

NBCE Board Meeting

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April 28, 2023



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

April 28, 2023

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

ATTENDEES PRESENT:

DR. KARLOS BOGHOSIAN
NBCE President

DR. NORMAN OUZTS
NBCE CEO

DR. LEROY OTTO, Via Zoom
Vice President

DR. BRUCE SHOTTS
Vice President

COL. STEVEN ROBERTS
At-Large Director

DR. DONNA MANNELLO
At-Large Director

DR. JASON JAEGER
Board Secretary and District IV Director

DR. MARTY FREIHAUT
Board Treasurer and At-Large Director

DR. GARY DIBENEDETTO
District III Director

DR. CAROL WINKLER
FCLB President

DR. JIM BUCHANAN
District I Director

DR. ROBERT DASCHNER
FCLB Appointee

DR. DANITA HEAGY
District V Director

ADRIAN STRATTON, PRP
Parliamentarian

JENNIFER SEMKO, ESQ.
Corporate Counsel

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ATTENDEES CONTINUED:

TAMARA STERLING
Vice President of Administration

CAROLINE YIELDING
Executive Assistant

Melissa STOCKBERGER
CFO

BOARD MEMBERS

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PROCEEDINGS

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

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

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

(Applause.)

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

(Applause.)

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

(Applause.)

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

(Applause.)

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

(Applause.)

DR. BOGHOSIAN: Dr. Carol Winkler, FCLB

1 President.

2 (Applause.)

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

5 (Applause.)

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

8 (Applause.)

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

11 (Applause.)

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

15 UNIDENTIFIED SPEAKER: He's on Zoom.

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

19 (Applause.)

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

23 (Applause.)

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

1 (Applause.)

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

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

9 DR. MANNELLO: Please bow your head.

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

17 IN UNISON: Amen.

18 DR. BOGHOSIAN: Thank you, Dr. Mannello. And
19 now I would like to recognize Col. Steven
20 Roberts to lead us into the Pledge of
21 Allegiance. Please stand up.

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

1 and justice for all.

2 Thank you. You may be seated.

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

4 COL. ROBERTS: You're welcome.

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

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

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

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

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

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

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

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

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

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

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

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

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

25 So please join me in thanking our

1 executive leadership team starting with our CEO

2 Dr. Norman Ouzts.

3 (Applause.)

4 DR. BOGHOSIAN: Vice President of Testing,

5 Dr. Bruce Shotts.

6 Dr. Bruce Shotts, where are you?

7 (Applause.)

8 DR. BOGHOSIAN: Our CFO, Melissa

9 Stockberger. Melissa.

10 (Applause.)

11 DR. BOGHOSIAN: Our Vice President of

12 Administration, Tamara Sterling.

13 (Applause.)

14 DR. BOGHOSIAN: Caroline Yielding, please

15 stand up. Thank you.

16 (Applause.)

17 DR. BOGHOSIAN: And also an individual who

18 could not be with us today and that's Igor --

19 Dr. Igor Himelfarb, Director of Research and

20 Psychometrics Department.

21 (Applause.)

22 DR. BOGHOSIAN: All these individuals

23 could do anything with their education and

24 career, yet they remain committed to preserve

25 our mission, and we're all beneficiaries of

1 their loyalty.

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

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

9 (Applause.)

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

12 (Applause.)

13 DR. BOGHOSIAN: Dr. Hank Hulteen.

14 (Applause.)

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

17 (Applause.)

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

20 (Applause.)

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

23 (Applause.)

24 DR. BOGHOSIAN: And Dr. Steve Conway.

25 (Applause.)

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

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

9 (Applause.)

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

12 (Applause.)

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

17 So thank you.

18 (Applause.)

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

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

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

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

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

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

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

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

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

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

1 endure the challenges with us.

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

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

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

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

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

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

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

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

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

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

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

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

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

3 (Applause.)

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

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

23 (Applause.)

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

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

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

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

1 conference last month.

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

5 DR. WICKES: That's right.

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

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

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

16 (Applause.)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3 (Applause.)

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

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

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

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

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

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

5 (Applause.)

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

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

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

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

25 It is truly my honor to present this

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

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

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

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

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

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

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

17 (Applause.)

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

1 this past February.

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

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

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

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

25 Today we honor the dedication and support

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

6 (Applause.)

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

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

25 (Applause.)

1 DR. BOGHOSIAN: Congratulations one more
2 time.

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

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

11 (Whereupon, a recess was taken.)

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

18 (Applause.)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3 Hearing no objection, the agenda is
4 adopted.

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

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

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

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

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

25 Hearing no objection, the 2022 Special

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

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

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

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

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

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

25 Hello Delegates, Alternate Delegates and

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

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

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

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

25 Exam fees were not increased in 2021 or in

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

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

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

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

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

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

25 Taking into consideration all the

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

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

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

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

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

1 total assets confirming all accounts are in
2 balance.

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

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

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

1 the chiropractic profession.

2 Mr. President, that concludes my report.

3 DR. BOGHOSIAN: Thank you.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1 that right corner there.

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

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

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

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

11 (Brief recess.)

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

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

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

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

20 DR. RIDDLE: Yes.

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

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

1 Dibenedetto from New York. Thank you.

2 (Applause.)

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

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

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

11 (Applause.)

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

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

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

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

25 Dr. Jaeger has the majority and is elected

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

3 (Applause.)

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

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

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

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

18 (Applause.)

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

1 (Applause.)

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

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

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

23 And please return your paddles upon
24 leaving.

25 Thank you so much. Thank you for the

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

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

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

STATE OF FLORIDA)
COUNTY OF PALM BEACH)

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

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

DATED this 15th day of May, 2023.


Ruth Fongemie