The National Council of State Boards of Nursing Inc. (NCSBN®) marked the milestone of reaching its 35th anniversary this year.

Founded March 15, 1978, as an independent not-for-profit organization, NCSBN was created to lessen the burdens of state governments and bring together boards of nursing to act and counsel together on matters of common interest.
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U.S. boards of nursing regulate more than 3 million licensed nurses.
As member boards, state and territorial boards of nursing gain access to invaluable NCSBN services and product offerings that will assist in efforts to protect and promote the welfare of the public and the interests of the profession of nursing. Collectively, member boards establish the strategic purpose and direction of the organization.
The National Council of State Boards of Nursing (NCSBN®) provides education, service, and research through collaborative leadership to promote evidence-based regulatory excellence for patient safety and public protection.

Since 1994, more than 4.2 million candidates for U.S. nurse licensure have taken the NCLEX® via computerized adaptive testing (CAT).

Mindful of the evolving health care environment, NCSBN is uniquely positioned to combine the collective wisdom of its member boards of nursing, the results of innovative NCSBN research projects, and the information gained from its collaborations with other nursing and health care associations and organizations, both domestically and internationally, to ultimately provide the wealth of this knowledge back to the boards of nursing for use in their mission of public protection.
NCSBN IS
ADVANCING REGULATORY EXCELLENCE WORLDWIDE.

NCSBN works both nationally and internationally to foster cooperation and collaboration among its peer organizations, other professional associations and government entities to share information and knowledge in a multicultural exchange of thoughts and ideas.

NCSBN welcomed its first international associate member in 2008.
NCSBN IS

STANDING BEHIND OUR VALUES.

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

EXCELLENCE
Striving to be and do the best.

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

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

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

As the collective voice of nursing regulation in the U.S. and its territories, NCSBN serves its member boards by conducting research on nursing practice issues, monitoring trends in public policy, nursing practice and education, while providing opportunities for collaboration among its members and other nursing and health care organizations.

NNAAP® is the largest nurse aide certification examination program in the U.S. More than 200,000 paper and practical examinations are administered annually.
MESSAGE FROM THE CEO AND PRESIDENT

Taking as motivation the legacy of how bold, courageous and visionary NCSBN’s founders were, the organization embarked on the development of NCSBN’s strategic initiatives for 2014–16 during its 35th anniversary year. This ambitious set of initiatives was crafted to reflect the organization’s mission, vision and values, and become its work and lifeblood. For the next three years the combined effort of the NCSBN Board of Directors (BOD), committees, member boards and NCSBN staff will help translate strategy into action.

The celebration of NCSBN’s 35th anniversary caused us to look at the impetus of its founding—to lessen the burden of state government and to provide a forum by which boards of nursing (BONs) can act and counsel together. NCSBN seeks to serve its members by not only providing medium through which they can best work in partnership, we also look for ways to better serve the BONs in their mission of public protection. This service takes many forms: being the eyes and ears of BONs to determine how the evolving health care and business environment may affect nursing regulation; seeking out domestic and international relationships and collaborations with other regulatory groups, peer nursing organizations and local, state and federal agencies; utilizing the talents, experience and expertise of members in committees to propose new regulatory policies; and developing new products and services.

NCSBN strives to be responsive and nimble in order to always provide the highest level of service to its member boards so they can more effectively fulfill their public protection role. The organization seeks innovative ways to engage the membership and provide them with opportunities to improve upon the services they already provide. To that end NCSBN has facilitated coaching for executive officers at BONs to help them become even better leaders and more equipped to take on new regulatory challenges. The 2013 Delegate Assembly significantly altered the membership agreement to eliminate the fee to ease financial burdens on BONs. The revised agreement also better reflects the relationship between NCSBN and its members.

NCSBN completes a yearly comprehensive environmental scan that provides an analysis of the current state of the health care environment, especially how the Affordable Care Act may impact nursing regulation. NCSBN also conducted a comprehensive analysis, A Comparison of Selected Military Health Care Occupation Curricula with a Standard Licensed Practical/Vocational Nurse Curriculum, to assist BONs in making licensing decisions that will help veterans safely and competently enter civilian careers in nursing.

A government relations agency has worked for the last several years to educate key stakeholders about the work of BONs and the importance of state-based licensure. The information gleaned from reports provided by this agency and the desire to provide expertise around the national discussions regarding telehealth, interstate practice and other nursing regulatory issues led to the decision to establish a Washington, D.C. office, which will open in mid-2014.

