



NATIONAL BOARD OF CHIROPRACTIC EXAMINERS

1963–2023

60 YEARS OF DEFINING EXCELLENCE

CELEBRATING OUR LEGACY, CREATING OUR FUTURE

# Contents

2	Excellence in Testing, Safeguarding Public Trust
3	Defining Moments, Celebrating Our Legacy
6	Creating Our Future, the Next 60 Years and Beyond
8	Through the Decades: The 1960s
9	The 1970s
10	The 1980s
11	The 1990s
12	The 2000s
13	The 2010s
15	The 2020s
16	NBCE Board of Directors, 60 Years of Excellence in Leadership



“Congratulations to the NBCE family on 60 successful years of providing excellence in licensure testing for the chiropractic profession. Gratitude for this must go to the three Texas chiropractors — Drs. Biser, Bouknight and Brassard — who established the organization in 1963; to the many chiropractors who have served on the NBCE Board of Directors since; to college leaders and faculty members; to numerous practitioners; and to dedicated staff members in Greeley, Colorado. All can be justifiably proud of the Board’s past accomplishments, its current strong status and the many initiatives being pursued for the future. God speed to all for all you do for the chiropractic profession.”

– **Horace Elliott, Executive Vice President of NBCE, 1986–2014**

“Congratulations to the current and past leadership, educators and staff of the NBCE on their 60th anniversary! The NBCE has played a vital role in qualifying the next generation of chiropractors. Students’ success on national boards is a hallmark accomplishment on their path of professional growth, development and licensure. We admire the NBCE’s aspiration to advance the chiropractic profession and facilitate excellence in patient care through candidate examination.”



– **Dennis M. Marchiori, Chancellor and CEO  
Palmer College of Chiropractic**

60 YEARS OF DEFINING EXCELLENCE

# Rooted in Higher Purpose

The National Board of Chiropractic Examiners marks its 60th anniversary in 2023. This milestone is an opportune time to honor the rich history of our profession, recall the strength and resolve of early chiropractic pioneers, reflect on important achievements of the past six decades, and envision future possibilities rooted in our purpose.

The NBCE's purpose is as clear and relevant today as it was when the organization was founded in 1963. As we proudly celebrate this anniversary, we do so with full acknowledgement of both our past and our potential.

We are grateful to the hundreds of chiropractic leaders who have served on the NBCE board and our testing committees as well as the staff and consultants who have supported the board's work over these 60 years. As we look to the future, we have a continuing obligation to safeguard public trust and preserve our profession's accomplishments.



# Safeguarding Public Trust

Chiropractic pioneers were determined to advance every facet of our profession. They understood deeply the positive impact industry standardization and professional assessment could have on public safety and public trust. Their determination contributed to the survival and growth of chiropractic through regulation, accreditation, examination and education.

State boards and agencies that regulate the practice of chiropractic depend on the NBCE to prepare and administer tests of superior quality to qualified candidates when they evaluate individuals for licensure. NBCE examinations provide a uniform standard of excellence expected among all chiropractors, which helps maintain trust and quality in the profession.

## MISSION

Ensuring professional competency through excellence in testing.

## VISION

NBCE is the trusted source of professional examination services. Using our resources and expertise, we will expand our organization through innovative product development to fulfill the evolving professional assessment needs of the communities we serve.

## VALUES

The NBCE embraces the philosophy of lifelong learning and demonstrates the values of integrity, honesty, fairness, transparency and accountability in its interactions and relationships.

While the national board as it exists today was formed in 1963, decades of chiropractic history led to its inevitable need and formation. To honor the sacrifices of the early pioneers of chiropractic and inform the work ahead, it is important to reflect on the obstacles that the profession faced and how the NBCE's enduring purpose was born in response to challenges to the profession.



## DEFINING MOMENTS

# Celebrating Our Legacy

### THE BIRTH OF CHIROPRACTIC

The chiropractic profession was born in 1895 when Daniel David Palmer gave the first chiropractic adjustment. Just a few short years later, however, the fledgling profession was under vicious attack.

