FY16 Annual Report

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NCSBN

Values

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

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

Excellence
Striving to be and do the best.

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

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

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

The National Council of State Boards of Nursing (NCSBN®) is a not-for-profit organization whose membership comprises the boards of nursing in the 50 states, the District of Columbia, and four U.S. territories — American Samoa, Guam, Northern Mariana Islands and the Virgin Islands. There are also 27 associate members.

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

Our Mission

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.

Our Vision

Advance regulatory excellence worldwide.
2015–2016
Board of Directors

Shirley Brekken, MS, RN
President
Executive Director,
Minnesota Board of Nursing

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

Julia L. George, MSN, RN, FRE
Treasurer
Executive Director,
North Carolina Board of Nursing

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

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

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

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

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

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

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

Gloria Damgaard, MS, RN, FRE
Director-At-Large
Executive Officer,
South Dakota Board of Nursing

Front row, left to right: Julia George, Shirley Brekken, Katherine Thomas
Back row, left to right: Karen Scipio-Skinner, Valerie Smith, Adrian Guerrero, Ellen Watson, Nathan Goldman, Gloria Damgaard, Jim Cleghorn, Suelyn Masek
NCSBN
Committees

40th Anniversary Committee
Demetrius Chapman, New Mexico
Julia L. George, North Carolina
Elizabeth Lund, Tennessee
Stacey Pfennning, North Dakota
Laura Skidmore Rhodes, West Virginia RN

APRN Education Committee
Valerie Fuller, Maine, Chair
Derrick C. Glymph, Florida
Pamela C. Hagan, Kentucky
Robin A. Lewis, West Virginia RN
Geraldine Marrocco, Connecticut
Stacey Pfennning, North Dakota
Gayle P. Varnell, Texas
Ellen Watson, Vermont, Board Liaison

Awards Committee
Mary Dale, Washington
Margaret E. Kelly, Washington
Ann Mann, Nova Scotia PN
Cynthia York, Louisiana RN

Bylaws Committee
Mark Majek, Texas, Chair
Kathryn Busby, Arizona
Michelle Harker, Minnesota
Jason Owen, Pennsylvania
Nathan Goldman, Kentucky, Board Liaison

Commitment To Ongoing Regulatory Excellence (CORE) Committee
Vicki Lynn Allen, Idaho, Chair
Stacey Cropley, Texas
Barbara Damchik-Dykes, Minnesota
Kim Glazier, Oklahoma
Mary Sue Gorski, Washington
Sara A. Griffith, North Carolina
Margaret A. Sheaffer, Pennsylvania
Brett B. Thompson, Mississippi
Sharyl Toscano, Alaska
Gloria Damgaard, South Dakota, Board Liaison
Theodore H. Poister, Consultant

Finance Committee
Julia L. George, North Carolina, BOD Treasurer, Chair
Deborah Bell, Texas
Gayle Bellamy, North Carolina
Lois E. Hoell, Washington
Karen C. Lyon, Louisiana RN
Laura Skidmore Rhodes, West Virginia RN
Randolph L. Smith, Kentucky

Institute Of Regulatory Excellence (IRE) Committee
Linda D. Burhans, North Carolina, Chair
Mary A. Baroni, Washington
Cynthia Bienemy, Louisiana RN
Cynthia Gustafson, Montana
Sue Petula, Pennsylvania
Patricia A. Sharpnack, Ohio
Susan S. VanBeuge, Nevada
Wendy Winslow, British Columbia PN

Investigator Training Committee
Paula S. Schenk, Kentucky, Chair
Catherine Boden, Alabama
Angie Matthes, North Carolina
Karen McCumpsey, Arkansas
Gregory N. Scurlock, District of Columbia
Catherine Crews Woodard, Washington
Karen Scipio-Skinner, District of Columbia, Board Liaison

