



**NCSBN**  
Leading Regulatory Excellence

Welcome to the FY20  
**NCSBN Annual Report**



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# NCSBN

Leading Regulatory Excellence

## About **NCSBN**

Founded March 15, 1978, as an independent not-for-profit organization, NCSBN was initially created to lessen the burdens of state governments and bring together nursing regulatory bodies (NRBs) to act and counsel together on matters of common interest. It has evolved into one of the leading voices of regulation across the world.

NCSBN's membership is comprised of the NRBs in the 50 states, the District of Columbia, and four U.S. territories — American Samoa, Guam, Northern Mariana Islands and the Virgin Islands. There are three exam user members. There are also 27 associate members that are either NRBs or empowered regulatory authorities from other countries or territories.





## The NCSBN Mission

NCSBN empowers and supports nursing regulators in their mandate to protect the public.

## The NCSBN Vision

Leading Regulatory Excellence Worldwide.

## The NCSBN Values

Our values arise out of our purpose as an organization. They help us define our culture and beliefs and guide our actions as we face challenges and opportunities.

### Collaboration

Forging solutions through respect, diversity and the collective strength of all stakeholders.

### Excellence

Striving to be and do the best.

### Innovation

Embracing change as an opportunity to better all organizational endeavors and turning new ideas into action.

### Integrity

Doing the right thing for the right reason through honest, informed, open and ethical dialogue.

### Transparency

Demonstrating and expecting openness, clear communication, and accountability of processes and outcomes.

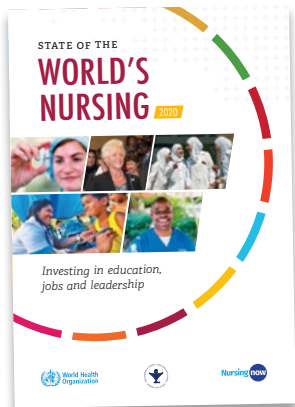
# Managing and Assessing Risk Delivering Change

Oct. 1, 2019 - Sept. 30, 2020

## NCSBN Raises Passing Standard for NCLEX-PN® Examination

The NCSBN Board of Directors (BOD) voted on Dec. 9, 2019, to raise the passing standard for the NCLEX-PN® Examination. The new passing standard became -0.18 logits, 0.03 logits higher than the previous standard of -0.21 logits. The new passing standard took effect on April 1, 2020.

## NCSBN Contributes Regulatory Perspective to *State of the World's Nursing 2020: Investing in Education, Jobs and Leadership Report*



While the focus of this report was not the global pandemic, its recommendations and insights spoke to the irrefutable fact that the importance of nurses in such crises is immeasurable. During this time of crisis, nurse regulators have played a central role in offering accurate data, evidence and suggestions for legislative change that are helping to care for those affected by the pandemic. Many of these changes provide solutions that should be sustained in the longer term. For years evidence has demonstrated that nurses need to be enabled to work to their full scope of practice. Regulators and the professional associations

have brought this evidence to the attention of government as a solution to increasing capacity and access to needed quality services during the COVID-19 outbreak.







## Indiana Implements the Nurse Licensure Compact

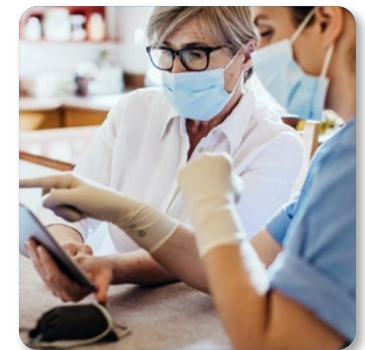
Indiana joined 32 other states in implementing the Nurse Licensure Compact (NLC). The NLC allows registered nurses (RNs) and licensed practical/vocational nurses (LPN/VNs), whose primary state of residence is in an NLC state, to hold one multistate license, with the authority to practice in person or via telehealth, in both their home state and other NLC states.