The member board Executive Officers Forum meets on a regular basis to dialogue about the issues they face and to seek mutually agreed upon solutions that benefit the public. One such important issue is the discussion regarding interstate practice. Their goal is to describe a model of interstate practice that removes barriers, but maintains appropriate regulations to best facilitate nurse mobility and telehealth; and ultimately provide safe and competent care to the public.

NCSBN’s founders and subsequent leaders helped build the organization to its current level of achievement; building upon this success is the call to action for the current and future BOD, member boards and NCSBN staff to spur the organization to an even greater level of accomplishment.
NCSBN is a not-for-profit organization whose membership comprises the boards of nursing in the 50 states, the District of Columbia, and four U.S. territories—American Samoa, Guam, Northern Mariana Islands, and the Virgin Islands. There are also 16 associate members that are either nursing regulatory bodies or empowered regulatory authorities from other countries or territories.

Founded in 1978 as an independent, 501(c)(3) not-for-profit organization, the impetus for NCSBN’s creation arose out of recognition that in order to guard the safety of the public, the regulation of nurses needed to be a separate entity from the organization representing professional nurses.

The member boards that comprise NCSBN protect the public by ensuring that safe and competent nursing care is provided by licensed nurses. NCSBN is the vehicle through which boards of nursing act and counsel together on matters of common interest. These member boards are charged with the responsibility of providing regulatory excellence for public health, safety, and welfare. They recognize that the best way to guard the safety of the public is to ensure that nurses entering the workforce have the necessary knowledge, education, and skills to practice. To meet that goal, NCSBN’s focus is devoted to developing a psychometrically sound and legally defensible nurse licensure examination consistent with current nursing practice. The NCLEX-RN® and NCLEX-PN® Examinations developed and administered by NCBSN are constantly and rigorously evaluated to keep pace with the rapidly evolving health care environment.

As the collective voice of nursing regulation in the U.S. and its territories, NCSBN serves its member boards by conducting research on nursing practice issues, monitoring trends in public policy, nursing practice and education, while providing opportunities for collaboration among its members and other nursing and health care organizations.

The NCLEX® examinations remain the instruments by which most people know NCSBN. As evidence of its long history of continual efforts to remain on the cutting edge of examination technology, NCSBN became the first organization to implement computerized adaptive testing (CAT) for nationwide licensure examinations in 1994. NCSBN also develops and administers the largest competency evaluation for nurse aides/nursing assistants (NAs) known as the National Nurse Aide Assessment Program (NNAAP®). Additionally, NCSBN develops the Medication Aide Certification Examination (MACE®), designed for NAs who choose to receive additional training to become a certified medication aide/assistant. The purpose of MACE is to ensure that individuals who administer medication to residents in assisted living facilities and comprehensive personal care homes have the basic knowledge and skills needed to perform their duties.

The ongoing assessment of these examinations includes research that gathers job analysis data from entry-level nurses and aides that ultimately contribute to refinement and adaptation of the tests. In addition, the continual refinement of the NCLEX examinations also incorporates the work of item writers, item reviewers and panels of judges made up of practicing nurses or nurse educators who work directly with entry-level nurses and aides. The item writers who create the examination questions, also known as items, and the reviewers who assess the items are responsible for the content in the NCLEX examinations. The panel of judges recommends potential NCLEX passing standards to the NCSBN Board of Directors. All of these measures, coupled with a determination to remain on the cutting edge of testing technology, ensure that the NCLEX examinations and NNAAP evaluations are an accurate reflection of current nursing practice.

NCSBN offers the NCLEX-RN and NCLEX-PN Examinations abroad in Australia, Canada, England, Germany, Hong Kong, India, Japan, Mexico, Philippines, and Taiwan for the purpose of domestic nurse licensure in U.S. states and territories.

NCSBN has published 56 volumes of research briefs.
Publications
NCSBN produces a wide variety of publications focused on the NCLEX-RN® and NCLEX-PN® Examinations, as well as health care issues and activities. NCSBN also conducts its own research studies by addressing some of today’s most important nursing practice issues. These publications present in-depth information and best practice techniques to enhance perspective and contribute to the nursing knowledge base. These publications are available for download free of charge from the NCSBN website at www.ncsbn.org/2807.htm.

Online Courses
NCSBN Learning Extension is a pioneer in e-learning for the nursing community, launching the first online preparation course for the NCLEX-RN Examination in 1998. Currently, more than 40 online courses are offered, promoting safe nursing practices to nurses, student nurses and nursing faculty. Rich in content and features, the online courses offer interactive and fun learning experiences, which facilitate better understanding of the topics presented.

