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Chronology of

JOHN L. MILLER, B.A., D.C., F.I.C.A.

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CHRONOLOGY:

1931 (Dec 18): John L. Miller born in Minneapolis

1954 (Oct): **ICA International Review of Chiropractic** [9(4)] includes:

-many photos of ICA convention (pp. 17-24); includes photograph of "The President's Cabinet":



1954: John L. Miller awarded "D.C." from Palmer School of Chiropractic

1962: John L. Miller, D.C. joins Palmer faculty

1964 (May 19): letter on Palmer College stationery from John L. Miller, D.C. to Carl S. Cleveland, Sr., D.C. at 3511 W. Olympic Boulevard in Los Angeles (Cleveland/KC Archives):

Dear Dr. Cleveland:

At the suggestion of Dr. O.D. Adams, I am writing to say that the Palmer College is interested in purchasing recent Chiropractic publications, a number of which have been published by or for the Cleveland Chiropractic College.

Would you be so kind as to forward a list of these publications, including price lists, so that they may be considered for inclusion in our library expansion program. It would also be appreciated if we could be kept posted on the release of new publications.

Sincerely yours,

PALMER COLLEGE OF

CHIROPRACTIC

John L. Miller, D.C., Librarian

JLM:dk

1964 (Dec): **Palmer College News** [3(12)] includes: -"Six members of faculty promoted" (p. 2); photograph & text:



Promotion of six Palmer College of Chiropractic faculty members was announced by President Dr. Palmer at an all-college assembly in the Palmer theater Nov. 24.

Left to right are Drs. Ronald Whatu, promoted to associate professor of hygiene and bacteriology; Donald Kern to assistant professor of technique and assistant director of clinics; H. Ronald Frogley to associate professor of physiology and diagnosis; Jerome McAndrews, to associate professor of technique; John Miller to assistant professor of chiropractic instrumentation and pathology, and Dale Clark to assistant professor of technique.

Dr. Frogley also was awarded the advanced degree of Philosopher of Chiropractic (Ph.C.) at the assembly for his paper on "The Essentials of Conducting and Understanding the Neurological Examination."

c1964: ICA issues "Interim Report: Instruments" (CMCC Archives):

ICA Investigation Department Formed to Evaluate Instruments – Fight Quackery

Dr. Leonard Rutherford, president of the International Chiropractors Association, today announced the establishment of the ICA Department of Investigation and set into motion a program to protect doctors and the public against the manufacturers of worthless and fraudulent instruments.

The department was established, according to Dr. Rutherford, "to augment efforts of all other association department sin promoting the health of the public and the highest standards of ethical chiropractic practice."

Under the assignment of the Board of Control, the Department of Investigation will collect, analyze, and disseminate information on developments and practices within the various healing arts. It will also have the responsibility for coordination of the ICA's anti-quackery program.

First assignment of the department is the investigation and evaluation of all instruments and devices sold to the chiropractic profession. Dr. Carl S. Cleveland, Jr., was named to head a special task force to undertake the investigation. The team will include Dr. Galen Price, Dr. **John Miller**, Dr. Gerard Bellavance, Dr. Woodrow W. McIntyre, Dr. Dorothea Towne, and Dr. G.W. Salsman. They will be assisted in the mechanical phases of their evaluations by professional consultants from the field of electronics.

Correspondence has gone out to manufacturers of chiropractic equipment requesting that they submit instruments and data to the Department of Investigation for evaluation and recommendation. Response from the manufacturers has been excellent, with many expressing the feeling that this has been a long overdue action on the part of the profession.

Dr. Rutherford explained that in the past individual doctors lacked authoritative guidance from within the profession to aid them in considering the validity of claims made for the instruments offered for sale. The ICA Department of Investigation will provide impartial research reports which the doctor may evaluate before making his decision to purchase.

Recommendations of Dr. Cleveland's task force and subsequent action by the ICA Board of Control will result in ICA approval or disapproval of instruments and devices. Those instruments having questionable or no value in chiropractic or which do not measure up to claims made by the manufacturer or distributors will be officially disapproved. It will be impossible for International Chiropractors Association to approve of any instrument where the manufacturer fails to submit the instrument, together with all available data, to the Department of Investigation for evaluation.

Full reports of the task force's findings will be filed with the ICA and copies will be sent to the Federal Food and Drug Administration. In a letter to Wallace F. Janssen, director of the FDA Office of Public Information, Dr. Rutherford said in part: "I have instructed our Department of Investigation to evaluate and investigate instruments and devices used by our profession, and report their findings to me at their earliest convenience. As they are completed, copies of these reports will be forwarded to your office."

Membership of the ICA will be kept informed of the work of the Department of Investigation and liaison is being established with those other organizations active in combating quackery.

undated: "Skin temperature instrumentation" by John L. Miller, B.A., D.C., Director of Instrumentation, Palmer College of Chiropractic (Cleveland/KC Archives):

Skin temperature analysis has been used by chiropractors for over 40 years. Contrary to the much repeated criticism of chiropractic detractors that our profession has existed through the years in a form unchanged from that promulgated by D.D. Palmer, this method of analysis was first used more than 10 years after his death. It may also be stated that the role and use of skin temperature analysis in chiropractic has been updated over the years.

It is obvious that skin temperature analytical findings have been at times misunderstood and thus misused. This, however, is not sufficient reason to discontinue the procedure. If it were, the same reasoning would seek to discontinue a surgical procedure such as the common tonsillectomy simply because to a great extent over the years its value and effect were misunderstood and thus practiced indiscriminately. To criticize the use of skin temperature analytical instrumentation because some of its advocates have not updated their understanding and application is as ridiculous as it would be to criticize the entire medical profession because one of its practitioners has written a book extolling the beneficial properties of vinegar and honey. Finally, to ridicule the use of skin temperature analysis because its methodology is not completely standardized is immediately ludicrous when one considers the myriad of medications used by the modern medical doctor, each with its particular set of indications and sometimes longer list of contraindications and side effects.

During the early days it was thought by most chiropractors that nerves impinged by a subluxated vertebra produced heat which was then detectable at the surface of the skin by an appropriate instrument. More recently it has been thought by many that spastic muscles associated with minutely displaced or subluxated segments of the spinal column produced increased metabolic heat relatively measurable at the skin's surface. Whatever the source of heat it has been evident that temperature differentials do exist at the surface of the skin adjacent to the spinal areas. Coincidentally, those chiropractic adjustments which are most often responsible for improvement in the patient's clinical picture are those which are associated with alterations of the relative skin temperature differentials which existed before the adjustment was given.

The prime objective of the chiropractor is to ascertain the presence and location of vertebral subluxations and then remove them. Skin temperature differential analytical instruments are used by the chiropractor to facilitate the accomplishment of that end. During these many years this type of analysis has served as a valuable tool in the application of chiropractic. Fortunately many dedicated men have used their minds and their years to better understand and apply the information gleaned. It is because of this we today have a better understanding of what we see and why we see it.

Today the objective of skin temperature differential analysis as a chiropractic procedure is that of ascertaining the function of the nervous system. Information gained in this manner is of assistance in determining the existence or absence of abnormal neurological control of the heat dissipating function. That this approach is valid may be understood when the following factors are noted:

1. Physiologists agree that one of the major functions of the skin in man as a homeothermic organism is the dissipation of varying quantities of excess heat in order to maintain a constant optimum internal body temperature.
2. Physiologists are in general agreement that the heat dissipation function of the skin is to a great extent directly under the control of the nervous system.

An example is the following quote found on page 332 of the widely used Third Edition of the Textbook of Medical Physiology by Arthur C. Guyton, M.D.:

"Since the principal function of blood flow through the skin is to control body temperature and since this function in turn is regulated by the nervous system, the blood flow through the skin is principally regulated by nervous mechanisms rather than by auto-regulation, which is opposite to the regulation in most parts of the body."

It is thought that two opposing centers, one in the anterior and the other in the posterior hypothalamus located deep in the brain are to a great extent responsible for the control of body heat production and excess heat dissipation, the latter function being carried on by the blood vessels located in the skin.

With the above factors in mind a logical conclusion is that abnormal function of the nervous system may be expressed as abnormal control of the heat regulating mechanism of the skin which in turn may be reflected as abnormal surface temperature differentials. Such an abnormality stands in chiropractic analysis as a signal of the possible presence of neurological interference. While other parts of the chiropractic examination are concerned with the interrelationship of bony structures, the spacial [sic] and functional relationships of the spinal column to perivertebral structures, skin temperature analysis offers the chiropractor the opportunity to monitor an external manifestation of neurological function.

Briefly the heat mechanism of the body can be explained as follows: Heat is a form of energy and as such is produced by living cells as a by-product of metabolism. A certain amount of metabolic heat produced by body cells is necessary to maintain body temperature at an optimum and normal level. Heat produce din excess of this amount must be eliminated by the body. The blood has many functions, one of the important ones being the distribution of body heat. In this respect blood acts very much like the water in a hot water heating system. It transports heat under neurological control from its source "individual cells" throughout the body.

The vascular bed of the skin has two important functions – nutrition of the skin and body temperature regulation, the latter being by far the more important. It is well known that the nervous system is the dominating factor in the regulation of cutaneous vessels, constricting and dilating them for the purpose of body temperature control much as a radiator is turned on and turned off. Heat, of course, leaves any object from its surface. If an object has a great surface area as compared to its mass, heat will leave it very quickly. If little surface area is available, heat is dissipated more slowly. Before heat can be lost at the surface of an object, however, it must be transported to the surface. The human body uses the flowing bloodstream for its main heat transport mechanism. Varying quantities of blood are allowed to pass through the cutaneous vessels to be cooled, depending on the metabolic state of the body and the amount of excess heat present. The amount of blood passing through the skin is almost entirely controlled by the nervous system, the relative temperature of any one area of the skin being a reflection of the neurological control of that area. Abnormal or normal relative temperatures of the skin may become an indicator of normal or abnormal function in the nervous system.

Physiologists tell us there is no normal skin temperature only a normal skin temperature range. Skin temperature continually changes as the amount of excess heat present changes with an ever-shifting metabolic rate and environment. As is true with many physiological systems, skin temperature is a continuing adaptive process. It is possible to note this with skin temperature differential analytical instrumentation. Persons free of neurological interference tend to display skin temperature differentials which continually change. When the vertebral subluxation and interference to normal neurological function appear on the scene these changing differentials tend to become static. They no longer display normal adaptability and are interpreted by the chiropractor as a signal for the presence of neurological interference.

Due to the vast overlapping of the sympathetic nerve supply to the skin it is not practical to use surface temperature differentials as an indicator of the location of involvement. It does, however, serve as a valuable tool indicating when the presence of an abnormality is likely and when it is not.

The question fairly arises, is more research needed? The answer to this is quite simple, yes. At present a number of programs of clinical investigation are being carried on within the financial limits of the various chiropractic educational institutions. These programs

need to be greatly expanded and others should be added. Expansion awaits only the funds to support them. Understandably, chiropractic research has not traditionally enjoyed the outside support of a rich friend with vested interests such as the drug industry. Research funds must be found elsewhere. Steps are now being taken which will hopefully improve this situation in the future.

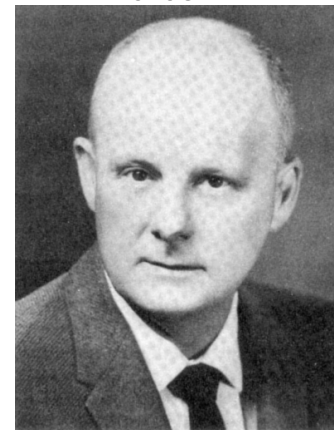
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 Selle, W.A., Body Temperature, Springfield, Charles C. Thomas, 1952.

1967 (Nov/Dec): ***Digest of Chiropractic Economics*** [10(3)] includes:

- "College reports: Palmer College" (p. 43)
- "In memoriam: Dr. Donald O. Pharaoh" notes Pharaoh's death in Davenport on 30 September 1967 (p. 58):

PHOTOGRAPH



Donald O. Pharaoh, D.C.

- Tom F. Greenawalt, D.C., president of the Iowa Chiropractic Society, Inc., authors "State digest report: Iowa" (pp. 61, 63):

Chiropractic took another step forward with the third annual career day at Des Moines, Iowa, on Sunday, October 15th. Over 70 students of senior high school and junior college age attended this special day as guests of the Iowa Chiropractic Society. The morning program included such topics as "The Educational Requirements of a Doctor of Chiropractic," presented by Dr. Wm. Chapel, the new president of Lincoln College, and "Scholarships, Loans and Student Employment," discussed by Dr. **John Miller**, director of education at Palmer Chiropractic College. The topic, "Rewards of a Professional Career," was ably handled by a past president of the I.C.S., Dr. R.O. Masters, Sr...

1973 (Sept/Oct): ***Digest of Chiropractic Economics*** [16(2)] includes:

- "50th celebration for Gonstead Clinic" (p. 78); includes photograph:



Dr. D.D. Palmer and staff with Dr. and Mrs. Gonstead at the 50th anniversary

1974 (Sept): **JCaCA** [31(2)] includes:

- “Council on Chiropractic Education accredited!” (p. 1): notes that the Office of Education of Health, Education and Welfare has officially accredited the Council on Chiropractic Education. “This action makes CCE the only agency empowered to grant accredited status to individual colleges of chiropractic.” It later states that : It is imperative that all chiropractors take note of the significance of accreditation and realize who accomplished this almost impossible goal: CCE, ACA, CCA ACA colleges.”

1976 (Nov/Dec): **Digest of Chiropractic Economics** [19(3)] includes:

- “College news: Palmer College of Chiropractic” (p. 83) includes photograph & caption:



Dr. Russell Erhardt (right) was presented the Daniel David Palmer Chiropractic Scientific Award at the Palmer Graduation Ceremony. With Dr. Erhardt is Dr. John Miller.

1977 (Jan/Feb): **Digest of Chiropractic Economics** [19(4)] includes:

- “College news: Western States Chiropractic College” (pp. 78, 80); includes photograph & text:



Dean's Conference, October 1, 2 and 3. Back Row: Dr. Lankau (Logan), Dr. Miller (Palmer) and Dr. Allenburg (Northwestern). Front Row: Dr. Stearn (Columbia), Dr. Cleveland III (Cleveland), Dr. Murphy (WSSC).

...Vice President and Deans of Academic Affairs from six chiropractic colleges met October 1-3 on the Palmer College campus to discuss an agenda for the forthcoming conference of all Academic Deans. This conference is to be held in San Francisco during the last week of January 1977. Among the problems discussed were transferability of credits, diversity of state licensing board requirements, possible exchange of faculty among chiropractic colleges, increased standards for admissions and other topics.

Doctors Miller (Palmer, Stern (Columbia) and Murphy (WSSC) were elected by the full conference of Deans in Houston as a steering committee to organize an association of Chiropractic Colleges. Due to the proximity of the Palmer campus, Doctors Lankau (Logan), Cleveland III (Cleveland), and Allenburg (Northwestern) found it convenient to participate in this conference...

1977 (Feb): **ICAC Journal** includes:

- “1st ICAC Relicensing Seminar of 1977” (p. 1); Announcement of seminar to be held at Red Lion Inn Sacramento , CA February 26-27 (PHOTOs of the following: Dr. Allan R. Frumkin, Dr. Scott Haldeman, Thomas A. Vonder Haar, Dr. I. N. Toftness)
- “ICAC Executive Board meeting” (p. 3); includes 9 photos, including James E. Musick DC and Stephen Duff DC
- “Los Angeles College of Chiropractic” (p. 6); Dr. Peter Martin, 1968 PCC summa cum laude graduate (immediately became an instructor at PCC after graduating), appointed VP of Development and Dean of the Postgraduate School of the LACC. Dr. Quigley states: “Dr. Martin is an extremely valuable addition to the administrative staff of our college. Far-sighted and energetic, he will provide enthusiastic leadership in his area of responsibility. We at LACC feel most fortunate to have a man of his calibre join our staff.” A brief biosketch of Dr. Martin is included in the article.
- “Proposition 15 in effect as of January 1” (p. 9); describes Prop 15, announced on January 20th, was effective January 1st. The requirement places an immediate strain on CA colleges in that no time has been allotted to allow for compliance to the new requirements (including 60 pre-chiropractic college credits). States that the CCE has demonstrated the process of acceptance is very slow. “It is doubtful approval will come soon enough to allow some colleges to remain in existence in the preparation of their students for the California Board. It is crucial!”

1977 (Apr): **ICAC Journal** includes:

- “ICAC Annual Convention Rickey's Hyatt House” (p. 1); Announcement of convention and PHOTO of Rickey's Hyatt House
- “ICAC Executive Board Holds Momentous Meeting on Campus of Cleveland Chiropractic College of Los Angeles” (p. 3); PHOTO of Drs. J Bosley, C Jensen and S, Duff
- James E. Musick DC authors “Proposition 15” (pp. 5-12); summarizes Musick's reaction as the executive Director of the International Chiropractors Association of California, in response to the action brought by Cleveland College and the University of Pasadena vs. State Board. The article states a disapproval of interpretation of wording of the CCE.

1978 (July 28): according to NCCC self study (Northern, 1980, p. 2):

On July 28, 1978, 62 students and nine staff personnel met in Kennedy Park in San Lorenzo, California, to decide whether it was possible to form a new chiropractic college which would not only provide them with the atmosphere and laboratories to obtain a worthy education but would also be an academic anchor for the practicing members of the Profession in Northern California. The decision made that day was that it was indeed possible to organize and establish such a school. On Monday, July 31, classroom space was secured at Chabot Community College in Hayward, California, and

on Tuesday, the students resumed their studies. By Thursday, August 3, Northern California College of Chiropractic (NCCC) was incorporated as a non-profit, educational institution under the laws of the state. At a meeting of the California Board of Chiropractic Examiners on that same day, a resolution was unanimously passed giving a vote of confidence to the new College.

Classes continued through the end of the scheduled quarter and concluded August 31, 1978. At the same time, a newly hired administrative staff secured Terman Middle School in Palo Alto, California as the location for the College for the beginning of the Fall quarter...

1978 (Aug 1): "classroom space was secured...at Chabot Community College in Hayward, California, and on Tuesday, August 1, classes commenced." (Status, 1980, p. 2)

1978 (Aug 3): Northern California College of Chiropractic (NCCC) is chartered in CA (Musick, 1979, pp. 82-3):

...Dr. James E. Musick and Robert Hinde delivered the document to the Secretary of State's office in Sacramento. The articles were endorsed and filed August 3, 1978.

With the filing of the Articles of Incorporation with the Secretary of State's office, Northern California College of Chiropractic came into legal existence. It was organized by the former students of Pacific States Chiropractic College. They completed and acted upon the bylaws, established the first Board of Trustees for the college, and actively pursued with Thomas Vonder Haar as President, hired other administrators, and faculty and began the process of looking for a new campus...

Mr. Thomas A. Vonder Haar, President of Northern California College of Chiropractic, asked to address the Board.

He indicated the school is currently in operation and incorporated as Northern California College of Chiropractic. Classes are currently being held at Chabot Junior College, but the staff is in the process of negotiating for facilities which provide adequate laboratory equipment. He stated it is the intention of the college to pursue academic excellence and to comply with the regulations of the Board, including gaining status with the Council on Chiropractic Education.

It was moved by Dr. Willard Smith, seconded by Dr. Auerbach, and carried that a vote of confidence be issued to Northern California College of Chiropractic, as to what it was attempting to accomplish.

1978 (Aug): classes at NCCC begin with 62 or 63 students; tuition about \$1K/quarter (Mellott & Coyle, 1992)

1978 (Aug 9): memo from NCCC (Perlstein files):

Dear Prospective Student:

Northern California College of Chiropractic has continued regular classes in the Graduate Chiropractic Assistants Program. The administration, faculty and staff which originated the G.C.A. program formerly offered at Pacific States Chiropractic College, feel the best interests of the program and the profession will be served by an uninterrupted and orderly transfer to the new institution.

Currently classes are being held on the Chabot campus and with the acquisition of the new campus will make that move as part of Northern California College of Chiropractic.

The Administration of the program will continue under the direction of Deborah Duncan and the quality of the education offered through the G.C.A. program will remain uncompromised.

