SECTION III: COMMITTEE REPORTS

Reports with Recommendations

Summary of Recommendations to the 2012 Delegate Assembly with Rationale................................................................. 29

Report of the Leadership Succession Committee (LSC)..................................................................................................... 31

Attachment A: 2012 Slate of Candidates,............................................................................................................................... 34

Attachment B: Frequently Asked Questions (FAQs) on Leadership Succession ................................................................. 59

Attachment C: Leadership Development Guide................................................................................................................... 61

Attachment D: Nomination Brochure,................................................................................................................................... 68

Attachment E: NCSBN Leadership Development Resources Survey ......................................................................................... 70

Attachment F: Leadership Succession Committee Policy and Procedure ................................................................................ 77

Attachment G: Annual Meeting: Process and Role of Committee on Elections Policy and Procedure................................... 81

2012 Report of the Board of Directors................................................................................................................................. 83

Attachment A: Annual Progress Report, October 2011–May 2012 ....................................................................................... 89

Attachment B: Saskatchewan Registered Nurses’ Association Associate Member Application ........................................... 92

Attachment C: College of Licensed Practical Nurses of Nova Scotia Associate Member Application........................................ 94

Attachment D: Nursing Council of New Zealand Associate Member Application................................................................. 96

Report of the Model Act & Rules Committee........................................................................................................................ 99

Attachment A: Model Act Revisions Clean Copy .................................................................................................................. 101

Attachment B: Model Rule Revisions Clean Copy.................................................................................................................. 129

Attachment C: Model Act Redline Version............................................................................................................................ 173

Attachment D: Model Rule Redline Version.......................................................................................................................... 219
Report of the NCLEX® Examination Committee (NEC)........................................................................................................313
Attachment A: Proposed 2013 NCLEX-RN® Test Plan-Clean Copy........................................................................................................321
Attachment B: Proposed 2013 NCLEX-RN® Test Plan-Strikethrough Copy........................................................................................................329
Attachment C: Timeline for Implementation of the 2013 NCLEX-RN® Test Plan........................................................................................................339
Attachment D: Annual Report of Pearson VUE for the NCLEX®........................................................................................................340

Informational Reports
Report of the APRN Committee...................................................................................................................................................353
Attachment A: Requirements for Accrediting Agencies and Criteria for APRN Certification Programs.................................355
Report of the Awards Committee................................................................................................................................................365
Attachment A: 2012 Awards Brochure........................................................................................................................................367
Report of the Commitment to Ongoing Regulatory Excellence (CORE) Committee........................................................................373
Attachment A: CORE Guiding Principles........................................................................................................................................376
Attachment B: State Board of Nursing CORE Logic Model........................................................................................................377
Report of the Finance Committee................................................................................................................................................379
Report of the Institute of Regulatory Excellence (IRE) Committee................................................................................................399
Report of the National Nurse Aide Assessment Program (NNAAP®) and the Medication Aide Certification Examination (MACE®)........................................................................................................401
Report of the Nurse Licensure Models Committee.........................................................................................................................405
Attachment A: Issues, Solutions and Strategies..........................................................................................................................406
Report of the Nursing Education Committee..............................................................................................................................409
Attachment A: A Preferred Future for Prelicensure Program Approval: Part II. Strategies for Moving Forward.................................412
Attachment B: Recommendations for Nursing Education Model Rules............................................................................................436
Report of the TERCAP® Committee...........................................................................................................................................439
Attachment A: “Association Between Job History and Practice Error: An Analysis of Disciplinary Cases”.................................442
Summary of Recommendations to the 2012 Delegate Assembly with Rationale

The following summary outlines proposed recommendations for adoption by the membership:

**Board of Directors’ Recommendations**

**Adopt the proposed revision to the NCSBN Model Practice Act and Rules.**

**Rationale:**
The newly revised Model Act and Rules are the result of two years’ work on the part of the Model Act & Rules Committee, beginning in fiscal year 2011 (FY11). The model revisions include efforts by the committee to update, streamline, clarify and better organize the existing model. Language has been added to coincide with already adopted NCSBN policies and guidelines, including the Uniform Licensure Requirements, Substance Use Disorder Guidelines and the APRN Consensus Model. Adoption of the new model will allow all boards of nursing (BONs) to more easily adopt and implement consistent laws by using the model as example legislative and regulatory language. The revisions were shared with the membership at the Midyear Meeting and revised according to feedback received.

**Fiscal Impact:**
None.

**Adopt the Saskatchewan Registered Nurses’ Association 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 applications for associate membership meet the qualifications as stated in the NCSBN Bylaws.

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

**Adopt the College of Licensed Practical Nurses of Nova Scotia 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 applications for associate membership meet the qualifications as stated in the NCSBN Bylaws.

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

**Adopt the Nursing Council of New Zealand 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 applications for associate membership meet the qualifications as stated in the NCSBN Bylaws.

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

Adopt the proposed 2013 NCLEX-RN® Test Plan.

Rationale:
The NCLEX® Examination Committee (NEC) reviewed and accepted the report of findings from the 2011 RN Practice Analysis: Linking the NCLEX-RN® Examination to Practice as the basis for recommending revisions to the 2010 NCLEX-RN® Test Plan to the Delegate Assembly. Empirical evidence from the practice analysis, feedback from the members boards and the professional judgment of the NEC provide support for the recommendation to the Delegate Assembly to adopt the proposed 2013 NCLEX-RN® Test Plan.

Fiscal Impact:
Incorporated into the FY13 budget.

Leadership Succession Committee Recommendation

Adopt the 2012 Slate of Candidates.

Rationale:
The Leadership Succession Committee has prepared the 2012 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 personal statement for each candidate is posted in the Business Book under the Report of the Leadership Succession Committee. Candidates will present himself or herself at the Candidate’s Forum on Wednesday, Aug. 8, 2012.

Fiscal Impact:
Incorporated into the FY13 budget.
Report of the Leadership Succession Committee (LSC)

Recommendation to the Delegate Assembly

Adopt the 2012 Slate of Candidates.

Rationale:
The LSC has prepared the 2012 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 can be found in Appendix A. Each candidate will present himself or herself at the Candidate’s Forum on Wednesday, Aug. 8, 2012.

Background

In 2007, the membership voted to adopt a bylaw revision that transformed the Committee on Nominations to the LSC. The LSC developed and implemented a plan to assist members in developing their regulatory expertise and to further their leadership competence. The LSC believes leadership development for all members will benefit the work of member boards and NCSBN by identifying and developing qualified leaders.

During fiscal year 2012 (FY12), the LSC met in four face-to-face meetings and had two conference calls. With a focus on leadership development and succession, the LSC has developed several innovative strategies to highlight the dynamic and evolving nature of the Leadership Development Program, which is located in the board member portion of the NCSBN website, as well as activities to inform and engage members in the process of learning about and potentially seeking an elected NCSBN office. The preparation of an annual slate of candidates is now reframed as a membership engagement process in which members are being encouraged to not only identify themselves as potential leaders who may be interested in running for election, but also to identify other potential leaders.

The LSC has become a visible participant in engaging members in their leadership journeys by enhancing members’ awareness of the Leadership Development Program, along with assisting in the identification of potential leaders to run for NCSBN office. The LSC strategies included meeting with the BOD, presentations at NCSBN conferences and revision of key elements associated with the nominating and candidate campaign processes. In addition, strategies have been developed and implemented to encourage member leadership development to include initiation of a Leadership Development Network, and development and distribution of three new documents: the frequently asked question (FAQ) sheet on leadership succession and application, a leadership nomination/engagement brochure and the Leadership Development Guide.

The LSC began FY12 by holding a joint meeting with the BOD. During this meeting, a generative discussion occurred related to LSC processes, the candidate nomination and interview process, membership engagement and leadership development, and future strategies.

FY12 Highlights and Accomplishments

LSC charges:

Charge #1: Recommend strategies for the ongoing sustainability and advancement of the organization through leadership succession planning.

- The process for identifying potential leaders was reviewed and revised based on membership feedback. These revisions resulted in discontinuation of the Potential Leader Index Cards, elimination of the kiosk at Annual Meeting with candidate recordings, and the institution of a strategy in which LSC members were assigned to and attended NCSBN conferences to discuss leadership succession and development opportunities.
Several strategies were developed and implemented to encourage member leadership development. A Leadership Development Networking group was initiated with three network conference calls/webinars held. The purpose of these calls/webinars was to discuss the leadership experiences of NCSBN members, former members and recognized community leaders, as well as to demonstrate the resources of the NCSBN Leadership Development Program. These 2011-2012 network calls were well attended and follow-up evaluation feedback from attendees indicated an interest in continuing the Leadership Development Network.

A communications strategy for member engagement and leadership development was created and implemented with the assistance of the NCSBN Marketing & Communications department. Three documents were developed, published and distributed at Midyear Meeting: an FAQ fact sheet on leadership succession and leadership application processes, a Leadership Nomination/Engagement brochure and the Leadership Development Guide.

Additional communication strategies for member engagement and leadership development were implemented. The LSC developed the Leadership Perspectives column to be featured in NCSBN’s Council Connector newsletter. It includes interviews and favorite leadership quotes of current and former NCSBN members in an effort to portray their leadership style and experiences.

A survey of NCSBN Leadership Development Resources was conducted to determine member awareness and use of the Leadership Development Program. Of 93 respondents, 62 (67 percent) stated they were aware of the resources, while 31 (33 percent) said they were not aware of the resources. Of those who were aware of the resources, only 15 (24 percent) reported using them. Several narrative comments were received, identifying additional leadership development resources. As a result of this feedback, the LSC recommended development of additional e-learning courses on such topics as fiduciary responsibilities of board members, leadership theories and styles, communication, strategic planning, parliamentary procedures, and Robert’s Rules of Order. These have now been identified as part of the plans for future NCSBN Interactive Services department development.

