

The Role of the Encyclopedic Howard System in the Professionalization of Chiropractic National College, 1906-1981

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D.D. Palmer, chiropractic's discoverer and nomenclator, lost his Palmer School to his son, B.J., in 1906. That same year, a Palmer graduate, John Fitz Alan Howard, founded the National School of Chiropractic in the Ryan Building in Davenport. In 1908, he moved National to Chicago to secure the clinical, laboratory, dissection, hospital, facilities, licensure and other advantages in Illinois. Within two years, Howard's commonsensical, science-based lectures encompassed virtually every major characteristic of the chiropractic profession as it stands today. Dr. Howard called it the "Howard System" of Chiropractic. National's presidents (Drs. Schulze and Janse) led faculty who continued to raise educational standards. Gradually, other surviving colleges embraced most of NCC's first seventy-five years of philosophic, scientific and artistic educational innovations, and thus the profession emerged.

D.D. Palmer, the Discoverer, Nomenclator and the original "Developer" of chiropractic founded the first chiropractic school called the Chiropractic School and Cure in the Ryan Building in Davenport, Iowa, in 1897. Nine years later (1906) his son, B.J. Palmer, D.C., incorporated it as the Palmer School of Chiropractic, the oldest chiropractic college.

The National School of Chiropractic survived its 1906 founding to become the second oldest, the most progressive, most innovative and, therefore, the vanguard institution among the several hundred chiropractic schools which are said to have existed during the last hundred years (Ferguson A., Wiese G. 1988).

In the beginning there was D.D. Palmer. He was a Canadian immigrant to Illinois at the age of twenty. He farmed, kept bees and became a store keeper in Iowa. Having studied under Paul Caster, he established an office to practice natural magnetic healing in the Ryan Building in Davenport about 1885 (Rehm 1980). This is how D.D. began a nine-year search for the cause of disease, during which he became exceptionally well self-taught in human anatomy and physiology, particularly osteology, neurology, and pathology as they were understood

back before the turn of the century.

D.D. coined the word *chiropractic* from the Greek *chiro* and *practos*, meaning "hand done." He did so with the assistance of a patient and friend, a man of letters, the Rev. Samuel H. Weed of Monmouth, Illinois, in 1896. This was one year after D.D. discovered what he called *the cause* of disease, when he gave the first spinal adjustment to the colored janitor, Harvey Lillard, in his Ryan Building offices on September 18, 1895.

He gave an account of the Lillard incident in his 1910 book, *The Chiropractor's Adjustor*. Clearly, D.D. conducted a medical historical interrogation and a physical diagnostic workup.

He then recapitulated the significant findings including: deafness of 17 years duration, precipitated by Lillard's having exerted himself in a cramped, stooping position when he felt something give way in his back; examination that day revealed the 4th thoracic vertebra racked from its normal position.

This recapitulation enabled Palmer to conclude a diagnostic impression: He "reasoned that if that (4th thoracic) vertebra was replaced, the man's hearing should be restored."

Whether he realized it or not, Palmer did what hundreds of thousands of physicians have done with millions of patients since time immemorial--he applied that which has come to be called the **Therapeutic Trial** method of diagnosis. In describing

this event he wrote, "I racked it (the vertebra) into position by using the spinous process as a lever and soon the man could hear as before. There was nothing 'accidental' about this as it was accomplished with an object in view, and the result expected was obtained (Palmer 1910)."

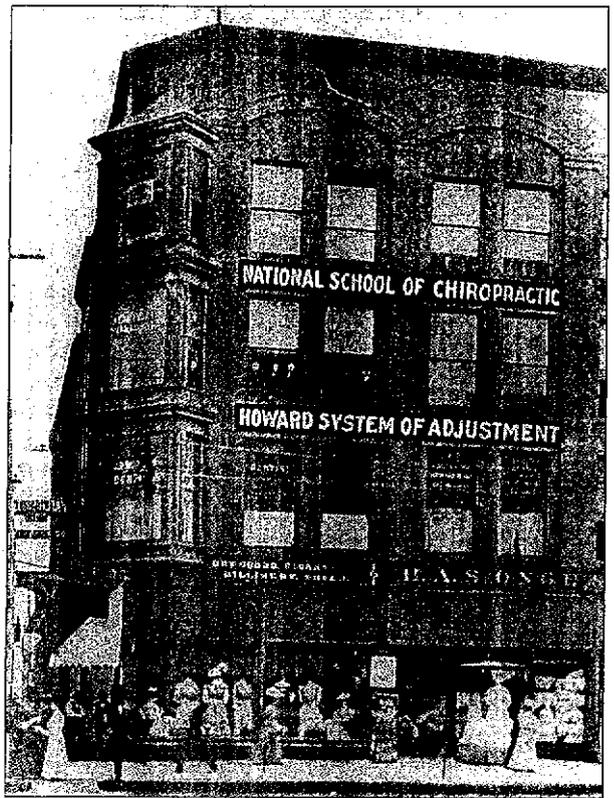
Seventy-one years after the Lillard incident (1966) the American Medical Association's Committee on Quackery and its Department of Investigation again reintensified their long-standing propaganda efforts, the ultimate goal of which was designed to eliminate chiropractic. They published and distributed brochures containing such misleading dicta as this quote: "Apparently D.D. Palmer and his followers, who often have repeated this story of the janitor's restored hearing by spinal manipulation, did not know that the nerves controlling hearing are contained in the head only and do not reach the spine (AMA 1966)."