### ANTI-CHIROPRACTIC CAMPAIGNS

Throughout the early 1900s, chiropractors were constantly challenged by groups seeking to eliminate the profession. Many were accused of practicing medicine without a license and thousands of chiropractors were arrested and jailed during targeted campaigns. Despite growing interest and demand from the public, organized and persistent attempts to discredit and disband the chiropractic profession jeopardized its very existence.

### THE DECADES-LONG BATTLE FOR ACCEPTANCE

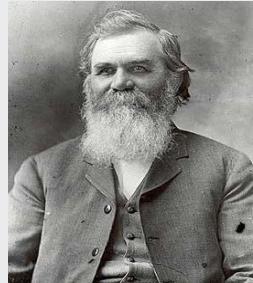
In response to these attacks, early pioneers of the profession were resolved to establish formal training programs, build credibility and earn public trust.

Lawful recognition of the chiropractic profession was achieved only following battles fought over decades by leaders who had the vision and took the necessary steps to establish a formal licensure process to protect patients and shelter practitioners from unjust persecution.

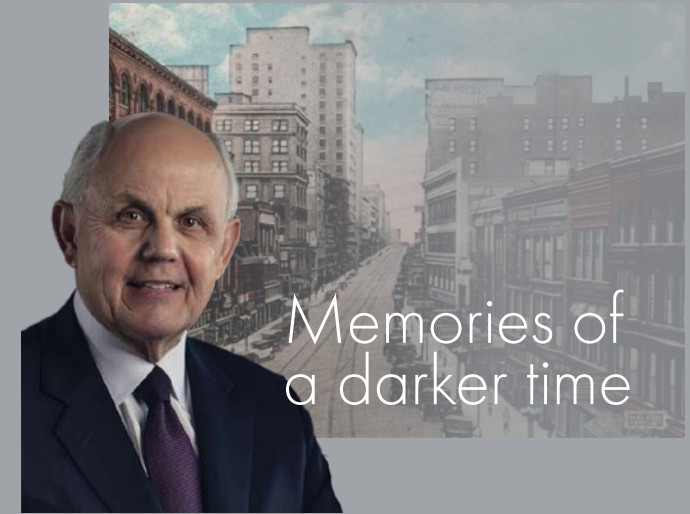
Implementing state chiropractic practice acts began in Kansas in 1913 and concluded in Louisiana in 1974. This 61-year path to regulation was extremely arduous.

### CONTINUED CHALLENGES

The profession was confronted with numerous challenges and opportunities related to the enactment of nationwide licensure laws. Diversity in practice acts, varying and inconsistent state requirements for licensure, and attempts to use the basic science boards as a clearinghouse by the national medical board were further obstacles posing serious threats to the profession.



Daniel David Palmer



Memories of  
a darker time

**Shared by Dr. Carl Cleveland III, a fourth generation Doctor of Chiropractic and the third president of Cleveland Chiropractic College, now Cleveland University-Kansas City.**

My grandparents were both chiropractors and started a practice together in Kansas City in 1919. But the challenge was that the state would arrest chiropractors at that time for the illegal practice of medicine without a license. My father told me stories of how my grandmother would sew quarters into the lining of his jacket as a child. She told him if he should come home from school to a locked house, it would mean she and his father were in jail but that it would be okay. She told him he should rip open the lining of his jacket and use those quarters. Because a single quarter, she assured him, would buy him a full meal at the restaurant at the corner.

Despite the challenges, the profession moved forward with a growing recognition that an organized approach to standardization was necessary. By the early 1960s, many health professions were forming national examining boards with nationwide utilization as a path to licensure. Chiropractic leaders realized it was time to enact a national board of their own or risk becoming the only health profession without one.

### **CHIROPRACTIC'S UNIVERSAL PATH TO LICENSURE**

Looking back at the state of the profession before the NBCE was founded, one can only imagine what might have become of the chiropractic profession if the organization had never existed. It was clear the profession needed a national testing body that would be unbiased and provide a universally applicable exam to create a baseline for aspiring practitioners.

Joined in common purpose, national chiropractic association representatives, state board members and chiropractic college presidents came together with the goal to create a single path to licensure through universal examination for students from all chiropractic colleges and universities that would be recognized by all states. United in the justness of their cause, they were determined to succeed regardless of conflicting viewpoints and strong personalities, and agreed the organization needed to be non-political, completely neutral and separate from any influencing body.