The LSC provided an update of its activities at the 2012 NCSBN Midyear Meeting. Results of the survey were presented by LSC Chair Sue Petula as part of a presentation on LSC strategies and charges, open BOD and LSC positions, and the Leadership Development Program.

The LSC discussed an interface with the Institute of Regulatory Excellence (IRE) program, recognizing that the leadership of an organization needs evidence to support decision making. The IRE, through its research and evidence-based practice projects, can be a source of such evidence. The IRE also provides a means for board members and staff to further develop their leadership skills.

**Charge #2: Present a slate of candidates through a determination of qualifications and geographic distribution for inclusion on a ballot for the election of the BOD and the LSC.**

- The entire nominating process was reviewed, resulting in a revision of the Electronic Form Submission Process, which facilitated easier submission of applications.
- The applicant interview procedure was reviewed and streamlined with the intent to have a more user-friendly overall process.
- The interview questions were refined to be more appropriate to the position the applicant was seeking and the overall number presented to the applicant was reduced to allow greater time for the applicant to thoughtfully respond.
- In addition to a conference call, the option of interviewing by video conferencing is now available to the applicant.
- Identification of nominees was discussed, and the outcome of the discussion was to withhold disclosure of the nominees’ identities until publication of the slate.
The candidate campaign process was reviewed and revised. Based on member feedback, the Candidate Connection session, as well as the audio recordings of candidate statements, was eliminated. Candidates will utilize the Candidate Forum process as the key event for presenting their candidate information to the membership.

Based on membership feedback, the election process was reviewed regarding the timeliness of the announcement of election results.

Data provided by board staff were reviewed related to the process of nominations from the floor; no recommendations were made to change the process at this time.

LSC policy and procedures were reviewed and revised.

A full slate of candidates has been prepared for presentation at the 2012 Delegate Assembly.

**Attachments**
- A. 2012 Slate of Candidates
- B. Frequently Asked Questions (FAQs) on Leadership Succession
- C. Leadership Development Guide
- D. Nomination Brochure
- E. NCSBN Leadership Development Resources Survey
- F. Leadership Succession Committee Policy and Procedure
- G. Annual Meeting: Process and Role of Committee on Elections Policy and Procedure
Attachment A

2012 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 2012 Delegate Assembly.

Board of Directors

President
Myra Broadway, Maine, Area IV .................................................. 35

Vice President
Pamela Autrey, Alabama, Area III ............................................. 37
Shirley Brekken, Minnesota, Area II ........................................... 39

Treasurer
Julia L. George, North Carolina, Area III ..................................... 41

Director-at-Large (two positions)
Joe Baker, Jr., Florida, Area III .................................................. 43
Gloria Damgaard, South Dakota, Area II .................................... 45
Sonia Rudolph, Kentucky, Area III ............................................ 47
Julio Santiago, Illinois, Area II ................................................... 48

Leadership Succession Committee

Area I Member
Vacant

Area II Member
Lisa Emrich, Ohio, Area II ....................................................... 52

Area III Member
Brenda McDougal, North Carolina, Area III .............................. 54

Area IV Member
Georgina Howard, New York, Area IV ....................................... 55
Sue Petula, Pennsylvania, Area IV ............................................ 56
A’lise Williams, Maryland, Area IV ........................................... 58

Note: Candidates’ responses were edited to correct for spelling and have not been altered in any other way.
President

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

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

Education
- Franklin Pierce Law Center, JD, 1990
- Boston University, MSBA, 1982
- University of Colorado, MS, 1973
- Hunter College, BSN, 1967

Professional/Regulatory/Community Involvement
- Executive Director, Maine State Board of Nursing
- State of Maine Nursing Education Strategic Planning Group 2008 – present
- State of Maine RWJ-PIN 2010 - present
- Liaison to Organization of Maine Nurse Executives 1998 - present

NCSBN
- Board of Directors:
  - President – Aug. 10 – Aug. 12
  - Vice President – Dec. 08 – Aug. 10
  - Area IV Director – Nov.-Dec. 08
  - Area IV Director – 2003-2007
  - Director-at-Large – 2000-2002
- NCSBN Committees:
  - Board Liaison to Disciplinary Resources Committee 2009-2010
  - Board Liaison to Member Board Leadership Development Task Force 2006-2007
  - Board Liaison to Examination Committee 2004-2007
  - Board Liaison to Commitment to Ongoing Regulatory Excellence 2003-2004
  - Commitment to Ongoing Regulatory Excellence 2002-2003
  - Board Liaison to Commitment to Excellence 2001-2002
  - Model Rules Subcommittee Liaison 2001-2002
  - Bylaws Committee Liaison 2001-2002
  - Awards Advisory Panel Liaison 2000-2001
  - Delegate Assembly Advisory Group Liaison 2000-2001
  - Commitment to Excellence Advisory Group 1999-2000
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 continue to serve as your president.
Vice President

Pamela Autrey, PhD, MBA, MSN, RN
Board Member, Alabama, Area III

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

My educational journey began in 1976 with a BSN from the University of Alabama at Birmingham (UAB), followed by an MBA from Jacksonville State University (1991), PhD Health Services Administration (UAB 1991), and an MSN (UAB 2004). I have over 30 years of nursing experience in the healthcare setting with an emphasis in administration, quality, and safety. Currently I am the Administrative Director for Medical Nursing at UAB Hospital, with direct responsibility for 14 medical nursing units. I am a member of the Alabama Board of Nursing (ABN), re-appointed by the governor for a 2nd four year term that ends December 2014. I served as President of the ABN for 2 consecutive years. I currently serve as Area III Director and previous NCSBN experience includes: Director-at-Large, liaison to the NCLEX® Exam Committee and Discipline Resource Committee, and member of Disaster Preparedness Committee and Continued Competence Committee. My leadership experience also extends to other national and state organizations: Governance Committee for the Honor Society of Nursing, Sigma Theta Tau International; member and past-President of the Birmingham Regional Organization of Nurse Leaders; and technical advisor to the Health Subcommittee of the Governor's Commission for Action in the Black Belt and the Alabama Rural Action Committee. I continue to teach in the MSN and DNP programs at the UAB School of Nursing and University of South Alabama. In February 2011, I completed a one-year certification in clinical micro-systems for practice and educational quality and safety from the Dartmouth Institute for Health Policy and Clinical Practice. The results of that collaborative practice project were presented at the AACN Masters Education Conference and most recently at the Southern Nursing Research Society.

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 challenges that have been in existence for years and persist, and new challenges emerging in nursing regulation. We still have issues with the role and scope of advanced practice nurses which will undoubtedly (hopefully) change in the era of healthcare reform and access to vulnerable populations. But there are those states that are resistant or want to impose regulation, not from a board of nursing, but from another entity, such as a board of medical examiners, to determine what advanced practice nurses can and cannot do. It presents an all or none approach, especially to prescriptive authority and required collaborative practice. As a result, proponents for less restrictive practice have pulled their bills again this year from the legislative process. Through the work of NCSBN, there is now promotion of a system of mutual regulatory recognition not only intrastate, but interstate as well. The opportunity for change is to balance practice needs and opportunities with issues of physician opponents (and some “consumers”) to a broadened scope of practice and potential new national models of nursing regulation. NCSBN is frequently cited as the expert in this area as well as other nursing regulatory issues. This leads to the second challenge or question: how does NCSBN promote evidenced based models of regulation without stepping on the toes of the state? Understanding fully the differences between national and federalized models of regulation, as well as socialized versus universal health care is the answer. Ultimately what is best for the patient, all patients, should guide our decision making and innovation in nursing regulation in an effort to promote consistency and quality in patient safety.
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

Learning about nursing regulation and board governance has been cumulative over a 5 year period with extensive exposure to NCSBN governance and the Alabama Board of Nursing. Not only do I see the world of regulation from the practice side, but also from the educator and consumer viewpoints. I am results-oriented and an analytical thinker, applying evidenced based rationale for all decisions, while at the same time considering feasibility and practical applications. I enjoy and appreciate the thorough discussion of an issue even when on the opposite side of the majority viewpoint. Once the decision is made, however, I support the decision. I enjoy working as a team and do not have to be the formal leader, although I take that responsibility and accountability seriously when I am in that position. I am an agent for change, not only in the state of Alabama, but the nation as a whole, in terms of the role of boards and NCSBN in determining models of nursing regulation. Keeping the safety of the public as the core for our existence as boards guides what issues we must address and decisions that are made. I am committed to service and always have been; service is my passion and my experiences with my board and especially NCSBN has been most rewarding in terms of intellectual stimulation, visionary colleagues, self-actualization, and leadership effectiveness. Finally, I have personal integrity and require the same of others in an open and honest collaborative relationship. As I hopefully continue to serve as a board member for NCSBN, I hope to foster the growth and development of those who will follow me as leaders in nursing regulation. And I think it’s important to have a board member on the leadership team to balance and incorporate all viewpoints and perspectives.
Vice President

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

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I have been both a board member (board president) and staff person of the Minnesota Board of Nursing. I have served on several NCSBN committees, as a committee member and a chairperson. Each experience has increased my knowledge and commitment to effective regulation and the mission of the National Council. Involvement in the following NCSBN initiatives have been the most rewarding: participating in the development of Nursys® as a member of the Nursys® Advisory Group; contributing to the framework and implementation of the Institute of Regulatory Excellence as a member of the Member Board Leadership Development Advisory Group; advancing performance measurement and best practices through the Commitment to Ongoing Regulatory Excellence initiative; and sharing in the collectivism and governance of the organization as a member of the Board of Directors.

