

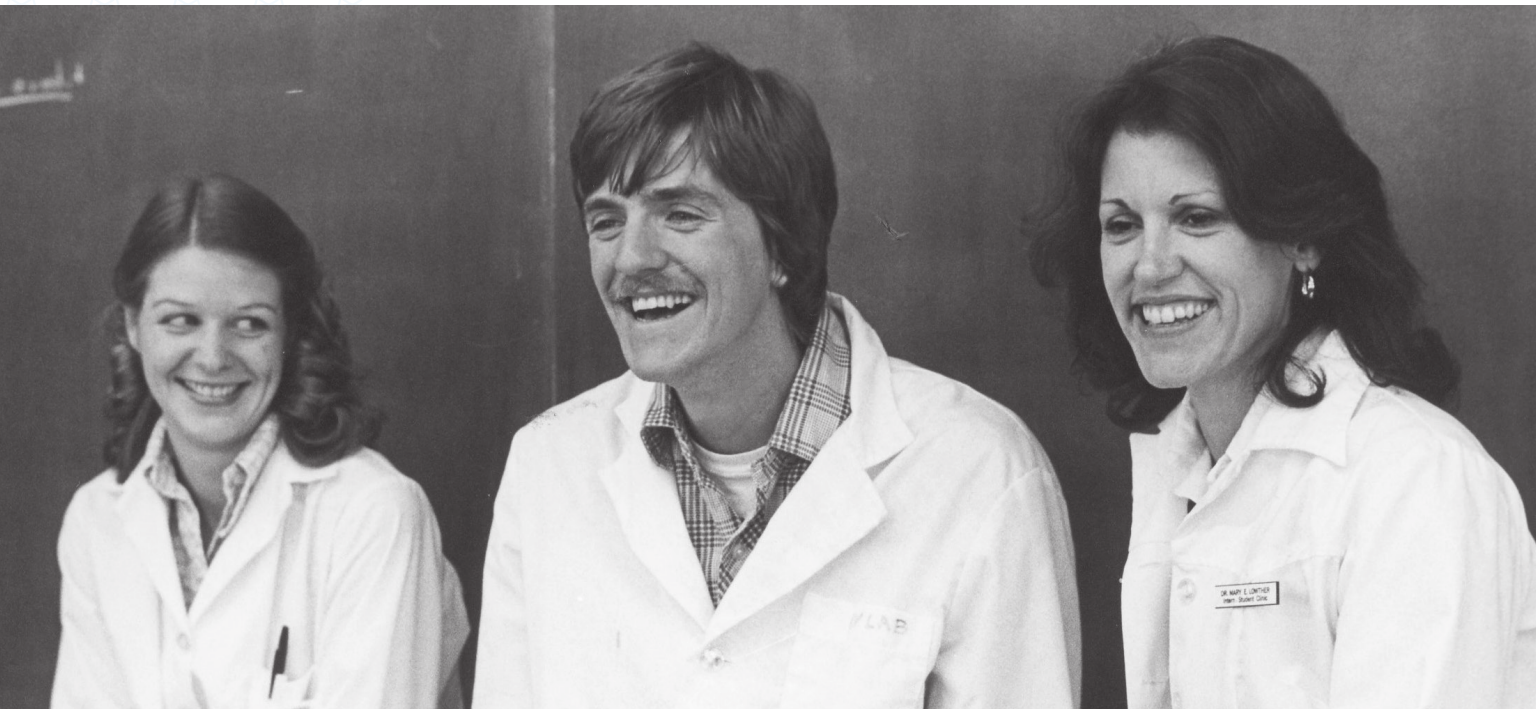


# ANNUAL REPORT

September 1, 2020-August 31, 2021



**Celebrating  
80 Years of  
Educating  
Health Care  
Leaders**



Top (L to R): Northwestern College of Chiropractic alum and faculty member Linda Bowers, unknown student, and Mary Lowther.  
Bottom (L to R): Isaiah (Radiation Technology), Ro (Massage Therapy), and Kailee (Acupuncture and Chinese Medicine), 2021



## Letter from the President

In 1941, Northwestern College of Chiropractic opened its doors for the first time in downtown Minneapolis. Dr. John B. Wolfe, one colleague, and three students walked through the doors and started a movement bigger than they could have imagined.

Today, 80 years and three buildings later, Northwestern Health Sciences University is a thriving multi-disciplinary environment with one shared goal: advancing health care for all.

In 2021, we continued to expand and push forward in pursuit of this goal. Through our academic programs, clinics, retail experiences, and policy work we are making progress as we envision and move toward an equitable, sustainable, and effective healthcare system.

Notably, this year we added two fully-online Master's programs to our offerings: a Master of Health Science in Functional and Integrative Nutrition, and in Integrative Care. These programs are built for healthcare leaders looking to expand their knowledge and influence, and the community being created by the first cohorts is quite energizing.

We also completed construction on a state-of-the-art gross anatomy lab, and students across our programs are now learning in a space designed for their success. More broadly, the pandemic led us to reconsider the learning needs of our community. The world has changed and our teaching approaches need to reflect that. Our faculty members have risen to that challenge, and students are now learning through a thoughtful mix of hands-on and virtual instruction.

