NATIONAL BOARD OF CHIROPRACTIC EXAMINERS' NATIONAL BOARD DAY
ANNUAL BUSINESS MEETING
GRAND HYATT
DENVER, COLORADO

May 6, 2022

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ATTFENDEES PRESENT

1. DR. DANIEL CÔTE
   NBCE President

2. DR. LEROY OTTO
   NBCE Vice President and District II Director

3. DR. NORMAN OUZTS
   CEO

4. MS. KIMBERLY DRIGGERS, J.D.
   At-Large Director

5. DR. JASON YOUNG
   At-Large Director

6. DR. MARTY FREIHAUT
   At-Large Director

7. DR. KARLOS BOGHOSIAN
   At-Large Director

8. DR. MICHAEL FEDORCZYK
   District III Director, Treasurer, and Bylaws Committee Chair

9. DR. JASON JAEGGER
   District IV Director and Credentials Committee Chair

10. DR. JOHN McGINNIS
    District V Director and Board Secretary

11. MS. KARI HERSHEY, ESQ.
    Board counsel

12. DR. CAROL WINKLER
    President of FCLB

13. MS. MELISSA STOCKBERGER
    CPA
DR. CÔTE: Well, good afternoon, and welcome again to our annual NBCE day. Thank you. It's so, so great to see so many faces. It's just awesome.

Awesome.

So let me do the introductions first before we start the program. So I'm going to start from my very far right. We have our -- well, not our -- your District IV Director, Dr. Jason Jaeger.

(Applause.)

DR. CÔTE: We have our FCLB representative on the National Board, the esteemed President of the FCLB, Dr. Carol Winkler.

(Applause.)

DR. CÔTE: We have a Director-At-Large from Oregon in District I, Dr. Jason Young.

(Applause.)

DR. CÔTE: We have another Director-At-Large from the great state of Connecticut and the immediate Past President of the FCLB, Dr. Karlos Boghosian.

(Applause.)

DR. CÔTE: Another Director-At-Large, our first non-chiropractic member, and she's doing a great job -- obviously you saw that on her presentation on EVOS -- Ms. Kim Driggers.
(Applause.)

DR. CÔTE: Next to me is my Vice President, District II Director, Dr. Leroy Otto.

(Applause.)

DR. CÔTE: And at the end of this table we have your District III Director, Dr. Michael Fedorczyk, who is the treasurer of the NBCE Board.

(Applause.)

DR. CÔTE: Our last, but not least, Director at Large, Dr. Marty Freihaut from District II in the great state of Missouri.

(Applause.)

DR. CÔTE: Your District V Director from South Carolina, our Board secretary, Dr. John McGinnis.

(Applause.)

DR. CÔTE: Now, this is -- for those of you who haven't paid attention in the last couple of years on the remote meetings, we have a new Board attorney/Board counsel, and it is Ms. Kari Hershey from Colorado.

(Applause.)

DR. CÔTE: And, of course, the CEO of the National Board of Chiropractic Examiners, Dr. Norman Ouzts.

(Applause.)
DR. CÔTE: And, of course, I am your humble servant, District I Director, until about an hour from now, and President of the National Board, Dr. Daniel Côte from the great state of Oregon.

(Applause.)

DR. CÔTE: Thank you.

I would like to now call Dr. John McGinnis to join us at the podium for the invocations.

DR. McGINNIS: Thank you, Dr. Côte. Let us pray.

Heavenly Father, thank you for this day and the people assembled. We thank you for calling us into this wonderful profession and letting the knowledge of that nourish us through our professional lives.

We thank you for the food before us, the people around us, and the shared dedication to our service to humankind.

Amen.

DR. CÔTE: Thank you, Dr. McGinnis.

I now would like to call Dr. Marty Freihaut to the podium for the Pledge of Allegiance.

Stand up, please.

DR. FREIHAUT: I pledge allegiance to the flag of the United States of America, and to the Republic for which it stands, one nation under God, indivisible,
with liberty and justice for all.

DR. CÔTE: This is the time that I get to address you guys.

It's really -- it's really -- I've been saying it. And it's so great to be in person with all of you after three years. It's been three years. 2019 San Diego is the last time. I would also say that mostly it's nice to see that all of you have to be wearing pants during the meeting. George.

Kidding aside, it is an honor to be with you all today as we meet for our 2022 NBCE Annual Meeting. The past few years have shown me that being alive, healthy, and breathing is a tremendous blessing in itself.