One is not persuaded that the AMA's authors and editors were so poorly educated in neuroanatomy and neurophysiology in 1966 so as to deny an understanding of the existence of the role played by the sympathetic division of the autonomic nervous system in human health and disease. Sympathetic innervation to the entire head and face takes its origin in the upper 4 or 5 thoracic neuromeric segments of the spinal cord. Nerve fibers emanating therefrom pass through the intervertebral foramina as part of the thoracic spinal nerves which have the same numerical designation. Even self-educated Palmer was aware of that much neurology way back in 1895.

Shortly after the Lillard case, D.D. reported a case of heart trouble which was not improving. He "examined the spine; found a displaced vertebra pressing against the nerves which innervate the heart; adjusted the vertebra and gave immediate relief--nothing 'accidental' or 'crude' about this. Then (he wrote) I began to reason if two diseases, so dissimilar as deafness and heart trouble came from impingement, a pressure on nerves, were not other disease due to a similar cause? Thus the science (knowledge) and art (adjusting) were formed at the time."

In the "Brief History Section" of his 1910 book, Palmer declared further that he was "the originator, the Fountain Head of the essential principle that disease is the result of too much or not enough functioning."

D.D. knew he was not the first to manipulate the joints of the human frame, but he did lay claim to having been the "first to use the spinous and transverse processes as levers by which to adjust, replace or rack the vertebra into their normal position."



Birthplace of the National School of Chiropractic in the Putnam Building on the Ryan Block in Davenport, Iowa, 1906.

As chiropractic's founder, D.D. claimed more than 32 *firsts* for himself. However, one of his claims tarnished many of his others, and that was this: "D.D. Palmer was the first to state that 95 percent of diseases are caused by displaced vertebrae; the remainder by luxations of other joints." Hence, the Founder created the one-cause, one-cure aspect of the original chiropractic premise.

The senior Palmer not only believed such overzealousness himself, he instilled this kind of claimsmaking into his son, B.J. Palmer, when the unlettered father lettered his son as a Doctor of Chiropractic in 1902.

By 1906, B.J. had literally taken the Palmer School of Chiropractic baton from his father. And, for the next fifty years, B.J. functioned as though he had inherited some kind of perpetually patented ownership over all thing chiropractic--past, present, and future.

Although the power play between father and son appears to have begun sometime beforehand, we have no record of D.D.'s accusing B.J. of dishonesty until the senior Palmer left Davenport following his

martyrdom.

D.D. engineered his victimization when he was accused, tried and convicted of practicing medicine without a license. The sanction was a fine of \$350.00 which he refused to pay, forcing his incarceration on March 28, 1906, for what he decided would be the next 24 days. This is how the Discoverer chose to become chiropractic's first martyr.

More than that, he orchestrated an invaluable public relations coup for his "child," as he called his chiropractic. Some believe that he seized the opportunity to assure that his chiropractic would never again be obscure, and he did it at the expense of the county which provided him with free room and board. He was remarkably productive, working day and night in his cell, receiving volumes of mail and writing even larger volumes to many states as far east as New Jersey.

His case was cited in hundreds of column inches of news items and letters to the editor throughout the state of Iowa, as far west as Oklahoma and as far east as Chicago. Thousands of dollars could not have purchased such an effective advertising campaign,



John Fitz Alan Howard, D.C., Founder and first President of the National School of Chiropractic in 1906.

most all of which was sympathetic to D.D.'s cause. He also won the day by using the opportunity to further proselytize his graduates, even to encourage them to go to jail for the good of the order, rather than pay fines (which he said was graft).

Satisfied that he had used the court and the system as well as he could, he paid the fine to secure his release on April 21, 1906; but, he did so under written protest, denying that neither justice nor legality had been done.

The relationship between D.D. and B.J. became so vitriolic that within a few weeks after paying his fine, D.D. left the Palmer School never to return in an official capacity.

The profundity and permanence of the rift between father and son may seem more understandable if one realizes just how early it was that B.J. anointed himself as chiropractic's Developer, simultaneously defrocking his father from that particular title.

Up until the time of the D.D. martyrdom, he claimed to have been both the Discoverer and the Developer of Chiropractic. As a matter of fact, at least through October 1906, the Palmer School of Chiropractic's journal, (called *The Chiropractor*) published on its back cover a portrait of D.D. ornately captioned as the "Discoverer and Developer of Chiropractic." Despite this tradition little more than a year later, in the fashion of a blitzkrieg, B.J. devoted a full page in the Palmer School catalog to himself, declaring (without equivocation) that, "B.J. Palmer *Developed* Chiropractic (Announcement 1908)."