Any questions you have may be directed to:

Deborah Duncan, Director, G.C.A.
3275 Red Leaf Court, Hayward, CA 94542
415/582-5652

PHOTOGRAPH



Bernard A. Coyle, Ph.D. (circa 1995)

1978 (Sept): Bernard A. Coyle, Ph.D. joins the board of trustees of NCCC

1978 (Nov): **JCaCA** [3(11)] includes:

-“Northern California College Opens” (p. 8); Mr. Thomas Vonder Haar is named college President. Vonder Haar formerly a member of the University of St. Louis Missouri, and has previously appeared at chiropractic seminars. He has a background as an Academic Consultant for Palmer, Cleveland, Logan and Sherman. He recognizes need for CCE accreditation. California Board of Chiropractic Examiners went on record issuing a vote of confidence to NCCC. Tuition is \$725 per quarter, the new quarter set to begin September 26 with anticipated enrollment of 100 students. An interview with Vonder Haar it was reported: “.....emphasizing that in addition to concentrating on CCE accreditation, the college has dedicated itself to a spirit of academic freedom that might best be described as an all-out effort to keep alive the preservation of intellectual honesty.” In this report it was also noted that “... within the operative structure of this college, students are given a strong voice in the decisions relating to college policies... students are invited to sit in on the selection committee for the selection of faculty members along with being given a voice in other programming. This is in keeping with the current trends of consumer recognition in which the student is recognized as being an active part in the life of the campus and with the lifestyle of the 70's, capable of intelligently directing input toward their own future.”

-“Dr. Coelho of Palmer Appointed to PSCC Presidency” (p. 8); Leon R. Coelho, DC, PhC, FICA head of Palmer Radiology Department is appointed as PSCC President.

-“CCA Executive Committee Addressed by College Presidents” (pp. 8-9); report on a No. CA meeting early in 1978 (when Vonder Haar was still at PSCC) Vonder Haar and William Health Quigley are present. Vonder Haar states interest in “advancing the concept of Chiropractic to the intellectual community and to the public by creating first rate chiropractic colleges. He believes that research in chiropractic concept is very important in the college courses today. He emphasized that he would do everything to make sure that his college would meet the requirements in order to gain CCE accreditation. His ultimate goal is to make sure that his college has some of the finest educators available in the United States in order to make his college the best chiropractic institution in the country, with emphasis on chiropractic research and the philosophical concept of chiropractic. He would like to see his college become the number one research college of chiropractic in the country.” (page 9 has PHOTO of Vonder Haar)

-“Pacific States Chiropractic College Names Dean” (p. 14); Dr. Leonard Rudnick, a 1975 graduate of Palmer, is named Dean of PSCC.

1978 (Dec): according to NCCC self study (Northern, 1980, pp. 2-3):

...The Office of Private Postsecondary Education affirmed the authorization to operate in the State of California in December 1978. Then, in January, 1979, the institution was granted preliminary membership by the CCE, and in February, the IRS verified the non-profit status of the College under Section 501(c)(3) of the Internal Revenue Code.

Thus, in the first seven months of its existence, NCCC had met its legal obligations, and had grown from 62 to more than 100 students.

1979 (Jan/Feb): *Digest of Chiropractic Economics* [21(4)] includes:

-“College News: Palmer College of Chiropractic: Dr. Galen R. Price named Palmer President of Palmer College” (p. 63); photos of Dr. Price, John Miller, D.C. and Mr. W.B. Gehlsen

1979 (Feb): Thomas Vonder Haar is replaced as president of NCCC by James Musick DC (Mellott & Coyle, 1992); **but see Northern (1980, p. 3, below)**

1979 (Apr): *JCaCA* [4(4)] includes:

-Garrett F. Cuneo authors “Memo from the Board of Chiropractic Examiners” (p. 5):

The Board continues to be pleased with the progress being made by Northern California College of Chiropractic in its pursuit of accreditation status with the Council on Chiropractic Education.

We have been informed that the school has been accepted as a preliminary, non-voting member by the CCE. Additionally, the school has retained the services of the CCE Consultant, Dr. Leonard Fay... Our records show Northern California commence instruction on August 3, 1978. Therefore, the school has until August 3, 1981 to obtain status...Recently, the Board visited the campus of Pacific States Chiropractic College and interviewed its students, faculty and administrators. We were impressed with the caliber of the students and personnel at the school and, equally important, with their intention to seek accreditation status with the Council on Chiropractic Education.

We have been informed Pacific States Chiropractic College has applied for preliminary, nonvoting status with the CCE.

(Our records show instruction commenced at Pacific States on March 1, 1978. Therefore, the school must obtain accreditation status by March 1, 1981.)

1979 (June): Board of Trustees becomes non-student body (Northern, 1980, p. 3):

By June, 1979, the original Board of Trustees, all students at the College, had been turned over to non-students; and in June, Mr. Thomas A. Vonder Haar, the first President of the institution, resigned. Dr. James E. Musick, Director of Clinical Sciences, was appointed President. Progress continued, and included the acquisition of the **permanent site in Sunnyvale, California, which the College occupied in October, 1979...**

1979 (July): *JCaCA* [4(7)] includes:

-“News from CCE” (p. 19):

The Commissioner of Education of the U.S. Office of Education has granted the Council on Chiropractic Education a three-year renewal. This is perhaps the most significant achievement for the profession, considering the destructive and divisive testimony given by the Federation of Straight Chiropractic Organizations against the CCE. The profession can be proud of CCE for overcoming this attack and indeed riding on to victory.

On another matter, it is good to report that Life College has been granted recognized status with CCE. This brings a total of six colleges with full status, four with recognized status, and four with non-voting membership status. It should be further noted that Cleveland College,

Los Angeles and University of Pasadena Chiropractic College have recognized status.

1979 (Aug): *JCaCA* [4(8)] includes:

-“From Northern California College President, Dr. James Musick” (p. 21); Announcement of the NCCC permanent campus. Bid on July 4th 1979 to Santa Clara Unified School District accepted and approved on July 12, 1979. Property is 77,000 square feet of classroom space on 21 acres of land.

-“Palmer College of Chiropractic” (p. 22); CCE grants Palmer College of Chiropractic accreditation, announced by Galen R. Price the college president.

1979 (Fall): Sunnyvale campus acquired by Ron Danis MS, chairman of the board of trustees (Mellott & Coyle, 1992)

1979 (Sept): *JCaCA* [4(9)] includes:

-“Palmer College of Chiropractic” (p. 10); Dr. J.F. McAndrews announced as new PCC President.

1979 (Oct 22-24): letter from Leonard E. Fay, D.C. to James E. Musick DC, NCCC president, and Ron Davis [sic], Board chairman (Schlabach files):

Dear President Musick and Chairman Davis:

Attached are copies of my Report of a CCE Consultative Visit to Northern California College of Chiropractic on December 3, 4 and 5, 1979. Each member of the CCE’s Commission on Accreditation is being forwarded a copy of the Report, as well as Drs. Miller and Konsler.

It is my recommendation the Report be shared with the various elements of the College Community, including Trustees, Administrators, Faculty and responsible Student Council leaders. As stated in my previous Reports of Consultative visits, the Report is not an evaluation, but rather my personal professional observations on the visit and should serve as a guide to the College as it seeks RCA status with the Commission on Accreditation.

You are encouraged to compare this Report with the ones of my February, May, August and October visits. These Reports represent a continuum of observations noting progress, strengths and concerns. Should you find any errors of fact, please immediately let me know. If you or your associates feel need for clarification on any points raised in this or previous Reports, please let me know.

It is a pleasure working with you and everyone at the College. The next consultive visit, if one is desired by you, should be set in accordance with your needs.

Sincerely,...

cc: CCE Commission on Accreditation

CCE Executive Secretary and Assistant Executive Secretary

1979 (Oct 22-24): Leonard E. Fay, D.C. authors “Report of a CCE Consultive Visit to Northern California College of Chiropractic” (Schlabach files)

1979 (Oct): *NCCC News* [1(2)] includes:

-“Library” (p. 3):

At the present time, Northern California College of Chiropractic’s Library has approximately 3000 volumes and 3000 journals. This is far short of the required volumes for degree granting status and for accreditation by the Council on Chiropractic Education. In the recent months, students have called doctors in the Bay Area for donations to the Library and the response has been most supportive. The Library Committee has attended book sales and book auctions with great success; AND WE NEED MORE. If you have books that you would like to donate, either call or write the new campus and arrangements will be made for their pickup. These donations are tax-deductible.

-“Call for Manuscripts” (p. 4):

Northern California College of Chiropractic is proud to announce the revival of the CCA Archives. The journal provides a medium for

prompt publication of articles which encompass areas that are germane to the chiropractic profession and that have scientific impact to the science and art of chiropractic. The co-editors are Peter Fedaiy MS DC and Jonathan M. Ito PhD, both faculty members of Northern California College of Chiropractic. It is the goal of the editors to publish a first class scientific journal consisting of papers which utilize scientific protocol and statistical validation. Thus, manuscripts will be reviewed and selected on these bases.

The format and quality of the CCA Archives will not change. The CCA journal Editor and Editorial Committee will continue to play a major role in the publication of CCA Archives. CCA will pay the cost of publicizing, printing and distributing Archives.

Submit manuscripts for Archives publication to Northern California College of Chiropractic – Attention: Archives Editors.

1979 (Nov 13): "Minutes of Special Meeting of Board of Trustees, Northern California College of Chiropractic":

Pursuant to the foregoing notice of a special meeting of Northern California College of Chiropractic, a special meeting of the Board of Trustees was held at 1095 Dunford Way, Sunnyvale, California, on Tuesday, November 13, 1979, at five o'clock pm.

1) THOSE PRESENT: All the Trustees to wit: Ken Allen, DC, James Blais, Ron Danis, William Ferris, DC, Lewis Garrett, Lucy Gill, Jerry Offstein, John Pattison, Michael Pedigo, DC, and George Wells.

THOSE ABSENT: All the Trustees to wit: Bernard Coyle, Ph.D.

THOSE GUESTS PRESENT: All the Guests to wit: James E. Musick, DC, Patricia Sies, and Michael Joseph.

Thereupon **Ron Danis, Chair of the Board of Trustees** acted as Chair of the meeting, and Pat Sies acted as Recorder.

-Board agrees to bylaws change that gives students one vote on Board

-Robert Seese is "approved as Director of Admissions/Registrar"

1979 (Nov): *NCCC News* [1(3)] includes:

-*"NCCC Welcomes New Staff"* (pp. 2-3), including:

*Albert E. Crane, M.S., Acting Dean of Academic Affairs

*John A. Sanders, D.C., Acting Director of Clinical Sciences

*Michael G. Hales, LL.B., Business Manager

*E. Ramsey Carter, D.C., Acting Director of Student Services

*Robert Seese, B.A., Registrar

*Ann Roberti, M.L.S., Library Consultant

*Patricia Sies, B.A., Continuing Education Coordinator

*Karen Baker, Laboratory Coordinator

*Robert Amen, D.C., Instructor of Philosophy

*William Benge, M.D., Instructor of Cardiovascular, Pulmonary, and Renal Physiology

*Margo Gelston, M.S., Instructor of Physiology

*William Hampton, D.C., Instructor of Gonstead Technique

*Maralyn Lambson, Ph.D., Instructor of Anatomy

*Arlene Lukock, Ph.D., Instructor of Physiology

*James Platto, M.P.H., Instructor in Public Health

*Howard Raff, Ph.D., Instructor of Microbiology

*Oliver Titrud, M.S., M.Ed., D.C., C.A.S., Assistant Professor of Anatomy

-*"Enrollment Continues to Climb"* (p. 4) notes "new entering class of sixty-one" and total enrollment of 250 students in seven quarters, including 21 part-time students

1979 (Nov/Dec): *Digest of Chiropractic Economics* [22(3)] includes:

-*"College News: NCCC"* (pp. 100-1):

"The main problem at Northern California College of Chiropractic right now is keeping up with the rapid growth," according to James E. Musick, D.C., President. "Of course, growth problems are the best kind to have."

Northern California College of Chiropractic has **grown from sixty students to two hundred fifty students** in its first year of operation and the growth rate continues to exceed projections.

To house the college, the Board of Trustees signed a five year lease on a 77,000 square foot facility set on 22 acres in Sunnyvale, CA which formerly housed an intermediate school.

The campus is designed in 7 building modules around a quadrangle courtyard which provides a rest and recreation area for the student body. The new school has 35 classrooms and labs, a large library, a cafeteria/auditorium complex that seats 500, and faculty and administrative suites...

1979 (Dec): *NCCC News* [1(3)] includes:

-*"NCCC eligible for CCA dues share"* (p. 1):

The Board of Directors of the California Chiropractic Association has voted to include Northern California College of Chiropractic in the list of colleges to receive financial aid from the CCA in the form of dues shares. Northern California College of Chiropractic appreciates the action of the Board and the attitude of the Association that it represents. A new institution, support of this kind is imperative and we invite all CCA members interested in supporting chiropractic education in Northern California to take advantage of this offer by the CCA.

-*"Research Papers and Projects Invited"* (p. 2)

-*"Meet the Faculty"* (p. 3) notes new faculty members: Arthur Reynolds M.L.S., Librarian; Frances Lambetecchio, M.S., Instructor in Anatomy; Sean Moroney, M.S., D.C., Instructor in Physical Therapy

1979 (Dec 3-5): Leonard E. Fay, D.C authors "Report of a CCE Consultive Visit to Northern California College of Chiropractic" (Schlabach files)

1979 (Dec): California grants NCCC authority to grant DC degree and discussions between NCCC and Palmer/Davenport begin (Northern, 1980, p. 3)

1980 (Jan/Feb): *Digest of Chiropractic Economics* [22(4)] includes:

-*"College News: NCCC"* (pp. 92-3):

Northern California College of Chiropractic received its final approval to grant the degree Doctor of Chiropractic from the State of California during a campus visitation December 10, 1979, by the Office of Private Postsecondary Education (OPPE). In granting the authority, Mr. Bob Welty, OPPE Consultant, said, "The full disclosure (application) was accurate and complete and the best one I have ever seen. The catalog is the best organized and best written to date."

The approval marks another in the many steps toward accreditation with the Council on Chiropractic Education (CCE) that is the current and constant goal of NCCC. James E. Musick, D.C., President, said, "The compliments on our application are greatly appreciated and are a tribute to all the members of the faculty and staff. They worked hard to provide quality documents for the application and their work hasn't gone unrewarded."

The student clinic at the College started its operation in January. Upper division students provide care for newer students and gain experience for the out-patient clinic scheduled to open in April of this year. Construction work on the remaining portions of the out-patient clinic is nearing completion and systems to provide quality patient care are being implemented.

Documentation continues for the College Status Study, to be submitted to the Commission on Accreditation of the CCE. Dr. Leonard E. Fay, Vice-President of National College of Chiropractic and Northern California College of Chiropractic's CCE Consultant, will return for his fifth college visitation early this month to continue to provide leadership in the accreditation effort. Throughout his first four visits, Dr. Fay has outlined areas of needed emphasis, and

provided expertise and suggestions with regard to systems currently in effect...

The new edition of the Northern California College of Chiropractic College catalog will be available soon. The cost of the catalog is \$3.00. for a copy write: Registrar, NCCC, 1095 Dunford Way, Sunnyvale CA 94807.

1980 (Jan/Feb): **NCCC News** [1(5)] includes:

-“Best I Have Even Seen’ – O.P.P.E.” (p. 1):

The final authority to grant the degree Doctor of Chiropractic (DC) was given to Northern California College of Chiropractic, after a campus visitation by the California State Department of Education, December 10, 1979.

During the campus inspection, Mr. Bob Welty, California Office of Private Postsecondary Education (OPPE), said, “The full disclosure (application) was accurate and complete and the best one I have ever seen. The catalog is the best organized and best written to date.”

The approval is the final inspection required by the OPPE and provides a foundation upon which the College can build to achieve accreditation through the Council on Chiropractic Education (CCE).

James E. Musick, DC, NCCC President said, “The compliments on our application are greatly appreciated and are a tribute to all the members of the faculty and staff. They worked hard to provide quality documents for the application and their work hasn’t gone unrewarded.”

-“Laboratory Research Furnishings Purchased” (p. 2) notes John Ito, Ph.D.’s efforts to purchase inexpensive used furniture

-“Annual Budget, Board Officers Approved in Annual Meeting” (p. 2):

The Board of Trustees of Northern California College of Chiropractic reelected Mr. Ronald P. Danis Chairman of the Board for another one year term at its annual meeting, December 18, 1979. Also reelected were Bernard A. Coyle, Ph.D. Vice Chairman and Ms. Lucy Gill, Secretary. Committee chair appointments for the coming year were made and included:

Dr. Coyle	Chair, Research Committee
Gen. James Blais (USMC Ret.)	Chair, Finance Committee
Dr. Coyle	Chair, Academic Committee

Mr. Danis is founder and president of Danis Associates, Inc., a real estate property management firm and Lexington Investment Co., Inc., a real estate firm, both in Los Altos, California. Dr. Coyle is Chemical Crystallographer and is associated with City College of San Francisco, where he is Grants Chair, and with San Francisco State University. Ms. Gill is founder of Gill Associates, an organizational consulting and training firm in Berkeley, California.

At the meeting, the Board approved a general operations budget of more than \$1 million. Chairman Danis said, “The approval of a budget of this size after only eighteen months of operation speaks well for the progress of the institution. We have come a long way, and we still have much to do.”

-“Robert Seese Brings Experience to NCCC” (p. 2)

1980 (Feb 11): James E. Musick, D.C., NCCC President, writes on NCCC stationery to Leonard E. Fay, D.C., N.D., VP of National College of Chiropractic and CCE-designated consultant to NCCC (Perlstein files):

Dear Dr. Fay,

In response to your January 28, 1980 letter, and in accordance with messages left with your secretary, I am happy to inform you of the dates for your next visitation. As discussed, the dates of March 12th, 13th, and 14th will be reserved for your visit.

Everything is progressing well, but not as fast as I had hoped. Since you were here last, the lab furniture is here and much is installed, much of the clinic is built, the second Cadaver Lab is functioning, and the library now has a librarian due to start on the 20th of this month. In addition, we have collected approximately 30,000 additional volumes from USF Medical. Status study is in

progress and the first draft should be available for your review. I would like to reserve much of your time for review and discussion of the Status Study Report.

I look forward to the meeting.

Sincerely,...

JEM:sm/el

cc: Dr. Hidde, Dr. Konsler, Board of Trustees, Executive Committee, Student Council, Faculty

1980 (Feb 19): “Minutes of Special Meeting of Board of Trustees, Northern California College of Chiropractic” includes:

1) THOSE PRESENT: All the Trustees as follows: Ronald P. Danis, Bernard Coyle, Ph.D., Kenneth Allen, D.C., Michael Pedigo, D.C., William Ferris, D.C., and Michael Joseph were present.

THOSE ABSENT: All the Trustees as follows: James Blais, Lucy Gill, and George Wells were absent.

THOSE GUESTS PRESENT: All of the Guests as follows: James E. Musick, D.C., President, and members of the college community as shown in Attachment A were present.

Thereupon Ronald Danis chaired the meeting and Dee Walker acted as Recording Secretary.

-Coyle, chairman of the Education Committee, offers policies re: students faculty, graduation requirements, advanced standing requirements; motion carried with amendment

-Coyle, chairman of the Research Committee, notes two projects underway, involving Alan Cooperman and Ronald Twergo

-Musick notes “rejection of application by HEW of students assistance (3IC)” and need to amend application

-Kenneth Allen, D.C. resigns from Board and is appointed president of the College

-faculty:

MOTION: Dr. Coyle moved that the Board ratify the faculty members as listed below for the current quarter term of Northern California College of Chiropractic:

Oliver Titrud, D.C.	Frances Lambetecchio, Ph.D.
Arlene Luckock, Ph.D.	James Platto
Geraldine Lambson, Ph.D.	Daniel Beeson, D.C.
R. Brown, D.C.	Bob Chatfield
W. Hampton	Sean Moroney, D.C.
C. Anthonisen, D.C.	D. Kilpatrick, M.D.
Barbara Phillips, D.C.	Matt Rosenstein, D.C.
Ned Joyce, D.C.	

The motion carried unanimously.

-Business Manager Michael G. Hales notes serious cash flow deficit; Coyle moves that “prepaid tuition program” and \$50K line of credit be established; carried; also:

Thereupon President Allen solicited contributions in the amounts of \$500.00 and \$1,000.00 from Board members present to be remanded to him within seven days.

MOTION: Dr. Pedigo moved that each technique department of the college be assessed responsibility for a monthly donation of \$1,000.00 beginning March 20, 1980, for a total of five months to complete development of the Clinic for student/patient within the next quarter.

The motion carried.

-“Executive Session”:

1-a) PACIFIC STATES CHIROPRACTIC COLLEGE: Dr. Dennis Leatherman addressed the Board with a proposal of fund raising, an offer of 8,000 square feet for an NCCC clinic in downtown San Jose, and spoke to the issue of a possible amalgamation between Pacific States Chiropractic College and Northern California College of Chiropractic. Dr. Leatherman has spoken to several principals of PSCC, but has not yet contacted the Board in any capacity. His suggestions included a name of Pacific States Chiropractic College, with a D.C. Board chairman of a thirteen member board comprised of present members and further recommendations. He suggested incorporating the goals and objectives and articles and by-laws of NCCC and **dismissal**

of pending litigation between these institutions. He further suggested two campus locations and maintenance of the present student structure. Dr. Leatherman is involved in this proposal because of a belief that two colleges in close proximity would not find united effort nor funding of the profession.