The past three years have been a period of great challenges for the National Board, and each one of those had to be overcome with quickness, flexibility, and dedication. This also means that the past years presented new opportunities and reflection moments which led us to use our resources to the optimum for our benefits and the betterment of the organization.

Overall, I am proud to report that we displayed an outstanding performance through difficulties of unprecedented nature. We survived, we
1 endured, we triumphed.
2 So that's fine. I have to interrupt. I've
3 been reading this speech for about 15 times now, and I
4 usually get to about the last part before I start
5 tearing up. I'm a big sap.
6 And what is the tradition? I'm supposed to
7 say, "It's okay to cry. Just don't pee my pants."
8 (Laughter.)
9 DR. CÔTE: I have the podium to hide behind.
10 This moment is traditionally intended to
11 highlight the accomplishments of the Board over the
12 past year. However, as we have not had an in-person
13 meeting since 2019 and had to replace those meetings
14 with an abbreviated online platform, I would like to
15 cover a little bit more if you'll allow me.
16 My main goal in 2019, when I first was elected
17 to the president's chair -- my main goal in 2019, when
18 I was first elected to this president's chair was to
19 embark in an intentional and purposeful transformation
20 of the Board culture, interaction with staff and all
21 stakeholders. For too many years the NBCE Board of
22 Directors had lacked collaborative work and
23 transparency in our relationships with the rest of the
24 chiropractic world.
25 With the invaluable help and support from our
CEO, his leadership team, and, of course, all of our Board members, we held a strategic planning session in August of 2019 to establish goals and plans for the following five years. Guided by industry experts, we outlined and arrived at the following resolutions.

We resolved that in order to embark on this intentional focus on product development and stakeholder engagement, we identified three goals, and we named those our three rocks. They were as follows: advancing the Part IV exam, increasing opportunities for students to take the Part I, II, and III in a cost-effective manner, and focus on business diversification and development to help offset costs from our chiropractic examinees by increasing revenues from non-chiropractic sources.

Earlier this morning -- earlier this morning you heard about the progress we were making in the Part IV advancement project, our rigorous review of industry best practices and future trends --

I'm sorry. Is there any way? Let's try that again.

Engaging stakeholders through the Advisory Panel, open comment periods, having meetings and engagement with every Doctor of Chiropractic program in the last eight months to review their facilities and
also review their expertise in practical examination protocol, just to name small parts of our progress so far.

Next, we have been working diligently on optimizing our item bank and form building technology. In order to offer more frequent exams, we obviously need to be able to build more forms for each of the Part I, II, and III. To do so, we face the challenge in increasing value, tested and legally defensible questions for the supplemental forms while maintaining our costs.

We have engaged in the latest advancement in technology, modernizing our processes, to scale our form-building operations to meet the future needs of our examinees while maintaining our historical excellence in testing. This will also be a multi-year project and is progressing on schedule.

Last rock, business diversification and development. In 2021 alone, we have brought on three new jurisprudence exams, including one from outside of the chiropractic profession, which is really cool. We added a specialty exam for certification in motor vehicle injury analysts. We hosted a testament with FLAQ to produce the first standardized exam for graduated chiropractic students in Latin America which
I am also very pleased to report that in 2021 alone, we donated over half a million dollars to promote and advance the chiropractic profession as a whole. These funds were distributed between multiple research awards and projects, support for the Association of Chiropractic College, the World Federation of Chiropractic, including a groundbreaking collaborative chiropractic advancement initiative with the World Health Organization.

(Applause.)

DR. CÔTE: Many of you know that we have also used those funds to help the scholarships for State delegates, Board administrators, and Board attorneys to come to this meeting and the three fall district meetings. Including in this also is sponsorship for student ICA, ACA, and the American Black Chiropractic Association, as well as the annual Women's Chiropractic group annual convention.

To the Board of Directors, these donations and contributions -- English is a second language -- are predicated upon the understanding that the improvement in the profession anywhere creates a
ripple effect which will result in the advancement of
the profession everywhere. This is based, of course,
on the timeless wisdom that the rising tide lifts all
boats.

This very generous financial support has been
made possible by the building of a reserved dedicated
fund over the last 50 years, not off our operating
income. Actually, we are very proud of the fact that
in the last ten years, our exam fees have only
increased by an average of 2 percent per year with only
one increase since 2018 and none again in 2022, even in
the current inflation numbers.

Our reserve has now reached over $30 million.
And beginning this past February, the Board engaged in
a deep and intentional review of our financial
strategic plan and philosophy.

