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

May 6, 2022

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1 ATTENDEES PRESENT
2 DR. DANIEL CÔTE
NBCE President
3
4 DR. LEROY OTTO
NBCE Vice President and District II Director
5 DR. NORMAN OUZTS
CEO
6
7 MS. KIMBERLY DRIGGERS, J.D.
At-Large Director
8 DR. JASON YOUNG
At-Large Director
9
10 DR. MARTY FREIHAUT
At-Large Director
11 DR. KARLOS BOGHOSIAN
At-Large Director
12
13 DR. MICHAEL FEDORCZYK
District III Director, Treasurer, and Bylaws Committee
Chair
14
15 DR. JASON JAEGER
District IV Director and Credentials Committee Chair
16 DR. JOHN MCGINNIS
District V Director and Board Secretary
17
18 MS. KARI HERSHEY, ESQ.
Board counsel
19 DR. CAROL WINKLER
President of FCLB
20
21 MS. MELISSA STOCKBERGER
CPA
22
23
24
25

1 P R O C E E D I N G S

2 DR. CÔTE: Well, good afternoon, and welcome
3 again to our annual NBCE day. Thank you. It's so, so
4 great to see so many faces. It's just awesome.
5 Awesome.

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

10 (Applause.)

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

14 (Applause.)

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

17 (Applause.)

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

21 (Applause.)

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

1 (Applause.)

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

4 (Applause.)

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

8 (Applause.)

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

12 (Applause.)

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

15 (Applause.)

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

21 (Applause.)

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

25 (Applause.)

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

5 (Applause.)

6 DR. CÔTE: Thank you.

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

9 DR. MCGINNIS: Thank you, Dr. Côte. Let us
10 pray.

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

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

18 Amen.

19 DR. CÔTE: Thank you, Dr. McGinnis.

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

22 Stand up, please.

23 DR. FREIHAUT: I pledge allegiance to the flag
24 of the United States of America, and to the Republic
25 for which it stands, one nation under God, indivisible,

1 with liberty and justice for all.

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

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

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

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

23 Overall, I am proud to report that we
24 displayed an outstanding performance through
25 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

1 CEO, his leadership team, and, of course, all of our
2 Board members, we held a strategic planning session in
3 August of 2019 to establish goals and plans for the
4 following five years. Guided by industry experts, we
5 outlined and arrived at the following resolutions.

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

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

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

22 Engaging stakeholders through the Advisory
23 Panel, open comment periods, having meetings and
24 engagement with every Doctor of Chiropractic program in
25 the last eight months to review their facilities and

1 also review their expertise in practical examination
2 protocol, just to name small parts of our progress so
3 far.

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

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

18 Last rock, business diversification and
19 development. In 2021 alone, we have brought on three
20 new jurisprudence exams, including one from outside of
21 the chiropractic profession, which is really cool. We
22 added a specialty exam for certification in motor
23 vehicle injury analysts. We hosted a testament with
24 FLAQ to produce the first standardized exam for
25 graduated chiropractic students in Latin America which

1 will assist with the establishment of the accreditation
2 of chiropractic programs in this rapidly expanding
3 market.

4 I am also very pleased to report that in 2021
5 alone, we donated over half a million dollars to
6 promote and advance the chiropractic profession as a
7 whole. These funds were distributed between multiple
8 research awards and projects, support for the
9 Association of Chiropractic College, the World
10 Federation of Chiropractic, including a groundbreaking
11 collaborative chiropractic advancement initiative with
12 the World Health Organization.

13 (Applause.)

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

22 To the Board of Directors, these donations and
23 contributions -- contrib- -- English is a second
24 language -- are predicated upon the understanding that
25 the improvement in the profession anywhere creates a

1 ripple effect which will result in the advancement of
2 the profession everywhere. This is based, of course,
3 on the timeless wisdom that the rising tide lifts all
4 boats.

