Pioneering the Path for Public Protection

PORTLAND, OREGON
AUG. 11 - 13, 2010

2010 ANNUAL MEETING
About this Illustration

This illustration blends the message of this year’s theme, Pioneering the Path for Public Protection, with the natural beauty and history of Portland, Ore., the 2010 NCSBN Annual Meeting host city.

The graphic was designed to honor Portland’s past, reflect its vibrant present and bring to light its brilliant future. Each element was selected to not only bring meaning to the theme, but also acquaint new visitors with Portland’s heritage and culture. The woodcut look of the illustration pays homage to the folk art tradition of Pacific Northwest artisans. Green was chosen as the dominant color to symbolize nature, growth and potential. This color also honors Portland’s reputation as the “greenest” city in the U.S.

Serving as the centerpiece and heart of the illustration is the human element, which embodies the seeker who looks to the future, while remaining mindful of the past.

Because Portland is the City of Roses, the rose is featured prominently in the design. The rose icon can be found everywhere in the metro area, on signage and metalwork, and as the names of stores, businesses and locally-produced products.

The compass serves as a directional guide; a tool for the seeker to utilize in pioneering a path forward.

Featured in the design are the Willamette and Columbia rivers that run dramatically through the city and reinforce the concept of forging a trail despite all obstacles.

Mountains and pine trees are landscape elements native to the area and represent the challenges faced on the journey. The sun is an enlightening, positive symbol emblematic of the goal of safeguarding the public.
SECTION I: 2010 NCSBN ANNUAL MEETING
Business Agenda of the 2010 Delegate Assembly ................................................................. 7
Standing Rules of the Delegate Assembly ............................................................................. 9
Annual Meeting Schedule .................................................................................................... 13
Summary of Recommendations to the 2010 Delegate Assembly with Rationale .............. 19
Report of the Leadership Succession Committee ................................................................. 23
  Attachment A: 2010 Slate of Candidates ........................................................................ 27
  Attachment B: Leadership Development Plan .................................................................. 49
  Attachment C: Essential Competencies for Governance Leadership ............................. 54
  Attachment D: Leadership Succession Committee Interview Questions ......................... 55
  Attachment E: Candidate Selection Assessment Worksheet ............................................. 57
  Attachment F: Leadership Succession Committee Policy and Procedure ......................... 60
2010 Report of the Board of Directors .................................................................................. 65
  Attachment A: Annual Progress Report, October 2009–May 2010 ................................. 72
  Attachment B: NCSBN Associate Member Application ................................................... 77

SECTION II: COMMITTEE REPORTS
Reports with Recommendations
Report of the Bylaws Committee ......................................................................................... 81
  Attachment A: Current Bylaws ........................................................................................ 83
  Attachment B: Proposed Bylaws Revisions, Redline Version ......................................... 92
  Attachment C: Proposed Bylaws, Clean Copy ................................................................. 101
Report of the Continued Competence Committee ............................................................... 111
  Attachment A: Definitions and Core Competencies of Continued Competence .......... 113
  Attachment B: Guiding Principles of Continued Competence ...................................... 115
Report of the Disciplinary Resources Committee ................................................................. 117
  Attachment A: Model Rules for Sexual Misconduct, Including Boundaries ................ 119
Report of the NCLEX® Examination Committee..................................................................................123
Attachment A: Proposed 2011 NCLEX-PN® Test Plan-Strikethrough Copy........................................133
Attachment B: Proposed 2011 NCLEX-PN® Test Plan-Clean Copy..................................................140
Attachment C: Timeline for Implementation of the 2011 NCLEX-PN® Test Plan.................................147
Attachment D: Annual Report of Pearson VUE for the NCLEX®........................................................148

Informational Recommendations
Report of the APRN Committee...........................................................................................................163
Report of the Awards Committee........................................................................................................165
Attachment A: Awards Brochure.........................................................................................................167
Report of the Chemical Dependency Committee..................................................................................181
Report of the Commitment to Ongoing Regulatory Excellence (CORE) Committee..............................183
Attachment A: Focus Group Report......................................................................................................186
Report of the Finance Committee........................................................................................................193
Attachment B: Report of the Independent Auditors FY09.................................................................197
Report of the Institute of Regulatory Excellence (IRE) Committee......................................................211
Report of the National Nurse Aide Assessment Program (NNAAP™) and the Medication Aide Certification Examination (MACE™) Department..........................................................213
Attachment A: 2011 NNAAP™ Written or Oral Examination Content Outline...............................218
Report of the Nursys® Committee.........................................................................................................219
Report of the TERCAP® Committee......................................................................................................221
Attachment A: 2010 TERCAP® Data Collection Instrument.................................................................224
Report of the Transition to Practice Committee..................................................................................231
Attachment A: NCSBN's Transition to Practice Modules.......................................................................233
Attachment B: Report of Transition to Practice Advisory Panel.......................................................270
Attachment C: Business Plan Template for Boards of Nursing (BONs)............................................274
Attachment D: Business Plan Template for Employers.......................................................................278
Attachment E: Transition to Practice Design......................................................................................283
Report of Uniform Licensure Requirements and Portability Committee...............................................285
Attachment A: Uniform Licensure Requirements (ULRs) Draft (May 2010)......................................287
Attachment B: Recommended Solutions for Issues Regarding the Interface Between the Two Licensure Models..................................................296

SECTION III: RESOURCES AND GENERAL INFORMATION
Hilton Portland & Executive Tower Hotel Map......................................................................................301
Orientation Manual for Delegate Assembly Participants.......................................................................303
NCSBN Organizational Chart...............................................................................................................311
NCSBN Glossary..................................................................................................................................313
Membership

The National Council of State Boards of Nursing, Inc. (NCSBN) is a not-for-profit organization whose membership comprises the boards of nursing in the 50 states, the District of Columbia, and four United States territories—American Samoa, Guam, Northern Mariana Islands and the Virgin Islands.

Mission

The National Council of State Boards of Nursing (NCSBN), composed of Member Boards, provides leadership to advance regulatory excellence for public protection.

Vision

Building regulatory expertise worldwide.

Values

*Integrity:* Doing the right thing for the right reason through informed, open and ethical debate.
*Accountability:* Taking ownership and responsibility for organizational processes and outcomes.
*Quality:* Pursuing excellence in all endeavors.
*Vision:* Using the power of imagination and creative thought to foresee the potential and create the future.
*Collaboration:* Forging solutions through the collective strength of internal and external stakeholders.

Purpose

The purpose of NCSBN is to provide an organization through which boards of nursing act and counsel together on matters of common interest and concern affecting the public health, safety and welfare, including the development of licensing examinations in nursing.

NCSBN's programs and services include developing the NCLEX-RN® and NCLEX-PN® examinations, performing policy analysis and promoting uniformity in relationship to the regulation of nursing practice, disseminating data related to the licensure of nurses, conducting research pertinent to NCSBN's purpose, and serving as a forum for information exchange for members.
SECTION I: 2010 NCSBN ANNUAL MEETING

Business Agenda of the 2010 Delegate Assembly ................................................................. 7
Standing Rules of the Delegate Assembly .............................................................................. 9
Annual Meeting Schedule ...................................................................................................... 13
Summary of Recommendations to the 2010 Delegate Assembly with Rationale ................. 19
Report of the Leadership Succession Committee ................................................................ 23
  Attachment A: 2010 Slate of Candidates ........................................................................... 27
  Attachment B: Leadership Development Plan .................................................................... 49
  Attachment C: Essential Competencies for Governance Leadership ................................. 54
  Attachment D: Leadership Succession Committee Interview Questions ......................... 55
  Attachment E: Candidate Selection Assessment Worksheet .............................................. 57
  Attachment F: Leadership Succession Committee Policy and Procedure ......................... 60
2010 Report of the Board of Directors .................................................................................... 65
  Attachment A: Annual Progress Report, October 2009–May 2010 ................................... 72
  Attachment B: NCSBN Associate Member Application .................................................... 77
Business Agenda of the 2010 Delegate Assembly

Wednesday, Aug. 11, 2010
8:30–10:00 am

OPENING CEREMONIES
- Introductions
- Announcements

OPENING REPORTS
- Credentials Report
- Adoption of the Standing Rules

ADOPTION OF AGENDA

REPORT OF THE LEADERSHIP SUCCESSION COMMITTEE
- Presentation of the 2010 Slate of Candidates
- Nominations from Floor
- Approval of the 2010 Slate of Candidates

PRESIDENT’S ADDRESS

CEO’S ADDRESS

Friday, Aug. 13, 2010
9:00 am–12:00 pm

BOARD OF DIRECTORS’ RECOMMENDATIONS
- Adopt the proposed revisions to the NCSBN Bylaws.
- Adopt the proposed revision to the NCSBN Mission Statement.
- Adopt the proposed 2011–2013 Strategic Initiatives.
- Adopt the College of Licensed Practical Nurses of British Columbia as Associate Members of NCSBN.
- Adopt the proposed revisions to Chapter III and Chapter XI of the NCSBN Model Practice Act and Administrative Rules.
- Adopt the proposed Guiding Principles for Continued Competence.

NCLEX® EXAMINATION COMMITTEE RECOMMENDATION
- Adopt the proposed 2011 NCLEX-PN® Test Plan.

NEW BUSINESS

CLOSING CEREMONY

ADJOURNMENT

Special Note
Business conducted during the Delegate Assembly will be continuous, advancing through the agenda as time and discussion permit.
Standing Rules of the Delegate Assembly

1. Credentialing Procedures and Reports
   A. The President shall appoint the Credentials Committee, which is responsible for registering and accrediting delegates and alternate delegates.
   B. Upon registration, each delegate and alternate shall receive a badge and the appropriate number of voting cards authorized for that delegate. Delegates authorized to cast one vote shall receive one voting card. Delegates authorized to cast two votes shall receive two voting cards. Any transfer of voting cards must be made through the Credentials Committee.
   C. A registered alternate may substitute for a delegate provided the delegate turns in the delegate badge and voting card(s) to the Credentials Committee at which time the alternate is issued a delegate badge. The initial delegate may resume delegate status by the same process.
   D. The Credentials Committee shall give a report at the first business meeting. The report will contain the number of delegates and alternates registered as present with proper credentials, and the number of delegate votes present. At the beginning of each subsequent business meeting, the committee shall present an updated report listing all properly credentialed delegates and alternate delegates present, and the number of delegate votes present.

2. Meeting Conduct
   A. Meeting Conduct
      1. Delegates must wear badges and sit in the section reserved for them.
      2. All attendees shall be in their seats at least five minutes before the scheduled meeting time.
      3. There shall be no smoking in the meeting room.
      4. All cellular telephones and pagers shall be turned off or turned to silent vibrating mode. An attendee must leave the meeting room to answer a telephone.
      5. A delegate’s conversations with non-delegates during a business meeting must take place outside the designated delegate area.
      6. All attendees have a right to be treated respectfully.
      7. There shall be no videotaping, audio recording or photographing of the sessions without the written permission of NCSBN.

3. Agenda
   A. Business Agenda
      1. The Business Agenda is prepared by the President in consultation with the Chief Executive Officer and approved by the Board of Directors.
   B. Consent Agenda
      1. The Consent Agenda contains agenda items that do not recommend actions.
      2. The Board of Directors may place items on the Consent Agenda that may be considered received without discussion or vote.
      3. An item will be removed from the Consent Agenda for discussion or vote at the request of any delegate.
      4. All items remaining on the Consent Agenda will be considered received without discussion or vote.
4. Motions or Resolutions

A. Only delegates, members of the Board of Directors, and the NCLEX® Examination Committee may present motions or resolutions to the Delegate Assembly. Resolutions or motions made by the NCLEX® Examination Committee are limited to those to approve test plans pursuant to Article X, Section 1(a) of the NCSBN Bylaws.

B. All motions, resolutions and amendments shall be in writing and on triplicate motion paper signed by the maker and a second. All motions, resolutions and amendments must be submitted to the Delegate Assembly Chair and the Parliamentarian. All resolutions and non-procedural main motions must also be submitted to the Chair of the Resolutions Committee before being presented to the Delegate Assembly.

C. The Resolutions Committee, according to its Operating Policies and Procedures, shall review motions and resolutions submitted before Wednesday, August 11, 2010 at 4:30 pm. Resolution or motion-makers are encouraged to submit motions and resolutions to the Resolutions Committee for review before this deadline.

D. The Resolutions Committee will convene its meeting on Wednesday, August 11, 2010, at 4:30 pm and schedule a mutually agreeable time during the meeting to meet with each resolution or motion-maker. The Resolutions Committee shall meet with the resolution or motion-maker to prepare resolutions or motions for presentation to the Delegate Assembly and to evaluate the resolution or motion in accordance with the criteria in its operating policies and procedures. The Committee shall submit a summary report to the Delegate Assembly of the Committee’s review, analysis, and evaluation of each resolution and motion referred to the Committee. The Committee report shall precede the resolution or motion by the maker to the Delegate Assembly.

E. If a member of the Delegate Assembly wishes to introduce a non-procedural main motion or resolution after the deadline of 4:30 pm on Wednesday, August 11, 2010, the request shall be submitted under New Business; provided that the maker first submits the resolution or motion to the Chair of the Resolutions Committee. All motions or resolutions submitted after the deadline must be presented with a written analysis that addresses the motion or resolution’s consistency with established review criteria, including, but not limited to, the NCSBN mission, purpose and/or functions, strategic initiatives and outcomes; preliminary assessment of fiscal impact; and potential legal implications. The member submitting such a motion or resolution shall provide written copies of the motion or resolution to all delegates. A majority vote of the delegates shall be required to grant the request to introduce this item of business. [The Resolutions Committee shall advise the Delegate Assembly where the required analyses have not been performed and/or recommend deferral of a vote on the motion pending further analysis.]

5. Debate at Business Meetings

A. Order of Debate: Delegates shall have the first right to speak. Non-delegate members and employees of Member Boards including members of the Board of Directors may speak only after all delegates have spoken.

B. Any person who wishes to speak shall go to a microphone. When recognized by the Chair, the speaker shall state his or her name and Member Board or organization.

C. No person may speak in debate more than twice on the same question on the same day, or longer than four minutes per speech, without permission of the Delegate Assembly, granted by a majority vote without debate.
D. A red card raised at a microphone interrupts business for the purpose of a point of order, a question of privilege, orders of the day, a parliamentary inquiry or an appeal. Any of these motions takes priority over regular debate.

E. A timekeeper will signal when the speaker has one minute remaining, and when the allotted time has expired.

F. The Delegate Assembly may by a majority vote go into executive session. The enacting motion shall specify those permitted to attend.

6. Nominations and Elections

A. Any member who intends to be nominated from the floor is required to submit their completed nomination form and is strongly encouraged to meet with the Leadership Succession Committee the day before adoption of the slate of candidates by the Delegate Assembly.

B. A delegate making a nomination from the floor shall have two minutes to list the qualifications of the nominee. Written consent of the nominee and a written statement of qualifications must be submitted to the Leadership Succession Committee at the time of the nomination from the floor.

C. Electioneering for candidates is prohibited except during the candidate forum.

D. The voting strength for the election shall be determined by those registered by 5 pm on Wednesday, August 11, 2010.

E. Election for officers, directors, and members of the Leadership Succession Committee shall be held Thursday, August 12, 2010, from 7:30 to 8:30 am.

F. If no candidate receives the required vote for an office and repeated balloting is required, the President shall immediately announce run-off candidates and the time for the run-off balloting.

1. If no candidate for officer or area director receives a majority on the first ballot, the run-off shall be limited to the two candidates receiving the highest number of votes.

2. If no candidate for director-at-large receives a majority on the first ballot, the run-off shall be limited to the four candidates receiving the highest number of votes. If no candidate receives a majority on the second ballot, another run-off shall be limited to the three candidates receiving the highest number of votes.

3. If, on the initial ballot, one candidate for director-at-large receives a majority, a run-off shall be limited to the two candidates receiving the next highest number of votes.

7. Forums

A. Scheduled Forums: The purpose of scheduled forums is to provide information helpful for decisions and to encourage dialogue among all delegates on the issues presented at the forum. All delegates are encouraged to attend forums to prepare for voting during the Delegate Assembly. Forum facilitators will give preference to voting delegates who wish to raise questions and/or discuss an issue. Guests may be recognized by the Chair to speak after all delegates, non-delegate members and employees of Member Boards have spoken.

B. Open Forum: Open forum time may be scheduled to promote dialogue and discussion on issues by all attendees. Attendee participation determines the topics discussed during an Open Forum. The President will facilitate the Open Forum.