I highly value evidence-informed regulation and have been a co-investigator, collaborator and 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 a HRSA-funded nurse residency program. I appreciate 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 culture of justice, learning and accountability (Minnesota Alliance for Patient Safety Steering Committee); nursing excellence (Stratis Health Institute); nursing workforce (Minnesota Center for Nursing BOD, Minnesota Health Education, Industry Partnership Steering Committee and Governor’s Healthcare Reform Workforce Subcommittee); 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 opportunities 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 to maintain relevance to the purposes of regulation within a rapidly changing healthcare and patient safety environment and to achieve that goal with decreasing resources and increasing public expectation for smaller government. Relevance requires that regulatory functions achieve the purpose for public protection in today’s world. Thus regulatory activities of boards should be based on evidence that results in protection of the safety of the 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 of nursing establish benchmarks for operations and share promising practices to promote efficiencies and efficacy. Uniform licensure requirements will increase portability for licensees and facilitate public, nurse, and employer satisfaction and confidence in nursing regulation. Open and ethical debate will challenge us to carefully consider all perspectives of an issue and develop understanding varying vantages. Collaboration with other regulatory and non-regulatory stakeholders, including nontraditional partners will give us opportunity to draw upon creative and innovative solutions. Active engagement in the National Council’s initiatives and utilization of services will help member boards to carry out their statutory mandates in spite of decreasing revenues.
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. My sensitivity to the history of the organization keeps me grounded in the collective and individual needs of member boards. Historical knowledge is important, but it should not interfere with vision for the future of the organization. I embrace change and encourage others to explore new approaches needed for an evolving regulatory landscape. While member boards have a common purpose, the means to that end vary with the structure, authority and resources available to each. I endeavor to be respectful of these differences. I strive to find ways to bring diverse points of view to consensus.

I am supportive of forging constructive partnerships within and external to the National Council through candor, respect and honest communication. Finding solutions often requires asking the hard questions, and I am open to having critical conversation when needed. I support open and healthy debate and encourage discussion. Leadership requires 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 am considered to be forthright, responsible, and high energy. I have learned much through my service as vice-president this past term and would be privileged to continue to serve.
Treasurer

Julia L. George, MSN, RN, FRE
Board Staff, North Carolina, Area III

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I have been a registered nurse for more than 38 years and have 16 years of experience in nursing regulation. I serve as the Executive Director for the North Carolina Board of Nursing. In this capacity, I am responsible for the Board’s financial management, oversight of investments and internal controls. I routinely interact with financial advisors, leaders in the healthcare community and policy makers.

I have been active in NCSBN for 15 years. I have served on the Resolutions Committee, Practice Regulation and Education Subcommittee on Unlicensed Personnel, and as Board liaison to the Disciplinary Resources and TERCAP® Committees. I was part of the inaugural cohort of the NCSBN Institute of Regulatory Excellence Fellows. I am currently a member of the Nurse Licensure Compact Administrators (NLCA) Compliance Committee. I have served on the Board of Directors for the past 5 years, as Area III Director (4 years) and Treasurer for the past year.

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 challenges facing nursing regulation, but two worthy of discussion are: 1) implementation of uniform licensure requirements, and 2) the need for regulatory capacity for emerging models of care. It is widely recognized that standardization of critical components of licensure would provide better public protection and would facilitate mobility of nurses. For many member boards, implementation of the uniform licensure requirements (ULR) will require a change in either statute or rules. Since the ULRs were adopted by the 2011 Delegate Assembly, many of us have reviewed our state’s law and rules to identify gaps and prioritize plans of action. NCSBN has worked diligently to provide a toolkit to assist member boards in implementing ULRs. I would urge you to use these resources to educate legislators and consumers about the need for uniformity and the value of the process. The second challenge is the increased pressure from business and consumers to move forward with telemedicine and other wireless models of care. Mobile digital devices have changed the way we take pictures, listen to music and communicate with one another. When the cell phone was invented in 1973, we would never have dreamed there would be over six billion cell phones by 2012. Continued advances in wireless devices will drastically change the way future healthcare is delivered. Nurses will be monitoring vital signs, blood glucose levels, cardiac functions, etc. via smart phones. Patients will be communicating from any location having wireless connectivity. As regulators, we must be prepared for a digital revolution in healthcare and not impose unnecessary barriers to emerging models of care. This will require us to critically review our licensure models and adapt to accommodate change.
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I will bring over 38 years of experience as a registered nurse and 16 years of experience in nursing regulation. My educational background in business (undergraduate) and nursing (graduate), coupled with my experience in nursing administration and finance uniquely prepare me for the role of Treasurer. I have served on the Board of Directors for the past 5 years and served as Treasurer for the past year. I consider myself to be self-aware as a leader and to be a skilled communicator. I am responsive to the concerns of those around me and knowledgeable of the issues facing NCSBN. I pride myself on having both personal competence and social competence, skills inherent to emotional intelligence and critical for success. My past service to NCSBN speaks to my stewardship and fiduciary knowledge. I believe the combination of my business skills, communication skills and leadership abilities enable me to continue to serve this organization effectively in the position.
Director-at-Large

Joe Baker, Jr.
Board Staff, Florida, Area III

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I have worked as the executive director for numerous regulatory boards since June 1995, both with the Florida Department of Business & Professional Regulation and the Florida Department of Health. I served as Interim Chief of the Bureau of Health Care Practitioner Regulation from 1998-2000 (the bureau houses all health care regulatory boards). I was assigned as Interim Executive Director for the Florida Board of Nursing on three occasions between 1997 and 2005 before beginning my service as Executive Officer in April 2010.

At the national level, I was an elected member of the Board of Directors of the Federation of Chiropractic Licensing Boards from 2005-2009. I also served as an officer of the Association of Chiropractic Board Administrators for eight years. In addition, I was an active participant with the Association of Regulatory Boards in Optometry as an appointee of the Member Board Executive Directors/Administrators Committee for many years. In April 2011, I was appointed to the Allied Health Advisory Committee of the National Accrediting Commission of Career Arts & Sciences. I am also serving my second year on the NCSBN Nursing Education Committee. I frequently attend the Federation of Associations of Regulatory Boards and Citizen Advocacy Center annual meetings and have spoken at several of their forums.

I am a former board president of Big Bend Cares, Inc., an eight-county HIV/AIDS education and support organization. I have also served as Vice-Moderator of my church’s board of directors. I was elected as president of the Florida Southern College Alumni Association. I was an appointee to the Leon County Indigent Health Care Committee in the 1990s.

I have been a volunteer with Big Brothers and Big Sisters of the Big Bend, the local Guardian ad litem Program, and served as a site team leader for the Community Human Service Partnership.

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 believe the proliferation of proprietary educational programs and cash sweeps of board finances are two such challenges facing not only nursing regulation, but health care practitioner regulation in general.

As evidenced by the World Café™ gathering NCSBN sponsored in December 2011, we must continually dialogue with and educate one another about the critical issue of nursing education. All stakeholders must be brought to the table and engaged in meaningful discussions from their unique perspectives. This did not occur in Florida as well as it could have when recent statutory changes were made to the approval of nursing education programs. We now have a large number of new program applications to review at each bi-monthly board meeting – especially at the LPN level; the board has limited authority to deny the approval of new programs. I firmly believe all parties must be given the chance to address their concerns as part of any overhaul of existing programs and procedures. Failure to do so results in the various parties not having ownership of any of the solutions or changes which are imposed.

Florida’s Division of Medical Quality Assurance has had $62 million transferred to the state’s general revenue fund during the last four fiscal years. The Florida BON’s portion was $20,404,595. These monies are from funds contributed solely by nurses and other health care practitioners, which are now used as a subsidy for balancing the state’s budget. Relationships must be developed between the regulatory community and state legislators in order to educate them
and their staff members about the proper use of fees paid by licensees and applicants. These fees are important to funding licensure efforts, as well as combating unlicensed activity. Raiding trust funds should not be a common place activity to find money in tight budget years.

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

I have discussed my intent to run with both my supervisor and board chair; both of them have encouraged my interest in becoming involved with the NCSBN at this level of commitment. With their support, I will be able to travel to meetings and actively participate as a board member. I do not intend to run for an office such as this if I am not going to be able to fully participate and be at the table for all meetings and discussions.

Throughout my life, I have been an organized person with excellent time management skills. I am honest, ethical, and trustworthy with confidential or sensitive information.

I am confident that my nearly 17 years of knowledge and experience in regulation can be of benefit to the NCSBN board of directors, especially my prior experience with the FCLB where I served as the Executive Fellow board member.

I am passionate about regulation. I enjoy it. I thrive in its atmosphere. Working with colleagues towards goals of improving how we regulate and how we can improve our processes motivates me each day here at the Florida BON and in my interactions within the NCSBN. I have thoroughly enjoyed our Nursing Education Committee meetings and discussions as we formulate our recommendations to the board.

I believe my background as an Executive Officer who is not a nursing licensee should also be considered as a basis for election to the board of directors. The board should have a diverse representation of the Member Boards, not only geographically but also based upon education and other factors.

