



NATIONAL BOARD OF CHIROPRACTIC EXAMINERS



CONSTRUCTING POSSIBILITIES

2025 ANNUAL REPORT



BUILDING THE
FUTURE OF TESTING
TO SUPPORT THE
CHIROPRACTIC
PROFESSION

2025 ANNUAL REPORT

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Leadership Insights

A Message from NBCE's President & CEO



Karlos Boghosian, D.C.
NBCE President & At-Large Director



Norman E. Ouzts, D.C.
NBCE Chief Executive Officer

DEAR COLLEAGUES AND PARTNERS

At the 2025 Annual Meeting, the National Board of Chiropractic Examiners (NBCE) introduced a theme that would guide the year: Constructing Possibilities: Building the Future of Testing to Support the Chiropractic Profession. Since then, that theme has moved from vision to reality. The progress reflected in this report demonstrates how thoughtful planning, collaboration, and stewardship translate possibility into lasting infrastructure and innovation and collectively benefit both the profession and the public we serve.

This commitment is most visible in the groundbreaking of NBCE's centralized Assessment Center in Greeley, Colorado. More than a facility, the center represents a decisive step in modernizing clinical skills assessment. For decades, the Part IV examination relied on many diverse, clinical education environments assembled across multiple campuses. The new center establishes a permanent, purpose-built simulation setting designed to provide one standardized experience, expanded testing opportunities, and an assessment model aligned with contemporary healthcare practice.

Alongside this investment, NBCE advanced a comprehensive redesign of the Part IV examination. Through pilot examinations and engagement with educators, regulators, and students, the remodeled and upscaled assessment emphasizes authentic patient encounters, clinical reasoning, communication, and documentation. This evolution reflects the realities of chiropractic practice and expectations for competency upon entry to practice.

Constructing the future of testing has also meant increased alignment across the profession. Throughout 2025, NBCE worked with chiropractic colleges, state licensing boards, faculty leaders, and students through webinars, campus discussions, and pilot experiences. These collaborations ensured modernization proceeded with transparency and shared ownership and reinforced the integrity and relevance of NBCE examinations.

NBCE also strengthened its role as a research- and thought-leader in professional assessment. The *Practice Analysis of Chiropractic 2025* provided a comprehensive portrait of chiropractic practice in the United States, informing examination content and offering insight to educators, policymakers, and the public. Our expanding research and professional presentations further demonstrate NBCE's commitment to rigorous, practice-informed assessment and licensure.

These advancements were made possible through NBCE's stewardship as a nonprofit organization serving the profession. Responsible financial planning enabled investment in major initiatives—including the Assessment Center—without incurring debt or increasing examination fees. Resources generated through NBCE operations are reinvested into examination quality, research, and initiatives that strengthen chiropractic education and regulation.

Looking ahead, the theme of Constructing Possibilities continues to guide strategic exploration. NBCE and the Federation of Chiropractic Licensing Boards (FCLB) are evaluating the potential to unite under a shared governance structure, reflecting a vision of coordinated licensure and regulation that supports state boards and strengthens public confidence.

Licensure is more than an examination; it is the profession's promise to the public that those who enter practice are prepared, competent, and worthy of trust. The work described in these pages reflects NBCE's dedication to fulfilling that promise by building systems and assessments that serve present and future generations of Doctors of Chiropractic.

We are grateful to be constructing this future with you, guided by shared responsibility and a common vision. Thank you for walking this path with us as we build what comes next for the chiropractic profession.

KARLOS BOGHOSIAN, D.C.

NORMAN E. OUZTS, D.C.

Our Mission

Guiding Advancement and Learning in 2025

The National Board of Chiropractic Examiners (NBCE) is committed to ensuring professional competency and public safety through excellence in testing. In 2025, we made significant advancements that exemplify this mission, positioning the chiropractic profession for continued growth and success.



Expanding Access to Computer-Based Testing



Redesigning Part IV to Reflect Real-World Practice



Strengthening Global Standards with the International Test of Competence



Developing the Chiropractic Education Readiness Assessment

MISSION

Ensuring professional competency and public safety through excellence in testing.

PURPOSE

To strengthen public confidence in the profession and its vital contribution to lifelong well-being.

VISION

Doctors of Chiropractic are universally regarded as highly qualified, competent professionals.

VALUES

LIFELONG LEARNING | INTEGRITY | FAIRNESS | TRANSPARENCY | ACCOUNTABILITY

Our Leadership

A strong and visionary governance structure is the foundation of the National Board of Chiropractic Examiners (NBCE).

BOARD OF DIRECTORS



Karlos Boghosian, D.C.
NBCE President & At-Large Director



Jason Jaeger, D.C.
NBCE Vice President/District IV Director



Margaret Freihaut, D.C.
NBCE Treasurer & District II Director



Carol Winkler, D.C.
NBCE Secretary & At-Large Director



James Buchanan, D.C., M.S.
District I Director



Gary DiBenedetto, D.C.
District III Director



Danita Thomas Heagy, D.C.
District V Director



Karen Campion, D.C.
At-Large Director



Steven C. Roberts, J.D., LL.M.
At-Large Director



Robert Daschner, D.C.
FCLB Appointment



Lisa Kouzes, D.C.
FCLB Appointment

EXECUTIVE TEAM



Norman E. Ouzts, D.C.
Chief Executive Officer



Melissa Stockberger, C.P.A., M.S.
Chief Financial Officer



Bruce L. Shotts, D.C.
Vice President of Testing



Tamara Sterling, M.B.A.
Vice President of Administration



Our Stakeholders

COLLEGES

PART IV WEBINARS

The goal of the new National Board of Chiropractic Examiners (NBCE) Part IV Exam is to improve efficiency and better simulate real-world patient encounters while maintaining the fairness, reliability, and validity of the exam, all while providing more testing opportunities for examinees. An integral part of preparing stakeholders for the change is disseminating information to leadership and faculty from Doctor of Chiropractic Programs, State Boards, and students. On June 23, 2025, and November 5, 2025, the “What’s Changing in Part IV” webinars were hosted by the NBCE Executive Team.

Each webinar provided a comprehensive overview of the new Part IV Exam experience. The content reviewed technique stations and testable content areas, grading domains, exam construction and timing, frequently asked questions, provided updates on the new technology being implemented, and the process for exam application and arranging travel.

Key webinar takeaways included substantially increased scheduling flexibility, providing students resources before exam day for confidence and clarity, supporting logistics at the new facility, and providing continued fair, consistent scoring for each student’s path to licensure. A recording of the webinar is [here](#).

DCP CALLS OVERVIEW

As NBCE prepares to implement the upcoming changes to the new NBCE Part IV Examination in 2026, our Part IV Executive Team participated in one-on-one calls with our chiropractic college partners. During a series of dedicated one-hour sessions with representatives from each institution, NBCE reviewed Part IV changes, answered questions, and addressed concerns. Gaining insight from leaders in clinical education was invaluable and ensured each faculty member was confident and fully prepared to support students during the transition. Over 60 academic professionals from 18 Doctor of Chiropractic Programs (DCP) across the United States and Puerto Rico participated.



STUDENTS

NBCE is committed to preparing students for licensure. Education should do more than transmit knowledge. It should equip the next generation to thrive in a changing world, investing not only in individual success, but also in a skilled, resilient, and innovative society. This is why the changes coming to the 2026 Part IV Exam have been the highest priority. NBCE enhancements to the testing experience will deliver realistic, real-world patient encounters and the standard healthcare documentation method of writing **S**ubjective, **O**bjective, **A**ssessment, **P**lan (SOAP) notes.

Communication regarding the exam changes has been consistent and robust throughout 2025. Students from five national student organizations and representatives from eight chiropractic colleges were introduced to the proposed Part IV Exam changes for 2026 during the 2025 NBCE Student Leadership Forum at our headquarters in Greeley, Colorado. Two webinars were presented to students,

DCP faculty and leadership, and State Boards in June and November. Working with our partners at the University of North Texas Health Sciences Center in Fort Worth, Texas, NBCE recruited students from Parker University in Dallas to participate in two Part IV pilot exams during 2025, providing students the opportunity to personally experience the new exam and provide feedback.

During the fourth quarter of 2025, NBCE debuted the Student Countdown Navigation page on its website. This custom page supplies students with a comprehensive overview of the transition timeline, videos of the Part IV pilots with student reviews, and steps and tips for signing up for either the new exam format (beginning April 10, 2026) or the original version administered at campus locations for the final time in May 2026.

Advancing Testing

PART IV PILOT EXAMS

Two Part IV pilot exams were conducted in 2025, providing students the opportunity to experience the new exam format and provide feedback. The second pilot at the University of North Texas Health Sciences Center consisted of initial patient training and examiner orientation. Meetings were also held on the Parker University campus for students interested in participating in the pilot examination. Several faculty members also attended these meetings, and the new format and expectations were presented. Final training was completed March 26-28, 2025, with the pilot taking place on March 29. A total of 15 examinees participated.

