

For Alumni and Friends | 2021 - 22

NATIONAL UNIVERSITY OF HEALTH SCIENCES MAGAZINE

A photograph of a diverse group of healthcare professionals, likely students or staff, wearing white lab coats. They are arranged in rows, smiling and looking towards the left side of the frame. The background is a solid dark red color.

**SHAPING *the* FUTURE
of HEALTHCARE**

For Alumni and Friends | 2021 - 22

NATIONAL UNIVERSITY OF HEALTH SCIENCES MAGAZINE

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Front Cover:

For the first time since the spring of 2020 when U.S. COVID-19 lockdown protocols were initiated, NUHS resumed live White Coat Ceremonies! The Lombard campus ceremony was celebrated December 3, 2021, with 160 current students and alumni from the Summer and Fall 2020 trimesters, and Spring, Summer and Fall 2021 trimesters recognized.

Back Cover:

The Florida facility White Coat Ceremony was celebrated November 13, 2021, with 56 current students and alumni from the Summer and Fall 2020 trimesters, and the Spring, Summer and Fall 2021 trimesters recognized. Congratulations to all National University of Health Sciences White Coat recipients!

MESSAGE FROM THE PRESIDENT



The human condition expects to be connected. These days, that is a hard expectation to meet. As we have all experienced over the last two years, a pivot in thinking and action has been necessary to meet the necessity of connectedness to each other. I certainly feel a shift in how many of us are moving forward. There seems to be a change from hunkering down and working out strategies until we move past the pandemic. We are now in a phase that has embraced the changes that have allowed us to come this far.

As we have moved through another holiday season, with variants and statistical upticks regarding any number of markers and milestones, there has been an increased appreciation for those times we do have together. And while we all have honed our skills on interpreting the human emotion through eye contact, communicating with a mask-less face has brought back the nuance of connecting that was once taken for granted.

I have also seen how this connectedness has underscored the need and purpose for the brick-and-mortar campus experience. Many moons ago when the continued advancement of communication from a distance graduated to the ability to conduct education, at first on-line, and then through video teleconference, many posited the end for the campus experience. The pandemic has made evident that learners at every level need that

learning environment experience to thrive. While the outcomes of that experience differ with the grade level or program, there is a reason why education has evolved into such purpose-built experiences.

However, evolution is the key. As mentioned, there have been important advances and implementations of distance communication. The internet and on-line education have brought the ability to attain just-in-time education to those not able to reach an opportunity at all, to those not able to reach an opportunity when it was convenient. Twenty years ago, our faculty had the task of pointing students toward the right resources. Now, those resources are easily obtained with a cell phone an arm's reach away. The mission of our faculty is now focused on the use rather than the attainment of knowledge. Knowledge that relies on the connectedness and understanding of the human condition.

What we have come to further understand during the pandemic is the balance of deploying these technologies. We certainly have a complex mix of students at the university, participating in a thoughtful, but no less complex mix of curricula. Our faculty, across two states, have worked to pivot in the catalyzed pandemic environment to provide the proper mix of strategies to maintain the outcomes necessary to support student learning. The challenge here is that maintaining outcomes at National requires the advancement of what is possible. The advancement of the student learning experience such that each graduating class meets the requirements of tomorrow's health care solutions – of which our students will no doubt participate in as leaders. This advancement requires constant review of our curricula from both within, through faculty and staff review, and also through an outward facing fascination of what is imaginable.

In this issue of the magazine, I am excited to share with our community just some of the changes our programs are undertaking to meet the expectations of our fascination. We've highlighted a few ways in which we are supporting our students for the challenges and changes of tomorrow. And we will continue to do it in the most connected of ways.

Esse Quam Videri.

Joe Stiefel
President



Your Future is Our Future

Dear Alum,

Your Future is Our Future! National alumni are personally responsible for our continued success, prestige and abundant honors. Together, YOU are the driving force of change that is giving a voice to the future of your profession.

As a distinguished alum, you have treasured memories of your time at National from individual attention in the classroom, state of the art anatomy labs, Turkey Bowl, walking around Janse Lake and so many more! You can help us preserve these cherished memories and share them with future generations to come by considering a gift toward a National Giving Club and/or the Alumni Association.

Your support allows us to fund research opportunities, award scholarships to deserving students, provide mentorship and offer countless student success resources. Remember, it is not about a donation, but rather the commitment you have to champion for the mission of National. **Every victory at your alma mater is made possible by YOU!**

However you choose to give, I thank you for preserving the legacy and investing in the future of National!

One Mission. One Champion. One National. How will your future colleagues remember YOU?