Nursys®
Nursys® is the only national database for verification of nurse licensure, discipline and practice privileges for registered nurses (RNs) and licensed practical/vocational nurses (LPN/VNs) licensed in participating jurisdictions, including all states in the Nurse Licensure Compact (NLC). The Nursys® Licensure QuickConfirm product allows employers and recruiters to retrieve necessary licensure and discipline documentation in one convenient location. Nursys® e-Notify, the newest product, is an innovative nurse licensure notification system that automatically provides employers licensure and publicly available discipline data as it is entered into Nursys by boards of nursing.
FISCAL YEAR 2013
THE YEAR IN REVIEW

There were many special activities and commemorations held during NCSBN’s anniversary year. As part of its celebration, an interactive timeline was created, chronicling NCSBN’s seminal milestones of the last 35 years. Drawn from archival sources, the timeline tells the story of the organization from its creation in 1978 to the present day through video and audio clips of interviews with the organization’s founders, Board of Directors presidents, and both past and current executive directors from NCSBN Member Boards. The timeline can be viewed on NCSBN’s website, www.ncsbn.org/timeline.

NCSBN made two special donations in celebration of its 35 years of nursing regulatory success. The organization donated $135,000 to the Foundation of the National Student Nurses’ Association (FNSNA) to provide scholarships to qualified undergraduate nursing students. NCSBN also donated $35,000 to the Florence Nightingale International Foundation for its Girl Child Education Fund (GCEF), to support the primary and secondary schooling of girls under the age of 18 in developing countries whose nurse parent or parents have died.

During the 2013 Annual Meeting and Delegate Assembly a special luncheon was held honoring the late Elaine Ellibee, RN, NCSBN’s first president (1978-79) and one of its founding members.

NCSBN and The National Forum of State Nursing Workforce Centers published the National Nursing Workforce Survey of Registered Nurses, a study that provides a comprehensive snapshot of the U.S. nursing workforce in 2013. The results of this survey are especially valuable in that the data obtained can be used to project possible shortages and assist in the allocation of resources, program development decisions, and recruitment efforts in both the health care system and education sectors.

As organizations representing the health care professional licensing and regulatory boards in the U.S., the Federation of State Medical Boards (FSMB), National Association of Boards of Pharmacy (NABP) and NCSBN formed the Tri-Regulator Collaborative in 2011. The first-ever Tri-Regulator Symposium, “Protecting Patients and the Public: A Heritage of Excellence,” was designed to advance consensus building and dialogue on issues of state-based regulation and licensure. The participants found much common ground as they discussed issues challenging their respective professions. Leaders from the three organizations continued the work begun during the symposium on a variety of issues, including discussions on health care workforce planning, licensure portability, telemedicine, maintenance of licensure, the value of interprofessional communication, education, professionalism and team-based care. The Collaborative issued a joint statement that supported state and federal health care regulators, agencies and other key stakeholders in the collective effort to compile an evidence-based, comprehensive analysis of the nation’s health care workforce.

Illuminating the Past – A Beacon for the Future
This theme for fiscal year 2013 (FY13), honors the past, present and future of the organization.

NCSBN celebrated its 35th anniversary by acknowledging its past accomplishments, and applauding those who helped build and support the organization that it is today. Not content to just dwell on the past, NCSBN uses its current successes as a springboard for new endeavors and projects.
The Center for Regulatory Excellence (CRE) Grant Program, which was launched in FY13 totaling more than $1.3 million to five U.S. and international organizations. Since the grant program began in 2007, it has awarded almost $10 million in grants to 43 organizations. The CRE funds innovative projects that can have measurable impact on nursing regulation and can create meaningful change. The CRE’s research priorities include: patient safety, practice (e.g., advanced practice registered nurses [APRNs], registered nurses [RN] and licensed practical/vocational nurses [LPNs/VNs]), nursing education, continued competence, discipline and alternatives to discipline, and national and international regulatory issues and/or portability.

The National Nursing Database (NND), the first comprehensive source of nursing licensure and disciplinary statistics for the U.S. and the territories of American Samoa, Guam, Northern Mariana Islands, and the Virgin Islands, was revealed. The NND is derived from Nursys, the only national database for verification of nurse licensure, discipline and practice privileges for RNs and LPNs/VNs. It is comprised of data obtained directly from the licensure systems of U.S. BONs through frequent, secured updates. Now available to the general public, the NND offers interactive maps highlighting the information obtained from BONs, such as the number of active licenses (both RN and LPN/VN, and total overall) and discipline data, providing users with a snapshot of nursing statistics based on the more than 4.4 million RN and LPN/VN licenses in Nursys.