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

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

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

24 The last three years has also given way to a
25 full review of our standing and temporary committees.

1 Under the leadership of Ms. Driggers and Dr. Boghosian,
2 our new governance committee has established charters
3 and self-assessment tools for each committee and the
4 Board as a whole. They are also assisting in the
5 planning of continuing education and training for each
6 of the Board members, new or veterans.

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

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

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

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

1 (Applause.)

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

5 Now the tough part.

6 (Laughter.)

7 DR. CÔTE: I have a box here.

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

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

12 There are so many people that I owe gratitude
13 for helping me to get here today. My dear friend Vic
14 Gilliam, who passed away in 2020 of ALS, for driving my
15 appointment to the Oregon Board of Chiropractic. Not
16 easy to get on the Board as a Republican in Oregon.
17 I'll tell you what.

18 (Laughter.)

19 DR. CÔTE: To Daniel St. Germain, who, the
20 first time I met him at my first annual meeting in
21 2011, condensed two years of networking in less than 30
22 minutes. He was so excited to meet a French-Canadian,
23 he just dragged me around. It was awesome.

24 For Oliver Bud Smith and Ron Tripp for
25 encouraging me to get involved with the National Board

1 and eventually run for District 1, thank you. For all
2 the Board members I've served with, current and past,
3 for teaching me how to do it and what not to do.

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

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

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

19 (Laughter.)

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

25 Now for the really hard part. I'm

1 embarrassing myself.

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

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

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

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

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

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

25 This is the beginning of a new day. You have

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

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

13 Thank you.

14 (Applause.)

15 DR. CÔTE: All right. Now for the fun part.

16 So we have -- we don't have a lot of awards at
17 the National Board. We mainly have one, but it's an
18 extremely important one, a great honor to receive the
19 Paul Tullio Award. A very limited amount of people
20 have received this award. And it is for a lifetime of
21 achievement and accomplishment in the testing world and
22 the NBCE improvement and regulation and public
23 protection.

24 At this point, I would like to invite Mr. -- I
25 always call him Dr. -- Mr. Horace Elliott to give this

1 award.

2 (Applause.)

3 DR. ELLIOTT: Wonderful. Wow. What a
4 wonderful report of the progress that you gave just
5 now, Dr. Côte. Thank you so much.

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

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

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

24 He was a devoted Board member who realized
25 when he came onto the Board -- he spent 20 years on the

1 Board after being elected, from Chicago, Illinois. He
2 realized the benefits of building an organization, a
3 strong testing organization for chiropractic, and he
4 emphasized development of exams worthy of the
5 confidence of the state boards, the regulatory board
6 that we serve.

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

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

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

25 The recipient of the Tullio Award is no

1 stranger to most of you, as she has been an integral
2 component of the NBCE Part IV exam since its inception.
3 And in my opinion, the Part IV exam would not be the
4 success it is today if it had not been for her
5 contributions.

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

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

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

1 be this production person.

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

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

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

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

25 She is not only a dedicated essential person

1 at the National Boards, she is a special mother of two
2 daughters, Amanda and Sabrina, and the grandmother of
3 three grandkids, Kane, Ashley, and Lilian Michele.

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

6 (Applause.)

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

11 (Applause.)

12 MS. FISHER: I guess, thank you.

13 (Laughter.)

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

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

21 So thank you.

22 (Applause.)

23 DR. OUZTS: So, Horace -- I'm so glad I get
24 the takeaway first -- although I can't think of anybody
25 more perfect to present that award to Michele, I had an

1 ulterior motive when I called and asked you to present,
2 because we have a second Tullio Award today.

3 (Applause.)

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

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

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

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

22 In the mid 1990s he oversaw the research and
23 development necessary to introduce Part IV, the
24 nation's first examination of its kind in all health
25 care to assess a provider's readiness for practice.

1 In 2009, the NBCE responded to the
2 profession's need for global standards by establishing
3 the International Board of Chiropractic Examiners and,
4 as you've heard just recently, completed the
5 development of a clinical competency exam to be used in
6 Latin America.