Esse Quam Videri.

Sincerely,

Tracy McHugh, MBA
Vice President for Administrative Services





Homecoming

National University of Health Sciences



We are excited to announce that our majestic tradition will be held in 2022 at the Lombard Campus from March 31 to April 2. Join us and your fellow alums at your alma mater for a weekend filled with superb guest lecturers, our annual cocktail reception, an unforgettable watershed event and much more! **HOPE TO SEE YOU ALL THERE!**

We look forward to celebrating the professions, our university and YOU!



Congratulations Alumni!

The following NUHS Alumni have been honored with leadership positions and service distinctions:

Dr. Yussef Chileuitt, '17, received the Top Chiropractor 2021 Award in Plantation, Florida in July.

Dr. Bethany Dixon, '14, joined the Medical Advisory Board with Neumi in August.



Dr. Glenn Jaffe, '02 received the 2021 North Carolina Chiropractic Association Doctor of the Year award at the 2021 NCCA Fall Convention in Concord, North Carolina. This award is awarded to an NC chiropractor for contributions to both the field of chiropractic and the community, in recognition of receiving previous honors and awards for chiropractic work, being active in civic and community endeavors, and being recognized by peers as a professional leader.

Dr. Nooshig Salvador, '18, received her diplomate in Integrative Medicine in July.



STAYING CONNECTED

You are part of our strong and successful community of alumni, who are making empowering impressions worldwide. National University alumni are the innovators and leaders in the growing field of integrative health care. Remain connected with your elite group of fellow alums and Alma Mater through the following resources. **WE ARE ALWAYS HERE TO SUPPORT YOU!**

You can connect with us by:

- Joining the Alumni Association
- Participating in a National Giving Club
- Becoming an Alumni Ambassador
- Referring a Student
- Attending a State Convention with NUHS

Website Resources:

Visit us on our website at www.nuhs.edu/alumni and you can:

- Access the Classifieds
- Register for Homecoming
- Locate National Alumni
- Refer a Patient
- View upcoming Alumni Events
- Send us your exciting news to share

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2019 Alumnus of the Year Shares Business Advice for Today's Health Care Industry



2019 recipient of National University's Outstanding Alumnus of the Year Award
Dr. N. Ray Tuck Jr.

N Ray Tuck Jr., DC, a 1997 NUHS alumnus and 2019 recipient of National University's Outstanding Alumnus of the Year Award, is undoubtedly among National University's most accomplished alumni.

Across Southwest rural Virginia, he has played a crucial role in increasing access to chiropractic medicine. Starting in 2002, he bought two practices from his late father (NUHS '78) and expanded them into 10. By 2011, Tuck Chiropractic Clinic was named one of the top 50 rising and growing companies in Virginia by the Virginia Chamber of Commerce. Today, he employs nearly 20 DCs. Recently, Dr. Tuck started Tuck WorkWell, which provides on-site primary care, chiropractic, and occupational health services for employers.

"I asked how can I swap the traditional business around in order

to offer patients what they want, which is high accessibility to care," Dr. Tuck said.

When Dr. Tuck graduated, the traditional business model for DCs was largely solo practice. Instead, Dr. Tuck decided to take a more team-based, integrative approach. "Having multiple doctors is just a nice way to practice," he said.

"You have to have a good business structure in order to provide great care." - Dr. Tuck.

Compared to his father's days in practice when rent, staff and other overhead costs were much lower, Dr. Tuck said today's DCs operate on a much smaller margin, which can make working as a solo-practitioner more difficult. Being business-savvy

has also become increasingly more important.

"You have to have a good business structure in order to provide great care," he said.

According to Dr. Tuck, one of the key elements to operating a profitable business is knowing how to measure success. At his clinics, he accomplishes this by looking at patient experience, the quality of care delivered, and sustainability of the practice through financial metrics.

"You have to think of your practice more like a business that's focused on the customer," said Dr. Tuck, who also provides business consulting. "You have to have a product people want. In the end, it's all about patient-centered care."

Having a well-rounded education as he received at National University is helpful, too.

"My education allowed me to interact with other health care providers early on in my career, setting the stage for a more integrative care delivery," he said. "Physicians were always impressed by our quality of care."

Dr. Tuck's biggest advice is for current graduates to build a good network around them.

"Find others who are doing the things you want to do and grow with them," he said.

Like Dr. Tuck, National University also recognizes the importance of business skills in today's health care marketplace. Visit www.nuhs.edu for information about NUHS's enhanced business program.