Again, utilizing an industry expert, we are
developing new financial assistant policies that, once
completed, will make our chiropractic support
engagement more transparent, clear, and predictable.
This is a continuation of the cultural changes we began
in 2019 and one more illustration of the new maturity
of our Board of Directors as a whole.

The last three years has also given way to a
full review of our standing and temporary committees.
Under the leadership of Ms. Driggers and Dr. Boghosian, our new governance committee has established charters and self-assessment tools for each committee and the Board as a whole. They are also assisting in the planning of continuing education and training for each of the Board members, new or veterans.

Please also allow me to underline the improved relationship between the NBCE and the ACC. I believe Dr. Oberstein is here. Thank you.

With open conversations between the leadership of both organizations, we have been able to engage in small group discussions, analysis of Board performance to benefit chiropractic students, and invitation to have an ACC representative observer at our Board meetings, as well as the greater participation of the ACC in the development of projects such as the Part IV Review Advisory Panel.

We continue to maintain and cultivate excellent collaborative relationship with a multitude of chiropractic organizations, our main partner being our friends from the FCLB.

This is all in addition to creating, administrating, and scoring over 20,000 chiropractic pre-licensure exams in the U.S. in the middle of a pandemic in 2021.
(Applause.)

DR. CÔTE: I firmly believe that in 2021, we demonstrated our ability to balance the needs of today while preparing for tomorrow.

Now the tough part.

(Laughter.)

DR. CÔTE: I have a box here.

This is my first time and my last time addressing you as President of the Board.

This Board is fantastic. It's been a great three years. Hold on. I'm going to get through this.

There are so many people that I owe gratitude for helping me to get here today. My dear friend Vic Gilliam, who passed away in 2020 of ALS, for driving my appointment to the Oregon Board of Chiropractic. Not easy to get on the Board as a Republican in Oregon.

I'll tell you what.

(Laughter.)

DR. CÔTE: To Daniel St. Germain, who, the first time I met him at my first annual meeting in 2011, condensed two years of networking in less than 30 minutes. He was so excited to meet a French-Canadian, he just dragged me around. It was awesome.

For Oliver Bud Smith and Ron Tripp for encouraging me to get involved with the National Board
and eventually run for District 1, thank you. For all the Board members I've served with, current and past, for teaching me how to do it and what not to do.

To Sal LaRusso, my predecessor in this position, for saving my involvement on the Board and maintaining his confidence in my abilities through the storm. And if he gets to see this, he will know what I'm talking about. To my friends at the FCLB, staff and board, for always helping me when I needed it.

To my Executive Committee -- Leroy, Mike, and John -- for your trust and support. To my friend Mike Fedorczyk -- sorry -- for being by my side over the last four years and such a great sounding board and strategist. Thank you.

To the entire staff of NBCE, past and present, for having trust and confidences in my vision and ability to lead and not be distracted by the French accent and the fact that I'm Canadian.

(Laughter.)

DR. CÔTE: Of course, to my friend and travel sidekick, Dr. Norman Ouzts. What a pleasure it's been to work with you, my friend. I do believe that there was nothing that we could not achieve together. What an incredible leader you have grown into.

Now for the really hard part. I'm
embarrassing myself.

If you notice, my family is not here. And there's a reason for that. I told them they couldn't come.

So, of course, to my family -- four kids and a wife; wife is the most important -- for somewhat understanding why I missed so many proms, games, concerts, family dinners, and movie nights. To my wife in particular for sharing me with Norman and this very consuming Board.

We have stories about that. My wife would get on the phone while I'm talking to Norman and say, "Norman, it's my time now. Call him early in the morning."

So my wife was having to share me while having to hold up the house -- like I said, four kids, very busy kids -- and the office while I was busy trying to improve the chiropractic profession.

I have met so many incredible people and leaders in the last nine years, many of you here. Being allowed in the room alone was an honor. Getting to work alongside them was such a privilege.

Let me leave you with the following text that I try to lead my life by:

This is the beginning of a new day. You have
been given this day to use as you will. You can waste it or you can use it for good. But what you do today is important because you are trading a day out of your life for it. When tomorrow comes, this day will be gone forever, leaving this place that you have traded. You want it to be for good, not wrong. Success, not failure. Gain, not loss. All this in order so that you do not regret the price that you paid for it. Because when you understand it, you see that the future is just a whole string of nows.

This is how I led my time on the Board, and I hope that you continue to do the same.

Thank you.

(Applause.)

