



Oregon Board of Chiropractic Examiners

Strategic Plan 2025-27

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I. Agency Mission, Vision, and Values

The business we are in	Agency Mission: The mission of the Oregon Board of Chiropractic Examiners is to protect the public by regulating the practice of chiropractic. (2019)
What we want to be known for	Vision To protect the health, safety, and welfare of the public in all matters of chiropractic care by setting a national standard in educating, licensing, and regulating our licensees.
What beliefs guide our actions	Values 1. Integrity – a commitment to acting honestly, ethically, and fairly. 2. Accountability – a willingness to accept responsibility for actions in a transparent manner. 3. Excellence – an expectation of the highest quality work and innovation. 4. Professionalism – a dedication to provide equitable, caring service to all Oregonians with compassion and respect. 5. Equity – create and foster a consistent environment where everyone has access and opportunity to thrive.

II. Agency Affirmative Action Contacts

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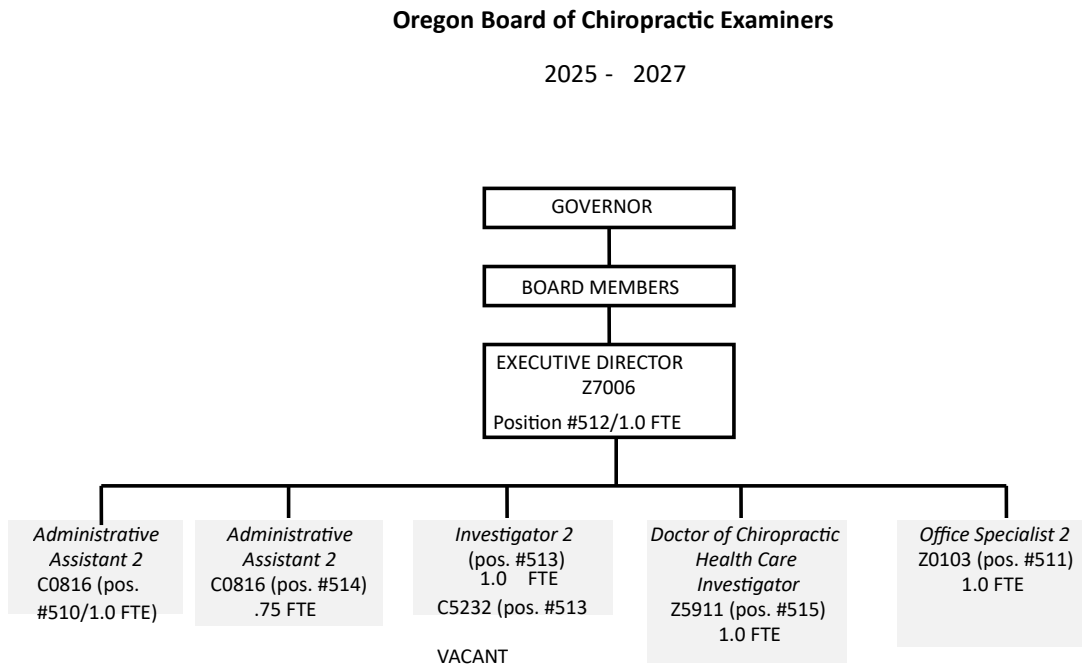
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III. Organizational Chart



IV. Agency Function

The Board of Chiropractic Examiners (OBCE or Board) is comprised of a seven member board and currently 5 staff members. The Board members are nominated by the Governor and confirmed by the Senate. Although our staff is rather small (5.75 FTE), we are diverse in ethnicity, age, gender, religion, sexual orientation, and ability. We strive to broaden the outreach that CHRO does on our behalf for temporary or permanent hires by including local community college career centers as well as transitional programs for job posting locations and prioritizing the ability to work in multiple languages.

The authority and responsibilities of the OBCE are contained in Oregon Revised Statutes (ORS) Chapter 676 (Health Professions Generally), ORS Chapter 684 (Chiropractors) and in Oregon Administrative Rules (OAR) Chapter 811. The primary program activities are Licensing, Investigation, Compliance, and Administration.

V. Affirmative Action Statement

The OBCE is committed to achieving a work force that represents the diversity of Oregon's population and to providing fair and equal employment opportunities. The Board is committed to an affirmative action program that provides equal opportunities for all persons regardless of race, color, religion, sex, sexual orientation, national origin, marital status, age or disability. The Board provides an environment

for each applicant and employee that is free from sexual harassment, as well as harassment and intimidation on account of an individual's race, color, religion, gender, sexual orientation, national origin, age, marital status or disability. The Board employment practices are consistent with the State's Affirmative Action Statement Guidelines and with state and federal laws, which preclude discrimination.

