setting technical report during the ACCRAC

1 conference last month.

2 I know Dr. David Wickes is here. And I  
3 know you can probably attest to that; is that  
4 correct?

5 DR. WICKES: That's right.

6 DR. BOGHOSIAN: That's right. Very good.

7 We're super excited about this. And we  
8 should all be proud because this is the first  
9 time NBCE has published such a report, which  
10 represents a significant milestone for both NBCE  
11 and the chiropractic profession.

12 So please join me one more time in  
13 recognizing Dr. Igor Himelfarb and the entire  
14 Psychometrics Department because -- because of  
15 their tireless effort in producing this report.

16 (Applause.)

17 DR. BOGHOSIAN: I'm already excited with  
18 all that we're able to achieve last year. As  
19 history has taught us, we'll have further  
20 challenges, especially in this post-COVID era.  
21 In fact, we've heard all weekend starting with  
22 Dr. Craig Little and Dr. Ian Coulter about the  
23 disruptions that are happening. So there are  
24 challenges ahead. Challenges such as the cost  
25 of examinations to chiropractic students;

1 challenges triggered by reforms in accreditation  
2 policies and their impact on competency-based  
3 examination models; challenges due to the  
4 reforms in education standards, such as  
5 transition to remote-distance teaching, and the  
6 learning experience of chiropractic students;  
7 and challenges regarding NBCE's continued  
8 relevance to State Licensing Boards.

9 And now to overcome these challenges we  
10 will need to leverage our collaborative spirit  
11 from all of our NBCE stakeholder groups to focus  
12 on a strategic plan that will be launched this  
13 year. The same collaborative spirit that  
14 brought leadership from all corners of the  
15 profession 60 years ago.

16 And now in order to shape our future, we  
17 will need widespread feedback from all of you,  
18 Delegates, Alternate Delegates, Licensing Board  
19 Members, College Presidents, College Faculty,  
20 Accrediting Agencies, and all those impacted by  
21 NBCE exams and products. And this plan will be  
22 derived from extensive data collection through  
23 quantitative and qualitative efforts, including  
24 national survey work, stakeholder interviews,  
25 and focus groups.

1                   And just as NBCE has shaped  
2                   standardization in our profession for the past  
3                   six decades, your input will shape our future  
4                   for decades ahead.

5                   I believe that every human being is in  
6                   pursuit of excellence. I believe that every  
7                   one of us want our tomorrow to be better than  
8                   today.

9                   I want to share his story today. In fact,  
10                  I was not planning on sharing it. And it's a  
11                  story that I've been very ashamed of talking  
12                  about until recent years. I know some of you  
13                  have heard this, but I know most of you have  
14                  not.

15                 My life experiences have forced me to  
16                 discovered principles and philosophies that led  
17                 me from the -- a childhood nightmare to the  
18                 American Dream, which liberated me from a land  
19                 that was filled with terror, tyranny and death  
20                 and brought me to America, the land of  
21                 opportunity, excellence and freedom.

22                 Just a few months after I turned seven, my  
23                 family and I were faced some challenges that I  
24                 will never forget. The country we were living  
25                 in at a time went through a regime change, where

1       our freedoms and liberties were robbed from us  
2       in what felt like an overnight event.

3               As Christians, we were prosecuted. Our  
4       family's wealth and assets were confiscated. My  
5       school was closed. Our church was shut down.  
6       And we were forced to convert into their  
7       philosophical and religious ideologies, or face  
8       torture, imprisonment, even death.

9               In fact, my father was in prison because  
10       he refused to compromise his principles. Things  
11       didn't get any better because the country we  
12       were living in at a time went to start -- went  
13       through a war and the city that we were at  
14       started getting bombed on a regular basis. And  
15       we lived under those circumstances for nearly  
16       six years.

17              One of those bombing campaigns, the house  
18       and neighborhood got destroyed, and killed the  
19       entire family. And that's when my mom decided  
20       to move us to the neighboring country, Turkey.  
21       And it wasn't any better there either. Because  
22       we were standing there, and we really  
23       desperately need some help. My mom knew that  
24       she could turn to the church because the church  
25       represented excellence to our family and her.