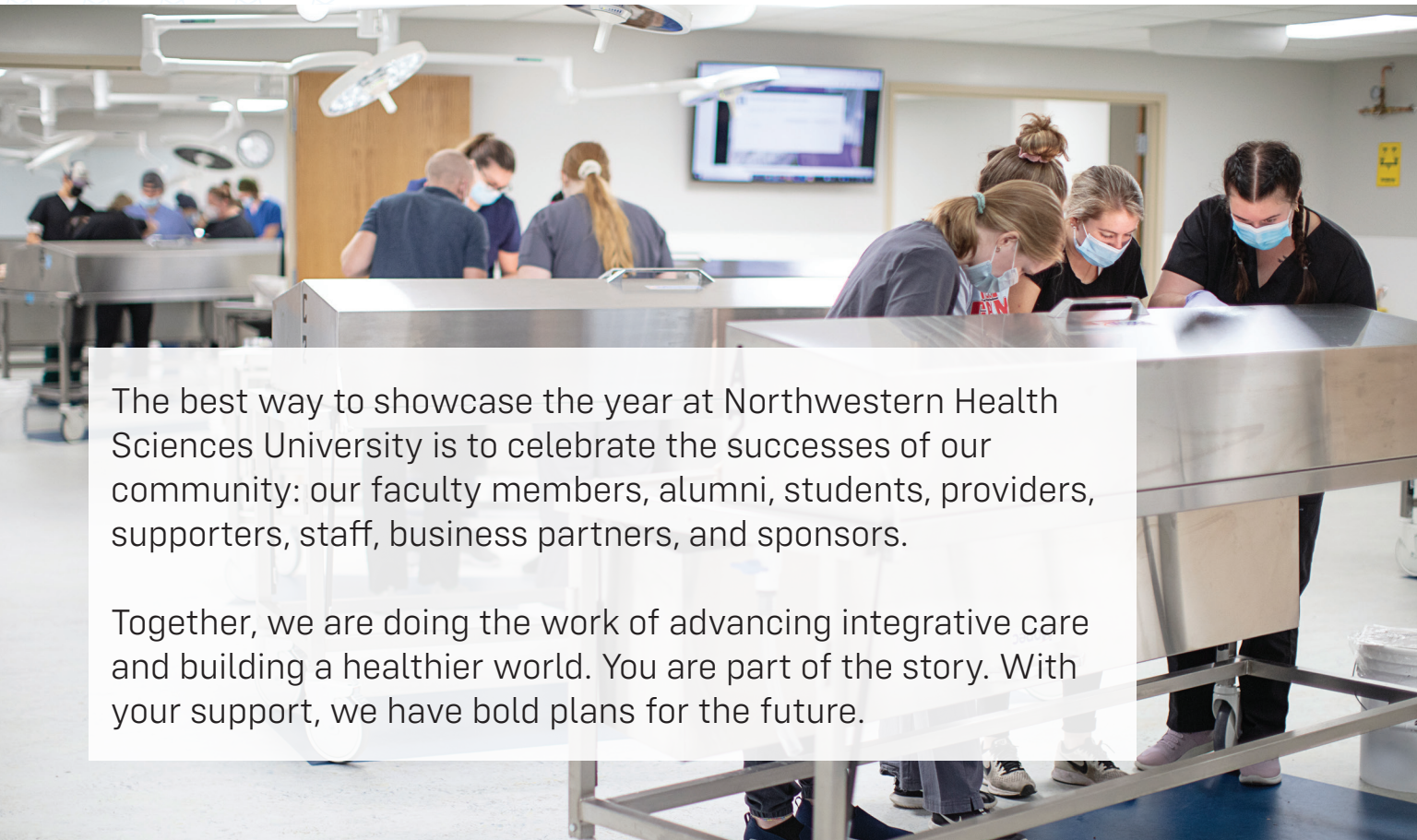
It is impossible to talk about our successes and our hopes for the future without acknowledging those who brought us here. Our 80th anniversary is a perfect opportunity to reflect on the dedication of so many: from those first three students who trusted in a new institution, to every faculty member, president, employee, student, donor, and partner who has contributed along the way.

Reflecting on stories from the early days, it is evident that the foundation of our strength today was built by a small group of dedicated, passionate individuals. They believed in this institution and poured their lives into it, some of them still doing so today. As we continue advancing forward, this legacy serves both as motivation and as a reminder of the power of vision and hard work.

A handwritten signature in black ink that reads "Deborah Bushway". The signature is fluid and cursive, with the first name being more prominent.

Dr. Deborah Bushway, Ph.D.  
President and CEO of Northwestern Health Sciences University

# Leaders in Care, Generosity, and Innovation



The best way to showcase the year at Northwestern Health Sciences University is to celebrate the successes of our community: our faculty members, alumni, students, providers, supporters, staff, business partners, and sponsors.

Together, we are doing the work of advancing integrative care and building a healthier world. You are part of the story. With your support, we have bold plans for the future.