## Nursys®

Powered by U.S. nursing regulatory bodies (NRBs), Nursys® is the only national database for verification of nurse licensure, publicly available discipline and practice privileges for RNs, LPN/VNs and advanced practice registered nurses (APRNs) provided directly by participating NRBs and designated by them to be primary source equivalent. During fiscal year 2020 Nursys accomplished the following:

- **Nursys e-Notify Database Reaches Milestone of One Millionth Nurse Enrolled**
- **Nursys e-Notify Database Enrolls more than 500,000 Individual Nurses**
- **Nursys e-Notify® Offers Free Fast-track Nurse License Verification for State and Federal Emergency Response Organizations** Nursys e-Notify can be used to verify groups of nursing licenses without the need to do individual searches. An account is quick to set up and free to register. Emergency response organizations can enroll and review groups of licenses with the state jurisdiction, license type and license number of the nurse.



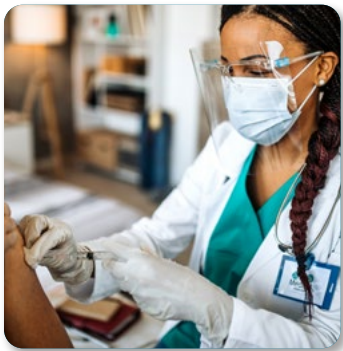
## NCSBN Leads the Way During the Pandemic

NCSBN both led and was an active participant in a number of initiatives designed to increase access to NCLEX examination administration, reduce regulatory barriers for providers, open clinical experiences for nursing students and offer direction on the administration of the COVID-19 vaccines. NCSBN along with other leading nursing organization, government entities and educational institutions:

- Advocated for the removal of unnecessary regulatory barriers for advanced practice registered nurses (APRNs) so that they can practice to the top of their skills, education and training.
- Provided guidance to states and state boards of nursing (BONs) in determining whether nurses who have encumbered licenses can return to the workforce via waiving of the disciplinary action during the COVID-19 pandemic.

## More than 35,000 Health Care Professionals take NCSBN's COVID-19 courses

NCSBN's International Center for Regulatory Scholarship (ICRS) offered an invaluable series of free online COVID-19 courses. Three of the four courses offer continuing education credit upon completion and more than 75,000 courses were taken by individuals enrolled.



## NCSBN Offers Recommendations about COVID-19 Vaccine Administration

In order to best protect the public, NCSBN's policy states, "COVID-19 vaccines can be safely administered by RNs, LPNs/VNs APRNs, in addition to other licensed health care providers such as physicians, physician assistants and pharmacists."







## NCSBN Champions Practice/Academic Partnerships

In the midst of NCSBN ensuring that candidates still had access to NCLEX® testing sites while following U.S. Centers for Disease Control and Prevention (CDC) guidelines, another obstacle emerged to ensuring that newly licensed nurses could enter the workforce. Hospitals and other health care facilities closed clinical experiences to nursing students. Without these vital clinical experiences nursing students are unable to meet their program requirements and are not eligible for graduation. Cognizant of this issue, NCSBN and the leaders of nine other nursing organizations issued a [policy brief](#) that called for practice/academic partnerships between health care facilities and prelicensure registered nursing (RN) and practical/vocational nursing (PN/VN) programs across the country during the COVID-19 crisis.

## NCSBN and Pearson VUE Deliver a Valid and Secure Exam in a Safe Testing Environment

When the COVID-19 pandemic caused the shutdown of almost every public testing center across the U.S., NCSBN and Pearson VUE were aware of unprecedented need for nurses and their importance in the health care system during this time of global pandemic. They recognized they had a crucial role in assisting to put more nurses into the workforce and worked round-the-clock to reopen these testing centers. Adhering to U.S. Centers for Disease Control and Prevention (CDC) guidelines, they modified the length of the exam to allow the greatest number of candidates to test within social distancing requirements.

Throughout the peak testing season, efforts were underway to ensure that testing centers provided enough capacity to accommodate candidates. The modified exam had no negative impact on the candidates' testing experience or results. The psychometric integrity of the NCLEX exams was not compromised in any way and the difficulty levels and passing standards of the exams were not changed.



## Membership Achievements: **2020 NCSBN Awards**

NCSBN Honored its Dedicated and Exceptional Membership with Special Awards

### **R. Louise McManus Award**



**Lori Scheidt, MBA-HCM**  
Executive Director,  
Missouri State Board of Nursing

The R. Louise McManus Award is the most prestigious award. Individuals nominated for this award shall have made sustained and significant contributions through the highest commitment and dedication to the mission and vision of NCSBN.