The year 1906 brought still another player into prominence on the chiropractic scene in Davenport. His name was John Fitz Alan Howard. He tells us in his *Memoirs* that he "first courted the fresh air, exercise and diet theory" as opposed to the use of drugs as a means of restoring health. Next, he took up electricity and massage. Still later, during his three-year missionary work for the Mormon Church in France and Switzerland, he studied the Rev. Father Sebastian Kneipp's famous book entitled *Meine Wasserkur* (German for what we now call Hydrotherapy).

Several years after he returned from Europe in 1898, Howard found himself in charge of the treatment room in the Salt Lake Sanitarium employing all of those methods mentioned above. But, he soon came to the conclusion that there must still be some method to handle the cases that could not be cured by those drugless technics. This led to his investigating chiropractic which ended in his enrolling at the Palmer

School in the fall of 1905 at the age of thirty-six.

Howard was finishing his nine-month D.C. degree program at the PSC at the time of D.D.'s martyrdom in 1906. He and his family were of the Mormon faith, just as was D.D.'s fourth wife, at the time. "Students who entered school to receive their instruction from the father, D.D. Palmer, became very much discontented, and the son (B.J.) with all his cleverness was unable to stem the tide of discontent, and shortly the entire class left in a body and enrolled with Dr. A.P. Davis, located in St. Louis, Missouri. The friction between father and son had a very unquieting effect upon the student body. My efforts as a peacemaker were futile. I (Howard) was the only student of the original class to remain (Memoirs 1934)." These facts may help to explain how it was that Howard was able to make strong efforts by correspondence to encourage D.D. to return to his position as head of the Palmer School after his jail term.

Four original letters from D.D. to Dr. Howard are preserved in the archival section of the Learning Resource Center of The National College of Chiropractic. They were written during the period of May 28 to December 17, 1906. The first three of these contained numerous references to the depth of D.D.'s devastation such as: "Yes, for the sake of Chiropractic and the School, I should be there at the head...I was at the head only in name...I was gradually being undermined, more and more, faster and faster, until soon I would not had a \$ nor a say in the business...No one knows except my departed wife and I what a time I had to keep the Chiropractor *truthful*...No one outside knows how my departed wife was hounded to her grave...B.J. had commenced the same with my present wife...The advantages he took with me while I was in prison for Chiropractic and his sake is not forgotten...I feel that I have been beat out of, robbed of my belongings...I have not belittled my son, but he has done so with me and it does not cease to hurt...I was tired of the continued struggle to keep the Chiropractor *truthful*...Wish I had the pleasure of signing your sheep-skin but I was thrown overboard...like the Mormons, I have been driven into the wilderness to start anew the science of chiropractic...Here I have no kin to rob me of \$100 a day while I am behind the bars..."

All efforts to persuade D.D. to return, and there were certainly others besides Howard, were futile indeed.

It seems as though John Fitz Alan Howard was somehow destined to become the most significant

dissenter to the narrow philosophic conceptualization of chiropractic which originated at the Palmer School.

Before he began to teach, Dr. Howard wrote to D.D. Palmer who was then at Medford, Oklahoma, "of (his) intentions of teaching the science of chiropractic feeling that he would resent the idea, and was much surprised when (he) received the following letter:"

Medford Oklahoma, December 17, 1906

John A. Howard

Dear Sir:

Your letter of December 7th was received on time. Will have to answer it now for I will be very busy soon, as I will be launched in the grocery business by January 1st. Yes, that may be a surprise to you, but I have to save my mind and body.

I did not know what had become of you. B.J. never mentioned your name.

Why should I not approve of your teaching the science of Chiropractic, when I consider you a more capable teacher than B.J., have more honesty in your big toe than he has in his head and a more qualified teacher?

Several have written me desiring to come to me as students and patients, but I have not encouraged any of them.

In practice and as a teacher I consider you more and better qualified than B.J. and I think that I know you both.

I AM PLEASED TO LEARN THAT YOU ARE NOT MIXING (orig. caps). You have no idea how much I prevented B.J. mixing. Now he has full swing, and he is swinging away from the chiropractic line, for example see October Chiropractor pages 2 and 3. Page 2, 6th paragraph and page 3 first paragraph.

He has wrenched the whole affair from me. I am dejected and discouraged. I had to save my mind and body. If it had not been for my present wife, I would have buried myself from all acquaintances by going to Australia or New Zealand.

I fully coincide in all you say of B.J.

/S/ Truly, D.D. Palmer

Some have interpreted this letter to mean that the National College owes its founding to the discoverer of chiropractic, D.D. Palmer, who "declared that his

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Evanston, Iowa.

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Truly, D.D. Palmer

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One of four letters to Dr. Howard from
D.D. Palmer, written in 1906.

mantle should fall upon the President of this College as the best fitted to succeed him." To these people, "that makes this institution the direct educational descendant of D.D. Palmer (Schulze 1924)."

D.D.'s biography for his seven years after the PSC describes him as something of a wanderer. Practicing and teaching and a brief mercantile career in Oklahoma were followed by his founding at least three colleges of chiropractic, two of which were in Oregon and all of which failed. His book, *The Chiropractor's Adjuster*, published in 1910 may be looked upon as his swan song.