MOTION: Dr. Pedigo moved that the Board be declared as agreeable to negotiations based on this format and concept if the Board of PSCC were similarly agreeable.

Motion was withdrawn.

MOTION: Dr. Ferris moved that the Board of Northern California College of Chiropractic and Pacific States Chiropractic College shall convene at Crow Canyon Country Club at 9:00 A.M. on Saturday, March 1, 1980. Each Board shall appoint three (3) representatives to enter into negotiations for the possibility of merger or amalgamation of the two colleges and that both Boards be in attendance and shall remain convened throughout the day.

Motion carried unanimously.

It was the consensus of the Board that Allan Frumkin act as arbitrator for these negotiations, subject to the approval of the PSCC Board, and that Mr. Danis would convey this to Dr. Leatherman for presentation to PSCC. An alternate negotiator was mentioned to be Attorney Keith Breon, a San Francisco attorney.

1-b) MERGER – PALMER COLLEGE OF CHIROPRACTIC: Peter J. and Michael Daniels presented a proposal from Palmer regarding possible merger between that institution and Northern California College of Chiropractic. Peter Daniels noted the request for certified copies of the minutes of NCCC's Board, full financial disclosure, proposed changes in by-laws, resignation by the present board, and a national board to be created composed of twelve persons and a loan to NCCC of \$100,000.

MOTION: Dr. Pedigo moved that Mr. Danis enter into discussions with Dr. Mazarelli of Palmer to discuss possible negotiations of merger, and that Peter Daniels submit financial records of the institution as requested.

This motion carried unanimously.

1-c) PRESIDENTIAL EVALUATION: Drs. Coyle and Pedigo, together with Lucy Gill, have evaluated Dr. James Musick as President, pending contract expiration on July 10, 1980. After Dr. Musick retired from the session at the request of the chair, discussion proceeded with concern over serious problems existing.

MOTION: Dr. Coyle moved that the contract of Dr. Musick be terminated this date, and that Kenneth Allen, D.C. be asked to resign his position on the Board to assume the duties as president.

MOTION: Dr. Coyle moved that Dr. Musick be asked to resign his position as President of NCCC and accept a newly created position as Assistant to the President.

MOTION: Dr. Coyle moved that Dr. Musick be asked for his resignation as President, effective immediately, and that Kenneth Allen, D.C. be asked to resign his position as a member of the Board of Trustees to assume the duties of Acting President, for a period not to exceed six months, at a salary commensurate with the terms of the contract of Dr. Musick.

These motions were tabled. The chair declared executive session over and asked that Dr. Musick reenter the meeting.

1980 (Feb): James E. Musick DC resigns, Kenneth D. Allen DC appointed Acting President of NCCC for 6 months (Northern, 1980, p. 3)

1980 (Mar): *ICAC Journal* [2(3)] includes:

-D.N. Kuhn authors "President's Message" (p. 2):

I have previously written that we face a serious threat to the preservation of our separate and distinct status because of the Council on Chiropractic Education (CCE). The CCE states in the introduction to its booklet that the scope of Chiropractic Education is to prepare the chiropractic student to diagnose, treat and consult

and/or refer. With this kind of an education you will never know what chiropractic is."

1980 (Mar 11): letter from Michael B. Goldstein, Esq. to Joseph P. Mazzarelli, D.C., President of ICA and PCC Chairman of the Board (Schlabach files):

Dear Joe:

Chuck and I have been discussing the continuing drama of Palmer's search for a west coast campus. I told him about our conversation regarding the possibility of starting from scratch, and he suggested that you and I explore further some of the issues involved in such an approach.

There are certainly some significant advantages in acquiring a going institution. The faculty and students are already in place (although this may be in part a liability), there is a useable facility, and all the necessary licenses (if not accreditation) have already been acquired. However, each of these elements could conceivably be achieved with a new institution, and potentially, given the alternatives, in an even more favorable manner.

The simplest area is that of licensure. So long as the California Board of Chiropractic Examiners favors the entry of Palmer into the state, I would see no significant problem in achieving the license to grant the degree. California is one of the easiest states to set up an educational institution, and an operation as reputable as Palmer should have no difficulty. With regard to the need for an appropriate campus, none of the acquisitions we have looked at have offered us anything of extraordinary quality. Cleveland's building seemed appropriate, but certainly not ideal for an institution, and neither Northern California nor Pacific States own their own facilities. If we were willing to spend some time looking for the right site and the right arrangement, I am confident that not only could we find a suitable facility for Palmer West, but also obtain substantial government participation in its financing. A professional campus fits very nicely into a variety of urban development plans, and there are many different programs, federal, state and local in which we could participate. Obviously, the availability of resources will depend in large measure upon where we choose to locate the campus. That decision, in turn, will to a certain extent depend upon the availability of funds. We have some very good contacts on that west coast which could certainly be helpful in identifying suitable opportunities.

Perhaps the most difficult issue would be the acquisition of appropriate faculty and the recruitment of new students. Given the Palmer name, the latter point is probably easily dealt with, as evidence by both Northern California's and Pacific State's concern for Palmer's entry into the market. Incidentally, we have examined the potential antitrust issue and we are convinced that Palmer would not be at risk by entering into the market. With regard to acquisition of faculty, I think it is imperative that we avoid raiding existing institutions, at least on a wholesale basis. However, I think it is reasonable that we should be able to acquire a core faculty meeting Palmer's standards in a relatively short period of time.

If you are interested in exploring this alternative, let me know and we can continue the discussion.

Best regards,...

cc: Charles McKerns

1980 (Mar 15): memo on PCC stationery from Joseph P. Mazzarelli, D.C., PCC Chairman of the Board (Schlabach files):

TO: P.C.C. Board of Trustees

CC: J.F. McAndrews, President

M. Goldstein, Esq.

The enclosed letter is self-explanatory and is forwarded for your information and file.

The N.C.C.C. Board replaced its President (Dr. Musick is serving as his assistant) and fired their lawyer. It appears that these moves were the result of our merger talks. I have the feeling that N.C.C.C. would like our \$100,000.00 but still keep control of the college. No way.

N.C.C.C. has a merger agreement from us that they have not responded to. I'm seriously considering the subject matter in Mr. Goldstein's letter. What do you think?

1980 (Mar/Apr): **NCCC News** [1(6)] includes:

-“Dr. Kenneth Allen Named NCCC President” (p. 1):

Dr. Kenneth D. Allen was appointed President of Northern California College of Chiropractic at a meeting of the Board of Trustees, February 19, 1980. Dr. Allen resigned his position on the Board to accept the Presidency. Most recently practicing in Middletown, Dr. Allen practiced 14 years in Vallejo. His is a former President of the Vallejo Chamber of Commerce, the North Bay Chiropractic Society, and the California Chiropractic Association. He has held numerous other elective positions in chiropractic and community organizations. “The potential of Northern California College of Chiropractic is tremendous,” Dr. Allen said. “The energy of the student body and the staff is outrageous. We need now to fine tune the operation and to let the profession know we need them. I see the support of the profession as critical; they need to get behind the College to make sure than northern California has a chiropractic college they can be proud of.” Dr. James E. Musick, past President of NC3, remains with the College as Assistant to the Dean of Academic Affairs.

-“Phase I of the NCCC Clinic Opens” (p. 1):

The ribbon-cutting ceremony signifying the opening of the clinic building on the campus at Northern California College of Chiropractic was held March 3, 1980. The clinic facility, remodeled from one of the classroom buildings on campus, is presently used by the two senior classes (8th and 9th quarters). Plans for expanding the clinic as the patient load and the student body population require have already been made. The work done to remodel the existing building was done entirely by students and staff, using the considerable skills that exist on campus. Donations of equipment to the clinic are appreciated and will allow the students to further provide for their patients. Donations are tax deductible.

-“College Community Prepares Accreditation Report” (p. 1):

Two Status-Study days were held on NC3 campus I February to involve the entire college community in the generation of the Status Study report of the institution to the Council on Chiropractic Education. The report, which represents the formal application by the College to the accrediting agency for recognition, reflects the institution's look at itself against the guidelines set up by the CCE for Recognized Candidate Status with the Council. The college community evaluated all aspects of NC3 and identified strengths and weaknesses that currently exist, and made recommendations to strengthen the program. Students also organized and served a pot-luck lunch that added to the camaraderie of the work sessions.

-photos of “Status Study Workshop and College Work Day” (p. 3)

1980 (Apr): **California Chiropractic Journal** includes:

-“Northern California College” (p. 14):

Dr. Kenneth D. Allen was named President of Northern California College of Chiropractic at a meeting of the College Board of Trustees, February 19, 1980. At the meeting, the board reluctantly accepted the resignation of Dr. James E. Musick as President of the College, and requested that he stay on as Assistant to Dr. Allen.

A graduate of Logan College of Chiropractic, St. Louis, MO, Dr. Allen received his DC degree in 1967. He is a Diplomate of the National Board of Chiropractic Examiners, and has done postgraduate work in physiotherapy at Cleveland Chiropractic College in Los Angeles. Dr. Allen is a past President of the California Chiropractic Association, and has held numerous elected positions with the state association, as well as the Presidency of the North Bay Chiropractic Society.

Dr. Allen stated, “I am delighted to have this opportunity to work in the profession in this significant way. Our efforts now will continue to be centered around working with the CCE and the State

Board to establish a first class, accredited college that everyone in the profession can look to with pride.”

1980 (Apr): NCCC issues “Status Study,” which includes (Northern, 1980, pp. 3-5):

From that improbable beginning, we have grown into a hall of learning comprising 252 students and 39 faculty, with control vested in a 12 member Board of Trustees. A listing of faculty and their degrees is presented as Exhibit I.1.

Personnel changes have occurred more frequently than would be desirable in a more established institution. Furthermore, we have not as yet gained a reputation either in the local market or in the Profession by which we have an abundance of applications from highly trained professionals on file. Consequently, open positions are not always filled as quickly as we would like. But as the youngest institution ever to seek Recognized Candidate for Accreditation status, we are mindful of the tasks that await us, and can look to our history to see that we can succeed.

THE SELF EVALUATION PROCESS

In January, 1980, an expanded Status Study Committee approved an evaluation process consisting of two day-long workshop sessions which invited participation by the entire college community in the evaluation of all areas and programs. Workshops were organized to assess Basic Organization and History, Organization Chart and Personnel, Board of Trustees, Administration, Business Affairs and Finance, Instructional Staff, Student Affairs, Curriculum: Basic Sciences, Curriculum: Clinical Sciences, Learning Resource Center, Research and Continuing Education. Additionally, the Status Study workshop participants included a development team to work on the physical plant and a facilitator team to provide assistance to the workshops, prepare lunch, and otherwise aid the process. The workshop groups were assigned the task analyzing the institution considering four basic questions. (Where have we been? Where are we now? Where are we going? How are we going to get there?) Each group was asked to assess the strengths and weaknesses of its particular area of study, and to generate a report of its findings. These reports were submitted to the Status Study Committee and provided the source information. More than 80% of the college community attended these sessions, and all five sections (Students, Staff, Faculty, Administration and Board) of the institution were represented. A draft was compiled, and made available in the Library for further comments. Subsequently, the final version was completed.

This concerted effort was not, of course, the beginnings of the process, for it had begun with the assignment of duties to the administrative staff by the President in October, 1978; and indeed the process had been stimulated by information from the CCE consultant. The evaluation process did insure that our study is one which was created (and is still being created) by the entire College community.

1980 (Apr 30-May 2): Leonard E. Fay, D.C authors “Report of a CCE Consultive Visit to Northern California College of Chiropractic” (Schlabach files)

1980 (May 30): letter from Michael B. Goldstein, Esq. to PCC Board chairman Joseph P. Mazzarelli, D.C. (Schlabach files):

Dear Joe:

Attached is a draft letter to NCCC which embodies the issues we discussed. If they want to proceed, I see no major impediments to assuming control of NCCC fairly rapidly. There are a few things we will have to put in place before we act:

1. We ought to know who the Palmer nominees are going to be.
2. We ought to have an idea of what we are going to do for a President of NCCC (or Palmer-West). The incumbent is apparently not a viable candidate.
3. We ought to find out from CCE as much as we can of NCCC's current status. All their noise about an imminent review in the spring seems to have died down, but I would hate to have you take over and be hit with a CCE team the next day.

4. We will need an updated financial report and copies of all employment and other agreements.
 5. Since we will need an opinion of counsel, we will need to know if they still have one.
- After you have had a chance to go through this, give me a call and we can discuss.
- Best regards,...
- cc C. McKerns

1980 (June 4): letter on PCC stationery from Board chairman Joseph Mazzairelli, D.C. to NCCC Board chairman Ronald P. Davis (Schlabach files):

Dear Mr. Davis:

On the basis of our recent conversations, I am prepared to propose to our board that it once more consider the issue of assuming responsibility for the operation of Northern California College of Chiropractic. As you know, considerable time and effort has already gone into the drafting of appropriate agreements to accomplish such a result, and our interest is predicated on the acceptance by your board of the principles embodied in these documents.

We would require certain assurances from the present NCCC board with regard to the assets, liabilities and obligations of the school, its employment or other agreements, potential litigation or other risks, and such other information as may be necessary to enable our board to make an informed judgement. We would in turn provide assurances that the school would be administered consistent with the policies and standards of Palmer College. As part of our assumption of control of NCCC, it would be our intention to take such steps as we would deem necessary to stabilize and improve its program and facilities to meet CCE accreditation standards and to assure a quality program of chiropractic education, research and service to the profession.

To effectuate this change in control, the present NCCC trustees would resign in favor of Palmer nominees, who would then assume responsibility for the administration of the school. The degree to which present members of the NCCC board might be among the Palmer nominees is a matter for further discussion.

If you and your board are interested in resuming these negotiations, please let me know at your earliest convenience. Would you also advise us of the name of your current legal council [sic].

Sincerely,...

JPM:kbk

cc: J. McAndrews; M. Goldstein

1980 (June 9): NCCC Acting President Kenneth D. Allen, D.C. authors "State of the College" (Perlstein files); includes:

...We are pleased to announce that **Bernard Coyle, Ph.D. will begin his duties as Academic Dean during the summer break.** He will work with Basic Sciences Coordinator Rufus Skillern, Ph.D. and Clinical Sciences Coordinator Sean Moroney, D.C. to better organize and implement academic affairs...

1980 (June): Bernard A. Coyle, Ph.D. appointed Acting Chief Administrator (Status, 1980, p. 3)

1980 (June 10): letter to NCCC Board chairman Ronald P. Davis from PCC Board Chairman Joseph Mazzairelli (Schlabach files):

Dear Mr. Davis:

As an addendum to my letter to you of June 4, 1980, I feel it might be helpful to explicitly point out that upon acquisition of Northern California College of Chiropractic by Palmer College, our intent is to protect all students who have enrolled at NCCC according to CCE standards, providing they are not on academic or financial probation. Such students in the latter category would, of course, need to be considered on an individual basis.

Sincerely,...

JPM:pas

bcc: Dr. Michael Pedigo

1980 (June 13, Friday): "Telephone Call Received from Western Union at 1:30 p.m." from Ronald P. Davis (Schlabach files):

FOR: Dr. Joseph P. Mazzairelli

FROM: Los Altos California

Ronald P. Davis, Chairman

It is my pleasure to inform you that the Board unanimously passed the following resolutions:

The Chairman of Northern California College of Chiropractic, Mr. Davis, is authorized to inform Palmer College that the concept of the takeover by Palmer College of Chiropractic outlined in the letter by Dr. Mazzairelli on June 4 and June 10, 1980, is acceptable to the Board of NCCC, with the following clarifications:

1. That the assurances required of the present Board members with regard to the assets liabilities, etc., are reasonable.
2. Negotiations begin within ten days of this communication and proceed with reasonable speed.
3. Palmer is prepared to make the financial commitment necessary to meet the difficult accreditation schedule.

Please call me at (415) 941-5440 to arrange our first meeting.

Signed: Ronald P. Davis, Chairman

1980 (July 23): letter from attorney Michael B. Goldstein to Jerry McAndrews DC, president of PCC (Schlabach files):

Dear Jerry:

At our breakfast last week you asked me to prepare an outline of the structural alternatives available to Palmer in the acquisition of control of NCCC.

In outlining these alternatives I am making certain assumptions with regard to the nature of the Palmer-NCCC relationship. First, I am assuming that we are proceeding with an acquisition of control of the NCCC board of trustees, rather than an acquisition by the Palmer College Foundation of the assets of NCCC. The advantages of the former approach are so significant as to make the direct acquisition approach an unlikely choice. Briefly, these consist of eases of acquiring working control, continued segregation of liabilities and assets, maintenance of a basis for differential pay scales and benefits, as well as for differential administration and retention standards, avoidance of the need to obtain new state licenses, and rather **greater ability to cast NCCC loose if the acquisition turns out to be unfavorable to Palmer.** Also, assuming Palmer would like to protect two seats on the CCE board, the acquisition of control route is far more likely to preserve that option than would a purchase of assets.

Second, I assume that you and the Board want to maintain tight policy control over the California operation. This can be readily achieved through the appointment of trustees to the NCCC board clearly representative of Palmer's interests (and indeed I would assume that a majority of the NCCC trustees would also be Palmer trustees).

Third, I assume that you as chief executive officer would want to assure adequate administrative continuity between the units, so as to protect Palmer, properly develop NCCC to Palmer's standards, and achieve maximum economies of scale.

The following set of options are all technically feasible, and indeed have been used at various institutions. For each I have set forth the relative advantages and disadvantages, from the perspective of Palmer and its administration.

1. Two Presidents. Under this configuration, each unit (Palmer and NCCC) would have a chief executive (president) with complete jurisdiction for the relevant campus. Each president would, co-equally, report to the board of trustees of his or her campus. Since the boards would be substantially identical, effective parallel policy control would be achieved. However, administrative control would be through the two presidents, and the degree of coordination and homogeneity between the campuses would depend entirely upon their personalities and interactions. Given the need to coordinate the activities of the

two units, and the need to provide strong administrative guidance to NCCC, we do not recommend this approach.

2. Chancellor with Two Presidents. Under this configuration each unit would have its own president, appointed by their respective boards. The two boards would in turn elect a Chancellor to coordinate the activities of the two units. The advantage to this approach is that it would provide a degree of administrative coordination between the units. The disadvantages are that it might prove unwieldy, as the two presidents jockey for position with the chancellor and with the board, as well as potentially diminishing the legal separation between the two units.
3. Dual Presidency. The President of the Davenport campus would be named President of NCCC by the latter's trustees, to serve in both capacities. The advantage is the obvious maximum level of administrative coordination. However, the disadvantages are several: the president's time and loyalties must be divided between two campuses several thousand miles apart, requiring a very substantial delegation of authority to assure a reasonable operation; the identity of the chief executive might jeopardize the legal separation of the units, and CCE might rebel at the idea of one person having two seats (and votes) on its board.
4. President/Chancellor-President. In this model, the chief executive of the Davenport campus remains the president, reporting directly to the Palmer Trustees. The NCCC Board (consisting of PCC appointees) names that person chancellor of the NCCC campus, and he in turn appoints a president to serve as chief operating officer under him. The advantages of this approach are several: it assures maximum administrative coordination while providing for a distinct administration for the two units, it preserves the legal separation of the campuses, and it provides for two people (the presidents of the two units) to sit on the CCE Board.

After you have had a chance to review these options, give me a call and we can discuss them more thoroughly. I would also be most interested in your impressions of NCCC and its key actors.

Best regards,...

cc Dr. J. Mazzarelli

1980 (July 28): minutes of NCCC "Executive Council" (Perlstein files):

The Executive Council of Northern California College of Chiropractic met Monday, July 28, 1980 in the board room of the campus at 1095 Dunford Way, City of Sunnyvale, California at 10:00 am.

The following persons were present: Kenneth D. Allen, D.C.; Bernard A. Coyle, Ph.D.; Michael Hales; Robert Seese; Donna Dudley; Frank Lopez; G. Curtis Casey, D.C.; Armand Vattuone; Keith Mellott; Stephen Perlstein; Shirley Thomas and Dee Walker.

There were no members absent.

Thereupon Dr. Allen chaired the meeting and Dee Walker acted as Recording Secretary.

PRESIDENT: President Allen discussed the visitation of Dr. Mazzarelli and Dr. McAndrews, Chairman of the Board and President of Palmer College of Chiropractic, on July 18th. He emphasized that negotiations were in process between members of both governing boards, but no action had been taken to date. Palmer is considering the merger to further the availability of quality education to chiropractic students and to emphasize chiropractic research. Dr. Coyle reported on a meeting of the NCCC faculty with the **Palmer** members wherein it was stressed that planned controlled growth of student enrollment and emphasis on NCCC receiving RCA status would be priorities. Palmer is considering an initial investment of approximately \$250,000 to complete requirements for a COA visitation in October. The faculty was assured that no major changes in personnel or student status were being considered. Palmer will send a fact finding team consisting of a person from their dean's, registrar's and finance departments to provide a report to the Palmer Board at their meeting scheduled for August 13th.