### **RAPID WIDESPREAD ADOPTION**

Thousands of hours of work and the contributions of many people went into preparation of the initial examinations and set another step forward toward the advancement of the profession through standardized testing. The first NBCE examination was administered in 1965 to 1,200 candidates and was split into two parts covering basic science and chiropractic subjects. During its first year, 16 states recognized results from the examination. By 1968, NBCE exams were officially recognized by 29 states and, just 10 years after the organization was formed, 41 state licensing boards recognized and had adopted NBCE examinations as requirements for licensure. Today, all states require NBCE examinations in their evaluation for licensure.

### **EXAMINATION EXPANSION**

Continued production and administration of valid, reliable and legally defensible examinations gained the confidence of colleges and licensing boards. A commitment to excellence and steadfast belief in organizational ideals afforded the NBCE the authoritative and trusted credibility for professional examination services amongst licensing boards.

By the 1980s, state licensing boards were requesting a clinical competency examination to assess the

"Nebraska established a Basic Science Board and examination in 1927. From 1929 until 1950, not a single chiropractic license was granted in the state due to the inability of chiropractors to pass these unfair examinations."

– J. Nash, "The rise and fall of basic science laws," *Chiropractic History*, 2000

"The NBCE creates the bedrock of our entire profession. Someone has to set the baseline and if there's no baseline, there is no solid ground upon which to stand. NBCE attracts high-quality leaders who are not motivated by any reason other than doing the right thing, and sometimes they deal with exceedingly difficult subjects. The fact that they've been doing it for 60 years now is remarkable. Having a national organization that provides uniformity to the regulatory process is helpful because it goes way beyond any single state. It's like the saying, 'the sum is greater than the parts.' It's critical that through administration of the exam there is a benchmark set for those who enter the profession with the competence to ensure patient safety."

– Wayne Bennett, DC, DABCO, Arizona District IV Delegate



clinical competence of applicants relevant to the actual practice of chiropractic and Part III was added in 1987.

In 1989, state licensing boards requested that the NBCE consider developing a national practical examination in lieu of individual state practical exams, thus providing a uniform standard from state to state — a true realization of the purpose upon which the NBCE was founded. When the first Part IV exam was administered in 1996, chiropractic became the first health occupation to require demonstration of clinical competency through a practical examination.

### **MEETING EVOLVING NEEDS**

Examination expansion has meant more for the NBCE than creating the bedrock of the profession's path to licensure. Today's NBCE, including its International Board of Chiropractic Examiners (IBCE), develops, administers and scores a variety of other examinations.

- The NBCE now administers tests internationally.
- The Special Purposes Examination for Chiropractic (SPEC) developed in 1993 has become an important tool for state and foreign licensing agencies to use in post-licensure decision-making for cases involving license suspension, revocation, lapse or malpractice.
- The Ethics and Boundaries Assessment Services (EBAS) was established in 2013 as a separate entity to evaluate post-licensure ethical competency of a variety of health care and other professional entities.
- The Chiropractic College Aptitude Test (CCAT) was created to help prospective students make important academic decisions before they commit to a course of study.

These and other specialty exams developed by the NBCE are meeting the needs of licensing and regulatory bodies both in the U.S. and beyond. Consistent with its vision, the NBCE will continue to deploy resources and expertise for innovative product development to fulfill the evolving professional assessment needs of its stakeholders.

"I see the NBCE remaining a strong presence in making sure the minimum standards are met by new doctors and I believe we'll see some of the current trends in health care come to be more represented in NBCE testing over the next 10 to 20 years. Chiropractic doctors are going to become even more clinically relevant to other providers and also in patient management as chiropractic becomes better embraced by the public and other medical professions. We will see more medical providers rely on autonomous neuromusculoskeletal management of patients by chiropractors. I anticipate NBCE testing will evolve to evaluate an examinee's ability to fully manage a patient's care. This is exciting for testing because it is extremely realistic and relevant to every modern provider."



**– Andrew Riddle, BSN, DC, MBA  
Delaware District III Delegate**

# The Next 60 Years and Beyond

## ONGOING INNOVATION

The landscapes of the chiropractic profession and high-stakes testing are constantly being developed as new innovations and products are introduced.