Accordingly, the OBCE shall:

- A. Maintain a policy of equal treatment and equality of opportunity in employment for all applicants and employees in its employment decisions.
- B. Apply all terms, conditions, benefits, and privileges of employment with the agency to all applicants and employees regardless of race, color, religion, age, sex, sexual orientation, gender identity, marital status, national origin, political affiliation, FMLA/OFLA leave status, military leave status, disability, or any other reason prohibited by the law or policy of the state or federal government.
- C. Engage in efforts improve the workforce pipeline and diversity of the profession, including through collaboration with agency partners.

The Executive Director will communicate the plan to every employee via email and at an all staff meeting. The Director will review hiring and promotion patterns and job descriptions with our HR Business Partner within DAS CHRO with a goal of identifying and removing any barriers to equal employment opportunities. This partnership will also ensure that the agency's DEI/Affirmative Action Statement is posted on the agency's website and is effectively communicated to the Board's employees.

VI. Diversity, Equity, and Inclusion Statement

The Governor's Office, and the OBCE, recognize "diversity as the collective mixtures of our differences and similarities. These differences are viewed as a strength that maximizes the state's competitive advantage through innovation, effectiveness and adaptability. Equity is a value and goal, not a process. It allows all individuals to thrive and reach their full potential. Inclusion is leveraging diversity which builds and sustains a culture in which people are engaged and motivated. Ultimately, inclusion is the environment that people create to allow these differences to thrive." (*See p. 32, 2017-2019 Affirmative Action Biennial Report, Office of Governor Kate Brown, Diversity, Equity, and Inclusion/Affirmative Action*).

As such, the OBCE is committed to establishing, monitoring, and maintaining a work environment where all employees and Board members are given opportunities to develop, treated with respect and integrity and feel part of the Board's goals and mission. This is accomplished by promoting and retaining diverse staff where

everyone feels supported and valued. The Board recognizes that given the small size of its staff, the greatest DEI impact it can have is by identifying and resourcing community engagement with its partners to help achieve the profession's goals for chiropractic workforce development.

VII. Community Engagement Efforts

While the majority of our licensee base is still white, English speaking, and men, our affected community members and patients are not. As the Executive Director for the agency and Board, I reached out to the state's only chiropractic school (University of Western States) to learn more about their recruitment and retention practices for BIPOC students and professors. UWS has been in the process of evaluating and updating their recruitment and retention efforts for future classes of chiropractic students who will eventually become eligible for OBCE board membership.

Among those efforts, UWS hosted the American Black Chiropractic Association's (ABCA) annual meeting/convention at UWS in June 2024. OBCE Staff and Board members attended the convention, educated the ABCA members of licensure in Oregon, with the hope of recruiting chiropractic professionals from diverse areas of the country. And our efforts were successful as we have had students come back to Oregon as preceptors/mentors and those recently graduated show interest in licensure. Once our budget has a greater surplus, we will be sponsoring and participating in more ABCA events around the country.

We have begun to raise workforce pipeline issues with the Federation of Chiropractic Licensing Boards (FCLB) and the National Board of Chiropractic Examiners (NBCE) and will continue to do so in order to streamline testing and licensure timelines.

VIII. Human Resource Services

The OBCE contracts with Department of Administrative Services (DAS), Chief Human Resource Office (CHRO) for our HR needs in recruiting, performance evaluations, personnel actions, and payroll. We have access to all state and federal employment law documents through that office and all staff and Board members have access to CHRO through our contact person, Reba Dunnington.

IX. Agency Employee Diversity Training/Professional Development

Prior to the onset of COVID in 2020, members of OBCE staff had attended the statewide DEI conference in 2019 and 2020 and brought back insights to other staff members. The Executive Director was a member of the statewide Enterprise Leadership Team (ELT) and, as such, was also a member of the ELT's DEI subcommittee, working on fostering and promoting recruitment, retention, training, and support for BIPOC employees. The Executive Director was also co-lead for the Department of Administrative Services (DAS)'s DEI Training Advisory Committee to create new and ongoing DEI trainings for all state employees. This work was

currently been on hold with changes to DAS's cultural change office and the unknown atmosphere with a new Governor and administration as of November 2022.

Continued professional development and training opportunities ensures that employees are provided with the skills needed to excel in their work, and, therefore, be retained by the agency. The OBCE uses a variety of approaches to establish a climate that supports continuous learning and development through the following:

- Webinars and other interactive online training
- Internal and external training courses
- Establish individual needs and training requests and make those a standard part of the conversation during quarterly check-ins with employees.

Investing in training opportunities for all employees reflects the value and support the Board places on our employees.

X. Affirmative Action Statement Previous Objectives

Goals set and met

1. *Continue to advertise and recruit for diversity for the Board and the Board's committees and have demonstrable results.*

Within the 2019-2021 biennium, the Board recruited and retained 2 female Board members and a female member for our Peer Review Committee. This is the second time in the Board's history, and the second biennia in a row, that the Board consists of a majority of women members and that trend continues, including BIPOC women.

As of July 2025, and some Board members terming off, the Board consists of 3 women and 4 men.