Dr. Allen asked each department director to submit a proposal of the dollar amount necessary for that department to meet the requirements of RCA status, together with a proposed budget through the 1980 calendar year. Dr. Allen also asked each member for knowledge of any legal action pending or proposed regarding the College. The Council adopted as administrative policy that members of the community should refrain discussion of college business with anyone known to have a dispute or legal action in process...

1980 (July 29): copy of ballot for poll of student opinion to retain Ken Allen DC as president, merge with Palmer, and re-elections (Perlstein files)

-attached is copy of results of poll:

Tally Sheet of Student Council Election				
208 student voted – 79.1%				
Support retention of Dr. Allen?	Yes	54	26.0%	
	No	142	68.3%	
	Abstained	12		
Support Palmer merger?	Yes	157	75.5%	
	No	42	20.2%	
	Abstained	9		
Nancy Allison-Hollis for Student Council Secretary?	Yes	169	81.3%	
	No			
	Abstained	39		
Recall Student Board Member Mr. Michael Joseph?	Yes	143	68.8%	
	No	58	27.9%	
	Abstained	7		

1980 (July 30): NCCC Student Council President Stephen Perlstein authors memo on NCCC stationery (Perlstein files):

Dear Members of the NCCC Board of Trustees:

The Student Body, at a Special Election held Tuesday, July 29, 1980, voted on three issues brought up as motions and passed before the Student Council on Wednesday, July 23, 1980. 79.1% of the Student Body participated in this Election. An All-School Assembly had been held Monday, July 28, 1980, giving the students an opportunity to voice their opinions. The results and explanations are printed below.

The first issue is whether Dr. Ken Allen should be retained as President of NCCC. 68.3% of the students feel he should not be and 26% feel that he should.

The second issue is whether the Student Body is in favor of a Palmer-NCCC merger. 75.5% are in favor of it and 20.2% are not.

The Student Council, on the issue of Mr. Joseph, voted unanimously to recall him at its meeting of Wednesday, July 23, 1980. It was then decided to poll the Student Body for its opinion on this matter.

The Student Council, on the issue of the Palmer merger, wishes the Board of Trustees to adopt the following resolution, such that no agreement of merger shall be entertained that does not contain this settlement:

"All agreements in writing between NCCC and any student(s) shall be considered binding upon, and shall be honored by, Palmer College of Chiropractic."

The Student Council of NCCC wishes the Board of Trustees to take this recent student polling into serious consideration in its discussions of these three issues. We would like to continue to work closely with the Board of Trustees so that student opinion, voiced responsibly, can be heard.

Yours in health,...

1980 (July): **California Chiropractic Journal** includes:

-photo of ribbon-cutting for new clinic on Sunnyvale campus & "Northern California College of Chiropractic" (p. 8):

Northern California College of Chiropractic opened Phase I of its chiropractic clinic in ceremonies on the campus, March 3. The

College Clinic, 1095 Dunford Way, Sunnyvale, will provide chiropractic services to the public when all three phases of the clinic are completed.

The ribbon was cut at 12:00 noon by College Board Chairman Ronald P. Danis, Vice Chairman Bernard Coyle, Ph.D., and President Kenneth D. Allen, D.C. Phase I of the clinic development involves student interns providing examinations and chiropractic care to junior students at the College. Phase II will include families of students in the clinic care program. Phase III will make chiropractic care by senior interns at the College available to the general public, on April 1st.

A planned Phase IV of the clinic operation will include research in chiropractic and Cineradiography (motion x-ray films) studies. That phase will be operational in the summer.

1980 (Aug 1): NCCC Student Council President Stephen Perlstein authors letter on NCCC stationery to Jerome F. McAndrews, D.C., president of Palmer College in Davenport (Perlstein files):

Dear Dr. McAndrews:

By way of introduction, my name is Stephen Perlstein. I am a Tenth Quarter student at NCCC and currently hold the office of President of the Student Council. I have recently been in contact with Dr. Jim Musick, a dear and personal friend of mine, about certain matters concerning the College and the Student Body at large. Dr. Musick agreed with me that I should feel free to write and address these issues with you.

The Student Body, at a Special Poll/Election held Tuesday, July 29, voted on several issues at large. Two of utmost concern were the Palmer merger with NCCC and the continuation of Dr. Ken Allen as President of NCCC. 79.1% of the students participated. What we found was that 75.5% are in favor of the merger and 68.3% are not in favor of the continuation of Dr. Allen as President. The results are not surprising in light of the fact that these two issues have circulated around the campus for some time now and this polling has merely made official a gathering sentiment. The feeling that Dr. Allen does not represent the best interests of this College has been creating a mood of discontent and low morale on campus, not only amongst the students, but within the Faculty and Administration as well.

Speaking as an official representative of the Student Body, I would like to know if Dr. Allen has already been chosen to be the President of the new Palmer College or has Dr. John Miller been given that position. If not, is Dr. Allen being considered for the position, and, if so, is he being strongly considered? If Dr. Allen were to become the President, for how long would he be given the post? I assume your understanding of the purpose to my rather direct questions. These are matters that the students feel directly affect not only their education and personal well-being, but the very serious process of Accreditation itself, which lies in their hearts and minds as a top priority.

I have asked Dr. Musick if he would call you about the matters discussed in this letter and he has informed me that he would do so.

I trust that this letter, by itself, has not been inappropriate or obstructive in any way. I thank you for your attention and hope that you will take these matters into serious consideration.

Thank you again for allowing me to communicate with you.

Yours in health,...

1980 (Aug 1): letter from Thomas W. von Kuster, Jr. to Jerome F. McAndrews, D.C., president of PCC (Schlabach files):

Dear Jerry,

The opportunity presented to Palmer regarding the acquisition of the Northern California College of Chiropractic campus is very interesting. It offers some unique advantages to Palmer for immediate and future expansion. But the opportunity also requires that Palmer examine its current situation so that it clearly understands the choices required in a decision to invest in Palmer-West versus Palmer-Davenport.

*Preserving Palmer's status as the largest chiropractic college; a status threatened because other colleges in larger, faster growing metropolitan areas have bigger population bases from which to attract more clinic patients to meet expanding CCE requirements and increasing college enrollments.

*Proximity to leading colleges where students and faculty could develop research and professional relationships.

*A western campus for Palmer alumni to identify with and support versus others in that area.

*A newer campus.

*Relatively lower cost of physical facilities for expansion. The buildings are already there and leasing the campus does not require a large cash down payment.

*An exciting and beautiful area for a college – the San Francisco Bay area.

However, there will be some hard choices that Palmer must make before deciding to expand in that area. These are related to resource and personnel allocation. Palmer-West would require substantial investment even with its "bargain price." Below are listed problems and considerations which I feel are important:

*Administration of Palmer-West cannot be done from Davenport, as we discussed. Davenport is too far away. Thus, cost savings, except perhaps in the financial control/system areas, will not materialize.

*CCE requirements will have to be met for two campuses, not one. Palmer-Davenport has CCE approval, but to maintain its status as the "standard" or best college requires enormous continuing investments. Bringing Palmer-West up to CCE standards will be expensive; making it a Palmer College will be that much more costly.

*Research and other projects started recently at Palmer will require on-going support. Some leverage can be obtained through use of federal and state monies, but funds still must come from the host college to start and maintain the efforts. Can these efforts be split between the colleges? Or maintained given a potentially high investment required by Palmer-West?

*Faculty quality at Palmer-Davenport from what I understand is the highest possible. Can this standard be maintained at Palmer-West without more investment? And how much more?

*Students are attracted to Palmer not just for its name, but the quality the college represents. The best and brightest applicants probably attend or transfer there. This image must be maintained at Palmer-West to insure not only quantity but also quality of the student body. Further, investing in Palmer-West should not affect the quality of Palmer-Davenport. Thus, can Palmer keep both groups of students satisfied?

*Clinical services at Palmer-West may require more marketing than currently believed because of several factors:

-the distances involved in normal California living.

-current practitioner/patient relationships.

-potential new patients being uninformed about chiropractic.

*The cost of California and especially Bay Area locations is very high for housing and other services required for the college, its faculty and students. There may be limits to the ability of the college to raise tuition to cover its expenses given already high living costs to students.

Finally, Jerry, attached to all of these worries is a time horizon (i.e. brick wall) when the lease expires on the present facility. Moving the college, buying the campus, or pulling back to Davenport all will have huge costs, unless a plan is developed.

What would I do in your place? Apparently Northern-California needs a decision yesterday. Do not let them pressure you. While there are advantages, the disadvantages and uncertainties are potentially too costly to ignore.

The proper pace for an entrepreneur is to jump in and say "The heck with it; let's do it." I do not think Palmer is at that stage now. The college must take risks to survive and grow – i.e., the **research**

investments – but betting its stability and status on a new college is not required now.

The best immediate step is for Palmer to sit down and develop its own criteria for expansion, and then see if Northern California fits these requirements. This will not be a useless exercise even if you decide against taking over Northern California. If another opportunity comes along, it can be better and more quickly evaluated. Palmer may also find that only by starting from scratch it can really accomplish its goals.

Expansion on this scale, as we discussed, requires major policy and resource allocation decisions which will have broad effects on Palmer, its students, its faculty, programs and the profession.

Jerry, this gives you my perspective. I hope it is helpful.

Sincerely,...

1980 (Aug 6): memo from Joseph Mazzarelli DC, board chairman, & Jerry McAndrews DC, president, to PCC Board of Trustees (Schlabach files):

SUBJECT: Extension Campus

Ladies and Gentlemen:

Pros and cons relative to a PCC extension campus have been an agenda item since our special Board meeting of November, 1978, which was held in Washington, D.C.

This subject has been discussed at every meeting since the above date and has resulted in **two affirmative Board votes to purchase CCC of Los Angeles**, one affirmative vote to acquire NCCC and a vote by telephone conference call to continue negotiations (in good faith – subject to final Board decision) with NCCC.

A meeting having as guest speaker Executive Vice President B.J. Finn of the National Association of College and University Business Officers (NACUBO) with relationships of extension colleges the subject matter, was held in November, 1979. (See attached copies of the minutes of the meeting for a summary of Dr. Finn's remarks.)

All of the discussion, the merits of an extension college, with reasons both for and against notwithstanding, has made it apparent that a firm commitment by our Board is lacking. This may be partly due to the fact that a majority of our Board members have not been with us since 1978 and have not had the opportunity of hearing ALL the arguments presented. With this in mind, below please find for your study, comments and ultimate decision, a formal presentation both for and against an extension campus.

Preamble

A PCC extension campus is not a new idea. Dr. Dave Palmer considered the Anglo-European College as a PCC extension. A Dr. Fred Gehl, while an employee of PCC, was authorized to do a study on an extension campus with California the specific area of interest (see enclosed). The main purpose for an extension campus at that time was to increase the number of Palmer graduates. When the decision was made to increase the size of Palmer (Davenport), the project was dropped.

Reasons for an extension campus today go beyond the mere number of Palmer graduates. The mainstreaming of our Science into the health delivery system is demanded by National Health Insurance, accreditation and third party reimbursement. Expansion to meet these demands is necessary if we are to survive as a separate and distinct science. Palmer College's tradition, heritage and fountainhead status call for a leadership role as we enter the 80's and 90's. Chiropractic's primary care, portal-of-entry position means providing our nation D.C.'s trained in chiropractic public health, chiropractic education, chiropractic research, and chiropractors able to serve in administrative health systems, e.g. HMO's, NIH, Armed Forces, etc. this means that chiropractic colleges must become multi-purpose; they must educate and train doctors of chiropractic for other than field practice. An extension campus may be the means to accomplish these multi-faceted goals. An extension college designed to graduate more Palmer field practitioners alone would be counter-productive when faced with the realities of our profession's needs.

Reasons – Con and Pro

Con: Let us take them in reverse order – reasons against because they are fewer and easier to list:

There have been three valid reasons against an extension campus as follows:

- 1) An extension campus can destroy our heritage, by dividing loyalties and adversely affecting growth and fund-raising. Two colleges can split our image.
- 2) By dividing our strength we may be placing the Fountainhead in jeopardy.
- 3) We may be creating a monster in a geographically suitable area, having the "child outgrow the parent."

Comments:

- 1) An extension college does not split our image – it doubles it. Fund-raising will be controlled by Davenport.
- 2) Along with an extension campus goes a student reduction in Davenport (explained in Pro section).
- 3) An extension campus will be controlled by size and a common executive officer, Dr. McAndrews, with an administrator at each campus.

The Board should not allow the Western (?) campus to have a student body larger than 800, perhaps initially 600.

Pro:

- 1) Allow a reduction in student size in Davenport without an overall loss in Palmer student population. This is necessary to: Increase clinical student experience.

There are many who feel that an 1800 student population in Davenport creates a strain, considering the size of the Quad-Cities, on the number of sick people we can attract to our clinic. This could be resolved by several satellite clinics which could become more of an administrative headache than an extension campus.

- 2) **Research:** A reduction in student population will free part of the physical plant for non-teaching purposes. Our new building may become a research and continuing education center.
- 3) Faculty use: A reduction in Davenport student population will reduce our student-faculty ratio and free faculty for research, grant proposals and writing of technical papers and texts, thereby increasing the Palmer image.
- 4) An extension campus should have a dramatic impact on our alumni and profession.

The Alumni interested in Palmer producing more chiropractors will be satisfied, because with a reduction in Davenport (say to 1500) and an off-campus Palmer student body (of say 800 in five years), we would have a total of 2300 as opposed to 1800.

The Alumni interested in research will be able to contribute to the Palmer College (Davenport) Research Center.

The Alumni interested in continuing education can further their interest at the Davenport Continuing Education Center.

The profession will soon realize that Palmer will become the center of chiropractic's future and look to it for leadership.

- 5) Two smaller colleges – one depending (extension) on student tuition, the other (Davenport) on student tuition and research grants for survival, will hedge our risks against inflation and/or recession.

We become less dependent on faculty and staff demands and capital fund drives, making it easier to fall back or grow, whichever applies.

- 6) An extension campus in a metropolitan area, in proximity to large universities, is conducive to clinical research and attractive to Ph.D.'s in non-chiropractic fields.
- 7) Two colleges controlled by PCC gives us two votes on CCE instead of one.
- 8) We can create at the Davenport campus a graduate academic degree program; i.e., Masters in Chiropractic Education or Doctorate in Chiropractic Research, providing personnel to other chiropractic institutions, thereby further increasing our prestige and expanding our service to the profession.

SUMMARY ON PRO REASONS:

The main advantage of an extension campus is to reduce the student size of Palmer (Davenport) while not reducing the total number of Palmer graduates. This will allow (in Davenport) for a special design of any additional physical plant development for **research** and continuing education. It will increase our student doctors' clinical experience and allow for the development of controlled clinical research. Reduction of faculty and of pressure for a larger physical plant would allow for greater involvement in the professional activities which should increase PCC's prestige, influence and alumni support. **This increased role in chiropractic education and research will give Davenport the distinction necessary to maintain our Fountainhead status and prevent any other school, be it Palmer extension or not, from assuming the leadership role we must continually earn.**

Even without an extension campus, we would have to release faculty (or hire more) for research and federal program involvement. It would be more expedient to reduce student body size and control physical plant growth than to hire new faculty and to require a larger plant beyond our Design for a Decade program.

WHY CALIFORNIA:

- 1) There is a college available. This gives us time while in operation to plan for future development.
- 2) A large number of our alumni practice in California and Washington.
- 3) There has been great interest by said alumni that we acquire a western campus.
- 4) Large population and growing. All statistics published by AGB and The Chronicle of Higher Education show that college age people are moving from the North and Southeast to the Northwest and California.
- 5) Proximity of the University of California, Berkeley campus in Bay area, allows for educational opportunities for our own facility and gives us access to a large pool of Ph.D.'s in related science and health fields.
- 6) Twenty-five percent of all chiropractors in California...there are now five chiropractic schools in this state – all of which are or will be in accreditation trouble. Palmer's entrance into the state with our expertise and financial wherewithal should dominate the scene.
- 7) NCCC requires no money for purchase. It will need approximately \$150 thousand to meet early accreditation standards; this is less than the initial down-payment for CCC of LA.
- 8) The FACTS study indicates increased potential for chiropractic services. As chiropractic becomes part of the health delivery system, including third party reimbursement, our growth needs will soar...two campuses places PCC in a position to meet these needs.

This brief report to the Board is designed to stimulate additional thoughts and facilitate the decision process. It was said of T.E. Lawrence, "He is dangerous because he dreams with his eyes open." JPM/JFM/pas
Enclosures

1980 (Aug 7): memo from **John L. Miller**, D.C. to Jerome F. McAndrews DC on PCC stationery (Schlabach files):

RE: An evaluation visit to the Northern California College of Chiropractic, August 1 & 2, 1980.

The evaluation visit to Northern California College of Chiropractic (NCCC) was made at the request of Dr. J.F. McAndrews, President of the Palmer College of Chiropractic. I was assisted by Dr. Marvin Conway, PCC Registrar, and accompanied by Mr. William Gehlsen, Vice-President for Business Affairs, also assigned by Dr. McAndrews.

The visit to NCCC commenced at 2:00 p.m., Friday, August 1, when the above named group, accompanied by Dr. Myrvin Christopherson, PCC Board of Trustees member, was greeted to the campus by Dr. Kenneth Allen, NCCC President, and other members

of his staff. After a short and very cordial get acquainted meeting, the Palmer group was escorted on a detailed tour of the NCCC campus. Staff members taking part in the tour were: Dr. Kenneth Allen, President; Dr. Bernard Coyle, Academic Dean; Mr. Armand Vattuone, Assistant to Dr. Allen and Mr. Keith Mellott, Superintendent of Buildings and Grounds. As the tour progressed we additionally met several staff members who had arranged to be present after regular hours to give detailed assistance in their particular area of responsibility. These were: Dr. George Casey, newly appointed Clinic Director; Mr. Frank Lopez, Chief Librarian; Dr. Oliver Titrud, Chairman of the Anatomy Department and Dr. Sean Moroney, Chairman of the X-Ray Department and Coordinator of Clinical Science. At the conclusion of the tour, Palmer representatives met for approximately one hour with appropriate NCCC representatives for the purpose of planning activities for the following day. On Friday evening the Palmer representatives were the dinner guests of Mr. Ronald Danis, Chairman of the NCCC Board of Trustees.

Meetings commenced with appropriate NCCC staff members at 8:00 a.m., Saturday morning. Following a lunch with a rather sizable group of the college's staff at a nearby restaurant, further meetings took place until approximately 5:00 p.m. in the afternoon.

Visitation

Prior to leaving for California I had had the following exposure to the Northern California College of Chiropractic:

1. I had visited the campus in the late part of February as part of a dean's inspection relating to NCCC's wish to pursue the 3IC route to USOE certification and government guaranteed loans. At that time Dr. James Musick had just been relieved of the presidency of NCCC and Dr. Allen had only that week arrived on campus as president.
2. Discussions and interviews with various students relevant to their transferring to Palmer as part of the 3IC program.
3. I had read the NCCC Status Study and accompanying exhibits as submitted to the CCE as part of their application for Recognized Candidate for Accreditation Status. The Status Study was submitted by NCCC to the Council on Chiropractic Education on April 30, 1980. The Study arrived on campus two days before we left for California.
4. An itinerary of my planned inquiries was made outlining those areas I expected to investigate. The outline follows:

- I. Faculty records
 - a. Teaching load
 - b. Qualifications
 - c. Experience
 - d. Current compensation level
- II. Student Records
 - a. Distribution in curriculum
 - b. Entrance credentials
 - c. G.P.A. at NCCC
 - d. National Board of Chiropractic Examiners performance results
- III. Curriculum
 - a. Comparative study with PCC
 - b. Facilities application
- IV. Accreditation
 - a. Self Study
 - b. Attempt to ascertain PCC acquisition impact on accreditation
- V. Facilities
 - a. Current situation
 - b. Needs regarding educational programs
 - c. Longer range facilities application specifically with respect to: 1. Classrooms; 2. Laboratories; 3. Clinic; 4. Library; 5. Administrative and faculty office space

Note: Accompanying this report is a copy of the NCCC Status Study as well as the last three visitation reports of Dr. Leonard Fay, CCE educational consultant to the school. I believe these

materials important to a thorough understanding of the situation at NCCC.

I. Faculty Records

Comment: The situation at NCCC with respect to the faculty roster has in its short history been rather fluid. Numerous part-time members of the teaching staff have been acquired from local colleges and these have changed rather frequently. This, of course, bids both good and evil. Good in the respect that the area, with its numerous colleges and universities, appears to furnish a ready made supply of highly trained people in appropriate disciplines upon which a basic science faculty may be built in the future; evil the fact that the college to a great extent has apparently depended on this availability and for whatever reason has not established a stable basic science teaching staff.