C. To ensure fair participation in forums, the forum facilitators may, at their discretion, impose rules of debate.
Annual Meeting Schedule

TUESDAY, AUG. 10, 2010

2:00–6:00 pm  
Registration Opens  
Visit the registration desk to receive your registration materials and name badge. Name badges must be worn at all times in order to enter the NCSBN Annual Meeting sessions.

2:00–5:00 pm  
New Candidate Interviews with the Leadership Succession Committee (LSC)  
Those candidates anticipating being nominated from the floor must submit a nomination form and meet with the LSC.

2:00–6:00 pm  
Nurse Licensure Compact Administrators (NLCA) Meeting  
Open to members of the NLCA and NCSBN only.

4:30–5:30 pm  
Resolutions Committee Meeting  
Open to committee members only.

6:00–7:30 pm  
Delegate Orientation  
Open to all Annual Meeting attendees.

WEDNESDAY, AUG. 11, 2010

7:15–8:30 am  
Breakfast

7:15 am–3:30 pm  
Registration  
Visit the registration desk to receive your registration materials and name badge. Name badges must be worn at all times in order to enter the NCSBN Annual Meeting sessions.

7:30 am–5:00 pm  
Exhibit Showcase  
Stop by the Exhibit Showcase to learn of products and information pertinent to the work of boards of nursing.

8:30–10:00 am  
Delegate Assembly: Opening Ceremony  
Welcome from the Oregon State Board of Nursing.

- Opening Ceremony
  - Introductions
  - Announcements
- Opening Reports
  - Credentials
  - Adoption of the Standing Rules
- Adoption of Agenda

SCHEDULE AND LOCATIONS ARE SUBJECT TO CHANGE.
8:30 – 10:00 am  
**Delegate Assembly: Opening Ceremony, Continued**  
- Report of the Leadership Succession Committee  
  - Presentation of the 2010 Slate of Candidates  
  - Nominations from Floor  
  - Approval of the 2010 Slate of Candidates  

**President’s Address**  
Laura Rhodes, MSN, RN, President, NCSBN Board of Directors  

**CEO’s Address**  
Kathy Apple, MS, RN, FAAN, CEO, NCSBN  

10:00 – 10:15 am  
**Break**  

10:15 am – 12:00 pm  
**Candidate Forum**  
Barbara Morvant, MN, RN, Chair, Leadership Succession Committee  
Support NCSBN and your fellow NCSBN members. Come to the Candidate Forum to hear from the nominees for NCSBN elected office.  

12:00 – 1:00 pm  
**Lunch**  

1:00 – 1:15 pm  
**Finance Committee Forum**  
Randall Hudspeth, MS, APRN-CNS/NP, FRE, FAANP, Treasurer, NCSBN Board of Directors  

1:15 – 1:35 pm  
**NCLEX® Examination Committee Forum**  
Patricia Spurr, EdD, MSN, RN, Chair, NCLEX® Examination Committee  
Discussion of the proposed 2011 NCLEX-PN® Test Plan and timeline for implementation.  

1:35 – 1:55 pm  
**Continued Competence Committee Forum**  
Katie Daugherty, MN, RN, Chair, Continued Competence Committee  

1:55 – 2:10 pm  
**Bylaws Committee Forum**  
Nathan Goldman, JD, Chair, Bylaws Committee  

2:10 – 2:25 pm  
**Disciplinary Resources Committee Forum**  
Sandy Evans, MAEd, RN, Chair, Disciplinary Resources Committee  

2:25 – 2:40 pm  
**Break**  

2:40 – 3:30 pm  
**Board of Directors Forum**  
Laura Rhodes, MSN, RN, President, NCSBN Board of Directors  
The NCSBN president will present and discuss Board of Directors issues and recommendations to the Delegate Assembly.  

SCHEDULE AND LOCATIONS ARE SUBJECT TO CHANGE.
3:30 – 5:00 pm  
**Grand Ballroom**  
**Nurse Licensure Models – Where We Are Today**  
Shirley Brekken, MS, RN, Executive Director, Minnesota Board of Nursing  
Richard Masters, JD, Attorney, Masters, Mullins & Arrington  
Laura Rhodes, MSN, RN, President, NCSBN Board of Directors  
Joey Ridenour, MN, RN, FAAN, Executive Officer, Arizona State Board of Nursing  
Objectives:  
1. Discuss the three nurse licensure models currently used in the U.S.  
2. Describe how interstate compacts are used in the U.S.  
3. Identify NCSBN resources related to licensure models.

3:30 – 5:00 pm  
**Executive Suite**  
**Parliamentarian Office Hours**  
Take this opportunity to ask the Parliamentarian questions and/or submit resolutions.

4:30 – 5:30 pm  
**Executive Suite**  
**Resolutions Committee Meeting**  
Open to committee members only.

6:00 – 8:00 pm  
**NCSBN Welcome Reception: Oregon Historical Society**  
NCSBN would like to welcome all attendees to Portland, Ore., for the 2010 Annual Meeting. Please join us at the Oregon Historical Society for a networking reception and take advantage of this opportunity to meet the candidates running for office.  
Tickets will be included in the registration packets of those who opted to attend during online registration. Shuttles depart at 5:30 pm. Attendees must bring tickets to enter reception.
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30–8:30 am</td>
<td>Breakfast</td>
<td>Galleria Ballroom Level</td>
</tr>
<tr>
<td>7:30 am–12:00 pm</td>
<td>Registration</td>
<td>Ballroom Foyer Ballroom Level</td>
</tr>
<tr>
<td>7:30 am–5:00 pm</td>
<td>Exhibit Showcase</td>
<td>Galleria</td>
</tr>
<tr>
<td>7:30–8:30 am</td>
<td>Election Voting</td>
<td>Council Suite 3rd Floor</td>
</tr>
<tr>
<td>8:30–11:30 am</td>
<td>Knowledge Networks</td>
<td>Parlor A-C, Ballroom Level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Broadway I &amp; II, Plaza Level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pavilion East, Plaza Level</td>
</tr>
<tr>
<td>11:30 am–12:00 pm</td>
<td>Break</td>
<td>Galleria</td>
</tr>
<tr>
<td>12:00–3:30 pm</td>
<td>Area Lunch Meetings: NCSBN Members Only</td>
<td>Broadway III &amp; IV, Plaza Level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Broadway I &amp; II, Plaza Level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Parlor A-C, Ballroom Level</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Alexander’s Restaurant, 23rd Floor</td>
</tr>
</tbody>
</table>

**Knowledge Networks**

NCSBN Knowledge Networks are brainstorming discussions regarding regulatory trends and issues. Participants will be asked to brainstorm a list of five topics with the top three selected for discussion/exploration.

Choose from the following options:

- **Parlor A-C, Ballroom Level**
  - NCSBN Executive Officers (Open to NCSBN Executive Officers only)
- **Broadway I & II, Plaza Level**
  - NCSBN Board Presidents (Open to NCSBN Board Presidents only)
- **Pavilion East, Plaza Level**
  - Regulatory Network (Open to Board Staff, Board Members and External Organizations)

**Area Lunch Meetings: NCSBN Members Only**

NCSBN Area Lunch Meetings I-IV are open to NCSBN members and staff only. Note that there is a lunch meeting open to external organizations. Associate Members may attend one of the four Area Meetings of their choice.

The purpose of NCSBN Area Meetings is to facilitate communication and encourage regional dialogue on issues important to NCSBN and its members.

- **Broadway III & IV, Plaza Level**
  - Area I members include: Alaska, American Samoa, Arizona, California, Colorado, Guam, Hawaii, Idaho, Montana, Nevada, New Mexico, Northern Mariana Islands, Oregon, Utah, Washington and Wyoming
- **Broadway I & II, Plaza Level**
  - Area II members include: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, West Virginia and Wisconsin
- **Parlor A-C, Ballroom Level**
  - Area III members include: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas and Virginia
- **Alexander’s Restaurant, 23rd Floor**
  - Area IV members include: Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont and U.S. Virgin Islands

SCHEDULE AND LOCATIONS ARE SUBJECT TO CHANGE.
Pavilion East

External Organizations Lunch Meeting
Join other external organizations for a networking lunch. Open to all NCSBN nonmember attendees.

6:00–6:30 pm
Plaza Foyer
Plaza Level

Awards Reception
Evening Cocktail Attire

6:30–9:00 pm
Pavilion Ballroom
Plaza Level

Awards Dinner
Evening Cocktail Attire

FRIDAY, AUG. 13, 2010

7:30–8:30 am
Galleria
Ballroom Level

Pearson VUE Sponsored Breakfast

8:30–9:30 am
Grand Ballroom
Ballroom Level

Keynote Speaker
Susan Hassmiller, PhD, RN, FAAN, Senior Adviser for Nursing, Robert Wood Johnson Foundation, and Director of the Robert Wood Johnson Foundation Initiative on the Future of Nursing at the Institute of Medicine
Hassmiller will address the regulatory interface in this examination of the capacity of the nursing workforce to meet the demands of a reformed health care and public health system.

9:30–10:00 am
Galleria

Break

10:00 am–12:00 pm
Grand Ballroom

Delegate Assembly

12:00–1:00 pm
Pavilion Ballroom
Plaza Level

Lunch

1:00–4:00 pm
Grand Ballroom

Delegate Assembly Resumes
New business and closing ceremonies.

4:00–6:00 pm
Forum Suite
3rd Floor

Post-Delegate Assembly Board of Directors Meeting
Open to Fiscal Year 2011 (FY11) Board of Directors members only.

SCHEDULE AND LOCATIONS ARE SUBJECT TO CHANGE.
Summary of Recommendations to the 2010 Delegate Assembly with Rationale

This document provides a summary of recommendations that the NCSBN Board of Directors (BOD), NCLEX® Examination Committee (NEC) and Leadership Succession Committee (LSC) propose to the 2010 Delegate Assembly. Additional recommendations may be brought forward during the 2010 Annual Meeting.

Board of Directors’ Recommendations

1. **Adopt the proposed revisions to the NCSBN Bylaws.**
   
   **Rationale:**
   The proposed revisions clarify election by acclamation when there is one candidate for an elected position. The proposed language is consistent with the concepts of Robert’s Rules of Order. The proposed revision further clarifies the role of the LSC and nominations from the floor.
   
   **Fiscal Impact:**
   Incorporated into the fiscal year 2011 (FY11) budget.

2. **Adopt the proposed revision to the NCSBN Mission Statement:**
   
   *Through collaborative leadership, NCSBN provides education, service, and research to promote regulatory excellence for patient safety and public protection.*
   
   **Rationale:**
   The current mission statement has been in place since 2003. The standard practice for nonprofit associations is to review mission statements every five to seven years; the policy of NCSBN is to review the mission statement every six years. The BOD reviewed and discussed the purpose of a mission statement as a declaration of purpose that drives other elements of the organization and the current environmental drivers influencing the role and function of nursing regulation. The proposed draft mission statement has been presented to the membership for feedback during the fiscal year.
   
   **Fiscal Impact:**
   None.

3. **Adopt the proposed 2011–2013 Strategic Initiatives.**
   
   - **NCSBN promotes evidence-based regulation.**
   - **NCSBN advances the engagement and leadership potential of all members through education, information and networking.**
   - **NCSBN provides state-of-the-art competence assessments.**
   - **NCSBN collaborates to advance the evolution of nursing regulation worldwide.**
   - **NCSBN optimizes nursing regulation through efficient use of technology.**
   
   **Rationale:**
   The BOD developed the proposed 2011–2013 Strategic Initiatives through a facilitated strategic planning process and solicited feedback from the membership during the fiscal year. The proposed plan identifies critical strategic direction for the next three years for fulfillment of the NCSBN Mission and Vision.
   
   **Fiscal Impact:**
   The strategic initiatives will serve as a basis for allocating financial resources for the next three years. Annual operating budgets will be developed to fund strategic objectives and performance measures designed to carry out the strategic plan.
4. **Approve the College of Licensed Practical Nurses of British Columbia as an Associate Member of NCSBN.**

   **Rationale:**
   The NCSBN Bylaws state that an Associate Member is a nursing regulatory body or empowered regulatory authority from another country or territory. The bylaws require approval of membership by the full membership of the Delegate Assembly. The current application for Associate Membership meets the qualifications as stated in the NCSBN Bylaws.

   **Fiscal Impact:**
   Upon acceptance, the new associate member will pay a $1,500 annual fee.

5. **Adopt the proposed revisions to Chapter III and Chapter XI of the NCSBN Model Practice Act and Administrative Rules.**

   **Rationale:**
   In 2008-2009, the Discipline Resources Committee published an updated booklet on sexual misconduct as a resource for the Member Boards. For that project the committee members surveyed the Member Boards about their needs related to sexual misconduct cases. Many boards of nursing (BONs) felt that they needed more specific statutory and rule language related to sexual misconduct and boundary violations. Therefore, the BOD charged the 2009-2010 Discipline Resources Committee with developing model rules on boundaries and sexual misconduct.

   **Fiscal Impact:**
   None.

6. **Adopt the proposed Guiding Principles for Continued Competence.**

   **Rationale:**
   The Guiding Principles of Continued Competence lay the foundation for future work in continued competence and establishes a basis for a regulatory standard to assist Member Boards.

   **Fiscal Impact:**
   None.

**NCLEX® Examination Committee Recommendation**

1. **Adopt the proposed 2011 NCLEX-PN® Test Plan.**

   **Rationale:**
   The NEC reviewed and accepted the *Report of Findings from the 2009 LPN/VN Practice Analysis: Linking the NCLEX-PN® Examination to Practice* (NCSBN, 2010) as the basis for recommending revisions to the 2008 NCLEX-PN® Test Plan to the Delegate Assembly. Empirical evidence from the practice analysis, feedback from Member Boards and legal counsel, and the professional judgment of the NEC provide support for the recommendation to the Delegate Assembly to adopt the 2011 NCLEX-PN® Test Plan.

   **Fiscal Impact:**
   Incorporated into the FY11 budget.
Leadership Succession Committee Recommendation

1. **Adopt the 2010 Slate of Candidates.**

   **Rationale:**
The LSC has prepared the 2010 Slate of Candidates with due regard for the qualifications required by the positions open for election, fairness to all nominees, and attention to the goals and purpose of NCSBN. Full biographical information and a personal statement for each candidate is posted in the Business Book under the Report of the Leadership Succession Committee. Candidates will present themselves at the Candidate’s Forum on Wednesday, Aug. 11, 2010.

   **Fiscal Impact:**
Incorporated into the FY11 budget.
Report of the Leadership Succession Committee

Recommendation to the Delegate Assembly

1. **Adopt the 2010 Slate of Candidates.**

   **Rationale:**

   The Leadership Succession Committee (LSC) has prepared the 2010 Slate of Candidates with due regard for the qualifications required by the positions open for election, fairness to all nominees, and attention to the goals and purpose of NCSBN. Full biographical information for each candidate follows. Candidate will present themselves at the Candidate’s Forum on Wednesday, Aug. 11, 2010.

**Background**

The LSC was created by a revision to the NCSBN Bylaws at the 2007 Delegate Assembly. The concept embedded in the bylaw revision was to ensure that leadership development and succession planning are built into the structure of the organization. Organizational leadership must be seen as a critical and strategic process. An organization is only as good as its leaders, and leaders must be developed through careful planning, cultivation, orientation, education and involvement. Organizational leadership must build upon the diversity and expertise of the membership.

Current LSC members were elected or appointed by the NCSBN Board of Directors (BOD) following the 2009 Delegate Assembly and have the following charges:

1. **Recommend strategies for the ongoing sustainability and advancement of the organization through leadership succession planning.**
2. **Present a slate of candidates through determination of qualifications and geographic distribution for inclusion on a ballot for the election of the BOD and LSC.**

The LSC continued further development of the competency framework for governance leadership. The LSC identified and then refined specific leadership competencies needed to guide the organization. The LSC believes that candidates for NCSBN leadership positions should be individuals who possess knowledge of regulation, are committed to the mission, vision and values of the organization, and who possess competencies in the areas of self-knowledge and governance leadership.

The LSC concluded that the success of an organization and its mission is inextricably tied to the strength of its leadership and leadership resources. Leaders of an organization must possess self-knowledge and governance leadership competencies to successfully guide and advance the organization.

The LSC determined that there is a deliberate path to identify and nurture individuals to secure a legacy of leadership at all levels to advance and sustain the organization. That path supports the ongoing performance and growth of NCSBN and includes a defined organizational strategy to leadership succession. It is essential that the organization creates and sustains a path to develop leaders.