Daniel David Palmer died in Los Angeles on October 13, 1913. His death certificate indicated typhoid fever, and his occupation was listed as physician.

In the meantime, B.J. was not idle. He was developing his charismatic ability to move people which served him well as he created the epitome of autocracy at the Palmer School during the next fifty years. He sold chiropractic to thousands of students, many of whom would not survive in practice. He

enlisted many hundreds of fundamentalists who would defy the statutes all over the nation by practicing without a license. He encouraged them to do so in many states, including Illinois which was the first state to license chiropractors under its Medical Practice Act in 1904. You see, if it were not a separate chiropractic state board generating the license, it was not a chiropractic license (in the "gospel" according to B.J.).

Even if it were a separate chiropractic board law which happened to require more education than that of his PSC 18-month curriculum, B.J. would still resist. In fact, he refused to extend his 18-month course until 1950. All the while "insisting that his students were being taught everything they would ever have to know (Quigley 1989)." It's apparent that B.J. really believed that "Palmer on Chiropractic is Like Sterling on Silver." (One of many epigrams he hung in the halls of the PSC for many years.)

Howard took quite a different route, creating that which he called the Howard System of Chiropractic. Always commonsensical, his system came to represent a near total dissension from Palmer's ever-narrowing concepts.

It was John Fitz Alan Howard who authored the blueprint and constructed the bases for the evolution and development of broad scope chiropractic education and chiropractic practice. In doing so, Howard appears to be chiropractic's most notable prescient genius because he organized and systematized the foundation for virtually every characteristic of the chiropractic profession as it exists today, almost nine decades later.

Shortly after his graduation in the spring of 1906, Dr. Howard had an altercation with B.J. The student body championed Howard's cause. "In class B.J. persisted in nagging at the students whose rebuke hurt him most, until finally a delegation (of Palmer students) called upon me and implored me to organize a school and teach chiropractic as it should be taught (Howard 1934)."

With an accolade to D.D. Palmer on his stationery, and in the so-called Ryan Building where D.D. administered the first adjustment, John F.A. Howard, D.C., opened the National School of Chiropractic and Institute of Adjustment.

From its beginning in 1906, the National School, like other chiropractic institutions, depended upon extremely dedicated and dynamic leaders for their survival and growth. The two oldest surviving institutions were directly antipodal in their philosophic constructs and their scope of practice. Furthermore,

B.J. possessed the institutional governance power of the autocrat while Howard practically invented collegiality as being the epitome of governance in chiropractic educational institutions.

Howard determined to

1. Promote and develop the straight truthfulness aspects of a science-based chiropractic philosophy.
2. Improve chiropractic adjustive technics.
3. Frankly acknowledge the necessity of diagnosis in the practice of chiropractic.
4. Deny the "one-cause, one-cure" concept in chiropractic.
5. Offer "special courses for graduates of other schools of healing (NSC Davenport letterhead c. 1907)."

Number 5 (above) represented National's initial foray into the realm of postgraduate curricular offerings for D.C.s, D.O.s and M.D.s.

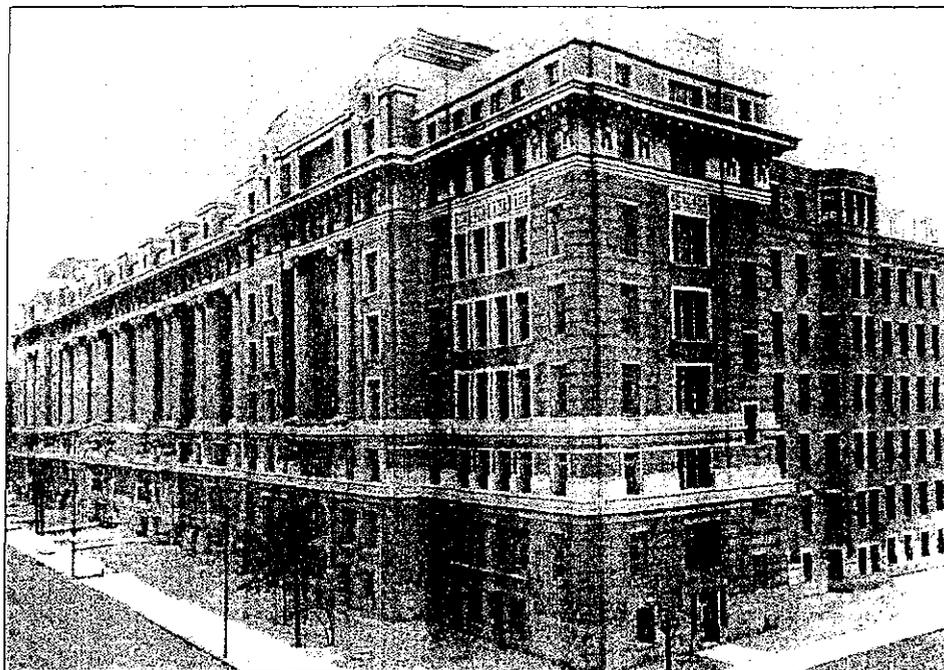
While President Howard got a good start on those objectives, he wanted much, much more than the small town had to offer for his chiropractic institution,

including a medical center environment with medical schools; schools which Howard would attend to help him in the reconstruction of his National School curriculum particularly in the basic science, diagnosis and pathology portions.