Commitment To Ongoing Regulatory Excellence (CORE) Committee
Vicki Lynn Allen, Idaho, Chair
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Kim Glazier, Oklahoma
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Sara A. Griffith, North Carolina
Margaret A. Sheaffer, Pennsylvania
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Wendy Winslow, British Columbia PN

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Angie Matthes, North Carolina
Karen McCumpsey, Arkansas
Gregory N. Scurlock, District of Columbia
Catherine Crews Woodard, Washington
Karen Scipio-Skinner, District of Columbia, Board Liaison
Leadership Succession Committee (LSC)
Tony Graham, North Carolina, Chair
Jane Christianson, North Dakota
Ann Michele Coughlin, Pennsylvania
Patricia Dufrene, Louisiana RN
Deb Haagenson, Minnesota
Pamela Randolph, Arizona
Tracy Rude, Washington

NCLEX® Examination Committee (NEC)
Janice I. Hooper, Texas, Chair
Tammy Claussen, Arkansas
Loraine Fleming, Hawaii
Betsy Houchen, Ohio
Lisa Renee Johnson, Florida
Kimberly Miller, Minnesota
Brenda Bolen Rowe, Georgia
Deborah Swartz, Vermont
Rhonda Taylor, Washington
Crystal Tillman, North Carolina
Anne Coghlan, Ontario, Ex-officio Member
Cynthia Johansen, British Columbia RN, Ex-officio Member

NCLEX® Item Review Subcommittee (NIRSC)
Janzie Allmacher, Virgin Islands
Nina Almasy, Texas
Kathleen S. Ashe, Massachusetts
Teresa Corrado, Washington
Mariclare E. England, Minnesota
Diana O. Forst, Florida
Myra Goldman, Kentucky
Anna Hubbard, Florida
Joy Ingwerson, Oregon
Keva S. Jackson-McCoy, Maryland
Miriah L. Kidwell, Kansas
Jennifer Lewis, North Carolina
Maryam Lyon, Ohio
Teresita McNabb, Louisiana RN
Deborah Meyer, Minnesota
Julie Prange, Louisiana PN
Elizabeth Sherfy, Tennessee
Felicia Stokes, District of Columbia
Rhigel (Jay) Alforque Tan, Nevada

Nursing Education Trends Committee
Mindy Schaffner, Washington, Chair
Cheryl Dover, Maryland
Denise Hirst, North Carolina
Bonita Jenkins, District of Columbia
Odette Comeau Lavoie, New Brunswick
Kathleen M. McManus, Maine
Kristie Oles, Ohio
Francine Parker, Alabama
Deborah Vendittelli, Michigan
Gail Wise, Kentucky
Suellen Masek, Washington, Board Liaison
Joan M. Stanley, American Association of Colleges of Nursing (AACN), Consultant
Elaine Tagliareni, National League for Nursing (NLN), Consultant

NCLEX Standards Development Committee
Nathan Goldman, Kentucky, Chair
Peggy Benson, Alabama
Amy Fitzhugh, North Carolina
Tara Hulsey, West Virginia RN
Ruby Jason, Oregon
Linda Kmetz, Pennsylvania
Barbara H. McGill, Louisiana RN
Linda Young, South Dakota

Regulatory Implications Of Legal Cannabis (RILC) Committee
Kathleen J. Beebout, Iowa, Chair
Jennifer Best, Nova Scotia RN
Martha Ann Harrell, North Carolina
Karl Hoehn, Washington
Kathleen Pollard, Idaho
Sherri Twedt, Nevada
Valerie Smith, Arizona, Board Liaison