DR. CÔTE: All right. Now for the fun part. So we have -- we don't have a lot of awards at the National Board. We mainly have one, but it's an extremely important one, a great honor to receive the Paul Tullio Award. A very limited amount of people have received this award. And it is for a lifetime of achievement and accomplishment in the testing world and the NBCE improvement and regulation and public protection.

At this point, I would like to invite Mr. -- I always call him Dr. -- Mr. Horace Elliott to give this
DR. ELLIOTT: Wonderful. Wow. What a wonderful report of the progress that you gave just now, Dr. Côte. Thank you so much.

Before I start in giving the presentation on the award -- before I begin that, I must take a moment of personal privilege and thank Dr. Côte, the National Board Executive Committee, full Board of Directors, and Dr. Ouzts for inviting Sue and me to be here today for this special occasion. And it is a special occasion. We are delighted to be with you. It's good to see many old friends and be introduced to new ones.

As Dr. Côte has mentioned, the Tullio Award is for distinguished service to the National Board, and it is the highest recognition of any individual. It honors a person who demonstrates vision, commitment, accountability, leadership, and excellence in the chiropractic standardized testing.

The Tullio Award honors Dr. Paul Tullio. And since I'm one of the few people here that had the privilege of knowing Dr. Tullio personally, I want to share a little bit.

He was a devoted Board member who realized when he came onto the Board -- he spent 20 years on the
Board after being elected, from Chicago, Illinois. He realized the benefits of building an organization, a strong testing organization for chiropractic, and he emphasized development of exams worthy of the confidence of the state boards, the regulatory board that we serve.

His personal and professional goal was that the NBCE be forward-thinking and above all fiscally responsible -- and I think today's report shows the results of that -- so that the organization will always be in a position to accomplish its stated mission of standardized testing.

Dr. Tullio, along with past directors -- and I'm going to list a few of them now just for the record: Drs. Hideg, Plomaritus, Latimer, Badge, Blanchard, Pagget, Winkler, Carnival, Perretine, Arvidson, and others. And I'm sure I've missed a few that were heavily involved.

They provided the foundation for this organization that you have today. And I am so proud to have been through the doors a little bit of time at this organization. But it's yours, and you all have made great strides. I'm retired, and I am quite proud of that.

The recipient of the Tullio Award is no
stranger to most of you, as she has been an integral component of the NBCE Part IV exam since its inception. And in my opinion, the Part IV exam would not be the success it is today if it had not been for her contributions.

I've had the pleasure -- the extreme pleasure of watching her, quite literally, grow up in the National Board. When she came to the Board 37 years ago, she was fresh out from high school with special typing skills -- she even types faster than I do, and that's always irritated me -- and a special work ethic. The work ethic was what is important.

She was capable of most anything that she wanted to do. She started out in our Item Pool as a typist, and she quickly made herself indispensable to the National Board through sheer grit, determination, and excellence in everything she did and every item that she prepared for the National Board exams. We were all the beneficiaries of that.

In 1997, when the Part IV exam was being developed and we tapped Dr. Paul Townsend -- and I think most of you are familiar with Dr. Townsend and his contribution. We tapped him to lead the project for the Part IV. And he had one condition. He and I sat down. He had one condition, and that was that she
be this production person.

She and Dr. Townsend were an indomitable force in the Part IV project. Faced with the struggle of doing something totally groundbreaking and new, they ultimately built a program that convinced every state the value of a nationalized practical examination.

In 2009 she was promoted to Manager of the Practical Exam Production. She not only made sure that a flawless exam was delivered every administration -- every administration -- but she developed and led the standardized patient training program at all of our test sites. That is an enormous task. And she, I'm sure, has gotten out into other areas in other professions, and she would be recognized nationally by many organizations as the standardized patient training individual for our exams, which is Part IV.

I guess I should mention it, of course. She always teamed up with Dr. Pagget at the New York test site and administered the exams so flawlessly.

Last year Dr. Ouzts made the inspired move to put her in charge of all exam production. No one who knows her doubts her capabilities, and I am confident she will continue to contribute to the success of the National Board for many years of time.

She is not only a dedicated essential person
at the National Boards, she is a special mother of two daughters, Amanda and Sabrina, and the grandmother of three grandkids, Kane, Ashley, and Lilian Michele.

This year’s Tullio Award recipient, as I'm sure you've figured out, is Michele Fisher.

(Applause.)

DR. ELLIOTT: Thank you, Michele, for all of your time at the NBCE and in the chiropractic profession. A great day for chiropractic, a great day for the National Board, and a great day for staff.

(Applause.)

MS. FISHER: I guess, thank you.