Inspection of the faculty roster submitted to CCE in April as part of the Status Study, reveals numerous alterations when compared to the current roster supplied as Exhibit I of this report. Currently the college employs twelve (12) full-time faculty members including the dean and librarian. In addition, twenty-one (21) part-time teachers are listed with several apparently absent for the summer quarter only.

The salary schedule is not complex essentially compensating all full-time people at the same level, \$18,500 per annum. Part-time faculty are compensated \$25.00 per teaching hour for those holding the doctorate and \$20.00 for the master's. It was stated by the Dean that the salary schedule is to be revamped in such a way as to recognize performance values. As in a number of other chiropractic colleges, the faculty knows of the Palmer schedule and is favorably disposed to the system.

a. Teaching Load

The Dean states faculty members are assigned to no more than fifteen (15) teaching hours per week and are, in this respect, in compliance with accreditation guidelines. Due to inconsistencies in faculty records it was difficult to document this statement. More will be said on this later.

b. Qualifications

With the exception of one person holding a B.S. degree and a X-Ray Technician certificate, the teaching staff seems to be substantially and appropriately credentialled. Clinical members of the teaching staff represent a number of chiropractic colleges. It would appear more PCC graduates, who are in agreement with the views of Palmer College on chiropractic matters, are needed. It is interesting to note that approximately 18% of all chiropractors now in practice in the United States currently do so in California. The potential for locating such clinical faculty in California may well be a possible task to accomplish.

c. Experience

The basic science faculty in general, being acquired from surrounding institutions appear, on paper at least, to be seasoned and qualified teachers. Using the same method of evaluation, chiropractor members of the faculty with one exception are not seasoned as teachers, however, they do have apparently good practice experience. Taking into consideration the NCCC chiropractic curriculum, dedicated to numerous specialized techniques, it is not generally possible to evaluate the teaching motivation of chiropractor members of the faculty. One gets the impression that possibly some faculty members are at NCCC for the purpose of advancing convictions they have on particular techniques.

II. Student Records

This area was handled by Dr. Marvin Conway, PCC Registrar. His report follows.

-attached/inserted is memo, 1980 (Aug 4), on PCC stationery from Registrar Marvin Conway to John L. Miller DC, VP for Academic Affairs:

Reference to: visitation of the Northern California College of Chiropractic at Sunnyvale

Having arrived at the college August 1st at 2 o'clock in the afternoon, I accompanied the rest of the staff on a tour of the campus of Northern California College of Chiropractic. Before the start of

the tour, I was advised that Mr. Robert S. Seese, who is the Registrar and also Director of Student Affairs, and so forth, would not be available for consultation on the following day, but would meet with me after the tour of the campus.

Mr. Seese and I sat down in his office and he gave me a thumb nail description of what his activities were. In order that I might describe the Palmer program to him, I had brought with me copies of all material for those who enter into the Palmer College of Chiropractic and anything and everything pertaining to their academic work while at PCC. This was explained step by step to him and also recommended that he use the two-sided folder with the acme fasteners instead of one because they would have access on one side for the grade report as well as the schedule. On the opposite side they would have pertinent information toward entrance into the college. Also, I brought with me all material pertaining to the Veterans Administration education program because this will be of concern to them in the winter quarter. For those who will come under the G.I. Bill as well as those under Rehab. Chapter 31 and explained to him the enrollment process for those in school under the G.I. Bill. The next step was to orientate [sic] Mr. Seese into the Immigration program in which they would be eligible at the time after receiving VA approval. I cautioned him that if the VA accepted them now, that they would be considered below college level school and where they would have to keep attendance on each student on a monthly basis until they receive candidacy status. I was informed that they had two foreign students. It is my understanding that one was from France and one was from Canada. I asked if they had authorization for these students from their country to attend school, and they were amazed to think people had to have permission to come to school! I had to close my visitation with Mr. Seese at 5 o'clock because the rest of the committee was waiting for me to leave. Mr. Seese was supposed to have left the keys to the files in a certain place in the office in which Dr. Allen was told where to find them.

August 2nd.

On August 2nd, we arrived at 8 o'clock in the morning. I asked Dr. Allen if he would unlock the files. He went to the place where the key was and he said there was no key, so he said, "Well, we'll have to wait a while and grounds keeper has a set of keys and he should be along in half an hour." Eventually, about 9 o'clock, the grounds keeper shows up and unlocks the file. The files are in a fireproof letter sized drawer, four drawer, and set on a dolly. Was advised that this file safe cost \$750.

I started in to find out how the files were arranged and to my amazement, all people in the school are filed according to the quarter they are in instead of alphabetical order. For example, a person would be in the 479 class, his matriculation file would be in the 479 section. There were no ID numbers on the files, there are no cross reference of cards showing the ID numbers and in some of the folders part of the material was not in acme fasteners. There are no schedules and no grade reports in any of the files. I asked some of the people around there how they knew where these students are. They are in a book. I asked how come they are not in the files. "I don't work with that" was their remarks, or "I haven't been here long enough to know what is going on." In many cases, no acceptance letters for the students were in their jackets. In some cases it was noted that a person had applied for the October 1980 quarter and was already in the July quarter. Therefore, it is amazing to understand how any one could find out how any one is in school. I asked for a roster for those currently in attendance full time and part time and was advised 263 students are full time and 15 are part time. I asked how can you determine who is part time when everybody is in files according to the quarter. Nothing is dated! For example, the class rolls, with the final grade, showed the subject and the person's name and the grade, but there was no date indicating the quarter. I asked to see the files on some transfers, in which I knew that two in particular had transferred to Palmer. One of the files showed that the party had written a letter asking that records be sent to Palmer. There was no record in his file indicating that action had been taken to complete the

transaction or a copy of his transcript. I pointed out to Dr. Allen that the college seal needs to be sharpened and also that transcripts have to be signed by a responsible person at the College. Transcripts were sent out without signatures. (See attached copy of transcript.)

I also suggested that they start a log and go back from the very first student and assigning numbers and bring it up-to-date. It was discovered, in the Registrar's office, in his desk drawer, that the grade reports were attached to copies of transcripts. I asked some of the help what they were doing in the drawer, and they presumed they are putting them on the transcripts. The grades should be in the folders and transcripts made up as they go along instead of spinning their wheels. It is estimated it would take about 3 weeks to straighten out the records and get the help on an even keel. In approximately 6 weeks a visitation should be made again to see if they have complied with the suggestions that were left for them to do.

I asked about Registration Committee. Who approves applications for admission? They said they had a Registration Committee that met. I said, "Do they look at each file?" There is nothing indicating that they signed it. That the party met the entrance requirements. This is a must!

Marvin Conway

-attached is photocopy of sample NCCC "Permanent Record" for student Dan Schlenger, who had transferred to PCC
-John L. Miller DC's report continues:

Additional comments on records:

Examination of faculty records resulted in an experience similar to that of Dr. Conway. While I believe a honest attempt has been made to include pertinent data, no particular order or organization was apparent. When inquiry was made as to the reason for faculty transcripts appearing in copy form rather than as original certified documents, it was indicated such official documentation was, in fact, to be found in personnel files located in the business officer's file. A random sample of six faculty files from that source turned up two with no official transcripts.

There does seem to be a degree of administrative incoordination, possibly associated with a number of causes. Among these might be:

1. Inexperience.
2. Frequently changing administrative leadership.
3. Frequently changing office personnel.
4. Inadequate numbers of personnel to handle increasingly complex record keeping tasks.
5. Perhaps some combination of all of the above.

III. Curriculum

Comment: Northern California College of Chiropractic has modeled its school calendar after that of Palmer College. The two are virtually identical.

Significant differences in curriculum structure appear when comparison is made. Some of the causes for these differences may be hypothesized:

1. Specific curriculum requirements of California law are more stringently enforced with respect to in-state chiropractic colleges.
2. A stated institutional goal is directed at providing a variety of approaches to chiropractic technique rather than towards an identifiable institutional preference.
3. **NCCC is an institution originated by and for students, strongly reflecting student preferences.**
4. The basic science curriculum reflects approaches and methodologies more characteristic of higher education in general than traditional chiropractic education. This, in turn, may be attributable to a basic science faculty, recruited from the teaching community of the area not acquainted with the rationale and rationalizations historically used to design traditional basic science course work in chiropractic colleges.

a. Comparative study with PCC

Two major differences are identifiable:

1. More hours of class work are listed. The PCC curriculum includes a maximum of thirty (30) hours of classroom assignments per week. The NCCC curriculum includes basically

two schedules, one with thirty-four (34) hours per week and the other with thirty-five (35), or approximately 15% more class hours. Two areas contribute to increased class assignments. Nearly all basic science classes are associated with laboratory experience requirements. While potentially strengthening the program, such laboratory experience does require increased curricular and faculty time as well as additional space and equipment which either now or in the future will be reflected in additional cost considerations. While to date additional labs have not been a fact at PCC due to the unavailability of facilities, as such become available predictable and increased similar cost issues can be anticipated here in Davenport. It should be noted NCA has already and will probably continue to call for amplified laboratory experience in our curriculum. In this regard then, **it is not unwarranted to say NCCC's basic science curriculum may be ahead of PCC**, if not in accomplishment then at least in design and stated intent. Because of a stated goal to provide in depth experience in a number (at least five (5)) of chiropractic procedures, several lengthy survey courses in various technique areas are listed. A requirement that students pursue a major/minor program in at least two of these adds a number of classes in each of the more specialized areas. The Pettibon procedure has in the recent past received strong support in the program; and courses such as physics and bone chemistry appear outside the technique program.

2. California State requirements in physical therapy, proctological and gynecological clinical experience, are core requirements for California based institutions.

It is reported by the Dean that nearly all students are strongly supportive of the multiple technique program, however, administrative and faculty support of this complex curriculum have yet to be solved. This problem is discussed at some length in CCE consultants reports prepared by Dr. Leonard Fay, the NCCC accreditation consultant.

b. Facilities application

Because of a curricular design which includes numerous basic science laboratory experiences, described above, proportionately more space has been dedicated to laboratory facilities than at PCC. It might be pointed out that **among NCA listed weaknesses of the PCC program, lack of experiential training in the scientific method was mentioned as a deficiency**. While this weakness possibly can be corrected in other ways, it is my recollection the team member making this point, to a significant degree, had the need for more laboratories in mind.

Library

Space dedicated for the library appears to be adequate. While development in this area needs considerable additional emphasis, it appears the description outlined in the Status Study is essentially correct. The chief librarian made himself available during our tour. To the limited extent an evaluation can be made on such a short exposure, it appears the librarian is making good progress in developing a viable program. Extensive future financial support will be required, however.

IV. Accreditation

Comment: At the onset a brief review of the current situation at NCCC regarding accreditation is in order.

Historical Perspective

Pacific States College of Chiropractic (PSCC), the antecedent of NCCC, was incorporated in the State of California sometime during March of 1978. By late July of that year the administration, students and faculty left that college and on August 1, 1978 held the first classes as Northern California College of Chiropractic. NCCC was incorporated three days later on August 3, 1978.

Under California law, as provided for in Proposition Four, a referendum affirmatively supported by the voters of California in 1978, **a chiropractic college is given three years from the day of incorporation to gain status with a recognized accrediting agency.**

While provisions were allowed for students attending non-status schools prior to that time, the Proposition language states clearly that students enrolling after the date of the referendum must graduate from a school holding status if they are to qualify for licensure examination.

Following the organization of NCCC, the California Board of Examiners was asked to interpret the meaning of Proposition Four as applied to the unusual circumstances surrounding the origin of the new school. In effect the California Board's response was as follows:

1. NCCC was given three years from the day of its incorporation to achieve status with a recognized accrediting agency, i.e., CCE.
2. Regarding students, all who enrolled after the referendum date, this includes the entire group who initiated NCCC, are required to graduate from a status holding institution.

The vast majority of the original PSCC students involved in the creation of NCCC, some sixty (60) to seventy (70) in all, were already in their fourth quarter of chiropractic studies when the new school was formed. They now constitute the tenth quarter class of NCCC and are scheduled for graduation at the end of March of 1981. While the institution, NCCC, has until August of 1981 to gain status with CCE, the "founding students" must graduate from a status holding school. It is their wish and expectation to do so in March of 1981.

Therein lies the critical issue of NCCC's accreditation needs and goals. If status is not achieved by the conclusion of the CCE meeting scheduled for January 1981, students qualified for graduation in March 1981 will necessarily have to postpone their graduation until such time as status is awarded. Graduation from a non-status school would render them permanently ineligible for California licensure examination. Needless to say these students are anxious for NCCC to achieve accreditation status.

Current Situation

Northern California College of Chiropractic submitted a status study to the CCE on April 30, 1980. Dr. Leonard Fay, CCE consultant, includes comments regarding the study in his May 12 consultant's report. At the date of this writing a response to the submission has not been received by the college, however, this may occur prior to the August 13 Palmer Board of Trustees meeting.

Educational Standards for Chiropractic Colleges as promulgated by the CCE describes the possibilities and possible outcomes of that response (page 8).

"The procedures followed by the Commission in processing a Status Study are the same as those described under the subsection entitled Accredited. If, on the basis of the Status Study, the Commission on Accreditation judges that the institution appears ready for an on-campus evaluation, diagnostic examination will be scheduled. If in the judgement of the Commission the institution does not appear to be ready for an examination, this recommendation will be forwarded to the institution for consideration. The institution may then decide to proceed with or to postpone examination."

The above paragraph fails to mention an additional possible outcome of the Status Study evaluation. It is possible the Commission may conclude, on the basis of the Status Study, the institution may be ready for diagnostic evaluation (on-site inspection) but to reach a final decision additional specific information is needed. Stated another way, three outcomes of the Status Study evaluation are possible:

1. The Status Study is adequate and the institution is ready for inspection.

In this case an on-site inspection would occur during the Fall of 1980 with a decision in January 1981 to: a) grant status, b) defer decision to grant status pending correction of specific institutional deficiencies or, c) not grant status. In the latter case the entire cycle of status study preparations would necessarily be repeated.

2. The Status Study and institution appears nearly ready for on-site inspection but additions to the Study are needed to make the final decision.

In the event this occurs, a rapid response to provide required additional information could result in a Fall 1980 inspection and January decision as outlined above.

3. Decision that the Status Study is adequate but its content indicates the institution is not ready for an on-site visit.

Such would normally require the entire cycle to be repeated.

It is my judgement that if either decision 1. or 2. above is made by the accrediting Commission, and the Palmer Board elects to move ahead on the NCCC acquisition, a Status Study update could be prepared notifying the CCE of institutional changes occurring since the Status Study was submitted which would result in the Fall inspection and January decision. If that judgement is correct, it is at least possible for NCCC to achieve Recognized Candidate for Accreditation Status (RCA) by January of 1980. June is more realistic, however. I feel such a sequence could occur only if the institution was left rather intact in regards to corporate structure, bylaws, institutional goals, organization, etc. In this case, update changes to be reported would fall in the area of board membership, financial stability, administrative personnel and other such items that would strengthen the institution as it now exists.

Finally, regarding the question of accreditation, major changes in areas such as corporate structure, bylaws, institutional goals, administrative structure, and curriculum could be perceived by the accrediting agency as the genesis of essentially a new institution. In turn, it is possible such a new institution would be mandated to follow eligibility requirements calling for compliance with CCE criteria for two years prior to RCA application (item 6, page 6, Educational Standards for Chiropractic Colleges).

V. Facilities

Since my visit to the NCCC campus in late February, substantial and significant progress has been accomplished. The library, then only a proposed space, is now operable. Under construction in February, the clinic, while not complete, is functioning. Laboratory fixtures, furniture and equipment, then in boxes, are installed and in use. The building have been nearly all painted and their appearance has greatly improved.

There was some discussion between members of the Palmer visitors as to the adequacy of the clinic and other areas in terms of space needs for the institution. Without a more detailed study a final answer to such questions are not possible.

Discussion with Dr. Bernard Coyle, former Board of Trustees member and now Academic Dean, revealed his opinion that, though the plant was designed for six hundred (600) to seven hundred (700) junior high school students, requirements of labs in both the basic and chiropractic science areas in addition to clinic and x-ray facility needs, places the total student body limitation somewhere between four hundred and fifty (450) to five hundred (500) students if currently leased out space were used. The facilities are located in a very pleasant residential setting and has adequate parking. The property assigned to the College in the present lease totals approximately twenty-three (23) acres, lawn care and water is provided by the lessor.

With four (4) years remaining on the present lease immediate energy should be directed toward either extending the present arrangement, arranging for purchase or locating future permanent facilities. Apparently numerous possibilities are available in the bay area due to major demographic shifts in the school population.

1980 (Aug 13): minutes of Palmer/Davenport "Board of Trustees Meeting"; Joseph P. Mazzei, D.C. is PCC Chairman of the Board (Schlabach files):

The Chairman pointed out the Davenport campus will not stop development of "Design for a Decade." A California campus will increase the pool of resources.

Dr. Christopherson gave an oral report of his visit, listing the advantages and disadvantages as he saw them. It was his opinion that the advantages outweighed the disadvantages.

The Chairman mentioned that in the future Palmer in Davenport could become the Research Center of the profession. He said this acquisition, if approved, brings an obligation to us, but also provides an opportunity. Palmer must always take the lead.

At this time a motion was made by Dr. Lelia Schlabach and seconded by Dr. Myrv Christopherson as follows:

The Palmer College of Chiropractic will assume control of the Northern California Chiropractic College – pending the result of an outside audit.

Following brief discussion, the Chairman called for the question. The motion carried with ten voting in favor and two voting against.

As there was no further business, the meeting was recessed at 4:30 p.m.

Respectfully submitted,

Grace A. Kayser, Secretary

198 (Aug 16; Saturday): **Quad-City Times** includes:

–“Palmer may expand in West” (p. 3); includes photograph & caption:



Dr. Joseph P. Mazzarelli, chairman of the Palmer College board of trustees; Dr. J.F. McAndrews, college president; and Dr. John Miller, dean of students, confer before the opening of the annual homecoming convocation of the Davenport school. (Times photo by Michael Chritton)

1980 (Aug 29): memo from Mike McCabe of the firm Ernst & Whinney (Schlabach file) provides detailed financial analysis of NCCC:

To: File

Northern California College of Chiropractic

On August 19, 1980 Tom Ryan and I met with Mike Hales, Business Manager, and Judy Therber [Thurber], assistant to Mike Hales, of Northern California College of Chiropractic (hereinafter referred to as NCCC). NCCC is located in Sunnyvale, California. Per our understanding, Palmer College of Chiropractic, Davenport, Iowa is investigating the possibility of acquiring NCCC. The purpose of our meeting, which was held at the request of Ernst & Whinney, Des Moines, was to determine if we could assist NCCC in preparing unaudited financial statements. After reviewing the School's financial and accounting records we determined that it would not be feasible to perform a review of the School's unaudited financial statements. Therefore, we made certain inquiries of Mike Hales and Judy Therber. The question and responses are summarized below:...

1980 (Sept 15): NCCC Student Council President Stephen Perlstein authors letter on NCCC stationery to student body (Perlstein files):

Fellow Students:

This week we welcome Palmer College of Chiropractic to Northern California. A number of dignitaries, including Dr. McAndrews, President of Palmer College; Dr. Miller, soon to be President here; and their entire Board of Trustees will be visiting our facilities, observing us and the fine work we have accomplished. The timing is appropriate, in that September 18 is Founders Day, the date in 1895 when D.D. Palmer made the first chiropractic adjustment. It is that famous moment's 75th anniversary.

This is a week for acknowledgment, for feeling proud of all we have achieved and for all we represent. This is the week that Palmer College of Chiropractic wishes to acknowledge us, the students for the contributions we have made in making Northern California College of Chiropractic the fine institution that it is.

The All-School Assembly on Friday, September 19, is a time for all of us to gather and greet our new associates and celebrate with them in this greatest of acquisitions. The entire week is a time for reflection and a reminder of the serious tasks ahead of us as we continue to prepare for a Visitation Team and CCE Recognized Candidate Status next year!

Thank you for your support,...

P.S. Yes, there will be champagne on Friday!

1980 (Sept 15): "BIOGRAPHICAL SKETCH ON John L. Miller, B.A., D.C., Vice President for Academic Affairs and Academic Dean, Palmer College of Chiropractic" (source unknown):

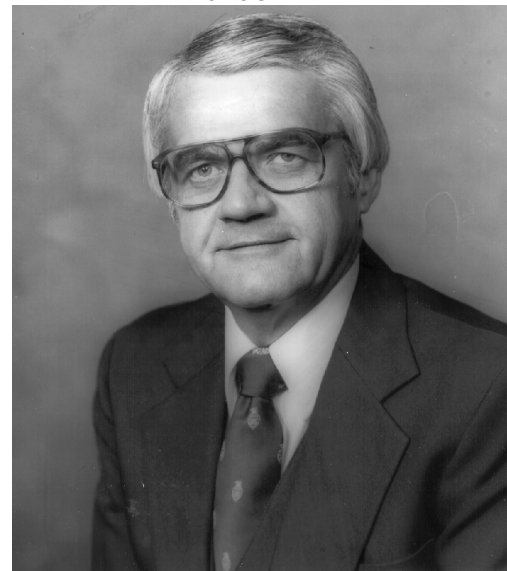
Dr. John L. Miller, born in Minneapolis, Minnesota, on December 18, 1931, is a graduate of Augustana College, Rock Island, Illinois, and Palmer College of Chiropractic, Davenport, Iowa. Dr. Miller received his doctor of chiropractic degree from Palmer in 1954.