So, he moved his school to Chicago in 1908 and incorporated it one block east of Cook County Hospital, a few paces from Rush Medical College and across the street from Presbyterian Hospital in the very heart of Chicago's Medical Center neighborhood.

Immediately upon its arrival in Chicago, National touted no less than four additional "firsts" for chiropractic institutions (Catalog 1908):

1. Students of NSC were admitted to all clinics and autopsies as well as public operations at Cook County Hospital, one of the largest charity hospitals in America.
2. NSC was the only chiropractic school giving its students the opportunity of dissecting the human body.
3. NSC was the only school giving special preparation with a view toward satisfying the state laws in regard to practice.



Cook County Hospital in Chicago where NSC students were admitted to all clinics, autopsies and public surgeries from 1907 to 1924.

4. It was the only school teaching chiropractic giving its students regular medical credits in dissection, hospital work and time credits which were transferrable to first-class medical colleges should their graduates wish to use the same in the future (Catalog 1908).

Incidentally, the Cook County Hospital experience privilege for National's students was continued from 1908 to 1924, when probably mainline medicine's politics found some reason to exclude chiropractic students as part of their unrelenting deviantization of the chiropractic profession begun some years earlier. Cook County's archival records are mute on the entire issue, so this incident may or may not have been the proverbial first big shot heard round the world from the Midwestern Theatre of Operations in the War, "Medicine vs. Chiropractic." But, this event does seem to have effectively isolated National from its previously held friendly and cooperative communications with mainline academic and scientific communities in Chicagoland.

Of all the innovations characterizing Howard's System of chiropractic, none were published earlier than his denial of the one-cause, one-cure theory. Yet, mainline medicine refused to acknowledge this and the rest of Howard's thesis even though the AMA Headquarters was located only about two miles from National for more than half a century in Chicago. During most of those years, the AMA continued to condemn chiropractic without investigation.

Another innovation was established in 1908 when NSC became the first to enhance the chiropractic school curriculum quantitatively from that which had been a standard of nine months in residence to a two-year program = two years of six months each = twelve months.

National always sought to qualify its graduates as drugless physicians (chiropractic physicians). This quest, begun by Dr. Howard, required National to expand its curriculum again and again: in 1918 three years of six months each = eighteen months, in 1927 four academic years of eight months each = thirty-two months, in 1938 the four and one half academic years of eight months each = thirty-six months, and the first to institute the 1965 ten-semester, four months each = five academic years = forty months.

That sequence of upgrading curricular length always kept National vanguarding in qualifying its graduates

(and qualifying many graduates from other chiropractic schools) for licensure **everywhere** that the profession was regulated by law.

National's 1909 Catalog claimed that the "Howard System of Adjustment" had become "undeniably the most complete, practical, thorough, painless and efficient" as opposed to the crude recoil technic taught most everywhere else--another outstanding innovation for President Howard and his system of chiropractic.

It was at National, too, that qualitative curricular "firsts" occurred beyond those of laboratory exercises in anatomy. Early on, National students were required to conduct laboratory experiments in physiology, histology, embryology, bacteriology, chemistry and toxicology in addition to attending the autopsies at Cook County Hospital, which were demonstration kinds of laboratory exercises in pathology.

At the same time, Howard & Co. were the first to demand good diagnostics as essential for chiropractic's eventual emergence (including Diagnostic Roentgenology as opposed to simply postural studies called Spinography).

All the while National was pioneering the many innovations mentioned above in its earliest years in Chicago, the school was enjoying an increasingly abundant number of patients for education, research and service purposes--another advantage of having relocated the school in a metropolis such as Chicago.

Therapeutically speaking, beyond the vast improvement Dr. Howard made upon the technic of chiropractic adjustments, he and his colleagues fearlessly embraced and expanded the goodness of extravertebral manipulation and adjustments, dietetics and nutrition, hygienic and sanitary precautions, mentotherapy, and a host of physiological therapeutic modalities including hydrotherapy, electrotherapy, medical gymnastics, and massage together with balanced and properly timed rest and exercise, per air and water and sunlight as being reasonably important in the therapeutic armamentarium of the chiropractor entering the profession around 1908-1910.

Clearly, Howard combined the drugless therapy with which he was acquainted together with his chiropractic subluxation concepts to create the Howard (Encyclopedic) System of Chiropractic: the Rational Alternative. It was a rational alternative to both the zealotry of most chiropractors at that time and to the injudiciousness of orthodox medicine's drugs and operative surgery.

It's clear, too, that Dr. Howard was prescient in systematizing a holistic, drugless therapeutic

philosophy, science and art centered about the chiropractic adjustment. At the same time he inculcated elements of holistic ecology into his Howard System of chiropractic. In both arenas, medicine (here defined generically as the diagnosis and treatment of human ailments) and in ecology, his system took on "holistic" characteristics nearly twenty years before the word holistic was coined in 1926 (Webster 1987).