The third pilot at the University of North Texas Health Sciences Center was conducted on September 6, 2025, with initial pilot training on August 7-8, 2025, and final pilot training and examiner orientation on September 4-5, 2025. A total of 16 examinees participated. The updated format prioritizes real-world patient encounters, emphasizing critical thinking and hands-on clinical decision-making, assessing examinees in five key competency areas:

- Patient Evaluation
- Patient Examination
- Clinical Decision-Making and Case Management
- Interpersonal and Communication Skills
- Documentation

Following the pilot examinations at UNT and additional follow up with our pilot graders, the rubric underwent some minor adjustments in verbiage but remained essentially the same. The rubric was finalized in the fall. Pilot exam graders found the rubrics easy to understand and had very little difficulty in assigning a domain score for the examinees. Most changes that occurred following pilot exams were regarding information relayed to examinees during orientation as well as determining what information will be provided prior to the examination moving forward. The focus groups with students following pilot exams were highly informative; overall, student participants were very positive regarding both the testing format and the experience as a whole.



PRACTICE ANALYSIS OF CHIROPRACTIC 2025

The *Practice Analysis of Chiropractic 2025* contains a project report, survey analysis, and summary of chiropractic practice in the United States. Published by the National Board of Chiropractic Examiners (NBCE) and released in April 2025, the report summarizes responses from chiropractic practitioners in all 50 states, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, and other U.S. territories.

The *Practice Analysis* provides legislators, insurance companies, educators, and the general public with an overview of the chiropractic field and its effectiveness as a healthcare profession.

Comprehensively, these analyses and summaries of the chiropractic profession help determine the content of NBCE's licensure exams.

Doctors of Chiropractic were invited to take the survey online, with all graduates of chiropractic programs also encouraged to provide input. Survey respondents reported information on their daily tasks and professional responsibilities. The survey included questions about the types of conditions doctors see in their practices and the frequency and management of those conditions.

2025 marks the seventh survey of U.S. Doctors of Chiropractic, which is conducted by the NBCE approximately every five years.



PRACTICE ANALYSIS OF CHIROPRACTIC 2025

[DOWNLOAD](#)

A PROJECT REPORT, SURVEY ANALYSIS, AND SUMMARY OF THE
PRACTICE OF CHIROPRACTIC WITHIN THE UNITED STATES

PRODUCED BY THE
NATIONAL BOARD OF CHIROPRACTIC EXAMINERS | NBCE.ORG





Assessment Center

Groundbreaking for the new NBCE centralized Assessment Center in Greeley, Colorado, took place on February 28, 2025.

This monumental step transitions the administration of the Part IV Exam twice a year at multiple chiropractic colleges across the country to 48 weeks a year at one centralized testing facility. Frequency of offerings at a central location will expedite the licensure journey for students.

OPERATIONS

Since 1996 when the Part IV practical exam was established, approximately 1280 people across multiple college campus locations gathered to perform the necessary roles and functions over a two-day period, twice each year. Coordination with each campus testing site to facilitate use of location amenities, security, parking, and IT was also required. A centralized Assessment Center ensures a standardized environment and increases testing opportunities with reduced cohort sizes, resulting in long-term cost control and efficiency.

HIRING

When determining the hiring criteria for roles, scheduling and operational needs, facility operation demands, and possible changes to current positions ascertained

during pilot tests were considered. Approximately 115 individuals will be required on an “as needed” basis: test center administrators, examiners, standardized patients, technique patients, simulation control coordinators, and shuttle drivers. There will be two full-time standardized patient educators. This structure allows for more efficient utilization of resources to better manage variable costs and will deliver a consistent, higher-quality exam experience for examinees.

SCHEDULING TOOLS

Reliable, flexible, and secure scheduling tools minimize conflicts, avoid missed deadlines, boost productivity, and help ensure time and resources are used efficiently. These are the resource scheduling tools in use at the assessment center:

Learning Builder: NBCE online account portal for examinees to:

- Submit an Exam Application (apply + receive approvals + pay + schedule)
- Request ADA test accommodations
- View exam appointment information
- View exam scores
- Update personal information
- View payment history
- Order transcripts

TimeTap: Allows examinees to choose when to schedule their exam up to nine months in advance, which then populates seamlessly into their NBCE online account.

TransLoc: Offers examinees fixed route and on-demand transportation reservations for the NBCE shuttles. Services are provided to and from Denver International Airport (DIA) to NBCE's preferred hotel in Greeley, Colorado, which is located across the street from the Assessment Center. Shuttles will run routes between the hotel and the Assessment Center on test days. These transportation services are offered at no charge by NBCE to all Part IV examinees.

TECHNICAL ENHANCEMENTS

The Part IV Assessment Center is a 20-room clinical simulation facility equipped with a comprehensive A/V recording and management system to capture and evaluate examinee performance during high-stakes practical examinations.

Primary Technology Vendor: Education Management Solutions (EMS) is providing the core simulation technology platform, SIMULATIONiQ Enterprise. This is the same system used at major medical schools and health science centers nationwide.

A/V Recording Infrastructure: Each of the 20 exam rooms is outfitted with three PTZ (pan, tilt, zoom) IP cameras and a dedicated microphone to capture encounters from multiple angles—60 PTZ cameras and 20 microphones across the exam wings alone. Corridor monitoring adds another nine cameras for hallway traffic during exam sessions. All audio and video route to a centralized A/V rack room, where five DVCS encoder servers process and store recordings with UPS protected redundancy.

Control Room: A dedicated control room with two operator workstations allows staff to monitor all camera feeds in real time, control PTZ positioning, schedule recording sessions, and make live paging announcements to any room or zone.

Cloud and Enterprise Services: SIMULATIONiQ Enterprise Cloud provides scheduling, curriculum

management, SP (standardized patient) training coordination, assessment tools, and reporting accessible from any authorized device. Single Sign-On (SSO) integration ties into NBCE existing authentication infrastructure.

Supporting Spaces: In addition to 20 exam rooms, there are two training rooms with recording capability, a 10-workstation computer training room with streaming headsets and A/V viewer software, examinee orientation and debriefing rooms with presentation systems, and a board observation room for VIP viewing.

Network Connectivity: The Assessment Center will operate on a dedicated 2-Gigabit ALLO fiber circuit, separate from our main administration building, with Starlink satellite as backup to ensure zero downtime during exam administrations.

YEAR-ROUND OPERATIONS

Every year, over 3000 examinees schedule their Part IV Exam. The comprehensive redesign of Part IV offers examinees the following benefits:

Centralized location: Standardized state-of-the-art environment

More testing opportunities: Two annual options increased to 48 weeks per year

Efficient structure: Reduces the current 25-station format to eight patient encounter stations

Enhanced assessment tools: Video recording at all patient encounter stations

- Quality testing experience – consistent execution and training of staff by NBCE
- Travel discounts with multiple airlines, including complementary travel insurance provided by NBCE
- Preferred rates at selected hotel(s)

Complementary shuttle service: Transport to and from airport, hotel, and AssessmentCenter multiple times per day

Cost effective: No increase in exam cost in 2026

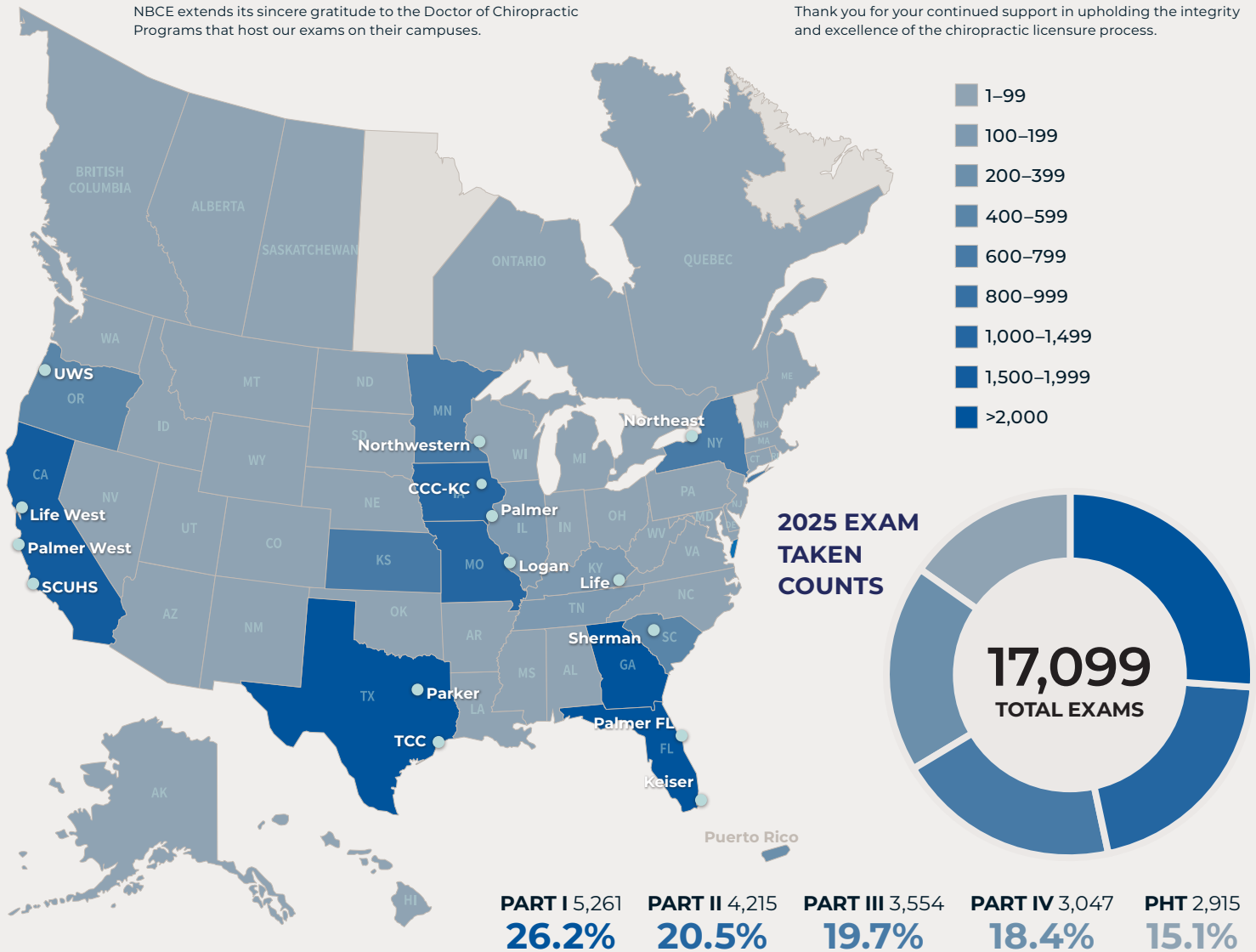
For up-to-date information regarding the Part IV Exam transition, visit the News section at NBCE.org and look for the “Advancement and Development Project” tab.