NCSBN Committees (Continued)
NCSBN Staff

Executive Office
David Benton, RGN, PhD, FFNF, FRCN, FAAN
Chief Executive Officer
Cherish Barksdale
Coordinator, Executive Office
Alicia Byrd, RN
Director, Member Relations
Bridget Byrne
Coordinator, Marketing & Communications
Catherine Cantieri, SHRM-CP
Project Specialist, Human Resources
Joseph Dudzik, MSC, SPHR, SHRM-SCP
Director, Human Resources
Michael Grossenbacher
Associate, Communications, Marketing & Communications
Andrew Hicks
Associate, Member Relations
Lauren Izzo
Coordinator, Member Relations
Heather Jemison, MA
Senior Coordinator, Nurse Licensure Compact
Dawn M. Kappel, MA
Director, Marketing & Communications
Christine McNeela, PHR, SHRM-CP
Senior Manager, Human Resources
Colleen Neubauer, CMP
Senior Meetings Manager, Marketing & Communications
Kalona Owens
Manager, Marketing & Communications
James Puente, MS, MJ, CAE
Director, Nurse Licensure Compact
Greg Pulaski, MS, PMP
Director, Performance Measurement and Standard Setting
Ashby Rosenberger
Senior Manager, Executive Office
Elliot Vice
Director, Government Affairs
Ann Watkins
Assistant to Chief Executive Officer

Examinations
Philip Dickison, PhD, RN
Chief Officer, Examinations
Jacklyn Currier
Operations Coordinator, Examinations
Melissa Franke
Senior Coordinator, Test Development, Examinations
Jennifer Gallagher
Associate Director, Operations, Examinations
Daniel Hydzik
Test Development Associate, Examinations
Samantha Kauffman
Operations Coordinator, Examinations
Chelsea Kelley
Manager, Examinations
Doyoung Kim, PhD
Senior Psychometrician, Examinations
Michelle Lee
Operations Coordinator, Examinations
Xiao Luo, PhD
Psychometrician, Research & Development, Examinations
Samantha Noworul
Operations Coordinator, Examinations
Melissa Pomeroy
Senior Operations Coordinator, Examinations
Hong Qian, PhD
Psychometrician, Operations & Maintenance, Examinations
Rachel Reichman, MA
Test Development Associate, Examinations
Betty Sanders, MBA
Test Development Manager, Examinations
Anne Sayre
Operations Manager, Examinations
Gretchen Schlesinger, PMP
Project Manager, Examinations
Kristin Singer, MSC, RN
RN Test Development Associate, Examinations
Ada Woo, PhD, MA
Director, Measurement and Testing, Examinations
NCSBN Staff (Continued)

Finance
Robert Clayborne, MBA, CPA, CGMA
Chief Financial Officer
Johana Arnold
Senior Accounting Coordinator, Finance
Rocio Avila
Senior Accountant, Finance
Gloria Evans-Melton, CPA
Director, Finance
Mary Truxsa
Accounting Associate, Finance
Mattie Williams
Accounting Associate, Finance

Information Resources
Nur Rajwany, MS
Chief Information Officer
Jeyalakshmi Balachandran, MS
Lead Quality Assurance Analyst, ORBS, Information Technology
Rajeshwari Bommanavar, MS
Senior Developer, ORBS, Information Technology
Caitlin Brecht
Nursys® Product Support Coordinator, Information Technology
Matthew Bunzol
Nursys® Product Support Associate, Information Technology
Shilpa Challam
Senior Quality Assurance Analyst, Information Technology
Desiree Diaz
Coordinator, Customer Experience
P. J. Donahue
IT Helpdesk Administrator, Information Technology
Megan Dunham
Digital Media & Design Manager, Interactive Services
Alma Friar
Quality Assurance Analyst, Information Technology
Ben Gonzalez
Manager, Infrastructure, Information Technology
Fay Green
Senior Product Associate, Customer Experience
Jessica Hansen
Associate Director, Customer Experience
Debbie Hart, MBA
Project Specialist, Information Technology
Albert Hincapie
Senior Developer, Information Technology
Frank Hinchey
Developer, Information Technology
James Dean Hope
Nursys® Senior Product Support Associate, Information Technology
Shelly Howell
Associate, Interactive Services
Richard Hughes
Systems Engineer, Information Technology
Mark Huffman
Project Manager, Information Technology
Angela Johnston
Business Analyst, Information Technology
Christopher Kuizon
Developer, Information Technology
Ameena Lalani
Senior Database Administrator, ORBS, Information Technology
Joshua Lingwai
Senior Lead Developer, Information Technology
Heather Moyer
Senior Product Associate, Interactive Services
George Potacki
Business Analyst, ORBS, Information Technology
Angeli Primlani, MSJ
Instructional Design Associate, Interactive Services
Dave Raheel
Business Analyst, Information Technology
Sandra Rhodes
Manager, Nursys® Operations and Business Analysts, Information Technology
Susan Richmond, MSN, RN
Content Manager, Interactive Services
Robert Russell
Network Administrator, Information Technology
Chandra Sadhangiri  
Senior Developer, ORBS, Information Technology