Dr. Miller is vice president for Academic Affairs and Academic dean at Palmer College. He joined the Palmer College faculty in 1962. He is also a veteran of the U.S. Army Medical Corps which he served as an X-ray Technician.

Dr. Miller is a member of the International Chiropractors Association, the American Association of Higher Education, the American Association of University Administrators and the National Council of University Research Administrators. He holds the I.C.A. Fellowship Award and the Palmer college of Chiropractic Doctor of Chiropractic Humanities degree, the highest honorary degree granted by Palmer College.

Dr. Miller, and his wife, Marlene, and their four children, reside in Walcott, Iowa. His daughter, Christine, is a student at Palmer College, and his son, Craig, plans to start his chiropractic education in January, 1981.

PHOTOGRAPH



John L. Miller, B.A., D.C., 1980

1980 (Sept 18): Charge: Board sets policy for institution, then charges president with responsibility for implementation of these policies (Morvay, 1991); 250 students enrolled, about 25 faculty members; Palmer assumes NCCC's half million dollar debt (Mellott & Coyle, 1992); NCCC becomes PCCW, Joseph P. Mazzarelli DC of Pennsauken NJ elected chairman of the PCCW board of trustees, John L. Miller DC, formerly VP at Palmer-Davenport, become president of PCCW, 332 full-time equivalent students and 23 FTE faculty members (Status, 1980, pp. 3-4)

1980 (Sept 18): photograph of first meeting of PCCW board of trustees:



1980: photograph of new logo of NCCC/PCCW:



1980: photograph of new campus sign at PCCW:



1980: Ron Henninger DC hired at PCCW, had been in practice in Lake Tahoe (Mellott & Coyle, 1992)

1980 (Nov/Dec): ***Digest of Chiropractic Economics*** [23(3)] includes:

-“Palmer college federation formed” (p. 44):

Palmer College of Chiropractic, Davenport, Iowa, the first and largest of the chiropractic colleges, announces the formation of the Palmer College Federation, which will include Palmer College of Chiropractic and Northern California College of Chiropractic, Sunnyvale, California. NCCC now will be known as Palmer College of Chiropractic-West.

Dr. Joseph P. Mazzarelli, chairman of the Palmer College of Chiropractic board of trustees, was spokesman for both colleges when the announcement was made.

Each college will continue to operate with its own board of trustees, president and administrative staff under the umbrella of the Palmer College Federation.

Dr. J.F. McAndrews, president of Palmer College of Chiropractic, will retain that position while taking on the additional responsibility of chancellor of the Palmer College Federation.

Dr. **John L. Miller**, Palmer College's present vice president for Academic Affairs, has resigned that post to accept the presidency of Palmer/West.

Elected to the board of trustees of Palmer College of Chiropractic-West are: Dr. Mazzarelli, chairman, Pennsauken, New Jersey; Dr. Frederick H.E. Barge, La Crosse, Wisconsin; Dr. Myrvin Christopherson, Stevens Point, Wisconsin; Ronald Danis, Los Altos, California; Mrs. Bonnie Palmer McCloskey, North Palm Beach, Florida; Mrs. Vickie Palmer Miller, Bettendorf, Iowa; Dr. Paul Peterson, Sacramento, California; Dr. Alexander Politis, Pittsfield, Massachusetts, and Dr. Lelia Schlabach, Phoenix, Arizona.

Dr. Mazzarelli, in commenting on the acquisition, stated, “This action by Palmer College of Chiropractic is an historic one. As a representative of the board of trustees, I am able to say our collective hope is, that under the new federation, Palmer/West will grow and prosper to serve the present and future students and citizens of our country to the same degree Palmer College of Chiropractic has come to serve internationally since it was established in 1897.” He went on to observe that, “The dimensions of this new challenge are exciting. I am confident we will be seeking ways and means, not only to serve our students, faculty and administrative constituents, but to become even better contributing members of the community. We look forward to these opportunities.”

The formalities of NCCC joining the Palmer College Federation were concluded on September 18, the eighty-fifth anniversary of the discovery of the chiropractic principle by Daniel David Palmer in

1895 in Davenport, Iowa. September 18 is observed as Founder's Day throughout the chiropractic profession.

1980 (Dec 1): PCCW President John L. Miller, D.C. writes to CCE (Status, 1980):

Dear Commission on Accreditation Members:

Recently a formal announcement was placed in the mail stating, "The Board of Trustees is pleased to announce Northern California College of Chiropractic is now Palmer College of Chiropractic-West." Because of the slowness of printing schedules the announcement lagged after the September 18 fact by several weeks. It can emphatically be stated, however, activities on this Sunnyvale campus are neither slow nor lagging.

During the months preceding my appointment as President, I had the opportunity to visit the campus on three different occasions separated each time by two or three months. Starting with the second visit and continuing until the September appointment each visit resulted in a similar personal response, amazement at the degree and pace of institutional change and growth.

Much has and will be said about enthusiasm at this institution. Old and new Board members speak of it, students and faculty make note of it, and the CCE Consultant has written about it. One need be on campus only a short time to feel it. I have had some experience in chiropractic administration during periods of protracted significant change. I have also spent considerable energy learning of the weaknesses, needs and strengths of this institution before accepting appointment as President. Accordingly, I am both amazed and confident; amazed as to how an institution with such tenuous beginnings could have come into existence at all and confident because there is a spirit here which will not allow or tolerate failure.

Problems are many, of course, as this Status Study will show. However, throughout the institution there are three tenacious desires apparent everywhere; one, to build an institution of academic excellence and two, to gain accreditation as a first step toward proving it. The third is directed toward the establishment of chiropractic as a distinctive healing art at the portal of entry into the health care delivery system. The desires of the institution match my own, and those which for many years I have associated with the name Palmer.

Knowing these desires, as well as the institution's goals and objectives as stated by the Board of Trustees during their early organizational meetings held in the Summer of 1978, it is requested that the Commission on Accreditation of the Council on Chiropractic Education accept this Status Study as application for the status of Recognized Candidate for Accreditation.

Sincerely, John L. Miller, D.C., President
JLM:dw

1981 (Jan 14): (Morvay, 1991):

a) Notification received from OPPE re: eligibility to apply for various federal assistance programs; b) approved Articles of the Palmer College Federation; c) children of the College President granted full tuition waiver

1981 (Apr 8): Administrative Officer (takes Board minutes, assists Board Secretary) and Corporate Officer (finance person) for the college. These serve Board of Trustees, hold no vote...retroactive to 1/14/81 (Morvay, 1991)

1981 (Fall): **Kennedy Park Chronicle** (student? paper of PCCW) includes:

- "Palmer/West College News" (p. 5):

On Founder's Day for the chiropractic profession – September 18 – a number of celebrations will occur at Palmer college of Chiropractic-West in Sunnyvale, Calif.

The college will celebrate its first anniversary as Palmer/West and will host a reception for the **first graduating students**.

The graduation ceremony is scheduled for September 19. The graduating 37 students are responsible for founding the institution as Northern California College of Chiropractic in the summer of 1978.

Additionally on September 19, Dr. John L. Miller will be officially invested as president. Dr. Miller assumed the presidency of Palmer/West on September 18, 1980, after resigning from Palmer College in Davenport, Iowa, as vice president for academic affairs.

- "Palmer College of Chiropractic-West granted status by CCE" (p. 5):

SUNNYVALE, CA, July 27, 1981 – Palmer College of Chiropractic-West was granted recognized candidate for accreditation status by the Commission on Accreditation of the Council on Chiropractic Education (CCE) on July 25.

The award was granted during the Council's semi-annual meeting in Washington DC.

The CCE is an accrediting agency recognized by the US Commissioner of Education and the Council on Postsecondary Accreditation.

For chiropractic licensure, 35 states currently require a doctor of chiropractic degree from a college with either RCA or accreditation status with the CCE.

Recognized candidate for accreditation (RCA) status indicates that the institution complies with eligibility requirements and is actively engaged in the process of seeking accreditation, according to CCE's Educational Standards for chiropractic colleges.

Palmer/West, affiliated with the Palmer Foundation, submitted its application for RCA status last fall and an on-campus evaluation was conducted in early May.

"The accomplishment of this goal, which has been a first order priority since the college's beginning in 1978, speaks to the spirit and dedication of the students, faculty, administration, staff and the college's board," President John L. Miller said.

- "Palmer/West participates at CCA conventions" (p. 5):

In an effort to inform the California and Colorado professional communities about Palmer/West, the college organized a number of activities at the California Chiropractic Association's annual convention in Monterey, June 25-28, and in Denver at the Colorado Chiropractic Association's annual convention, Aug. 27-30, according to Public Services Coordinator Kim Miller.

Activities included a booth, a wine and cheese party and a breakfast at both conventions.

The college's new promotional slide show was shown continuously at the booth which was staffed by college personnel. Student volunteers assisted in Monterey.

"Our students' participation was instrumental not only in distributing information to the field but also in demonstrating the college's enthusiastic spirit," Ms. Miller said.

1981 (Sept 16): Morvay, 1991 notes:

a) attainment of Recognized Candidate for Accreditation status by COA of CCE; b) Faculty Handbook approved, open to review as institution matures, c) PCCW Academy established for recognition of an individual's dedication, contribution and service to PCCW; d) President authorized to grant fellowship memberships in PCCW Academy

1981 (Sept 17): unanimous consent to abolish Palmer College Federation as of this date (Morvay, 1991)

1981 (Nov): **ACA Journal** [18(11)] includes:

- "College News: Palmer College of Chiropractic-West" notes (p. 69):

The first fellowship in the Palmer/West Academy of Chiropractic was given to Ronald P. Danis, MS, Los Altos, Calif. This honor was awarded in recognition of Danis' service to the college and the chiropractic profession as past chairman of the college's board and as a current board member...

1982 (Jan 31): (Morvay, 1991):

- a) Board directs President to present report including plans, proposed processes and implementation for chiropractic research, one of the primary goals and concerns of the Board of Trustees; b) application submitted to US Dept of Immigration for eligibility to enroll foreign students; c) USDE to certify PCCW for participation in Pell Grant Program and the Guaranteed Student Loan Program; d) Policy - Ethics of Supportive and/or Ancillary Therapeutic Procedures and Practices

1982 (Feb 16): authorized procurement of Letter of Credit for the sole exclusive purpose of obtaining a performance bond for satisfying requirements of the USDE in obtaining various federal financial aid programs (Morvay, 1991)

1982 (Aug 11): (Morvay, 1991):

- a) Board instructs administration to apply for affiliate membership in CCE (Canada) and to support the principles of CCE; b) Student (Policies & Procedures) Handbook; c) Continuing Education program guidelines accepted as presented; d) Research policies; e) Senior Year Residency Requirement Plan (to be adopted); f) Five Year Plan to be continually subject to review and revision

1982 (Nov 4): Three board meetings per year (Morvay, 1991)

1982 (Autumn/Winter): **ICA International Review of Chiropractic** [36(2)] includes:

"European DCs celebrate the old & the new" (pp. 92-3); includes photograph & caption:



To commemorate the opening of the AECC campus, Palmer College West President John L. Miller, D.C. presented to the college a California redwood tree. In a planting ceremony in front of the main entrance hall, Dr. Miller likened the growth of the redwood tree to that of the college itself.

"Like other chiropractic colleges, it has modest beginnings, but it has beginnings of dignity," Dr. Miller said. "Since it is the role of the chiropractor to give a living gift, this is our gift of strength and dignity."

ICA President Sid Williams, D.C., presented Dr. Christensen with a commemorative plaque to mark the ECU's 50th Anniversary.

-John L. Miller, D.C. authors letter to the editor (p. 106):

Your article, "New CT scanners: Do DCs need access to survive?", in the spring issue of the *Review* was both timely and to the point. Historically, chiropractors have too frequently reacted to the injustices of the medical monopoly either not at all or so late that only reaction was forthcoming. Your article not only points out the need and reasons for action, but does so at a time when it is still possible.

1982: William C. Meeker and Sandy Dutro are among first graduates, earn DC degrees

1983 (Feb 1): 1) Board names five standing committees; 2) Personnel Policies & Procedures Handbook (Morvay, 1991)

1983 (May 14): (Morvay, 1991)

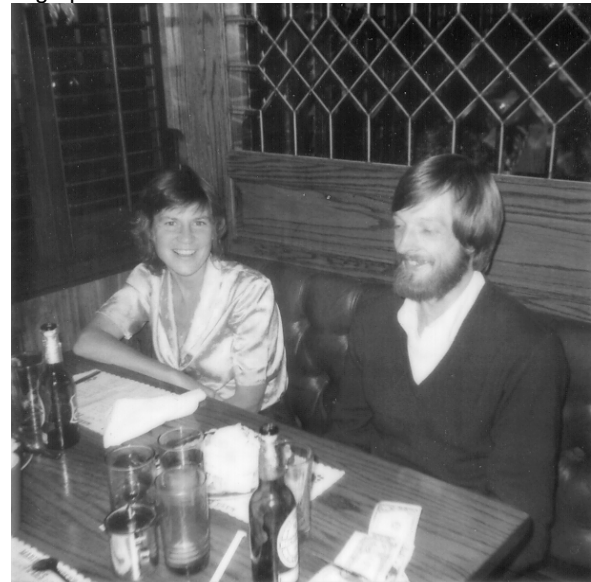
- a) mandate of student intern malpractice insurance at expense of the student. Administration to establish mechanism by which student interns may acquire such coverage; b) definition of chiropractic; c) approve publication/distribution of Annual Report

1983 (Sept 29): Acceptance of Recruitment Plan (Morvay, 1991)

1983 (Nov): **ICAC Journal** [none provided] includes:

- Meet Your Board Members" (p. 9); PHOTOS and short biosketches of: C. Mark Rockwell, DC; James E. Musick; Rayce Meyers, DC; Dennis J. Miller, DC; Bill E. Spencer, DC. Musick is practicing in Milpitas CA since 1976, is a 1972 summa cum laude graduate of PCC, currently serving as Editor of the ICAC Journal, was Executive Director of the International Chiropractors Association of California 1976-77, Director of Continuing Education at PSCC 1978-79, President of NCCC 1979-1980, ICA California State Assemblyman 1975-80, California State Chairman of the International Chiropractors Political Action Committee 1979 - present (of publication).

1983 (Autumn?): Drs. Dutro & Meeker meet with Joe Keating, Ph.D. at the University of the Pacific in Stockton CA; photograph:



Drs. Sandy Dutro and Bill Meeker, 1983

1984 (Jan): Joe Keating PhD hired as full time faculty researcher at PCCW

1984 (Jan 22): (Morvay, 1991):

- a) intercollegiate cooperation and communication between the colleges directed by the Board; b) also directed by the Board to pursue establishment of an association of chiropractic colleges for the purpose of discussion of mutual interests and concerns and to establish intercollegiate cooperation

1984 (May 23): (Morvay, 1991)

- a) Statement of Mission (refined from "goal"): "Resolved, that the mission of Palmer College of Chiropractic-West is to contribute

to the well-being of humankind by advancing the knowledge of chiropractic health science and by developing the skills and nurturing the intellect of students and practitioners"; b) reaffirm subscription to standards, rules and policies of the CCE

1984 (Aug): photograph of PCCW dean Henry Shull, D.C.:



1984 (Aug 24): letter from Faye B. Eagles, D.C., F.I.C.C., secretary of Logan College Alumni Association and past president of the ACA Council of Women Chiropractors, to Jerry McAndrews, D.C. (in my Palmer files):

Dr. J.F. McAndrews, President
Palmer College of Chiropractic...
Good Friday, Doctor McAndrews!

Thank you so much for including me among those receiving the announcement that Palmer College has indeed been granted accreditation by The North Central Association of Colleges and schools!

Each educational recognition of our individual chiropractic colleges certainly enhances all of chiropractic.

Knowing that you played the major role in Palmer College's accreditation; you are to be congratulated. And certainly your achievement will serve as a role our other colleges will pursue.

Have a Happy Day!...

1984 (Aug 24): letter on Logan College stationery from president Beatrice Hagen, D.C., to Jerry McAndrews, D.C. (in my Palmer files):

Dr. J.F. McAndrews, President
Palmer College of Chiropractic...
Dear Dr. McAndrews:

I wish to extend to all at Palmer College of Chiropractic my heartiest congratulations upon your receiving accreditation by the North Central Association of Colleges and Schools.

When I read the announcement of your accreditation, I couldn't help but to reflect upon the evaluation visit we had from North Central last October. How excited we were to learn we had been granted candidacy status. I can well relate to the satisfaction you must feel in accomplishing full accreditation.

Again, my congratulations and my you experience continued success in your endeavors.

Very truly yours,...

BBH/rj

1985 (Jan 18): Board endorses Statement on Copyrights and Patents pending legal review and adoption (Morvay, 1991)

1985 (Feb): Joe Keating PhD challenges PCCW's policy on academic freedom (Keating, 1985)

1985 (June 5): Clinical Competencies document adopted (Morvay, 1991)

1985 (Fall): PCCW Director of Research, Barney Coyle, Ph.D., issues memo on PCCW stationery to campus community:

Palmer-West to Host Fourth Annual

Conservative Health Science Research Conference:

Linus Pauling to give the Banquet Address

In 1982 the Foundation for Chiropractic Education and Research (FCER) co-sponsored with Logan College the first in a series of Conservative Health Science Research Conferences (CHSRCs). The St. Louis meeting attracted a variety of sound papers and about 120 attendees. The next year National and Canadian Memorial College were partners of the FCER, and 150 people came to Chicago to hear some equally fine presentations. Last year Texas College was the host, and now in 1985 the Conference will come west for the first time.

Palmer College of Chiropractic-West (PCC-W) is promising a gala event in the wake of its success in obtaining CCE accreditation. There will be the elegant surroundings amid the multiversity of Silicon Valley, more than forty presentations (both oral and posted) and five plenary lectures given by leading authorities in health care. Nearly all the chiropractic colleges and several universities and hospitals will be represented in the program, which will include symposia on a variety of timely topics: low back, cervical region, physiological instrumentation, surveys, biophysics and others.

The invited speakers include a man who is perhaps the most recognizable personality in all of science, Linus Pauling. As a Nobel Laureate in both Chemistry and Peace, Dr. Pauling has made enormous contributions in areas ranging from crystallography to health care and international politics. But it is on a concept which he developed in 1967, that of orthomolecular medicine, that he is going to speak about at the Banquet Address on October 12. Dr. Pauling has had a great interest in the molecular basis of disease for several decades, publishing, as an example, a paper entitled A Rapid Diagnostic Test for Sickle Cell Anemia, in 1949. Orthomolecular literally means pertaining to the right molecule, and hence to the right substances in the right amounts in biological systems.

Of all the physical chemical techniques to be applied to health care, none is receiving more attention at the present time than the applications of magnetic resonance. Spinning subatomic particles are responsible for magnetic phenomena. The nuclei give rise to nuclear magnetic resonance or NMR which in its medical imaging applications is known as magnetic resonance imaging or MRI. Dr. Ronald Schilling, President of Diansonics MRI, the acknowledge leading company in MRI research and one of the leading manufacturers and vendors, will speak on this technology. Spinning electrons, on the other hand, give rise to Electron Paramagnetic Resonance or EPR. While medical applications of EPR are less advanced than those of NMR (although the physical techniques themselves were both developed in the mid 1940s), nevertheless they promise to have a significant impact in the characterization of free radicals and other molecules. As D. Allan Butterfield, Professor of Chemistry at the University of Kentucky, and a leader in the use of EPR to diagnose such disorders as Duchenne muscular dystrophy, myotonia and Alzheimer's disease, will speak on this topic.

To round off the theme of Health Care in the Future, and in many ways to provide a counterpoint to the chemical and physical emphasis described above, two authorities in public health will address current trends and predictions in health care delivery systems. Dr. Richard m. Scheffler, Professor of Health Services management, Planning and Policy at the University of California at Berkeley, will speak on trends in the USA and other advanced countries, while Charles Beal, President of International Health Services will cover those in the Third World. Dr. Beal, who has spent many years in the continent of

Africa, in the medical missionary field, is also on the faculty of the Medical Schools at Stanford and at the University of California at San Francisco.