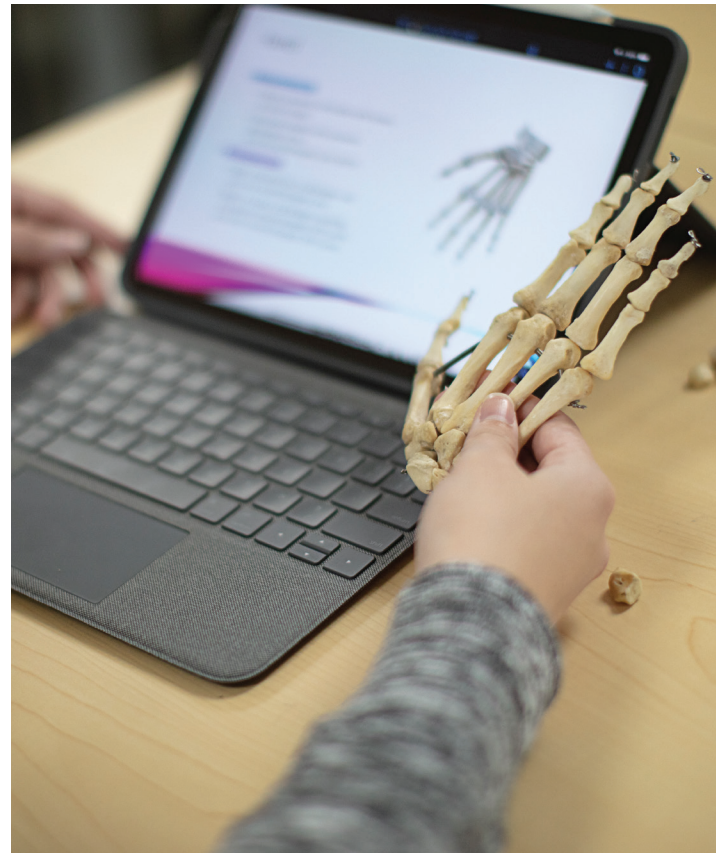
## Introducing the Dr. David and Betty Mitchell Anatomy Lab

NWHSU has a rich legacy of anatomy instruction, but until this year the space did not match experience. Now, because of a generous \$1.4 million dollar gift (including \$400,000 for scholarships) from the estate of alumnus Dr. David Mitchell and his wife Betty, the next generation of healthcare leaders will feel inspired not only by their instructors, but by the state-of-the-art labs they're learning in.

The new space, which opened in the fall of 2021, is student-centered, adaptable, and accessible to students both on- and off-campus. It has been designed for students now, and in anticipation of what anatomy instruction will look like in the future.

The anatomy program is a cornerstone of chiropractic education at NWHSU. Acupuncture and Chinese medicine, massage therapy, post-baccalaureate pre-health, and allied health students all also utilize the lab for hands-on anatomy instruction.

According to David Farrar, D.C., who teaches anatomy and was deeply involved in designing the space, "we're hoping that the anatomy lab shows alumni that we're investing in the future of these programs. And we care not only about the faculty and the rigor of these courses, but also the space in which the learning occurs."



## NWHSU: A Family Affair

For many, the NWHSU community feels like a family, but for some that is a literal statement. We've identified many families with multiple NWHSU alumni, and no doubt there are more.

These families have played critical roles in growing NWHSU into what it is today: with members serving on the board, teaching, leading the institution, and recruiting students. While right now the legacy families we've learned about are from our chiropractic program, we're excited to celebrate families across our programs going forward as a dynamic, multidisciplinary university.

Dr. Sue Marty Eldridge—one of 15 Marty family chiropractors—followed in her father Victor Luke Marty's footsteps in giving back to the institution, serving on the alumni board and then the Board of Trustees for 9 years, and in 2021 establishing the Marty Family Scholarship. But she also remembers the old days of being at school with her brothers and cousins, pitching in wherever necessary. "We even wallpapered the clinics, we set up the first food service...we have stories. We had such a fun time," said Sue. "[NWHSU] feels like home."

Dr. Earl Jacot, who was first in his family to attend NWHSU, followed by his brother, children, niece, and granddaughter, raised his kids in what he called "a chiropractic family," though he says they chose the profession on their own.

For him, the tight-knit feel of the profession extended beyond his literal kin: "Chiropractors were together, it was a family. You knew that what you were doing was the best thing in the world."



Left: The Marty Family. Standing (left to right): Michael, Daniel, William, Paul, Phillip, Jonathan, Joel, David, Susan, Stephen; Sitting (left to right) John, Mark, Victor; Not pictured: Jason and Michelle.

Right: The Jacot family. Dr. Earl and Mrs. Jacot, seated; and standing, from left, Dr. Doug Jacot, Dr. Teri Adams and Dr. Holly Walker Kim.

## Advancing Integrative Care with Two New Online Master's Programs

At NWHSU, we know the future of healthcare is integrative and person-centered. We want to ensure practitioners and professionals in the healthcare space can grow their skills and be leaders in that future.

For that reason, we're excited to have launched two new fully-online, deeply flexible Master's Programs: The Master of Health Science in Functional and Integrative Nutrition and in Integrative Care. Students in these programs can finish in just one year or determine the pace that works best for them.

Despite being fully-virtual, these programs will build diverse communities of leaders who want to advance their personal practice, as well as the state of healthcare.