### **Founders Award**



**Carmen A. Catizone, MS, DPh, RPh**  
Former Executive Director/Secretary  
National Association of Boards of Pharmacy

This prestigious award is given only upon occasion that an individual with ethics, integrity and sincerity has demonstrated the highest regard for the ideals and beliefs upon which NCSBN was founded.

### **Meritorious Service Award**



**Adrian Guerrero, CPM**  
Board Staff,  
Kansas State Board of Nursing

The Meritorious Service Award is granted to a member for significant contributions to the mission and vision of NCSBN.

### Elaine Ellibee Award



**Patricia Sharpnack, DNP, RN, CNE,  
NEA-BC, ANEF, FAAN**  
Board Member (Recent Past President),  
Ohio Board of Nursing

The Elaine Ellibee Award is granted to a member who has served as a board president within the past two years and who has made significant contributions to NCSBN.

### Exceptional Contribution Award



**Mary A. Baroni, PhD, RN**  
Board Member  
Washington State Nursing Care Quality  
Assurance Commission

The Exceptional Contribution Award is granted for significant contribution by a member who is not a president or executive officer and has demonstrated support of NCSBN's mission.

### Distinguished Achievement Award



**David Swankin, Esq.**  
President and CEO of the Citizen  
Advocacy Center (CAC)

The Distinguished Achievement Award is given to individuals whose contributions or accomplishments have impacted NCSBN's mission and vision.



## Regulatory Achievement Award



### North Carolina Board of Nursing

The Regulatory Achievement Award recognizes the member board or associate member that has made an identifiable, significant contribution to the mission and vision of NCSBN in promoting public policy related to the safe and effective practice of nursing in the interest of public welfare.

## Executive Officer Recognition Awards

This award is given in five-year increments to individuals serving in the executive officer role. No nomination is necessary for the Executive Officer Recognition Award as it is presented to executive officers based on their years of service in five-year increments.

### Five Years

- **Peggy Benson, MSN, MSHA, NE-BC**, executive officer, Alabama Board of Nursing
- **Margaret Clifton, MS, RN-BC, CLNC**, state director, Rhode Island Board of Nurse Registration and Nursing Education
- **Kim Esquibel, PhD, MSN, MPA, RN**, executive director, Maine State Board of Nursing
- **Laurie Janes, MSc, RN**, executive director, Nurses Association of New Brunswick
- **Carole Mercier, MSc, RN, ASC**, former secretary general, Ordre des infirmières et infirmiers du Québec *(photo not available)*
- **Phyllis Mitchell, MSN, RN**, former executive director, Vermont State Board of Nursing
- **Stacey Pfenning, DNP, APRN, FNP, FAANP**, executive director, North Dakota Board of Nursing
- **Margaret Seseapasara, MS, RN**, executive secretary, American Samoa Health Services Regulatory Board
- **Lorena Silva, MSN-L, MBA, DNP, RN**, executive director, Massachusetts Board of Registration in Nursing
- **Sue Smith, MAOL, RN**, CEO & registrar, Nova Scotia College of Nursing
- **Katherine Stansfield, MN, RN**, CEO & registrar, College of Registered Nurses of Manitoba



**Pictured from left to right, top to bottom:**

**Top row:** Peggy Benson, Margaret Clifton, Kim Esquibel

**Second row:** Laurie Janes, Phyllis Mitchell, Stacey Pfenning

**Third row:** Margaret Seseapasara, Lorena Silva, Sue Smith

**Bottom row:** Katherine Stansfield



## 10 Years

- **Joe Baker, Jr.**, executive director, Florida Board of Nursing
- **Jim Cleghorn, MA**, former executive director, Georgia Board of Nursing
- **Sue Tedford, MNSc, APRN**, executive director, Arkansas State Board of Nursing
- **Lee Ann N. Teshima**, executive officer, Hawaii Board of Nursing



## 15 Years

- **Betsy Houchen, JD, MS, RN**, executive director, Ohio Board of Nursing



## 25 Years

- **Joey Ridenour, MN, RN, FAAN**, executive director, Arizona State Board of Nursing
- **Kathy Thomas, MN, RN, FAAN**, executive director, Texas Board of Nursing