NUHS Updates Curriculum for the Promising Future in Integrative Medicine



Today, National University's graduates face a promising health care landscape. Over the decades, alternative medicine has continued to expand its reach everywhere from hospital settings to medical tents at the Olympic Games.

With the persisting opioid epidemic, obesity epidemic, and the antibiotic-resistance crisis increasing demand for natural, nonpharmacological solutions as well, highly trained and skilled graduates are needed more than ever.

As the industry continues to evolve and grow, NUHS is updating its curriculum so students can meet today's challenges. Along with the new business courses implemented in spring, NUHS will add new courses within both the chiropractic medicine program and naturopathic medicine program in January. The courses will give students a more in-depth understanding of specific

specialties, therapeutics, and the thought processes they can expect to encounter in practice.

Chiropractic program's new curriculum offers more hands-on practice and new course options

Starting in the New Year, NUHS Doctor of Chiropractic program will usher in an extensive curriculum update. The changes are designed to offer more hands-on technique practice, better align with the clinical thought process and provide more course options for popular specialties like sports medicine, functional medicine and women's health.

"We continuously look at our curriculum to ensure students are best prepared for their future careers in practice," said Jeffrey Ware, MS, DC, DABCI, the assistant dean of the NUHS chiropractic program.

By re-sequencing courses, students are able to better understand how each step of the clinical thought process leads to another." – Dr. Ware

The changes are based on faculty input, surveys completed by students and alumni, along with current and future practice models. Additionally, Ware said National University remains committed to providing an evidence-informed, full-scope curriculum.

Following the clinical thought process

Within the curriculum, several courses were re-arranged to follow what happens in the sequence of the clinical thought process for patient care, specifically starting with a patient's history and working up to performing exams, diagnosing and putting together a treatment plan. Students will experience examination and diagnosis courses first, followed by classes focused on specific conditions.

"By re-sequencing courses, students are able to better understand how each step of the clinical thought process leads to another," Dr. Ware said.

Continued Next page

New specialty courses

NUHS continues to focus on treating the whole body and providing students with treatment tools beyond just adjusting. Boasting one of the most comprehensive sequences of nutrition curriculum available, NUHS ensures students understand how a proper diet and other natural therapies can play a key role in promoting healing and preventing disease in their patients.

Unique to NUHS, the chiropractic medicine curriculum now includes a class in homeopathy. At the NUHS Whole Health Center, students are able to put this tool into practice by utilizing the extensive herbal and supplement dispensary.

Other new additions to the curriculum include elective courses

in sports medicine, functional medicine and women's health. Not only are these specialties seeing growth within the industry, these topics were the most popular among surveyed students.

“When students graduate they will be ready to operate a full-scope practice in all 50 states as well as understand how to run a profitable business.”

– Dr. Ware

New in-depth business curriculum

A new set of business courses was implemented last spring to better prepare students for all the nuances of running a business.

The courses have been specifically sequenced to build on each other. This program structure provides an in-depth understanding of the many small details that go into starting and managing a successful practice. Students learn how to get a loan, advertise their services, choose a location, lease a building, manage employees and use accounting software.

The business curriculum includes five courses: Professionalism, Ethics & Law; Patient Communication and Marketing; Starting a Practice; Managing a Practice; Billing, Coding, Documentation and Compliance.

“In our new and improved curriculum, we cover every aspect required to be a well-rounded, successful doctor,” Dr. Ware said. “When students graduate they will be ready to operate a full-scope practice in all 50 states as well as understand how to run a profitable business.”

Naturopathic medicine program adds new integrative classes to its curriculum

The NUHS naturopathic medicine program will add new courses to help prepare students for an evolving health care marketplace that's becoming increasingly more integrative.

These courses include Integrative Therapeutics I, II, III, which will focus on creating and contributing





to treatment plans that utilize various types of therapies used within naturopathic medicine, conventional medicine and other disciplines.

“It’s important to see how different therapies can be part of a well-thought-out treatment plan,” said Fraser Smith, ND, Assistant Dean of the NUHS naturopathic medicine program. “They’re not just a salad of guesses. They are all there for a reason, to help support some organ or tissue, or alleviate some distress or pain.”

During each course of Integrative Therapeutics I, II, III, students will examine four patient cases and build an evidence-based treatment plan. Students will start by determining what aspects of patient function (like circulation, nutritional status, etc.) and what structure issues they want to correct. Then they’ll review options and consider the evidence.

One week will focus on the basic determinants of health (lifestyle,

environment, sleep, hydration, etc.) The next week will focus on botanicals and nutrients supplements followed by physical medicine. As students progress, they learn more about what therapies pertain to which level of the order. They’ll also work through more complex cases.