From the therapeutic standpoint, Howard taught that chiropractors should not treat diseases in patients. Rather, they should treat individual patients in whom some disease process(es) might exist. He and his colleagues taught that only in that manner would they be able to create an effective treatment regimen tailored to the whole patient, thus making the proper adjustments (spinal, mental and/or environmental). Early on, the National School of Chiropractic held that "Chiropractic is 'ADJUSTMENT' - SPINAL, MENTAL AND ENVIRONMENTAL."

Each of these many things philosophic, basic and clinically scientific, and therapeutically artistic were part and parcel to Howard's earliest lectures in the years 1906-1910. Finally, the clinical parts of his lectures were published by the school in a hard cover, three-volume set entitled *Encyclopedia of Chiropractic - the Howard System* which was truly encyclopedic in nature.

Dr. Howard rewrote all of his lectures for publication and created a 1,000-page correspondence course, made its hundreds of illustrations by hand, went to medical school part-time, practiced chiropractic, presided over the resident course at the school, lectured extensively, raised nine children, tended a big garden on that which was his prairie homesite about twenty-eight miles west of the school, etc. How did he have time to do all this you ask? He averaged only about four to five hours sleep per night.

It was on his watch, too, that Howard's NSC created a philosophy of chiropractic which was the bulwark of the profession before the end of the teens. Professor J.F. Alan Howard's Department of Chiropractic "paid great attention to instruction in the Philosophy of Chiropractic...which was without doubt the chief instrument in placing chiropractic upon a scientific basis. The amount of scientific research work done under the auspices of the NSC has been stupendous and has been made possible only by reason of the location of this school, which affords opportunities for such research not obtainable elsewhere. Dissection of dozens of cadavers with photographic reproduction of spinal findings, experiments in physiology and physics, the review of thousands of clinical cases and autopsies and the

correlation of these results to the spinal findings constitute the major part of this research work. No field has been left untouched in the endeavor to develop the philosophy of chiropractic, and to place it upon a secure scientific plane (11th Annual Catalog)."

Despite Howard's herculean dedication, causing "burnout" by 1919, he could not, and did not, do everything at National by himself. His faculty in Davenport consisted of one O.D., D.C., and one M.D., D.C., and himself. They did not accompany him to Chicago, where, in the first year, he had one M.D. and three D.C.s on staff.

One of the first professional persons met by Howard in Chicago was a M.D. by the name of William Charles Schulze. Dr. Howard worked for Dr. Schulze for ten months, using chiropractic on many of the patients with gratifying results. Schulze, who was at that time practicing the "cure of disease by natural methods (physiological therapeutics)," apparently became so interested in chiropractic that he helped Howard construct his lesson papers, encouraged him to develop the correspondence course, earned a D.C. degree at National, began to teach diagnosis and gynecology there, and invested heavily in National which was a stock company at that time (Memoirs 1934). About 1919, when Dr. Howard's burnout syndrome caught up with him, Dr. Schulze bought out Dr. Howard. That year, Schulze became President and Chairman of the Board and Howard left the College.

Even before Dr. Schulze joined NSC's faculty, Dr. Howard had appointed a D.C., M.D. by the name of A.L. Forster as a Professor and Corporate Secretary. Dr. Forster was a prolific author in editing the *Journal of the National School of Chiropractic*. In 1915, he wrote the first of three editions of the textbook entitled *The Principles and Practice of Chiropractic*. It was widely adopted by many of the schools and accepted by an ever-enlarging circle in the profession, exposing many of the fallacies of chiropractic and replacing dogmatic pronouncements with science-based proofs.

By the late teens, President Howard had developed a faculty containing four other M.D., D.C. professors and one professor of X-ray and spinography, all of whom had been schooled in classic medical colleges and hospitals. These five were in addition to the Drs. Schulze and Forster. Dr. Howard was quite fortunate to have had so many M.D., D.C.s available to develop National's curriculum and train National students in basic science subjects, physical and clinical diagnosis and x-ray. Obviously, they neither stole nor diluted chiropractic; for history teaches that the majority of chiropractic physicians in the field today practice on the premises of the Howard System c. 1906-1912.

Two of the earliest official acts of President Schulze



The 20 North Ashland Boulevard home of the NCC from 1920-1963: It was billed as "the most spacious and beautiful chiropractic school building in the world."

were to change the name and address of the institution to the National College of Chiropractic (NCC) located at 20 North Ashland Boulevard.

The move provided its students and staff with the most spacious and beautiful chiropractic school building in the world (Catalog 1918-1919). Its spaciousness was sorely needed to accommodate rising enrollment, i.e., more lecture halls, additional clinic space, laboratories and student housing increments.

Schulze, Janse and those who followed them as NCC's presidents always sought the Rational Alternative, not only for their zealous colleagues but also for allopathy, which was mired in an era of pharmacologic injudiciousness and unnecessary surgery.