1                   So, finally, out of desperation, she  
2                   decided to write a letter in Armenian to Pope  
3                   John Paul, II, at the time. And somehow by a  
4                   grace of God that letter got translated. And  
5                   the Pope sponsored my family.

6                   And, finally, after a decade of  
7                   tribulations, when I was just -- when I just  
8                   turned 17, we ended up in Canada. And I  
9                   remember the customs agent asking my mom, what  
10                  do you have to declare? And my mom said, three  
11                  children and \$150 to our names.

12                  And although I do not wish this experience  
13                  that I had at such a young age on anyone, the  
14                  lessons learned from those years have been very  
15                  valuable and has taught me a lot about life and  
16                  service. So I'd like to share with you four  
17                  lessons that I feel like that'd be very relevant  
18                  as we look to the future of NBCE.

19                  See, my family, like most of your  
20                  families -- all your families has always been in  
21                  pursuit of excellence. And our road to  
22                  excellence was filled with challenges. In fact,  
23                  it took us nearly 10 years and having to go  
24                  through four different countries to finally  
25                  reach that place of excellence. But my mom and

1       dad took responsibility and took action. And my  
2       mom knew that she couldn't do this on my own --  
3       on her own. So she turned to the Pope and asked  
4       for help.

5               As I stand here before you, in my humble  
6       opinion, there is no difference between the NBCE  
7       family either, because our NBCE family and our  
8       pioneers have always been in pursuit of  
9       excellence. And our road to excellence has had  
10      its share of bumps and challenges in the past  
11      six decades. But we've had this collaborative  
12      spirit. We've always come together. We've come  
13      together and we've took action, and we've  
14      overcome the obstacles. And I know now that  
15      this family in here, we can rely on you and ask  
16      for your help, ask for your input, ask for your  
17      guidance, because I see everyone in this room  
18      has that -- has desire to make this organization  
19      better.

20             So we need your help. We need your help.  
21      And we need your input in our strategic plan.  
22      Because I know that you have the future, you  
23      have the power to shape the future of this  
24      incredible organization, and our beloved  
25      profession. Thank you for listening.

1                   And thank you for the opportunity to share  
2                   this message with you. Thank you.

3                   (Applause.)

4                   DR. BOGHOSIAN: Dr. Wayne Wolfson,  
5                   President of NCMIC has asked for a few minutes  
6                   of time.

7                   Dr. Wilson, I invite you to the podium.

8                   DR. WOLFSON: Thank you, Karlos. And  
9                   thank you all, the National Board family.

10                  We're really excited about NBCE now being  
11                  60 years old. There's so many milestones that  
12                  have been recently celebrated by the  
13                  chiropractic family. I think about Palmer's  
14                  125, I think about Clevelands, I think about our  
15                  75th anniversary, which we recently celebrated.  
16                  But this is really special. And it's certainly  
17                  special for me, having served on this Board and  
18                  watched the Board over the last 30 years and the  
19                  trials and tribulations that we've all been  
20                  through. But I know that the best is yet to  
21                  come. And I congratulate the entire NBCE family  
22                  on what you've done, and what I know will  
23                  continue to happen.

24                  So sincere congratulations on behalf of  
25                  our Board, our CEO Mike McCoy, and naturally

1 Louis Portelli, who's not here, who  
2 unfortunately can't travel, but he wishes and  
3 extends his best wishes to all. So sincere  
4 congratulations and he thank you.

5 (Applause.)

6 DR. BOGHOSIAN: Thank you, Dr. Wolfson.  
7 And truly, NCMIC, Dr. Sportelli, and your entire  
8 organization is true friend to NBCE. And we  
9 really appreciate that and appreciate the  
10 recognition.

11 Next we'll have the presentation of the  
12 Paul Tullio Award. As most of you know, we do  
13 not have a lot of awards at the NBCE. In fact,  
14 we mainly have one award, but it's truly an  
15 extremely important one. And all who have  
16 received it recognize what a great honor it is  
17 to be a Paul Tullio Award recipient.