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

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

23 As I said in the beginning, we could stand
24 here for hours and speak of all the accomplishments
25 NBCE has enjoyed under Horace's leadership. But let's

1 just say the impact that he has had, not just on the
2 NBCE and not just on the chiropractic profession but
3 many of us here personally, it makes it truly one of
4 the highlights of my professional career to present the
5 Tullio Award to Mr. Horace Elliott.

6 (Applause.)

7 DR. ELLIOTT: I guess I'm terribly unprepared
8 for this. I was here on a different mission.
9 Dr. Ouzts and company, Dr. Côte, sort of fooled me with
10 this.

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

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

17 (Applause.)

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

22 I am proud of the job that we did over the
23 years, and I appreciate your comments. And I think
24 you've given me great credit, and I appreciate it. But
25 I also have to tell you how proud I am of what you all

1 are doing now and all of the progress that is before
2 you.

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

8 (Laughter and applause.)

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

11 (Applause.)

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

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

19 Thank you. Enjoy lunch.

20 (Lunch recess.)

21 DR. CÔTE: So we are about -- in just a few
22 minutes, we're going to start the Annual Business
23 Meeting of the National Board. Guests are more than
24 welcome to stay as observers. And, of course,
25 delegates and alternate delegates, I would require you

1 to stay. If I see one of you leave, you'll be tackled
2 on the way out. Thank you. So I'll give you guys just
3 a few minutes here to get organized. Okay?

4 (Pause in the proceedings.)

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

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

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

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

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

23 If you would pay attention -- we're already
24 late -- it will go a lot faster and we can get to the
25 excellent classes that we have this afternoon, which

1 some of them are good for CE hours.

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

6 So District I next to the water fountains.
7 Once you have signed your attendance sheet, grab your
8 paddle and your lanyard. Please return to your own
9 district tables, please.

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

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

15 UNIDENTIFIED SPEAKER: Alaska and Montana.

16 DR. CÔTE: Alaska and Montana. I don't
17 believe I ran into Montana, but I thought Alaska was
18 here.

19 Please pick up your paddle, sir.

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

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

24 UNIDENTIFIED SPEAKER: I am missing District
25 III, Paul Morin --

1 DR. CÔTE: He's not here.

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

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

8 UNIDENTIFIED SPEAKER: Yes.

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

11 UNIDENTIFIED SPEAKER: Dr. Rachel Klein.

12 UNIDENTIFIED SPEAKER: Dr. Klein. There she
13 is.

14 DR. CÔTE: Thank you.

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

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

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

21 DR. CÔTE: Okay. Puerto Rico, Tennessee . . .

22 UNIDENTIFIED SPEAKER: And Arkansas.

23 DR. CÔTE: I saw Tennessee earlier today.

24 No? Did I not?

25 Wrong state. Sorry.

1 Okay. Last call for delegates to go sign and
2 grab their paddles.

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

7 (Comments off microphone.)

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

13 (Comments off microphone.)

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

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

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

25 DR. JAEGER: Thank you, Mr. President.

1 Am I on? No.

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

5 DR. CÔTE: Thank you.

6 DR. JAEGER: On behalf of the Credentials
7 Committee, I move the adoption of the report of the
8 Credentials Committee.

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

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

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

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

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

24 Is there any objection to adopting the
25 proposed standing rules?

1 Hearing no objections, the standing rules are
2 adopted.

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

6 Hearing no objection, the agenda is adopted.

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

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

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

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

24 The purpose of the committee is to review the
25 2022 Annual Meeting Minutes and make a recommendation

1 for approval on the 2023 NBCE Annual Meeting of the
2 Delegates. A chairperson will be elected from the five
3 district delegates at a teleconference to be scheduled
4 in the fall. The Board secretary will serve on the
5 committee as an ex-officio member.

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

8 DR. FEDORCZYK: Thank you, Dr. Côte.

9 Just in case.

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

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

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

1 of December 31st, 2021.