2025 by the Numbers

Examination Data per State/Province and Country

NBCE extends its sincere gratitude to the Doctor of Chiropractic Programs that host our exams on their campuses.

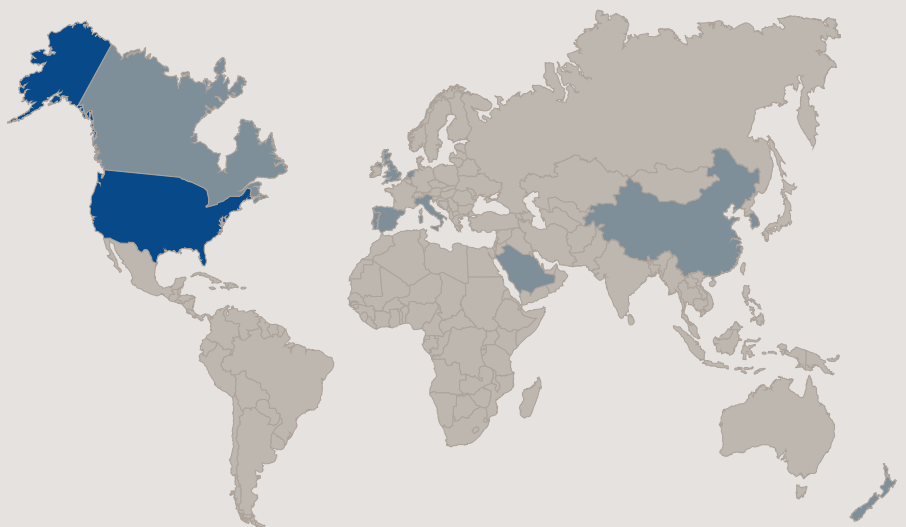
Thank you for your continued support in upholding the integrity and excellence of the chiropractic licensure process.



* Does not include exams delivered with test accommodations or canceled exams.

INTERNATIONAL EXAMS

EXAM	TA EXCL. COUNT	TA INCL. COUNT
CAN	61	68
CHN	3	3
ESP	3	3
GBR	2	2
ITA	2	2
NLD	3	3
NZL	2	2
PRT	1	1
SAU	1	1
SGP	1	1





FEBRUARY

PART IV Advancement and Development Item Writing Workshop



MARCH

PART III and **PHYSIOTHERAPY** Test Development Committee



APRIL

PART II Test Development Committee



JUNE

PART IV Test Development Committee



SEPTEMBER

PART I Test Development Committee and **CERA** Standard Setting Workshop

TESTING COMMITTEES

NBCE relies on the participation of key stakeholders in the development of exams. Each year, Doctor of Chiropractic Programs' faculty and regulators from state chiropractic licensing boards play a critical role in ensuring that NBCE assessments accurately measure the competencies necessary for safe and effective chiropractic practice.

NBCE extends its appreciation to the Doctor of Chiropractic Programs that participated in test committees to help develop our pre-licensure exams. Faculty and subject matter experts from these institutions play a vital role in shaping exam content by contributing their expertise, reviewing test items, and ensuring that assessments accurately reflect the competencies required for chiropractic practice. Their direct involvement helps maintain the fairness, validity, and relevance of our exams, ultimately strengthening the licensure process and the profession as a whole. We are grateful for the dedication of these institutions and their faculty in advancing chiropractic assessment.

Canadian Memorial Chiropractic College
 Cleveland University – Kansas City
 D'Youville University
 Keiser University
 Life Chiropractic College West
 Life University
 Logan University
 National University of Health Sciences
 Northwestern Health Sciences University

Palmer College of Chiropractic – Florida
 Palmer College of Chiropractic – Iowa
 Parker University
 Sherman College of Chiropractic
 Southern California University of Health Sciences
 Texas Chiropractic College
 Universidad Central del Caribe
 University of Bridgeport
 University of Western States

NBCE appreciates the state chiropractic licensing boards that participated in test committees to support the development of our pre-licensure exams. Regulators from these boards play a critical role in ensuring that NBCE assessments accurately measure the competencies necessary for safe and effective chiropractic practice. By upholding regulatory standards and providing essential insights, they help ensure that licensure candidates are fully prepared to serve the public. Their commitment to protecting patients and maintaining the integrity of the licensure process is invaluable, and we thank these boards for their dedication to advancing the profession.

Alabama	Hawaii	Michigan	North Dakota	Tennessee	West Virginia
Arizona	Idaho	Minnesota	Ohio	Texas	
California	Illinois	Mississippi	Oklahoma	Utah	
Delaware	Kentucky	Nebraska	Oregon	Virginia	
Florida	Louisiana	New Mexico	Pennsylvania	Washington	
Georgia	Maryland	North Carolina	South Carolina	Washington, D.C.	

Launching the New Part IV Exam

NBCE modernization of the Part IV Exam focuses on enhancing fairness, reliability, and validity while improving the testing experience for examinees. Feedback from students and examiners during the three pilot exams conducted was overwhelmingly positive and indicated the new Part IV Exam format successfully incorporates real-world clinical decision-making more effectively than the current model.

The updated Part IV Exam includes seven case management stations and a chiropractic technique station. Examinees are assessed in five key competency areas at case management stations:

- Patient Evaluation
- Patient Examination
- Clinical Decision-Making and Case Management
- Interpersonal and Communications Skills
- Documentation

At the chiropractic technique station, examinees perform 10 adjustment setups during a 14-minute patient encounter. Each encounter is recorded using three PTZ (pan/tilt/zoom) IP cameras and a dedicated microphone, providing the ability to capture every encounter from multiple angles and ensuring accurate and consistent evaluations.

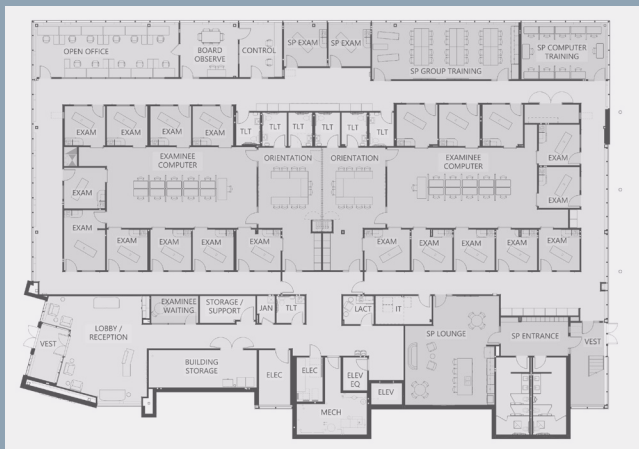
This comprehensive project is designed to produce enduring impact for the chiropractic profession. Due to its duration and complexity, the project required sustained planning, coordination, and oversight, including consistent communication and interaction with all stakeholders.

These collaborations included:

- Multiple, successfully executed pilot exams and orientation videos with adjustments and revisions made as process improvements emerged

- Focus groups with DCP leadership and faculty, State Boards, chiropractic educators, and other chiropractic organizations, including the Association of Chiropractic Colleges
- On-campus visits with institutional leadership
- Conference calls with DCP clinic directors
- Multiple webinars for State Boards, college faculty, and students
- Multiple social media campaigns
- Email updates to DCP leadership and students
- Creating and promoting a webpage with information/tools/assets to assist college leadership in effectively communicating the exam changes
- Creating and promoting a student countdown webpage with a timeline of the transition and steps for taking the new Part IV Exam
- Vision, plans, approval, and construction oversight of the centralized Assessment Center
- Creating, updating, and promoting a comprehensive 'Advancement and Development Project' [webpage](#) made available throughout the transition process

NBCE's Board of Directors and the Executive Leadership Team chose to make both versions of the Part IV Exam available for the first half of 2026. On December 9, 2025, Part IV applications opened for both the current version of the exam with the final on-site administration at campus locations in May 2026. The first exam with the new format will be held at the new centralized Assessment Center on April 10, 2026.