Today's four-part exam covers basic sciences (Part I), clinical sciences (Part II), written clinical competency (Part III) and practical skills (Part IV). Innovation and administration of examinations has adapted over time to incorporate advancements in technology and make testing more convenient and accessible for students.

Parts I, II and III are computer-based tests that students take conveniently at partnering chiropractic colleges or professional testing centers as they advance through the college curricula. Part III incorporates diagnostic imaging interpretation with 30 imaging sets. And part IV's practical evaluation of chiropractic technique and case management demonstrates hands-on clinical skills.

As NBCE marks its milestone 60th anniversary, a Part IV advancement and development project is underway to evaluate Part IV with the goal of developing a new exam format based on best practices and stakeholder feedback.

## VALUING STAKEHOLDERS

Today, the NBCE maintains responsibility for making sure chiropractic examinations adapt to meet advancements and incorporate new research in the profession. Stakeholders are important partners and the NBCE works continuously to build engagement through communication and transparency with state boards, chiropractic college leaders and faculty, examinees, employees and the public.

A strategic planning process engaging a wide range of NBCE stakeholders will begin in 2023 to articulate the vision and lead the efforts for the organization's future.

"The NBCE has played an integral role in chiropractic history and really created credibility for the profession on many different levels. The exam gave credibility to practitioners, who knew that upon graduating and passing the national board exam they had the knowledge necessary to be successful in practice. It also gave credibility to state boards in knowing the examination they were using was of the highest caliber and psychometrically sound. And it gave credibility to the state legislatures, who in the early days had to pass statutes to make sure chiropractors were licensed in their state. The NBCE was critical in establishing a process for national examination that would elevate the profession and be recognized and respected across the country."



– Louis Sportelli, DC, NCMIC Foundation President





### **AS CHIROPRACTIC ADVANCES, SO WILL THE NBCE**

For many years, chiropractic has been a profession growing faster than the average for all other professions according to the U.S. Bureau of Labor Statistics. Chiropractors are also employed in more settings today than in the past. Tomorrow's chiropractors may work in solo or group practice, as on-site chiropractors for sports teams or companies, or as chiropractors with the U.S. Veterans Administration or Community Health Centers, hospitals or multi-disciplinary systems.

As the opportunities evolve and testing technologies and best practices advance, the NBCE will continue to meet its mission of ensuring professional competency through excellence in testing.

"I've been involved with NBCE almost my entire career and I've seen it grow. I've seen it develop and the expertise just explode, and the expectations have grown. The expectations are higher now. Research and development have just exploded to support chiropractic and what we do to help our patients. And the National Board has embraced that and helped move us forward. And I commend them for that because in some cases it can be a hard step to take. It can be an unpopular step to take if it doesn't support some particular views or beliefs or ideologies. But I believe that the National Board has really supported the forward motion of the profession and garnered respect for chiropractic physicians in how they have set up their testing."



**– Shannon Gaertner Ewing, DC, Idaho District I**

"There is this moment when you transition from a learner into a professional and realize you're serving the public, and the public needs to be able to have a sense of trust in the level of care that you're going to provide. States need to have a sense of trust in the level of care that you're going to provide, and insurance companies need to have a level of trust in the type of care that you're going to provide. When you're in the midst of it and trying to accomplish it, it feels stressful and there's a lot of angst around it, but after you've completed it and in hindsight, you realize that preparing to provide point-of-contact care to the public should not be easy, and it should not be fast. That it was actually a value-added journey and now you can say, with confidence, that you will practice with the high levels of cognitive abilities and critical thinking skills to maintain the trust and safety for all those stakeholders."



**– Heather Henrichs, DC, Nebraska District I**

# THROUGH THE DECADES: THE 1960s

Three visionary Texas chiropractors led the charge to establish the NBCE: Dr. Devere Biser, Dr. E.L. Bauknight and Dr. Gerald Brassard. They believed testing was essential to the profession's credibility and safety.



## A look at the first exam

The first NBCE board set testing standards as high or higher than any state board and determined the exam would be given in two parts. Part I included basic science subjects — anatomy, physiology, chemistry, pathology, bacteriology and hygiene. Part II included chiropractic subjects — diagnosis, gynecology, X-ray, geriatrics, principles of chiropractic and jurisprudence.