(Laughter.)

MS. FISHER: I had no idea this was coming. I figured, you know, it was great to see Mr. Elliott after all this time.

I have nothing to say except for thank you for the support. Dr. Otto, I've known you for a very long time. Thank you to all the staff members for putting up with me.

So thank you.

(Applause.)

DR. OUZTS: So, Horace -- I'm so glad I get the takeaway first -- although I can't think of anybody more perfect to present that award to Michele, I had an
ulterior motive when I called and asked you to present, because we have a second Tullio Award today.

(Applause.)

DR. OUZTS: So I'll grab my own tissue, and somebody get Ms. Sue a tissue.

If I stand here this afternoon and list all of the accomplishments and influence that Horace Elliott has had on the NBCE and the chiropractic profession, we would be here for the remainder of the weekend. So let's go to the Reader's Digest version.

Horace came to the NBCE in 1986, and it became evident quickly that big things were going to happen. In the late 1980s he guided the development and implementation of the chiropractics written clinical competency exam, which is now known as Part III.

As the NBCE grew under Elliott's steady hand, so did its need for administrative and meeting space. So he was charged with overseeing the design and construction of NBCE's current facility in Greeley, Colorado, including the main headquarter building which opened in 1990.

In the mid 1990s he oversaw the research and development necessary to introduce Part IV, the nation's first examination of its kind in all health care to assess a provider's readiness for practice.
In 2009, the NBCE responded to the profession's need for global standards by establishing the International Board of Chiropractic Examiners and, as you've heard just recently, completed the development of a clinical competency exam to be used in Latin America.

As the NBCE continued to grow, so did our need for space. And Horace was, once again, charged with overseeing the design and construction of a new building which, upon its completion in 2010, the Board named the building Horace C. Elliott Center. Many of you out here have been there to see this beautiful tribute to Horace and to the chiropractic profession.

Horace has been honored for his leadership by others. In 2001, he received the George Arvidson Award for meritorious service by the Federation of Chiropractic Licensing Boards. He also is the recipient of an honorary doctorate in humanities from Texas Chiropractic College -- so you did not misspeak earlier when you called him "Dr. Elliott" -- as well as an honorary doctorate and fellowship in the American College of Chiropractic.

As I said in the beginning, we could stand here for hours and speak of all the accomplishments NBCE has enjoyed under Horace's leadership. But let's
just say the impact that he has had, not just on the
NBCE and not just on the chiropractic profession but
many of us here personally, it makes it truly one of
the highlights of my professional career to present the
Tullio Award to Mr. Horace Elliott.

(Applause.)

DR. ELLIOTT: I guess I'm terribly unprepared
for this. I was here on a different mission.

Dr. Ouzts and company, Dr. Côte, sort of fooled me with
this.

First, I need to recognize, as I think most
people would surmise, that my contribution to the
National Board/the time that was put into the National
Board largely comes from my wife, Sue.

Will you stand up a moment. Stand up for a
moment.

(Applause.)

DR. ELLIOTT: She very openly willed me into
the chiropractic profession and the National Board to
spend whatever time it might take to do the job that we
did.

I am proud of the job that we did over the
years, and I appreciate your comments. And I think
you've given me great credit, and I appreciate it. But
I also have to tell you how proud I am of what you all
are doing now and all of the progress that is before you.

So I think with that, I should shut up and say thank you again for this and many, many memories of chiropractic. And as a non-chiropractor, you have honored me so much over these last 35 years now that I think we've had just enough.

(Laughter and applause.)

DR. ELLIOTT: Thank you so much. This is perfect. This is perfect.

(Applause.)

DR. CÔTE: All right. Well, enough of this sappy stuff. Time to eat.

So if you'd like to go grab your lunch. I would recommend you eat with your districts so that you can have good conversation. And then we will resume around -- well, let's give it a little extra time. But we'll try to get as close to 1:15 as we can.

Thank you. Enjoy lunch.

(Lunch recess.)

DR. CÔTE: So we are about -- in just a few minutes, we're going to start the Annual Business Meeting of the National Board. Guests are more than welcome to stay as observers. And, of course, delegates and alternate delegates, I would require you
to stay. If I see one of you leave, you'll be tackled on the way out. Thank you. So I'll give you guys just a few minutes here to get organized. Okay?

(Pause in the proceedings.)

DR. CÔTE: So the first thing I would ask is I would ask the credentialed committee members to move to their district registration table. Just the credentialed committee members, please. Okay.

