Welcome to the FY19 NCSBN Annual Report
# FY19 Annual Report

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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.
2018–2019 Board of Directors

Front row, left to right:
Gloria Damgaard, Julia George, Jim Cleghorn

Back row, left to right:
Adrian Guerrero, Valerie Fuller, Mark Majek, Elizabeth J. Lund, Jay P. Douglas,
Cynthia LaBonde, Lori Scheidt, Cathy Borris-Hale
2018–2019

Board of Directors

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

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

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

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

Adrian Guerrero, CPM
Area II Director
Director of Operations, Kansas 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, RN, MHA
Director-at-Large
Chair, District of Columbia Board of Nursing

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

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

Elizabeth J. Lund, MSN, RN
Director-at-Large
Executive Director, Tennessee State Board of Nursing
## NCSBN Committees
During Fiscal Year 2019

### APRN Task Force
Katherine Thomas | Texas, Chair
Jennifer Burns | Wyoming
Shirley Brekken | Minnesota
Stacey Pfenning | North Dakota
Stephen Feldman
Rick Masters
Tom Wilde

### Awards Committee
Kristin K. Benton | Texas
Kim Hudson-Gallogly | Georgia
Donna Kirkland | Tennessee
Jennifer G. Lewis | North Carolina

### Finance Committee
Gloria Damgaard | South Dakota, Chair
Gayle Bellamy | North Carolina
John Etherington | Oregon
Karen C. Lyon | Louisiana RN
Shan Montgomery | Mississippi
David Saucedo | Texas
Randolph L. Smith | Kentucky

### Leadership Succession Committee (LSC)
Kaci A. Bohn | Arkansas, Chair
Patricia Dufrene | Louisiana
Sara Griffith | North Carolina
Melissa Hanson | North Dakota
Jennifer Laurent | Vermont
Susan Odom | Idaho
Tracy Rude | Washington

### Model Acts and Rules Committee
Amy Fitzhugh | North Carolina, Chair
Peggy Benson | Alabama
Ruby Jason | Oregon
Dusty Johnston | Texas
Linda Kmetz | Pennsylvania
Elizabeth Lund | Tennessee
Linda Young | South Dakota

### NCLEX® Examination Committee (NEC)
Betsy Houchen | Ohio, Chair
Shirley Brekken | Minnesota
Anne Coghlan | Ontario, Exam User Member
Cynthia Johansen | British Columbia RN, Exam User Member
Lisa Renee Johnson | Florida
Claire MacDonald | Massachusetts
Kimberly Miller | Minnesota
Deborah Swartz | Vermont
Rhigel “Jay” Tan | Nevada
Crystal Tillman | North Carolina

(continued on following page)
NCLEX® Item Review Subcommittee
Janzie Allmacher | Virgin Islands
Meedie L. Bardonille | District of Columbia
Tracey Blalock | Georgia
Tammy Bryant | Georgia
Teresa Corrado | Washington
Ann Michele Coughlin | Pennsylvania
Mariclaire E. England | Minnesota
Diana O. Forst | Florida
Becky Gladis | Minnesota
Ruth Ann Go | North Carolina
Myra Goldman | Kentucky
Anne Heyen | Missouri
Georgina R. Howard | New York
Nancy Irland | Oregon
Joseph Lefleur | Alaska
Elise McDermott | Texas
Angela MacDonald | Massachusetts
June McLachlan | Minnesota
Teresita McNabb | Louisiana RN
Tammie Napoleon | Hawaii
Carmen Nickel | Oklahoma
Catherine Prato-Lefkowitz | Nevada
Sherry Richardson | Tennessee
Darlene (Yolonda) Schulz | Montana
Pamela Trantham | North Carolina
Tammy Vaughn | Arkansas

Nursing Education Outcomes and Metrics Committee
Janice I. Hooper | Texas, Chair
Brenda Bolen Rowe | Georgia
Valerie Fuller | Maine, Board Liaison
Bonita Jenkins | District of Columbia
Carol Moreland | Kansas
Sabita Persaud | Maryland
Mindy Schaffner | Washington
Bibi Schultz | Missouri
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
As of Dec. 1, 2019

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

Maggie Bieniek
Senior Coordinator, Nurse Licensure Compact

Allex Hernandez, MA
Senior Manager, Executive Office

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

Elliott Vice
Director, Government Affairs

Kaitlynn Ward, MIA
Associate, Government Affairs

Operations
Philip Dickison, PhD, RN
Chief Operating Officer

Joseph Betts, PhD, MA
Director, Measurement and 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

Alicia Byrd, RN
Director, Member Relations

Bridget Byrne
Project Specialist, Marketing & Communications

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

Thy Cao
Operations Coordinator I, Examinations

Gayle Cochin-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

Jennifer Gallagher
Director, Business Operations

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

Michael Grossenbacher
Associate, Communications, Marketing & Communications

Ellen Guirl
Editor, Examinations

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

Alan Hoogenboom
Application Developer, Research, Examinations

Brittany Houston, RN
RN Test Development Associate I, Examinations

Daniel Hydzik
Test Development Associate I, Examinations

Latrice Johnson, MS
Test Development Manager, Examinations

Shu-chuan Kao, PhD, MA
Manager, Measurement and Testing, Examinations

Dawn M. Kappel, MA
Director, Marketing & Communications

Jennifer Keating
Operations Coordinator II, Examinations

Chelsea Kelley
Senior Manager, Operations

(continued on following page)
Doyoung Kim, PhD  
Senior Psychometrician, Examinations  