*“As the field evolves,
as science advances,
we are doing all that
we can to ensure our
students are best
prepared.” – Dr. Smith*

“The order is not a rigid sequence, but it does follow a sequence of steps that can support the natural tendency to heal,” Dr. Smith said. “It also allows the practitioner to jump in further along or up in the order when the situation calls for it.”

Integrative Oncology

In 2024, the naturopathic program will strengthen the integrative oncology curriculum by adding a new advanced course. In Integrative Oncology, students will learn how to treat various types of cancer. Currently, the subject matter is taught within another course, but the new class will allow students to understand the topic more in depth.

“The field is developing so quickly, it’s important to have protected time in the program to delve into these topics even more,” Dr. Smith said.

While developing the new courses, NUHS gathered student feedback from small group meetings, town hall style open forums, one-on-ones, and surveys. Leadership also looked at where students seemed to need more support.

“As the field evolves, as science advances, we are doing all that we can to ensure our students are best prepared,” Dr. Smith said.



New Preceptorship Opportunity for DCs Interested in Sports Medicine or Fitness



Students interested in sports medicine or general fitness will have a new, exciting preceptorship opportunity available to them as early as next trimester.

Courtney Knight, DC, (NUHS '17) is seeking students finishing up their chiropractic degrees to join her growing practice. Based out of the Just Move gyms in Lakeland and Winter Haven, Florida, which see about 1600 members a day, Just Chiro, has unique access to a fitness-minded patient population. Since opening the practice in 2021 with two other DCs, the practice is already expanding its staff and looking to open offices in other Just Move gyms in Florida.

"We're in the perfect chiropractic target market," she said. "Many of our patients are health-focused and looking for long-term not short-term gain. They're willing to put in the work for their health."

"NUHS's focus on the whole body like lifestyle, stress and other external factors really broadened my scope of practice."

- Dr. Knight

The patients, many of whom come from the gym's large membership, include former NBA players along with current college athletes. These patients typically seek help for the aches and pains that result from being active. However, patients also come to the clinic for nutrition information, weight loss help and as a potential alternative to surgery. Some of the hands-on modalities the practice provides include the

Graston technique, kinesiotaping, electrical simulation, and more.

While at NUHS, Dr. Knight said she was able to learn a wide range of treatment tools useful to her patients today.

"NUHS's focus on the whole body like lifestyle, stress and other external factors really broadened my scope of practice," she said.

Along with hands-on work with patients, Dr. Knight said the preceptorship will provide students the opportunity to learn how to open a business from the ground up. With their expansion plans in the works, interns could provide input on the next city to open a practice and work with the team on marketing. They'll also learn what's required to open an office and how to keep low overhead.

Additionally, those who participate in the preceptorship could have the opportunity to join the team at the current location or help open a new practice at one of the other Just Move gym locations in Florida. One of the unique offerings of the gym is flexible hours, along with some early financial burdens being shouldered by the gym.

Overall, Dr. Knight said she's looking forward to helping students ease the transition between school and professional practice.

"You don't realize how much you know until you get out of school," she said.



Florida's Largest Class on Why NUHS Was the Right Choice



In August 2021, the NUHS Florida-site welcomed its biggest class yet. With their first trimester now behind them, students of this class share what they've been enjoying most about the Florida-site so far.

Small class sizes and a strong learning support system

Even as NUHS's Florida-site continues to attract more students, class sizes have remained small. For Molly Mulcahy, small class size was a huge deciding factor when choosing which school to attend. Since the curriculum is so rigorous and thorough, she considered it a huge advantage that even allows for some one-on-one learning.

"We have an unlimited amount of support from professors, who are always making themselves available for questions," she said. "I never feel like a burden."

She added that the students further along in their academic journey are supportive and welcoming, too. She particularly enjoys networking with students who have a wide range of backgrounds in nursing, biochemistry and physical therapy, etc.

"They know how it is to be a first trimester student asking themselves, 'how am I going to learn all this?'" she said. "Everyone is willing to help each other."

What speaks the loudest, is how much Mulcahy is enjoying herself. "I think that's what's important going through a rigorous program. It's challenging, but I'm enjoying every second of it."

Close-knit and fun community

It didn't take long for Mulcahy to discover just how close-knit the NUHS-Florida site community is with events like Turkey Bowl.

"You can tell the school is really trying to get us to become a family," she said. "I really love that."

NUHS student Jacob Weaver, who has a background as a strength coach, said the event was a great opportunity not only to play football, but to meet the president of the university.