2. *Review the Oregon Health Authority's recommendations for culturally appropriate continuing education and encourage licensees to attend those courses.*

Biannually, the OBCE hosts an Introduction to the Board continuing education class that is required for newly licensed chiropractic physicians within the state. Within that class, we review the importance of cultural competency and provide resources, including a list of OHA's recommendations, for licensees to participate in. For some disciplinary cases, the Board has required that OHA's cultural competency curriculum be utilized.

Additionally, the Executive Director is an alumna of Oregon Health Authority's Office of Equity and Inclusion's DELTA (Developing Leadership through Training and Action) program and participates with past and current members as often as possible.

3. *Propose a Board mandate of cultural competency education as part of its annual renewal continuing education requirements.*

The Board voted to mandate cultural competency CE for all doctors of chiropractic for 2021 and later required, through promulgated rulemaking, that cultural competency continuing education be required for annual license renewal.

4. *Continue to provide information and opportunities for staff to participate in diversity training and multi-cultural events, and seek new opportunities for working with higher education and local ethnic groups.*

In August 2020, the Board President and Executive Director both attended History of Racism in Oregon, a presentation put on by the staff of the Oregon Historical Society. It was such an amazing presentation – a primer for DEI work in the state – that we invited OHS, and they accepted, to present to the full board and staff at our January 2021 board meeting.

The Board will continue to develop strategies to recruit, retain, and promote a diverse staff. The Board recognizes the value of individual and cultural difference and creates a work environment where talents and abilities are valued. If vacancies occur, OBCE will explore new and different venues to promote a diverse pool of applicants, including attending job fairs and trade shows.

5. *Encourage employees to avail themselves of promotional and job developmental opportunities within Oregon State Government.*

Staff is provided notices of events that are occurring within state government and throughout the state that they are encouraged to participate in. The agency's Executive Director is involved in many multicultural professional and recreational organizations and share events through those groups with staff as well.

Goals not met or not expected to meet

1. *Identify and implement a Cultural Competency Assessment within the existing budget limitation.*

We have not yet initiated this assessment.

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X. Strategic Plan 2025-2027 objectives

Accomplishments that define our success	Key Goal/Objectives <i>Provide information and opportunities for staff and Board members to participate in diversity training and multi-cultural events.</i>	Key Goal/Objectives <i>Work with UWS and the ABCA to better recruit, retain, and matriculate diverse chiropractic students who will then become eligible for Board membership.</i>	Key Goal/Objectives <i>Review all rules and policies for gender neutral language.</i>	Key Goal/Objectives <i>Review continuing education requirements and recommendations for cultural responsiveness and relevance.</i>
How we achieve the objectives	Strategies/Initiatives <i>Share events and opportunities available through FCLB, DOJ, DAS, and other organizations. Incorporate educational field trips as part of in-person board meetings.</i>	Strategies/Initiatives <i>Communication about and participation in ABCA and UWS events.</i>	Strategies/Initiatives <i>Staff will review each section of our OARs and provide recommended amendments to the Board.</i>	Strategies/Initiatives <i>Staff will review CE requirements for cultural responsiveness and relevance and provide recommendations to the Board.</i>
How we determine we are making progress	Evaluation/Measure/Outcomes <i>Educational programming will be recommended to staff and Board members and will be incorporated into our Board meetings at twice per biennium.</i>	Evaluation/Measure/Outcomes <i>Attendance and participation at ABCA's Annual Conference at UWS in June 2024.</i>	Evaluation/Measure/Outcomes <i>Full rule review to be completed by end of the 2025-27biennium.</i>	Evaluation/Measure/Outcomes <i>Full review to be completed by the end of the 2025-27 biennium.</i>

XI. Agency Demographics

With respect to the demographics of our current staff and Board, the following reflects the current composition of the Board and its staff:

	Gender	Race/Ethnicity	Age Range	Languages Spoken	Sexual Orientation
Board Members	57% female 43% male	71% White; European 14% African American/White 14% Asian/European	14% 25-20 14% 35-40 71% 40-55	100% English	100% heterosexual
Staff Members	80% female 16% male	40% White; European 20% Asian; Japanese 20% Hispanic/Latino; Mexican 20% Hispanic/White	20% 35-45 40% 45-55 20% 55-60 20% 60-70	100% English 20% Spanish 20% Japanese	80% heterosexual 20% LGBTQ+

The OBCE remains committed to its policy on Affirmative Action and Equal Opportunity and to a rigorous and active affirmative action program. My personal commitment to these ideas is represented in the Affirmative Action Statement. Likewise, the Statement represents the Board's commitment to equal opportunity and affirmative action in employment and public service consistent with all applicable federal and state laws, including, but not limited to: Executive Order 11246; Title VII of the Civil Rights Act of 1964; Sections 503 and 504 of the Rehabilitation Act of 1974; the Vietnam Era Veterans Readjustment Assistance Act; and the Americans with Disabilities Act. This Affirmative Action Plan has my complete authorization and commitment.

Cassandra C. McLeod-Skinner, J.D.
Executive Director

Date