18 Since the inception of this prestigious  
19 award, only a very limited number of special  
20 people are ever considered. And ever -- even  
21 fewer have been selected to receive it. And I'd  
22 like to invite Dr. Ouzts to the podium for the  
23 presentation of this award.

24 DR. OUZTS: Thank you, Dr. Boghosian.

25 It is truly my honor to present this

1 year's Paul M. Tullio Award for distinguished  
2 service to the National Board and to  
3 standardized testing.

4 This award recognizes an individual who  
5 embodies the values of vision, accountability,  
6 and leadership in chiropractic examination,  
7 development, administration, analysis and  
8 scoring. Paul Tullio, a dedicated member of  
9 this Board and committed leader, passed away in  
10 2000, leaving a legacy of excellence for the  
11 chiropractic profession.

12 He believed in building a strong testing  
13 organization worthy of the confidence placed in  
14 the NBCE by State Regulatory Boards and the  
15 public. Dr. Tullio's ultimate vision for the  
16 NBCE was to be innovative in development, and  
17 fiscally responsible in achieving our stated  
18 mission for standardized testing.

19 This year we honor a leader who emulates  
20 those high standards of integrity of Dr. Tullio  
21 with their professional and personal  
22 accomplishments. Serving with distinction on  
23 NBCE Test Development Committees, Part IV  
24 Administrations and their -- and also with their  
25 home board. A native of Texas and a graduate of

1 the University of Texas at Austin, and Texas  
2 Chiropractic College, he's the clinic director  
3 and owner of a chiropractic office, which now  
4 this year celebrates 98 years, four generations  
5 and a son.

6 This recipient has served as President of  
7 the Texas Board of Chiropractic Examiners since  
8 2016. He is the distinguished doctor for the  
9 Texas Department of Insurance, Division of  
10 Workers Compensation.

11 Additionally, he is an intern supervisor  
12 at Texas Christian University and a medical  
13 examiner for driver physicals at the Motor  
14 Vehicle Carrier Safety Administration. By now  
15 I'm sure you have figured out this year's winner  
16 is Dr. Mark Bronson.

17 (Applause.)

18 DR. OUZTS: Dr. Bronson is a long friend  
19 and supporter of the NBCE. He was part of the  
20 inaugural Part IV Administration in 1996 and  
21 continues to serve as the chief examiner at  
22 Part. He has also been a member of the Part III  
23 and Part IV Test Development Committees multiple  
24 times. Most recently participating in the Part  
25 IV Pilot Study, an item writing workshop just in

1           this past February.

2                     Dr. Bronson is devoted to and serves his  
3           community with involvement in the Rotary Club of  
4           Western Fort Worth, in the Boy Scouts of  
5           America, as the past troop chaplain.

6                     Dr. Bronson's passion and service for the  
7           chiropractic industry has spanned decades with  
8           membership in the American Chiropractic  
9           Association and Council on Chiropractic  
10          Orthopedics. He has provided guidance in the  
11          Texas Chiropractic Association as a past  
12          District President, State Director and Board  
13          Member and Department Coordinator for Scientific  
14          Affairs.

15                    Dr. Bronson's involvement and influence  
16          provides credibility for our industry, as he  
17          earns trust and respect daily from his  
18          colleagues, staff, patients in the local  
19          community.

20                    As Steve Jobs said, your work is going to  
21          fill a large portion of your life. The only way  
22          you will be truly satisfied is to do great work  
23          you believe in. The only way to do great work  
24          is to love what you do.

25                    Today we honor the dedication and support

1 of a highly regarded NBCE team member who loves  
2 what he does. Please join me once again in  
3 congratulating the 2023 Paul M. Tullio Award  
4 recipient from the great State of Texas,  
5 Dr. Mark Bronson.

6 (Applause.)

7 DR. BRONSON: Well, I'm -- I'm too shocked  
8 to cry. This is truly, truly an amazing  
9 recognition. I appreciate you, Dr. Ouzts,  
10 Dr. Boghosian, all my friends and colleagues  
11 associated with the National Board, everybody  
12 that I've worked with, for -- for so many years.  
13 Really, to be -- to be acknowledged and  
14 recognized is a special thing. It's very  
15 touching to my heart. And -- and I look back  
16 and I have absolutely no regrets on spending any  
17 of the days and any of the hours, which were  
18 many, in conserving this profession that I love,  
19 and this organization that I love, and have for  
20 a very long time.