**LEADERSHIP SUCCESSION DEFINED**

Leadership succession is the deliberate, ongoing process of identifying and developing qualified leaders who:

- Serve the purpose, mission, vision and values of the organization;
- Advance and promote excellence in nursing regulation;

---

**Members**

Barbara Morvant, MN, RN
Louisiana-RN, Area III, Designated Member, Chair

Mary Blubaugh, MSN, RN
Kansas, Area II, Designated Member

Nancy Bohr, MBA, MSN, RN, FRE
South Dakota, Area II Representative

Rick Garcia, MS, RN, CCM
Florida, Area III Representative (Resigned April 1, 2010)

Mary Kay Goetter, PhD, RNC, NEA-BC
Wyoming, Area I Representative

Patricia Lane, MBA, RN, HCA
Virginia, Area III, Designated Member

David Mangler, MS, RN
Delaware, Area IV Representative

Paula Meyer, MSN, RN
Washington, Area I, Designated Member

**Staff**

Kathy Apple, MS, RN, FAAN
CEO

Kate Jones
Manager, Executive Office

**Meeting Dates**

- Nov. 9-11, 2009
- Jan. 4-6, 2010
- March 8, 2010
- April 29-30, 2010
Sustain and evolve continued success and viability of NCSBN; and
Embrace and cultivate a culture of service and stewardship.

**ESSENTIAL COMPETENCIES**

Candidates for NCSBN positions are individuals who possess knowledge of regulation, are committed to the mission, vision and values of NCSBN, and who demonstrate:

**Self-knowledge**
- Particularly in relation to honesty, integrity and courage;
- Ability to deal with ambiguity and complexity;
- Flexible and adaptable;
- Cultural competence—the ability to work effectively cross culturally; and
- Interpersonal and communication effectiveness.

**Governance leadership**
- Stewardship—selecting service to greater good over self-interest;
- Strategic and futuristic thinking;
- Fiduciary knowledge;
- Evidence-based decision making;
- Consensus building through strategic alliances, networks and partnerships;
- Effective change and risk management, including accountability and transparency;
- Diplomatic and politically savvy relationship building; and
- Creativity and innovation.

**LEADERSHIP DEVELOPMENT**

The LSC spent considerable time describing an ongoing, structural leadership development plan for the organization. The purpose is to cultivate and recognize leadership within the organization to ensure sustained, progressive viability of the organization. The overall goal of the leadership development plan is to build leadership within and throughout the organization. The ultimate focus is to have a pool of available, diverse and qualified candidates for election to the LSC and BOD to meet the challenges of the future.

The LSC proposes leadership building through three objectives:

1. Early Connectivity: Members are engaged quickly with NCSBN to understand its purpose, function, products and services, and their role in relation to the organization.
2. Building Self-Knowledge – Self-Discovery: Members participate in opportunities for enhancing leadership knowledge, skills and ability.
3. Building Board and Organizational Governance Expertise: Members participate in opportunities to build governance expertise.

The plan describes various activities for leadership development, including identification of current resources and potential resources needed in the future. The plan is consistent with the proposed 2011-2013 Strategic Initiatives draft.

The additional intent of describing the activities is to aid interested individuals in building their leadership competence for their own interest, serving NCSBN on the BOD and/or the LSC through self-selection of relevant activities. These opportunities described are not an all-inclusive list nor do they imply mandatory participation; rather, the activities are offered based on an individual’s own personal goals.
BUILDING THE SLATE OF CANDIDATES
The LSC has further developed an iterative process to select the best nominees for placement on the Slate of Candidates for the BOD and LSC. For fiscal year 2010 (FY10), the LSC interviewed all nominees. Interview questions were developed and designed to elicit information on the essential competencies, and were provided to all nominees prior to their interview. The LSC paid particular attention to providing the membership with a balanced slate of candidates.

POLICY DEVELOPMENT
The LSC reviewed and revised the committee policy by embedding a new standard and a different vision of leader expectations. The policy also includes the LSC’s vision of engagement rather than recruitment that reflects the shared responsibility within the entire membership to identify and engage competent leaders.

FY10 Highlights and Accomplishments
- The committee discussed and reorganized the leadership development plan document identifying the purpose, goals and objectives, and merging the plan with the Essential Competency Framework document. Current NCSBN activities and external resources were identified, including potential resources needed for the future. Kathy Apple had the NCSBN Leadership Team review the document, and committee members solicited membership input for review and comment.
- The committee discussed the concept of candidate selection criteria and evaluation, and reviewed the candidate selection criteria and process used by the American Association of Critical Care Nurses (AACN). Further, the committee revised the AACN process for exploratory use as a working document by the LSC.
- The committee discussed concerns expressed by members regarding nominations from the floor. The committee believes this is a cultural change for the organization and feels it is important that all nominees be vetted equally and in the same manner.
- The committee met with Dawn Kappel, director, Marketing & Communications, NCSBN, to further discuss a new theme and logo. The committee selected “Advancing Potential – Discover the Leader Within.” A brochure was developed with the new theme.
- The committee discussed the survey regarding time commitment and estimated approximately 30 days within a 12-month period as the minimum time commitment to fulfill the responsibilities for a BOD position. Activities beyond that time frame are at the discretion of the individual board member.
- The committee had a long discussion about recruitment and wondered if recruitment is the right concept for its role in the organization. Recruitment implies enlisting a person with an unspoken promise to be on the slate. However, if in the screening process the committee feels the person is not ready, it creates a possible conflict of interest or misunderstanding. The committee believes its role is more an engagement in attracting nominees and is a shared responsibility with the entire membership.
- The committee reviewed and discussed feedback to the draft leadership development plan document identifying internal and external resources needed for the various activities. The draft document was presented to the BOD at its meeting on Feb. 10-12, 2010, and to the membership at the 2010 Midyear Meeting.
- The committee reviewed and revised LSC Policy 1.0.
- The committee met with Alicia Byrd, director, Member Relations, NCSBN, for information about the current membership database in use by NCSBN and its potential for use with the future work of the LSC.
The committee discussed whether there is any overlap with the work of the Institute of Regulatory Excellence (IRE) Committee. Possible joint committee discussion will be explored in the next fiscal year.

The committee moved to approve a recommendation to the Bylaws Committee for consideration of additional language that would have nominations from the floor be made after the LSC determines qualifications and geographic distribution for inclusion on the ballot.

The committee discussed developing a welcome kit for new board members or board staff as part of the early engagement initiative, including a leadership toolkit.

The committee discussed revising the e-nomination form for fiscal year 2011 (FY11) to include a statement of membership and leadership positions held in professional organizations.

The committee reviewed and discussed the candidate selection assessment worksheet in preparation for candidate interviews.

The committee interviewed all nominees who applied for open positions. All nominees were provided the interview questions prior to the interview. There was one nominee who was deemed ineligible at this time based on a perceived or actual conflict of interest as outlined in the NCSBN Bylaws. The nominee was informed directly by the chair of the committee’s decision and rationale.

The committee reviewed the prospective slate and discussed the potential for balancing the slate by encouraging qualified nominees to consider alternative positions.

The committee determined the 2010 Slate of Candidates based on essential competencies and the NCSBN Bylaws.

**Attachments**

A. 2010 Slate of Candidates
B. Leadership Development Plan
C. Essential Competencies for Governance Leadership
D. Leadership Succession Committee Interview Questions
E. Candidate Selection Assessment Worksheet
F. Leadership Succession Committee Policy and Procedure
Attachment A

2010 Slate of Candidates

The following is the slate of candidates developed and adopted by the Leadership Succession Committee. Each candidate profile is taken directly from the candidate’s nomination form. The Candidate Forum will provide the opportunity for candidates to address the 2010 Delegate Assembly.

Board of Directors

President
Myra Broadway, Maine, Area IV ................................................................. 28

Vice President
Shirley Brekken, Minnesota, Area II ......................................................... 30
Rose Kearney-Nunnery, South Carolina, Area III ............................... 32

Treasurer
Doreen Begley, Nevada, Area I ................................................................. 33
Randy Hudspeth, Idaho, Area I ................................................................. 35

Director-at-Large (two positions)
Joan Bainer, South Carolina, Area III ...................................................... 37
Marguerite Herman, Wyoming, Area I .................................................. 38
Julio Santiago, Illinois, Area II ................................................................. 40
Kathy Scott, Arizona, Area I ................................................................. 41
Katherine Thomas, Texas, Area III ......................................................... 42
Emmaline Woodson, Maryland, Area IV .............................................. 43

Leadership Succession Committee

Area I Member
None

Area II Member
Lisa Emrich, Ohio, Area II ................................................................. 45

Area III Member
Richard Gibbs, Texas, Area III ............................................................. 47
Brenda McDougal, North Carolina, Area III ..................................... 48

Area IV Member
None

Detailed Information on Candidates

Information is taken directly from nomination forms and organized as follows:
1. Name, jurisdiction and area.
2. Present board position and board name.
3. Date of term expirations and eligibility for reappointment.
4. Describe all relevant professional, regulatory and community involvement, including service on NCSBN committee(s). (300 word limit)
5. What do you perceive as the top two challenges to nursing regulation (provide two or three strategies you would use to address those challenges)? (300 word limit)
6. What leadership competencies will you bring and what will you contribute to advance the organization? (300 word limit)
President

Myra Broadway, JD, MS, RN
Board Staff, Maine, Area IV

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCSBN COMMITTEES:


WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?

Two significant challenges to nursing regulation include a limitation of resources and the changing dynamics of health care delivery. Within the limitation of resources are the boards’ challenges to do more with less in conjunction with a majority of states’ budget shortfalls; further, a scarcity of nursing workforce and faculty is predicted if not already in existence. Changing dynamics of health care delivery precipitate variations among professional organizations, nursing regulatory bodies, and jurisdictional governments. Strategies to address these challenges include: monitoring activities of national and international organizations as well as collaborating with them in defined efforts consistent with NCSBN’s mission; supporting research that is planned, developed and performed to enable boards to embrace and implement evidence based decision making in nursing regulation; developing member board competencies to effectively regulate nursing practice; involving member board staff and board members in various NCSBN activities in order to inform our decision making and to reflect, discuss and address issues confronting us with our collective wealth of education and experience; exercising our unique imaginations in finding creative and innovative solutions/methodologies; working toward uniform licensure requirements in order to assure the public’s protection and make regulation less burdensome. It is important to continue our work with entry level and continuing competence mechanisms in order to appropriately influence policy makers and lend assurance to them and the public that nursing is suitably regulated—allowing for the normal growth and development of a profession while protecting the public.

WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I believe that I can contribute to the advancement of the organization through commitment to its mission, vision and strategic initiatives and in fostering decision making that is consistent with the mission, compliant with the vision and in concert with the strategic initiatives. Serving as president requires listening well to all perspectives, deliberating and discussing openly the
challenges and issues that confront us as a national organization and as member boards. Further, I believe it is necessary to maintain flexibility in implementing the strategic initiatives so that as our environment changes we may respond accordingly and in kind by adapting strategy to meet the mission. Of great importance is the need to have critical and respectful discussion on difficult subjects. My leadership competencies include: openness, objectivity, directness, enthusiasm and a desire to debate with integrity and forthrightness, as well as to understand others’ points of view. I am neither afraid of asking nor of hearing challenging and hard questions. Among colleagues in my jurisdiction I am considered a clear thinker and communicator; a responsible, reliable, and resourceful person who is fair. I believe these competencies will contribute to the advancement of NCSBN. I would consider it an honor and privilege to serve as your president.
Vice President

Shirley Brekken, MS, RN
Board Staff, Minnesota, Area II

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCSBN COMMITTEES:

I began my journey in carrying out the mission of the National Council as a board member of the Minnesota Board of Nursing. Since that time, I have served on 12 committees/task forces as either chair or committee member. Each experience has increased my knowledge and commitment to the purposes of regulation; however, the following opportunities to partner with others to advance regulation have been the most rewarding: participating in the implementation of computer adaptive testing as a member of the Board of Directors (Area II director); initial development of Nursys® as a member of the Nursys® Advisory Group; contributing to the framework and content for conferences related to Member Board Leadership and the Institute of Regulatory Excellence through the Member Board Leadership Development Advisory Group; and advancing performance measurement and best practices through the Commitment to Ongoing Regulatory Excellence initiative. My passion for evidence-based nursing regulation has resulted in experiences as a co-investigator, collaborator or national advisory group member in research studies involving: congruence among LPN regulation, education, and practice; LPN practice regulation and outcomes of nursing home care; comparing state regulations affecting nursing homes and implications for culture change; and an HRSA-funded nurse residency program. Additionally, this commitment has led to my involvement in CORE to develop a performance measurement system for nursing regulation. I value collaboration in the interest of public protection, patient safety, and the education of nurses. Thus, I have been a partner in several state efforts related to: patient safety and advancing a “just culture” (Minnesota Alliance for Patient Safety); nursing excellence (Stratis Health Institute); nursing workforce (MN Center for Nursing BOD, MN Colleagues in Caring and MN Health Education and Industry Partnership Steering Committees); technology (Governor’s e-Licensing Steering Committee); and nursing leadership (MN Organization of Leaders in Nursing). Experiences as a member of a school board, church planning committee, and other community organization boards have been occasions for community service.

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?

State boards of nursing are challenged today to maintain relevance to the purposes of regulation and to do so with decreasing resources. The National Council’s guiding principles and services provide structures and means to help member boards achieve their mission. For something to be relevant, it must serve as a means to a given purpose. Thus, the regulatory activities of boards should be based on evidence that result in protection of the safety of recipients of nursing care. National Council’s research in the areas of practice breakdown, discipline methodology, remediation and substance abuse help to provide that evidence. CORE helps boards establish benchmarks for board operations and identify best practices that promote efficiencies and efficacy. Standardized licensure requirements will help ensure competence. Continued competence that is focused on performance improvement can be accomplished by developing linkages among various regulatory agents. Open and ethical debate will share innovation and solutions to do the right thing for the right reason. Active engagement in National Council’s initiatives and utilization of services will help member boards to carry out their statutory mandate of public protection in spite of decreasing resources. What leadership competencies will you bring and what will you contribute to advance the organization?

My leadership competencies are extensive. Not only do I see the world of regulation from the practice side, but also from the educator and consumer viewpoints. I served in many leadership
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

Leadership requires one to be passionate about a cause and a commitment to engagement and service. My passion for excellence in nursing regulation has resulted in opportunities to serve the purpose, mission, vision and values of the National Council. Length of service has given me sensitivity to the history of the organization keeping me grounded in the variety of needs of member boards. While member boards have a similar purpose, the means to accomplish public protection and governance structures vary. I endeavor to be respectful of these differences. Before drawing a conclusion, I consult with and listen to the people who will be impacted. I strive to find a way to bring diverse points of view in service to the common good. While historical knowledge is important, it should not interfere with vision for the future. I embrace change and encourage others to explore new options needed for an evolving regulatory landscape. I am supportive of forging constructive partnerships within and external to the National Council through candor, respect and honest communication. Leadership involves sincerity and personal integrity. I am committed to doing the right thing for the right reason and challenge others to do the same. I encourage and empower others to help solve problems. I believe in open and healthy debate and encourage discussion toward advancement of effective nursing regulation. I acknowledge the National Council not just as an organization that counsels together. It is an organization that must thrive in order to assist member boards to evolve their role in public protection.
Vice President

Rose Kearney-Nunnery, PhD, RN
Board Member, South Carolina, Area III

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCSBN COMMITTEES:

I have been a nurse educator since 1976 serving as faculty, program director, department head, and college dean at five different institutions educating nurses at the undergraduate (BSN, ADN & PN) and (MSN) graduate levels. I have also been a member of the South Carolina Board of Nursing since 2000 with three years’ service as board president. I have also had the privilege to be involved in NCSBN attending many of the delegate assembly meetings since 2000, and serving as a delegate at five of these meetings. In addition I have served as a NCSBN committee member and on the NCSBN Board as follows: Area III Director (2005-2007), Continued Competence Task Force (August – Sept. 2005, chair), and Practice, Regulation & Education Committee (2001-2005, member). I have also served on professional and community boards and committees.

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?

