<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>NCSBN Values</td>
<td>3</td>
</tr>
<tr>
<td>About NCSBN</td>
<td>4</td>
</tr>
<tr>
<td>2016–2017 Board of Directors</td>
<td>5</td>
</tr>
<tr>
<td>NCSBN Committees</td>
<td>6</td>
</tr>
<tr>
<td>NCSBN Staff</td>
<td>8</td>
</tr>
<tr>
<td>FY17 Operating Statements</td>
<td>11</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th><strong>Collaboration</strong></th>
<th>Forging solutions through respect, diversity and the collective strength of all stakeholders.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excellence</strong></td>
<td>Striving to be and do the best.</td>
</tr>
<tr>
<td><strong>Innovation</strong></td>
<td>Embracing change as an opportunity to better all organizational endeavors and turning new ideas into action.</td>
</tr>
<tr>
<td><strong>Integrity</strong></td>
<td>Doing the right thing for the right reason through honest, informed, open and ethical dialogue.</td>
</tr>
<tr>
<td><strong>Transparency</strong></td>
<td>Demonstrating and expecting openness, clear communication, and accountability of processes and outcomes.</td>
</tr>
</tbody>
</table>
The National Council of State Boards of Nursing (NCSBN®) is a not-for-profit organization whose membership comprises the boards of nursing 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 also 30 associate members.

The member boards that comprise NCSBN protect the public by ensuring that safe and competent nursing care is provided by licensed nurses. NCSBN is the vehicle through which boards of nursing act and counsel together on matters of common interest.

**Our Mission**

NCSBN provides education, service and research through collaborative leadership to promote evidence-based regulatory excellence for patient safety and public protection.

**Our Vision**

Advance regulatory excellence worldwide.
2016–2017
Board of Directors

Katherine Thomas, MN, RN, FAAN
President
Executive Director,
Texas Board of Nursing

Julia George, MSN, RN, FRE
President-elect
Executive Director, North Carolina
Board of Nursing

Gloria Damgaard, MS, RN, FRE
Treasurer
Executive Director,
South Dakota Board of Nursing

Suellyn M. Masek,
MSN, RN, CNOR
Area I Director
Board Member,
Washington State Nursing Care
Quality Assurance Commission

Adrian Guerrero, CPM
Area II Director
Board Staff,
Kansas State Board of Nursing

James Cleghorn, MA
Area III Director
Executive Director,
Georgia Board of Nursing

Ellen Watson, MS, APRN, FNP-BC
Area IV Director
Vice Chair,
Vermont State Board of Nursing

Karen Scipio-Skinner, MSN, RN
Director-at-Large
Executive Director, District of
Columbia Board of Nursing

Valerie Smith, MS, RN, FRE
Director-at-Large
Associate Director,
Arizona State Board of Nursing

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

Nathan Goldman, JD
Director-at-Large
Board Staff,
Kentucky Board of Nursing

Front row, left to right:
Julia George, Kathy Thomas, Gloria Damgaard

Back row, left to right:
Valerie Smith, Ellen Watson, Adrian Guerrero, Karen Scipio-Skinner,
Nathan Goldman, Lori Scheidt, James Cleghorn, Suellyn Masek
NCSBN Committees

40TH ANNIVERSARY COMMITTEE
Demetrius Cianci Chapman, New Mexico
Julia L. George, North Carolina
Elizabeth Lund, Tennessee
Stacey Pfenning, North Dakota

AWARDS COMMITTEE
Kristin K. Benton, Texas
Mary Dale, Washington
Robin A. Lewis, West Virginia RN
Ann Mann, Nova Scotia PN
Cynthia York, Louisiana RN

BYLAWS COMMITTEE
Mark Majek, Texas, Chair
Michelle Harker, Minnesota
Jason Owen, Pennsylvania
Joey Ridenour, Arizona
Lori Scheidt, Missouri, Board Liaison
Myra Broadway, External Consultant