21 I appreciate all of you for being here to  
22 clap for me. And, especially, those who have  
23 chosen to recognize me in this way. Thank you  
24 so much.

25 (Applause.)



1 DR. BOGHOSIAN: Congratulations one more  
2 time.

3 At this time we will recess for lunch and  
4 I invite of you to enjoy the meal that's been  
5 prepared for us. It's just that before we  
6 orally start, I ask that all Delegates and  
7 Alternate Delegates to report to your respective  
8 district registration tables at 1:15 p.m.

9 Lunch is now served. Enjoy lunch and Bon  
10 Appétit.

11 (Whereupon, a recess was taken.)

12 DR. BOGHOSIAN: I'm going to call the  
13 meeting to order in a moment here, but I do want  
14 to apologize. I failed to recognize the Chair  
15 of ACC, Dr. David Wickes. So, if you can,  
16 David -- Dr. Wickes, if you could stand up,  
17 please.

18 (Applause.)

19 DR. BOGHOSIAN: Good afternoon. And  
20 welcome back. The time is now 1:56. And I call  
21 the 2023 NBC Annual Meeting of Delegates to  
22 order.

23 Before we proceed further a few items of  
24 housekeeping. First, under the advisement of  
25 our Parliamentarian, I would like to remind

1 everyone that it is my duty to remain impartial  
2 and ensure fairness for all participants. To  
3 achieve this, I will not be engaging in debate  
4 during this meeting. And the rules of the  
5 debate will be strictly adhered to in order to  
6 ensure an orderly and productive meeting.

7 Second, for your reference and  
8 convenience, the proposed standing rules for the  
9 agenda, reports and other important information  
10 to be discussed during this meeting was uploaded  
11 to the Annual Meeting section of the NBCE  
12 website.

13 The first item of business is the report  
14 of the Credentials Committee. The Chair  
15 recognizes Dr. James Buchanan, NBC District I  
16 Director and Credentials Committee Chair.

17 DR. BUCHANAN: Thank you, Mr. President.

18 The number of delegates registered as  
19 present with the proper credentials is 39. I'll  
20 repeat that.

21 The number of delegates registered as  
22 present with proper credentials is 39.

23 The number of alternate delegates  
24 registered as present with proper credentials  
25 is 8.

1                   The number of votes for a simple majority  
2           is 20.

3                   The number of votes for a two-thirds  
4           majority is 26.

5                   Mr. President, this concludes my committee  
6           report. On behalf of the Credentials Committee,  
7           I moved the adoption of the report of the  
8           Credentials Committee. Thank you.

9                   DR. BOGHOSIAN: It is moved and seconded  
10          by the committee to adopt the report of the  
11          Credentials Committee.

12                  Is there any discussion? The question is  
13          on the adoption of the report of the Credentials  
14          Committee. Those in favor of adoption of the  
15          report, raise your "Yes" paddle.

16                  The affirmative has it and the report of  
17          the Credentials Committee is adopted.

18                  The next item of business is a  
19          presentation and adoption of the proposed  
20          standing rules. Is there any objection to  
21          adopting the proposed standing rules?

22                  Hearing no objection, the standing rules  
23          are adopted.

24                  The next item of business is the adoption  
25          of the agenda.

1                   Is there any objection to adopting the  
2                   proposed agenda?

3                   Hearing no objection, the agenda is  
4                   adopted.

5                   The next agenda item is approval of the  
6                   Minutes of the 2022 NBCE Annual Meeting of the  
7                   Delegates. The 2022 Minutes Advisory Committee  
8                   has reviewed the Annual Meeting minutes and  
9                   recommends that the Delegates approve the  
10                  minutes as written.

11                  Is there any objection to approving the  
12                  minutes as written?

13                  Hearing no objection, the 2022 NBCE Annual  
14                  Meetings Delegates Minutes are approved.