"It's very rare to meet the person who runs the school," he said. "To be able to meet and talk to the person who helped give me this opportunity and put a face to the name was great."

Exciting extracurricular activities

The Florida site might have a smaller student body than other universities, but there's no shortage of extracurricular activities. When

Brianna Nelson attended her first Club Lunch Day, where students explore NUHS clubs, she decided to join not just one or two, but several. Nelson, whose brother is also an NUHS student, considers it a great way to build her network.

"It helps to see what the profession has to offer, not just at school, but branching out into the community," she said.

Weaver also got heavily involved in club activities, specifically to help broaden his knowledge on different treatment tools. Another advantage is being able to work alongside students who are in later trimesters.

"It's a good way to see where you're going," he said. "The clubs help you continue learning and ensure you're ahead of the curve."

A promising future in Florida

On top of the NUHS community, the Florida area has always held an allure for students. It's not just the year-round warm weather either. Mulcahy, who's originally from Massachusetts, said there's a certain positive mindset in Florida that makes it the perfect place to study and practice.

"A lot of athletes come here and most want to be fit. They want to take care of their bodies and their health," she said. "They're also interested in nutrition and other natural solutions like chiropractic medicine."

Once they graduate, both Weaver and Nelson plan to practice in Florida, too.

"I want to continue to give back to the community that helped get me here," he said.



NUHS Florida Community Reconnects for 2021 Turkey Bowl



On Friday, November 19, the NUHS Florida-site hosted one of the most anticipated Turkey Bowls yet. After a brief hiatus last year due to the pandemic, the NUHS Florida community came together for the annual Thanksgiving celebration that includes a game of flag football, food, giveaways and general camaraderie.

Students, staff, faculty and alumni along with friends and family all joined in on the festivities. NUHS President Joe Stiefel started with a pre-game pep talk and conducted the coin toss for the game's initial kick-off.

"It's hard to describe what it means to me to see faculty, staff, students, alumni and family get together for what is arguably the world's greatest sporting event," Dr. Stiefel said.

During her time at the NUHS Florida-site, DC student Ashley Maurer has participated in the Turkey Bowl for multiple years.

"Turkey Bowl is a time for bonding within the different trimesters,

sharing experiences, helping each other out and having fun," she said. "My favorite part about a Turkey Bowl is bonding within your own trimester as well as being able to bond with other trimesters."

Teams of students and faculty alike competed in the single elimination tournament.

The aptly named "Turkey Bowl Champs" was awarded the coveted Turkey Bowl trophy, the Stiefel Cup. Every year, the winning team has their name carved into the trophy.

The game included giveaways from sponsors along with food from Greek Islands restaurant. Thank you to Fullscript, who was a gold sponsor, and Erchonina, a silver sponsor.

For a complete collection of photos and videos from the game, and a video of President Stiefel's pre-game pep talk, visit the NUHS Florida Facebook page.



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Dr. Smith Honored With Vis Award



Fraser Smith, ND, Assistant Dean of the NUHS naturopathic medicine program

This past July, Fraser Smith, ND, Assistant Dean of the NUHS naturopathic medicine program, received the Vis Award from the American Association of Naturopathic Physicians (AANP) at its Phoenix convention.

In honor of the life and work of Dr. William A. Mitchell, N.D. (1947-2007), the Vis Award acknowledges persons who represent the Vis, the Healing Power of Nature, as demonstrated through their work, life, and community service.

Dr. Smith helped NUHS launch the naturopathic medicine program in 2006. In addition to teaching botanical medicine and naturopathic history, philosophy and principles at NUHS, he is the author of a naturopathic medicine textbook and two other books, *"Keep Your Brain Young,"* and *"The pH Balance Health & Diet Guide for GERD, IBS and IBD."* He is also an editorial board member of the Natural Medicine Journal.

Dr. Smith added that the VIS award is about service, but also the commitment to naturopathic medicine and an approach to health care.

"I believe that our naturopathic medicine program at National exemplifies these values, knowledge, and practices; I'm very proud to be a part of this university," Dr. Smith said.



Dr. Jenkins Named Chair of the Department of Basic Sciences

This fall, Moira Jenkins, DC, LAc., was named Chair of the Department of Basic Sciences for National University's Illinois campus.



Moira Jenkins, DC, LAc

Dr. Jenkins leads the department's faculty, coordinates instruction, advises students, and serves as a member on several committees that assess effective delivery and content of material for student success. She also teaches the Head and Neck Anatomy and Neurophysiology course. And, as the clubs and activities return to campus, Dr. Jenkins says she is looking forward to increased student and community engagement.