More than 10,000 questions were developed by faculty of 12 chiropractic colleges for the very first exam in 1965. One hundred questions were then selected for each subject category, and exams were given simultaneously in Chicago, Indianapolis, Los Angeles, New York City and Davenport, Iowa.

### 1963

The National Board of Chiropractic Examiners is incorporated in Dallas, Texas, with the first office located in Cheyenne, Wyoming.

### 1965

First exam is administered to 1,200 examinees for licensure and includes Parts I, II and Physiotherapy.

Sixteen states recognize the exam.

The NBCE headquarters is relocated in the personal residence of its president, Dr. Gordon Holman.

### 1966

Twenty-five states recognize the NBCE, and several other states purchase sections for their own use.

### 1967

Testing stations grow from five locations to seven, adding Logan College in St. Louis and Canadian Memorial College in Toronto.

### 1968

Official recognition of NBCE exams reaches a total of 29 states and 37 licensing boards.

# THE 1970s

The 1970s included a headquarters relocation to Greeley, Colorado, the beginning of Delphi studies and even more states choosing the NBCE exam.



## Delphi method connects exams to education

Chiropractic college faculty offer input on exam topics through Delphi studies, a practice that began in 1976. With the Delphi method, experts are sent a series of questionnaires to obtain consensus on relevant subject matter.

Surveying chiropractic college instructors ensures NBCE exams accurately reflect what is being taught in chiropractic colleges. With faculty input, the relevance and importance of specific topics are then reflected in the Part I, Part II and Physiotherapy exams.

The NBCE continues Delphi studies today, conducting a new one every two to three years.

### 1972

The board establishes a reserve fund of 5% of gross revenues to provide for future NBCE growth.

### 1974

The board approves the purchase of an apartment building in Cheyenne, Wyoming, for NBCE office space.

### 1975

Forty-one states now recognize the NBCE exam in lieu of their own testing.

### 1976

The first Delphi study of chiropractic college curricula is conducted to update NBCE test plans. Subsequent Delphi studies are conducted every two to three years.

NBCE President Dr. Gordon Holman leads efforts to relocate

the organization from Cheyenne to Greeley, Colorado, to foster continued collaboration in examination development with experts at the University of Northern Colorado. Construction of an 8,600-square-foot Greeley headquarters begins at 1610 29th Avenue Place.

### 1977

The move from Cheyenne to Greeley is completed and the building is dedicated.

### 1978

The NBCE adopts a policy recognizing student applicants only from chiropractic colleges accredited by a U.S. Office of Education-recognized agency.

# THE 1980s

The 1980s introduced the Part III exam to replace the written portion of states' licensing exams and saw increased interest from the international community.



## Technology comes to exam grading

In the 1980s, technology played a larger role in day-to-day operations as the computerization of the NBCE's administrative processes began.

Exam grading also received a technology upgrade when the NBCE purchased its first IBM Optical Mark Reader. The OMR quickly and more accurately scanned marks on multiple choice exams to increase efficiency and decrease the time needed to score the results.

### 1980

The board restricts the 5% reserve fund to permit expenditure only with full board approval. An additional 3% fund is established for potential legal actions.

### 1981

Computerization of the NBCE's administrative processes begins.

### 1983

New exam format requiring a minimum of 70% unexposed questions increases exam validity.

### 1985

NBCE exams are administered internationally for the first time.

### 1986

The NBCE acquires its first IBM Optical Mark Reader to scan exam answer sheets.

### 1987

NBCE introduces Part III, a written clinical competency examination, to replace the written portion of states' licensing exams. The first

Part III is administered to more than 1,700 candidates.

Growing demand for NBCE services prompts the board to consider headquarters expansion. After reviewing options, the board approves the purchase of land for a new facility in west Greeley.

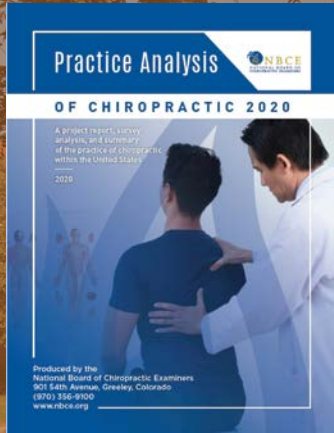
### 1988

The NBCE International Affairs Department is created to accommodate the increasing needs of the international community.