15                  The next agenda item is Approval of the  
16                  Minutes of the 2022 Special Meeting of Delegates  
17                  held in August 2022. The 2022 Special Meeting  
18                  of Delegates Minutes Advisory Committee has  
19                  reviewed the 2022 Special Meeting Minutes and  
20                  recommends that the delegates approve the  
21                  minutes of the special meeting as read -- as  
22                  written.

23                  Is there any objection to approving a  
24                  Special Meeting Minutes as written?

25                  Hearing no objection, the 2022 Special

1 Meeting -- Meeting of the Delegates minutes are  
2 approved.

3 The 2023 Minutes Advisory Committee  
4 members recommended by each District Director  
5 and appointed by the Presidents are: District  
6 I, Dr. Karen Braddock from Oregon; District II  
7 Dr. Richard Ottomeyer from Minnesota; District  
8 III, Dr. Andrew Riddle from Delaware; District  
9 IV, Dr. Ben Lurie from Nevada; and District V,  
10 Dr. Chris Outten from North Carolina.

11 The purpose of the committee is to review  
12 the 2023 Annual Meeting Minutes and make a  
13 recommendation for approval at the 2024 NBCE  
14 Annual Meeting of Delegates.

15 The chairperson will be elected from the  
16 five district delegates at a meeting to be  
17 scheduled in the fall. The Board secretary will  
18 serve on a committee as an ex-officio member.

19 Thank you those appointed for your  
20 willingness to serve on this committee. The  
21 next item of business is a Treasurer's Report.  
22 The Chair recognizes NBCE Treasurer, Dr. Martie  
23 Freihaut, to give the Treasurer's Report.

24 DR. FREIHAUT: Thank you, Dr. Boghosian.

25 Hello Delegates, Alternate Delegates and

1        guests. As Treasurer the National Board of  
2        Chiropractic Examiners, it is my duty to report  
3        the results of the National Board of  
4        Chiropractic Examiners 2022 Financial Audit.

5                A copy of the NBCE's is 2022 and 2021  
6        Independent Certified Public Accountant Audit  
7        has been posted in the NBCE's website. The CPAs  
8        audit report was presented to the Audit  
9        Committee and approved by the Board of Directors  
10       at our semi-annual meeting that took place  
11       earlier this week.

12               NBCE's 2022 Financial Audit was conducted  
13       in March 2023 by the independent accounting firm  
14       of Brock and Company, Certified Public  
15       Accountants. The independent auditor's letter  
16       of opinion affirms NBCE's financial statements  
17       present fairly and all material respects the  
18       financial position of the NBCE Board as of  
19       December 31, 2022.

20               To begin, the total revenues and gains for  
21       2022 were \$15,460,000. Our exam fee revenue  
22       decrease -- decreased by 2% from 2021 due to an  
23       overall decrease in the number of paid exams  
24       from 2021 to 2022.

25               Exam fees were not increased in 2021 or in

1           2022 and have not -- have only been increased  
2           one time over the past five years.

3           The next section of the Audited Financial  
4           Report pertains to our annual expenses and  
5           losses. Total expenses and losses for 2022 were  
6           \$13,665,000.

7           Employee compensation and benefits was our  
8           largest expense at just over \$4.7 million,  
9           followed by exam development and administration  
10          expenses at just under \$4.5 million.

11          I would like to bring your attention to  
12          the support to other organizations that was  
13          provided by NBCE in 2022 and totalled over  
14          one-million dollars. The support included a  
15          non-restricted \$200,000 donation to the  
16          Association of Chiropractic Colleges.

17          We also provided 874,000 of support to  
18          FCLB and another \$75,000 in financial assistance  
19          to other organizations within the chiropractic  
20          profession. These included grants to the ABCA,  
21          ACC, ChiroCongress, ICA, SACA, WFC, Women's  
22          Chiropractors, and Brighthall Incorporated.

23          We also gave four student essay award  
24          winners \$2,500 each.

25          Taking into consideration all the

1 operations and investment financial activity for  
2 2022, the consolidated change in net assets  
3 resulted in a negative change \$103,000. The  
4 total change in net assets consisted of a  
5 positive \$1.8 million change in operating  
6 activity, and a negative \$1.9 million change in  
7 investment activity.