Dr. Schulze and the other M.D., D.C.s on Howard's faculty had forsaken the greater part of mainline medicine's concepts and dedicated themselves to substantiate the philosophy of the Howard System. As late as 1934, Dr. Howard wrote that Dr. Schulze was "The first of the medical profession to see chiropractic in a practical way and put his whole heart and soul into the advancement of the science." And, that Schulze had spent more than half a million dollars in order to "put chiropractic education to the highest standard of efficiency." (Memoirs)

Schulze spent seventeen years of his life at NCC's helm. There he earned great respect from an emerging, progressive arm in the profession because

it was he who did so much to keep National on the cutting edge of the profession's educational facilities, faculty, curriculum, legal, and organizational advancements which were so desperately needed for chiropractic to survive without the benefit of university affiliations.

It was his school which took the proverbial plunge to institute the first four-year course (four years of eight months each), nearly doubling the length of the standard chiropractic curriculum in 1927. National not only wanted to give its students more adequate preparation for practice but it also sought to maintain its traditional assurance that its graduates would still be qualified to take (and pass) state board examinations wherever chiropractic was regulated.

He believed that chiropractors should have a separate but equal legal status; similar but separate professional college curricula befitting the clinical therapeutic differences between chiropractic and orthodox medical practitioners; but, at the same time, retaining all of the generic privileges and responsibilities of a physician: a chiropractic physician, meaning one who is well-versed in the diagnosis and treatment of human ailments without the use of drugs, medicines and operative (incisive) surgery.

This has been the essence of the Medical Practice Act in Illinois ever since the first two chiropractors were licensed in 1904. Today, only three types of physicians are recognized: D.C.s, D.O.s, and M.D.s.

Much credit must be given to the National College of Chiropractic for its many positive influences to retain this kind of model law in the history of the survival and the evolution of the chiropractic profession.

Before he became president, Schulze joined Howard in pioneering the concept of postgraduate chiropractic education. This kind of service to the profession grew and developed so as to become a separate division of the College offering programs both on and off campus, at home and abroad.

Schulze was also in great demand as a mentor for state and national chiropractic associations in their organization and political action efforts. He was instrumental in the formation of the original American Chiropractic Association and its successor named the National Chiropractic Association, but he was always careful to emphasize that national organizations should remain "independent of school strings."

In June of 1925, Schulze initiated the institutional mindset that resulted in NCC becoming a haven to many other institutions in their time of need. NCC did this through a variety of mergers and articulations. Closure of these schools would have caused their graduates to be stranded without an official repository for their permanent records, and some of their students would have been abandoned short of graduation. Between June 1925 and December 1926, Dr. Schulze officiated three such melds: the American College of Naprapathy, the Peerless College of Chiropractic and the Lindlahr College of Natural Therapeutics, all located in Chicago. In the period 1965-1974, NCC became the trustee and curator of the records for fourteen other chiropractic institutions which had been domiciled from New York City to Denver, Colorado.

Dr. Schulze's life was a fine example of sacrificing self for ideal. He never hesitated to give up comfort or personal pleasure to further his work for the chiropractic profession. Even in his last years, he managed to attend many meetings of the council on education and state conventions.

The Council of Education, an arm of the NCA, was charged with the responsibility of setting educational standards and goals. Schulze & Co. gave much impetus to the desirability of raising standards and the need to seek accreditation.

Dr. Schulze died September 26, 1936, following which NCC began the only period in its entire history during which the presidential chair was not occupied by a D.C. It lasted for eight years. The successor was Dr. Schulze's only son, a Ph.B. from Yale, W. Lane Schulze. Not unfamiliar with National, for he had spent several years in its business sector, Mr. Schulze assumed the presidency and the chairmanship of its Board of Directors.

Following the collegial governance style of his predecessors, young Schulze left the academic and curricular activities of the College to function under the aegis of a quadripartite of deans.

He soon sensed that the College needed a D.C. to serve as president, and that his family, the principle stockholders in the college corporation, wanted to convert to eleemosynary, not for profit corporation status (just as his father had incorporated the Chicago General Health Service, college affiliated, Clinic in 1927).

Eliminating the ogre of private ownership was important to the profession, whether the college had paid dividends recently or not (which it had not).

With no one of presidential timber in sight, young Schulze proceeded to work out the intricacies of corporate conversion to the satisfaction of the stockholders and the statutes alike. On August 5, 1942, NCC was approved by the U.S. Treasury Department as a tax-free, nonprofit educational institution. At long last, the chiropractic profession had its "first large fully endowed educational institution" owned by the profession (First Published Financial Statement of the National College of Chiropractic 1944).

It appears as though W. Lane Schulze's quadripartite of deans might have served as a kind of testing ground for presidential candidates for the college. From 1938 to 1944, one of them had developed superior administrative and professorial skills. He had also gained a reputation of being the most popular presenter at conventions and seminars the college ever had. Such talents as these made him the kind of "Mr. Inside - Mr. Outside" that Dr. Schulze and Dr. Howard had been in their time; the very kind that NCC had been searching for as leader who would enable further growth and development of the college and of the profession.