## 35 Years

- **Elizabeth Lund, MSN, RN**, former executive director, Tennessee Board of Nursing

**Pictured from left to right, top to bottom:**

**Top row:** Joe Baker, Jr., Jim Cleghorn, Sue Tedford

**Middle row:** Lee Ann Teshima, Betsy Houchen, Joey Ridenour

**Bottom row:** Kathy Thomas, Elizabeth Lund



## 2019–2020 Board of Directors

Front row, left to right: Adrian Guerrero, Julia L. George, Jim Cleghorn

Back row, left to right: Elizabeth J. Lund, Cathy Borris-Hale, Anne Coghlan, Cynthia LaBonde, Lori Scheidt, Mark Majek, Jay P. Douglas, Valerie Fuller



## 2019–2020 Board of Directors

**Julia L. George, MSN, RN, FRE**  
 President  
 Chief Executive Officer,  
 North Carolina Board of Nursing

**Jim Cleghorn, MA**  
 President-elect  
 Former Executive Director,  
 Georgia Board of Nursing

**Adrian Guerrero, CPM**  
 Treasurer  
 Director of Operations,  
 Kansas State Board of Nursing

**Cynthia LaBonde, MN, RN**  
 Area I Director  
 Executive Director, Wyoming State  
 Board of Nursing

**Lori Scheidt, MBA-HCM**  
 Area II Director  
 Executive Director, Missouri  
 State Board of Nursing

**Jay P. Douglas, MSM, RN, CSAC, FRE**  
 Area III Director  
 Executive Director, Virginia  
 Board of Nursing

**Valerie Fuller, PhD, DNP, AGACNP-BC,  
 FNP-BC, FAANP**  
 Area IV Director  
 Board President, Maine  
 State Board of Nursing

**Cathy Borris-Hale, MHA, RN**  
 Director-at-Large  
 Chair, District of Columbia  
 Board of Nursing

**Elizabeth J. Lund, MSN, RN**  
 Director-at-Large  
 Executive Director (retired),  
 Tennessee State Board of Nursing

**Mark Majek, MA, PHR, SHRM-CP**  
 Director-at-Large  
 Operations Director, Texas  
 Board of Nursing

**Anne Coghlan, MScN, RN**  
 Director-at-Large  
 Executive Director and CEO,  
 College of Nurses of Ontario



# NCSBN Committees

During Fiscal Year 2020

## Awards Committee

**Kristin K. Benton** | Texas  
**Donna Kirkland** | Tennessee  
**Jennifer G. Lewis** | North Carolina  
**Phyllis Mitchell** | Vermont  
**Kathy Weinberg** | Iowa

## Finance Committee

**Adrian Guerrero** | Kansas, Chair  
**John Etherington** | Oregon  
**Paula Meyer** | Washington  
**Shan Montgomery** | Mississippi  
**Sue Painter** | West Virginia RN  
**David Saucedo** | Texas  
**Diana Waterman** | Manitoba RN

## Leadership Succession Committee (LSC)

**Sara Griffith** | North Carolina, Chair  
**Shirley Brekken** | Minnesota  
**Melissa Hanson** | North Dakota  
**Gretchen Koch** | Oregon  
**Greg Kohn** | Wyoming  
**Jennifer Laurent** | Vermont  
**Sherry Richardson** | Tennessee

## Model Acts and Rules Committee

**Amy Fitzhugh** | North Carolina, Chair  
**Peggy Benson** | Alabama  
**Ruby Jason** | Oregon  
**Dusty Johnston** | Texas  
**Linda Kmetz** | Pennsylvania  
**Linda Young** | South Dakota

## NCLEX® Examination Committee (NEC)

**Betsy Houchen** | Ohio, Chair  
**Barbara Blozen** | New Jersey  
**Cynthia Johansen** | British Columbia RN, Exam User Member  
**Claire MacDonald** | Massachusetts  
**Kimberly Miller** | Minnesota  
**Sue Petula** | Pennsylvania  
**Danette Schloeder** | Alaska  
**Deborah Swartz** | Vermont  
**Crystal Tillman** | North Carolina  
**Carol Timmings** | Ontario, Exam User Member