8 Contributing to the net investment loss  
9 was almost \$3 million from realized and  
10 unrealized investment losses, while interest  
11 income earned over \$1 million.

12 Now looking at the organization's balance  
13 sheet. NBCE's consolidated total assets as of  
14 December 31, 2022 were \$44,850,000. Of this,  
15 current assets totaled \$7.7 million, property  
16 and equipment, net accumulated depreciation  
17 totaled \$5.1 million. And the Board designated  
18 investments including the building where FCLB  
19 offices are located where \$31.7 million.

20 The final figure to be discussed on the  
21 balance sheet is the section containing total  
22 liabilities and net assets.

23 At the end of 2022, NBCE's total  
24 liabilities and net assets are \$44,850,000.  
25 This is the same amount previously stated for



1 total assets confirming all accounts are in  
2 balance.

3 NBCE has relatively very little current  
4 and long-term liabilities. Only \$3.8 million  
5 which is almost entirely made up of future exam  
6 revenue from examinees applying for their exams  
7 at the end of 2022, which they plan to take in  
8 early 2023.

9 The total net assets were \$41,036,000,  
10 which represents the accumulation of net  
11 earnings and losses since NBCE was incorporated  
12 in 1963. All non-profits have earnings and  
13 losses. When possible, they'll place their  
14 earnings and savings and investment funds to be  
15 used for future growth and development and to  
16 provide financial stability in times of economic  
17 uncertainty.

18 In conclusion, I am pleased to report the  
19 NBCE Board Of Directors and the entire NBC  
20 staff, together with the support of many  
21 chiropractic colleges, have worked creatively  
22 and strategically to find economically feasible  
23 examination solutions that have allowed us  
24 deliver highly-functional and extremely-reliable  
25 state-of-the-art computerized Board exams for

1 the chiropractic profession.

2 Mr. President, that concludes my report.

3 DR. BOGHOSIAN: Thank you.

4 It is moved and seconded by the Board of  
5 Directors to accept the auditor's report. Is  
6 there any discussion?

7 The questions on acceptance of the  
8 auditor's report, those in favor accepting the  
9 report raise your "Yes" paddle.

10 The affirmative has it. And the auditor's  
11 report is accepted.

12 The next item of business is the Bylaws  
13 Committee Report. The Chair recognizes  
14 Dr. Jason Jaeger, NBCE District IV Board  
15 Director and Bylaws Committee Chair.

16 DR. JAEGER: Thank you, Mr. Chairman.

17 The Committee engaged an extensive review  
18 of the bylaws. And as Committee Chair, I'm  
19 excited to present you the delegate work of the  
20 Bylaws Committee.

21 The 2022/2023 Bylaws Committee is  
22 comprised of Dr. Jim Buchanan, Dr. LeRoy Otto,  
23 Dr. Gary DiBenedetto, Dr. Danita Heagy, and  
24 myself. We also had great assistance from our  
25 General Counsel, who provided expert legal

1        advice. And our Parliamentarian, who offered  
2        procedural insight, as well as our CEO who gave  
3        us a deep historical content.

4                Our president also helped in understanding  
5        the strategic connection of the bylaws to all of  
6        our other rules and policies. Members of the  
7        Policy Committee also contributed and provided  
8        valuable insight and unique perspective in this  
9        massive undertaking. The committee met weekly  
10       for five months. We scrutinized every word of  
11       the current bylaws and look for several items.

12               First, we looked to update areas of  
13       ambiguity and conflict. While subtle, these  
14       changes helped to truly clarify several areas in  
15       our governance that could have had multiple  
16       interpretations.

17               Second, we discussed ways to improve our  
18       roles in order to modernize our governance, and  
19       the committee tackled term limits, virtual  
20       meetings, notice of meetings, board operations,  
21       all to be ensure that the NBCE had a place to  
22       move forward.

23               Third, the committee looked to remove  
24       items from the bylaws that could be better  
25       suited in a policy manual. Those edits will

1 help to ensure the bylaws only contain what is  
2 necessary, and as a result, will reduce our need  
3 to constantly amend in the future.

4 Fourth, we review the entire text for  
5 grammar, consistency and flow. We want our  
6 Board Members and Delegates to not only read the  
7 rules but be able to understand them.