I look forward to continuing to be active at the national level in health care regulation and in our vision of “advancing regulatory excellence worldwide” as a NCSBN board member.
Director-at-Large

Gloria Damgaard, MS, RN, FRE
Board Staff, South Dakota, Area II

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

My nursing career began in 1975 following graduation from an associate degree nursing program. I worked in the clinical areas of medical surgical and psychiatric nursing. In 1978, I completed a Bachelor’s degree nursing program at Moorhead State University in Moorhead, MN. Nursing education became my calling and I spent over 13 years teaching nursing at the undergraduate level in diploma, associate degree and baccalaureate level nursing programs. I received a Master of Science in Adult Health Nursing with a focus in nursing education from South Dakota State University in 1988. I received an appointment to the South Dakota Board of Nursing as a member from 1981-1986. I served as Vice-President and President of the Board as well as President of the Joint Board of Nursing and Medicine. I served as a member of the survey teams that conducted the on-site visits for the approval of nursing education programs. In 1991, I was hired as the Nursing Education Specialist for the Board, a position that I held for 11 years. In 2002, I was promoted to the position of Executive Director, the position that I currently hold. I maintain active membership in the ANA, SDNA and Sigma Theta Tau and the International Consortium of Parse Scholars. I have held leadership positions in my church community and have served on the advisory board of a health action model for partnership in the Sioux Falls community. My involvement with NCSBN includes various committees including Resolutions, Elections, Nursys® Business Design and currently CORE. I served in a leadership capacity for the Nurse Licensure Compact as Chair for four years and a member at large for four years.

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 challenge facing nursing regulators is to remain relevant to society in our mission of public protection. Health care environments are changing rapidly and demand regulators to be flexible, open-minded, innovative and visionary in their approach to the regulation of nursing. New models of care delivery are being developed to provide access to care within an economic model that maximizes resources and avoids duplication of services. Many times these models are technology based and pose unique issues for nursing regulators. As scope of practice evolves for licensed practitioners so does the demand for unlicensed providers to perform delegated nursing functions. This too challenges our current model of regulation. The Future of Nursing report challenges us to utilize our current licensed practitioners to the fullest extent of their scope of practice. This is true for all licensed practitioners from the LPN to the APRN. Boards of Nursing will need to be involved in the Regional Action Coalitions in each of our states to bring the regulatory perspective to these discussions. Evidence based decision making will be key to supporting the positions of public protection. The Center for Regulatory Excellence provides the resources and support to back our decisions with research. The Commitment to Ongoing Regulatory Excellence provides us with a framework to evaluate performance and benchmark with other states on our public protection functions. Issues are currently facing regulators as we seek to bring uniformity to the regulation of nursing. The Campaign for Consensus is a prime example of how an organized effort can move this uniformity forward. This will serve as a model for future action. Licensure enforcement and discipline is an area that we need to continually learn from one another and implement best practices. Hosting meaningful conversations on these issues of concern will assist us all to have a shared vision and to stay relevant as regulators of nursing in an ever changing environment.
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

The leadership competencies that I will bring to the position include extensive experience and expertise in nursing regulation as well as nursing education and a strong foundation in clinical practice. My breadth of regulatory experience spans over 25 years. This includes actual experience as a Board member, staff and Executive Officer. In my role of Executive Officer, I have accountability for all programs related to the mission of public protection. I have developed skill in the area of governance, leading the strategic planning process for the Board and the operationalization of those plans. Partnership development is another skill that I will bring to this position and will encourage within the organization. Collective thought is what takes our decisions and actions to the highest level. Together, we can accomplish greater results than any one individual. I will advance a spirit of teamwork and cooperation with other organizations. Another skill that I will bring is the ability to analyze and synthesize large volumes of information to understand complex issues and bring them to a level where they can be openly discussed and easily understood. I will work to see that all members of the organization share that understanding. My commitment to the mission and vision of the NCSBN is unwavering yet I believe that all regulation takes place at the local level. The resources that have been provided to our state boards of nursing by the staff and volunteers within the organization have enabled us to achieve excellence in regulation in our states. As a member of the Board of Directors, I would work to ensure that all states continue to receive the support that they need to maintain this excellence. I am a very approachable individual and respect my peers regardless of their position on various issues. It would be a privilege to serve the organization a member of the Board of Directors.
Sonia Rudolph, MSN, APRN, RN, FNP-B
Board Member, Kentucky, Area III

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I am currently Nursing Division Chair overseeing the PN, ADN and LPN-ADN online programs on three campuses and teach courses at Jefferson Community and Technical College. I am also a practicing Family Nurse Practitioner with the Little Clinic here in Louisville, Ky. I am serving in my first term as a Board Member of the Kentucky Board of Nursing. I serve as the Financial Officer as well as on the Practice Committee and the Consumer Protection Committee. I serve on Hearing Panels on cases of reinstatement and disciplinary action as needed. I am active in the Kentucky Nurses Association and the Kentucky Coalition for Nurse Practitioners and Nurse Midwives.

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 very important challenge we face in nursing regulation is serving in our role to protect the public in a time where great healthcare reform is taking place. As these needs seem to be evolving almost daily, it will be important to be on the forefront of understanding what these changes will be, what impact will it have for all levels of nursing, and what will we need to do to adapt to those changes while upholding our charge to protect the public.

Another change I see as a major factor is meeting the challenge I describe above in a time where budgets are being reduced, affecting what funding is available to boards of nursing to carry out the crucial functions of the work of the boards. As we are being asked to do more with less in many areas of regulation and practice, creativity and problem-solving skills will be extremely important skills for any candidate to possess.

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

I feel I am a fair and balanced leader. I work to remain impartial in issues until I have all the information to make an informed decision. I am very interested in learning about the differences between the individual state boards and how we can work collaboratively to solve problems. I am creative and enjoy looking for creative solutions to problems. I feel I am very approachable and I enjoy talking and working with people from all different backgrounds. I am also a good listener which many times is even more important that being a good talker. I am an avid reader and enjoy researching areas that increase my knowledge in areas that can help me serve more effectively in my position. I feel that there is always room for improvement, room to be even better at what we do. Above all, nursing is my passion. It is my life. Therefore, regulation, collaboration and leadership is very important to me as we continue to grow our profession.
Director-at-Large

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

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

- Illinois board of Nursing member since 2005 and the chairperson for the last 3 years. Reappointed for another three years in Nov 2011. As chairperson for the Illinois Board of Nursing worked with the current board to make changes to improve the Nursing School approval process and to implement changes to help improve the discipline process.
- In September of 2009 I was appointed by NCSBN Board of director to the position of Director- at-Large, and in September 2010 ran for the position for Director-at-Large and was nominated to a two year term.
- Co-chaired the discipline committee as part of the Illinois Nurse Practice Act Sunset Committee working collaboratively with a large group of nurses to develop the guidelines for the process of disciplining nurses that are reported to the department.
- I’m currently employed at a Community College as an Assoc Professor in an Associate Degree Nursing program.
- My current job allows me to stay current in practice, have a working knowledge of nursing from the education perspective, bedside care and regulation.
- Educational back ground includes a master 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.

Healthcare is in a state of change and chaos. Leaders of our nation are pulling in different directions and the profession of nursing needs to step up and make a statement:

- Work with different organization in order to build coalitions that can help to make positive changes in healthcare. Working together with other nursing organizations, citizen advocacy groups, physician organizations, pharmacist organization and any other medical group that have a voice in healthcare decision making.
- Continue to provide evidenced based research that helps to supports decision making policies.
- Reach out to nurses at the bedside and provide them with information that will allow them to be knowledgeable about the decision that are occurring in healthcare and provide them with ideas on how they can help support positive change.
- Lack of money and resources for boards of nursing is making it more difficult to regulate.
- Provide boards of nursing with technologies that allows them to work more efficiently. Continue to develop the Nursys program in order to provide up to the minute information about any nurse nationally and at no cost to the boards of nursing.
- Continue to provide boards of nursing with financial support in order to allow them to have the most up to date data and information about their nurses.
- Expand the research and continue to provide boards with “best practice” solutions in order to protect the public.
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

- Co-owner and chief operating officer of a growing and successful Vascular Access Company. This experience has allowed me to learn about development of a business plan, creating a budget, fiduciary responsibility, development of policies and procedures and the importance of working collaboratively with others in order to meet the needs of the organization.

- Held positions during my nursing career as nurse manager, assist director of medical units and Rapid Response Team (RRT) member. All positions that require working together with others in order to be successful.

- 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.

- I work collaboratively with the Nurse Executive Officer to help improve processes at the board level.

- Twenty years of varied experience in nursing from behavioral health to critical care and nursing leadership.
Kennetha Julien, JD  
Board Staff, Colorado, Area I

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I have been the Executive Officer for the Colorado State Board of Nursing since 2010 and oversee 96,000 licensees in the areas of licensing, enforcement and education. I was granted this honor based on my legal background and my 14 years of experience in health care as a surgical technician. Prior to my appointment, I was the Director of Expedited Settlement. In that office, I along with my staff of 4 handled over 700 cases per year that allowed for settlement of disciplinary cases avoiding approximately $500,000 in litigation fees for those settled cases.

I currently serve on the Nurse Licensure Compact (NLCA) Policy Committee. The committee has reviewed and revised all of the policies and have had the majority of the proposals adopted. I am a representative of the Colorado Action Committee working to implement the IOM initiatives. I am an advisory member for the Colorado Centers of Nursing Excellence.  

In my role, I have become very involved in educating the citizens of Colorado about nursing issues. I speak to educators, students, professionals and consumers on a regular basis. I thoroughly enjoy my current role as this is a very exciting time to be involved in the world of nursing.

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 two top challenges facing nursing regulation are education and acceptance of the Compact.  