In its continual efforts to maintain the highest level of public safety possible, NCLEX® Exam raised the passing standard for the NCLEX-RN® Examination in response to changes in U.S. health care delivery and nursing practice that have resulted in the increased acuity of clients seen by entry-level RNs. After considering all available information, the BOD determined that safe and effective entry-level RN practice required a greater level of knowledge, skills and abilities than was required in 2009 when NCLEX® established the previous standard.

In order to keep its communications channels accessible to the widest possible audience, NCSBN launched its new mobile website, m.ncsbn.org, to optimize the experience of smartphone and tablet users. A new corporate Facebook page was created to enable individuals to receive up-to-date information about NCSBN and nursing regulation quickly and easily, joining NCLEX®’s very popular Learning Extension, and NCLEX-RN and NCLEX-PN Examinations Facebook pages. The corporate page features news, information about resources and events, links to videos, facts about nursing regulation and a detailed history of the organization.

Nursys® e-Notify, the national nurse licensure notification system that automatically delivers licensure and publicly available discipline data directly to employers as the data is delivered, is a system that automatically delivers licensure and publicly available discipline data directly to employers as the data is updated. Employers have the option to receive a notification about changes to a nurse’s record, including changes to license status, license expirations, pending license renewals, and public disciplinary action/resolutions and alerts. If a nurse’s license is about to expire, employers have the option to receive a notification about the expiration date. Employers can also immediately learn about new disciplinary actions issued by a BON for a nurse in their employ, including receiving access to available public discipline documents. Nursys® e-Notify eliminates the need for employers to proactively search for license and discipline data because they are notified automatically when changes occur.
public policy and regulation, strategic planning, patient safety and communication. It also requires the application of evidence-based concepts in decision making and leadership.

**Leader to Leader**, the biannual newsletter for nursing educators, remained a popular mechanism by which to disseminate information and stimulate dialogue between the educational community and NCSBN. The addition of guest authors to the publication, in addition to in-depth interviews with nurse regulators, brought to its readers a wealth of knowledge about new programs, projects and initiatives in nursing education.

NCSBN supports online collaboration of its membership with wikis, discussion forums and live webinars/webcasts. Educational resources are available for both membership and external audiences in video and online course formats. User views of the 30 educational and promotional videos in the NCSBN catalog totaled 36,000 during FY13. NCSBN records presentations at its events; views of the 200 presentations from 40 past events totaled 4,900 during FY13.

NCSBN’s website (ncsbn.org) hosted 2.9 million visits during FY13. Visitors viewed pages 4.4 million times and downloaded publications and other documents more than 264,000 times.

In FY13, Report of Findings from the 2012 LPN/VN Nursing Knowledge Survey, 2012 LPN/VN Practice Analysis: Linking the NCLEX-PN® Examination to Practice and 2011 Nurse Licensee Volume and NCLEX® Examination Statistics research briefs were published. NCSBN also produced a short introductory video that provides a brief overview of its history, in addition to explaining what the organization does and how it works toward its mission of public protection.
RAISING THE BAR FOR LICENSURE EXAMS.

More than 103,000 nurse licensure candidates have taken the NCLEX® in international test centers.

From April 1, 1994 through Sept. 30, 2013, more than 4.2 million nurse licensure candidates have taken NCLEX® examinations via CAT.

For the fiscal year ending Sept. 30, 2013, 273,862 candidates took the NCLEX-RN® and NCLEX-PN® Examinations.

NCLEX® PASS RATES – RN

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NCLEX® PASS RATES – PN

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## NCLEX® Pass Rates – RN

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<th>Apr - Jul</th>
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## NCLEX® Pass Rates – PN