Dr. Jenkins previously taught various anatomy and biology courses at NUHS and Northern Illinois University (NIU), where she was voted *Most Valuable Professor* for three years and recognized for her work in mentorship. She also has 20 years of experience as a clinic director at a practice that emphasized nutrition, orthopedics, chiropractic, physical therapy and rehabilitation.

She earned her BS, DC, and MSAC from National University. Additionally she earned her MS in Biology from Northern Illinois University.

"The close-knit community on National University's campus is just one of the reasons I wanted to return," she said. "I remember this from the time I was a student here to all the years I spent as an adjunct instructor. To me, National always feels like home!"



Evidence-based Training Helps Prepare Grad for Fullscript Dispensary Career

When Megan Feldt, '15, graduated with her bachelor of biomedical science from National University, she wanted to work for a company that could make a difference within the field of alternative medicine.

Feldt was able to find this at Fullscript, a free supplement dispensing platform and treatment adherence tool that supports practitioners at the point-of-care and beyond. At Fullscript, Feldt got her foot in the door in customer service, but after just three months was promoted to medical research coordinator, then medical operations coordinator. Alongside herbalists, naturopathic physicians, nutritionists, etc., she works as part of the Integrative Medical Advisory Team (IMAT).

"In supplements, there are a lot of different positions that are available, not just sales and customer service like most people think," she said.

Part of her job is to collect research that supports the industry and to provide guidance on supplements strongly backed with research. She also keeps ahead of health trends and helps determine whether they need to be debunked or followed.

In addition to complementary and alternative medicine practitioners, the company has a strong hold among conventional practices and nurse practitioners, too. Even during the pandemic, the company's customers have continued to grow. While there were some supply-chain challenges at the time, part of



Feldt's job was to guide practitioners through the uncertainty so that they could continue providing uninterrupted care to patients.

"In supplements, there are a lot of different positions that are available, not just sales and customer service like most people think."

- Megan Feldt

She attributes much of her success to her evidence-based training from National University. Like NUHS, Fullscript places emphasis

on thoroughly researching its supplements and treatment plan recommendations. In addition to her education, her personal values also align with the company's goals, which include reducing its carbon footprint and supporting charitable work. Feldt recommends new graduates consider value alignment with potential employers, too, and to seek those that are looking to accomplish more than just making a profit.

"In our industry that's easier to do," she said. "There's a lot more available than you would think."





Alumni Discuss What It's Like to Practice in Virtual Panel Presentation



Michael Abenoja, ATC, DC, '18, discusses his early years in practice during the virtual panel discussion.

In September, National University held a virtual panel presentation, catching up with three alumni who shared their experiences during their early years of practice.

Organized by NUHS Florida faculty every trimester, panel presentations typically feature experts such as faculty members along with alumni, local physicians and community business leaders. During the event, students are also able to join in on the discussion and ask questions.

September's panelists, Michael Abenoja, ATC, DC, '18, Jennifer Scherbauer, DC, ND, LAc, MS, '17 and Jake LaVere, DC, '14, shared what they did immediately after graduation and the type of practices they now run.

Three weeks after graduating from the NUHS Florida-site, Dr. Abenoja jumped right into his own solo-practice, Anchor Sports Chiropractic. On a busy day, he sees about 12-15 people.

"My practice revolves around manual therapy where I'm really hands on. I spend a good bit of time with my patients," he said.

Since graduating, Dr. Scherbauer has worked at various practice types as an associate, independent contractor, and now as a partner and clinic director for an integrative practice, JLS Integrative Health Center.

"I really like the balance of my work schedule at this point where I can do most of it myself. I have control over my finances, my communication with my patients and all the marketing," she said.

When Dr. LaVere opened his practice, LaVere Chiropractic & Performance

Labs, he started with low overall business expenses so he wouldn't have to worry about tough times and change how he practices.

"That way, I don't spend as much time with the back-half and more time with my patients," he said.

Alumni also offered valuable advice to students:

- While in school, Dr. Scherbauer said students should hone in on what they're interested in, how they want to practice in the future and do extracurricular activities tailored to that.
- Dr. LaVere recommended getting out into the community and volunteering like he did at various sporting events to help increase patient load. "The big thing was getting out in my community without spending a lot of money," he said. "I would volunteer at 5K's...three minutes with someone stretching, you can learn a lot about them and the next thing you know they're patients."