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

6 Unfortunately, in light of uncertainties
7 around COVID-19, increased exam administration costs,
8 and increased inflation rates, exam fees were increased
9 3.5 percent for 2021. Parts I, II, III, and page 2
10 were increased \$25, and Part IV was increased by \$50.
11 This was the first time that we've had a fee increase
12 since 2018. The exam fees were not increased in 2022.

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

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

22 Over half a million dollars of support was
23 given to organizations within the chiropractic
24 profession. The organizations included the Congress of
25 Chiropractic State Associations for the Future of

1 Chiropractic Strategic Planning. Other organizations
2 were the ABCA, ACC, WFC, Brighthall Incorporated, and
3 the Federation of Chiropractic Licensing Boards. We
4 also gave four student essay award winners \$2,500 each.

5 Taking into consideration all the operational
6 and investing financial activity for 2021, consolidated
7 change in net assets resulted in a positive change of
8 \$5,178,500.

9 Of this increase, almost \$1 1/2 million came
10 from our investment income. Changes in net assets
11 before the investment income was \$3,738,182. Another
12 \$820,000 was from the CARES Act government credit and
13 the remaining portion was due to a 20 percent increase
14 in the numbers of the paid exams from 2020 to 2021.
15 This increase in exams was due mostly to examinations
16 related to the 2021 testing schedule because of the
17 COVID-19 pandemic.

18 Now looking at the organization's balance
19 sheet. The NBCE's total consolidated -- consolidated
20 total assets as of December 31st, 2021, were
21 \$44,951,0000.

22 Of this, current assets total \$9,032,000.
23 Property and equipment, after accumulated depreciation,
24 came to \$5,210,000. And the Board designated
25 investments, including the building where the FCLB

1 offices are located, were \$30,322,000 at the end of
2 2021.

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

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

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

21 As an example, in the last two years, the NBCE
22 used over \$2 million for their net assets to develop a
23 system to convert computerized testing on college
24 campuses, which was achieved without increasing the
25 fees.

1 In conclusion, I am pleased to report that the
2 NBCE Board of Directors, the entire NBCE staff,
3 together with the support of many of the chiropractic
4 colleges, have worked creatively and strategically to
5 find economically feasible examination solutions that
6 have allowed us to deliver highly functional and
7 extremely reliable state-of-the-art computerized Board
8 exams for the profession.

9 Mr. President, this concludes my report.

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

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

15 Any discussion?

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

19 The auditor's report is accepted.

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

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

25 DR. CÔTE: Thank you very much.

1 No bylaws changes are being recommended, so
2 the NBCE bylaws ratified on April 30th, 2021, continue
3 to stand.

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

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

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

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

21 Thank you very much for your patience.

22 (Brief recess.)

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

25 I would like to call on a spokesperson from

1 District I for a report of nomination. Is there a
2 microphone for District I?

3 UNIDENTIFIED SPEAKER: I always talk too loud.
4 District I has nominated James Buchanan.

5 DR. CÔTE: For District Director?

6 UNIDENTIFIED SPEAKER: For the District
7 Representative.

8 DR. CÔTE: Thank you very much.

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

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

15 Those opposed, raise your "No" paddle.

16 Congratulations. Dr. Buchanan is elected for
17 District I.

18 (Applause.)

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

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

25 DR. CÔTE: Thank you very much.

1 All of those in favor of electing Dr. Leroy
2 Otto from Minnesota as District Director, raise your
3 "Yes" paddle.

4 Those opposed, "No" paddle.

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

7 (Applause.)

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

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

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

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

21 Do not forget to bring and wear your name
22 badges, and also for your guests' name badges if you
23 have guests, as this will be your ticket to the event.
24 Drink tickets will be given at the door.

25 Best wishes to the National Board for

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

5 Any objections?

6 Without objection, the meeting is adjourned.

7 (The meeting adjourned at 2:20 p.m.)

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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

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

My commission expires:
January 5, 2028