Collaboration with other professional groups and improving the practice culture with constant attention to public protection is a major challenge to nursing regulation. Disciplinary issues and differentiating between competency and workplace issues along with promoting a valid, reliable means to demonstrate continued competence among professionals and to the public are another major issue for nursing regulation. We also have an increased interest in nursing education and the development and expansion of nursing education programs and promoting appropriate education for competent practice with the challenges of limited clinical sites and qualified faculty. Added to this is the evolution of various educational routes and the demand for ongoing education, skill refinement, and role definition. The environment and the public are further challenged with assistive personnel along the path to improved health or care outcomes. Keeping abreast of current knowledge and best practices is a strategy to address these challenges. Another critical strategy is constantly attending to refining and enhancing personal communication skills while reaching out to other professionals and consumers of health care. NCSBN, as composed of its member boards, can facilitate identification, research, collaboration, and consistent sharing and use of evidence-based practices in these areas. As a NCSBN Officer, an essential strategy is identifying and delving into issues faced by the member boards. This requires openness, sensitivity, and a commitment to listen and collaborate to advance both regulation and safe, competent practice for effective healthcare for our consumers and constituents.

WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

Leadership competencies important to this position are vision, critical analysis of all issues, effective interpersonal communication, and encouragement of others. I believe these are essential skills for service on the Board of Directors and to the membership as Vice President. A constant focus must be on the vision, values, and mission of NCSBN and the fair and impartial consideration of all issues. These issues of concern must address the concerns of the member boards throughout the country and territories and our associate members in order to advance regulatory excellence. I provide a commitment to the constant demonstration and further refinement of these competencies and a thorough investigation of all facets of issues and thoughtful discussion and decisions that reflect area, national, and global concerns for public protection and the enhancement of nursing practice.
Treasurer

Doreen Begley, MS, RN
Board Member, Nevada, Area I

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCSBN COMMITTEES:

Three years ago I had the pleasure to be elected to the NCSBN Board of Directors as a Director-at-Large. I was serving the last year of my first term as an appointed board member to the Nevada State Board of Nursing. Because I was uncertain about my pending reappointment, I was unable to run again at that time. Since then, I have been happily reappointed to my second four-year term, I am serving my second year as the President of the Nevada State Board of Nursing, and I am a current fellowship participant in the 2013 cohort for the Institute of Regulatory Excellence. Since my involvement in nursing regulation six years ago, I have totally embraced the vision and mission of NCSBN, and have appreciated the opportunities to expand my knowledge and participation. The first 30 years of my nursing career were in the Emergency Department. From 1994-2000, I served on the Board of Directors for the Emergency Nurses Association (ENA), my last term as their Treasurer. To add to my fiduciary experience, for the past six years I have been employed as the director of a nurse practitioner community health clinic, financial sustainability being one of the greatest challenges. Through careful financial management we made budget every year! I am very familiar with working under serious financial constraints, but I feel there is an enhanced responsibility for fiscal management when financial resources are available. Being fiscally responsible and the careful management of our resources is paramount to continued financial success. Because of my past experiences, I am well aware of the responsibilities of NCSBN Treasurer. I hope that my dedication and performance will encourage you to once again, provide your support (and your vote) for me to be elected as your Treasurer.

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?

As a leadership organization, one of the biggest challenges in a worldwide arena is to balance our position to provide NCSBN information and resources with being a respectful world partner. I believe while others may look to NCSBN for visionary leadership, it is our ability to work well with other organizations that will help us bring continued strength and respect dealing with nursing regulatory issues demands. As we move forward into the 21st century (10 years in now) I believe keeping up with the continued exponential growth in technology is paramount to success. Continued financial support will be necessary to remain current with technological advancements. The over arching purpose of NCSBN is to lessen the burden on the states to provide quality nursing regulation. In the past, NCSBN has met this mission very effectively. It would be my goal as a Treasurer to continue to meet the needs expressed by the states, and to continue to explore ways to bridge the economical gap that exists today. There will always be financial challenges to be met. I believe one of our more pressing issues is the direction that needs to be taken to ensure the financial sustainability of our organization. While we are currently stable, we must always keep an eye on what the future holds. It is incumbent upon us to diversify our sources of income and not be dependent upon a sole source. At one time in America, everyone had milk delivered to their door; I need not remind you that there is now no need for milkmen. Let us not become so comfortable in our present that we become blindsided in our future!

WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

During my year as Director-at-Large for NCSBN, I was appointed the liaison to the APRN Committee. Working on that huge issue and being able to come to a consensus with not only our membership, but with multiple other national organizations was a perfect example of the visionary leadership NCSBN can provide. I was made to feel like a committee participant, not just
a designated assignee. Working to bring that issue to the delegate assembly was very satisfying, for everyone involved. That is an example of the kind of collaborative leadership I hope to bring with me to the NCSBN board of directors’ table. As budgets are developed, they must routinely be examined line by line, and must always reflect the mission of the organization. I am a very positive person, I am an excellent listener, and I remain an eternal optimist about data driven outcomes. That is the spirit I hope to bring to my tenure in the Institute of Regulatory Excellence while completing my four year fellowship project. I have actually adjusted my work schedule to part-time, so that I may fully experience all that nursing regulation has to offer, and so that I may offer more of myself to be able to give back to the organization. Being a term-limited state board member does also limit my window of opportunity to participate on a national level. I continue to participate to the fullest extent in NCSBN activities, and I hope when you cast your vote for Treasurer, you consider casting it for me.
Treasurer

Randy Hudspeth, MS, APRN-CNS/CNP, FRE
Board Member, Idaho, Area I

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCBSN COMMITTEES:

I am the current NCSBN Treasurer. I was elected in 2009 after serving one year as a Director-at-Large of the Board. I am seeking re-election as Treasurer. I bring a working knowledge of fiduciary concepts. I completed the Board Source Financial Governance Modules, have served as treasurer of the Idaho Nurses Association, a current trustee and former treasurer of the Idaho Nurses Foundation, and as treasurer of two community nonprofit boards. In my role as NCSBN Treasurer I chair the Finance Committee. In the past six months I coordinated a special audit for NCSBN, including interviewing and selecting the auditor firm. I analyzed the NCSBN budget, met with the auditors who perform the annual audit and have worked with the CFO to modify the travel policy and discuss the upcoming budget process. I also present the finance committee report at board meetings. I have been a board member of the Idaho Board of Nursing for seven years holding the APRN seat. I served on the APRN Committee for NCSBN for four years and helped write the Vision Paper and the Consensus Document. I completed the four-year fellowship through the Institute of Regulatory Excellence and was among the first group of inducted fellows. I am appointed by the governor of Idaho to the rural health board of directors for the Idaho Department of Health and Welfare (2002-current). I write a quarterly regulatory column in Nursing Administration Quarterly magazine.

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?

There are many issues, but two issues I see as challenges to NCSBN in the coming years are (1) continuing to financially support member board activities and (2) promoting consistent regulatory practices between jurisdictions. Currently, NCSBN offers more financial aid to member boards than at any time in its history. Engaging with member boards to offer services that support IT structure, facilitate data entry to achieve an unduplicated inventory of nurses, enhance and expand the use of the Nursys® database, promote engagement with TERCAP® and support attendance of member board representatives at delegate assembly, mid-year, IRE and committee meetings has all increased. These additional expenses come at a time when member boards are increasingly constrained in their expenses and limits are being enacted by state governments. It also comes at a time when NCSBN is seeing its own revenue decrease when compared to previous years. Thus, the NCSBN Treasurer, Board of Directors and staff must all exercise thoughtful fiduciary policy and steward our resources so that we can maintain current level of activity without significant risk to NCSBN. To meet these needs we must: (1) budget accordingly and accurately, (2) safeguard our revenue sources to insure future solvency and (3) minimize risk. Consistency between jurisdictions was identified by the membership as important and thus a committee was formed to help evaluate and craft a plan of engagement to help member boards move toward consistent practices. The print media has focused on differences between boards and drawn attention of practice variation between jurisdictions. NCSBN needs to continue to monitor these activities and to offer media training and tools so the member board staff can develop skills in managing publicly addressed issues.

WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I bring experience with one year as NCSBN Treasurer and two years experience as a member of the NCSBN Board of Directors. I bring the experience of an IRE fellow, attendance at seven delegate assemblies and Midyear meetings, a member board president and vice-president as
well as a currently practicing APRN. I have also published 27 articles in peer reviewed journals in the past four years and I have been a speaker at both the NACNS and AANP annual meetings for the past two years. I have more than 25 years in senior nursing leadership in a medical center where I have maintained responsibility for the administration of multiple departments and annual budget responsibility of more than $75 million. I believe I can contribute to NCSBN advancement by continuing to showcase its programs through publications and presentations, mentoring of lesser experienced board members to engage with NCSBN activities and by continuing to link regulation with the practice environment.
Director-at-Large

Joan Bainer, MN, RN, NE, BC
Board Staff, South Carolina, Area III

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCSBN COMMITTEES:
Joan K. Bainer, MN, RN, NE, BC, Executive Officer, South Carolina State Board of Nursing. Forty years of nursing practice in various roles to include the areas of general nursing, psychiatry, substance abuse, community health, education and management. Certified by the American Nurses Credentialing Center as a Nurse Executive 2000-present. Member of the Sigma Theta Tau, International Honor Society of Nursing, American Nurses Association and the South Carolina Nurses Association. State Level: South Carolina State Board of Nursing -Practice/Advanced Practice Consultant 1994-2000, South Carolina State Board of Nursing -Executive Officer 2006-present. National Level: NCSBN Awards Committee, 2006-2008; NCSBN Chemical Dependency Committee, 2008-present; NCSBN Institute of Regulatory Excellence (IRE), 2007-present; NCSBN Information Technology Summit, Moderator, 2009; NCSBN Substance Use Disorder Conference, presenter, 2010; NCSBN conference calls, meetings and surveys, 1994-2000, 2006-2010. Committee Experience: Volunteered at the local child care center; Participated as a volunteer in the annual community Thanksgiving dinner for the homeless; Participated in sign language classes; Promoted nursing careers at a local middle school by participating in career day.

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?
Nursing regulation has multifaceted challenges. As an Executive Officer, I envision the challenges for successful nursing regulation as increasing communication and education regarding regulation in a collaborative spirit with our licensees and the healthcare community and gathering and disseminating research to support regulation. One strategy is to increase the communication of the evidenced based research to the constituents thus supporting positive outcomes. Another strategy is to survey state boards of nursing as to the types of research that would be beneficial to them regarding the trends leading to future regulation and communicate the needs to each board of nursing and to the NCSBN Institute of Regulatory Excellence (IRE) committee for potential research proposals.

WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?
Spearheaded the effort to continue the development of a disciplinary sanctions guidelines chart. The chart was developed to guide and ensure consistent and fair disciplinary actions. The chart is utilized by the Board of Nursing, the Office of General Counsel (OGC), the Office of Investigations and Enforcement (OIE) and the Office of Licensure and Compliance (OLC). Also, the chart has been adapted by other agency multidisciplinary boards and shared with other boards of nursing. Continue to collaborate and explore ways with appropriate agency departments to increase the effectiveness and timeliness of our disciplinary processes. Regularly attend and participate in legislative meetings affecting the nursing community. Also, educated lawmakers to facilitate the passage of the Criminal Background Check bill for nursing licensure. Collaborating with the Office of Licensure and Compliance (OLC) to ensure the accuracy of our state’s NURSYS database. Communicate with our licensees and community in an ongoing manner through the quarterly Palmetto Nurse magazine publication and the Labor, Licensing and Regulation agency electronic ledger. Encourage Board member and board staff participation in NCSBN activities in order to continue to advance the organization.

Date of expiration of term: N/A
Eligible for reappointment: N/A
Director-at-Large

Marguerite Herman, MAT, MMC
Board Member, Wyoming, Area I

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCSBN COMMITTEES:

First I will discuss my experience with the seven-member Wyoming State Board of Nursing. I am beginning my second three-year term, in the seat for public representation. I have been board secretary for three years and continue in that office. I designed the logo for WSBN. I also have served for three years on the WSBN’s Education Committee, along with another board member and the board’s education consultant. I participate in review of nursing education programs at the University of Wyoming and the state’s seven community colleges. I have worked since my appointment on rules revision. I have a Bachelor of Arts (English major) from the Colorado College, Master of Art in Teaching from the University of Chicago and a master’s in Mass Communications from the University of South Carolina. My work experience includes teaching secondary school, journalism, layout and design, resale business owner, columnist and lobbyist. I developed a working relationship with nurses (mostly in public health) through my work with La Leche League. I admire nurses greatly and enjoy working with. I have lobbied for the League of Women Voters, the Wyoming and National PTA, US Breastfeeding Committee, Laramie County Breastfeeding Taskforce, Wyoming Psychological Association, American Cancer Society and C-WISH (a health insurance consumer advocacy group). I serve on several boards as chairman or other officer. They are: Wyoming State Board of Nursing, secretary and consumer representative Wyoming State PTA, Legislative Chair League of Women Voters of Wyoming, director and lobbyist Wyoming Breastfeeding Coalition, chairman COMEA Inc., chairman (homeless shelter in Cheyenne) Children’s Land Alliance Supporting Schools, Board of Governors secretary/treasurer St. Mary’s Cathedral Guild, Cheyenne, WY, legislative commission chair I have education, skills and experience with public presentation, communication, promotion, advocacy, education, writing, design and the policy and management responsibilities of board work.

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?

The top challenges to nursing regulation are thorough and quick disposition of applications and of complaints against licensees, to carry out regulatory agencies’ duty to ensure the safe and competent practice of nursing. I am familiar with the news stories about the delays in completing investigations and restricting or revoking licenses of nurses who violate practice acts and regulations. In Wyoming, the board is acutely aware of the potential danger to the public when it takes us months or years to complete an investigation and report disciplinary action to national registers. Fortunately, our board convinced the 2010 Wyoming Legislature to change our practice act to clarify our subpoena powers and give us continuing jurisdiction over lapsed licenses. Along the same line, the WSBN is dealing with the problem of putting a rigorous, reliable system into place to monitor addicted nurses who have conditional licenses. The other top challenge relates to initial licensure, assuring the competence and integrity of applicants. The Wyoming board completes a thorough criminal background check on applicants at great cost. We are reluctant to join the nurse licensure compact when we must offer licensing reciprocity to nurses from states that don’t do rigorous background checks on their applicants, although the board is criticized by some legislators and our governor for failing to take a step they view as saving time and money and making it easier for nurses to work in Wyoming. The WSBN continues to struggle with a small staff to act on license applications quickly but with diligence.
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I have served many years on many different kinds of boards, elected and appointed, and I understand the role of boards to implement policy and make important management decisions for organizations. What I contribute to the NCSBN Board is a strong, articulate voice for the consumer of healthcare. I will work diligently to understand issues that nursing boards put to NCSBN and to implement the policies set by the Delegate Assembly. I will bring the public (non-nursing) perspective to the decisions we are called on to make. I also will bring forward consumer-related issues that I think NCSBN should address. I am hard-working, creative, collaborative, resourceful, articulate, responsible and goal-oriented. I have strong communication skills, among board members and with the general public. I understand the importance of public education and support for controversial decisions, and I can take a leadership role in communication with the public and advocacy for NCSBN Board actions. As the collective voice of nursing regulation in the United States and territories, NCSBN is an important source of research, policies and other support for member boards—especially boards that are trying to operate more efficiently or that are under political pressure to ease regulations. I am eager to help to this effort.
Director-at-Large

Julio Santiago, MSN, RN, CCRN
Board Member, Illinois, Area II

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCSBN COMMITTEES:
Illinois Board of Nursing member since 2005 and chairperson for the last 18 months. NCSBN Board of director since September 2009. Twenty years of varied experience in nursing from behavioral health, management to critical care. Educational background includes a master's in nursing education and CCRN certification.

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?
Two top challenges for nursing regulators are having the needed resources to do the work of the boards and the perception of the public that nurses are not being disciplined on a timely basis. Strategies to deal with the lack of resources would be to continue to work with boards of nursing to see how the work is being done at individual boards and what things they are implementing to do the work more efficiently. It was a great idea to have the California Board of Nursing present at midyear meeting and share with the delegates some of the changes they are making to improve the work of the board. Having sessions at the midyear meeting and yearly meeting for EO and board presidents allows our members to interact and learn from each other. Continue to provide opportunities to member boards to apply for waivers and grants to help support their work and the work of the NCSBN. Education of the public is an important part of the boards of nursing and the NCSBN. The work that NCSBN is doing with consumer groups allows the delegates to learn more about the issues related to the consumers and helps the consumer groups learn more about the work of the boards. More transparency through the use of the Nursys® system will allow the public to have access to the boards of nursing discipline records. Continue to share best practices during midyear meeting, yearly meeting and NCSBN website with member boards and the public. Making change happen at the level of individual boards is always a little easier when it can be supported with data from the states that have implemented the changes and have had success.

WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?
Leadership competencies that I bring to the NCSBN include a year of experience under the current board of directors where I have been able to work collaborative with the current board to provide leadership to the organization. I’m an active listener and can provide productive feedback to further the cause and goals of the organization. My nursing experience allows me to be thoughtful about the work of the organization and respectful of how I communicate the important work of the organization. This past year has helped me to look at the role of the board of directors for the NCSBN and how I can help direct the work of NCSBN. Examples include but not limited: Providing support to member boards when resources are needed, whether it is monetarily, technological or educational, working on important issues related to transition to practice, nursing competencies and supporting the research of the organization. I’m able to contribute with creative problem solving ideas in order to help brain storm about ideas that drive the organization. My nursing work experience allows me to have a well rounded perspective of the nursing profession and nursing regulation. Actively working in a critical care unit keeps me in touch with current nursing trends, nursing care issues and nursing regulation.
Director-at-Large

Kathy Scott, RN, PhD, FACHE
Board Member, Arizona, Area I

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCSBN COMMITTEES:
I have served as the senior nurse executive and CNO of a large healthcare system as well as on numerous boards including the Arizona Organization of Nurse Executives (President for one term), currently on the Arizona State Board of Nursing, on numerous community boards including Global Hope Resources, Streetlight, Inc., Banner surgery centers, and Advisory Board for several universities including Michigan State University, Northwest Nazarene University and Boise State University. I also have served as adjunct faculty at Michigan State University and Arizona State University. From a regulatory perspective, I have served as a consultant and member to the TERCAP committee and most recently the Continuing Competency Committee in addition to Board Member of the Arizona State Board. I am an expert in complex systems, high reliability and innovative clinical delivery models. In January 2010 I started my own firm and serve as President and CEO of Kathy A Scott & Associates. www.kathyascott.com.

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?
1) Demonstration of Continuing Competence. Strategies include partnering with other organizations to implement pilots related to continuing competency; working collaboratively with ANA, NLN and AONE to develop strategies to test/pilot. The second top challenge is moving from a punitive mode to a “just” approach of managing practice breakdown through a standardized approach across the country.

WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?
I bring current knowledge of the practice setting of nursing as well as expertise in complex systems, high reliability and patient safety, the TERCAP® tool and process and simulation.
Director-at-Large

Katherine Thomas, MN, RN
Board Staff, Texas, Area III

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCSBN COMMITTEES:

Katherine Thomas is the Executive Director for the Texas Board of Nursing (BON), a position she has held since November, 1995. Prior to her appointment to the ED position, she served the Board as Director of Nursing Practice, November 1994-1995, as Nursing Consultant for Advanced Practice from 1990-1994, and as Education Consultant from 1989-1990. Her educational preparation includes a BSN from the University of Virginia; a Pediatric Nurse Practitioner (PNP) Certificate, US Army, Fitzsimons Army Medical Center, Denver, CO and a Masters Degree in Nursing from the University of Kansas. Prior to joining the BON, Ms. Thomas taught nursing as an Instructor and Assistant Professor at the University of Texas at San Antonio, baccalaureate and graduate degree programs and practiced for 10 years as a Pediatric Nurse Practitioner. Ms. Thomas serves as a member of the Executive Committee of the Compact Administrators, the group responsible for implementation of the Nurse Licensure Compact. She served as the Vice-Chair of the Health Professions Council, a council of agencies who regulate health care professionals in Texas, 1999-2000, and has been the chair of this group since 2000. Ms. Thomas served on several Advanced Nursing Practice committees of the National Council of State Boards of Nursing, chairing the APRN Advisory Committee from 1995-2007. She has also served on the Practice, Regulation and Education Committee and the Awards Committee. She has been active in the NCSBN for the past 13 years and has received two awards from this organization: the R. Louise McManus Award (August 2002) and the Meritorious Service Award (August 1999).

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?

1. Ensuring that the NCLEX examinations evolve with developing technologies while maintaining the reputation for being the premier licensure examinations they have historically been known for. Strategies to address: a. Test new interactive scenarios items; and b. Explore new technologies to improve measurement of competency. 2. Expand the Nursys® data base, ensuring it is contains accurate, complete, and current national licensure and disciplinary data upon which all boards of nursing can rely. Strategies to address: a. Continue efforts to explore all options to encourage and support states in submitting this data; and b. Continue efforts to ensure that data contained in Nursys is accurate and reliable.

WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I bring a strong commitment to the mission, vision and values of NCSBN. I am open and honest in expressing my opinions and ideas and listen to and value the ideas of others. I believe in a creative process to envision and plan for the future. I respect the opinions and perspectives of all of the Council’s members and external stakeholders as we consider solutions for our current challenges. We must own our decisions but remain flexible and adapt as our environment changes and evolves.
**Director-at-Large**

**Emmaline Woodson, DNP, MS, RN, FRE**

Board Staff, Maryland, Area IV

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCSBN COMMITTEE(S):  
I am the Deputy Director with the Maryland Board of Nursing. I have been employed by the Maryland Board of Nursing since 1990. I was hired as the Director for Discipline and Rehabilitation and held that position until spring of 2001. In 2001, I became the Deputy Director and Director for Advanced Practice. I received my Doctor of Nursing Practice from the University of Maryland School of Nursing in 2010. I have been involved with the work of the NCSBN since 1994. Having served on various committees and task forces. I am a member of the APRN Committee appointed in 2008. I was elected for a two-year term with the Nomination Committee for Area IV in 2006, and served as Chairperson of this committee for the year 2007 – 2008. I participated in the Institute of Regulatory Excellence program and was inducted into the fellowship in August 2008. I have served on the following committees and task forces for NCSBN: Continued Competency, Discipline Advisory Panel, Commitment to Excellence Workshop, Multi-State Regulation Task Force, Chemically Impaired Nurses Task Force, Literature Review Focus, and casted in the video, “Breaking The Habit: When Your Colleague Is Chemically Dependent.” My community involvements include the following: Maryland Nurses Association, Baltimore Tuskegee Alumni Association, American Red Cross Disaster Nurses group, The Wayland Baptist Church Sunday School Workers Education group, Delta Sigma Theta Sorority, and the community Liaison for the Diabetes Association’s annual fund-raising drive.

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?  
One of the major challenges is the economic down turn had having to work with fewer resources including scheduled furlough days. One of the strategies we are using is to streamline our processes. We have had paperless licenses since 2007. All but one of our frequently used forms are online and the online renewals are now at approximately 97 percent for RNs and LPNs. The certificate holders on line renewals are less than 90 percent, but increasing yearly. There should be a significant increase in online renewals for certificate holders after July 1, 2010 when the new law takes effect. The new statute change removes the requirement for a registered nurse to sign for a certificate holder’s renewal. These automated changes have allowed our current staff to manage the renewal process. The new Health Care Reform Legislative should have a significant impact on the practice of APRN’s especially on nurse practitioners. We have a most recent legislative change which removes joint regulation on nurse practitioners from the medical board and places the regulation within the nursing board. This will increase the independent practice of nurse practitioners and address access to care especially in the rural areas of the state. This change has a significant impact on the workload of staff within the advanced practice area.
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I have over 40 years of nursing experience which include 20 years of regulatory nursing experience. I have had progressively responsible positions in my career. I possess a thorough knowledge of the regulatory process and a thorough knowledge of the legislative process which is the basis for our various statues and regulations by which Boards of Nursing operate. I fully support the mission, vision and core values of the NCSBN. I will bring the following abilities to the position of Director-at-Large:

- negotiating with stakeholders
- establishing and maintaining trusting relationships
- engaging and motivating others
- communicating clearly and concisely
- looking at things objectively

I believe these attributes along with my organization skills will serve this office well. I am very passionate about the work of the National Council of State Boards of Nursing and the Boards of Nursing’s need to maintain its overarching goal which is public protection.
Leadership Succession Committee
Area II Member

Lisa Emrich, MSN, RN
Board Staff, Ohio, Area II

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCSBN COMMITTEES:

Twenty-seven years of RN practice included critical care and critical care management, obtaining and maintaining my CCRN®, implementation of a hospital-based cardiac rehabilitation program, and assistant director of a surgical unit. As a critical care manager, I implemented a competency-based orientation for new staff within the critical care unit, and served on the hospital’s critical care and quality assurance committees. Served five years with the State Medical Board as its Standards Review and Intervention Supervisor, responsible for implementation and coordination of its Quality Intervention Program, a confidential, non-disciplinary remediation program for physicians. Also reviewed information for evidence of a violation of the Medical Practice Act, explained evidence in relation to the expected standard, and contracted with physician experts as needed. Served 10 years with the Nursing Board with various responsibilities over time. I implemented its Practice Intervention and Improvement Program (PIIP) and have been responsible for areas including: the alternative program for chemical dependency, post-disciplinary monitoring, human resources, fiscal, the Board’s responses to practice issues, nursing education and various other training programs. I have been actively involved with NCSBN since 2002, when I was appointed to the Practice Breakdown Committee that developed the TERCAP. Have served as chair of the TERCAP® Committee since 2007. Was contributing author to NCSBN’s Nursing Pathways for Patient Safety published in 2009. My MSN is with a concentration in legal studies that included Health Care Law, Bioethics and the Law, and Medical Malpractice completed at the University’s law school. Community involvement includes serving the past three years on the board of trustees (volunteer) for a nonprofit long-term care campus and elected to the office of Secretary. Additional responsibilities include chairing its Long Range Planning Committee, serving on its Executive Committee. In addition, I serve as director of the children’s program at my church.

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?

The most significant challenges to nursing regulation are maintaining outstanding public protection with significantly decreasing resources, and maximizing its autonomous control over the resources that are available. With the current revenue shortfalls experienced by most states, and rising unemployment and reduced wages in the marketplace, the public is increasingly reliant on government resources and its protections, and is vocalizing its expectations in multiples ways. Boards need to focus on the basics of regulation. This includes drafting regulations that set clear expectations that must be met, unacceptable practices that will not be tolerated, and outcome measures that reflect that the licensee or nursing education program is practicing and operating for the public good. Regulations that were effective three or four years ago may not be effective in the current climate. The establishment of effective regulations and their enforcement is paramount. Boards should analyze and continuously reprioritize the areas in which it expends their resources, and improve the effectiveness and efficiency of its processes, while still positively responding to customers. This includes fostering effective relationships with other entities and agencies outside of the Board. While the increased use of technology and other human resource extenders respond to the majority of the public’s informational needs, Boards have to be willing to identify and address the needs of the individual caller who expects to talk with a knowledgeable person. Boards should qualify and quantify their work and explain it to the public in a manner that is meaningful to the public, and demonstrates that Board decisions,
and utilization of resources, are prioritized based on the value to the public in a manner that promotes transparency in government.

WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I bring an understanding of nursing practice, nursing regulation and good stewardship. This is reflected in my professional, regulatory and community experiences. I bring the confidence of knowledge in the discussion and application of nursing and its regulation, and the self-assurance to ask clarifying and informative questions. I bring the ability to set and understand a vision, and the goals that are to be accomplished, and the skill to enjoin others in the path to reach the desired product. This involves establishing positive relationships, respecting differences of opinions, and linking common agendas. This is evident in my work for the Board in its development of Interpretive Guidelines for practice that required work and input of many shareholders. As a long-term care campus Trustee, I introduced the concept of just culture to other Trustees and administration, which is now being utilized as a risk management process. The work of the TERCAP Committee, which I have chaired, has resulted in a steady increase of instrument utilization and the Committee's work this year has focused on the manner in which practice breakdown data may be more readily provided to Member boards. As the Board's Fiscal Unit Manager I work with our Fiscal Officer to monitor the Board's budget and spending. Similarly, as a Trustee for a long-term care campus I am jointly responsible for its assets including investments and have been involved in the financing, planning and building of a campus community center scheduled to open in June 2010 that will serve campus residents and the surrounding community. I am accepting of opportunities to improve the manner in which I work and work with others. I welcome feedback and use it constructively. I have the confidence to seek change when it is warranted and work to communicate with those involved to increase productivity.
Leadership Succession Committee
Area III Member

Richard Gibbs, LVN
Board Member, Texas, Area III

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCSBN COMMITTEES:
Board member Texas Board of Vocational Examiners 2002-2003; Board member Texas Board Nurse Examiners 2004-2007; Board member Texas Board of Nurses 2008-present; Served as Vice-President Texas Board of Nurse Examiners 2005-2006; Served two terms as committee member for Resolutions Committee; Currently serving as committee member for CORE committee; Served as Editor-in-Chief of LPN 2009; Serves on Eligibility and Disciplinary Committee for Texas Board of Nurses and also serves as Board Development Liaison for Texas Board of Nurses

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?
I feel that the nursing shortage and the shortage of nurse educators is a problem that needs to be addressed at the state and national level. With the present high median age of the nursing professional it is with utmost importance that we continue to find ways to educate recruit and retain our future nurses. I feel with the joint effort of NCSBN and the state boards of nursing we can continue to regulate, monitor, recruit and retain nurses for the present and future.

WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?
When elected I would continue to support and carry out the mission and vision of NCSBN and work collaboratively with NCSBN and other Member Boards. I bring my experience as a NCSBN committee member, state board member and 28 years of nursing experience to the table.
Leadership Succession Committee
Area III Member

Brenda McDougal
Board Staff, North Carolina, Area III

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY INVOLVEMENT, INCLUDING SERVICE ON NCSBN COMMITTEES:
I serve as the Associate Executive Director – Operations of the North Carolina Board of Nursing with oversight of the Licensure, Information Technology and Office Operations Departments, as well as other business infrastructure functions. I hold a BS in Business Administration and will resume my studies to complete an MBA at North Carolina State University – Fall 2010. I have 21 years of nursing regulation experience from a business results, continuous quality improvement and public protection framework. I’ve served NCSBN in the following capacities: Current Chair, Uniform Licensure Committee; Member, Disaster Preparedness Committee; Member, Operations Focus Workgroup; Presenter, IT Summit: “Innovations in Licensure”; Presenter, “Paperless Licensure System Webinar.”

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?
A significant challenge facing nursing regulation today is the need to apply consistent and standardized licensing requirements in all jurisdictions which would facilitate ease of mobility among licensees while providing a greater degree of public protection and confidence in the skill, knowledge and abilities of the nation’s nursing workforce.

WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?
My genuine support of the vision, mission and strategic plan of NCSBN coupled with my nursing regulation experience would provide my basis to assist in the development of strategies and tactics to accomplish the goals and objectives of the Leadership Succession Committee to insure highly skilled leadership candidates from member boards are recruited, developed and placed in leadership position to sustain this organization.
Attachment B

Leadership Development Plan

Advancing Potential – Discover the Leader Within

Success of an organization and its mission is inextricably tied to the strength of its leadership and leadership resources. Leaders of an organization must possess self-knowledge and governance leadership competencies to successfully guide and advance an organization.

NCSBN believes there is a deliberate path to identify and nurture individuals to secure a legacy of leadership at all levels to advance and sustain an organization. That path supports the ongoing performance and growth of NCSBN and includes a defined organizational strategy to leadership succession. It is essential that the organization creates and sustains a path to develop leaders.

Leadership succession is the deliberate, ongoing process of identifying and developing qualified leaders who:

- Serve the purpose, mission, vision and values of the organization;
- Advance and promote excellence in nursing regulation;
- Sustain and evolve continued success and viability of NCSBN; and
- Embrace and cultivate a culture of service and stewardship.

Candidates for NCSBN positions are individuals who possess knowledge of regulation, are committed to the mission, vision and values of NCSBN, and who demonstrate:

**Self-knowledge**

- Particularly in relation to honesty, integrity and courage;
- Ability to deal with ambiguity and complexity;
- Flexibility and adaptability;
- Cultural competence—the ability to work effectively cross culturally; and
- Interpersonal and communication effectiveness.

**Governance Leadership**

- Stewardship—selecting service to greater good over self-interest;
- Strategic and futuristic thinking;
- Fiduciary knowledge;
- Evidence-based decision making;
- Consensus building through strategic alliances, networks and partnerships;
- Effective change and risk management, including accountability and transparency;
- Diplomatic and politically savvy relationship building; and
- Creativity and innovation.