1. National licensure is an emerging reality and the acceptance of the Compact is now a necessity. The inconsistencies of regulatory oversight between jurisdictions may cause more detriment than success. The State Boards need to work together to envision consistencies they desire rather than those that will be imposed by the federal government. While we are gaining ground at the RN level, the movement is still slow. If we can get more states involved, we can assist in the movement of nurses so that those with the advanced educations can teach and mentor those that need to progress in their education. My strategy for Compact challenges is education for legislators, both state and federal, as well as employers and the public on the actual rules of the Compact and the benefits of such.

2. Education is crucial to the transforming the future of nursing. In its current model, clinical placement is necessary for completion of programs. With fewer and fewer clinical placements available, it is difficult to maintain the pace of students we have had in the recent past. In order to meet the IOM initiatives of increasing the number of BSNs and nurses with a doctorate by 2020, limitations for clinical education will need to be explored. It may be time to create new methods of clinical education through futuristic thinking and the use of innovative technology. My strategies for education would be to explore and evaluate futuristic ideas such as simulation, joint teaching through technology and other novel means of expanding the classroom.
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I will be committed to advancing the organization as we continue our path of transforming the future of nursing with futuristic thinking and global perspectives.

I will be a good listener. I will listen to the suggestions and comments around me. I will absorb and develop the ideas in creative ways to share with others and help develop action plans for such ideas to come to fruition.

I will be a good communicator. I will communicate the views and recommendations I have heard and discovered with those that can carry them to fruitful means. I will communicate efficiently, effectively and elegantly with my constituents and colleagues.

I will be creative and think outside the box. Having a different perspective from the majority allows the ability to develop new, different and sometimes unique ideas. This also allows new eyes to look at some old ideas or ways of doing things and put a new twist on them and carry them effectively into the future.

I will be respectful, not only to others, but also to the historical perspectives and ideas of the organization. I will be respectful of the organization, its mission and staff. I am respectful of the profession and all it stands for and look forward to being a part of the new IOM initiatives and promoting the profession globally.

A true leader is broad with their vision and can envision greatness in the future. Not only greatness of self, but of project, organization and profession.
Leadership Succession Committee
Area II Member

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

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE

I have been a registered nurse for 29 years. Practice included critical care and management, past CCRN, implementing a hospital-based cardiac rehabilitation program, and serving as assistant director of a surgical unit. In critical care, I implemented a competency-based orientation for new staff, and served on critical care and quality assurance committees. My career culminated with a transition to healthcare regulation.

Five years with the State Medical Board as its Standards Review and Intervention Supervisor, implemented and coordinated its Quality Intervention Program, a confidential, non-disciplinary remediation program for physicians. Also reviewed information for evidence of Medical Practice Act violations, explained evidence in relation to the expected standard, and contracted with physician experts.

Twelve years with the Nursing Board with various responsibilities over time. Implemented its Practice Intervention and Improvement Program and have been responsible for areas including: the alternative program for chemical dependency, post-disciplinary monitoring, fiscal, responses to practice issues, nursing education, training programs, and administration of a grant program.

Actively served NCSBN since 2002, when appointed to the Practice Breakdown Committee that developed the TERCAP, and am a past chair of the TERCAP® Committee. Contributing author to NCSBN's Nursing Pathways for Patient Safety published in 2009, and currently represent Area II on the Leadership Succession Committee.

MSN includes legal studies concentrate, completed at the university's law school.

Community involvement includes serving the past five years on the board of trustees for a non-profit continuing care community. Chairperson of its Long Range Planning Committee, and serving on its Executive Committee as a Trustee officer.

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 significant challenges to nursing regulation are maintaining outstanding public protection in the presence of decreasing resources, and maximizing its autonomous control over the resources that are available. Revenue shortfalls are experienced by many states, and the public is increasingly reliant on government resources and protections. As a result, state governments are promoting business and commerce to better its economy and to provide relief to its residents. Boards should qualify and quantify its work, explaining it in a manner that is meaningful to the public, and demonstrates that decisions and utilization of resources are prioritized based on public value. Boards must represent transparency in government.

Boards should focus on the basics of regulation. This includes drafting regulations that are clear and enforceable, provide public protections without unduly restricting business, and firmly establish unacceptable practices that place the public at risk. The public looks to Boards to provide outcome measures concerning licensees and programs, to ensure they are practicing and operating for the public good. Boards must effectively and efficiently quantify and communicate this information. The establishment of effective regulations and their enforcement is paramount.
Boards should analyze and continuously reprioritize the areas in which it expends resources, and improve the effectiveness and efficiency of its customer processes. This includes fostering relationships with other entities and agencies that enhances public protection and service. 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.

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. I bring the confidence of knowledge in the discussion of nursing, health care, the application of its regulations, and the self-assurance to ask clarifying and informative questions. I welcome feedback and use it constructively. I have the confidence to seek change when it is warranted and to work and communicate with those involved in a project to increase productivity.

I communicate a vision and establish the goals that are to be accomplished, and I have 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.

My election to a second term on the Leadership Succession Committee as the Area II representative allows me opportunity to continue my contributions to the important work of the committee. This includes actively engaging with other committee members and NCSBN staff to create and provide the NCSBN membership with additional leadership development resources, and to effectively communicate its availability. Importantly, the advancement of NCSBN is supported by the work of the Leadership Succession Committee through the committee’s identification of qualified individuals who are knowledgeable, skilled, ready and willing to assume a position on the Leadership Succession Committee and very importantly the NCSBN Board of Directors.
Leadership Succession Committee
Area III Member

Brenda McDougal
Board Staff, North Carolina, Area III

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I have been with the North Carolina Board of Nursing since 1989. In my current role as Associate Executive Director – Operations, I am responsible for the management of the Licensure, Information Technology and Business Operations Departments. I hold a BS in Business Administration and completed coursework toward an MBA. I have nearly 23 years of nursing regulation experience from a business results, continuous quality improvement and public protection framework. I am a skilled and experienced leader in business, financial and operations management. My current role as a member of the Leadership Succession Committee provides me with an excellent working knowledge of NCSBN’s leadership requirements, as well as the identification, development and engagement strategies employed to secure a legacy of leaders to serve on the Board of Directors and Committees to sustain and advance this very high performance organization now and in the future.

I’ve served NCSBN in the following capacities: Current member – Leadership Succession Committee; Chair, Uniform Licensure Committee; Member, Disaster Preparedness Committee; Member, Operations Focus Workgroup; Presenter “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.

The top challenge to nursing regulation today continues to be the economic landscape with limited resources and budgetary shortfalls of member Boards which impacts the national collective wisdom, collaborative efforts and innovation of nursing regulation leaders. NCSBN has been instrumental in minimizing this impact by offering many services to include financial support for projects, initiatives, research and travel for its membership.

Next, I believe a significant challenge to nursing regulation is the implementation of consistent and uniform licensure requirements in all jurisdictions. As a non-nurse and consumer of nursing care, I believe uniform requirements would enhance public protection and consumer 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?

I bring over 23 years of nursing regulation and business leadership experience. I have a thorough understanding and knowledge of NCSBN’s Leadership Development Strategies and Plan. I am an analytical, strategic and futuristic thinker with the ability to operationalize a vision. I am committed to and fully supportive of the mission, vision and values of NCSBN. I believe my leadership abilities, business skills and knowledge of succession planning enables me to serve as an effective member of the Leadership Succession Committee.
Leadership Succession Committee
Area IV Member

Georgina Howard, MPA, RN-BC
Board Member, New York, Area IV

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I participate as an active auxiliary member for the NYS Board of Nursing by serving on disciplinary hearings for the state including PAP and moral character hearings. I have been a panel member for NCSBN for item review for LPN examination in 2009 and 2011. I was appointed in September 2011 for a two year term to the Nursing Item Review Subcommittee. I am currently a member of New York Organization of Nurse Executives as a general member. I have been a Legislative District Coordinator for NYSNA in Queens County. I also have the position of Secretary/Treasurer since 1991 for a community based organization serving pregnant and parenting women in Southeast Queens and Far Rockaway.

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

In a rapidly changing health care environment nursing regulation must focus on the standards of practice and scope of practice for nursing in health care institutions. New models of care are developing to shift care to managing care and addressing multiple co-morbidities. In these models work flow and cost containment are paramount. Facilities are redesigning patient care and assigning inappropriate tasks to unlicensed personnel. Nursing must insure that standards and scope are not compromised.

A second challenge is to standardize the requirements for entry into practice. The move for “BSN in Ten” needs to more forward to insure a professional evidence based practice for nursing licensure. Nursing is a science and should require baccalaureate trained nurses. The increasing complex health environment with patient complexities requires nursing trained in physical and social sciences to meet the patient quality and safety goals.