1985 (Sept 13): (Morvay, 1991):

- a) adoption of Palmer crest with word "West"; b) authorize PCCW to officially associate the college with the Pacific Consortium for Chiropractic Research; c) Board commends PCCW administration for success in obtaining initial accreditation with CCE

c1985: student Kim Keene receives "President's Prize - \$400" from PCCW president John L. Miller, D.C. (right) as director of research Bernard A. Coyle, Ph.D. (left) looks on; photograph:



c1985: student Wayne Whalen receives "ICA Award - \$250"; left to right: director of research Bernard A. Coyle, Ph.D.; Kim Keene, DC2B; Wayne Whalen; PCCW president John L. Miller, D.C.; photograph:



1986 (Jan 25): (Morvay, 1991):

- a) Board approved joint sponsorship of a conference on the spine with the American Back Society; b) Board establishes Harvey Lillard Scholarship Fund in the amount not to exceed one year's tuition, to be done annually (black students); c) Board authorizes President to offer Presidential Scholarships, not to exceed the amount of three (3) tuitions annually. Scholarships to be unearmarked and not to include Harvey Lillard Scholarship

1986 (Sept 13): (Morvay, 1991):

- a) Board authorizes administration to enter into a retirement plan; b) raises salaries of staff classified Level 5 by \$1,300/year and staff classified Level 6 by \$600/year. Everything else is to remain the same

1986: photograph of John L. Miller, D.C. at desk at PCCW:



1986 (Sept/Oct): *ICA International Review of Chiropractic* [42 (5)] includes:

-John L. Miller, D.C., president of PCCW, authors "If not now, when? If not this, then what?" (p. 28):

By the end of high school my original plan of becoming a teacher had changed to that of becoming a chiropractor. I then made a study of the views of available school options and made up my mind. Thus, one early September morning, I boarded a train and headed for Davenport, Iowa, and enrolled in Palmer School of Chiropractic. Because Palmer school was an ICA school, I joined that same fall and have been a member ever since.

For many years before and since men and women have been boarding trains, planes and buses to arrive in Chicago, St. Louis, Los Angeles, New York, Kansas City, Minneapolis, Davenport, and in recent years a whole host of new cities to commence their chiropractic future and membership in the UCA, NCA, ICA and ACA.

Over the years, we have grown as individuals and as professionals. As we have learned about our work, we have gained insights and values which in many instances have become strong convictions as to how chiropractic as a profession should be. Frequently, these convictions have led to conflicts, serious conflicts, intraprofessional and interpersonal conflicts.

Now, it seems to me, such a state of affairs may not be unusual in a young and dynamic profession. And certainly as long as our profession was content to remain in the periphery of the health delivery system, it could afford to relish the disagreements, much like the teenager who proudly displays the bumps and bruises gained in a Saturday night brawl.

However, starting in the '60s, as the quest for licensure in all 50 states began to draw to a close, the profession united in an expression of discontent, and thus initiated a drive aimed at placing chiropractic care in the mainstream of the health delivery system. Chiropractic care would become a choice, rather than a last resort. Chiropractors would seek the benefits of acceptance and with these benefits would come the burden of new and before unexperienced responsibility. The profession's quest is far from finished. However, enormous progress has been made.

The question now is NOT whether the profession will unite in order to accomplish its goals; it is my belief that this is already relentlessly occurring. The question now is NOT, as it once was, whether spinal care will be available for patients of the future. Our principles and procedures are daily being more broadly accepted and replicated.

There ARE, however, two questions which loom on the horizon above all others and that require an answer. One, will chiropractors

and a mature chiropractic profession be the deliverers of the chiropractic care of the future? Two, if it is our goal to answer assuredly 'yes' to this question, and I most emphatically believe that it is, then can we succeed with a divided and fractionated national organization leadership, characteristic of a past when the world was so much simpler, and the stakes were not nearly so high? I believe not!

Dr. Pedigo, Dr. Odom, I do not have a magic solution. Should there be a single national professional organization? Should there be a consortium relationship of two national organizations such as is commonly found between institutions of higher education? Certainly, various possibilities exist.

I believe there are differences between us, honest and honorable differences, often serious differences. I believe while many of these differences have been acquired as we pass through the profession, many stem from no more than the differences between the city and school destination of that train we all boarded as we started our first year of college.

Whatever the differences, we look to you, Dr. Pedigo and Dr. Odom, to fashion a professional organization leadership which will provide a platform that makes at least possible the resolution of differences and at the same time frees and even assists the profession's progress.

Fortunately, the **chiropractic colleges may be of assistance in bringing together that which they once contributed to dividing**. As the chiropractic profession has reached the wall and is gaining a foothold in the mainstream of the health delivery system, so too have the colleges made new and important gains in both the communities of higher education and science.

Let us take advantage of these gains. First let us find a format of national leadership which facilitates the amelioration of differences. Second, let us, when possible, **submit our differences to scientific scrutiny for answers**, rather than brandishing them with emotional opinions supported by political clout. Here the colleges CAN play a role.

As I write this, I notice a just delivered *Time* magazine on my desk. Its poignant cover is directed at a most important world issue, but the cover epigraph seems also relevant to the resolution of the chiropractic national organization dilemma:

If not now, when?

If not this, then what?

1987 (Feb 28): Administration requested to plan for and pursue regional accreditation (Morvay, 1991)

1987 (June 6): Board accepts position paper on mission of the college (Morvay, 1991)

PHOTOGRAPH



Gathering of the Board of Trustees of Palmer College of Chiropractic-West in October, 1987; L-R (front row): Lelia Schlach, D.C.; Jenny Sutton, past chairman; Joseph Mazzarelli, D.C.; Marilyn P. Smith, D.C., chairman; Vickie Palmer; L-R (back row): Ron Danis; Paul Peterson, D.C.; Alexander Politis, D.C.; Kent Forney; Harley Giltvedt, D.C.; Myrvin Christopherson, Ph.D.

1987 (Oct 15): (Morvay, 1991):

a) PCC/PCCW Relationship-Policy Statement; b) grant HCD to Dr. Pedigo and George McAndrews Esq on 10/17/87; c) faculty layoff policy - for inclusion in Faculty Reference Manual; d) establish Harvey Lillard Scholarship

1987 (Dec): PCCW issues its **Mission 2000** projection (Mission, 1987); photograph:



1988 (Feb 6): Continuing Education - Mission Statement (Morvay, 1991)

1988 (Mar 4): Palm Print ("Published monthly for employees of Palmer-West") includes:

- "Dr. Miller emphasizes importances of unity in 'State of the College' address" (pp. 1, 4); cover photograph:



L-R: Michael Pedigo, D.C., president of ICA, John L. Miller, D.C., president of PCCW and Kenneth Luedtke, D.C., president of ACA, stroll on the campus of Palmer College/West in Sunnyvale, California during a visit by the association leaders for a "Chiropractic Unity Day" event in 1988

THE PALM PRINT

March 4, 1988 • Published monthly for employees of Palmer-West

Reaccreditation, Merger, HEAL Key Issues

Dr. Miller Emphasizes Importance of Unity in "State of the College" Address

"Chiropractic unity" is a reference which recently has been almost exclusively associated with the impending merger of the profession's two national associations.

At his "State of the College" address this past Friday, Dr. Miller reiterated the importance of chiropractic unity with regard to the merger, but he also stressed the urgency of applying this appropriate common-goal concept to other pertinent issues facing the future of Palmer-West, such as the reauthorization of HEAL loans and the reaccreditation process.

During the course of his 50-minute presentation, delivered during a special session of the College's ongoing Friday Forum series, Dr. Miller, Palmer-West's president since its inception in 1980, painted a picture of where the College has been, where it is now, where its stands relative to other chiropractic education institutions, and what it's going to take to carry the College into the 21st century, toward the goals and objectives outlined in the recently published Mission 2000 document.

(Continued on Page Four)

President Miller at last Friday's State of the College address.

Today's Friday Forum Features Presentation by Pacific Consortium for Chiropractic Research

The Pacific Consortium for Chiropractic Research, an organization comprised of research representatives from the six chiropractic colleges in the Western states, will conduct its next quarterly meeting at Palmer-West on Friday, March 4.

A portion of the meeting will be devoted to the College's ongoing Friday Forum series, where representatives from the PCCR will discuss the importance of chiropractic research and bring Palmer-West students up-to-date on various Consortium projects which are currently in progress.

Dedicated to the furthering of chiropractic research efforts throughout the profession, the PCCR in its brief three-year history has made dramatic strides in enhancing the chiropractic community's awareness to the impact

(Continued on Page Six)

Computer Services' "Needs & Interest" Surveys Due Today

Today is the deadline for turning in your copy of the Computer Services Survey, which was originally distributed throughout the campus on February 23.

Computing Services Coordinator Carol Unciano designed the survey to help determine campus-wide computer needs and interests, and to assist the Computing Services in deciding what types of computer workshops to offer.

The information provided by the large number of replies she's already received has given Carol an early opportunity to identify the types of workshops which are of interest to the VAX and PC computer users on campus.

"Many people want to know more about the Editor and File Management" said Carol, who wants to focus first on classes for VAX programs, and from there she will move on to workshops for PC users.

Carol will distribute a memo announcing the workshops and class times once she's had the opportunity to review all the surveys.

If you haven't filled out your Computer Survey, please do so today. Copies of the survey are available in the Computing Services office (Administration Building).

The Palm Print is Back!
It's been awhile, but we're back...
 The Palm Print will publish on the first work day of each month.
 Please direct all your contributions, ideas and suggestions to Chuck in the Public Relations office by the 21st of each month.

PHOTOGRAPH



John L. Miller, D.C., president of PCCW, receives an award from Marilyn P. Smith, D.C., chair of the College's board of trustees, in September 1988

1989 (Jan): Joe Keating PhD returns from Northwestern College of Chiropractic (where he served as Director of Research) as Assoc Prof at PCCW

1989 (Feb 3): (Morvay, 1991):

a) revision in Staff Policies; b) Policies & Procedures Manual/Postgraduate & Continuing Education adopted by Board

1988 (June 3): (Morvay, 1991):

a) HCD award to be given to Lorraine M. Golden, DC Founder and Executive Administrator of Kentuckiana Children's Center; b) five year plan approved for 1987-1992; c) policy on tenure defined in Faculty Reference Manual providing for term and continuing contracts for full time faculty and which provides for term contracts for part time faculty

PHOTOGRAPH

1989 (Mar 27): letter on PCCW stationery from John L. Miller, D.C., PCCW president, to Ralph G. Miller, Ed.D., EVP of CCE (CCE archives; in my PCCW file):

Dear Dr. Miller,

In response to your inquiry of 2/14/89, Palmer College West does not offer coursework formally designated as "Chiropractic History" at this time. However historical topics and required readings therein are included in several specific courses (please see Appendix A,

attached). Historical awareness is also the focus of several extra-curricular efforts at Palmer West. Our weekly all-campus Forum series has featured historical presentations, and a weekly history quiz is widely distributed to the college campus (see Appendix B).

Our division of research supports faculty engaged in scholarly historical research and assists faculty grant-seeking for history projects.

Please let me know what additional information may be helpful.

Sincerely,

John L. Miller, D.C., President

cc: Drs. Coyle, DuMonthier, Keating and Meeker

1989 (July 3): Classified policies & Procedures Handbook Revision adopted by Board (Morvay, 1991)

1989 (Sept 17): Board approves finalized agreement between Palmer College Foundation and PCCW subject to receiving a satisfactory opinion from PCCW legal counsel (Morvay, 1991)

1990 (Jan): **ACA Journal of Chiropractic** [27(1)] includes: -"College news: Palmer College of Chiropractic-West" (p. 98); includes photograph:



Pictured left to right are: Marilyn Smith, D.C.; Lelia Schlabach, D.C.; John L. Miller, D.C., PCCW president; and Alexander Politis, D.C.

1990 (Feb 3): (Morvay, 1991):

a) thirteenth quarter added to curriculum; b) faculty and staff tuition remission policy for chiropractic degree

1990 (June 9): (Morvay, 1991):

a) Employee Pension Plan - additional 2% matching contribution to the employee pension plan for a total matching contribution of 4%; b) Transfer of Funds Policy - Internal; c) President's Retirement Benefit; d) Bylaws/Acceptance of Palmer College/Davenport Bylaws Sections I thru X, except for Article III, Section A & H and Article XII

1990 (Sept 26): (Morvay, 1991):

a) Sinking Fund Policy/ Renewals & Replacements; b) endorsement of NACUBO Model for strategic planning

1990 (Oct 20): President John L. Miller DC granted PCCW Fellowship (Morvay & Keating, 1991)

c1990: photograph of PCCW president John L. Miller, D.C.:



c1990: photograph of Craig Miller, D.C. at PCCW:



1991 (Jan): **ACA Journal of Chiropractic** [28(1)] includes: -"College news: Palmer College of Chiropractic West" (pp. 89-90); includes photograph of college presidents and:



Palmer West Homecoming '90 Banquet: (L-R) Dr. Maylon Drake, chancellor, LACC, Dr. Shelby Elliott, president, Texas Chiropractic College; Dr. John Miller, president and fellow, Palmer College of Chiropractic West; Dr. Donald Cassata, president, Northwestern College of Chiropractic; Dr. Donald Kern, president, Palmer College of Chiropractic.

1991 (Feb 7): (Morvay, 1991):

a) Clinic Marketing Plan approved; b) Board requires a plan be formulated by PCCW to mitigate and control the effects of a severe catastrophe or natural disaster such as, but not limited to, fire, earthquake, aircraft crash, civil disobedience, and acts of criminal violence; c) recommend to Certificate Holders appropriate action to cause merger of PCCW into Palmer Foundation....Foun-dation being survivor; d) encourage Palmer Foundation to use assumed name of Palmer Chiropractic University and to continue use of Palmer College of Chiropractic West name and to continue use of Palmer College of Chiropractic name; e) authorize position of Chancellor within corporate structure

1991 (Feb 8): approve hiring of Michael E. Crawford MA for position of Chancellor of Palmer Chiropractic University (Morvay, 1991)

1991 (June 20): PCCW represented at CCE meeting by Vickie Palmer, John L. Miller, D.C., Michael Crawford, Bernard A. Coyle, Ph.D.; granted 3-year re-accreditation (Commission, 1991)

1991 (July 19): effective date of John L. Miller, D.C.'s resignation as president of PCCW

1991 (July 30): memo on PCCW stationery (in my PCCW file):

TO: Faculty and Staff
Palmer College of Chiropractic West
FROM: Michael E. Crawford, Chancellor
Palmer Chiropractic University
DATE: July 30, 1991
SUBJECT: RESIGNATION

As of this date Dr. John Miller has decided to resign as president of Palmer College of Chiropractic West effective January 31, 1992.

Dr. Miller has been associated with Palmer College of Chiropractic since 1962. Dr. Miller was the founding president of Palmer College of Chiropractic West in 1980 and has served that institution faithfully.

The Board of Trustees has accepted Dr. Miller's resignation and acknowledges Dr. Miller's accomplishments as founding president. Dr. Miller will be on leave during this time.

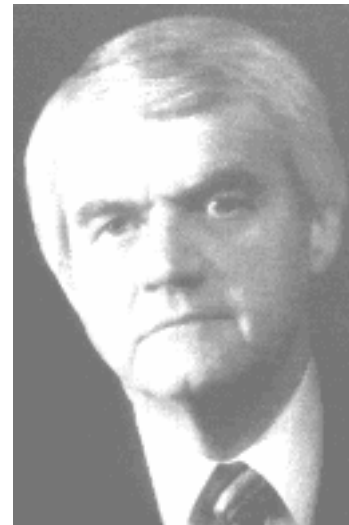
I will be announcing the appointment of an acting chief executive administrator in the near future. Until then I will serve in this capacity. As soon as possible I will initiate a search to select and appoint a new president.

MEC:hm

1991 (Sept 5): Donald M. Cassata PhD becomes Acting Chief Executive Administrator of PCCW (Crawford, 1991)

1991 (Oct 31): effective date of Barney Coyle's resignation as VP for Academic Affairs, William DuMonthier DC will become Acting VP for Academic Affairs, effective November 1 (Cassata, 1991)

PHOTOGRAPH



John L. Miller, D.C., from the CCE's 1992 Report

Table XX: Scholarly productivity among Palmer/Iowa and Palmer/West faculty during 1989 and 1990 according to: 1) number of authorships/co-authorships and (mean annual rate of authorships/co-authorships per College), and 2) according to percent of each College faculty who published (Keating, 1991, unpublished; Keating et al., 1998)

Palmer/Iowa	Palmer/West	
36	81	Total number of authorships and co-authorships during 1989-1990
(0.15)	(1.27)	
24	71	Number of authorships and co-authorships in scholarly journals during 1989-1990
(0.10)	(1.11)	
12	10	Number of authorships and co-authorships in trade journals during 1989-1990
(0.05)	(0.16)	
120	32	Total number of faculty members
18%	59%	Number of faculty who authored or co-authored at least one paper during 1989-1990
(22/120)	(19/32)	

12% (14/120)	47% (15/32)	Number of faculty who authored or co-authored at least one paper in a scholarly journal during 1989-1990
7% (8/120)	19% (6/32)	Number of faculty who authored or co-authored at least one paper in a trade journal during 1989-1990

1992 (Jan 31): Donald M. Cassata, Ph.D. completes term as Acting Chief Executive Administrator; Michael E. Crawford, Palmer Chancellor, becomes Interim President, effective February 3 (Crawford, 1992)

1992 (Dec): **The Bartlett** (PCCW student newsletter) includes: -Joseph C. Keating, Jr., Ph.D., PCCW professor, authors "A Palmer-West Tradition" (p. 3); includes:

Shortly after my appointment as Assistant Professor in 1984 I was dismayed to find that the College's policy on academic freedom (as given in the Faculty Handbook) explicitly forbade criticism of "the tenets and practices of chiropractic." As a new employee with relatively little to risk, and as a newcomer to the chiropractic profession, I felt that the policy should be challenged quickly, and did so in PCCW's student newspaper (Keating, 1985). My commentary prompted a number of private meetings with senior administrators, one of whom was profoundly distressed by my actions, and another who was privately delighted, but publicly reserved about the matter.

The publication of that article and subsequent meetings were not successful in removing the odious clause concerning disparagement of chiropractic from the Faculty Handbook, and it continues in force, so far as I know, at least officially. On the other hand, I was not fired, critical debate was generated, and the policy has, in fact, brought little if any harm to the scholarly tradition that has evolved at Palmer/West. Faculty publications have since challenged just about every notion that chiropractors have held sacred and inviolable. Despite dire predictions in some quarters, this has ruined neither the College nor the profession. On the contrary, I believe, Palmer/West and chiropractic have been strengthened, and have grown in intellectual, moral and scientific maturity in proportion to this increasing iconoclastic activity here and elsewhere in the profession.

Today, in my opinion, the former Northern California College of Chiropractic is exceeded only by the National College in terms of the quantity of quality scholarly product and critical thought in chiropractic...

This tradition of intellectual integrity and freedom of speech were recently tested again in several ways. An opinion piece (actually, a satire) in *Dynamic Chiropractic* (Keating, 1992) provoked an administrative admonishment that faculty members were not at liberty to express their opinions on Palmer/West stationery, at least not when such communications were destined for publication in non-refereed periodicals. Fortunately, this edict was set aside when a disclaimer was offered, to wit:

"The opinions of the Trustees and Administration do not necessarily reflect those of the Faculty; the opinions of the Faculty do not necessarily reflect those of the Administration or Trustees of Palmer College of Chiropractic West..."

The less from all this is true, but worthy of reiteration. Academic freedom, like political freedom, is not ensured by policy (or written laws). The right to dissent is one which must be repeatedly renewed through its exercise... I encourage all to renew to the tradition of excellence in critical scholarship through the continued, responsible exercise of academic freedom at Palmer/West.

REFERENCES:...

Keating JC. Letter to the Editor: Academic freedom or dogma? *Argus* (PCCW student newspaper) 1985; February: 3

Keating JC. Letter to the Editor: Bridge for sale in Brooklyn. *Dynamic Chiropractic*, June 19, 1992, p. 31

1995 (Jan 11): Memo from Department of Marketing & Communications, Palmer Chiropractic University System:

TO: All faculty, staff, and alumni of Palmer College and Palmer College West

RE: Death of Dr. Joseph P. Mazzairelli

Joseph P. Mazzairelli, Sr., D.C., a former chairman of the Board of Trustees of Palmer College of Chiropractic and Palmer College of Chiropractic West, died Friday, January 6, in his hometown of Camden, New Jersey.

Dr. Mazzairelli, who was 72, had undergone open heart surgery a week earlier and failed to fully recover, according to his son, Joseph Mazzairelli, Jr., D.C. He said his father had undergone heart bypass surgery in 1989 and had been a kidney dialysis patient for the last three years.

Cremation and visitation were Tuesday, with a memorial mass scheduled for Thursday at Our Lady of Good Counsel Catholic Church in Moorestown, New Jersey.

Born and raised in Camden, Dr. Mazzairelli received his doctor of chiropractic degree from Palmer College of Chiropractic in 1947. He maintained a private practice for many years in Pennsauken, New Jersey.