## NCLEX® Item Review Subcommittee (NIRSC)

<b>Meedie L. Bardonille</b>   District of Columbia	<b>Darlene (Yolanda) Schulz</b>   Montana
<b>Tracey Blalock</b>   Georgia	<b>Pamela Trantham</b>   North Carolina
<b>Tammy Bryant</b>   Georgia	<b>Tammy Vaughn</b>   Arkansas
<b>Jennifer Burns</b>   Wyoming	
<b>Ann Michele Coughlin</b>   Pennsylvania	
<b>Sandra Culpepper</b>   Mississippi	
<b>Allison Edwards</b>   Texas	
<b>Mariclaire E. England</b>   Minnesota	
<b>Becky Gladis</b>   Minnesota	
<b>Ruth Ann Go</b>   North Carolina	
<b>Catherine Hample</b>   Alaska	
<b>Anne Heyen</b>   Missouri	
<b>Georgina R. Howard</b>   New York	
<b>Nancy Irland</b>   Oregon	
<b>Angela MacDonald</b>   Massachusetts	
<b>Elise McDermott</b>   Texas	
<b>June McLachlan</b>   Minnesota	
<b>Tammie Napoleon</b>   Hawaii	
<b>Jacci Reznicek</b>   Nebraska	



# NCSBN Staff

As of Dec. 31, 2020

## Executive Office

**David Benton**, RGN, PhD, FFNF, FRCN, FAAN  
Chief Executive Officer

**Maggie Bieniek**  
Associate, Nurse Licensure Compact

**Allex Hernandez**, MA  
Senior Manager, Executive Office

**James Puente**, MS, MJ, CAE  
Director, Nurse Licensure Compact

**Elliot Vice**  
Director, Government Affairs

**Kaitlynn Ward**, MIA  
Associate, Government Affairs

## Operations

**Philip Dickison**, PhD, RN  
Chief Operating Officer

**Joseph Betts**, PhD, MA  
Director, Measurement & Testing, Examinations

**Kelly Betzold**  
Customer Service Coordinator I, Business Operations

**Claire Bourke**  
Coordinator, Human Resources

**Alyson Brenton**, MSN, RN, CNL  
RN Test Development Associate II, Examinations

**Julie Burgett**, PMP  
Test Development Associate II, Examinations

**Heather Butler**, MS  
Project Coordinator, Project Management Office,  
Business Operations

**Alicia Byrd**, RN  
Director, Member Relations

**Bridget Byrne**  
Project Specialist, Marketing & Advocacy

**Catherine Cantieri**, SHRM-CP  
Senior Human Resources Generalist, Human  
Resources

**Thy Cao**  
Operations Coordinator II, Examinations

**Gayle Cochlin-Swidler**, MS, RN  
RN Test Development Associate II, Examinations

**Tim Connolly**  
Operations Coordinator I, Examinations

**Jacklyn Currier**  
Operations Manager, Examinations

**Joseph Dudzik**, MSC, SPHR, SHRM-SCP  
Director, Human Resources

**Megan Dunham**  
Senior Web & Production Manager, Marketing &  
Advocacy

**Jennifer Gallagher**  
Director, Business Operations

**Michele Glass**, MS, RN  
RN Test Development Associate II, Examinations

**Michael Grossenbacher**  
Associate, Communications, Marketing & Advocacy

**Ellen Guirl**  
Editor, Examinations

**Patty Gunning**, MS, RN  
RN Test Development Associate II, Examinations

**Andrew Hicks**  
Associate, Business Administration & Office Services,  
Business Operations

**Alan Hoogenboom**  
Application Developer, Measurement & Testing,  
Examinations

**Brittany Houston**, RN  
RN Test Development Associate I, Examinations

**Shelly Howell**  
Senior Associate, Marketing & Advocacy

**Daniel Hydzik**  
Test Development Associate I, Examinations

**Gosia Ignas**  
Customer Service Coordinator I, Business Operations

**Latrice Johnson**, MS  
Test Development Manager, Examinations

**Shu-chuan Kao**, PhD, MA  
Manager, Measurement & Testing, Examinations

**Dawn M. Kappel**, MA  
Director, Marketing & Communications,  
Marketing & Advocacy

**Jennifer Keating**  
Operations Coordinator II, Examinations

**Chelsea Kelley**  
Senior Manager, Operations

**Doyoung Kim**, PhD  
Senior Psychometrician Measurement & Testing,  