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

I have worked as a Nursing Supervisor for over 25 years in an inner city/urban hospital system in NYC. I have experience with regulatory agencies, program development, administration of programs and quality initiatives. Recently, I made a major career move to accept the challenge of Director of Nursing for Patient Care Services in Ambulatory Care at Beth Israel Medical Center. It is an exciting role in a time when ambulatory care patient care moves to the forefront. I bring my years in nursing practice, involvement as board member for a community based grant funded program and leadership skills.
Leadership Succession Committee
Area IV Member

Sue Petula, PhD, MSN, RN, NEA-BC
Board Staff, Pennsylvania, Area IV

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I am a nurse for 36 years with clinical and administrative experiences in nursing regulation, critical care, gerontology, education, administration, and quality management. For seven years I have served the PA SBON as nursing education advisor and supervisor of the exam area. During my tenure with the Board I restructured the exam area processes promoting greater efficiencies; implemented a director education program to assist them with a greater understanding of regulations; participated in the rewriting and development of regulatory language related to faculty, pass rates, program approval and compliance monitoring; and led the development/implementation of a database for electronic submission of regulatory documents by program directors. I have been involved with NCSBN since 2006, serving 4 consecutive years on the TERCAP® Committee. I am currently in my last year of the IRE program. This is my second year on the Leadership Succession Committee and currently committee chair. I hold current certification in advanced nursing administration. My career includes serving as hospital executive for six years in a regional healthcare system offering cardiac and cancer services. While there the hospital was recognized as a “Top 100 Heart Hospitals” and received the Catholic Healthcare Corporate Award in Innovation for implementation of electronic patient records. I championed leadership development among nursing and medical staff and redesigned the quality management/patient safety programs. My PhD is in health promotion and policy and my doctoral dissertation was related to how nurses perceive quality. I have held adjunct faculty positions at the university setting, teaching nursing administration and critical care. I published in peer reviewed nursing journals and most recently the Journal of Nursing Regulation. I belong to the local historic society and am President-elect of the Iota Omega Chapter of Sigma Theta Tau and have been a member for 30 years.

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. Nurses must be able to practice to their full ability across the U.S.
   Strategy a) Work closely with the U.S. Trade Commission to remove unfair barriers to nursing practice. Engage them in conversation with the goal to ensure APRNs are able to practice to the full extent of their education.
   Strategy b) Establish technological infrastructure across all states to ensure that information about the workforce is available to support APRN practice.
   Strategy c) Support states in aligning their regulations with the Uniform Licensure Requirements to identify the similarities and differences that will promote strategies to achieve consistent standards and enhance mobility and portability for nurses.
   Strategy d) Continue to build a regulatory science knowledge base through continued promotion and support of regulatory research.

2. Promote leadership activities for nurses to fully participate in interprofessional collaboration.
   a) Support increased opportunities for interprofessional learning throughout the continuums of education and healthcare.
   b) Create activities for leadership development that focus on promoting knowledge
translation or use and not merely knowledge dissemination in regulation. For example, individual state Boards may consider promoting nursing regulation as a desired specialty and offer internship opportunities for graduate or post-graduate studies in affiliation with a local university. This has the potential to ensure highly qualified individuals with a willingness to serve are available when positions become vacant.

c) Engage nurses collectively and individually by providing evidence through rigorous research of a scientific basis for regulation that promotes quality and patient

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

The profession of nursing in the United States is at a pivotal moment. Profound changes in science, technology, patient safety, regulation, health care environments, along with the unique nature and settings of nursing practice have all radically transformed nursing practice and consequentially nursing education. This occurs at the same time there is a demand on nursing regulation to be current and effective in protecting the public. This requires a keen understanding of nursing practice and nursing regulation. It also requires skillful leadership. My leadership competencies include a strong understanding of clinical, educational and administrative practices along with a keen ability to effectively work and communicate with others. I am respectful of my peers and comfortable with their presentation of diverse perspectives understanding the need to always be able to have a discussion without being disagreeable. I have a passion and enthusiasm for nursing that brings me back to work each day for 36 years desiring to make a difference one person or one patient at a time. I have a great ability as a systems thinker to see the panoramic view of the healthcare world but also the necessary skill to look more microscopically at this world as the situation demands. I have the emotional intelligence and ethical comportment to surround myself with individuals who are more skilled than me but who are willing to share their knowledge and inspire me. This ability instills within me the responsibility to use this knowledge wisely and pass it on to others.
Leadership Succession Committee
Area IV Member

A’lise Williams, MS, RN
Board Staff, Maryland, Area IV

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I have 9 years of education and regulatory experience with the MD Board of Nursing. I am currently the Director of Nursing Practice with the Board and my position consists largely of communicating and coordinating with other state and local agencies on the development of nursing system models of care and practice. In accordance with local Universities, I precept the clinical component of Master’s level education and certificate programs. Prior to coming to the Board of Nursing, I served 10-years in the U.S. Air Force where I was also able to precept and teach lower-level Airmen as they sought progression in their military careers.

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 challenge that I am frequently faced with as a regulator occurs as stakeholders who influence regulation frequently assume positions on regulations that are financially driven as opposed to that of quality health related outcomes. In efforts to remedy this mindset, patient advocacy is essential. As a licensed nurse I must continuously evaluate scenarios and explain possible outcomes from a holistic and healthcare related perspective. In addition, when keeping decisions in line with the Board’s mission (that of public protection) it seems to prove productive when considering and sharing options from the individual perspective as opposed to that of an organizational perspective. Another challenge to nursing regulation is that of interpretation. The language and legal interpretation of regulations may be misconstrued and modified to accommodate any number of scenarios depending on the reader. It is important to maintain open contact with the community so that individuals feel able to make inquiries regarding existing regulations. Frequent training session with groups of stakeholders is an excellent medium to facilitate open contact and provide regulatory education.

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

The primary leadership competencies in which I engage on a daily basis and will bring to the organization includes my sense of integrity and my work ethic based largely on teamwork, communication and relationships. My ability to incorporate the vision and the mission of the organization into the strategies implemented to meet established goals will be of great benefit to the work of the Leadership Succession Committee. The combination of my military and civilian practice in the healthcare delivery arena have worked to establish and perfect my leadership skills collectively.
Attachment B

**Frequently Asked Questions (FAQs) on Leadership Succession**

**What is leadership succession?**
Leadership succession refers to the process of developing and implementing a culture of leadership that supports the preparation of organization members to meet evolving organizational leadership needs (Fulmer, L., Strumpf, A., & Bleak, J., 2009).

**What offices are open for election?**
For 2012, the following offices are open for election: Board of Directors (BOD) President; Vice President; Treasurer; Director-at-Large (two positions); and Leadership Succession Committee (LSC) members from Areas I, II, III and IV. All positions are elected by ballot during the annual session of the Delegate Assembly.

**What are the responsibilities of board members?**
Board members are charged with:
- Carrying out their responsibilities in good faith, with reasonable care, honesty and due diligence;
- Discharging their responsibilities with fidelity to NCSBN and making decisions upon the good faith belief that such actions are solely in the best interest of the organization as a whole; and
- Acting in accordance with NCSBN Bylaws, policies and established board member role expectations.

**What are the responsibilities of LSC members?**
Committee members are charged with:
- Presenting a Slate of Candidates through determination of qualifications and geographic distribution for inclusion on a ballot for the election of the BOD and the LSC; and
- Recommending strategies for the ongoing sustainability and advancement of the organization through leadership succession planning.

**Am I eligible to apply?**
All NCSBN Member Boards, which includes board of nursing (BON) staff and board members, are eligible to apply to run for any elected office.

**Is prior committee participation an eligibility requirement to become a candidate?**
No.
How can I familiarize myself with the leadership values of NCSBN?

- Explore the NCSBN website;
- Review the Leadership Development Plan;
- Complete NCSBN 101; and
- Participate in committees.

Do I have to be a nurse?
No.

What is the term of office?
The term of office is two years. No person can serve more than four consecutive years (two terms) in the same position.

What is the time commitment?

- BOD: Approximately 30 days over a 12-month period that includes five three-day meetings per year and attendance at NCSBN Midyear and Annual Meetings. Members may also be asked to serve as liaisons to NCSBN committees and as representatives at external meetings.
- LSC: Four 2 1/2 day committee meetings per year and attendance at the NCSBN Midyear and Annual Meetings.

Will an applicant know who else is applying to run for a position?
The LSC will not disclose the identity of individuals who are applying for NCSBN office candidacy. The LSC will announce the slate of candidates following the vetting process.

Should I discuss my potential candidacy with my BON?
Yes, the support of your executive officer and/or board chair is important.

Will NCSBN fund my attendance at LSC or BOD meetings?
Yes. Please refer to the NCSBN Travel Policy found on the NCSBN website.

References


Developed by the Leadership Succession Committee in 2010; Reviewed 2012
Attachment C
Leadership Development Guide

ADVANCING POTENTIAL:
DISCOVER THE LEADER WITHIN

A GUIDE TO LEADERSHIP DEVELOPMENT

Leadership Succession Committee of the National Council of State Boards of Nursing (NCSBN®)
**What is a leader?**
A leader influences others to accomplish mutually desirable goals. Leaders serve as role models for others, are trustworthy and communicate a vision for the future that inspires others to follow. A leader has good interpersonal, technical and conceptual skills.

**What is leadership development?**
Leadership development recognizes and cultivates leadership within an organization and its members to ensure sustained and progressive viability of the organization. Leaders continuously develop their leadership knowledge and skills through self-reflection, self-study, education and experience.

**What is the NCSBN Leadership Development Program?**
NCSBN’s Leadership Succession Committee (LSC) formally initiated the Leadership Development Program in 2010 to support individuals in their quest to enhance their leadership skills. The program is designed to offer resources to:

- Identify and engage potential leaders;
- Assist with leadership self-assessment;
- Support leadership skills development; and
- Encourage individuals to step forward or volunteer for elected leadership and committee positions within NCSBN and member boards.
A GUIDE TO LEADERSHIP DEVELOPMENT

The Guide to Leadership Development serves as a resource designed to enhance and develop leadership skills that support member boards, their staff and the ongoing leadership needs of NCSBN.

GOALS OF LEADERSHIP DEVELOPMENT

The overall goal of leadership development is to recognize and support the growth of existing and new leaders. This will also ensure the sustained and progressive viability of member boards and NCSBN.