Are all five credentialed committee members at their tables? I see people with paddles. I just want to make sure it stays in order. So District I is in this corner there.

II. I don't see anybody at District II. Who is the District II credentialed committee member? Please go to the credentialing table in the corner over there.

I also need someone for IV and for V. Please do not pick up your paddles. Please do not pick up your paddles until the credentialed committee member is there.

Okay. We now ask, please -- if you can pay attention, please. Thank you very much.

If you would pay attention -- we're already late -- it will go a lot faster and we can get to the excellent classes that we have this afternoon, which
some of them are good for CE hours.

So we now ask for delegates to move to their own district registration table and sign the official registration list and obtain their lanyards paddles. Thank you.

So District I next to the water fountains.

Once you have signed your attendance sheet, grab your paddle and your lanyard. Please return to your own district tables, please.

All right. Which district is going to finish first? Let’s put a little competitive spirit in this.

Credentialed committee members, are we missing any delegates that should be here? District I, are you looking for someone.

UNIDENTIFIED SPEAKER: Alaska and Montana.

DR. CÔTE: Alaska and Montana. I don’t believe I ran into Montana, but I thought Alaska was here.

Please pick up your paddle, sir.

District II credentialed committee members, do we have any paddles that need to be picked up?

District III? District III, is there any state that needs to still pick up their paddles?

UNIDENTIFIED SPEAKER: I am missing District III, Paul Morin --
DR. CÔTE: He's not here.

UNIDENTIFIED SPEAKER: -- Passarelli, Chiarelli, and Bruce Steinberg that are voting delegates.

DR. CÔTE: Okay. District IV, are you missing -- do you have any paddles that still need to be picked up?

UNIDENTIFIED SPEAKER: Yes.

UNIDENTIFIED SPEAKER: Yes. Colorado, Dr. Simone; Utah, Dr. Smithers; and then Hawaii.

UNIDENTIFIED SPEAKER: Dr. Rachel Klein.

UNIDENTIFIED SPEAKER: Dr. Klein. There she is.

DR. CÔTE: Thank you.

Let's do this quickly because we're running behind.

District V, do we have any paddles that are left to be picked up?

UNIDENTIFIED SPEAKER: We have three: Arkansas, Tennessee, and Puerto Rico.


UNIDENTIFIED SPEAKER: And Arkansas.

DR. CÔTE: I saw Tennessee earlier today.

No? Did I not?

Wrong state. Sorry.
Okay. Last call for delegates to go sign and grab their paddles.

I would now ask all the Directors of the Board of Directors to join me up here, please. This is where you -- we have to sit. It's like herding cats. I love them but . . .

(Comments off microphone.)

DR. CÔTE: So I am closing the tables, please. If the Credentials Committee Chair and our Board Counsel could start counting, please, so we could establish our quorum. That's all I need to start the meeting.

(Comments off microphone.)

DR. CÔTE: All right. First order of business. Thank you to the Credentials Committee members of 2022. I appreciate your help. You guys had a meeting a couple weeks ago, I believe, and you helped out today. I really appreciate your help. Thank you.

The 2022 Annual Business Meeting of the NBCE State Delegates is now called to order.

The first item of business is the report of the Credentials Committee. The President recognizes Dr. Jason Jaeger, NBCE District IV member and Credentials Committee Chair.

DR. JAEGGER: Thank you, Mr. President.
Am I on? No.

Thank you, Mr. President. We have 37 properly registered delegates, 19 represent a simple majority, and 25 is a two-thirds.

DR. CÔTE: Thank you.

DR. JAEGGER: On behalf of the Credentials Committee, I move the adoption of the report of the Credentials Committee.

DR. CÔTE: It is moved to adopt the report of the Credentials Committee. Is there any discussion?

Any discussion?

If no discussion, the question is the adoption of the report of the Credentials Committee. Those in favor of the report, raise your "Yes" paddle. Those opposed, raise your "No" paddle.

The report of the Credentials Committee is adopted. Thank you, Mr. Chair.

Standing rules. The next item of business is the adoption of the standing rules.

The rules were uploaded to the "Annual Meeting" section of the NBCE website for your reference. For your information, these rules are identical to the 2019 standing rules.

Is there any objection to adopting the proposed standing rules?
Hearing no objections, the standing rules are adopted.

Next item of business is the adoption of the agenda. Is there any objection to adopting the proposed agenda?

Hearing no objection, the agenda is adopted.

The Minutes of the 2021 Annual Business Meeting were uploaded to the "Annual Meeting" section of the NBCE website for your reference. The 2021 Minutes Advisory Committee has reviewed the annual meeting minutes and recommends that the delegate approve the minutes as written.