**LEADERSHIP DEVELOPMENT**

The purpose of leadership development is to cultivate and recognize leadership within the organization to ensure sustained, progressive viability of the organization. The overall goal of the leadership development plan is to build leadership within and throughout the organization. The ultimate focus is to have a pool of available, diverse and qualified candidates for election to the Leadership Succession Committee (LSC) and the NCSBN Board of Directors (BOD) to meet the challenges of the future.
NCSBN proposes leadership building through three objectives:

1. **Early Connectivity**: Members are engaged quickly with NCSBN to understand its purpose, function, products and services, and their role in relation to the organization.
2. **Building Self-Knowledge – Self-Discovery**: Members participate in opportunities for enhancing leadership knowledge, skills and ability.
3. **Building Board and Organizational Governance Expertise**: Members participate in opportunities to build governance expertise.

**LEADERSHIP DEVELOPMENT ACTIVITIES**

The purpose of this description is to aid interested individuals in building their leadership competence for their own interest, serving NCSBN on the BOD and/or the LSC through self-selection of relevant activities. These opportunities described below are not an all-inclusive list, nor do they imply mandatory participation; rather, these leadership development activities are offered based on an individual’s own personal goals.

**Early Connectivity**

- Connect with NCSBN staff to:
  - Enter their member information immediately into a membership database;
  - Access resources and networks specific to their role;
  - Initiate opportunity for mentorship into respective member roles. (e.g., executive officer to executive officer, president to president, board member to board member, education consultant to education consultant); and
  - Establish an online account and sign into Web-based services.
- Complete NCSBN 101.
- Participate in a state-specific orientation unique to roles, such as board member, investigator, licensure specialist, manager, receptionist, consultant, consumer, etc.
- Identify specific leadership development activities to support personal goals.
### Current NCSBN Resources
- NCSBN 101
- iMiS membership database
- NCSBN website
- President's Governance Role online course
- Council Connector
- NCSBN Guide to External Products and Services
- NCSBN Directory of Programs and Services
- Attendance at Midyear and Annual Meetings
- New Delegate Orientation online course
- Use of Resource Fund to attend BOD meeting
- Participate in BOD Member Board conference calls

### External Resources
- Parliamentary Procedure/Robert's Rules of Order
- Individual state board of nursing (BON) website
- Board members and staff on NCSBN committees need to give regular reports to the BON
- Board members and staff participating on conference calls need to give regular reports on information
- Other BONs
- Other professional boards and national entities
- Internet search with key words such as nonprofit associations, administrative law, licensing boards, state-based regulation, orientation, mentorship, coaching, leadership, time management and work-life balance
- Annotated bibliography on leadership

### NCSBN Resources Needed
- Easy and open access to NCSBN 101
- New member welcome video
- LSC video
- Mentor checklist for mentors or toolkit and mentors orientation
- Materials to educate mentors on mentoring:
  - Develop orientation programs for all BON roles, such as receptionist, licensure specialist, practice consultant, etc.
  - Develop support program to assist members with putting their own leadership development plan together
<table>
<thead>
<tr>
<th>Current NCSBN Resources</th>
<th>External Resources</th>
<th>NCSBN Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Resource Fund</td>
<td>- TalentSIM: online interactive leadership assessment module (two hours, $250)</td>
<td>- Available and reliable leadership and cultural competence assessment tools identified</td>
</tr>
<tr>
<td>- Executive Officer Mentor Program</td>
<td>- Now Discover Your Strengths—book with code for Web-based assessment that identifies five top strengths with fun, interesting explanation of results. Reading the book is recommended, but not required in order to take the assessment (45 mins., $18)</td>
<td>- Developed mentor or coaching program for other types of members (e.g., practice or education consultants, board members)</td>
</tr>
<tr>
<td>- IRE Fellowship Program</td>
<td>- STTI Mentored Leadership Development Program—a yearlong leadership, scholarship and evidence-based nursing program that requires individuals to identify and enroll a mentor for a specific research project (one year, travel costs)</td>
<td>- Executive Officer Coaching made available to all executive officers</td>
</tr>
<tr>
<td>- NCSBN Journal of Nursing Regulation</td>
<td>- Suite 101: <a href="http://skill-assessment.suite101">http://skill-assessment.suite101</a> (30-40 mins., free)</td>
<td>- Develop seminar on mentoring</td>
</tr>
<tr>
<td>- Participate on NCSBN committees</td>
<td>- Seek out a personal mentor</td>
<td>- Develop candidate readiness program on how to know when to run for office; how to run/campaign strategies. Could include taped interviews with former board members. Have checklist for readiness.</td>
</tr>
<tr>
<td>- Participate in related state or national committees</td>
<td>- Seek out a personal mentee</td>
<td></td>
</tr>
<tr>
<td>- Participate in NCSBN special interest network conference calls as appropriate</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Building Self-knowledge – Self-Discovery**

- Address the leadership competencies of self-knowledge, strategic vision, risk taking and creativity, interpersonal and communication effectiveness, and inspiring and leading change through completion of leadership self-assessments.
- Create, implement and evaluate a leadership development plan.
- Complete a cultural competence assessment.
- Participate in education offerings relevant to development plan.
Building Board and Organizational Governance Expertise

- Understand fundamental governance principles and practices of high-performance boards related to governance structure, philosophy, mission, vision, values, strategic planning, and legal and fiduciary responsibility of board members and staff.

- Understand the similarities and differences between the governance of a national nonprofit association and the governance of a state regulatory agency.

Draft: Nov. 11, 2009
Jan. 4, 2010
Jan. 5, 2010

<table>
<thead>
<tr>
<th>Current NCSBN Resources</th>
<th>External Resources</th>
<th>NCSBN Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Access report on identification of regulatory trends and other evidence from research that impact public protection policy decisions</td>
<td>▪ Formal and informal knowledge building and mentoring agreements between BONs</td>
<td>▪ Develop various online governance education courses</td>
</tr>
<tr>
<td>▪ President's Governance Role online course</td>
<td>▪ Engage consumer groups to assess the BON and its organizational performance related to accountability and transparency</td>
<td>▪ Develop organizational/ BON performance assessment review/survey process</td>
</tr>
<tr>
<td>▪ NCSBN Articles of Incorporation and Bylaws</td>
<td>▪ Appraise strategic partnerships to advance the mission of the BON</td>
<td></td>
</tr>
<tr>
<td>▪ Current strategic initiatives and strategic objectives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Review historical BOD decisions and Delegate Assembly resolutions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Review NCSBN financial reports</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Review NCSBN Annual Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Review Tom Abram’s handout on Legal Role &amp; Responsibilities of NCSBN as a 501(c)(3)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ NCSBN Model Act &amp; Rules</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Commitment to Ongoing Regulatory Excellence (CORE) program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ NCSBN research</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

External Resources

- Formal and informal knowledge building and mentoring agreements between BONs
- Engage consumer groups to assess the BON and its organizational performance related to accountability and transparency
- Appraise strategic partnerships to advance the mission of the BON

NCSBN Resources Needed

- Develop various online governance education courses
- Develop organizational/ BON performance assessment review/survey process
Attachment C

Essential Competencies for Governance Leadership

Sept. 22, 2009

FRAMEWORK FOR GOVERNANCE LEADERSHIP POSITIONS

The success of an organization and its mission are inextricably tied to the strength of its leadership and leadership resources. Leaders of an organization must possess self-knowledge and governance leadership competencies to successfully guide and advance an organization.

NCSBN believes there is a deliberate path to identify and nurture individuals to secure a legacy of leadership at all levels to advance and sustain an organization. That path supports the ongoing performance and growth of NCSBN and includes a defined organizational strategy to leadership succession. It is essential that the organization creates and sustains a path to develop leaders.

Leadership succession is the deliberate, ongoing process of identifying and developing qualified leaders who:

- Serve the purpose, mission, vision and values of the organization;
- Advance and promote excellence in nursing regulation;
- Sustain and evolve continued success and viability of NCSBN; and
- Embrace and cultivate a culture of service and stewardship.

ESSENTIAL COMPETENCIES

Candidates for NCSBN positions are individuals who possess knowledge of regulation and commitment to the mission, vision and values of NCSBN, and who demonstrate:

Self-knowledge

- Particularly in relation to honesty, integrity and courage;
- Ability to deal with ambiguity and complexity;
- Flexibility and adaptability;
- Cultural competence—the ability to work effectively cross culturally; and
- Interpersonal and communication effectiveness.

Governance Leadership

- Stewardship—selecting service to greater good over self-interest;
- Strategic and futuristic thinking;
- Fiduciary knowledge;
- Evidence-based decision making;
- Consensus building through strategic alliances, networks and partnerships;
- Effective change and risk management, including accountability and transparency;
- Diplomatic and politically savvy relationship building; and
- Creativity and innovation.
Attachment D
Leadership Succession Committee Interview Questions

Revised Sept. 22, 2009

1. What are your previous leadership experiences? What leadership competencies that you have will you use to contribute to NCSBN’s Board?

2. What motivated you to apply for this position? (Stewardship, Strategic and Futuristic Thinking)

3. What challenges do you see ahead for NCSBN? How do you see yourself contributing to managing these challenges? (Strategic and Futuristic Thinking)

4. Describe your knowledge and experience with enacting fiduciary responsibilities. (Fiduciary Knowledge)
   - Because of economic constraints, we all are cognizant of our money management. Provide an example of a financial decision amid financial constraint.
   - How do you get a job done with limited financial and personnel resources?
   - At the end of the fiscal year there are excess funds. What would you do with the funds?

5. Describe how you make important decisions.
   - Give an example of a difficult decision you had to make within the last two years. What was the outcome and would you have done anything differently?

6. How have you built consensus among diverse stakeholders with complex issues and what actions did you take? (Consensus Building, Relationship Building)

7. What partnership alliances will be important to NCSBN in the future? (Consensus Building)
   - How have you worked with a group that had polar opposite reactions to an issue and was that group able to come to consensus?

8. How do you know when you are communicating effectively and accurately? (Alternative question: If 70 percent of all communication is miscommunication, how do you know when you are communicating effectively and accurately?) Communication Effectiveness

9. Describe your response to change and risk, and the best way to manage these for NCSBN. (Effective Change and Risk Management, Accountability, Flexibility and Adaptability, Evidence-based Decision Making, Consensus Building)
   - Provide an example of implementing a change that had significant risk to your organization.
   - Tell us about a change you implemented in your work environment requiring significant risk. How did you manage the change? What did you do to adapt to the change and respond?

10. Describe your ability to deal with ambiguity. What leadership qualities did you use?

11. Describe your policy-setting experience. What characteristics do you use to be successful?

12. Describe a creative idea you had and its development into innovation. (Creativity and Innovation)

13. What does cultural competency and cultural sensitivity mean to you? (Cultural Competence)
14. Describe the role technology will play in the NCSBN’s future. (Strategic and Futuristic Thinking)

15. How will you manage the time commitment? (Flexibility and Adaptability, Effective Change and Risk Management, Accountability, Transparency)
   - How do you manage multiple and competing priorities?
   - Do you understand the time commitment involved for this position?
   - Do you have the support of your board, staff and employer?
   - What measures will you take to meet your commitment of time and expertise for this position?

Committee Notes:
   - Staff will distribute test pool interview questions to all nominees for self-reflection the day after the nomination deadline and schedule the interviews with breaks and points for deliberation.
   - The same questions should be asked of all nominees in the category, but not necessarily all the same questions for all the nominees.
   - Come prepared with the questions we feel are needed for each category: vice president, area directors and leadership succession.
Attachment E

Candidate Selection Assessment Worksheet

This tool is designed for Leadership Succession Committee (LSC) members to track their assessment of the nominees based on the data reviewed. The information identified on this worksheet will be data needed during deliberations and decision making. This worksheet will not be shared with other members of the committee or staff. It is for each member’s personal use to help organize their assessment data of the nominees. This worksheet should be destroyed when the committee has completed its work in January.

Nominee Name/Credentials: __________________________________________________

1. Which position(s) did the candidate apply for and validate at the interview?

2. The purpose of the assessment is to determine if the nominee has demonstrated sufficient evidence of the leadership competencies to warrant moving forward in the process. To make this determination, the committee will need to take a step back and consider the full pool of data that is available.

On the left side of the chart that follows is a list of the required leadership competencies. Using the first column to the right of each competency and the rating scale above it, indicate how often the nominee demonstrates the required competencies. Use the Notes/Examples column to track the evidence you found to support the presence of the competency. There are various methods that you may choose to complete the Notes/Examples column, including, but not limited to:

- Entering your complete notes on the nominee with examples.
- Making brief notes along with copying and pasting sections from the nominee’s application that support your notes.

Rating scale for how often the competencies were evident:

<table>
<thead>
<tr>
<th>Never/Almost</th>
<th>Rarely</th>
<th>Occasionally</th>
<th>Frequently</th>
<th>Always/Almost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never/Almost</td>
<td>Rarely</td>
<td>Occasionally</td>
<td>Frequently</td>
<td>Always/Almost</td>
</tr>
<tr>
<td>Essential Competencies</td>
<td>How often were the competencies evident?</td>
<td>Notes/Examples</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------------------------</td>
<td>----------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SELF-KNOWLEDGE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Particularly in relation to honesty, integrity and courage</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to deal with ambiguity and complexity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flexible and adaptable</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cultural competence—the ability to work effectively cross culturally</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interpersonal and communication effectiveness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GOVERNANCE LEADERSHIP</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stewardship—selecting service to greater good over self-interest</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic and futuristic thinking</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiduciary knowledge</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evidence-based decision making</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consensus building through strategic alliances, networks and partnerships</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effective change and risk management, including accountability and transparency</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diplomatic and politically savvy relationship building</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creativity and innovation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. Were there any inconsistencies compared to the information the nominee presented about himself/herself? Were there any questions or concerns that arose during the interview or review of the nomination form (e.g., potential conflicts of interest)?

4. Additional comments:

5. Now, taking a step back and considering the nominee and your assessment of his/her competencies as a whole, has the nominee demonstrated the necessary leadership competencies to be eligible for the position(s) applied for?

   YES  NO

Draft: Nov. 12, 2009
## Leadership Succession Committee
### Policy and Procedure

<table>
<thead>
<tr>
<th>POLICY NUMBER</th>
<th>1.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>POLICY NAME</td>
<td>LEADERSHIP SUCCESSION COMMITTEE</td>
</tr>
<tr>
<td>DATE OF ORIGIN</td>
<td>December 2008</td>
</tr>
<tr>
<td>PURPOSE</td>
<td>To define the role, function and procedures for the Leadership Succession Committee.</td>
</tr>
<tr>
<td></td>
<td>To utilize core leadership competencies to determine nominees’ readiness for candidacy for all elected positions consistent with the mission, vision and values of NCSBN.</td>
</tr>
<tr>
<td></td>
<td>To establish a timeline of activity for engagement, preparation and presentation of a slate of candidates at Delegate Assembly.</td>
</tr>
<tr>
<td></td>
<td>To implement a nomination, selection and campaign process that reflects the values of fairness, integrity and accountability.</td>
</tr>
</tbody>
</table>

### 1.0 POLICY

1.1 The Leadership Succession Committee recommends strategies for the ongoing sustainability and advancement of the organization through leadership succession planning.

1.2 The Leadership Succession Committee presents a slate of candidates through a determination of qualifications and geographic distribution for inclusion on the ballot for the election of the Board of Directors and the Leadership Succession Committee.

### 2.0 STANDARDS/Criteria

2.1 Facilitate the operations of the committee.

2.2 Determine candidate qualifications based on demonstration of identified core leadership competencies.

2.3 Ensure equitable, fair and consistent campaign procedures.

### 3.0 OPERATIONAL PROCEDURE

3.1 Engagement Strategy

a. Review and evaluate prior engagement strategies including talking points for committee members.

b. Review evaluations from the prior Delegate Assembly.

c. Review, update and finalize committee materials used for preparation and presentation of the slate of candidates.

d. Issue Call for Nominations through NCSBN communication channels, which may include:

1. NCSBN website;

2. Council Connector; and

3. Electronic distribution and direct mailing to Member Board Presidents, Executive Officers, Member Boards, all current NCSBN committee members and all member networks.
3.2 Preparation of Slate and Interview Process

a. Determine nominee's eligibility and qualifications based on demonstrable and measurable criteria and consistency with the organization's mission, vision and values.

b. Validate the nominee's eligibility to serve a complete term with proper documentation. Board Members of Member Boards who are not eligible for reappointment and whose term would expire during the NCSBN term of office, if elected, are prohibited from running for election.

c. Conduct interviews with nominees and identify core leadership competencies through interview questions and information provided by the nominee.
   1. Contact nominees.
   2. Explain process of the interview to the nominee.
   3. Conduct interview and allow nominee to ask questions.
   4. Conclude nominee interview.
   