COMMITMENT TO ONGOING REGULATORY EXCELLENCE (CORE) COMMITTEE
Vicki Allen, Idaho, Chair
Kim Glazier, Oklahoma
Mary Sue Gorski, Washington
Sara A. Griffith, North Carolina
Stacey Pfenning, North Dakota
Julie Sabo, Minnesota
Paula Schenk, Kentucky
Margaret A. Sheaffer, Pennsylvania
Brett B. Thompson-May, Mississippi
Sharyl Toscano, Alaska
Adrian Guerrero, Kansas, Board Liaison
Theodore H. Poister, External Consultant

INSTITUTE OF REGULATORY EXCELLENCE (IRE) COMMITTEE
Linda D. Burhans, North Carolina, Chair
Natalie Baker, Alabama
Mary A. Baroni, Washington
Cynthia Bienemy, Louisiana RN
Cynthia Gustafson, Montana
Christine Penney, British Columbia RN
Sue Petula, Pennsylvania
Patricia A. Sharpnack, Ohio
Susan S. VanBeuge, Nevada

INVESTIGATOR TRAINING COMMITTEE
Paula S. Schenk, Kentucky, Chair
Catherine Boden, Alabama
Angie Matthes, North Carolina
Karen McCumpsey, Arkansas
Gregory N. Scurlock, District of Columbia
Catherine C. Woodard, Washington

(continued on following page)
LEADERSHIP SUCCESSION COMMITTEE (LSC)
Tony Graham, North Carolina, Chair
Jane Christianson, North Dakota
Stacey Copley, Texas
Kim Esquibel, Maine
Melissa Hanson, North Dakota
Paula Meyer, Washington
Tracy Rude, Washington

MARIJUANA REGULATORY GUIDELINES COMMITTEE
Rene Cronquist, Minnesota, Chair
Kaci A. Bohn, Arkansas
Cathy Borris-Hale, District of Columbia
Holly Fischer, Ohio
Diana Heywood, Manitoba RN
James (Dusty) Johnston, Texas
Sherri Sutton-Johnson, Florida
Valerie Smith, Arizona, Board Liaison

NCLEX® EXAMINATION COMMITTEE (NEC)
Betsy Houchen, Ohio, Chair
Shirley Brekken, Minnesota
Loraine Fleming, Hawaii
Joy Ingwerson, Oregon
Lisa Renee Johnson, Florida
Kimberly Miller, Minnesota
Deborah Swartz, Vermont
Rhigel “Jay” Tan, Nevada
Crystal Tillman, North Carolina
James Cleghorn, Georgia, Board Liaison
Anne Coghlan, Ontario, Ex-Officio
Cynthia Johansen, British Columbia RN, Ex-Officio

NCLEX® ITEM REVIEW SUBCOMMITTEE (NIRSC)
Janzie Allmacher, Virgin Islands
Nina Almasy, Texas
Kathleen S. Ashe, Massachusetts
Tracey Blalock, Georgia
Tammy Clausen, Arkansas
Teresa Corrado, Washington
Ann Michele Coughlin, Pennsylvania
Diana O. Forst, Florida
Becky Gladis, Minnesota
Ruth Ann Go, North Carolina
Myra Goldman, Kentucky
Steven Higginson, Utah
Vicki Hill, Alabama
Ramonda Housh, Arkansas
Georgina R. Howard, New York
Anna Hubbard, Florida
Kristin Husher, Vermont
Keva S. Jackson-McCoy, Maryland
Miriah L. Kidwell, Kansas
Marilyn Krasowski, Minnesota
Maryam Lyon, Ohio
June McLachlan, Minnesota
Teresita McNabb, Louisiana RN
Tammie Napoleon, Hawaii
Lewis L. Perkins, Kentucky
Catherine Prato-Lefkowitz, Nevada
Sherry Richardson, Tennessee
Darlene (Yolonda) Schulz, Montana
Elizabeth Sherfy, Tennessee
Pamela Trantham, North Carolina