Contributions to the Profession

PUBLICATIONS

Himelfarb, I., Johnson, C. D., Green, B. N., & Bond, G. D. (2025). *Practice Analysis of Chiropractic 2025*. National Board of Chiropractic Examiners.

Himelfarb, I., Stark, T., Engelson, M., Petrie, C., & Morales, V. (2025). *Evaluation of the alignment between NBCE exams, chiropractic curricula and CCE meta-competencies: A qualitative study* [Manuscript submitted for review]. *Journal of Chiropractic Humanities*.

Himelfarb, I., Wang, B., Tang, N.-E., & Karbaschi, S. (2025). *Evaluating ethical competence after misconduct: Evidence from the EBAS assessment tool* [Manuscript submitted for review]. *Ethics & Behavior*.

Johnson, C. D., Green, B. N., Amarin-Woods, L., Byfield, D., Crespo-Rivera, W., Dewhurst, P., ... & Himelfarb, I. (2025). *Program standards and student competencies among global chiropractic accreditation agencies: A content analysis*. *BMC Medical Education*, 25(1), 1473.

Paik, J. H., Himelfarb, I., Yoo, S. H., Lee, J. T., & Ha, H. (2025). *The role of students' reporting of emotional experiences in mathematics achievement: Results from an e-learning platform*. *Social and Emotional Learning: Research, Practice, and Policy*, 6(100140).

Zoucha, J., Himelfarb, I., & Tang, N. E. (2025). *Using Deep Reinforcement Learning to Decide Test Length*. *Educational and Psychological Measurement*, 85(5), 882-909.

Zoucha, J., Himelfarb, I., & Tang, N. E. (2025). *Item Classification by Difficulty Using Functional Principal Component Clustering and Neural Networks*. *Educational and Psychological Measurement*, 85(3), 429-457.

PRESENTATION:

National Council on Measurement in Education (NCME):

Tang, N., & Himelfarb, I. (2025, April 23-26). *Analyzing the dimensional structure of OSCEs with a multidimensional IRT model* [Conference presentation]. National Council on Measurement in Education Annual Conference, Denver, CO, United States.

Tsai, C., Estrada, S., Fulmore, J., & Tang, N. (2025, April 23-26). *The effect of rating scale length on dimensional structure: A network approach* [Conference presentation]. National Council on Measurement in Education Annual Conference, Denver, CO, United States.

International Psychometric Society (IMPS):

Tang, N., & Himelfarb, I. (2025, July 15-18). *Developing OSCE examinee score reports using the latent space*

item response model [Conference presentation].

International Meeting of Psychometric Society, Minneapolis, MN, United States.

ACC-RAC:

Himelfarb, I., Gow, A. R., & Shotts, B. L. (2025, March 20-22). *The evolution of scoring in the centralized Part IV chiropractic exam*. Paper presented at the Association of Chiropractic Colleges Research Agenda Conference (ACC-RAC), New Orleans, LA.

Himelfarb, I., & Shotts, B. L. (2025, March 20-22). *Evaluating the impact of the new CBT scoring format: A comparative analysis of student performance and pass rate*. Paper presented at the Association of Chiropractic Colleges Research Agenda Conference (ACC-RAC), New Orleans, LA.

Himelfarb, I., Stark, T., Engelson, M., Petrie, C., & Morales, V. (2025, March 20-22). *Alignment between NBCE exams, chiropractic curricula and CCE meta-competencies: A qualitative study*. Paper presented at the Association of Chiropractic Colleges Research Agenda Conference (ACC-RAC), New Orleans, LA.

World Federation of Chiropractic (WFC):

Himelfarb, I., Shotts, B. L., & Ouzts, N. E. (2025, May 7-10). *Predictors of annual adjusted gross income among U.S. chiropractors: Insights from the Practice Analysis of Chiropractic 2025*. Paper presented at the 17th World Federation of Chiropractic Biennial Congress (WFC 2025), Copenhagen, Denmark.

Himelfarb, I., & Tang, N. E. (2025, May 7-10). *Profiling U.S. chiropractors: A latent class analysis of practice behaviors and integration of evidence-based methods*. Poster presented at the 17th World Federation of Chiropractic Biennial Congress (WFC 2025), Copenhagen, Denmark.

Ouzts, N. E., Himelfarb, I., & Shotts, B. L. (2025, May 7-10). *Development of the Chiropractic Educational Readiness Assessment: A comprehensive approach to student success*. Poster presented at the 17th World Federation of Chiropractic Biennial Congress (WFC 2025), Copenhagen, Denmark.

SOLAR-LAK25:

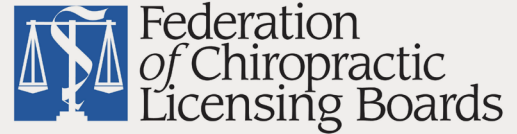
Paik, J. H., Himelfarb, I., Yoo, S. H., Lee, J. T., Ha, H., & Park, Y. (2025, March 3-7). *Predictive models for analyzing relationships among elementary students' social, emotional, academic, and engagement dimensions over time using online data*. Paper presented at the 15th International Conference on Learning Analytics & Knowledge (LAK25), Society for Learning Analytics Research (SoLAR), Dublin, Ireland.



Dr. Robert Daschner
FCLB President



Karlos Boghosian, D.C.
NBCE President



NBCE/FCLB: Proposal to Combine

The Federation of Chiropractic Licensing Boards (FCLB) and National Board of Chiropractic Examiners (NBCE) began discussions about the potential of joining together to form a single organization. The Boards of Directors of both organizations unanimously voted to approve exploring this possibility. A working group comprised of representatives from both Boards was formed to evaluate the details of this potential combination with input from attorneys for both the FCLB and NBCE.

This potential change requires final approval of the Boards of Directors of both organizations

and the regulatory boards that comprise FCLB members and NBCE voting delegates. If the plan to combine the organizations moves forward, it will be presented to the Boards of Directors for approval in the first quarter of 2026. In preparation for the vote, FCLB and NBCE kept regulatory boards up to date and received input via periodic town hall meetings and other communications. The organizations will also provide periodic public updates to the broader chiropractic community as discussions develop through ongoing updates to a [webpage](#), emails, and other direct communication.

FCLB/NBCE Combining of Orgs Information

[click here](#)



The NBCE's Nonprofit Structure Explained

The National Board of Chiropractic Examiners (NBCE) is structured as a nonprofit organization, a designation that reflects both its mission and how it operates financially. Unlike for-profit organizations, the NBCE does not exist to generate earnings for owners or shareholders. Instead, its primary purpose is to serve the chiropractic profession by developing and administering valid, reliable licensing examinations.

As a nonprofit, the NBCE does not distribute profits to owners or shareholders. However, like many well-managed nonprofit organizations, it does aim to generate annual operating surpluses. These surpluses are intentional and prudent; they allow the organization to maintain financial stability, invest in long-term initiatives, and protect against unexpected disruptions without compromising exam quality or increasing costs to examinees.

A portion of the NBCE's reserves is held in investment accounts under a Board-approved investment policy. Any investment earnings are used to support the mission and help promote long-term financial sustainability and fee stability while prioritizing capital preservation. The reserve account serves as a financial safeguard and a planning tool, ensuring continuity of operations and supporting major investments over time. Notably, these reserves have recently allowed the NBCE to fund the development and construction of its new Assessment Center without taking on debt, avoiding interest costs, and supporting long-term financial flexibility.

Operating surpluses are also reinvested directly into activities that support the chiropractic profession and NBCE's mission. This includes ongoing improvements to examination quality, research and innovation in assessment, technology modernization, and financial support for initiatives and organizations that advance professional standards, education, and public protection. In this way, revenue generated by the NBCE is returned to the profession it serves rather than being used or extracted for private gain.

The nonprofit model supports independence. Because the NBCE does not answer to investors or profit-driven ownership interests, it can focus on maintaining consistent national standards rather than maximizing volume or revenue. Examination decisions are driven by evidence-based practice, licensure requirements, and patient safety, rather than by market incentives. This structure helps protect the integrity of the testing process and supports fairness across jurisdictions.

In an era when many credentialing activities are increasingly commercialized, the NBCE's nonprofit status underscores its commitment to stewardship rather than profit. Revenue is used to sustain operations and improve quality, not as an end. This allows the organization to remain focused on its mission of supporting the chiropractic profession and protecting the public through reliable licensing examinations.