   Members of the Leadership Succession Committee who have submitted a nomination form for a second term shall recuse themselves from the interview of nominees for that position.

  d. Potential nominees who wish to be nominated from the floor are strongly encouraged to arrange for an interview with the Leadership Succession Committee the day before adoption of the slate by the Delegate Assembly and shall submit a completed nomination form. Subsequent to the interview and prior to the start of Delegate Assembly, the potential nominee will be notified in writing of the committee's recommendation.

  e. Prepare slate of candidates for consideration by the Delegate Assembly.

  f. Notify each candidate in writing of acceptance or denial of candidacy.

3.3 Presentation of the Slate

a. Prepare the slate for the Business Book according to the date established by the Board of Directors.

b. The slate of candidates is announced to the membership and the Board of Directors at the same time.

c. The report of the Leadership Succession Committee is read at the first business meeting of the Delegate Assembly and nominations from the floor are accepted pursuant to NCSBN Bylaws Article 7, Section 1(f).

d. Conduct Candidate Forum.

  e. Election
3.4 Campaign Procedure

a. General contact information for Member Boards including mailing list, phone list and e-mail address shall be furnished to candidates for the purpose of campaigning. The general Member Board e-mail group address will be provided. E-mail addresses of all Delegate Assembly registrants shall also be provided to candidates.

b. Candidates may campaign through informal communication with the membership through letters, e-mails, flyers and telephone calls after public announcement of the slate and prior to Delegate Assembly. Campaigning via videotape shall not be permitted.

c. PowerPoint presentations may be permitted during the Candidate Forum but must be submitted electronically to NCSBN three weeks prior to Delegate Assembly.

d. Information provided on NCSBN candidate nomination form and the submitted photo will be published in the Delegate Assembly Business Book.

e. A photo of the candidate submitted to NCSBN and a candidate ribbon provided by NCSBN shall be the only candidate identification during Delegate Assembly.

f. The Leadership Succession Committee will monitor compliance with the campaigning guidelines and will be available to address concerns before and during the Delegate Assembly. Campaigning by display or distribution of materials is prohibited during Delegate Assembly.

g. A candidate unable to attend the Delegate Assembly shall be granted the right to have his or her personal statement read during the candidate forum by a selected board of nursing representatives or by a member of the Leadership Succession Committee. Videotaped personal statements shall not be permitted.

h. Integrity of the election process shall be demonstrated by the members of the Leadership Succession Committee and the Board of Directors. These members are prohibited from providing opinion, counsel or advice about candidates or campaign strategies.

i. Candidates will be expected to act ethically and professionally at all times and in accordance with the organizational values.

j. The Leadership Succession Committee is available to answer questions or provide information about the campaigning process.
### Candidate Forum:

1. Candidate Forum – Approximately two hours in duration
2. Candidate Speech Time – Limit five minutes for President candidates; four minutes for all other Board of Director positions; and two minutes for Leadership Succession Committee candidates.
3. Candidate Forum Order of Presentations:
   - **Even Numbered Years**
     - President
     - Vice-President
     - Treasurer
     - Director-at-Large (two positions)
     - Area I, Leadership Succession Committee
     - Area II, Leadership Succession Committee
     - Area III, Leadership Succession Committee
     - Area IV, Leadership Succession Committee
   - **Odd Numbered Years**
     - Area I Director
     - Area II Director
     - Area III Director
     - Area IV Director
     - Director-at-Large (two positions)
     - Designated Member Positions, Leadership Succession Committee

REVISED: JAN. 4, 2010
2010 Report of the Board of Directors

Highlights of Business Activities
Oct. 1, 2009 through May 31, 2010

NEW BEGINNINGS

The 2010 Board of Directors (BOD) began the year in a unique orientation session to ensure effective governance. The facilitated session held in September 2009 addressed how a diversity of leadership styles supports quality performance outcomes. The BOD addressed its year-long performance through implementation of a governance performance improvement action plan.

In October 2009, the BOD held a retreat in North Carolina to discuss the future direction of the organization. The retreat was facilitated by a consultant to assist the BOD in identifying important environmental factors that will influence the work of the organization as it moves into the future. As a result, the BOD began drafting a new mission statement, a new vision, new organizational values and new strategic initiatives. Environmental factors identified by the BOD included:

1. **Current and Future Economy**
   Based on the current economic impact on individual states, NCSBN should consider a variety of ways to support Member Boards.

2. **Patient Safety and Public Protection**
   NCSBN should continue to explore approaches that positively impact patient safety through products, services and public education.

3. **Globalization**
   NCSBN should continue to learn and lead in the global nursing regulatory community.

4. **Consumers**
   NCSBN should continue to collaborate with consumer groups as an essential collaboration in promoting public safety, as well as informing the public about the work of nursing regulators.

5. **Increased Leadership Development**
   NCSBN should continue its support for leadership development to sustain and grow the future of the organization.

6. **NCSBN–NLCA Relationship**
   NCSBN should continue the important discussion regarding the right relationship between NCSBN and the Nurse Licensure Compact Administrators (NLCA).

7. **The Future of NCLEX®**
   NCSBN should explore new technologies and continue to be a leader in the testing industry.

The BOD diligently supported the ongoing discussion regarding the relationship of NCSBN and the NLCA. This work has highlighted the need for identification of regulatory issues as a result of the interface between the single state and multistate licensure models, including the need for ongoing, structured conversation and education for the benefit of all members.

The BOD met its fiduciary responsibilities through the annual independent audit, approving a new auditing firm for the future and a review of risk management best practices, as reflected by the assessment of organizational assets and liabilities. The BOD continually monitored the fiscal year 2010 (FY10) budget with due regard for the wise use of organizational resources.
Recommendations to the Delegate Assembly

1. **Adopt the proposed revisions to the NCSBN Bylaws.**
   
   **Rationale:**
   The proposed revisions clarify election by acclamation when there is one candidate for an elected position. The proposed language is consistent with the concepts of Robert’s Rules of Order. The proposed revision further clarifies the role of the Leadership Succession Committee (LSC) and nominations from the floor.
   
   **Fiscal Impact:**
   Incorporated into the fiscal year 2011 (FY11) budget.

2. **Adopt the proposed revision to the NCSBN Mission Statement:**
   
   Through collaborative leadership, NCSBN provides education, service and research to promote regulatory excellence for patient safety and public protection.
   
   **Rationale:**
   The current mission statement has been in place since 2003. The standard practice for nonprofit associations is to review mission statements every five to seven years; the policy of NCSBN is to review the mission statement every six years. The BOD reviewed and discussed the purpose of a mission statement as a declaration of purpose that drives other elements of the organization and the current environmental drivers influencing the role and function of nursing regulation. The proposed draft mission statement has been presented to the membership for feedback during the fiscal year.
   
   **Fiscal Impact:**
   None.

3. **Adopt the proposed 2011–2013 Strategic Initiatives.**
   
   - NCSBN promotes evidence-based regulation.
   - NCSBN advances the engagement and leadership potential of all members through education, information and networking.
   - NCSBN provides state-of-the-art competence assessments.
   - NCSBN collaborates to advance the evolution of nursing regulation worldwide.
   - NCSBN optimizes nursing regulation through efficient use of technology.
   
   **Rationale:**
   The BOD developed the proposed 2011–2013 Strategic Initiatives through a facilitated strategic planning process and solicited feedback from the membership during the fiscal year. The proposed plan identifies critical strategic direction for the next three years for fulfillment of the NCSBN Mission and Vision.
   
   **Fiscal Impact:**
   The strategic initiatives will serve as a basis for allocating financial resources for the next three years. Annual operating budgets will be developed to fund strategic objectives and performance measures designed to carry out the strategic plan.

4. **Approve the College of Licensed Practical Nurses of British Columbia as an Associate Member of NCSBN.**
   
   **Rationale:**
   The NCSBN Bylaws state that an Associate Member is a nursing regulatory body or empowered regulatory authority from another country or territory. The bylaws require approval of membership by the full membership of the Delegate Assembly. The current application for Associate Membership meets the qualifications as stated in the NCSBN Bylaws.
**Fiscal Impact:**
Upon acceptance, the new associate member will pay a $1,500 annual fee.

5. **Adopt the proposed revisions to Chapter III and Chapter XI of the NCSBN Model Practice Act and Administrative Rules.**

**Rationale:**
In 2008-2009, the Discipline Resources Committee published an updated booklet on sexual misconduct as a resource for the Member Boards. For that project, the committee members surveyed the Member Boards about their needs related to sexual misconduct cases. Many boards of nursing (BONs) felt they needed more specific statutory and rule language related to sexual misconduct and boundary violations. Therefore, the BOD charged the 2009-2010 Discipline Resources Committee with developing model rules on boundaries and sexual misconduct.

**Fiscal Impact:**
None.

6. **Adopt the proposed Guiding Principles for Continued Competence.**

**Rationale:**
The Guiding Principles of Continued Competence lay the foundation for future work in continued competence and establishes a basis for a regulatory standard to assist Member Boards.

**Fiscal Impact:**
None.

**FY10 Highlights and Accomplishments**

**COLLABORATION WITH EXTERNAL ORGANIZATIONS**

**Strategic Partnership Meeting Attendance by BOD and/or NCSBN Staff**
- National League for Nursing (NLN) Annual Education Summit
- American National Standards Institute World Standards Week
- National Federation of Licensed Practical Nurses (NFLPN) Annual Convention
- American Association of Colleges of Nursing (AACN) Fall Meeting
- National Organization for Associate Degree Nursing (NOADN) Convention
- International Council of Nursing (ICN) Regulatory Forum
- ICN Observatory on Registration & Licensure
- ICN Credentialing Forum
- ICN Triad Meeting
- European Council of Nursing Regulators
- An Bord Altranais National Conference on Patient Safety
- Arizona State Board of Nursing
- Michigan/DCH/Bureau of Health Professions
- National Student Nurses Association (NSNA) Midyear Meeting
- AACN Baccalaureate Meeting
- Nursing Organizations Alliance (NOA) Fall Summit
Council on Licensure, Enforcement and Regulation (CLEAR) Annual Meeting
Licensure, Accreditation, Certification & Education (LACE) Meeting
Nursing Certification and Competency Summit
Delaware Board of Nursing
Federation of Associations of Regulatory Boards (FARB) Annual Forum
Health Resources and Services Administration (HRSA) Workforce Meeting
World Health Professions Conference on Regulation
New York State Board of Nursing
AACN Spring Meeting
NSNA Annual Convention
American Organization of Nurse Executives (AONE) 43rd Annual Meeting and Exposition
Federation of State Medical Boards (FSMB) Annual Meeting
Alliance for Advanced Practice Registered Nurse (APRN) Credentialing Meeting
Association of Standardized Patient Educators (ASPE) Status of Data Sources to Inform Health Workforce Policy & Supply Adequacy

FINANCE
- The BOD approved the budget proposal for the 12-month period beginning Oct. 1, 2009, and ending on Sept. 30, 2010 (FY10).
- The BOD accepted the quarterly financial statements for the periods ending Dec. 31, 2009, and March 31, 2010.
- The BOD accepted the audited financial statements and the independent accountant’s report on applying other agreed-upon procedures.
- The BOD approved the revision to Policy 8.8, NCSBN Travel Policy, as it facilitates compliance with the policy guideline for submitting expense reports for reimbursement by changing the timeline from within 15 days to within 30 days.
- The BOD approved the revision to Policy 8.2, Financial Planning, to ensure that the Finance Committee fulfills its responsibility to assess financial impact of new NCSBN business ventures and programs after initial consideration by the BOD.
- The BOD approved the 2009 IRS 990 form.

GOVERNANCE AND POLICY
- The BOD reviewed and discussed its legal and fiduciary responsibilities as members of the NCSBN BOD.
- The BOD reviewed and revised the eligibility criteria for participation in the Center for Regulatory Excellence Program.
- The BOD held a Member Board conference call at each BOD meeting to facilitate communication with the membership regarding the business of the BOD.
- The BOD conducted a scan of the environment for relevant issues regarding nursing regulation at each meeting of the BOD.
- The BOD appointed members to the Continued Competence and Bylaws Committees,
along with committee charges.

- The BOD reviewed and revised the draft-guiding principles developed by the FY09 Continued Competence Committee.
- The BOD appointed Barbara Morvant as the chair of the LSC.
- The BOD approved the FY10 Balanced Scorecard.
- The BOD appointed members to the NCLEX® Item Review Subcommittee.
- The BOD assigned board member liaisons to FY10 committees.
- The BOD finalized and implemented a BOD performance-improvement action plan for FY10.
- The BOD finalized assignments to the FY10 external meeting list.
- The BOD reviewed and discussed the evaluations from the 2009 Delegate Assembly, including the drafted minutes from the Area Meetings and the Knowledge Network sessions. Areas for improvement were identified and noted for next year.
- The BOD appointed Julio Santiago, chairperson, Illinois Board of Nursing, to fill the director-at-large vacancy until Delegate Assembly 2010.
- The BOD continued to approve funding per the Direct Assistance Policy related to the Data Integrity Project for 24 Member Boards totaling $2.4 million.
- The BOD engaged in a strategic and visionary conversation facilitated by consultant Tom Sappington. The BOD identified potential strategic initiatives for 2011-2013 and possible revisions to the mission, vision and values of the organization. The BOD engaged in a variety of opportunities with the membership for discussion and feedback.
- The BOD reviewed and revised the Guiding Principles for Continued Competence in Nursing, developed by the Continued Competence Committee.
- The BOD approved the appointment of members to the Bylaws Committee.
- The BOD approved revisions to Policy 5.12, Funding Members to Annual Midyear Meeting, to provide flexibility for the purposes of meetings management planning.
- The BOD approved revisions to Policy 8.8, NCSBN Travel Policy, to facilitate compliance with guidelines for submission of expense reports for reimbursement.
- The BOD discussed consideration of a standardized electronic nursing education program annual report and perhaps partnering with NLN and AACN for a common report as a future strategic objective.
- The BOD approved participation of NCSBN as a founding board member of the newly formed 501(c)(3) organization titled Alliance for Ethical International Recruitment Practices.
- The BOD reviewed and discussed the joint meeting with NCSBN and the Canadian Nurses Association on issues of mutual concern related to initial licensure, entry-level competence assessment examinations.
- The BOD routinely reviewed and discussed the monitoring of federal legislation with Prime Policy Group.
- The BOD approved changing the name of the NCSBN Special Award to the NCSBN Distinguished Achievement Award with the identified criteria.
- The BOD approved a funding donation to the Citizens Advocacy Center for its proposal on health care scope of practice.
- The BOD met with the chair and members of the LSC to review and discuss progress on the Leadership Development Plan.
The BOD approved revisions to Policy 2.4, Member Board Resource Fund, to allow for funding of independent audits of Member Board functions.

The BOD approved revisions to Policy 2.9, Direct Assistance to Member Boards, to ensure that funded changes would be sustainable over time.

The BOD approved funding a two-day summit to explore solutions in moving toward uniformity in APRN regulation.

The BOD supported a joint meeting with NCSBN, the NLCA Executive Committee and the ANA to discuss the current status of ANA's Seven Point Position on the Nurse Licensure Compact (NLC).

The BOD discussed the business model of the Nursys® Licensure Verification Program and options for access to certain functions for Member Boards not currently participating in the program. The BOD directed staff to present alternative business models to manage Nursys for discussion and consideration.

The BOD reviewed and approved revisions to the NCSBN Bylaws for consideration by the Delegate Assembly.

The BOD approved revision to Policy 4.1, Committees, to clarify conflict of interest for committee members.

The BOD met with NSNA CEO Diane Mancino to discuss current issues related to nursing education, student nurses and new graduates.

The BOD discussed options for assisting the Canadian Nurses Association through consultation with information and practices related to computer-based testing.

The BOD approved application as a Standards Development Organization through accreditation by the American National Standards Institute in support of licensure and practice standards as developed by the membership.

The BOD approved funding executive coaching services for interested Member Board executive officers.

The BOD reviewed the recommendations of the Carnegie Foundation study on nursing education.

The BOD reviewed the Excelsior Nursing Education White Paper and Study report.

The BOD approved a new vision and values for the organization. The BOD approved a new mission statement and strategic initiatives for FY11-13 for consideration by the Delegate Assembly.