Is there any objection? Hearing no objections, the minutes are approved.

Thank you to the 2021 Minutes Committee meeting. Thank you.

The 2022 Minutes Advisory Committee members recommended by each District Director and appointed by the President are as follows: District I, Dr. Shannon Ewing, Idaho; District II, Dr. Mickey Frame, Ohio; District III, Dr. Andrew Riddle, Delaware; District IV, Dr. Richard Guarino, Arizona; District V, Dr. Anthony Kyles, South Carolina.

The purpose of the committee is to review the 2022 Annual Meeting Minutes and make a recommendation
for approval on the 2023 NBCE Annual Meeting of the Delegates. A chairperson will be elected from the five district delegates at a teleconference to be scheduled in the fall. The Board secretary will serve on the committee as an ex-officio member.

The President now recognizes NBCE Treasurer Dr. Michael Fedorczyk to give the Treasurer's Report.

DR. FEDORCZYK: Thank you, Dr. Côte.

Just in case.

Good afternoon, delegates, alternate delegates, and guests. As the treasurer of the National Board of Chiropractic Examiners, it is my duty to report the results of the National Board of Chiropractic Examiners for the 2021 financial audit.

A copy of the NBCE's 2021 and 2020 independent certified public accountant audit has been posted on the NBCE website. The CPA's audit report was presented and approved by the Board of Directors at our semi-annual meeting which took place earlier this week.

The NBCE 2021 financial audit was conducted in February of 2022 by the independent accounting firm of Brock and Company, Certified Public Accountants. The independent auditor's letter of opinion affirms that NBCE's financial statements present fairly in all material respects the financial position of the NBCE as
of December 31st, 2021.

To begin, total revenues and gains for 2021 were $16,485,000. This is a breakdown of where the different revenues came through, Part IV being our largest revenue.

Unfortunately, in light of uncertainties around COVID-19, increased exam administration costs, and increased inflation rates, exam fees were increased 3.5 percent for 2021. Parts I, II, III, and page 2 were increased $25, and Part IV was increased by $50. This was the first time that we've had a fee increase since 2018. The exam fees were not increased in 2022.

The next section of the audit reports pertain to our annual expenses and losses. Total expenses and losses for the 2021 period were $12,747,000.

Exam development and administrative expenses continue to be our largest expense at $4.6 million, followed by employee compensation and benefits. I would like to bring your attention to the support of other organizations. This support was provided by NBCE in 2021. Let's go back for a second.

Over half a million dollars of support was given to organizations within the chiropractic profession. The organizations included the Congress of Chiropractic State Associations for the Future of
Chiropractic Strategic Planning. Other organizations were the ABCA, ACC, WFC, Brighthall Incorporated, and the Federation of Chiropractic Licensing Boards. We also gave four student essay award winners $2,500 each.

Taking into consideration all the operational and investing financial activity for 2021, consolidated change in net assets resulted in a positive change of $5,178,500.

Of this increase, almost $1 1/2 million came from our investment income. Changes in net assets before the investment income was $3,738,182. Another $820,000 was from the CARES Act government credit and the remaining portion was due to a 20 percent increase in the numbers of the paid exams from 2020 to 2021. This increase in exams was due mostly to examinations related to the 2021 testing schedule because of the COVID-19 pandemic.

Now looking at the organization's balance sheet. The NBCE's total consolidated -- consolidated total assets as of December 31st, 2021, were $44,951,000.

Of this, current assets total $9,032,000. Property and equipment, after accumulated depreciation, came to $5,210,000. And the Board designated investments, including the building where the FCLB
offices are located, were $30,322,000 at the end of 2021.

Final figure to be discussed on the balance sheet is the section containing our total liabilities and net assets. At the end of 2021, the NBCE's total liabilities and net assets were $44,951,000. This is the same amount previously stated for our total assets confirming all accounts are in balance.

The NBCE has relatively very little in current and long-term liabilities, only $3,812,000, which is almost entirely made up of future exam revenues from examinees applying for their exams at the end of 2021 which they plan on taking in early 2022.

Net assets were $41,139,000, which represents the accumulation of net earnings and losses since the NBCE was incorporated in 1963. All nonprofits have earnings and losses. Where possible, they place their earnings in savings and investment funds to be used for future growth and development and to provide financial stability in times of economic uncertainty.