**“When I think about integrative care, I think about having a team that truly respects each other, who can sit around the table and talk about patient care and therapeutic order and what’s best for the patient today.”**

-Becky Pauly, D.C.  
Director of Operations  
for Integrative Health, M  
Health Fairview. Subject  
Matter Expert and  
Faculty Member, NWHSU  
Master of Health Science  
in Integrative care

NWHSU grad Becky Pauly, D.C. is using her degree in a different way: overseeing a multidisciplinary integrative health team within a major health system. “My training as a chiropractor has prepared me to be in the role I am in now. I have an edge that other leaders don’t because I have the clinical background, as well as operations experience with running my own practice.” said Pauly.

Now, she’s involved in the new Integrative Care Master’s program at NWHSU in hopes of bringing more diverse viewpoints into healthcare leadership positions, especially integrative practitioners like herself, who think about patient care differently.



**“I had such an excellent experience here at NWHSU as a PBPH student, I wanted to be able to give back to the program. I hope that this scholarship will spur others to give back too.”**

This year, Hassan Mian created the first donor-created PBPH scholarship. The Saeed Mian Scholarship honors his family, who supported him as he prepared for medical school. The scholarship assists students with the expensive process of applying to medical schools and other professional programs.

Hassan came to the PBPH program as a nontraditional student with a policy background who decided to pursue medical school. As a physician, he hopes to advocate for his patients and approach his career with an equity lens. His uncle was a physician in Pakistan, and Hassan looked up to him and saw the impact he had on his community. “I think what I took away from that wasn’t necessarily a pursuit of medicine specifically, but a pursuit of service.”



## Instruction Built for a Changing World

Students at NWHSU are learning in ways that make sense for the current moment: in a mix of virtual and hands-on instruction. This looks different across programs, and even class to class depending on needs. Some courses are fully “hy-flex” with some students attending in-person, some online, and some watching later asynchronously.

Sam, who’s currently studying to be a medical assistant, explains how it works in her program: “In the medical assistant program, the classes are virtual but the labs are on campus, so I have a lot of flexibility with my schedule and I’m still able to work. If it was completely virtual it would be much more difficult to learn the skills and how to interact with the patient.”

As a nimble, forward-thinking university, we are well positioned to provide students with the learning environments they’re looking for, and hy-flex technology is proving to do just that. We are excited at the opportunity to bring that creativity and innovation into our continuing education offerings as well.

## Policy: Minnesota Massage Licensure and More

Influencing policy at a national and state-level and asserting NWHSU as a thought-leader in natural and integrative care remains a priority for our Center for Healthcare Innovation and Policy (CHIP). This year, CHIP published policy papers on Racial Inequities in Integrative Healthcare; Health Creation; and Opioids and Chronic Pain in light of the COVID-19 pandemic. CHIP principal Michele Maiers penned an op-ed for The Hill on moving beyond disease management.

In Minnesota, NWHSU has engaged deeply in the conversation around licensure for massage therapists. Over the last few years, leadership has assisted in the development of legislation (HF 1275/SF 1074). This legislative session we will continue to be vocal about the importance of state level credentialing for massage therapists, as a crucial step toward increasing access to this form of healthcare across our communities.

On the national policy stage, we, along with our students, continue to advocate for the Chiropractic Medicare Coverage Modernization Act (H.R. 2654), and are closely watching the Acupuncture for Our Seniors Act (H.R. 4803), which was introduced this year.



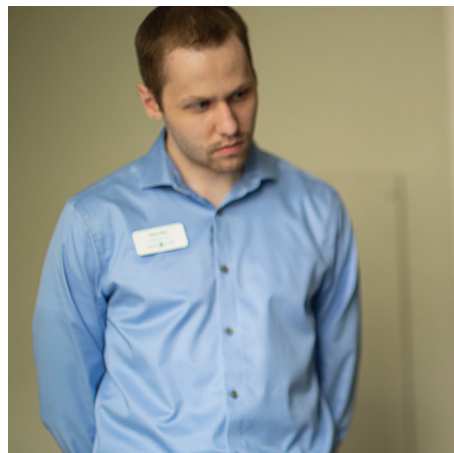
## Clinic Providers Share their Expertise & Skills

Providers in the Bloomington and Sweere Clinic not only impact patient lives daily, but this year they contributed to our wider community by sharing their expertise at events and in local and national publications.

Some highlights include many clinic providers being featured in Mpls.St.Paul Magazine Wellness Wednesday events, and sharing expertise with national publications including Parade, Huffington Post, and Healthline.

Of course, providers' core work occurs with patients, and for some, with the students they oversee. In Bloomington Clinic, the Human Performance Center, and De Rusha Clinic, students across disciplines learn from skilled supervisors and get important experiences treating real patients: preparing them to be leaders in integrative care.

Together, the clinics make integrative care available to a broad audience. To support this important work we've continued to expand and update the public-facing Bloomington and Sweere Clinic, as well as the Human Performance Center: adding more providers and services, completing renovations, and exploring new opportunities to meet patients' needs.



## Faculty Member Advances Support for Veteran Students

NWHSU faculty member Link Larson, D.C. noticed that despite the many ways the school supports veterans, there wasn't a scholarship specifically for students who serve or have served in the U.S. military.

Now, because of Dr. Larson, there is one. He made the first donation to the Veterans Scholarship Fund in honor of his father, Eugene Gordon Larson, who served as a navy pilot during World War II. When faculty members choose to invest in our students through donations to scholarship funds, it shows that they believe in the education we provide at NWHSU, and want our students to succeed.