Dr. Mazzairelli was appointed to the Palmer College of Chiropractic Board of Trustees in 1975, elected vice chairman in 1976 and chairman in 1978, a position he held until January of 1985. He was instrumental in the acquisition of Northern California College of Chiropractic and its transformation into Palmer College of Chiropractic West, which he also served as chairman of the board.

Michael E. Crawford, Chancellor of the Palmer Chiropractic University System, said that "as a long-time board member and certificate holder, Dr. Mazzairelli made a significant contribution to the cause of Palmer Chiropractic, for which all of us can be grateful."

Dr. Mazzairelli was an active member and past president of the PCC International Alumni Association and a Fellow in the Palmer Academy. A close friend of Dr. David Palmer, Dr. Mazzairelli served Palmer College in many ways, including fund-raising for the construction of the David D. Palmer Memorial Auditorium.

Dr. Virgil Strang, President of Palmer college, said Dr. Mazzairelli "exemplified the qualities of leadership and commitment that our profession must sustain."

Dr. Mazzairelli's professional involvement spanned every level of the chiropractic profession, including service as president and chairman of the board of the International Chiropractors Association.

His many awards included New Jersey Chiropractor of the Year in 1953, the Fellowship Award from the International Chiropractors Association in 1964, the Distinguished Service Award and the President's Award from the Southern New Jersey Chiropractic Society in 1965; Representative Assemblyman of the Year by the International Chiropractors Association in 1968, and Chiropractor of the Year in 1972.

Dr. Peter Martin, President of Palmer College of Chiropractic West, said he recalled Dr. Mazzairelli's dynamic influence on the faculty of Palmer College. "I will remember Joe for his profound interest in the advancement of the profession and the science of chiropractic."

Dr. William F. Holmberg, president of the Chiropractic Centennial Foundation, who said he considered Dr. Mazzairelli a mentor and had visited with him a few weeks before his death, said he will remember him "as a true gentleman. He set an example of leadership, aggressiveness and positive attitude that I will always admire."

1992 (Apr 29): Interview with Sharon Mellott DC and Bernard A. Coyle PhD, at PCCW Sunnyvale campus, by J. Keating

- after 2 days of classes at Kennedy Park in Oakland, classes conducted at Terman Junior High School in Palo Alto
- school moved to Sunnyvale campus in Fall, 1979; campus was acquired by Ron Danis MS, then chairman of the board of trustees
- first people on campus were: 1) Merlyn Green (first security guard), 2) Keith Mellott (Sharon's husband), who was hired as a consultant to "redesign the facility," and 3) Burl Pettibon DC from Washinton state, who arrived with a U-Haul trailer filled with chiro-equipment which became the "nucleus of the clinic" and classrooms
- Thomas Vonder Haar was first president of NCCC, but was fired by board of trustees in February 1979, when James Musick DC was appointed president; Musick had been Director of Clinical Sciences
- Vonder Haar had "charisma," inspired students
- Musick had just been appointed Asst. to the executive VP of ICA when appointed president of NCCC
- tuition was about \$1,000/quarter in 1979; when up 10% per year thereafter
- initially 63 students, but 250 by the time Palmer took over
- "students had been accustomed to running things....there was always a student...on the board"; "most of the clerical staff were students"
- "was not unusual for a group of students to accost a professor...and demand answers, loudly...we had some real shouting matches around here..."
- "money was a problem" for the institution
- initial tuition was \$1K/quarter in 1979
- 63 students to start; 250 students and 25 faculty members when Palmer took over
- 1979 administration included: Jim Musick DC, James Plato, John Ito PhD (Basic Sci & grounds), Bob Covell, Bob Sees, Sanders DC
- Burl Pettibon DC was first clinic director, soon replaced by George Casey DC (later clinic director at Live-West)
- mostly older students at first
- required coursework in SOT, Gonstead, Grostic and Harrison (CBP) techniques; later Diversified added as elective
- clinic opened in summer 1980; 2 rooms functioning, extremely minimal DC supervision
- Ron Henninger DC hired in 1980; did excellent job, had been in private practice in Lake Tahoe
- research division began in discussion at bar in Las Vegas during the "Haldeman Conference" (circa 1982); present were Barney Coyle, Sharon Mellott, and students Bill Meeker and Sandy Dutro
- Miller set up budget for research division
- when did Shull become Academic Dean?
- Joe Pinto ran the clinic lab
- theme of NCCC: high energy (positive and negative), "pioneer spirit," "people enrolled and spent money" in unaccredited school
- NCCC people resented Palmer takeover; "students felt that they had been raped"; Barney was seen as a "turncoat"
- in 1980 only LACC had full CCE accreditation; Cleveland/LA may have had provisional accreditation
- Barney recalls: "Palmer had been looking at a west coast school and they were looking at Cleveland/LA...came down to the wire, they did not sign on the dotted line... Jim Musick got in touch with Jerry McAndrews...we presented ourselves to them, actually through the president's office... I would have thought that the Board would have been doing that..."
- Coyle, Ken Allen, Jim Musick, Shawn Moroney and Armand Vatuone visited Palmer/Davenport and several other chiro schools in the mid-west; Barney's first exposure to other chiropractic colleges
- when Musick was terminated, Palmer was puzzled, thought Musick was "great"; Palmer similarly had assumed that Quigley's termination at LACC was "strictly political"

- Palmer takeover put damper on student spirit, which was ironic in view of Palmer/Davenport's tradition as a student-oriented institution
- Palmer assumed all of NCCC's debts (half million dollars)
- John Miller DC introduced a formality and structure to the institution which NCCC needed; changes in function with Palmer was necessary and "inevitable"
- Miller was the best person to take a college on the rocks, in debt, and bring it up to CCE standards, "but he could not have started a college with 250 students from scratch and he knows that"

1996 (Feb 5): letter to J.C. Keating from Leonard Rudnick, D.C. in Tucson (in my McAndrews/Palmer file); includes:

Dear Dr. Keating,

Thank you for the working copy of your book "A History of Chiropractic Education." I found it both easy reading and extremely informative. Although I have been involved, I had no idea how little I know about the behind-the-scenes accreditation battles and struggles on the federal and institutional levels...

In your commentary about Palmer college beginning the process of applying for recognized candidate status, there are several items that might be of interest. To begin with, the team who wrote the institutional analysis consisted of **John Miller**, myself, Dave Williamson, whom I believe has an MBA and Galen Politis, whom I believe has a bachelors degree. The person who functioned as the secretary was Carol Wright, who subsequently became a DC and is practicing in northern California. That group was sequestered for many weeks (not days) in a basement room in what was once the old dorm building. We started early in the morning and worked until early the next morning. Dave, Galen and I received special tutoring and examinations in order to keep up with the course work for our respective quarters.

Your description of finding a delicate balance was certainly an understatement. We realized early on that if we told the complete truth about the educational status of the institution, CCE would not even consider sending an on-site evaluation team. We also realized that if we did not tell the truth they would easily detect the fact that we were being less than candid and would likewise refuse to consider our application. This was particularly true concerning governance of the institution where we were able to uncover the fact that one single individual contained enough votes to be alone in a room, make a motion, and pass it, therefore bypassing the boards of the foundation and the institution.

Our library was so grossly inadequate that we could have failed on that on item alone. Our investigation showed that for decades the alumni office spent considerably more money trying to raise funds than it actually brought in. There were problems with the curriculum, with student faculty ratio, with the financial stability of the institution, faculty qualifications and many, many more. **The group working on this project was ostracized by faculty and administration.** No matter how we tried, the faculty had unfounded concerns about the effects of CCE accreditation. They firmly believed that it would result in a "mixer" institution with curriculum and teaching methods dictated by the accrediting agency. Some were openly hostile and refused to co-operate with our requests for information. Many of those individuals were the ones whose deficient performances would become obvious to all who studied the institution.

There was, of course, a price to pay for participation. Some of it as petty as the faculty advisor not signing Galen and my Pi Tau Delta certificates and as major as **refusing to appoint Jack Miller president of Palmer.** By seniority, contribution, respect by the professional community and his thorough understanding of the state and needs of the institution this should have been automatic.

What this group did was tell enough of the facts that the investigation body would know we were telling the truth. We also created an institution that had a reasonable chance of gaining accreditation. Once submitted, our task became to make our non-

existent institution a reality. If the faculty and administration were upset with the completed institutional analysis, you could imagine how they felt when **Jack Miller began making the changes** that were necessary prior to the on-site inspection. Of course, a good portion of Dr. Quigley's "falling from favor" with the board related to his role in the accreditation process...

2000 (July 25): **Interview with Michael Pedigo DC**, by J. Keating (telephone: 510-357-2343):

- Michael was first DC on NCCC Board of Trustees; Ron Danis had been first non-student layman on Board; Danis was chairman of Board when Michael joined
- Pedigo's secretary, Ms. Marty Sigafoose, was interested in becoming DC, enrolled at Pacific States, urged Pedigo to get involved with NCCC
- largest problems were: financial, lack of administrative leadership
- repeated turnover of school presidents and trustees
- Mike Pedigo contacted Jerry McAndrews DC (Palmer president) and Joe Mazarelli DC (chair of PCC Board) to initiate takeover talks (**but see interview with Mellott & Coyle, 4/29/92**); Danis approved of PCC contact: "Danis took the ball and ran with it"
- Ken Allen DC was reluctant to see PCC involved
- Ken Allen DC now runs brewery in ?Healsburg? CA
- Judy Thurber DC was early student at NCCC
- Don Harison DC taught at NCCC; Mike says Burl Petibon DC was NOT clinic director at NCCC

2000 (July 26): e-mail from **Michael Pedigo DC**:

Joe,

I received and read chronology of NCCC, and a couple of things come to mind.

1. In addition to a lack of funds and administrative turn over, fear of not getting CCE accreditation was a major concern and the college made a major effort to obtain it. The goal of obtaining accreditation was a major factor in PCC taking over.
2. I don't recall if Pettibon was ever clinic director or not. According to your records he was for a short time. I would not want to be on record saying he was not, because after reading your record it seems to me like he may have been for a short time, but what I recall is that he was in negotiations to be the director but it never actually happened. I think he was "acting director" or on campus teaching during the negotiation process. Details are fuzzy.
3. I told you I was the 1st to initiate contact w/ Palmer. Your records have Musick as doing that. Again, I am not sure if I was 1st, but I am sure I contacted them and played a role in getting them involved. You should talk to Jerry McAndrews. He has a mind like a steel trap and most likely will be able to fill you in on the Palmer involvement. He certainly played a major role in the process.

Michael

2000 (July 26): e-mail from **Jerome McAndrews DC**:

Joe,

Dr. Mazzarelli was a prime mover. Resistance to the move was fairly high. When the matter was completed, some members of the board of now PCC-W moved over to the new board. Joe was its chairman, as he was chairman of Davenport's board. I became Chancellor of the Palmer Federation. Dr. John Miller was President of PCC-W and reported to the board through me.

As I recall, there were essentially no financial considerations other than PCC-W taking over the obligations of the college, such as lease, etc.

It's hard to believe that this was so long ago now.

Jerry

2000 (Sept 6): phone interview with **Ken Allen DC**:

- Dr. Allen told NCCC students they "had to let go" in order for college to develop, acquire accreditation, etc.

- Vonder Haar was a "PR" guy; Allen fired him
- Allen succeeded Vonder Haar as president, Musick succeeded Allen as president
- Allen is 1967 Logan alumnus
- Barney Coyle "was quite a help to me"

2000 (Sept 6): e-mail from **Bob Dubin DC**:

...As for recollections of my teaching tenure at NCCC, how about this...

Ken Allen was appointed President of NCCC in 1979, and his main objective was to obtain CCE accreditation.

He asked me to take a position there as his political ally, and he needed as much help as he could get.

Barney Coyle was the Dean of Academic Affairs, I believe, and a guy named Armand something was employed there, but no one knew what he did.

I taught Philosophy and Clinical Nutrition for the year of 1980.

It was a year of tremendous personal growth for me, as well as for Ken.

Do you want some anecdotes? I will sleep on it, and try to be detailed in my recollections, if that is what will help you out with this project.

Thanks for asking, Bob

2000 (Sept 6): telephone interview with **Barney Coyle**:

- born 2 May 1934 in New Zealand; immigrated to USA in 1960; earned Ph.D. in physical chemistry from Northwestern University in 1969

- during 1969-71 was: 1) professor of chemistry at North Central College in Illinois, and 2) Guest Scientist at Argonne National Laboratories in Illinois, doing research in crystallography

- 1971-1980: taught chemistry at San Francisco State University and City College of San Francisco

- Coyle appointed Acting President of NCCC in June 1980 (succeeded **Allen?**)

- Armand Vatuone was an administrator at NCCC, served as Asst. to President Ken Allen, later worked for CCA

- Hank Shull may have arrived at PCCW in February **1981?**

- Barney's goals for NCCC: to make research a central vs. peripheral part of academics

- Ron Danis MS (physics) was investment entrepreneur (Lexington Investment Company, Inc.; Dannis Associates Property Management, Inc.); possible phone numbers in San Jose: 408-252-7223 or 408-446-3944

- "I don't think the place would have survived without Danis"; Danis donated \$\$ to NCCC

- Daniel Beeson DC now lives in Portland OR

2000 (Sept 19): e-mail from **Stephen Perlstein DC**:

Joe:

I am mailing out to you on Tuesday a large manila envelope filled with copies of everything I've got starting from Pacific States on up to Palmer-West. I think you will find it very interesting, perhaps especially because it shows the chaotic state of affairs through that time period from the student perspective.

If you would like any of the photos to use, please let me know and I will mail them to you.

The Midnight Express editions are what one of the senior students anonymously wrote, printed, and spread around campus. You see, the students were very responsible for creating NC3 and were never about to take a subordinate role to those they felt didn't understand their mission. The students were major players in every area of policy making throughout the history of NC3 and we did our job very well. We knew that without our support nothing was going to happen. Regarding Ken Allen - he wanted to retain his presidency when Palmer took over but the students knew that he had little respect for them, so we orchestrated his firing. Palmer would have done the same when they came in, but the students to the end of NC3 never

relinquished their role as creators and guiding principals. We first classes had no allegiance to Palmer and merely saw them as the ones who would provide what we needed to get accredited. We would let nothing stand in our way of that. By the time Palmer had put its stamp on NC3, we were long gone.

Being in that first class of 25, which dropped to 20 when we became NC3, was the most thrilling hands-on educational process that I've ever been a part of. Tom Vonderhaar's generosity and crusading spirit led us in the beginning and lit the fire that would take us through the rest of the battle without him. We started out as a team with a mission and it was that spirit that kept us all together, absolutely determined to achieve accreditation by the time we graduated. It's like we were the USA in the Olympics with sights set on the gold medal...and we got it! The students did it.

Please feel free to call me or e-mail with any questions you might have. I'm pleased to be a part of having you tell the story.

Steve Perlstein

2000 (Sept 29): e-mail from **Jim Musick** DC:

Dr. Keating:

Greetings!

I've reviewed your paper on Northern California College of Chiropractic (NCCC) and Palmer College of Chiropractic - West (PCC-W). Per your request, I'm responding.

Order of Presidents:

The order of NCCC presidencies was: Thomas A. Vonder Haar, James E. Musick, then Kenneth Allen (not Vonder Haar, Allen, Musick).

PCC and NCCC negotiations:

Some communications (from your paper) wrestled with the way negotiations originated between NCCC and Palmer College. I'll elaborate on the earliest sequence of events. I was directly involved.

When Pacific States Chiropractic College (PSCC) first publicly announced a gathering, selected individuals were invited to attend a meeting on a perspective campus, Guadalupe College, Los Gatos, California. A letter under signature of then Coordinating Chairman, George E. Anderson, D.C., dated September 20, 1976, stated, "You are cordially invited to attend a gathering of interested chiropractors on the campus of Guadalupe College at 1:00 p.m., Saturday September 25th." I had worked for the International Chiropractors Association (ICA) for two and 1/2 years with Jerome F. McAndrews, D.C., Executive Vice President. We were good friends. In 1976 he was the president of Palmer College of Chiropractic (PCC), Davenport, Iowa. I was acting secretary of PSCC. I called him to let him know that efforts were being made to organize a college in northern California. I wanted to invite him and Joseph P. Mazzarelli, D.C., Chairman of the Board, to attend the above meeting. (A rumor at that time was that PCC was looking at a southern California campus.) He declined the invitation. The event would, however, precipitate later communications between PCC and myself at NCCC.

Early 1980, as president of NCCC, I received a call from Dr. Mazzarelli. He reminded me of the invitation to Guadalupe College in 1976. He stated that negotiations had failed in southern California and entertained the merger/acquisition idea between PCC and NCCC.

Several things came out of that telephone conversation. For example, he wanted to know what our student enrollment was. I pulled out my original budget projections and told him that 152 students were forecasted for the current quarter. To confirm the number, I put him on hold, and called our Director of Student Services, Mr. Bob Sees, and asked him the actual number of current full time students. While I was still on the phone to Dr. Mazzarelli, Mr. Sees rang back and stated, "there are 152 students". Dr. Mazzarelli was somewhat impressed by that.

The college's immediate financial needs were also discussed. We were trying to build out the clinic and needed at least \$100,000 to complete it. The estimate budget shortfall for accreditation was around \$400,000. The NCCC Board did not accept the estimate. We were operating on an approved \$100,000 budget shortfall. We

discussed the immediate need of \$100,000 for the clinic. Dr. Mazzarelli had no problem with that amount of money. We talked about getting together to further discuss the method or process for negotiations.

After the phone conversation, the NCCC Board Chairman, Ron Danis, was notified. He approved the discussions and a preliminary meeting. A meeting was arranged between myself, Joe Mazzarelli and Jerry McAndrews at Chicago, O'Hara airport.

The meeting was fairly brief. The process of formal negotiations were agreed on. The attorney for PCC was to formally communicate with the attorney for NCCC. The issue of the Presidency of PCC-W was also discussed. I understood that the PCC Board wanted an acquisition (not merger) and that they would decide who the president would be. Drs Mazzarelli and McAndrews made it clear that the new president would be John Miller, D.C.

Communications between legal councils were established. The problem was that no one supported the merger or acquisition, but me and a few supporters. Our attorney didn't either and spoke strongly against it. Board member, Ken Allen, D.C., was on campus visiting classrooms taking personal poles, on the PCC merger and how my administration was doing. During discussions of PCC proposal and offer, Dr. Allen gave a symbolic gesture (of throwing in the towel) by bringing in a towel to the Board meeting and throwing it over his left shoulder. I was coerced into accepting a position as Assistant to the President at the same pay scale. Dr. Ken Allen immediately resigned his board position and was voted in as President. The position of Academic Dean had not been filled and was currently by name only. Board members were jockeying for the position as well. Another motion was immediately made to appoint Dr. Burl Pettibon as Academic Dean. That went down like a lead balloon and didn't even carry the courtesy of making it in the minutes of the meeting. Bernie Coyle, Ph.D., a board member, was to later become the Academic Dean.

That Board meeting pretty much killed the PCC/NCCC merger talks. Two other motions passed approving my proposals for a \$50,000 line of credit and a pre-payment tuition plan, offering students a discount toward their 12 quarter dues (if they would pay the discounted amount right away). The goal was to help finance current needs toward the clinic and accreditation.

Everything was okay at first. Money was immediately available to meet the clinic needs. In the mean time, I was pretty much ostracized by the president. Dr. Allen really didn't want me around.

As previously scheduled, I left to attend ICA meetings in Washington D.C. While there, I learned by phone calls from several students that Dr. Allen announced in a student assembly that I was fired. After learning that, I let my wife know right away. I assured her that all I have to do is to see five additional cash patients per day to make up the difference in lost salary. Also, while attending an ICA function in the Botanical Gardens at the Capitol, Dr. Mazzarelli and Dr. McAndrews announced to me, in private, that PCC was going to break off negotiations. I asked them to keep the door open and that negotiations would eventually happen.

I returned to the campus knowing my fate. I was, in fact, terminated.

Students, however, communicated with me on a regular basis. I appreciated their concern. Available funds went quickly. Students learned that payroll wasn't being met and internal strife, students and staff, started to fester. The reason for the PSCC split and the creation of NCCC was accreditation and licensure. All of a sudden accreditation was seriously threatened. Funds and academic expertise were badly needed.

PCC was again a viable alternative and realistically the only one at the time. In my opinion, funding, accreditation and licensure of NCCC students reluctantly forced the NCCC Board to reestablish discussions with PCC. Four hundred thousand dollars (\$400,000) turned out to be fairly accurate amount toward accreditation. Of course PCC brought a lot more to the table than just the \$400,000.

Academic experience with Dr. John Miller and accreditation was a major key.

Joe, I have a lot of stories about PSCC and NCCC. I would be happy to share them with you, if you like.

Sincerely, Jim

PS: A hard copy of this fax with photo is forthcoming.

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