The next thirty-eight years proved that NCC made the right choice in December 1944 by electing Joseph Janse, D.C., as the fourth president of the college.

A brilliant, but rather modest man with profound humanistic tendencies, Dr. Janse probably had no inkling that he would one day become the "Alma Pater" of the chiropractic profession. Pierre-Louise Gaucher-Plesherbe, D.C., Ph.D., dedicated his doctoral thesis "to the 'old Dad Chiro' of our time. Joseph Janse also to Clarence W. Weiant and Frederick E. Illi... (the) three dedicated scholars and researchers (who) are foremost among the crowd of those who made chiropractic a career worthy to dedicate one's life to."

Joseph Janse's contributions to the professionalization and the emergence of chiropractic both here and around the world were unparalleled, so much so that this author dubbed him to be "Mister



Joseph Janse, D.C., NCC's fourth President 1945-1983. Many think of him as "Chiropractic's Renaissance Man."

Chiropractic Internationale" and "Chiropractic's Renaissance Man" recently.

He sustained, revitalized and modernized the Howard/Schulze systematization of broad scope chiropractic. Moreover, President Janse recognized the millstones thwarting chiropractic's emergence during mankind's rapid entree into the Atomic and the Space Ages. Success for such modernization required the transposition of numerous chiropractic millstones into milestones.

Janse's dreams became plans which he actualized, time and again defying those who said "it couldn't be done." Doggedly, he and his NCC colleagues pressed on, often alone; and that's how his leadership led to at least twenty-nine institutional educational firsts.

Dr. Janse was probably chiropractic's finest orator and his thought processes were remarkably well-organized so his services were frequently utilized by chiropractic organizations throughout the world as a speaker to, and as a spokesperson for, the chiropractic profession.

His perennial long range plan appears to have been to develop the College to lead the chiropractic profession's outreach to cooperate with, participate in, glean from, and even contribute to the academic and scientific communities.

Dr. Janse was a champion of the need to continue to raise educational standards through the councils on chiropractic education. He insisted upon the invocation of a minimum of two years of preprofessional education antecedent to the four and one half academic years of the professional college program leading to the D.C. degree. He knew full well that this was required before the D.C. degree



Perennial professor of chiropractic technic, circa 1955, Dr. Joseph Janse was the president as well.

would be categorized as a First-Professional degree on a par with the D.O., D.D.S., M.D., J.D., etc. by the Office of Education of the U.S. Department of Health, Education and Welfare. He also knew that such educational standards were central to the transposition of the majority of the profession into portal of entry, primary health care delivery chiropractic physicians.

Curricular quality was just as important as quantity to Dr. Janse. Hence, he created sufficient scholarly depth in his classrooms so that his chiropractic students were the first to break the Basic Science Board barriers in many states during the fifties. It's no secret that one of the intents and purposes of Basic Science Board examinations was to eliminate candidates for chiropractic licensure in twenty states and the District of Columbia.

To support his outreach efforts, Janse constructed the first campus ever built to the exclusive specifications of chiropractic educators. It opened in the west Chicagoland Village of Lombard in 1963. It was there that he produced at least 28 other "firsts" by 1981, NCC's 75th Anniversary (Beideman 1995).

National's Lombard campus soon became the showplace for the chiropractic profession. Many of those "firsts" represented milestones on the road to accreditation.

In 1968, National was the first to require the five academic year (40 months) professional college curriculum to include a full academic year of clinical internship.

As the cost of living escalated all over America, chiropractic students needed financial aid from

outside sources. In 1967, NCC became the first chiropractic institution to receive federal funds for any purpose whatsoever. This money was in the form of three, half-million dollar, long-term, low-interest loans for three student housing buildings. Illinois State Scholarships and Grants were the next financial aid firsts in 1967. Finally, in 1973, National was the first chiropractic college to qualify its students to obtain federally-insured guaranteed loans and grants as well as college work study assistance.

It was not until 1981 that National became the first and only college of chiropractic to have and to hold credentialing of its degrees (D.C. and B.S. in Human Biology) by *State* (1966), *Specialty* (1966) and *Regional* (1981) *Accrediting Agencies*. (Being the three, and only three, forms of accreditation that are recognized for institutions of higher education here in America.)

Something else happened in 1981 that would inure to the benefit of the chiropractic profession and that was NCC's opening its second largest building in Lombard. It was the 52,000 sq. ft. Patient and Research Center. This facility enabled the College to more completely realize higher levels of performance in all three of its missions (Education, Research and Service), particularly the clinical research part of meeting its objectives.

The rational alternative vision of Howard and Schulze truly emerged through the revitalizing contributions engineered by Joseph Janse. As it was with all other professions, chiropractic's educational standards were responsible for its emergence and the



National's 52,000 sq. ft. Patient and Research Center - was a boon to all three of its missions (Education, Research and Service) when opened in 1981.

National College of Chiropractic was its notable innovator.

Before and after 1981, most chiropractic colleges embraced NCC's philosophic, scientific and artistic

innovations, which, when added to their distinctive heritage produced the only instance of self-professionalization in America in this century (Gibbons 1980).

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