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## NCLEX® Pass Rates – VN

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<th>TOTAL FY13</th>
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</thead>
<tbody>
<tr>
<td>CALIFORNIA – VN</td>
<td>1,441</td>
<td>1,119</td>
<td>84.4</td>
<td>3,748</td>
<td>11,449</td>
</tr>
<tr>
<td>WISCONSIN</td>
<td>147</td>
<td>130</td>
<td>89.1</td>
<td>1,156</td>
<td>3,216</td>
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<tr>
<td>MISSOURI</td>
<td>149</td>
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<td>87.2</td>
<td>314</td>
<td>3,703</td>
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<td>MISSISSIPPI</td>
<td>24</td>
<td>20</td>
<td>83.3</td>
<td>503</td>
<td>1,855</td>
</tr>
<tr>
<td>AMERICAN SAMOA</td>
<td>0</td>
<td>0</td>
<td>0.0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>VIRGINIA</td>
<td>385</td>
<td>332</td>
<td>86.2</td>
<td>1,008</td>
<td>4,055</td>
</tr>
<tr>
<td>DELAWARE</td>
<td>20</td>
<td>16</td>
<td>80.0</td>
<td>194</td>
<td>462</td>
</tr>
<tr>
<td>NEW JERSEY</td>
<td>682</td>
<td>521</td>
<td>76.4</td>
<td>2,626</td>
<td>10,347</td>
</tr>
<tr>
<td>RHODE ISLAND</td>
<td>14</td>
<td>12</td>
<td>85.7</td>
<td>6</td>
<td>43</td>
</tr>
<tr>
<td>NORTHERN MARIANA ISLANDS</td>
<td>0</td>
<td>0</td>
<td>0.0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>HAWAII</td>
<td>38</td>
<td>36</td>
<td>94.7</td>
<td>46</td>
<td>122</td>
</tr>
<tr>
<td>NORTH DAKOTA</td>
<td>20</td>
<td>17</td>
<td>85.0</td>
<td>21</td>
<td>83</td>
</tr>
<tr>
<td>NEW MEXICO</td>
<td>20</td>
<td>20</td>
<td>100.0</td>
<td>25</td>
<td>67</td>
</tr>
<tr>
<td>NEW JERSEY</td>
<td>682</td>
<td>521</td>
<td>76.4</td>
<td>2,626</td>
<td>10,347</td>
</tr>
<tr>
<td>WEST VIRGINIA – PN</td>
<td>66</td>
<td>60</td>
<td>90.9</td>
<td>314</td>
<td>1,057</td>
</tr>
<tr>
<td>VIRGINIA</td>
<td>385</td>
<td>332</td>
<td>86.2</td>
<td>1,008</td>
<td>4,055</td>
</tr>
<tr>
<td>TOTAL</td>
<td>154,954</td>
<td>130,613</td>
<td>84.3</td>
<td>40,977</td>
<td>154,954</td>
</tr>
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</table>
### Fiscal Year Ending Sept. 30, 2013

#### Sources of Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examination fees</td>
<td>$59,415,050</td>
<td>76</td>
</tr>
<tr>
<td>Investment earnings</td>
<td>$11,021,793</td>
<td>14</td>
</tr>
<tr>
<td>Membership fees</td>
<td>$192,000</td>
<td>&lt;1</td>
</tr>
<tr>
<td>Other program services</td>
<td>$7,965,761</td>
<td>10</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$78,614,404</strong></td>
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</tr>
</tbody>
</table>

#### Program Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurse competency</td>
<td>$43,193,372</td>
<td>64</td>
</tr>
<tr>
<td>Nurse practice and outcome</td>
<td>$11,438,651</td>
<td>17</td>
</tr>
<tr>
<td>Information</td>
<td>$8,819,895</td>
<td>13</td>
</tr>
<tr>
<td>Management and general</td>
<td>$3,611,925</td>
<td>6</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$67,043,843</strong></td>
<td>100</td>
</tr>
</tbody>
</table>

**TOTAL INCREASE IN NET ASSETS** $11,550,761

NCSBN resourcefully endeavors to aid its member boards by providing direct assistance, technological resources, cutting-edge research and sustained excellence in the development and administration of nursing licensure examinations.
ESTABLISHING A MISSION-DRIVEN ORGANIZATION.

1978
- First NCSBN Delegate Assembly called to order.
- NCSBN office opened in Madison, Wisconsin.

1979
- Delegates adopted plan to revise NCLEX-RN® Test Plan.
- First LPN voting member recognized.

1981
- Criterion-referenced scoring for NCLEX® examination implemented.

1982
- First NCLEX-RN® administered under new test plan.
- First LPN appointed to the Board of Directors.

1983
- Nursing Practice Act and Model Administrative Rules developed.

1984
- NCLEX-PN® Test Plan adopted.

1986
- Computerized adaptive testing (CAT) implemented.

1994
- First online NCLEX-RN® preparation course launched on NCSBN Learning Extension.