As an example, in the last two years, the NBCE used over $2 million for their net assets to develop a system to convert computerized testing on college campuses, which was achieved without increasing the fees.
In conclusion, I am pleased to report that the NBCE Board of Directors, the entire NBCE staff, together with the support of many of the chiropractic colleges, have worked creatively and strategically to find economically feasible examination solutions that have allowed us to deliver highly functional and extremely reliable state-of-the-art computerized Board exams for the profession.

Mr. President, this concludes my report.

On behalf of the Board of the Directors of the NBCE, I move that we accept the audit report as presented.

DR. CÔTE: It is moved to accept the auditor's report. Is there any discussion?

Any discussion?

Those in favor of accepting the report, raise your "Yes" paddle. Those opposed, raise your "No" paddle.

The auditor's report is accepted.

The President -- don't sit down yet. The President recognizes Dr. Michael Fedorczyk, NBCE District III Director and Bylaws Committee Chair.

DR. FEDORCZYK: Mr. President, there is no report to change the bylaws this year.

DR. CÔTE: Thank you very much.
No bylaws changes are being recommended, so the NBCE bylaws ratified on April 30th, 2021, continue to stand.

Thank you very much, Dr. Fedorczyk, for your work as the Treasurer and as the Bylaws Committee Chair.

At this point, we will now ask the voting delegates of District I and II to caucus and to each nominate one of their members for election as the NBCE District Director.

We will recess briefly for each District Director. Ms. Kari Hershey will serve as the delegate for District I and Dr. Norman Ouzts for District II. And we will run a secret ballot election of each caucus unless there is only one candidate.

District I, please meet in this very far corner over there. District II, come and meet at the front over here in the corner next to the stage. So we're going to take a short recess while these elections go on.

Thank you very much for your patience.

(Brief recess.)

DR. CÔTE: All right. Let's resume the meeting, please.

I would like to call on a spokesperson from
District I for a report of nomination. Is there a microphone for District I?

UNIDENTIFIED SPEAKER: I always talk too loud.

District I has nominated James Buchanan.

DR. CÔTE: For District Director?

UNIDENTIFIED SPEAKER: For the District Representative.

DR. CÔTE: Thank you very much.

All those in favor of electing James Buchanan from Wyoming as District Director, raise your "Yes" paddle.

Everybody votes on that. Everybody. They nominate, but they have to be confirmed by the entire body.

Those opposed, raise your "No" paddle.

Congratulations. Dr. Buchanan is elected for District I.

(Appause.)

DR. CÔTE: I would like now to call the spokesperson from District II for a report on nomination.

UNIDENTIFIED SPEAKER: Mr. President, District II has nominated Dr. Leroy Otto to serve as District Director.

DR. CÔTE: Thank you very much.
All of those in favor of electing Dr. Leroy Otto from Minnesota as District Director, raise your "Yes" paddle.

Those opposed, "No" paddle.

Dr. Leroy Otto is elected for a three-year term as District II Director.

(Applause.)

DR. CÔTE: Is there any other business to be brought before the Annual Meeting of the NBCE Delegates?

Hearing none, we will wrap up the Ninth Annual National Board Day with an afternoon workshop.

Please join us in "Defense Counsel's Perspective on Board Matters," Ms. Jennifer Herlihy, Attorney, in the Colorado Ballroom.

Also, please do not forget tonight there's more to come. We have dueling pianos in the Capitol Peak Ballroom, Atrium Tower. So when you come out of the main lobby into the covered area, it's the door across and it's the top floor.

Do not forget to bring and wear your name badges, and also for your guests' name badges if you have guests, as this will be your ticket to the event.

Drink tickets will be given at the door.

Best wishes to the National Board for
continued success. With no further business to come before the delegates and without objection, the Chair will adjourn the 2022 Annual Delegate Meeting of the National Board of Chiropractic Examiners.

Any objections?

Without objection, the meeting is adjourned.

(The meeting adjourned at 2:20 p.m.)
REPORTER'S CERTIFICATE

I, MARJORIE R. DAUSTER, do hereby certify that I am a Registered Merit Reporter and Certified Realtime Reporter.

I further certify that the within proceedings were taken in machine shorthand by me at the time and place aforesaid and was thereafter reduced to typewritten form, and that the foregoing constitutes a true and correct transcript of the proceedings had.

IN WITNESS WHEREOF, I have hereunto set my hand and seal this 17th day of May, 2022.

______________________________
Marjorie R. Dauster, RMR, CRR
Dauster|Murphy
1500 Longs Peak Drive
Fort Collins, Colorado 80524

My commission expires:
January 5, 2028