NCBSN STANDARDS DEVELOPMENT COMMITTEE
Nathan Goldman, Kentucky, Chair
Peggy Benson, Alabama
Amy Fitzhugh, North Carolina
Tara Hulsey, West Virginia RN
Ruby Jason, Oregon
Linda Kmetz, Pennsylvania
Barbara McGill, Louisiana RN
Linda Young, South Dakota
Ellen Watson, Vermont, Board Liaison

NURSING EDUCATION OUTCOMES AND METRICS COMMITTEE
Janice I. Hooper, Texas, Chair
Brenda Bolen Rowe, Georgia
Bonita Jenkins, District of Columbia
Carol Moreland, Kansas
Sabita Persaud, Maryland
Mindy Schaffner, Washington
Bibi Schultz, Missouri
Suellyn M. Masek, Washington, Board Liaison
Joan M. Stanley, External Consultant from the American Association of Colleges of Nursing (AACN)
Elaine Tagliareni, External Consultant from the National League for Nursing (NLN)
# NCSBN Staff

## EXECUTIVE OFFICE

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

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

**Nich Radcliffe**, MFA  
Coordinator, Executive Office

**Ashby Rosenberger**  
Senior Manager, Executive Office

**Dean Santiago**  
Facilities Coordinator, Executive Office

**Elliot Vice**  
Director, Government Affairs

**Kaitlynn Ward**, MIA  
Coordinator, Government Affairs

**Ann Watkins**  
Assistant to Chief Executive Officer

## OPERATIONS

**Philip Dickison**, PhD, RN  
Chief Officer, Operations & Examinations

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

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

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

**Bridget Byrne**  
Coordinator, Marketing & Communications

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

**Tim Connolly**  
Operations Coordinator, Examinations

**Jacklyn Currier**  
Operations Coordinator, Examinations

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

**Jennifer Gallagher**  
Director, Business Operations, Examinations

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

**Andrew Hicks**  
Associate, Member Relations

**Daniel Hydzik**  
Test Development Associate, Examinations

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

**Samantha Kauffman**  
Operations Coordinator, Examinations

**Jennifer Keating**  
Operations Coordinator, Examinations

**Chelsea Kelley**  
Senior Manager, Operations and Examinations

**Doyoung Kim**, PhD  
Senior Psychometrician, Examinations

**Danielle Lee**, PhD  
Psychometrician, Examinations

**Xiao Luo**, PhD  
Psychometrician, Research & Development, Examinations

**Andreea Mihuta**  
Project Coordinator, Examinations

**Colleen Neubauer**, CMP  
Senior Meetings Manager, Marketing & Communications

**Ryan Novak**  
Operations Coordinator, Examinations

**Kalona Owens**  
Manager, Marketing & Communications

**Dailalah Perello**  
Operations Coordinator, Examinations

**Greg Pulaski**, MS, PMP  
Director, Performance Measurement and Standard Setting

**Hong Qian**, PhD  
Psychometrician, Operations & Maintenance, Examinations

**Betty Sanders**, MBA  
Test Development Manager, Examinations

**Anne Sayre**  
Operations Manager, Examinations

(continued on following page)
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gretchen Schlesinger, PMP</td>
<td>Project Manager, Examinations</td>
</tr>
<tr>
<td>Kristin Singer, MSC, RN</td>
<td>RN Test Development Associate, Examinations</td>
</tr>
<tr>
<td>Christine Walsh, PHR, SHRM-CP</td>
<td>Senior Manager, Human Resources</td>
</tr>
<tr>
<td>Wei Xu, PhD</td>
<td>Psychometrician, Examinations</td>
</tr>
<tr>
<td>FINANCE</td>
<td></td>
</tr>
<tr>