8 This final area truly refined our solid  
9 foundation for our governance framework.

10 If that sounded like a lot, it was. I  
11 could not be more pleased to report that through  
12 hundreds of hours of rigorous debate, and dozens  
13 of committee and one-on-one conversations, the  
14 committee has produced a draft that was adopted  
15 by the Board in February 2023.

16 We now bring this draft to you for  
17 ratification. For your convenience and review,  
18 a draft of the general revisions was uploaded to  
19 the Annual Meeting website, and then there was  
20 updated copies handed out today.

21 In essence, a general vision is a  
22 substitute one document for another. Since this  
23 was a complete rewrite, there was no ability to  
24 do a red line. But we shared with each of you  
25 the significant changes in each section. During

1 the question-and-answer period of my report, I'd  
2 be happy to answer any specific questions.

3 Delegates, per the NBCE bylaws, Article  
4 15, proposals to alter, amend, repeal or adopt  
5 new bylaws may be adopted by the Board and  
6 ratified by you, the Delegates.

7 Mr. Chair, with the proceeding and  
8 consideration, I conclude my committee report.  
9 And on behalf of the Board, I move that the  
10 general revisions of the NBCE general bylaws be  
11 ratified.

12 DR. BOGHOSIAN: It is moved and seconded  
13 by the Board of Directors that the general  
14 revisions of the NBCE bylaws be ratified. If  
15 ratified, this revision will replace the 2021  
16 NBCE bylaws and take effect upon the adjournment  
17 of this Annual Meeting of Delegates.

18 The majority in the affirmative is  
19 required to ratify the general revision of the  
20 NBCE bylaws. The Chair would like to remind all  
21 participants of the rules of the debate and that  
22 only the Delegates and Board Members will be  
23 recognized on this in violet.

24 Is there any discussion on ratification of  
25 the general revision of the NBCE bylaws?

1           The question is on the motion that the  
2           general revision of the NBCE bylaws be ratified.  
3           A majority in the affirmative is required to  
4           ratify the general revision of the NBCE bylaws.

5           Those in favor of the motion that the  
6           general revision of the NBCE bylaws be ratified,  
7           raise your "Yes" paddles.

8           The affirmative has it. And the general  
9           revision of the NBCE bylaws is ratified. The  
10          previously distributed bylaws will replace the  
11          2021 NBCE bylaws and take effect upon the  
12          adjournment this meeting.

13          The next item of business will be district  
14          caucusing. Per the bylaws, we will now ask the  
15          voting delegates from District III, IV and V to  
16          caucus. And for each district to nominate one  
17          of their members for the election as an NBCE  
18          District Director.

19          We will now recess for district caucuses.  
20          I'll ask that District III caucus, in that right  
21          corner there; IV right in the middle; and V,  
22          will be right there by the technology booth  
23          there.

24          And Mr. Adrian Stratton, will serve as  
25          teller for District III. So please join him in

1           that right corner there.

2                   Dr. Norman Ouzts for District IV. You're  
3 going to join him right in the center of the  
4 room.

5                   And Ms. Jennifer Semko for District V. So  
6 please join her in that left corner there.

7                   Each caucus will run a secret ballot  
8 election unless there is only one candidate.

9                   The time is now 2:13. And we shall  
10 reconvene on a call to the Chair.

11                   (Brief recess.)

12                   DR. BOGHOSIAN: Okay. I'll ask everyone  
13 to take your seats, please.

14                   Okay. The time is now 2:27. And I  
15 call this meeting back to order from recess.

16                   At this time we'll receive a caucus report  
17 from District III.

18                   District III, does your district have a  
19 nomination?

20                   DR. RIDDLE: Yes.

21                   DR. BOGHOSIAN: Please approach the  
22 microphone. State your name and the  
23 jurisdiction you represent.

24                   DR. RIDDLE: I'm Dr. Andrew Riddle from  
25 Delaware. District III nominates Dr. Gary

1           Dibenedetto from New York. Thank you.

2                   (Appause.)