THE NATIONAL BOARD OF CHIROPRACTIC EXAMINERS AND SUBSIDIARY

Consolidated Financial Statements and Supplementary Information

DECEMBER 31, 2025 AND 2024



BROCK AND COMPANY, CPAS, PC

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**National Board of
Chiropractic Examiners
and Subsidiary**

**Consolidated Financial Statements
and Supplementary Information**

December 31, 2025 and 2024

National Board of Chiropractic Examiners and Subsidiary

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Independent Auditor's Report

Board of Directors
National Board of Chiropractic Examiners and Subsidiary
Greeley, Colorado

Opinion

We have audited the accompanying consolidated financial statements of the National Board of Chiropractic Examiners and Subsidiary, which comprise the consolidated statements of financial position as of December 31, 2025 and 2024, and the related consolidated statements of activities and net assets, functional expenses, and cash flows for the years then ended, and related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of National Board of Chiropractic Examiners and Subsidiary as of December 31, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of National Board of Chiropractic Examiners and Subsidiary and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about National Board of Chiropractic Examiners and Subsidiary's ability to continue as a going concern for one year after the date that the consolidated financial statements are issued.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

Independent Auditor's Report (continued)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of National Board of Chiropractic Examiners and Subsidiary's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about National Board of Chiropractic Examiners and Subsidiary's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control–related matters that we identified during the audit.

Supplementary Information

Our audits of the consolidated financial statements were conducted for the purpose of forming an opinion on those statements as a whole. The supplementary information presented on page 23 of this report is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audits of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

Brock and Company, CPAs, P.C.

Certified Public Accountants

Fort Collins, Colorado
April 2, 2026

National Board of Chiropractic Examiners and Subsidiary

Consolidated Statements of Financial Position

December 31	2025	2024
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 7,371,294	\$ 8,635,565
Receivables	22,573	3,504
Prepaid expenses and other current assets	816,355	440,013
Total current assets	<u>8,210,222</u>	<u>9,079,082</u>
Property and Equipment, at cost		
Land and improvements	2,044,458	2,044,458
Buildings and improvements	6,405,680	6,429,547
Office furniture and equipment	982,050	1,417,402
Vehicles	72,625	72,625
Right-of-use finance lease assets	21,721	27,379
Artwork and decorations	81,280	81,280
Construction in progress	10,101,925	83,219
	<u>19,709,739</u>	<u>10,155,910</u>
Less accumulated depreciation	(5,145,331)	(5,419,633)
Net property and equipment	<u>14,564,408</u>	<u>4,736,277</u>
Other Long-Term Assets		
Software, net of accumulated amortization, of \$783,202 and \$779,304 respectively	529,004	447,964
Right-of-use operating lease asset	-	20,743
Board designated assets		
Cash and cash equivalents	346,985	304,781
Investments	31,408,966	35,646,056
Accrued interest receivable	33,928	46,017
Investment in 5401 building, net	1,216,731	1,295,088
Total Board designated assets	<u>33,006,610</u>	<u>37,291,942</u>
Total other long-term assets	<u>33,535,614</u>	<u>37,760,649</u>
Total assets	<u>\$ 56,310,244</u>	<u>\$ 51,576,008</u>

The accompanying Notes are an integral
part of these financial statements.

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National Board of Chiropractic Examiners and Subsidiary

Consolidated Statements of Financial Position

December 31	2025	2024
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	\$ 230,508	\$ 122,167
Current maturities of finance lease liability	4,822	4,597
Current maturities of operating lease liability	-	13,670
Accrued wages payable	144,576	109,038
Accrued compensated absences	215,958	195,729
Accrued property taxes payable	257,924	235,390
Accrued other liabilities	2,289,499	87,843
Deferred revenue	2,347,547	2,785,211
Total current liabilities	<u>5,490,834</u>	<u>3,553,645</u>
Long-Term Liabilities		
Finance lease liability, net of current maturities	17,809	22,631
Operating lease liability, net of current maturities	-	7,041
Security deposits	2,000	2,000
Total long-term liabilities	<u>19,809</u>	<u>31,672</u>
Total liabilities	<u>5,510,643</u>	<u>3,585,317</u>
Net Assets		
Net assets without donor restrictions		
Board designated	33,006,610	37,291,942
Net investment in property and equipment	14,564,408	4,736,277
Undesignated	3,228,583	5,962,472
Total net assets	<u>50,799,601</u>	<u>47,990,691</u>
Total liabilities and net assets	<u>\$ 56,310,244</u>	<u>\$ 51,576,008</u>

The accompanying Notes are an integral
part of these financial statements.

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National Board of Chiropractic Examiners and Subsidiary

Consolidated Statements of Activities and Net Assets

Years ended December 31	2025	2024
Revenues and Gains		
Revenues		
Examination fees	\$ 14,697,445	\$ 15,533,020
Other services	227,274	217,022
Total revenues and gains	<u>14,924,719</u>	<u>15,750,042</u>
Expenses and Losses		
Operating expenses		
Program services	12,431,320	11,805,599
Management and general	3,764,678	3,498,083
Total operating expenses	<u>16,195,998</u>	<u>15,303,682</u>
(Gain) loss on disposal of assets	19,382	(780)
Total expenses and losses	<u>16,215,380</u>	<u>15,302,902</u>
Change in Net Assets		
Before Investment Income	(1,290,661)	447,140
Investment Income		
Interest income	1,685,642	1,846,338
Net realized and unrealized gains on investments	2,430,984	1,267,776
Investment expenses	(58,261)	(57,419)
Net gain on rental activities of 5401 building	41,206	31,645
Net investment income	<u>4,099,571</u>	<u>3,088,340</u>
Change in Net Assets	2,808,910	3,535,480
Net Assets, Beginning of Year	47,990,691	44,455,211
Net Assets, End of Year	<u>\$ 50,799,601</u>	<u>\$ 47,990,691</u>

The accompanying Notes are an integral
part of these financial statements.

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National Board of Chiropractic Examiners and Subsidiary

Consolidated Statements of Functional Expenses

Years ended December 31

2025

	Program Services	Management and General	Total
Compensation and employee benefits			
Salaries and wages	\$ 3,194,851	\$ 1,242,442	\$ 4,437,293
Employee benefits	687,234	267,257	954,491
Payroll taxes and workers' compensation	235,915	91,745	327,660
Other employee benefits	63,613	24,739	88,352
	<u>4,181,613</u>	<u>1,626,183</u>	<u>5,807,796</u>
Exam programming expenses			
Administration	4,253,702	-	4,253,702
EBAS expenses	482,993	25,877	508,870
Preparation and training	297,961	19,038	316,999
Development	269,098	21,099	290,197
Printing	26,780	-	26,780
	<u>5,330,534</u>	<u>66,014</u>	<u>5,396,548</u>
Support to other organizations			
Assistance to other organizations	1,277,236	-	1,277,236
Occupancy and office expenses			
Office equipment and supplies	450,329	106,900	557,229
Utilities and building maintenance	253,068	98,415	351,483
Property taxes	144,463	59,247	203,710
Telephone	30,113	11,710	41,823
	<u>877,973</u>	<u>276,272</u>	<u>1,154,245</u>
Meetings			
Meetings, board of directors	-	677,374	677,374
Meetings, professional development	112,231	71,492	183,723
Meeting functions	15,522	154,406	169,928
	<u>127,753</u>	<u>903,272</u>	<u>1,031,025</u>
Other			
Professional services	233,764	417,962	651,726
Depreciation and amortization	251,354	82,005	333,359
Miscellaneous	3,700	290,861	294,561
Insurance	102,656	39,922	142,578
Public relations	34,571	14,262	48,833
Auto expenses	-	18,971	18,971
Advertising and promotion	-	25,000	25,000
Postage and shipping	10,166	3,954	14,120
	<u>636,211</u>	<u>892,937</u>	<u>1,529,148</u>
Total operating expenses	<u>\$ 12,431,320</u>	<u>\$ 3,764,678</u>	<u>\$ 16,195,998</u>

The accompanying Notes are an integral
part of these financial statements.

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National Board of Chiropractic Examiners and Subsidiary

Consolidated Statements of Functional Expenses

Years ended December 31

2024

	Program Services	Management and General	Total
Compensation and employee benefits			
Salaries and wages	\$ 2,920,993	\$ 1,080,367	\$ 4,001,360
Employee benefits	631,183	233,451	864,634
Payroll taxes and workers' compensation	224,073	82,877	306,950
Other employee benefits	66,656	24,654	91,310
	<u>3,842,905</u>	<u>1,421,349</u>	<u>5,264,254</u>
Exam programming expenses			
Administration	4,310,796	-	4,310,796
EBAS expenses	280,033	-	280,033
Preparation and training	236,643	42,659	279,302
Development	225,967	28,736	254,703
Printing	25,240	-	25,240
	<u>5,078,679</u>	<u>71,395</u>	<u>5,150,074</u>
Support to other organizations			
Assistance to other organizations	1,207,793	-	1,207,793
Occupancy and office expenses			
Office equipment and supplies	369,852	136,794	506,646
Utilities and building maintenance	320,961	118,712	439,673
Property taxes	142,432	52,681	195,113
Telephone	30,001	11,096	41,097
	<u>863,246</u>	<u>319,283</u>	<u>1,182,529</u>
Meetings			
Meetings, board of directors	-	697,674	697,674
Meetings, professional development	126,086	72,543	198,629
Meeting functions	751	149,199	149,950
	<u>126,837</u>	<u>919,416</u>	<u>1,046,253</u>
Other			
Professional services	292,904	286,037	578,941
Depreciation and amortization	231,474	85,614	317,088
Miscellaneous	3,427	288,272	291,699
Insurance	108,195	40,017	148,212
Public relations	39,477	18,367	57,844
Auto expenses	-	29,390	29,390
Advertising and promotion	-	15,000	15,000
Postage and shipping	10,662	3,943	14,605
	<u>686,139</u>	<u>766,640</u>	<u>1,452,779</u>
Total operating expenses	<u>\$ 11,805,599</u>	<u>\$ 3,498,083</u>	<u>\$ 15,303,682</u>

The accompanying Notes are an integral
part of these financial statements.