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**“We live in a diverse community. If there are more role models out there, we can make these modalities accessible to all people. The practitioners reflect the fabric of the community.”**

-Desiree Whitney  
NWHSU Board Member

This year, the Whitney Family Foundation Scholarship was established at NWHSU. The named endowment was created to help NWHSU recruit and retain qualified students from diverse backgrounds, with a preference for Native American applicants.

Generously, in addition to their \$50,000 pledge to create an endowed scholarship, Desiree and Joseph Whitney committed to giving an annual \$2,000 gift to jump-start the scholarship until it is fully endowed. “I’m Native American and I’m interested in promoting education in diverse communities. If it wasn’t for grants and scholarships, I don’t think I would have gone to college,” said Desiree.

Already the gift is making an impact: the fund awarded the scholarship to two Native American women in 2021. In the words of Samira, a recipient in the radiation therapy program: “this scholarship would not only immensely impact me, but would set an example for those who don’t think they will overcome situations they didn’t get to control.”



# The Future of Integrative Care

"I want to bring Eastern and Western medicine together. When you combine them the patient gets the best treatment."

-Thao, Acupuncture and Chinese Medicine Student



"I want to find answers. My plan is to go into research. There are different molecular methods that could help with the care of so many patients and I think that really drives the profession."

-Sami, Medical Lab Technology Student, Future Medical Lab Science Student

"I want to be a leader in my community, introducing chiropractic care to minority communities specifically. Only 2.3% of all chiropractors in the U.S. are African American. I have the honor of being part of increasing that number."

-Alecia, Chiropractic Student

"I want to be able to advocate for patients when they need somebody, when they don't have anybody else to advocate for them."

-Mikayla, Medical Assisting Student

"One of the reasons I pursued medicine at this time is I want my children to see me doing it. It's one thing to tell them to go after their dreams. But I hope someday they'll look back and remember what I did and know that they're capable of it as well."

-Rebecca, Medical School Applicant and PBPH Graduate

"I just want to give back. Especially with going through cancer treatment in my family, I think it gives me a unique way to connect to patients and families going through the same thing."

-Matt, Radiation Therapy Student

"[I'm motivated by] a sense of empathy and understanding just how much chronic pain can affect someone's experience. You know, reducing someone else's suffering is pretty joyous."