TARGET AUDIENCE

Individuals targeted for leadership development include:

- Board members with leadership skills who may need additional information on board governance and processes;
- Individuals ready to assume NCSBN office; and
- Board staff with demonstrated leadership skills and potential for assuming leadership positions.

The specific goals of leadership development are to:

- Build leadership competence through personal and professional growth; and
- Establish leadership competencies and opportunities for serving member boards, the NCSBN Board of Directors, the LSC or other NCSBN committees.
OBJECTIVES

Individuals interested in leadership development will:

- Be oriented to and made aware of the resources available from NCSBN;
- Assess and identify their personal and professional leadership strengths and opportunities for further development;
- Engage in leadership development activities;
- Participate in NCSBN committees, networking groups, webinars and meetings; and
- Consider becoming a candidate for office.

METHODS TO SUPPORT LEADERSHIP DEVELOPMENT

The Leadership Development Guide recognizes three methods that are key to leadership development: Early Connectivity, Building Knowledge—Self-discovery; Building Board and Organizational Governance Expertise; and Supporting Organizational Leadership Involvement through Self-nomination and Volunteerism.

METHOD 1:

Early connectivity of new staff or members of member boards

*Members understand the mission, vision, values and strategic initiatives of NCSBN.*

Method 1 explores the importance of and actual process of connecting staff and members to NCSBN:

- To be introduced and become familiar with the organization, board members and staff request that their executive officer (EO) notifies NCSBN Member Relations so a password can be assigned to them. This provides direction to the NCSBN Getting Started Guide and access to the online course NCSBN 101.
- New staff or member participates in state-specific orientation unique to their role.

Extensive resources can be accessed by visiting https://www.ncsbn.org/2420.htm (ncsbn.org username and password required). Available resources serve to guide independent study about NCSBN and its knowledge networks, to learn about opportunities for participation in NCSBN and to develop leadership competencies.
### METHOD 2:

**Building Knowledge — Self-discovery**

*Members engage in opportunities for enhancing leadership knowledge, skills and abilities.*

Method 2 encourages individuals to begin the journey of discovering the leader within. It is important for those in a leadership role or seeking a leadership role to be aware of their own areas of strength and areas in need of further development. This process can begin by reflecting on one’s self-identified strengths. There are also published tools available for completing a leadership self-assessment. For example, the Strengths Finder Self-assessment Tool helps leaders and potential leaders discover their strengths, and identify strategies for building upon them. It is a component of *Strengths Finder 2.0* (Rath, 2007). Another tool is an assessment of the concept of emotional intelligence, which is discussed in *Emotional Intelligence 2.0* (Bradberry & Greaves, 2009). This journey may lead one to seek a board of nursing (BON) or NCSBN leadership position.

Additional resources are available at https://www.ncsbn.org/2420.htm (ncsbn.org username and password required) to guide independent study about required leadership competencies for various BONs and NCSBN leadership roles. There are a variety of personal leadership assessments and recommended strategies to develop or augment new or existing leadership skills.

### METHOD 3:

**Building board and organizational governance expertise**

*Members engage in opportunities to build governance expertise.*

Method 3 supports the development of a more in-depth understanding of the underlying framework related to organizational structures, processes and legal responsibilities that are integral to successful organizations, such as BONs and NCSBN.

Independent study in this area supports the BON staff or members by enhancing their understanding of:

- Fundamental principles and practices of high performance BONs; and
- Similarities and differences between the governance of a national not-for-profit association and that of a state or territorial regulatory agency.

Additional resources are provided at https://www.ncsbn.org/2420.htm (ncsbn.org username and password required) to guide independent study about legislative issues, national leadership organizations and NCSBN, and to identify specific opportunities to participate in the organization.
The overall goal of this Leadership Development Guide is to encourage organizational leadership involvement by identifying and supporting members seeking nomination for elected positions or volunteering to participate in committee work.

The LSC will support members seeking nomination for elected positions or volunteering for committee work. The members of the LSC are available to answer questions regarding the committee, the Leadership Development Plan and related policies. Names and contact information for current LSC members are located on www.ncsbn.org/518.htm.

Resources on Leadership Theories and Practice:


Resources on Conducting a Leadership Self-assessment and an Emotional Intelligence Self-assessment:


Developed by the NCSBN Leadership Succession Committee: 2010, Revised 2011
Every calling is great when greatly pursued.

– Oliver Wendell Holmes
Sue Petula, Chair, Area IV Member
spetula@state.pa.us
Louise Bailey, Area I Member
Louise_Bailey@dca.ca.gov
Lisa Emrich, Area II Member
lemrich@nursing.ohio.gov
George Hebert, Designated Member
Employee of NCSBN Member Board
George.hebert@lps.state.nj.us
Lorinda Inman, Designated Member
Former NCSBN Board of Directors Member
Lorinda.Inman@iowa.gov
Brenda McDougal, Area III Member
Brenda@ncbon.com
Mark Majek, Designated Member
Current or Former NCSBN Committee Chair
mark.majek@bon.texas.gov
Suellyn Masek, Designated Member
Board Member of NCSBN Member Board
suellynmasek@yahoo.com

The candidate Nomination Form must be received by Monday, April 2, 2012.

Every calling is great when greatly pursued.

– Oliver Wendell Holmes

Discover the Leader Within

- I am ready to serve the purpose, mission and values of NCSBN.
- I am sensitive to and tolerant of different views.
- I can deal with ambiguity and complexity.
- I am flexible and adaptable.
- I am a good steward and will serve the greater good.
- I can think strategically and be open to new ideas.
- I can make decisions using the best evidence.
- I will strive to lead effective change.
- I will pursue excellence in all endeavors.
- I am collaborative.
- I am ready to do the right thing for the right reason through informed, open and ethical debate.

Have you considered serving NCSBN?

If so, there is a leadership opportunity for you that provides you with:

- An opportunity to impact nursing regulation, and
- Collaboration with other professionals with varying viewpoints.
**NCSBN Board of Directors**

**WHAT ARE THE RESPONSIBILITIES OF BOARD MEMBERS?**
- Carry out responsibilities in good faith, with reasonable care, honesty and due diligence;
- Discharge responsibilities with fidelity to NCSBN and make decisions upon the good faith belief such actions are solely in the best interest of the organization as a whole; and
- Act in accordance with NCSBN bylaws and policies.

**AM I ELIGIBLE TO APPLY?**
- All NCSBN Member Boards (nursing board members and board staff) are eligible to apply to run for any elected office.

**WHAT IS THE TIME COMMITMENT**
- Approximately 30 days over 12 months that include five three-day meetings per year and attendance at NCSBN Midyear and Annual Meetings. Members may serve as board liaisons to NCSBN committees and as representatives to external meetings.

**2012 OPEN POSITIONS**
- August 2012–2014
  - President
  - Vice-President
  - Treasurer
  - Director-at-Large
  - Director-at-Large

---

**Leadership Succession Committee**

**WHAT IS LEADERSHIP SUCCESSION?**
Leadership succession is the deliberate, ongoing process of identifying and developing qualified leaders who:
- Serve the purpose, mission, vision and values of NCSBN;
- 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.

**WHAT ARE THE RESPONSIBILITIES OF COMMITTEE MEMBERS?**
- Recommend strategies for the ongoing sustainability and advancement of NCSBN through leadership succession planning;
- Present a slate of candidates through a determination of qualifications and geographic distribution for inclusion on a ballot for the election of the Board of Directors and the Leadership Succession Committee.

**AM I ELIGIBLE TO APPLY?**
- All NCSBN Member Boards (nursing board members and board staff) are eligible to apply to run for any elected office.

**WHAT IS THE TIME COMMITMENT?**
- Four two-and-one-half-day committee meetings per year and attendance at NCSBN Midyear and Annual Meetings.

**2012 OPEN POSITIONS**
- August 2012–2014
  - Area I Member
  - Area II Member
  - Area III Member
  - Area IV Member
Attachment E

NCSBN Leadership Development Resources Survey

NCSBN Leadership Development Resources

<table>
<thead>
<tr>
<th>Are you aware of the NCSBN resources available for Leadership Development located at the “Members Only” site?</th>
<th>Response Percent</th>
<th>Response Total</th>
</tr>
</thead>
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<tr>
<td>Yes</td>
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</tr>
<tr>
<td>No</td>
<td>33.33%</td>
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Total # of respondents 93
Statistics based on 93 respondents; 0 filtered; 0 skipped.

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<tr>
<th>If “Yes” have you used these resources?</th>
<th>Response Percent</th>
<th>Response Total</th>
</tr>
</thead>
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<tr>
<td>No</td>
<td>78.87%</td>
<td>58</td>
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Total # of respondents 93
Statistics based on 71 respondents; 0 filtered; 22 skipped.

<table>
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<th>If “Yes” what specific Leadership Development Resources did you use?</th>
<th>Response Total</th>
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<td></td>
<td>21</td>
</tr>
</tbody>
</table>

Total # of respondents 93
Statistics based on 21 respondents; 0 filtered; 72 skipped.

<table>
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<tr>
<th>How did these resources influence your leadership competencies (abilities)?</th>
<th>Response Total</th>
</tr>
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Total # of respondents 93
Statistics based on 20 respondents; 0 filtered; 73 skipped.

<table>
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<th>What specific leadership development resources are of interest to you?</th>
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</thead>
<tbody>
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<td></td>
<td>21</td>
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Total # of respondents 93
Statistics based on 21 respondents; 0 filtered; 72 skipped.