# THE 1990s

There were several notable firsts in the 1990s, including chiropractic becoming the first health occupation to require demonstration of clinical competency with the Part IV exam and establishing the first post-licensure Special Purposes Examination for Chiropractic and first Job Analysis.



## Examining the practice of chiropractic

The inaugural Job Analysis of Chiropractic was released in 1993 summarizing chiropractic practice in the United States. The first survey sought to provide the chiropractic health care field with the most credible, relevant and accurate reference possible, documented by those practicing full-time. Nearly 5,000 randomly selected practitioners participated in the survey.

Now renamed the Practice Analysis of Chiropractic, NBCE conducts the survey approximately every five years and has published results in 1993, 2000, 2005, 2010, 2015 and 2020. Each new report reviews the latest research literature, discusses regulations affecting the industry and presents trends in patient conditions and treatment techniques.

The Practice Analysis also ensures the clinical portions of the NBCE exams — Parts III and IV — are continually updated to reflect the discipline's current standards of practice, a testament to how chiropractic is on the forefront of patient-centered care.

### 1990

NBCE headquarters moves to current location in Greeley, Colorado.

### 1993

The first U.S. chiropractic job analysis is published and first post-licensure SPEC is administered.

### 1995

NBCE purchases an adjacent six-acre parcel of land for possible headquarters expansion.

### 1996

NBCE introduces the Part IV Practical Examination to replace the practical portion of state licensing exams. Chiropractic becomes the first health care occupation to require demonstration of clinical competency through practical examination.

### 1997

Part IV exam development requires additional staff. The board begins serious consideration of remodeling and construction options.

### 1998

Continued refinement of the examination development and administration processes places additional demands on office and meeting space.



# THE 2000s

The 2000s introduced the Chiropractic College Assessment Test, the Acupuncture Examination, and the Ethics and Boundaries Examination, and established the International Board of Chiropractic Examiners.



## Upholding international standards

From 2001 to 2009, the NBCE began providing testing services in England, France, New Zealand, Australia and Korea. The International Board of Chiropractic Examiners was formally incorporated as its own organization in 2009, with the vision to develop an international testing program acceptable to any regulatory jurisdiction, affirming that regardless of location, a chiropractor who meets the educational and testing thresholds is competent to practice.

Housed on the Greeley campus, the IBCE serves international jurisdictions as it works to establish appropriate guidelines, parameters and educational requirements in harmony with established and evolving international standards.

### 2000

The board recommends moving forward with main facility additions after two years studying office space utilization.

NBCE introduces the Chiropractic College Assessment Test.

### 2002

Special Purposes Examination for Chiropractic becomes the NBCE's first computerized exam.

### 2003

NBCE introduces an optional acupuncture examination.

### 2004

The Ethics and Boundaries Examination is introduced for state regulatory boards to assess ethical competency.

NBCE purchases the 5401 building, expanding the campus to 18 acres.

### 2009

The board establishes and incorporates the International Board of Chiropractic Examiners.

Construction begins on a 15,000-square-foot conference center with state-of-the-art video conferencing, meeting space and room for future expansion.

# THE 2010s

In the 2010s, NBCE began its annual essay scholarship program while ushering in new technology, including computer-based testing with the Part I exam, electronic transcript delivery to state licensing boards and an examinee-focused website — myNBCE.org.



## 2010

The board unanimously votes to rename the 909 building the Horace C. Elliott Center after the former NBCE Executive Vice President.

## 2013

The NBCE celebrates its 50th anniversary.

Ethics and Boundaries Assessment Services is spun off as wholly owned for-profit subsidiary of the NBCE.

## 2014

The NBCE board adopts its current mission statement, “Ensuring professional competency through excellence in testing.”

EBAS hosts its first Interprofessional Agency Workshop at the HCE Center.

## 2015

The NBCE introduces a new examinee-focused website — myNBCE.org.

Representatives from 18 chiropractic colleges attend a workshop by the NBCE Part IV Department on Evidence-Informed Chiropractic to explore the effect innovative chiropractic curricula have on student doctors’ practice habits.

## 2016

The NBCE administers the first Korean Chiropractic Register exam.