ND Student Princess Burnett Wins Third Place in NDNR Scholarship Competition

A case study by Princess Burnett, ND, a recent naturopathic medicine graduate and a current student in the NUHS Oriental Medicine program, was recently awarded third place as part of a scholarship competition hosted by Naturopathic Doctor News and Review (NDNR).

Co-authored with NUHS faculty member Jennifer Green, ND, Dr. Burnett's case study, Hashimoto's Thyroiditis: The Impact of Nutrition, focused on using nutrition to help combat symptoms

associated with Hashimoto's Thyroiditis, a common autoimmune disorder involving chronic inflammation of the thyroid.

For the case study, Dr. Burnett selected a patient with the condition, who was assigned to her while working as an intern at the NUHS Whole Health Center under Dr. Green. According to Dr. Burnett, the patient greatly benefited from making dietary changes.

"By eating healthy, one is also decreasing other factors involved in causing

aggravation of the thyroid function," Dr. Burnett said. "Dietary management can help to reduce further effects linked to autoimmunity and in addition to diet, it also highlights the importance of making other lifestyle changes to increase vitality and improve thyroid function."

She added that the study presents evidence-based research emphasizing the naturopathic philosophy of treating the root cause of disease in order to create the conditions that optimize overall health.



DC Student Rachel Francis Awarded Schweitzer Fellowship for All-girls Boxing Program



Rachel Francis poses for poster photo in preparation for a boxing tournament during her senior year in undergrad at Notre Dame.

Rachel Francis, a student in National University's Doctor of Chiropractic program, was recently awarded the Albert Schweitzer Fellowship, a one-year interdisciplinary, mentored fellowship program that fosters the leadership abilities of aspiring health professionals who design and implement projects to improve the health and well-being of underserved Chicago communities.

Francis is the third chiropractic student to be awarded the scholarship after NUHS DC students, Rameda Lee and Dana Madigan, DC, MPH.

Her project will help further establish an all-girls boxing program as well as incorporate activities related to wellness and body positivity into their sessions. Starting in September, Francis began working alongside an organization called The Bloc, a non-profit boxing club for Chicago's youth.

Francis got the idea for the project from her experience boxing as an undergrad. During that time, she loved being in an environment where girls challenged each other, yet celebrated each other's strengths. She wanted to create a service project that similarly emphasized confidence, belonging, and stability for young women.

"As with chiropractic, boxing really involves the entire person – you can't perform if your mind is in another place, and you'll do best if you are aware of how your whole body is involved," Francis said. "My passions for my future profession and this sport are one and the same: they both have the capacity to help someone be amazed by their own potential!"

In addition to working with staff at The Bloc, Francis will also receive assistance from NUHS faculty member Dana Madigan, who mentored her through the application process and serves as one of her professional role models.

"My passions for my future profession and this sport are one and the same: they both have the capacity to help someone be amazed by their own potential!"

-Rachel Francis

"Dr. Madigan has played a huge role in igniting my interest in public health and reminding me as a future health care practitioner how humbling it is to get involved in the surrounding community," she said.



Rachel Francis, a current NUHS DC student and Schweitzer Fellow, participates in a boxing match during her sophomore year in undergrad at Notre Dame University.



NATIONAL UNIVERSITY FINANCIALS

As a proven leader in the health care community, National University of Health Sciences (NUHS) sets the standard in training for health care careers. Every year we strive to maintain the strength and stability of NUHS finances. A strong financial standing is an essential component in accomplishing our mission and one of the reasons we can provide a dynamic atmosphere where students, faculty and clinicians of various complementary and alternative health professions work together in an integrative environment.

The following data covers the fiscal year **September 1, 2020 to August 31, 2021.**

Financial position

Assets

| | |
|---------------------------|--------------|
| Cash, Receivables & Other | \$7,920,938 |
| Investments | \$26,211,350 |
| Property & Equipment | \$22,810,086 |