Examinations

**Michael Kotnaur**  
Director, Marketing & Advocacy

**Cheryl Ma**, PhD, MS  
Psychometrician I, Measurement & Testing,  
Examinations

**José Martínez Rodríguez, MS, RN**  
Test Development Manager, Examinations

**Andreea Mihuta**  
Senior Project Coordinator, Project Management Office, Business Operations

**William Muntean, PhD**  
Lead Psychometrician, Measurement & Testing, Examinations

**Colleen Neubauer, CMP**  
Senior Meetings Manager, Business Operations

**Heather Nichols**  
Customer Service Coordinator I, Business Operations

**Kalona Owens**  
Senior Manager, Marketing & Advocacy

**Fang Peng, PhD, MA**  
Psychometrician I, Measurement & Testing, Examinations

**Dalilah Perello**  
Manager, Business Operations and Customer Service

**Emily Petersen, MS, MJ, RN, APRN, CPNP**  
RN Test Development Associate II, Examinations

**Rachel Pupiromrat**  
Associate, Member Relations

**Hong Qian, PhD**  
Lead Psychometrician, Measurement & Testing, Examinations

**Shruti Sachdeva, MPH, MS**  
Data Analyst I, Measurement & Testing, Examinations

**Jason Schwartz, MS**  
Director, Test Development, Examinations

**Margaret Smith**  
Data Governance Analyst, Examinations

**Julie Stasko, MSN, RN**  
RN Test Development Lead, Examinations

**Lisa Suvanto, MSN, RNC-OB**  
RN Test Development Associate II, Examinations

**Amanda Wagner**  
Meetings Specialist, Business Operations

**Christine Walsh, PHR, SHRM-CP**  
Senior Manager, Human Resources

**Wei Xu, PhD**  
Psychometrician I, Measurement & Testing, Examinations

**Nicole Yadav, MSN, RN, FNP**  
RN Test Development Associate I, Examinations

### Finance

**Robert Clayborne, MBA, CPA, CGMA**  
Chief Financial Officer

**Maria L. Arroyo, MBA**  
Senior Staff Accountant, Finance

**Tremell Eaton, MBA**  
Senior Staff Accountant, Finance

**Gloria Evans-Melton, CPA**  
Director, Finance

**Rocio Hernandez**  
Accounting Manager, Finance

**Mary Trucksa**  
Accounting Associate, Finance

**Mattie Williams**  
Accounting Associate II, Finance

### Information Resources

**Nur Rajwany, MS**  
Chief Information Officer

**Ali Baig**  
Business Analyst I, Information Technology

**Jeyalakshmi Balachandran, MS**  
Lead Quality Assurance Analyst, ORBS, Information Technology

**Rajeshwari Bommannavar, MS**  
Senior Application Support Developer I, Information Technology

**Fernando Cisneros**  
Product Support Associate I, Operations

**Desiree Díaz**  
Product Support Associate I, Customer Experience

**Alma Friar**  
Quality Assurance Analyst I, Information Technology

**Ben Gonzalez**  
Manager, Infrastructure, Information Technology

**Fay Green**  
Senior Product Support Associate, Customer Experience

**Kenesha Green**  
Product Support Coordinator I, Customer Experience

**Jessica Hansen**  
Associate Director, Customer Experience

**Debbie Hart, MBA**  
Associate, Information Technology

**Albert Hincapie**  
Senior Developer II, Information Technology

**Frank Hinchey**  
Developer II, Information Technology

**Dean Hope**  
Senior Product Support Associate, Operations

**Mark Huffman, MBA, PMP**  
Manager, Information Technology

**Richard Hughes**  
Help Desk Administrator II, Information Technology

**Penny Jaggi**  
Business Analyst I, Information Technology

**Angela Johnston**  
Senior Business Analyst I, Information Technology

**Jeff Kendall, MBA**  
Director, Customer Experience & Operations



**Christophel Kuizon**

Developer I, Information Technology

**Joshua Lingwai**

Senior Lead Developer, Information Technology