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National Board of Chiropractic Examiners and Subsidiary

Consolidated Statements of Cash Flows

Increase (Decrease) in Cash and Cash Equivalents

Years ended December 31	2025	2024
Cash Flows from Operating Activities		
Change in net assets	\$ 2,808,910	\$ 3,535,480
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation and amortization	412,731	391,179
Amortization of lease incentive allowances	19,051	19,512
Amortization of right of use assets, operating	7,137	18,218
Loss on disposal of assets	19,382	-
Reinvested interest and dividends	-	(6,495)
Net realized and unrealized investment gains	(583,432)	(1,067,228)
Increase (decrease) in assets and liabilities		
Accounts receivable and accrued interest	(6,980)	13,225
Prepaid expenses and other assets	(376,342)	(63,794)
Accounts payable	108,341	(92,588)
Accrued expenses	2,279,957	(874,458)
Deferred revenue	(437,664)	(727,903)
Operating lease obligation	(7,105)	(18,196)
Net cash provided by operating activities	<u>4,243,986</u>	<u>1,126,952</u>
Cash Flows From Investing Activities		
Purchases of investments, board designated	(7,841,152)	(7,031,412)
Proceeds from the sale of investments, board designated	12,661,674	5,836,753
Purchases of property and equipment	(10,099,334)	(147,977)
Payments for capitalized software	(182,644)	(189,665)
Net cash used by investing activities	<u>(5,461,456)</u>	<u>(1,532,301)</u>
Cash Flows From Financing Activities		
Payments on finance lease liability	(4,597)	23,474
Net cash provided (used) by financing activities	<u>(4,597)</u>	<u>23,474</u>
Net Increase (Decrease) in Cash and Cash Equivalents	(1,222,067)	(381,875)
Cash and Cash Equivalents, Beginning of Year	8,940,346	9,322,221
Cash and Cash Equivalents, End of Year	\$ 7,718,279	\$ 8,940,346

The accompanying Notes are an integral part of these financial statements.

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National Board of Chiropractic Examiners and Subsidiary

Notes to Consolidated Financial Statements

December 31, 2025 and 2024

Note 1 – Summary of Significant Accounting Policies

Organization. The National Board of Chiropractic Examiners (“NBCE”) was incorporated in 1963, under the laws of the state of Texas, to prepare and administer, to qualified applicants, examinations of superior quality whereby those legal agencies which govern the practice of chiropractic within each state and other countries may accept, at their discretion, those individuals who have successfully completed the examinations of the National Board of Chiropractic Examiners. Additionally, the NBCE provides test and measurement services to the chiropractic profession in areas of demonstrated need.

The Organization is the sole member of Ethics and Boundaries Assessment Services, LLC (“EBAS”). EBAS was formed in the state of Delaware as of July 1, 2013. EBAS develops and administers ethics and boundary examinations to individuals in regulated professions to evaluate their understanding of ethical behavior in their professional role and appropriate boundaries that are to be maintained.

Consolidation. The accompanying consolidated financial statements include the accounts of NBCE and its wholly-owned subsidiary, EBAS. All significant intercompany transactions have been eliminated in consolidation. Collectively, NBCE and EBAS are hereafter referred to as the “Organization”. The consolidated entities are not a separate legal entity.

Basis of Presentation. The accounting and reporting policies of the Organization conform with accounting principles generally accepted in the United States of America (“GAAP”), as codified in the Financial Accounting Standards Board (“FASB”) Accounting Standards Codification (“ASC”).

Use of Estimates in the Preparation of Financial Statements. The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Net Asset Classification. The Organization distinguishes between contributions received for each net asset category in accordance with donor-imposed restrictions. The Organization complies with established standards for external reporting by not-for-profit organizations, which requires that resources be classified for reporting purposes into two net asset categories according to externally (donor) imposed restrictions.

Net assets are classified as follows:

Net Assets Without Donor Restrictions. Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the organization. These net assets may be used at the discretion of the Organization’s management and the Board of Directors.

National Board of Chiropractic Examiners and Subsidiary

Notes to Consolidated Financial Statements

December 31, 2025 and 2024

Note 1 – Summary of Significant Accounting Policies (continued)

Net Assets With Donor Restrictions. Net assets subject to stipulations imposed by donors, and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Organization or by the passage of time. Other donor restrictions are perpetual in nature, where by the donor has stipulated the funds be maintained in perpetuity. The Organization does not generally receive contributions, and thus, has no net assets with donor restrictions as of December 31, 2025 and 2024.

Cash and Cash Equivalents. The Organization considers highly liquid investments with maturity of three months or less when purchased to be cash equivalents. The Board of Directors of NBCE has designated certain assets for future use. Accordingly, the board designated cash and cash equivalents have been classified as long-term. Net cash inflows or outflows of these designated funds are reflected as changes resulting from investing activities.

Property and Equipment. Property and equipment are stated at cost less accumulated depreciation. A summary by classification of the method and life guidelines used to depreciate cost is as follows:

Building and improvements	20 - 40 years
Office furniture and equipment	3 - 10 years
Vehicles	5 - 7 years
Artwork and decorations	25 years

Expenditures for maintenance, repairs and minor replacements are charged to operations, and expenditures for major replacements and betterments are capitalized. Depreciation expense totaled \$303,481 in 2025 and \$318,693 in 2024.

Leases and Right-of-Use Assets. The Organization recognizes and measures its leases in accordance with FASB ASC 842, *Leases*. The Organization determines if an arrangement is a lease, or contains a lease, at inception of a contract and when the terms of an existing contract are changed. The Organization recognizes a right-of-use (ROU) asset and lease liability at the commencement date of the lease. The lease liability is initially and subsequently recognized based on the present value of its future lease payments. Variable payments are included in the future lease payments when those variable payments depend on an index or a rate.

The Organization records lease liability obligations using a discount rate implicit in the lease, if readily determinable, or otherwise, using the Organization's incremental borrowing rate, representing the rate of interest it would pay on a collateralized basis to borrow an amount equal to the lease payments under similar terms and economic environment. The Organization may also elect to use a risk-free interest rate, as practical expedient, to discount certain lease asset class obligations. The ROU asset is subsequently measured throughout the lease term at the amount of the remeasured lease liability (i.e., present value of the remaining lease payments), plus unamortized initial direct costs, plus or minus any prepaid or accrued lease payments, less the unamortized balance of lease incentives received, and any impairment recognized. Lease cost for lease payments is recognized on a straight-line basis over the lease term.

National Board of Chiropractic Examiners and Subsidiary

Notes to Consolidated Financial Statements

December 31, 2025 and 2024

Note 1 – Summary of Significant Accounting Policies (continued)

Right-of-use assets under financing leases are recorded in property and equipment, while right-of-use assets under operating leases are recorded in other assets in the accompanying statement of financial position. The Organization has elected to exclude leases of 12 months or less from right-of-use asset recognition. Amortization of right-of-use assets for finance leases is included in depreciation expense, and amortization of right-of-use assets for operating leases is included in rent expense.

Prepaid Expenses. Prepaid expenses consist primarily of insurance premiums paid in advance of the coverage period, and certain other service contracts paid in advance of the service period. These costs will be recognized as an expense on a straight-line basis over the period of coverage and service period.

Capitalized Software. The Organization follows the provisions of FASB ASC 350-40, *Internal-Use Software*, for capitalizing software costs. Costs incurred during the application development stage are capitalized and costs incurred during the preliminary project and the post-implementation stages are expensed as incurred. Capitalized software costs are amortized using a straight-line method over the estimated useful life of approximately three years. Amortization begins when the products are ready for their intended use. Amortization expense totaled \$89,184 in 2025 and \$63,562 in 2024.

Long-lived Assets. The Organization reviews long-lived assets for impairment whenever events or changes in business circumstances indicate that the carrying amount of the assets may not be fully recoverable. The Organization performs undiscounted operating cash flow analyses to determine if an impairment exists. If an impairment is determined to exist, any related impairment loss is calculated based on fair value. Management has determined that no indicators of impairment existed as of December 31, 2025 and 2024.

Board Designated Assets. The purpose for the Board designated assets is to build and maintain an adequate level of financial reserves to support the Organization's day-to-day operations in the event of adverse financial events. The Board designated assets may also be used for one-time, nonrecurring expenses with the intention of strengthening strategic or operational objectives or allowing the Organization to make investments, such as research and development, innovation, and/or corporate growth. The Board of Directors must approve all Board designated asset expenditures.