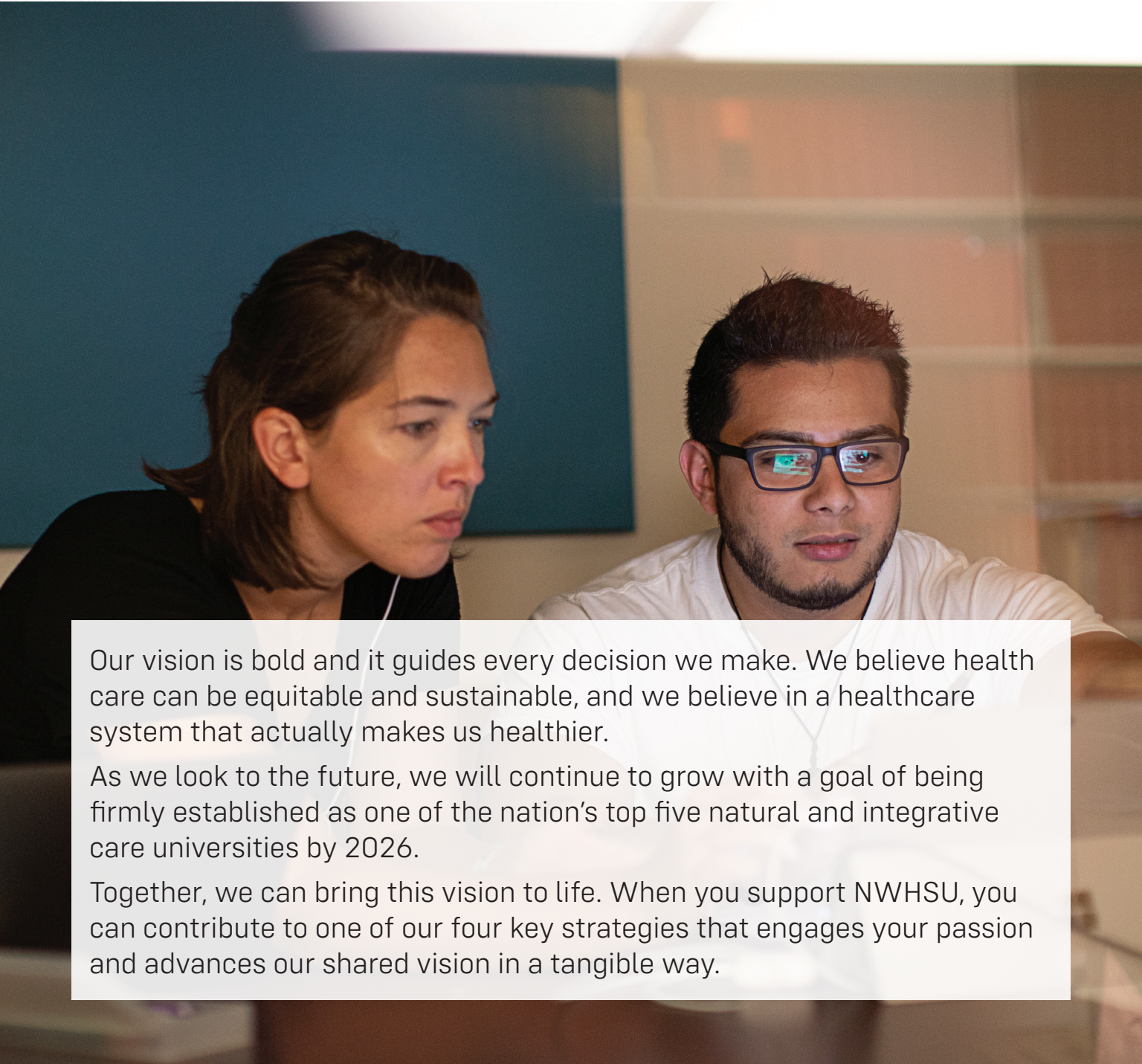
-Jack, Massage Therapy Student

"I want to be the guy who, if you're having a bad day, can make you smile. I chose radiology because I broke a bone and the tech was such a nice guy. I forgot I was at the doctor's office. I think that's the best way to do it, finding the light in everything."

-Isaiah, Radiologic Technology Student



# Our Vision: Create a Healthier World

A photograph of a woman and a man looking at a screen. The woman is on the left, with brown hair tied back, wearing a dark top. The man is on the right, wearing glasses and a white shirt. They are both looking intently at a screen that is out of frame. The background is a blurred office or classroom setting with a blue wall and a brick wall.

Our vision is bold and it guides every decision we make. We believe health care can be equitable and sustainable, and we believe in a healthcare system that actually makes us healthier.

As we look to the future, we will continue to grow with a goal of being firmly established as one of the nation's top five natural and integrative care universities by 2026.

Together, we can bring this vision to life. When you support NWHSU, you can contribute to one of our four key strategies that engages your passion and advances our shared vision in a tangible way.



## Ensure Student Success

Scholarships are needed to help us recruit and support top students from diverse backgrounds and life experiences who will be successful at NWSHU.

Named endowed scholarships can be funded through a one-time gift, multi-year pledge, or a living endowment that combines a current and a future gift, allowing your gift to start working immediately.



## Enhance Teaching and Patient Care through our Clinics

NWSHU clinics are vital to students' real-world education and help us expand access to integrative care: serving communities that need it most.

By 2024, with your financial support, we hope to grow the number of patients we serve from our current 50,000 to 80,000.



## Invest in our Faculty

No university can achieve distinction without a strong faculty. It is vital for us to invest in our quality faculty members if we want to continue improving education and attracting motivated students.

Your financial support will enable us to recognize and retain our outstanding academic leaders, and will support faculty research and teaching, professional development and participation in professional conferences




## Build an Inviting Campus Community

Our learning environment needs to keep pace with the growth and advancements of our academic community.

Through your financial support, we aim to update our labs and classrooms with future-facing technology.

# Positioning NWHSU for the Future



Funding received from the CARES Act, Payroll Protection Program (\$2.86m), along with strong investment earnings (\$2.79m) resulted in a large increase to Net Assets this year.

Using a portion of these funds, an operating reserve was established this year to protect against potential future losses.

## FINANCIALS:

September 1, 2020-August 31, 2021

### INCOME & EXPENSE

#### Revenue

Program Revenue	28,998,344
Private Gifts & Grants	276,526
Investment Income	2,787,107
Other	2,864,200

**Total Revenue \$34,926,177**

#### Expense

<b>PROGRAM:</b>	
Instruction	10,905,408
Clinic	3,572,131
Research	22,176
Academic Support	2,052,567
Student Services	2,493,344
Institutional Support	3,139,944
Auxiliary	1,950,778
<b>Total Program</b>	<b>\$24,136,348</b>

#### SUPPORT SERVICES:

Management & General	5,354,352
Fundraising Expenses	575,370
Other	134

**Total Support Services \$5,929,856**

**Total Expense \$30,066,204**

### BALANCE SHEET

#### Assets

**Total Assets 39,341,448**

#### Liabilities

**Total Liabilities 10,141,897**

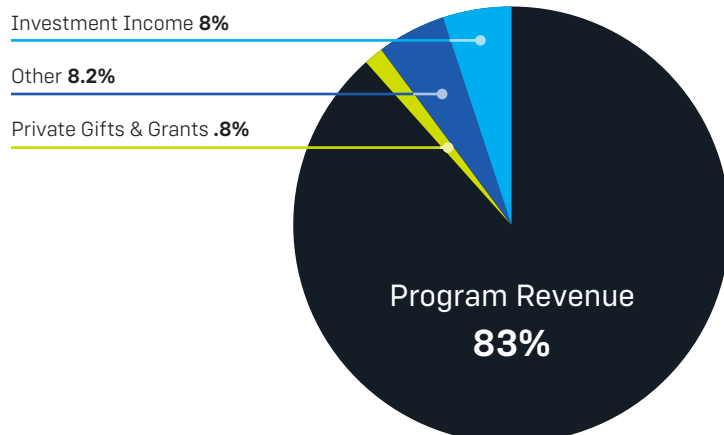
#### Net Assets

Without Donor	10,748,494
Restrictions ( <i>Undesignated</i> )	
Without Donor	13,227,999
Restrictions ( <i>Board designated</i> )	
With Donor Restrictions	5,223,058
<b>Total Net Assets</b>	<b>\$29,199,551</b>