3           DR. BOGHOSIAN: District III has nominated  
4           Dr. Gary Dibenedetto.

5                   All those in favor of electing  
6           Dr. Dibenedetto as District Director, raise your  
7           "Yes" paddle. Lower your yes paddles, please.

8                   Dr. Dibenedetto has majority and he's  
9           elected for a one-year term as District III  
10          director. Congratulations.

11                   (Appause.)

12          DR. BOGHOSIAN: At this time, we'll  
13          receive a caucus report from District IV.

14                  District IV, does you your district have a  
15          nomination? Please state your name and your  
16          jurisdiction.

17          DR. GUARINO: Hello. Dr. Richard Guarino,  
18          from Arizona, District IV, nominates Dr. Jason  
19          Jaeger.

20                  DR. BOGHOSIAN: District IV has nominated  
21          Dr. Jason Jaeger. All those in favor of  
22          electing Dr. Jaeger as District Director, raise  
23          your "Yes" paddle. Lower your yes paddles,  
24          please.

25                  Dr. Jaeger has the majority and is elected



1 for a three-year term as District IV Director.  
2 Congratulations, Dr. Jaeger.

3 (Applause.)

4 DR. BOGHOSIAN: At this time we'll receive  
5 a report from District V. District V, does your  
6 district have a nomination?

7 DR. ALPERT: Yes, we do. My name is  
8 Dr. Robert Alpert from Georgia. We unanimously  
9 nominated the Danita Heagy.

10 DR. BOGHOSIAN: Thank you, Dr. Alpert.  
11 District V has nominated Dr. Danita Heagy. All  
12 of those in favor of electing Dr. Danita Heagy  
13 as District Director, raise your "Yes" paddle.  
14 Lower your yes paddles.

15 Dr. Danita Heagy has the majority and is  
16 elected for a one-year term as District V  
17 Director. Congratulations.

18 (Applause.)

19 DR. BOGHOSIAN: I just would like to  
20 recognize one of our special delegates and  
21 someone who's served NBCE for so long. This  
22 gentleman is going to be determined by his  
23 board. And I just want to just give a special,  
24 special gratitude for your service. Dr. Rich  
25 Guarino from Arizona.

1 (Applause.)

2 DR. BOGHOSIAN: Is there any further  
3 business to be brought before the 2023 NBCE  
4 Annual Meeting of Delegates?

5 Well, thank you for your participation and  
6 engagement throughout this meeting. We'll  
7 conclude the 10th Annual Workshop National Board  
8 Day with an afternoon workshop, Ethics and  
9 Boundaries through the Board's Eyes, with  
10 Dr. Larry Spicer in the CORAL Ballroom. And, of  
11 course there's more to come as you know,  
12 tonight, this evening, join us for the Havana  
13 Casino Night. It's going to be at the Oceana  
14 Ballroom and buffet dinner begins at 6:00. I  
15 understand there's going to be some casino  
16 lights, some gambling possibly. So I'm looking  
17 forward to that. Tamara was telling me she's  
18 got her very special outfit. I think we're all  
19 supposed to have some nice outfits.

20 Also, please remember to wear your name  
21 badge and guest name badges because this is  
22 going to be your ticket to enter the event.

23 And please return your paddles upon  
24 leaving.

25 Thank you so much. Thank you for the

1 opportunity to chair over this meeting. And  
2 with no further business to come before the  
3 Delegates and without objection, the Chair will  
4 adjourn the 2023 National Board of Chiropractic  
5 Examiners Annual Meeting of Delegates.

6 Without objection, the meeting is  
7 adjourned. The time is now 2:32 p.m.

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9 (Thereupon, the meeting concluded at 2:32 p.m.)  
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## CERTIFICATE OF REPORTER


STATE OF FLORIDA )

COUNTY OF PALM BEACH )

I, Ruth Fongemie, Court Reporter, certify that I was authorized to and did report the foregoing proceedings; and that the foregoing Pages 4 through 50, inclusive, are a true and complete record of my notes.

I further certify that I am not a relative or employee of any of the parties, nor am I a relative or counsel connected with the parties' attorneys or counsel connected with the action, nor am I financially interested in the outcome of the action.

DATED this 15th day of May, 2023.

  
Ruth Fongemie