The NBCE starts an annual essay scholarship program for students in chiropractic degree programs.

The NBCE begins administering specialty exams for the Council on Diagnosis and Internal Disorders and the state of Oregon.

# THE 2010s



## Student scholarship essay competition

Each year the NBCE provides \$10,000 in scholarships, awarding \$2,500 to each of four chiropractic students for outstanding scholarly essays. Original essays can be on any topic relevant to chiropractic including history, philosophy, practice perspectives, jurisprudence/law, ethics, theory, sociology, politics or social sciences. To be eligible, students must be enrolled in a U.S. Council on Chiropractic Education-accredited chiropractic program and in good academic standing.

Essays are judged on the relevance to chiropractic, significance to current events or needs of the profession, scientific style, new insights or information, proper use of references, overall level of scholarship and quality of work. The competition is administered by an independent third-party corporation with a blinded review and selection process.

### 2017

The NBCE donates \$1,000 to each chiropractic college to offset some student travel expenses for the World Federation of Chiropractic, Association of Chiropractic Colleges Research Agenda Conference and National Chiropractic Leadership Conference in Washington, D.C.

The NBCE implements electronic transcript delivery to state licensing boards, significantly reducing the time required to receive candidate transcripts.

### 2018

The Diagnostic Imaging component of the Part IV exam is restructured to digital imaging, supported by a study of classification reliability and consistency of the new digital imaging.

Part III and Part IV exams are moved to IRT Scoring.

### 2019

The NBCE replaces paper and pencil exams with computer-based exams for Parts I, II, III and Physiotherapy.

# THE 2020s

The 2020s welcomed the Part IV Advancement and Development Project, the Mini Delphi Summit and the NBCE 60th anniversary.

## Historic commercial inspires global audience

Chiropractic was featured on a global stage during the Summer Olympics in 2021. The NBCE sponsored a historic 30-second commercial produced by the Foundation for Chiropractic Progress, inspiring people to consider a chiropractic career and motivating an international audience to seek chiropractic care.

The commercial ran 25 times on NBC Networks during the games reaching more than 209 million people and generating 500,000 social media views. The spot won four video excellence awards including a gold Telly Award and a bronze Digital Health Award.



## 2020

The Part IV Advancement and Development Project is launched to identify and implement trends in objective structured clinical examination testing that will maximize efficiency in practical testing while maintaining or increasing the standardization, reliability and validity of the exam.

## 2021

Part IV's diagnostic imaging content moves to Part III for more efficient computer-based content delivery, shortening Part IV to one day.

The NBCE completes chiropractic college site visits to learn about their clinical exams and get feedback on the Part IV Advancement and Development Project.

## 2022

The NBCE hosts 30 college and university representatives at the NBCE Mini Delphi Summit — an open forum aimed at identifying potential inconsistencies between college curricula and NBCE exam content.

Participation increases 50-100% on most committees following the board's commitment to incorporate more practitioners into exam planning, utilize the expertise of state board members and continue to leverage academic stakeholder relationships.

## 2023

The NBCE celebrates its 60th anniversary.