1996
- NCSBN website launched.

1997
- NCLEX®, NCLEX-RN® and NCLEX-PN® registered.
- Nurse Licensure Compact (NLC) adopted.

1998
- First LPN appointed to the Board of Directors.
- Utah became first state to adopt the NLC.

1999
- Uniform licensure requirements adopted.

2000
- Utah adopted the Advanced Practice Registered Nurse (APRN) Compact.

2002
- Public access to Nursys® implemented.

2004
- First Institute of Regulatory Excellence held.

2005
- International NCLEX® examination testing launched.

2008
- Published The First 25 Years: 1978–2003, which explores the organization’s work from 1978 to 2003.

2009
- NCSBN acquired exclusive ownership of NNAAP® and MACE®.

2010
- Published first issue of Journal of Nursing Regulation.

2011
- Implemented the Memorandum of Understanding among eight international nursing regulatory bodies.

2012
- NCLEX-RN® selected by Canadian regulators for license requirement in Canada.

2013
- NCSBN celebrated its 35-year anniversary.

View the full NCSBN Interactive Timeline at www.ncsbn.org/timeline.
NCSBN BOARD OF DIRECTORS

The work of the NCSBN Board of Directors remains focused on the implementation and execution of the organization’s strategic initiatives and objectives.

DURING FISCAL YEAR 2013

Myra A. Broadway, JD, MS, RN
President

Shirley A. Brekken, MS, RN
Vice President

Julia L. George, MSN, RN, FRE
Treasurer

Debra Scott, MSN, RN, FRE
Area I Director

Lanette Anderson, JD, MSN, RN
Area II Director

Pam Autrey, PhD, MBA, MSN, RN
Area III Director

Ann L. O’Sullivan, PhD, FAAN, CRNP
Area IV Director

Betsy Houchen, JD, MS, RN
Director-at-Large

Emmaline Woodson, DNP, MS, RN, FRE
Director-at-Large

Joe Baker, Jr.
Director-at-Large

Gloria Damgaard, MS, RN
Director-at-Large

NCSBN Board of Directors 2012–2013
Front row, left to right: Emmaline Woodson, Ann L. O’Sullivan, Debra Scott, Myra A. Broadway, Betsy Houchen, Pam Autrey, Joe Baker, Jr. Back row, left to right: Gloria Damgaard, Julia L. George, Shirley A. Brekken, Lanette Anderson
NCBSN STAFF MEMBERS

EXECUTIVE OFFICE
Kathy Apple, MS, RN, CAE, FAAN
Chief Executive Officer
Alicia Byrd, RN
Director, Member Relations
Kate Doyle
Manager, Executive Office
Joseph Dudzik
Director, Human Resources
Lindsey Erickson, MS
Manager, Special Projects, Executive Office
Andrew Hicks
Associate, Member Relations
Jill Johnson, MA
Associate, Communications, Marketing & Communications
Dawn M. Kappel, MA
Director, Marketing & Communications
Christine McNeela
Manager, Human Resources
Colleen Neubauer, CMP
Senior Meetings Manager, Marketing & Communications
Kalona Rego
Graphic Design Associate, Marketing & Communications

James Puente, MS
Director, Nurse Licensure Compact (NLC), Executive Office
Greg Pulaski, MS, PMP
Director, Performance Measurement and Standard Setting, Executive Office
Ashby Rosenberger
Administrative Assistant, Executive Office
Ann Watkins
Assistant to Chief Executive Officer

EXAMINATIONS
Philip Dickison, PhD, RN
Chief Officer, Examinations
Jessica Dangles, MS
Coordinator, Examinations
Melissa Cunningham
Administration Coordinator, Examinations
Melissa Franke
Administration Manager, Examinations
Jennifer Gallagher
Operations Manager, Examinations

Daniel Hydzik
Senior Operations Coordinator, Examinations
Chelsea Kelley
Associate, Examinations
Doyoung Kim, PhD
Senior Psychometrician, Examinations
Michelie Lee
Operations Coordinator, Examinations
Xiao Luo, PhD
Psychometrician, Examinations
Michael Monardo, MS
Statistician, Examinations
Samantha Noworul
Operations Coordinator, Examinations
Hong Qian, PhD
Psychometrician, Examinations
Rachel Reichman, MA
Test Development Associate, Examinations
Jolene Riordan
Test Development Associate, Examinations