Total Assets **\$56,942,374**

Liabilities

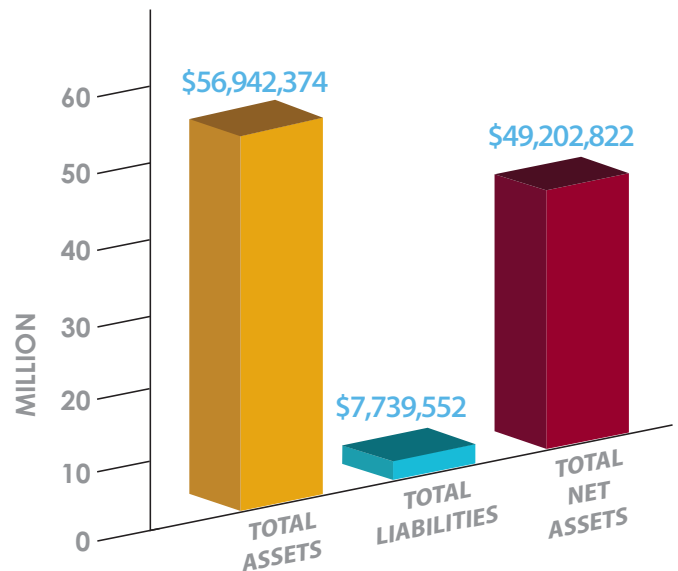
| | |
|-------------------------------------|-------------|
| Accounts Payable & Accrued Expenses | \$1,287,641 |
| Deposits, Deferred Revenue & Other | \$1,337,411 |
| Long-term Debt | \$5,114,500 |

Total Liabilities **\$7,739,552**

Net Assets

| | |
|---------------------------------------|--------------|
| Net Assets Without Donor Restrictions | \$39,595,076 |
| Net Assets With Donor Restrictions | \$9,607,746 |

Total Net Assets **\$49,202,822**



CAPITAL PROJECTS

\$591,916



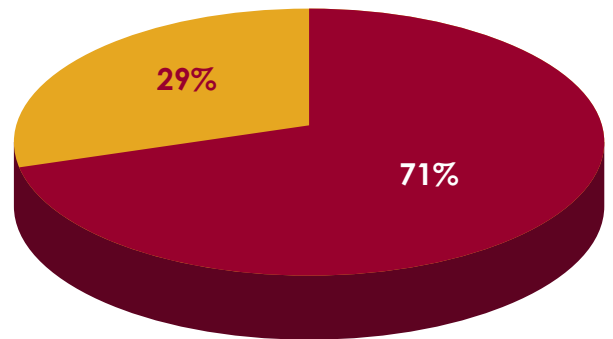
\$78,655
NAMED SCHOLARSHIPS

\$821,918
TOTAL SCHOLARSHIPS

Operating Revenue

| | |
|------------------------------|--------------|
| Net Tuition & Fees | \$15,362,596 |
| Grants | \$4,456,111 |
| Investment & Interest Income | \$261,538 |
| Auxiliary Enterprises | \$1,250,584 |
| Clinic Operations | \$462,431 |
| Other Revenue (Loss) | \$(129,585) |

Total Operating Revenue **\$21,663,675**



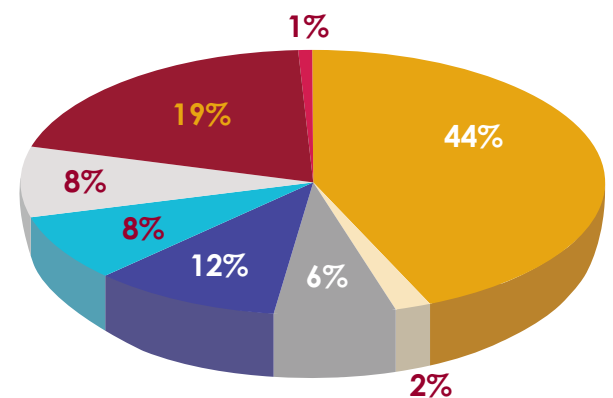
■ Tuition ■ All Other Operating Revenue

Operating Expenses

| | |
|-----------------------|-------------|
| Instruction | \$9,206,575 |
| Research | \$452,560 |
| Academic Support | \$1,315,345 |
| Student Services | \$2,492,365 |
| Auxiliary Enterprises | \$1,680,483 |
| Clinic Operations | \$1,527,322 |
| Institutional Support | \$3,956,529 |
| Fundraising | \$184,040 |

Total Operating Expenses **\$20,815,219**

Net Operating Activity **\$848,456**



■ Instruction ■ Auxiliary Enterprises
 ■ Research ■ Clinic Operations
 ■ Academic Support ■ Institutional Support
 ■ Student Services ■ Fundraising

Thank You to our Corporate Sponsors!

National University of Health Sciences is proud to have the sponsorship of leading businesses and organizations in health care. We would like to thank our corporate sponsors for their generous support and continued dedication to National. Your sponsorship allows us to prepare tomorrow's leaders in integrative health care by providing enhanced educational facilities, expanding student resources and fund scholarships. **THANK YOU!**





NUHS Mission Statement

The mission of National University of Health Sciences is to provide and promote the necessary leadership, management and resources for the advancement of education, new knowledge, cultural diversity, outreach, and the ethical practice of the healing arts and sciences as taught within the programs of this university.



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