<td>Robert Clayborne, MBA, CPA, CGMA</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>Johana Arnold</td>
<td>Senior Accounting Coordinator, Finance</td>
</tr>
<tr>
<td>Rocio Avila</td>
<td>Accounting Manager, Finance</td>
</tr>
<tr>
<td>Gloria Evans-Melton, CPA</td>
<td>Director, Finance</td>
</tr>
<tr>
<td>Mary Trucksa</td>
<td>Accounting Associate, Finance</td>
</tr>
<tr>
<td>Mattie Williams</td>
<td>Accounting Associate, Finance</td>
</tr>
<tr>
<td>INFORMATION RESOURCES</td>
<td></td>
</tr>
<tr>
<td>Nur Rajwany, MS</td>
<td>Chief Information Officer</td>
</tr>
<tr>
<td>Ali Baig</td>
<td>Business Analyst, Information Technology</td>
</tr>
<tr>
<td>Jeyalakshmi Balachandran, MS</td>
<td>Lead Quality Assurance Analyst, ORBS, Information Technology</td>
</tr>
<tr>
<td>Rajeshwari Bommannavar, MS</td>
<td>Senior Developer, ORBS, Information Technology</td>
</tr>
<tr>
<td>Tony Born</td>
<td>Product Support Coordinator, Operations</td>
</tr>
<tr>
<td>Caitlin Brecht</td>
<td>Nursys® Product Support Coordinator, Operations</td>
</tr>
<tr>
<td>Matthew Bunzol</td>
<td>Nursys® Product Support Associate, Operations</td>
</tr>
<tr>
<td>Shilpa Challam</td>
<td>Senior Quality Assurance Analyst, Information Technology</td>
</tr>
<tr>
<td>Heather Chamberlain</td>
<td>Senior Product Associate, Interactive Services</td>
</tr>
<tr>
<td>Desiree Díaz</td>
<td>Coordinator, Customer Experience</td>
</tr>
<tr>
<td>P. J. Donahue</td>
<td>IT Helpdesk Administrator, Information Technology</td>
</tr>
<tr>
<td>Megan Dunham</td>
<td>Digital Media &amp; Design Manager, Interactive Services</td>
</tr>
<tr>
<td>Alma Friar</td>
<td>Quality Assurance Analyst, Information Technology</td>
</tr>
<tr>
<td>Ben Gonzalez</td>
<td>Manager, Infrastructure, Information Technology</td>
</tr>
<tr>
<td>Fay Green</td>
<td>Senior Product Associate, Customer Experience</td>
</tr>
<tr>
<td>Jessica Hansen</td>
<td>Associate Director, Customer Experience</td>
</tr>
<tr>
<td>Debbie Hart, MBA</td>
<td>Associate, Information Technology</td>
</tr>
<tr>
<td>Albert Hincapie</td>
<td>Senior Developer, Information Technology</td>
</tr>
<tr>
<td>Frank Hinchey</td>
<td>Developer, Information Technology</td>
</tr>
<tr>
<td>Dean Hope</td>
<td>Nursys® Senior Product Support Associate, Operations</td>
</tr>
<tr>
<td>Shelly Howell</td>
<td>Associate, Interactive Services</td>
</tr>
<tr>
<td>Mark Huffman, MBA, PMP</td>
<td>Manager, Business Analysts and Project Management, Information Technology</td>
</tr>
<tr>
<td>Richard Hughes</td>
<td>System Engineer, Information Technology</td>
</tr>
<tr>
<td>Angela Johnston</td>
<td>Business Analyst, Information Technology</td>
</tr>
<tr>
<td>Jeff Kendall, MBA</td>
<td>Director, Customer Experience &amp; Operations</td>
</tr>
<tr>
<td>Christophel Kuizon</td>
<td>Developer, Information Technology</td>
</tr>
<tr>
<td>Ameena Lalani</td>
<td>Senior Database Administrator, ORBS, Information Technology</td>
</tr>
<tr>
<td>Joshua Lingwai</td>
<td>Senior Lead Developer, Information Technology</td>
</tr>
<tr>
<td>Megan Dunham</td>
<td>Digital Media &amp; Design Manager, Interactive Services</td>
</tr>
<tr>
<td>Lavanya Pathak</td>
<td>Quality Assurance Analyst, Information Technology</td>
</tr>
<tr>
<td>Jennifer Pope, EdDc, MSN</td>
<td>E-Learning Program Development Manager, Interactive Services</td>
</tr>
<tr>
<td>George Potacki</td>
<td>Business Analyst, ORBS, Information Technology</td>
</tr>
<tr>
<td>Angela Primali, MSJ</td>
<td>Instructional Design Associate, Interactive Services</td>
</tr>
</tbody>
</table>