Continued on page 36
FINANCE COMMITTEE
Julia L. George, North Carolina, Treasurer
Deborah Bell, Texas
Cynthia D. Burroughs, Arkansas
Dean Estes, Nevada
Lois E. Hoell, Washington
Daniel Hudsins, North Carolina
(Resigned in December 2012)
Cynthia York, Louisiana

LEADERSHIP SUCCESION COMMITTEE
Sue Petula, Pennsylvania, Chair
Lisa Emrich, Ohio
George Hebert, New Jersey, Designated Member
Lorrinda Inman, Iowa
(Resigned in March 2013)
Mark Majek, Texas
Sueilyn Masek, Washington
Brenda McDougal, North Carolina
Pamela Randolph, Arizona

INSTITUTE OF REGULATORY EXCELLENCE COMMITTEE
Susan Dobm, Idaho, Chair
Linda D. Burhans, North Carolina
Lois Kazmier Halstead, Illinois
Bonita E. Jenkins, District of Columbia
Wendy Winslow, British Columbia-PN
Linda J. Young, South Dakota

NCLEX® EXAMINATION COMMITTEE
Janice I. Hooper, Texas, Chair
M. Lynn Ansardi, Louisiana-PN
Janine Baxter, Idaho
(Tim resigned in May 2013)
Tammy Claussen, Arkansas
Roseann Colosimo, Nevada
Catherine Dearman, Alabama
Patricia Kennedy, Maryland
Linda Francine Kirby, West Virginia-PN
Judith M. Pelletier, Massachusetts
Lesleigh Robinson, Ohio
Rhonda Taylor, Washington
Pamela Autrey, Alabama, Board Liaison

NCLEX® ITEM REVIEW SUBCOMMITTEE
Janzie Allmacher, Virgin Islands
William L. Anderson, Kansas
Kristin K. Benton, Texas
Diane B. Biber, Rhode Island
Maudaire E. England, Minnesota
Rhigel (Jay) Alforque Tan, Nevada
Julie Traynor, North Dakota
Jennifer Wheeler, Ohio
“The work of today is the history of tomorrow, and we are its makers.”
— Juliette Gordon Low

About this Illustration

Illuminating the Past: A Beacon for the Future, the theme of the 2013 Delegate Assembly and Annual Meeting, honors not only the 35-year history of the National Council of State Boards of Nursing (NCSBN), but also looks toward the vibrant and exciting future of the organization.

The illustration’s red, white and blue color palette and the folk art signage style is a reflection of Rhode Island’s history as one of the original 13 colonies. Taking inspiration from Rhode Island’s official nickname, the “Ocean State,” the lighthouse was chosen as the central image of this year’s illustration because of its long association as a symbol of strength, guidance and dedication.

Lighthouses were thought of as the archetypal “public good” because they were a service and benefit provided to all without need for remuneration. Generally erected at the highest point of land closest to the sea and its dangers, the lighthouse was a guide to protect sailors as they approached the shore. Its beacon led ships away from rocky and dangerous cliffs toward safer waters in the same way that boards of nursing (BONs) now serve as guiding forces in patient safety and public protection. The lighthouse represents NCSBN and its beam signifies NCSBN’s leadership.

Lighthouses also symbolize hope as they stand impervious to both nature and time, a sentinel of calm in an ever evolving health care sea. They epitomize the way forward and offer navigation through rough waters. The stars are the high standards of regulatory excellence that NCSBN reaches for and light the way to guarding public safety and welfare.

Those that manned these towering signposts were known for their steadfastness, perseverance and dedication, much like BON members and staff whose diligence and determination make nursing regulation possible amidst challenges in turbulent times.

Those that manned these towering signposts were known for their steadfastness, perseverance and dedication, much like BON members and staff whose diligence and determination make nursing regulation possible amidst challenges in turbulent times.
If you walked by Exhibit Hall D at the Rhode Island Convention Center on Aug. 15, 2013, you’d know there was a party going on. Not only was there laughter and applause, but there was music. Live music that made you tap your feet; sing along and ultimately, moved you to the dance floor. And why not? There was much to celebrate! Award winners were honored for their commitment to nursing regulation; five nurse regulators were inducted as the Institute of Regulatory Excellence 2013 Class of Fellows; several executive officers were recognized for their years of service; and five boards of nursing celebrated their centennial in 2013.

What made this night even more special was the celebration of a major milestone in NCSBN’s history: 2013 marked the organization’s 35th anniversary. After 35 years of regulatory excellence, NCSBN decided it was time for some fun, so they rolled out the red carpet, brought in a live band and danced the night away. And what a celebration it was!