The NBCE is committed to a high degree of fiduciary responsibility, and after considerable evaluation and research, has established a minimum Board designated asset amount (excluding real property assets) of \$25,835,000. This amount is based on a risk-based analysis and is reevaluated by the Board every other year.

National Board of Chiropractic Examiners and Subsidiary

Notes to Consolidated Financial Statements

December 31, 2025 and 2024

Note 1 – Summary of Significant Accounting Policies (continued)

Revenue Recognition. The Organization follows the provisions of FASB ASU No. 2014-09 (Topic 606), *Revenue from Contracts With Customers* and recognizes revenue when promised goods or services are transferred to customers in an amount that reflects the consideration to which the Organization expects to be entitled in exchange for those goods and services. The Organization's revenue under contracts with customers are primarily comprised of examination fees collected in advance at the time of registration and are recorded as deferred revenue until recognized at a point in time upon the grading and reporting of the results to the examinee. The Organization satisfies its performance obligations related to examination fees by preparing, administering, grading, and reporting the results of the exams. In addition, the Organization receives fees for other services including transcripts, sample tests, certificates and plaques. Other service fees are generally collected in advance and recognized as revenue at a point in time in the period that the goods are transferred or the other services are performed.

Income Taxes. NBCE is a not-for-profit corporation exempt from federal income tax under Section 501(c)(6) of the Internal Revenue Code, except for activities that create unrelated business taxable income. The Organization is not a private foundation. EBAS is a single member limited liability company, with NBCE as the sole member, and accordingly, is classified as a disregarded entity for income tax purposes. EBAS revenues, expenditures and activities are attributed to NBCE for reporting with the Internal Revenue Service.

The Organization has no income from business unrelated to its exempt purpose, and accordingly no liability for federal income taxes has been recorded in the accompanying financial statements.

The Organization utilizes the provisions of ASC 740, pertaining to accounting for uncertainty in income taxes. The pronouncement requires the use of a more-likely-than-not recognition criteria before and separate from the measurement of a tax position. An entity shall initially recognize the financial statement effects of a tax position when it is more likely than not, based on the technical merits, that the position will be sustained upon examination. With respect to the Organization, this would primarily relate to the determination of unrelated business taxable income, and to the maintenance of its tax exempt status.

Management has evaluated the adopted policies and procedures that have been implemented to provide assurance that income is properly characterized and activities that jeopardize its tax exempt status are within limits established under existing tax code and regulations. Management has determined the effects of uncertain tax positions are not material to the Organization for recognition or disclosure in the accompanying financial statements and, accordingly, no income tax liability has been recorded for uncertain income tax positions in the accompanying financial statements.

All income tax years open for examination are subject to taxation at corporate tax rates. Additionally, penalties and interest may be assessed on income taxes that are delinquent. The assessment of uncertain income taxes is subject to estimate, and it is reasonably possible that the estimate may change in the near term and the change may be material.

National Board of Chiropractic Examiners and Subsidiary

Notes to Consolidated Financial Statements

December 31, 2025 and 2024

Note 1 – Summary of Significant Accounting Policies (continued)

Concentrations. Cash and cash equivalents are maintained at financial institutions and, at times, balances may exceed federally insured limits. The Organization has never experienced any losses related to these balances. The Organization's investments subject to credit risk consist primarily of equity investments and debt securities. The credit risk is reduced by maintaining the investments in a variety of funds.

Subsequent Events. Management evaluates events occurring subsequent to the date of the financial statements in determining the accounting for and disclosure of transactions and events that affect the financial statements. Subsequent events have been evaluated through April 2, 2026, which is the date the financial statements were available to be issued.

Note 2 – Liquidity and Availability of Resources

The Organization has the following financial assets, primarily consisting of cash and cash equivalents, available to meet the cash requirements for general expenditures within one year of the statement of financial position dates as of December 31:

	<u>2025</u>	<u>2024</u>
Financial assets, end of year	\$ 39,183,746	\$ 44,635,923
Less assets designated by the Board under the designated reserve investment policy	(31,789,879)	(35,996,854)
Financial assets available to meet cash requirements for general expenditures within one year	<u>\$ 7,393,867</u>	<u>\$ 8,639,069</u>

None of the financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year. The Organization has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations become due.

In addition, the NBCE Board of Directors has a designated reserve investment policy. This policy was established to build and maintain an adequate level of financial reserves to support the Organization's day-to-day operations in the event of adverse financial events. The designated reserve may also be used for one-time, nonrecurring expenses with the intention of strengthening strategic or operational objectives or allowing the Organization to make investments, such as research and development, innovation, and/or corporate growth. Those assets that have been included within the board designation are clearly indicated in the consolidated statements of financial position.

National Board of Chiropractic Examiners and Subsidiary

Notes to Consolidated Financial Statements

December 31, 2025 and 2024

Note 3 – Reconciliation of Cash and Cash Equivalents

The following table provides a reconciliation of cash and cash equivalents reported within the statements of financial position at December 31, 2025 and 2024 that sum to the total of the same such amounts shown in the statement of cash flows for the years then ended.

	<u>2025</u>	<u>2024</u>
Cash and cash equivalents	\$ 7,371,294	\$ 8,635,565
Cash and cash equivalents, Board designated	<u>346,985</u>	<u>304,781</u>
	<u>\$ 7,718,279</u>	<u>\$ 8,940,346</u>

Note 4 – Investments

Investments are carried at fair value. Certificates of deposit with a maturity of greater than 90 days have been included in other long-term assets as certificates of deposit, and investments which have been designated by action of the Board of Directors have been included with other long-term assets.

The following details each major category of investments, and the related cost and fair value as of December 31, 2025:

	<u>Cost</u>	<u>Fair Value</u>
Long-term investments		
Fixed income		
Domestic notes and bonds	\$ 12,199,398	\$ 12,420,231
US Treasury notes	1,745,575	1,735,233
Equity funds		
Domestic all cap	2,329,692	4,728,313
International	1,966,976	2,781,735
Emerging markets	682,430	895,555
Floating rate corporate loans	926,555	910,714
Real estate funds	1,508,055	1,349,587
Liquid low correlated hedge	2,401,350	2,744,443
Energy limited partnership	2,031,826	2,690,579
Private equity	1,000,000	1,152,576
	<u>\$ 26,791,857</u>	<u>\$ 31,408,966</u>

National Board of Chiropractic Examiners and Subsidiary

Notes to Consolidated Financial Statements

December 31, 2025 and 2024

Note 4 – Investments (continued)

The following details each major category of investments, and the related cost and fair value as of December 31, 2024:

	<u>Cost</u>	<u>Fair Value</u>
Long-term investments		
Fixed income		
Domestic notes and bonds	\$ 15,894,444	\$ 15,592,659
US Treasury notes	2,917,660	2,924,242
Equity funds		
Domestic all cap	2,778,108	4,640,148
International	2,185,166	2,538,485
Emerging markets	703,209	861,797
Floating rate corporate loans	837,121	836,111
Real estate funds	1,453,980	1,347,094
Liquid low correlated hedge	3,132,650	3,329,852
Energy limited partnership	1,858,818	2,733,112
Private equity	775,000	842,556
	<u>\$ 32,536,156</u>	<u>\$ 35,646,056</u>

Note 5 – Fair Value Measurements

Fair Value Measurements. The Organization reports using fair value measurements, which among other things requires enhanced disclosures about investments that are measured and reported at fair value and establishes a framework for measuring fair value. The framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements).

The three levels of the fair value hierarchy are described below:

Level 1. Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Organization has the ability to access.

Level 2. Inputs to the valuation methodology include, quoted prices for similar assets or liabilities in active markets; quoted prices for identical or similar assets or liabilities in inactive markets; inputs other than quoted prices that are observable for the asset or liability or inputs that are derived principally from or corroborated by observable market data by correlation or other means.

Level 3. Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

National Board of Chiropractic Examiners and Subsidiary

Notes to Consolidated Financial Statements

December 31, 2025 and 2024

Note 5 – Fair Value Measurements (continued)

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurements. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used at December 31, 2025 and 2024.

Fixed Income Notes and Bonds. The Organization values government and corporate notes and bonds based on current interest rates for instruments with similar characteristics, as estimated by the custodians of the securities.

Equity Funds. The Organization values domestic and international funds based upon quoted market prices for identical securities in active markets, and published redemption values at the close of business on December 31, 2025 and 2024.

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Organization believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

In general, investments are exposed to various risks, such as interest rate, credit and overall market volatility risk. Due to the level of risk associated with certain investments, it is reasonably possible that changes in the values of the investments will occur in the near term and that such changes could materially affect the investment balances and the amounts reported in the consolidated financial statements.