Cheryl Ma, MS  
Associate Psychometrician I, Measurement and Testing, Examinations  

José Martinez Rodríguez, MS, RN  
Test Development Manager, Examinations  

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

William Muntean, PhD  
Lead Psychometrician, Research, Examinations  

Colleen Neubauer, CMP  
Senior Meetings Manager, Business Operations  

Kalona Owens  
Manager, Marketing & Communications  

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, Operations & Maintenance, Examinations  

Nich Radcliffe, MFA  
Coordinator, Business Administration & Office Services, Business Operations  

Gretchen Schlesinger, PMP  
Senior Manager, Project Management Office, Business Operations  

Jason Schwartz, MS  
Director, Test Development, Examinations  

Kristin Singer, MSN, RN  
RN Test Development Associate I, 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  

Jing-Ru Xu, PhD, MS, MA  
Psychometrician I, Measurement and Testing, Examinations  

Wei Xu, PhD  
Psychometrician I, 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  

Pam Blair  
Coordinator, Information Security Assurance  

Rajeshwari Bommanavar, MS  
Senior Application Support Developer I, ORBS, Information Technology  

Tony Born  
Product Support Coordinator I, Operations  

(continued on following page)
Kimberlee Boyd, MATD, CPLP  
E-Learning Program Manager, Interactive Services

Heather Chamberlain  
E-Learning Course Development Manager, Interactive Services

Fernando Cisneros  
Product Support Coordinator I, Operations

Desiree Diaz  
Product Support Associate I, Customer Experience

Megan Dunham  
Senior Web & Production Manager, Interactive Services

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

Shelly Howell  
Senior Associate, Interactive Services

Mark Huffman, MBA, PMP  
Manager, Business Analysts and Project Management, Information Technology

Richard Hughes  
Help Desk Administrator II, Information Technology

Penny Jaggi  
Business Analyst I, ORBS, Information Technology

Nadja James, PhD, MSN, MHA, RN, CNE  
Senior Content Associate, Interactive Services

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

Ryan Novak  
Product Support Associate I, Operations

Lavanya Pathak  
Quality Assurance Analyst I, Information Technology

George Potacki  
Business Analyst II, ORBS, Information Technology

Angeli Primlani, MSJ  
E-Learning Associate, Interactive Services

Thomas Prus  
Coordinator, Interactive Services

Dave Raheel  
Business Analyst II, Information Technology

Sandra Rhodes  
Senior Manager, Operations

Robert Russell  
System Administrator II, Information Technology

Chandra Sadhangiri  
Lead Developer, ORBS, Information Technology

Narender Saraswati, MBA  
Program Manager, ORBS, Information Technology

Zach Sears  
Senior System Administrator I, Information Technology

Sachin Sharma, MA  
Business Analyst II, ORBS, Information Technology

Damon Short, MM  
Senior Database Administrator, Information Technology

Nick Smith  
Senior System Engineer I, Information Technology

Tammy Spangler  
Director, Interactive Services and Information Security Assurance

Matthew Sterzinger  
Senior Manager, Application Development, Information Technology

(continued on following page)
Andrew Suszko, MS  
Database Administrator, ORBS, Information Technology

Saule Trainys  
Senior User Experience Developer, Interactive Services

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

Michelle Buck, MSN, APRN, CNS  
APRN Senior Policy Advisor, Nursing Regulation

Rebecca Fotsch, JD  
Director, State Advocacy & Legislative Affairs, Nursing Regulation

Lindsey Gross  
Senior Coordinator, Nursing Regulation

Sally Hamlin, MA  
Program Manager, Nursing Regulation

Laura Jarosz  
Manager, Nursing Regulation

Jenifer Kohl  
Coordinator, Nursing Regulation

Amy Lippert, PhD, MA  
Associate, Nursing Regulation

Nicole Livanos, JD, MPP  
Senior Associate, State Advocacy & Legislative Affairs, Nursing Regulation

Molly Maeve Lusk  
Coordinator, State Advocacy & Legislative Affairs, Nursing Regulation

Greg Mannix  
Project Specialist II, Regulatory Innovations

Brendan Martin, PhD  
Associate Director, Research

Qiana McIntosh, MBA, MHRM  
Senior Coordinator, Regulatory Innovations

Kyrani Reneau, MA  
Associate, Research

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
## FY19 Operating Statements

**Year Ended Sept. 30, 2019**

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<th>Program Services</th>
<th>$</th>
<th>%</th>
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<tr>
<td>Nurse competency</td>
<td>60,803,369</td>
<td>68</td>
</tr>
<tr>
<td>Nurse practice and regulatory outcome</td>
<td>13,024,033</td>
<td>15</td>
</tr>
<tr>
<td>Information</td>
<td>10,472,780</td>
<td>12</td>
</tr>
<tr>
<td>Administration and Supporting Services</td>
<td>5,194,930</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 89,495,112</strong></td>
<td><strong>100</strong></td>
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<table>
<thead>
<tr>
<th>Sources Of Revenue</th>
<th>$</th>
<th>%</th>
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<tr>
<td>Examination fees</td>
<td>71,795,413</td>
<td>80</td>
</tr>
<tr>
<td>Other program services</td>
<td>11,254,526</td>
<td>13</td>
</tr>
<tr>
<td>Use of Investment earnings</td>
<td>6,445,173</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 89,495,112</strong></td>
<td><strong>100</strong></td>
</tr>
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