# NBCE Board of Directors

## 60 Years of Excellence in Leadership

Dr. George W. Arvidson  
1987-1991

Dr. Jerome E. Auerbach  
1979-1987

Dr. James J. Badge \*  
1987-2005

Dr. Devere E. Biser  
1962-1966

Dr. Jerry D. Blanchard  
1995-2007

Dr. Karlos Boghosian \*  
2019-Present

Dr. David E. Brown  
1997-2001

Dr. James Buchanan  
2022-Present

Dr. M. E. Calhoun  
1980-1981

Dr. Richard E. Carnival  
1982-1994

Dr. Richard L. Cole  
2001-2005, 2007-2011

Dr. Margaret Colucci  
2015-2018

Dr. Daniel Côté  
2013-2022

Dr. Roger E. Combs  
1989-1995

Dr. Steven Conway, J.D.  
2012-2020

Dr. Donna L. Craft \*  
2003-2016

Dr. Robert Daschner  
2022-Present

Dr. Major B. DeJarnette  
1962-1965

Dr. Gary DiBenedetto  
2022-Present

Kimberly Driggers, J.D.  
2019-2022

Dr. Michael Fedorczyk  
2018-2022

Dr. L. Howard Fenton  
1965-1968

Dr. Peter D. Ferguson \*  
1999-2006

Dr. Jacob Fischman  
1962-1966

Dr. Margaret Freihaut  
2020-Present

Dr. Lawrence M. Gerstein  
1995-2003

Dr. Arnold M. Goldschmidt  
1983-1989

Dr. Vincent E. Greco  
1994-2000

Dr. Farrel Grossman  
2013-2021

Dr. C. Robert Hastings \*  
1967-1981

Dr. Danita Heagy  
2022-Present

Dr. Frank G. Hideg, Jr. \*  
1978-2007

Dr. Gordon L. Holman \*  
1962-1981

Dr. H. W. Hulteen  
2015-2017

Dr. Jason Jaeger  
2020-Present

Dr. William W. Kalas \*  
1966-1982

Dr. Salvatore D. LaRusso \*  
2008-2019

Dr. Louis P. Latimer \*  
1988-1999

Dr. Martin I. Lawrence  
1977-1978

Dr. Robin R. Lecy  
2007-2013

Dr. Gary G. LeDoux  
1979-1983

Dr. Frank S. Lizzio  
2005-2007

Dr. Kenneth L. Luetke  
1980-1981

Dr. Benjamin Lurie  
2017-2018

Dr. Charles C. Lynch \*  
1962-1972

Dr. Donna Mannello  
2022-Present

Dr. Victor L. Marty  
1968-1974

Dr. Julia R. S. McDaniel  
2002-2003



Dr. John McGinnis  
2017-2022

Dr. Gary Pennebaker  
2014

Dr. S. H. Shick  
1977-1980

Dr. Paul Vogel  
1973-1975

Dr. Don L. McKelvey  
1982-1987

Dr. Jay H. Perreten  
1982-1993

Dr. Kirk Shilts  
2017-2019

Dr. N. Edwin Weathersby \*  
2003-2012

Dr. James A. Mertz  
1975-1976

Dr. James C. Ploch  
1971-1973

Dr. Oliver R. Smith, Jr.  
2005-2013

Dr. Vern R. Webster \*  
1976-1979, 1981-1987

Dr. Paul N. Morin \*  
2009-2018

Dr. Titus Plomaritus \*  
1982-2001

Dr. Lewis S. Tawney  
1971-1976

Dr. Henry G. West, Sr. \*  
1965-1976

Dr. Rick C. Murphree  
2000-2006

Dr. Mary-Ellen Rada  
2006-2009

Dr. Cynthia Tays  
2018-2020

Dr. Earl L. Wiley  
2006-2008

Dr. John Nab  
2016-2020

Dr. Joe N. Riggs \*  
1971-1980

Dr. Vernon R. Temple \*  
2000-2010

Dr. Steven M. Willen  
2006-2007

Dr. Lawrence O'Connor  
2009-2015

Steven C. Roberts, J.D., LL.M.  
2022-Present

Dr. John T. Tierney  
1994-2000

Dr. Carol Winkler  
2018-present

Dr. S. N. Olson  
1968-1970

Dr. Donald D. Ross  
1982-1994

Dr. Ronald B. Tripp, Jr.  
2011-2017

Dr. Carroll H. Winkler  
1991-1995

Dr. LeRoy F. Otto  
2011-Present

Dr. Robert I. Runnells, Sr.  
1963-1966

Dr. Paul M. Tullio \*  
1981-2000

Dr. Wayne C. Wolfson  
1999-2005

Dr. Norman E. Ouzts, Jr. \*  
2007-2017

Dr. Daniel Saint-Germain  
2007-2014

Dr. Keita Vanterpool  
2021-2022

Dr. Tom L. Workman  
1980-1989

Dr. D. Brent Owens  
1989-1997, 2000-2002

Dr. Edward M. Saunders \*  
1962-1982

Dr. Robert M. Vaughn  
1993-1999

Dr. Rex A. Wright \*  
1965-1971

Dr. Kenneth W. Padgett  
2001-2006

Dr. Theodore J. Scott \*  
2005-2011

Dr. Richard E. Vincent \*  
1973-1982

Dr. Jason Young  
2020-2022

\*Served as president



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