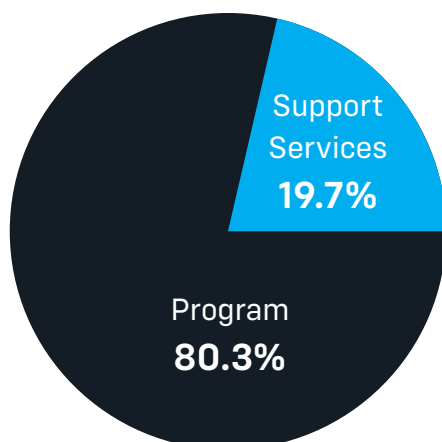
**Total Liabilities and Net Assets \$39,341,448**

**Change in Net Assets \$4,859,973**

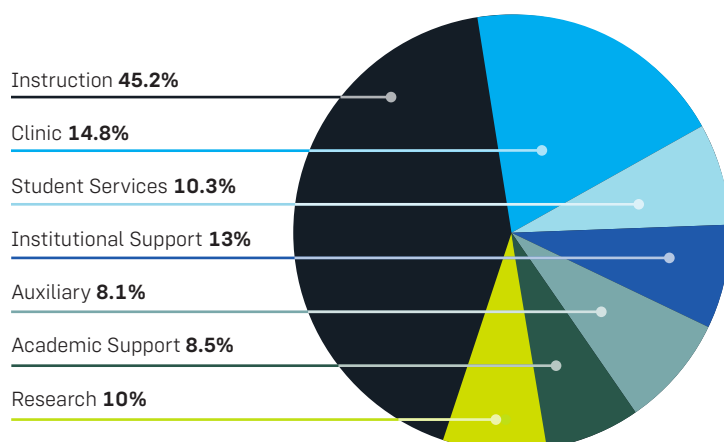
### REVENUE



### OPERATING EXPENSES



### PROGRAM EXPENSES



# Supporters of NWHHSU

Donor Recognition Circles: Recognizing gifts made between September 1, 2020 and December 31, 2021

“We bring generosity of spirit to our work and take joy in what we do together.”

-One of NWHHSU's Promises





## WOLFE LEGACY SOCIETY

NORTHWESTERN HEALTH SCIENCES UNIVERSITY

The Wolfe Legacy Society recognizes visionaries who have included NWHSU in their charitable and estate plans with gifts over **\$25,000**.

John F. Allenburg, D.C.  
Gwendy Baldwin, D.C.  
Karlene Berish, D.C.  
Marilyn Berry\*  
Gary Blom, D.C.  
Kurt Bogseth  
David Gottenborg, D.C.  
Donald Hecht, D.C.  
Susan Marty Eldridge, D.C.  
Jack Holtz, D.C.  
Steve Johnson, D.C.  
Christopher Shenkel  
David Thiry, D.C.  
J. David Mitchell, D.C.\*  
Scott Molin, D.C.



## LEADERS CIRCLE

NORTHWESTERN HEALTH SCIENCES UNIVERSITY

The NWHSU Leaders Circle recognizes donors that make lifetime gifts **over \$25,000**.

John Allenburg, D.C.  
Alfred Anderson, D.C.  
Gwendy Baldwin, D.C.  
F. Dow Bates, D.C.  
Nicholas Bogannam, D.C.  
Barbra Brost, D.C. &  
Jay Greenberg D.C.  
David Czeck, D.C.  
Todd Crabtree, D.C.  
Susan Marty Eldridge, D.C.  
Kent Erickson  
David Foti, D.C.  
Kent Greenawalt  
Kenneth Heithoff, M.D.  
Arlen Lieberman, D.C.  
Irvin Holtz, D.C.  
Christopher Massoglia, D.C.  
David Neubauer, D.C.  
Robert Servais, D.C.  
David Stussy, D.C.\*  
Edward Sweere, D.C.\*  
Joseph Sweere, D.C.\*  
Mark Ziegler, D.C.  
Desiree and Joseph Whitney



## PRESIDENT'S CIRCLE

NORTHWESTERN HEALTH SCIENCES UNIVERSITY

The NWHSU President's Circle recognizes donors that make annual gifts of **\$1,000-\$24,999**.