Narender Saraswati, MBA  
Program Manager, ORBS, Information Technology

Suzanne Schnite, PMP  
Associate Director, Information Technology

Zach Sears  
Network Administrator, Information Technology

Sachin Sharma, MA  
Business Analyst, ORBS, Information Technology

Damon Short, MA  
Senior Database Administrator, Information Technology

Nick Smith  
Senior Systems Engineer, Information Technology

Tammy Spangler  
Director, Interactive Services and Customer Experience

Matthew Sterzinger  
Manager, Application Development, Information Technology

Saule Trainys  
Senior User Experience Developer, Interactive Services

Diana Valenzuela Allen, MBA  
Manager, Business Analyst & Operations, ORBS, Information Technology

Keena Ward  
Coordinator, Customer Experience

Sanjeev Yarlagadda  
Senior Quality Assurance Analyst, Information Technology

**Nursing Regulation**

Maryann Alexander, PhD, RN, FAAN  
Chief Officer, Nursing Regulation

Jill Budden, PhD, MA  
Associate, Research

Maureen Cahill, MSN, APN-CNS, RN  
Senior Policy Advisor, Nursing Regulation

Lindsey Erickson, MS  
Manager, Special Projects, Research

Rebecca Fotsch, JD  
Associate Director, State Advocacy and Legislative Affairs, Nursing Regulation

Lindsey Gross  
Senior Coordinator, Nursing Regulation

Qiana Hampton, MBA, MHRM  
Senior Coordinator, Regulatory Innovations

Laura Jarosz  
Associate, Nursing Regulation

Nicole Livanos, JD, MPP  
State Advocacy Associate, Nursing Regulation

Greg Mannix  
Project Specialist, Regulatory Innovations

Carey McCarthy, PhD, MPH, RN  
Director, Research

Linda Olson, PhD, RN, NEA-BC, FAAN  
Senior Program Advisor, Nursing Regulation

Kathleen Russell, JD, MN, RN  
Senior Policy Advisor, Nursing Regulation

Josephine Silvestre, MSN, RN  
Associate, Regulatory Innovations

Richard Smiley, MS, MA  
Statistician, Research

Nancy Spector, PhD, RN, FAAN  
Director, Regulatory Innovations

Elizabeth Hua Zhong, PhD, MEd  
Associate, Research
## FY16 Operating Statements

*Year Ended September 30, 2016*

<table>
<thead>
<tr>
<th>Sources Of Revenue</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examination fees</td>
<td>66,225,765</td>
<td>81</td>
</tr>
<tr>
<td>Investment earnings</td>
<td>4,065,874</td>
<td>5</td>
</tr>
<tr>
<td>Membership fees</td>
<td>36,025</td>
<td>&lt; 1</td>
</tr>
<tr>
<td>Other program services</td>
<td>11,426,846</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 81,754,510</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Services</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurse competency</td>
<td>54,640,000</td>
<td>70</td>
</tr>
<tr>
<td>Nurse practice and regulatory outcome</td>
<td>9,268,738</td>
<td>12</td>
</tr>
<tr>
<td>Information</td>
<td>9,859,513</td>
<td>13</td>
</tr>
<tr>
<td>Management and general</td>
<td>3,912,307</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 77,680,558</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Net Surplus** $4,073,952