Investments measured at fair value on a recurring basis have been categorized into the hierarchy as follows at December 31, 2025:

	<u>Level 1</u>	<u>Level 2</u>	<u>Total</u>
Fixed income notes and bonds	\$ -	\$ 14,155,464	\$ 14,155,464
Equity funds	17,253,502	-	17,253,502
	<u>\$ 17,253,502</u>	<u>\$ 14,155,464</u>	<u>\$ 31,408,966</u>

Investments measured at fair value on a recurring basis have been categorized into the hierarchy as follows at December 31, 2024:

	<u>Level 1</u>	<u>Level 2</u>	<u>Total</u>
Fixed income notes and bonds	\$ -	\$ 18,516,901	\$ 18,516,901
Equity funds	17,129,155	-	17,129,155
	<u>\$ 17,129,155</u>	<u>\$ 18,516,901</u>	<u>\$ 35,646,056</u>

National Board of Chiropractic Examiners and Subsidiary

Notes to Consolidated Financial Statements

December 31, 2025 and 2024

Note 6 – Rental Real Estate

The Organization owns a rental real estate property, referred to as 5401 Building, in Greeley, Colorado which is comprised of the following at December 31:

	<u>2025</u>	<u>2024</u>
Land	\$ 251,415	\$ 251,415
Building	1,884,331	1,884,331
Building improvements	394,204	394,204
Lease incentives and direct initial costs, net	43,833	64,873
	<u>2,573,783</u>	<u>2,594,823</u>
Less accumulated depreciation	<u>(1,357,052)</u>	<u>(1,299,735)</u>
Net 5401 Building	<u>\$ 1,216,731</u>	<u>\$ 1,295,088</u>

The building is being depreciated over the estimated life of the building of 40 years and building improvements are being depreciated over the estimated lives ranging from 20-40 years. Depreciation expense associated with this property totaled \$57,317 in 2025 and \$62,031 in 2024. The investment in this property has been reflected at cost, net of accumulated depreciation, in the accompanying consolidated statements of financial position as board designated. Revenues principally consist of rental income, and expenses principally consist of depreciation, property taxes, insurance, utilities and repairs.

Rental real estate activities are summarized as follows for the years ended December 31:

	<u>2025</u>	<u>2024</u>
Rental revenues	\$ 159,745	\$ 143,604
Less operating expenses	<u>(118,539)</u>	<u>(111,959)</u>
Net gain on rental activities of 5401 Building	<u>\$ 41,206</u>	<u>\$ 31,645</u>

Future minimum rental receipts under current leases are as follows as of December 31, 2025:

<u>Year</u>	<u>Amount</u>
2026	\$ 131,350
2027	102,407
2028	6,027
	<u>\$ 239,784</u>

Note 7 – Contract Liabilities

Deferred revenue (contract liability) consists of amounts received in advance for examination fees. Beginning balances were \$2,785,211 and \$3,513,114 at January 1, 2025 and 2024, respectively. Ending balances were \$2,347,547 and \$2,785,211 at December 31, 2025 and 2024, respectively.

National Board of Chiropractic Examiners and Subsidiary

Notes to Consolidated Financial Statements

December 31, 2025 and 2024

Note 8 – Accrued Compensated Absences

It is the Organization’s policy to permit employees to accumulate a limited amount of earned but unused vacation benefits. Vacation benefits accrued may be carried over into future periods. Additionally, benefits would be paid to employees upon separation from the Organization. As of December 31, 2025 and 2024, the Organization has recorded a liability of \$215,958 and \$195,729, respectively, for these benefits, representing the Organization's commitment to fund such costs.

Note 9 – Leasing Activities

Finance Leases. The Organization leases office equipment under a noncancelable finance lease obligation with a term of three years. Right-of-use lease asset for equipment under the finance lease had capitalized costs of \$27,868 and accumulated amortization of \$5,658 at December 31, 2025. The finance lease liability was \$22,631 and \$27,228 at December 31, 2025 and 2024, respectively.

Operating Leases. The Organization has entered into noncancelable operating leases for office equipment and a vehicle with terms of three and five years.

Lease expense consists of the following for the years ended December 31:

	<u>2025</u>	<u>2024</u>
Finance lease expense		
Amortization of right-of-use assets	\$ 5,658	\$ 5,670
Interest on lease liability	881	279
	<u>6,539</u>	<u>5,949</u>
Operating lease expense	7,137	17,786
	<u>\$ 13,676</u>	<u>\$ 23,735</u>

Supplemental cash flow information for the years ended December 31:

	<u>2025</u>	<u>2024</u>
Cash paid for amounts included in the measurement of lease liabilities:		
Operating cash flows from finance leases	\$ 881	\$ 279
Financing cash flows from finance leases	\$ 4,597	\$ 4,394
Operating cash flow from operating leases	\$ 8,310	\$ 17,765
Right-of-use assets obtained in exchange for new lease liabilities:		
Operating leases	\$ -	\$ 26,306

National Board of Chiropractic Examiners and Subsidiary

Notes to Consolidated Financial Statements

December 31, 2025 and 2024

Note 9 – Leasing Activities (continued)

The weighted average of the remaining lease terms and discount rates are as follows at December 31, 2025:

Remaining lease term, finance leases	4.5 years
Discount rate, finance leases	3.51%

The Organization has elected to use the risk-free interest rate, as practical expedient, at the leases inception for all finance and operating leases.

Scheduled maturities of finance lease liabilities are as follows at December 31, 2025:

Year	Amount
2026	\$ 5,539
2027	5,539
2028	5,539
2029	5,539
2030	2,307
Total undiscounted cash flows	24,463
Less: present value discount	(1,832)
Total lease liability	<u>\$ 22,631</u>

Note 10 – Defined Contribution Retirement Plan

The Organization makes contributions to a qualified 401(k) plan administered by the Principal Financial Group. These accounts are owned by the employees. Contributions made to the employee accounts are based on a percentage of salary, as approved by the Board of Directors. Contributions were made based upon 6% of the employees' wages and were \$246,420 in 2025 and \$226,271 in 2024.

Note 11 – EBAS Expenses

During the year ended December 31, 2025 and 2024, EBAS incurred direct expenses of \$1,009,851 and \$554,225, respectively, and indirectly benefitted from \$354,468 and \$191,583, respectively, of expenses incurred by NBCE. Software amortization expense of \$20,066 and \$8,923 for the years ended December 31, 2025 and 2024, respectively, are included in direct expenses. At December 31, 2025 and 2024, EBAS had cash of \$340,666 and \$478,748 and owed \$4,912,318 and \$3,928,084 to NBCE, respectively.

National Board of Chiropractic Examiners and Subsidiary

Notes to Consolidated Financial Statements

December 31, 2025 and 2024

Note 12 – Financial Assistance to Other Organizations and Related Party Transactions

Federation of Chiropractic Licensing Boards. The Organization has a twenty-five year annual support agreement with the Federation of Chiropractic Licensing Boards (FCLB), a related entity through common members of Board of Directors, that was in its seventeenth year in 2025. In summary, NBCE agrees to pay FCLB the greater of either \$500,000 or 5% of annual chiropractic test revenue in two equal installment payments per year. The annual chiropractic test revenue to base this percentage on is the total examination fees for all delivered chiropractic exams less exam fee refunds. FCLB agrees to continue to support and promote the use of NBCE's exams. NBCE provides additional financial support to FCLB for their Annual Delegate Conference. In addition, NBCE leases, under an informal agreement, FCLB a portion of its investment building at 5401 West 10th Street in Greeley, Colorado for a nominal annual fee recorded as contributions in-kind based on the fair rental value of the property and an allocation of utilities expenses.

The Organization provided the following support to the FCLB for the years ended December 31:

	<u>2025</u>	<u>2024</u>
Payments sent to FCLB related to annual support agreement	\$ 766,634	\$ 745,668
Office space and utilities in-kind	59,077	45,625
Total support provided to FCLB	<u>\$ 825,711</u>	<u>\$ 791,293</u>

Note 13 – Contingencies

During the ordinary course of business, the Organization may be subject to legal claims relating to its activities. No amounts have been recorded in the accompanying financial statements for claims or counterclaims. The recognition of contingencies is subject to estimation. It is reasonably possible that estimates may change in the near term.

National Board of Chiropractic Examiners and Subsidiary

Consolidated Schedules of Revenues

Years ended December 31	2025	2024
Examination Fees		
Part IV	\$ 4,334,975	\$ 4,346,070
Retake fees	3,452,250	3,459,165
Part I	1,897,830	1,984,475
Part III	1,711,100	1,897,830
Part II	1,678,440	2,034,150
Physiotherapy	983,700	1,165,050
EBAS	267,600	273,500
Acupuncture	156,000	180,000
State specialty	135,990	122,985
Special Purposes Examination for Chiropractic (SPEC)	64,500	54,000
Certified Chiropractic Clinical Assistant (CCCA)	12,700	13,100
Other exam fees	1,560	1,345
Specialty council	800	1,350
	<u>14,697,445</u>	<u>15,533,020</u>
Other Services		
Miscellaneous	100,169	89,012
Transcripts	63,300	64,675
Online sample test	30,990	22,260
Cancellation fees	18,775	30,125
Part IV appeal	11,250	8,100
Certificates and plaques	2,790	2,850
	<u>227,274</u>	<u>217,022</u>
Total revenues	<u>\$ 14,924,719</u>	<u>\$ 15,750,042</u>



NBCE 2025 ANNUAL REPORT

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