John Allenburg, D.C.  
Deborah Bushway, Ph.D  
Susan Marty Eldridge, D.C.  
Fredrick Falentin, D.C.  
Jakki Farr  
Vivi-Ann Fisher, D.C. & Michael Maglich  
Mary Gale  
Kathy Hagens  
Dale Healy, D.C., Ph.D.  
Grace Jacobs, D.A.  
Christopher Jo, D.C.\*\*  
Molly Magnani, D.C.\*\*  
Michele Maiers, D.C., Ph.D.  
Cory Miller  
Tololupe Oyelowo, D.C., Ph.D.  
Kim Pearce, M.S.  
Joseph Sweere, D.C.\*  
Michael Tennison  
Desiree \*\* & Joseph Whitney  
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Tamara Timmons Taylor\*\*  
Link Larson, D.C.  
Mary Tucherer, D.C.  
Suzanne Auger  
Linda & David Berg  
Richard Hews  
Bonnie Myhers, D.C.\*\*  
MaryJane Kuether  
Hassan Mian  
Shadid & Majma Mian  
Roger & Signe Cone  
Keith Johnson, D.C.\*\*  
Lori Lauber\*\*  
Ryan Weum, D.C.  
Kathy Bloom, D.C.  
Randy Ekern  
Kent Erickson  
Paul Shrewsbury  
Richard Zarmbinski

## Plant a Seed

**\$1-\$999 Annual Fund. Plant a Seed.**

**Recognizing gifts made between September 1, 2020 and August 31, 2021**

Annual Giving is the foundation of giving back to NWHHSU, providing resources each and every year that help sustain our leadership in the field of natural and integrative healthcare. Annual Fund dollars help support many things including scholarships, campus upgrades, and student services.

Kara Abrahamson  
Hamza Adem, D.C.  
*Julie Akervik*  
Neal Allen  
John Allenburg, D.C., DABCO  
\*Thomas Allenburg, D.C.  
Michael Ameli, D.C.  
Lucy Archibald  
Eugene Arnal, D.C.  
Kayla Arney  
Ruth Babick-Scofield  
Brendan Bannigan and  
Kathleen Just Bannigan  
William Barrett, D.C.  
*Jeremy Barthels, D.C.*  
*Jennifer Bell Yamoore*  
Steven Bengtson, D.C.  
Darlene Benham  
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Mary Berry, D.C.  
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Kathleen Bloom  
Mia Blundetto  
*Stacy Boone-Vikingson, D.C.*  
*Linda Bowers, D.C.*  
*Kory Bowman*  
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Julie Campbell, D.C.  
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Kimberly Christensen  
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Joseph Costa, D.C.

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Annette Harel, D.C.  
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Jacob Hargis  
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Andrew Hoppin

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Rachel Jensen  
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Katherine Johnston  
Thomas Kacheroski  
*Erin Kahn*  
Arron Kalis, D.C.  
Debra Kappers  
*Linda Keillor Berg and David Berg*  
*Kristin Kelker*  
*Tony Kelm*  
Aavrie Kielty  
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Krystle Lieberman-Wall, D.C.  
Carol Lipschultz, D.C.  
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*Alane Lucht, D.C.*  
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*Anne Mackereth*  
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*Christopher Major, D.C.*  
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Ellen Martin  
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*Michael Martinjako*  
William Marty, D.C.  
Doris Mayer

Francis McMahon  
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 Ivonne Mosquera-Schmidt  
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 Anusha Natarajarathinam  
 Spencer Nelson  
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Please accept our apologies for any omissions or errors. Should you have any changes or corrections, please contact our development office at: [development@nwhealth.edu](mailto:development@nwhealth.edu) or call 952-777-4943

# Looking Forward: 2022



As we celebrate the successes of the past year, we can't help but look forward to the year ahead. It is with excitement that we share our plans for 2022, some of which are already well underway as we continue our work to be leaders in integrative, whole-person care.

## Adapting our Continuing Education Programs to Meet Practitioners Where they Are

Our world has changed in groundshifting ways over the last few years, and our continuing education offerings need to keep pace.

In October 2021, we welcomed Deanna Koenig as our new Dean of Continuing Education. Deanna brings an inclusive learner-centered approach to this role, with a focus on innovation. Changes are coming, and we hope to engage many of you in conversations about how your needs and expectations have evolved.

## Continuing to Enhance our Learning Spaces

We will continue to make NWHSU a future-facing, innovative place to learn. Our goal is to continue remodeling lab spaces and learning environments on campus, and to utilize additional technology to support students' learning experience.

## TruNorth Wellness Hub

In spring 2022, the Campus Store will become TruNorth Wellness Hub, aligning with a complete remodeling. Strategically, this retail focus is an important way for us to diversify revenue while meeting a need in the community.

We look forward to welcoming our supporters, clinic patients, and our Bloomington neighbors to this new retail venture.

## Building our Reputation as an Integrative Care Thought Leader

Through policy and advocacy work, research, and media opportunities, we will continue to promote our deep bench of knowledgeable faculty members and leaders as experts in their fields.

# Educate. Innovate. Integrate.

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*Chiropractic Alum of the Year*

Marie Kolo, M.Om., LAc.

*Acupuncture Alum of the Year*

## BY THE NUMBERS

**1941** Northwestern College of Chiropractic founded.

**8,500** Graduates across the U.S. and in **21** countries.

**1,100** Current Students.

**130** Faculty Members (part- and full-time)



**11** Program Areas:

- Chiropractic
- Acupuncture and Chinese Medicine
- Massage Therapy
- Integrative and Functional Nutrition\*
- Integrative Health\*
- Medical Laboratory Science
- Medical Laboratory Technology
- Radiologic Therapy
- Radiologic Technology
- Medical Assisting
- Post Baccalaureate Pre-Health and Undergraduate Health Sciences



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