(continued on following page)
NCSBN
Staff (continued)

Dave Raheel
Business Analyst,
Information Technology
Sandra Rhodes
Manager, Operations
Robert Russell
System Administrator,
Information Technology
Chandra Sadhangiri
Lead Developer, ORBS,
Information Technology
Narender Saraswati, MBA
Program Manager, ORBS,
Information Technology
Suzanne Schnite, PMP
Associate Director,
Information Security Assurance,
Information Technology
Zach Sears
Senior System Administrator,
Information Technology
Sachin Sharma, MA
Business Analyst, ORBS,
Information Technology
Damon Short, MA
Senior Database Administrator,
Information Technology
Nick Smith
Senior System Engineer,
Information Technology
Tammy Spangler
Director, Interactive Services and
Information Security Assurance

Matthew Sterzinger
Senior Manager,
Application Development,
Information Technology
Saule Trainys
Senior User Experience Developer,
Interactive Services
Diana Valenzuela Allen, MBA
Manager, Business Analysts, ORBS,
Information Technology
Keena Ward
Coordinator, Customer Experience
Sanjeev Yarlagadda
Senior Quality Assurance Analyst,
Information Technology

NURSING REGULATION
Maryann Alexander, PhD, RN, FAAN
Chief Officer, Nursing Regulation
Maureen Cahill, MSN, APN-CNS, RN
Senior Policy Advisor,
Nursing Regulation
Lysette Cooksey, MPA
Coordinator, State Advocacy,
Nursing Regulation
Rebecca Fotsch, JD
Associate Director, State Advocacy and
Legislative Affairs, Nursing Regulation
Kent Gowen, MA
Coordinator, Policy,
Nursing Regulation

Lindsey Gross
Senior Coordinator, Nursing Regulation
Laura Jarosz
Associate, Nursing Regulation
Nicole Livanos, JD, MPP
Associate, State Advocacy and
Legislative Affairs, Nursing Regulation
Greg Mannix
Project Specialist,
Regulatory Innovations
Qiana McIntosh, MBA, MHRM
Senior Coordinator,
Regulatory Innovations
Linda Olson, PhD, RN, NEA-BC, FAAN
Senior Program Advisor,
Nursing Regulation
Kyrani Reneau, MA
Coordinator, Research
Kathleen Russell, JD, MN, RN
Senior Policy Advisor, Nursing Regulation
Josephine Silvestre, MSN, RN
Associate, Regulatory Innovations
Richard Smiley, MS, MA
Statistician, Research
Hannah Snyder, MA
Coordinator, Policy, Nursing Regulation
Nancy Spector, PhD, RN, FAAN
Director, Regulatory Innovations
Elizabeth Hua Zhong, PhD, MEd
Associate, Research
### FY17 Operating Statements

**Sources Of Revenue**

<table>
<thead>
<tr>
<th>Source</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examination fees</td>
<td>66,164,580</td>
<td>79</td>
</tr>
<tr>
<td>Investment earnings</td>
<td>4,746,769</td>
<td>6</td>
</tr>
<tr>
<td>Membership fees</td>
<td>40,525</td>
<td>&lt; 1</td>
</tr>
<tr>
<td>Other program services</td>
<td>12,658,832</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 83,610,706</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Program Services**

<table>
<thead>
<tr>
<th>Service</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurse competency</td>
<td>56,889,469</td>
<td>69</td>
</tr>
<tr>
<td>Nurse practice and regulatory outcome</td>
<td>11,487,659</td>
<td>14</td>
</tr>
<tr>
<td>Information</td>
<td>10,372,445</td>
<td>12</td>
</tr>
<tr>
<td>Management and general</td>
<td>4,202,287</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 82,951,860</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Net Surplus**

$ 658,846