**TESTING**

- The BOD approved the revised NCLEX-RN® passing standard of -0.16 logits. This passing standard will be effective from April 1, 2010, through March 31, 2013.
- The BOD reviewed the preliminary 2011 NCLEX-PN® Test Plan recommendations.
- The BOD met with representatives from Pearson VUE to discuss various aspects of NCLEX and National Nurse Aide Assessment Program (NNAAP™) administration.
- The BOD reviewed current NCLEX data trends.
- The BOD approved revisions to various NLCEX® policies.
- The BOD reviewed the outcomes of three research studies comparing nursing competencies with the European Union and nursing practice with Ontario and British Columbia.
- The BOD approved a passing standard for the Pearson Test of English (PTE) Academic.
NURSING REGULATION

- The BOD approved funding for two members from each jurisdiction for a two-day forum to present and discuss model guidelines for alternatives to discipline programs.
- The BOD moved to approve removal of the word “core” from Uniform Core Licensure Requirements and approved distribution of draft recommendations to Member Boards for their input.
- The BOD revised the committee charge to the Disciplinary Resources Committee regarding alternative programs for practice violations.
- The BOD approved the recommendation that the Taxonomy of Error, Root Cause Analysis and Practice-responsibility (TERCAP®) be used as a reporting database and the establishment of a minimum data set within the TERCAP instrument.
- The BOD approved new research for FY11 regarding continued competence.

INFORMATION TECHNOLOGY

- The BOD reviewed and discussed the 2009 IT Summit evaluations.
- The BOD discussed and decided not to move forward with the Comprehensive Licensure Data Management System.
- The BOD directed staff to proceed with requests to Member Board approval for granting primary source equivalency for information on Nursys.
- The BOD approved the Nursys® Committee recommendations of administrative and other revisions to various Nursys policies and to display the original licensure date in Nursys.com QuickConfirm public verifications.
- The BOD reviewed the status of the new Emergency Response Organization, Nursys® Bulk Access Service, prior to implementation.
- The BOD approved the Nursys® Committee recommendation to push out disciplinary action alerts to all states.
- The BOD reviewed options for offering access to certain Nursys reports to Member Boards that do not participate in the Nursys licensure verification program.

RESEARCH

- The BOD routinely reviewed progress updates on all current research projects.
- The BOD reviewed the progress and challenges to the workforce data-collection project.

Attachment

A. Annual Progress Report, October 2009–May 2010

B. NCSBN Associate Member Application
Background
The Annual Progress Report is provided as a summary of the year’s activities and accomplishments in the work toward achieving the organization’s strategic initiatives.

Attachment A
Annual Progress Report, October 2009–May 2010

A. NCSBN strategically advances patient safety for the health and welfare of the public.

STRATEGIC OBJECTIVE 1
Identify and develop patient safety recommendations for nurse regulators.
NCSBN staff identified, developed and evaluated discipline and remediation courses for Member Board constituents. A video on the disciplinary process titled “Board of Nursing Complaint Process: Investigation to Resolution” was produced in coordination with committee charges for the Discipline Resources Committee. Currently in the development stage is an ethics course. Based on the patient-safety data collected from the Professional Patient Issues (PPI) study, recommendations for practice, education and regulation were also developed. Discipline case studies were published in the Journal of Nursing Regulation. In addition, the NCSBN Board of Directors (BOD) explored the features and benefits of becoming an American National Standards Institute (ANSI) Standards Development Organization.

STRATEGIC OBJECTIVE 2
Develop regulatory models based on just culture principles.
A compendium of different models and strategies of just culture principles was formulated and reported with related recommendations.

B. NCSBN contributes to Member Board excellence by providing resources, communication education and technology.

STRATEGIC OBJECTIVE 1
Recognize Member Board excellence.
A clearly articulated and objective process for soliciting and identifying outstanding contributions to the organization has been communicated to the membership and enacted through the NCSBN Awards Program.

STRATEGIC OBJECTIVE 2
Continuously provide and evaluate education, information sharing and networking opportunities.
In its continued effort to provide education, information sharing and networking opportunities in support of its members, NCSBN offered a myriad of resources aimed at strengthening and developing its membership. Members were invited to participate in the Institute of Regulatory Excellence (IRE) Annual Conference; Executive Officers Seminar; Midyear Meeting Leadership Day for executive officers and Member Board presidents; Attorney/Investigator Symposium; IT Summit; NCLEX® Invitational; three NCLEX® Regional Workshops; and a Legislative and Leadership Seminar. Additionally, the following NCSBN Interactive courses were identified and developed: NCLEX® 101 and Disciplinary Investigations.

NCSBN unveiled the Journal of Nursing Regulation, a peer-reviewed, academic/professional publication, in 2010. More than 2,000 copies of the first issue were distributed to Member Boards, national nursing organizations, and select international regulatory agencies, hospitals and nursing programs. Leader to Leader, Council Connector and Policy Perspectives were
published as scheduled. The following consumer brochures were marketed and disseminated to their intended audience: A Nurse’s Guide to the Importance of Appropriate Professional Boundaries; State and Territorial Boards of Nursing: What Every Nurse Needs to Know; Your Nursing License is the Key to Your Career; and Your State Nursing Board Works for You: A Health Care Consumer’s Guide.

Member Boards were also encouraged to participate in numerous networking opportunities available to them, which included NCLEX webinars, the APRN Roundtable and networking sessions at the Midyear Meeting. Information sharing and networking were also made easy through conference calls in areas such as education, policy, discipline and practice. Conference calls for Advanced Practice Registered Nurse (APRN) consultants, executive officers, investigators and Taxonomy of Error, Root Cause Analysis and Practice-responsibility (TERCAP®) users were also held. The Continuous Quality Improvement (CQI) Survey was conducted, the results of which were analyzed for program and service improvements.

STRATEGIC OBJECTIVE 3
Maintain and protect a substantial internal financial reserve.

Financial statements were reviewed quarterly to ensure the availability of internal funds to support NCSBN activities in perpetuity. Investment, policy, strategy, asset allocation and returns on investments were also examined on a quarterly basis. Adequate internal controls and accurate financial statements were attested to by an independent, certified accountant upon review of the audit. NCSBN’s investment manager and consultant performances were also evaluated. The Finance Committee, along with legal counsel, met with insurance brokers to certify NCSBN had adequate property and liability coverage for insurable losses. NCSBN’s investments and the audit were reviewed, and the budget for fiscal year 2011 (FY11) was developed and presented to the BOD for final approval. An analysis of the long-range forecast was also completed.

C. NCSBN advances evidence-based nursing regulation and regulatory solutions for public protection.

STRATEGIC OBJECTIVE 1
Promote ongoing regulatory excellence.

The Commitment to Ongoing Regulatory Excellence (CORE) survey tool for 2011 data collection was reviewed and refined to meet the needs of Member Boards. Data from the 2010 survey were collected and analyzed, and top-performing boards of nursing (BONs) and the reasons for their excellence were identified. Strategies to increase knowledge and use of CORE performance measures were implemented. Measures to support participation in CORE were also identified. A comprehensive literature review analyzing the profiles of independent and umbrella board structures and outcomes was completed. In addition, the 2010 IRE Fellowship participants and mentors were selected, and the project proposals and final reports were approved. Staff was apprised on the content of the Annual IRE Conference, the annual induction ceremony and on issues related to the implementation of the IRE fellowship program.

STRATEGIC OBJECTIVE 2
Provide models and resources for evidence-based regulation to Member Boards.

BONs were given assistance with the implementation of the APRN Model Act and Rules, as well as the implementation of criminal background checks. A common core licensure application was developed with recommendations for its utilization. The 1999 Delegate Assembly Uniform Core Licensure Requirements (UCLRs), which included initial, renewal, endorsement and international requirements, were reviewed and revisions recommended. Actions regarding variances to core licensure requirements were also reviewed and recommended. Solutions were offered for
identified issues regarding the interface between the two licensure models. A strategic plan for assisting Member Boards, as well as uniform nursing approval regulations, was developed. A literature review on competency-based education was conducted.

Discipline and alternative programs were reviewed and regulatory practices for chemically dependent licensees were recommended for the purposes of public protection. Feedback regarding the Guiding Principles for Continued Competence was obtained from Member Boards. Questions for the development of a research study addressing continued competence were identified and presented to the BOD for review. Model rules on sexual misconduct, including boundaries, as well as content for a model course on professional ethics and conduct for use in remediation and discipline, were also developed. A video titled “Board of Nursing Complaint Process: Investigation to Resolution” was produced by the Discipline Resources Committee with the assistance of the NCSBN Interactive Services department. Implementation steps for building and launching alternative programs for practice violations were developed.

Strategies were developed for the ongoing sustainability and advancement of the organization through leadership succession. A slate of qualified candidates, geographically distributed, was presented and included on a ballot for the election of the BOD and Leadership Succession Committee (LSC). A plan to increase TERCAP data collection was developed and implemented. The TERCAP protocol was also evaluated.

The business plan for the Transition to Practice Pilot Study was drafted. Content was developed for new nurse transition to practice modules, as well as for preceptor training.

**STRATEGIC OBJECTIVE 3**

**Conduct and support research that provides evidence regarding regulatory initiatives that supports public protection.**

TERCAP aggregate data were periodically analyzed. The Center for Regulatory Excellence Program continued and the research conference was planned. Member Board Profiles were updated as scheduled. The NCLEX candidate projections and the licensure statistics research projects were completed. An employer survey on patient safety and new nurses was conducted. The APRN, simulation and medication aide research projects were designed and implemented, along with the Graduates of Programs with Faculty Precepted Clinical Training Study.

**STRATEGIC OBJECTIVE 4**

**Support single state and multistate licensure initiatives.**

A new relationship between NCSBN and Nurse Licensure Compact Administrators (NLCA) was defined and agreed upon by the membership.

**D. NCSBN provides comprehensive data management for use by Member Boards and external stakeholders.**

**STRATEGIC OBJECTIVE 1**

**Maintain a comprehensive national nurse licensure database.**

NCSBN continues to support Member Boards reporting disciplinary actions to federal databanks and has been 100 percent compliant with federal reporting requirements. The requirements for primary source equivalency of Member Board data in Nursys® with the Joint Commission were finalized, and a request to make Nursys.com the primary source equivalent was sent to Member Boards. The Nursys® Committee reviewed the status of the Data Integrity Project, developed a model to display APRN information in Nursys and devised strategies to implement electronic discipline uploads to Nursys from a Member Board’s database.
STRATEGIC OBJECTIVE 2
Maintain a national nurse workforce data repository.

Member Board participation in workforce data collection increased. Workforce data was collected through automated reports available online to participating jurisdictions.

E. NCSBN is the premier organization to define and measure continued competence.

STRATEGIC OBJECTIVE 1
NCLEX® development, security, psychometrics, administration and quality assurance processes are consistent with Member Boards’ examinations needs.

Sufficient items for four operational pools were developed. Only valid NCLEX examinations were administered and scored. All NCLEX examinations were administered in accordance with security policies and procedures. Registered nurse (RN) and practical nurse (PN) practice analyses were conducted and an NCLEX-PN® test plan was recommended. Areas of innovations continued to be explored and reported to the BOD. Practice analysis studies of entry-level RNs in Ontario and British Columbia were conducted. U.S. nursing competencies were analyzed using nursing competency statements included in the European Union TUNING project. An official NCSBN-endorsed passing standard for the Pearson Test of English (PTE) Academic was recommended.

STRATEGIC OBJECTIVE 2
National Nurse Aide Assessment Program (NNAAP™) and Medication Aide Certification Examination (MACE™) development, security, psychometrics, administration and quality assurance processes are consistent with Member Boards’ examination needs.

Sufficient items and skills were built to populate the required number of test forms. The psychometric properties of items, skills and test forms were evaluated.

F. NCSBN advances the development of regulatory excellence worldwide.

STRATEGIC OBJECTIVE 1
Develop and maintain collaborative working relationships with key national and international organization.

NCSBN advanced the visibility and mission of the organization through various presentations and participation at national and international meetings, as well as Member Board visits. Additionally, NCSBN has actively participated in the following meetings: Alliance for Ethical International Recruitment Practices; Nursing Alliance for Quality Care; Federal Nursing Services Council; Institute of Regulatory Excellence; American Association of Colleges of Nursing; Joint Commission Advisory Council; National League for Nursing (NLN) Education Summit; American National Standards Annual Meeting; National Federation of Licensed Practical Nurses; Council on Licensure, Enforcement & Regulation (CLEAR) Annual Meeting; International Council of Nurses (ICN) Regulatory Forum; ICN Credentialing Forum; ICN Observatory on Licensure and Registration; National Student Nurses Association (NSNA); Nursing Organization Alliance; Alliance for APRN Credentialing Meeting; Licensure, Accreditation, Certification & Education (LACE) Meeting; Nursing Certification and Competency Summit; National Organization for Associate Degree Nursing (NOADN); and Federation of State Medical Boards.
NCSBN continued to be an active associate member of the European Council of Nursing Regulators (FEPI). The organization also explored the possibility of collaborating with ICN on a joint regulatory conference on performance measures or regulatory bodies.

**STRATEGIC OBJECTIVE 2**

Formal structure to sell NCSBN products and services to international regulators explored.

A desirability of a business plan was explored.
NCSBN Associate Member Application

Applicant Contact Information

Name: John Mayr
Phone: Toll Free 1-877-373-2201 (Direct 778-373-3112)
Fax Number: 778-373-3102
E-mail: jmayr@clpnbc.org
Title: Executive Director/Registrar

Organization Information

Full Name: College of Licensed Practical Nurses of BC
Chief Staff Person: John Mayr
Mailing Address: 3480 Gilmore Way Suite 260
City: Burnaby
State: BC
Country: Canada
Postal Code: V5G 4Y1
Street Address (if not the same):

City:
State:
Country:
Postal Code:

Phone Number: 778-373-3100
Fax Number: 778-373-3102
E-mail: info@clpnbc.org
Web site: www.clpnbc.org

Organization Description

Please list all the professions your organization regulates:

Practical Nurses

Please list the number of person regulated (by profession):

8900

Please describe the authority under which your organization regulates:

Health Professions Act (RSBC 1996)

Please describe why your organization wants to be an Associate Member of NCSBN:

We are interested in increasing our international contacts and resources. Nursing is a dynamic field and advancements in labour mobility and foreign qualification recognition will play an increasingly important role for regulators. We are specifically interested in working with NCSBN in the areas of competency and licensure testing.

By signing this application the undersigned understands that, if approved for membership, applicants are required to abide by NCSBN bylaws and the NCSBN Board Policy Manual. Failure to pay annual associate membership fee may result in termination of status. Decisions of the NCSBN Delegate Assembly regarding membership are final.

Signature: __________________________

Title: __________________________

Date: __________________________
In addition to your original application, I have a request for additional information regarding your organization. At your earliest convenience can you respond to the following questions?

1. **Is the College of Licensed Practical Nurses of British Columbia incorporated or not?**
   Yes, the College of Licensed Practical Nurses of British Columbia is a corporation under section 15(2) of the Health Professions Act. That section says:
   
   A College established us a corporation consisting of (a) the members of the board elected under section 17(3) and (b) the persons who are registrants of the college.

2. **Are you considered for profit or non-profit?**
   We are considered not for profit. We do not receive any funding from government. 99% of revenues are derived from registrant fees (exams, initial registration, and renewals) with the remainder being fines, penalties, advertising, and annual meeting.

3. **Are you a membership organization?**
   Sort of. We do not have members, we have registrants. Member generally means that belonging to the organization is voluntary. Because we are a licensure organization, being registered is mandatory if a person wishes to practice as a LPN.

4. **Can you send a copy your Bylaws and Mission Statement?**
   Bylaws are attached (also found here [http://clpnbc.org/index.php?dbq=15#3915](http://clpnbc.org/index.php?dbq=15#3915)).
   Here is the mission statement and mandate (also found here [http://clpnbc.org/index.php?dbq=8#18]Mission/Mandate/Vision/Values)

**Our Mission**
The CLPNBC is responsible for regulating the profession of Licensed Practical Nurses (LPNs) in the public interest.

**Our Mandate**
It is the duty of the CLPNBC at all times to:
- serve and protect the public.
- establish, monitor, and enforce standards of practice.
- enhance the quality of practice and reduce incompetent, impaired, or unethical practice.
- establish and maintain a continuing competency program to promote high standards of practice.
- establish, monitor, and enforce standards of professional ethics among registrants.

**Our Vision**
The College of Licensed Practical Nurses of British Columbia is recognized provincially, nationally, and internationally as a leader in professional nursing regulation and is committed to protection of the public through safe, competent, and ethical practice of its registrants.

**Our Values**
We base our work on a commitment to the following Values:
- Accountability
- Responsibility
- Ethics
- Competence
- Adaptability
- Collaboration