“We are delighted to celebrate our 35 years of advancing regulatory nursing excellence and rededicate our organization to its ongoing mission of patient safety and public protection.”

Myra A. Broadway, JD, MS, RN
NCSBN President
Executive Director, Maine State Board of Nursing
The R. Louise McManus Award

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

Betsy Houchen, JD, MS, RN
Executive Director, Ohio Board of Nursing

The Distinguished Achievement Award

The Distinguished Achievement Award is granted to an individual or external organization whose contributions or accomplishments has impacted NCSBN’s mission and goals.

Lorinda Inman, MSN, RN
Former Executive Director, Iowa Board of Nursing

The Regulatory Achievement Award

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

North Dakota Board of Nursing

The Exceptional Contribution Award

The Exceptional Contribution Award is granted for significant contribution by a member who is not a president or executive officer.

Susan L. Woods, PhD, RN, FAAN
Commission Member, Washington State Nursing Care Quality Assurance Commission

The Exceptional Contribution Award

The Exceptional Contribution Award is granted for significant contribution by a member who is not a president or executive officer.

Susan L. Woods, PhD, RN, FAAN
Commission Member, Washington State Nursing Care Quality Assurance Commission

The Meritorious Service Award

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

Constance Kalanek, PhD, RN, FRE
Executive Director, North Dakota Board of Nursing

The Elaine Ellibee Award

The Elaine Ellibee Award (formerly the Exceptional Leadership Award) is granted to a member who has served as a president and who has made significant contributions to NCSBN.

Linda R. Rounds, PhD, FNP, RN, FAANP
Former Board President, Texas Board of Nursing

The Elaine Ellibee Award

The Elaine Ellibee Award (formerly the Exceptional Leadership Award) is granted to a member who has served as a president and who has made significant contributions to NCSBN.

Linda R. Rounds, PhD, FNP, RN, FAANP
Former Board President, Texas Board of Nursing

The Exceptional Contribution Award

The Exceptional Contribution Award is granted for significant contribution by a member who is not a president or executive officer.

Susan L. Woods, PhD, RN, FAAN
Commission Member, Washington State Nursing Care Quality Assurance Commission

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Susan L. Woods, PhD, RN, FAAN
Commission Member, Washington State Nursing Care Quality Assurance Commission
Centennial Celebrations

NCSBN is proud to acknowledge the following member boards that celebrated their 100th anniversary in 2013. We honor the many contributions they have made to nursing regulation in service to public welfare and safety. Congratulations on this accomplishment.

Awards presented by Myra A. Broadway.

Institute of Regulatory Excellence (IRE) Fellows

NCSBN inducted its sixth group of NCSBN IRE Fellows. The IRE Fellowship program is a four-year comprehensive educational and professional development program designed for current or former regulators who want to enhance their knowledge of and leadership in nursing regulation.

Doreen Begley, MS, RN
Former Board Member, Nevada State Board of Nursing

Jay Douglas, MSM, RN, CSAC
Executive Director, Virginia Board of Nursing

Jacinta MacKinnon, MN, RN
Consultant, Registration Inquiry and Discipline, College of Registered Nurses of British Columbia

Kathleen Privette, MSN, RN, CNAA-BC
Manager, Drug Monitoring Program, North Carolina Board of Nursing

Danielle Smith, MSN, RN
Director of Monitoring, Louisiana State Board of Nursing

Left to right: Jay Douglas, Jacinta MacKinnon, Kathleen Privette, Danielle Smith, Doreen Begley
Service Awards

Service awards are given to the executive officers of boards of nursing to honor their commitment to nursing regulation and public protection.

Julia L. George, MSN, RN, FRE
Executive Director, North Carolina Board of Nursing
Five years of service

Constance Kalanek, PhD, RN, FRE
Executive Director, North Dakota Board of Nursing
Fifteen years of service

Paula Meyer, MSN, RN
Executive Director, Washington State Nursing Care Quality Assurance Commission
Fifteen years of service

Myra A. Broadway, JD, MS, RN
Executive Director, Maine State Board of Nursing
Fifteen years of service

Lorinda Inman, MSN, RN
Former Executive Director, Iowa Board of Nursing
Twenty-five years of service

Barbara Morvant, MN, RN
Executive Director, Louisiana State Board of Nursing
Twenty-five years of service

Celebrating 35 Years

Photos by Andrew Campbell Photography.
Celebrating 35 Years

continued