**Lavanya Pathak**

Quality Assurance Analyst I, Information Technology

**George Potacki**

Senior Business Analyst I, Information Technology

**Dave Raheel**

Business Analyst II, Information Technology

**Sandra Rhodes**

Senior Manager, Operations

**Robert Russell**

Lead System Administrator I, Information Technology

**Chandra Sadhangiri**

Lead Developer, Information Technology

**Narender Saraswati, MBA**

Program Manager, Information Technology

**Zach Sears**

Senior System Administrator I, Information Technology

**Sachin Sharma, MA**

Business Analyst II, Information Technology

**Damon Short, MM**

Senior Database Administrator, Information Technology

**Nick Smith**

Senior System Engineer I, Information Technology

**Tammy Spangler**

Director, Information Security Assurance

**Matthew Sterzinger**

Senior Manager, Application Development, Information Technology

**Andrew Suszko, MS**

Database Administrator, Information Technology

**Saule Trainys**

Senior User Experience Developer, Information Technology

**Sanjeev Yarlagadda**

Senior Quality Assurance Analyst I, Information Technology

**Andrew Zelitsky**

Help Desk Administrator II, Information Technology

**Nursing Regulation**
**Maryann Alexander, PhD, RN, FAAN**

Chief Officer, Nursing Regulation

**Kimberlee Boyd, MATD, CPLP**

E-Learning Program Manager, Nursing Regulation

**Michelle Buck, MSN, APRN, CNS**

APRN Senior Policy Advisor, Nursing Regulation

**Heather Chamberlain**

E-Learning Course Development Manager, Nursing Regulation

**Rebecca Fotsch, JD**

Director, State Advocacy &amp; Legislative Affairs, Nursing Regulation

**Lindsey Gross**

Senior Coordinator, Nursing Regulation

**Sally Hamlin, MA**

Program Manager, Nursing Regulation

**Nadja James, PhD, MSN, MHA, RN, CNE**

Senior Content Associate, Nursing Regulation

**Laura Jarosz**

Manager, Nursing Regulation

**Jenifer Kohl**

Coordinator, Nursing Regulation

**Amy Lippert, PhD, MA**

Associate, Nursing Regulation

**Nicole Livanos, JD, MPP**

Associate Director, State Advocacy &amp; Legislative Affairs, Nursing Regulation

**MollyMaeve Lusk**

Coordinator, State Advocacy &amp; Legislative Affairs, Nursing Regulation

**Greg Mannix**

Project Specialist II, Regulatory Innovations

**Brendan Martin, PhD**

Director, Research

**Qiana McIntosh, MBA, MHRM**

Senior Coordinator, Regulatory Innovations

**Nicole Kaminski-Ozturk, PhD, MA**

Research Scientist I, Nursing Regulation

**Thomas Prus**

Coordinator, Nursing Regulation

**Kathleen Russell, JD, MN, RN**

Associate Director, Nursing Regulation

**Josephine H. Silvestre, MSN, RN**

Senior Associate, Regulatory Innovations

**Richard Smiley, MS, MA**

Senior Statistician, Research

**Nancy Spector, PhD, RN, FAAN**

Director, Regulatory Innovations

**Sherri L. Ter Molen, PhD, MA**

Associate, Nursing Regulation

**Elizabeth Hua Zhong, PhD, MEd**

Research Scientist I, Research

## FY20 Operating Statements

Year ended Sept. 30, 2020

### Program Services

	\$	%
Nurse Competency	<b>63,496,200</b>	69
Nurse Practice and Regulatory Outcome Information	<b>11,048,491</b>	12
	<b>11,570,522</b>	13
Administration and Supporting Services	<b>5,655,916</b>	6
<hr/>		
<b>Total</b>	<b>\$91,771,129</b>	<b>100</b>

### Sources of Revenue

	\$	%
Examination Fees	<b>75,584,463</b>	82
Other Program Services	<b>11,321,258</b>	12
Use of Investment Earnings	<b>4,865,408</b>	6
<hr/>		
<b>Total</b>	<b>\$91,771,129</b>	<b>100</b>





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