<table>
<thead>
<tr>
<th>Are there any leadership development topics or needs that you would like to have included in the Leadership Development Program?</th>
<th>Response Total</th>
</tr>
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<td></td>
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Total # of respondents 93
Statistics based on 15 respondents; 0 filtered; 78 skipped.

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<th>Comments:</th>
<th>Response Total</th>
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<td></td>
<td>18</td>
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</tbody>
</table>

Total # of respondents 93
Statistics based on 18 respondents; 0 filtered; 76 skipped.
If “Yes” what specific Leadership Development Resources did you use?

- I feel ignorant for not knowing of this area. I am an investigator and am always looking for ways to increase my knowledge. I am a nurse also and was thoroughly impressed with the online course I took from NCSBN AND I check your site numerous times throughout my work day. I guess I did not check the leadership development site as I did not feel I was considered leadership within the board.

- Handouts at meetings, presentations at meetings, Committee members giving testimonials.

- IRE and Leadership Succession Committee.

- Environmental scan and legislative tracking.

- I use information on the Educational Knowledge Network. I'm also a member of the NEC and use the Wiki to access resources for committee work. I use the model rules as a reference when discussing any changes to our state's current rules.

- Use the bibliography

- EO core competencies, meeting materials, BOD dial in, knowledge networks, model rules, council connector, etc.

- Policies and funding

- I was a member of the Leadership Succession committee for the last two years. I now use the tools with new EOs.

- NCSBN 101, President's Role, New Delegate

- to see what is involved and required to consider running for the board of directors

- n/a

- Briefly looked at the site

- Read the references and looked up the web sites offered as being helpful.

- Early Connectivity: Model Act and Rules; Practice Consultant: social media and transition to practice Building Self Knowledge: Leadership Assessment tools

- I read reports, use Interactive site, volunteer on a committee.

- 101 course model rules and practice act

- N/A

- Tried to access "101" and "new delegate", both sent me to main ncsbn page.

- none

- I use the resources in a variety of ways including: Use the NCSBN roadmap as a Guide for orientation of new staff members Personally, I am using the resources including attendance at NCSBN meetings (policy, midyear, annual, IRE etc), interactive online courses (ncsbn 101, NCLEX 101, Disciplinary investigations, etc), email newsletters, knowledge networks (education, APN etc), external resources (clear and carb seminars)
How did these resources influence your leadership competencies (abilities)?

- I am anxious to review them and use them.
- N/A
- IRE information was very helpful not only for my IRE work but for leadership information in general.
- Info on what is going on in regulatory arena.
- They are a big part of how I have developed knowledge regarding NCSBN and how I am supposed to perform in my job at the state level.
- re-affirmed my existing abilities.
- Great resources!
- Used for researching possible language for writing a policy. Assisted in research.
- Options for their growth and skills.
- As part of the fellowship program, I have grown tremendously as a regulatory. I have gained valuable information on public policy development, substance use disorders, disabilities, leadership etc. etc.
- it helped me understand the requirements
- n/a
- I’m sure they did and they will continue to however I don’t have a specific to share
- Provided additional information to consider in addressing practice issues and concerns; appropriate tools for assessing leadership development.
- Add a new perspective, provoke critical thinking and assessment of current practices or processes.
- this was a helpful course for me several years ago to learn about the NCSBN, etc. We also encourage our new board members to complete the course.
- N/A
- NA
- na
- Each have been beneficial is its own way; contributing to growth in my leadership ability. I have the information available to assist new members in various aspects of their respective job growth (ex. New investigators, new education committee members). The online webinars are wonderful in providing information to those that are unable to attend related to budget constraints.
What specific leadership development resources are of interest to you?

- I am interested in developing in my role as an investigator, learning what the board members themselves are trained in, and how the boards work together for public safety and the advancement of nursing as a career.

- I am participating in the Executive Coaching.

- I actually do plan to utilize what is available, but I am not currently educated as to what is specifically available.

- The resources made available to me as a committee chair have been invaluable. They have been good resources when I have had questions about committee processes, as well as general leadership processes in working in groups.

- I am most interested in the Educational and Educational Consultant resources.

- Conflict management/resolution and negotiation skills

- I am interested in continuing as a mentor for new EOs. It would be helpful to have new EOs complete a skills inventory and share their results with me. I could then offer options or specific tasks.

- I plan to order the short version of Robert's rules of order and Strengths finder 2.0 for now and will check back frequently for other resources. I also want many of my staff members and co-workers to visit the site and utilize resources that fit their needs. Most importantly for them to be aware of them.

- Leadership Assessment for personal use, like resources for new staff and board members

- Working w/ board chairs -- which we're doing @ mid-year

- Unsure at this time - would need to review available resource options before answering.

- I am new to regulatory aspects of nursing. However, I feel that I have had resources provided in my role as nurse educator. At this time, I do not have other specific leadership interests.

- Model Rules, minutes of various committees, Council Connector, Policy Perspectives

- Group dynamics
- Are there any recently-published resources that address newer versions of testing/assessment of personality types, for use by administrators or HR personnel in identifying and utilizing strengths and talents of members in their employee groups?

- In addition to those stated above, the Nursing Practice resources on the Wiki.

- They all have value, but there is not always time to utilize them as much as one would like.

- A variety and there are many listed on the site that I was unaware of, so I may explore those further.

- Both these classes would be helpful

- I would like to know what the future wholes for lpn's and lvn's in todays development

- All are valuable resources, however I am interested in expanding more in the area of committee participation. Additionally, I frequently use online webinars and toolkits
Are there any leadership development topics or needs that you would like to have included in the Leadership Development Program?

- I would like to increase my knowledge of investigations and how to be a leader within our unit.
- Plans for succession for the EO for small boards that only have one nurse on staff.
- Working with different types of people/personalities/ages
- Anything regarding Office Management of a Board, working with a board, budget development for boards, resources for IT best practices
- Public Speaking How regulators can interface and be successful with the business community
- I can not think of any at this time
- More on how to function as a board member. I know there are differences among states but there are some basic info that would apply to all board members. Would be very useful as part of new member orientation.
- options specific to Board staff
- Not aware of the topics currently in this program.
- Strategic Planning vision, theory and application
- **Ethical climates** **Social Media policy development**
- I would like to have access to research engines through NCSBN. Practice often requires rigorous research and accessibility to peer-reviewed journals is limited. As a member of the 2012 cohort of the IRE Fellowship program, this would be beneficial.
- No
- what development programs are geared to help lpn's and lvn's in the leadership program?
- Data collection, trending Networking....getting foot in the door Regulatory reach
Comments:

- Thank you very much for asking my opinion and for educating me in the leadership availability.
- I have generally used the Web site for my committee information.
- My only problem is finding the time to access and absorb the resources. I go to them when there is a dilemma.
- As a public member of our board, I see few if any chances for leadership in NCSBN.
- There is a large amount of information included in the current Leadership Development Program. It all comes down to having time to research and use the information that is available. Good job!
- I was not aware of this specific section until today. I think it is an amazing idea to orient new members and staff and found this section very helpful. I have found many resources through NCSBN as part of the fellowship program but I did not know this section was available on the website. It is like a roadmap of offerings for development by NCSBN.
- this is an excellent program -- if folks take advantage of the materials and resources.
- I am just learning about the resources of NCSBN.
- My responsibilities at work and at my State Board is all I can do at this time.
- I did not know about this resource, but will go use it now...
- I am impressed with the organization of the program - you all have done a great job!
- I had not viewed this site until I received this e-mail. Although it was only a quick overview, I thought the site was very comprehensive and appealing. Hopefully the site will attract new, younger board members and staff to utilize the great offerings. Since everyone is very busy, it would be nice to be able to offer a short description so that everyone would be aware of the offerings.
- I've been to several of the mid-year and annual meetings and feel informed through the offerings for board members. While aware, I haven't felt the need for utilizing the website for leadership development. Perhaps, I have just forgotten to access.
- I think you are already doing a good job. Keep up the good work.
- Time is the issue
- lpn's and lvn's are being forgotten in the developing programs today.
- unfortunately I have not had the opportunity to take advantage of any of the NCSBN programs/resources. I hope to do so soon and have been monitoring your emails. Thank you.
- Thank you
### Attachment F

**Leadership Succession Committee**  
**Policy and Procedure**

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

| 1.0 POLICY | 1.1 LSC recommends strategies for the ongoing sustainability and advancement of the organization through leadership succession planning. |
|            | 1.2 LSC 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 LSC. |

| 2.0 STANDARDS / CRITERIA | 2.1 Facilitate the operations of the committee. |
|                         | 2.2 Determine candidate qualifications based on demonstration of identified essential competencies for governance leadership as stated in the leadership development plan. |
|                         | 2.3 Establish equitable, fair, and consistent campaign procedures. |

| 3.0 OPERATIONAL DEFINITIONS | 3.1 **Annual Meeting:** This term refers to NCSBN’s annual meeting held in August. |
|                            | 3.2 **Delegate Assembly:** During the Annual Meeting, the Delegate Assembly, NCSBN’s voting body, convenes. Activities include discussion and voting on NCSBN business items and election of individuals to the Board of Directors and LSC. |
|                            | 3.3 **Campaign Procedure:** permissible activities undertaken by applicants to communicate with the membership. |

| 4.0 OPERATIONAL PROCEDURE | 4.1 **Preparation of Slate and Interview Process**  
(a) LSC directly engages NCSBN committees & conference attendees through ongoing leadership development and engagement activities. |
(b) Issue Call for Nominations through NCSBN communication channels which may include:
   (1) NCSBN website
   (2) Council Connector
   (3) Electronic notification distribution and direct mailing to Member Board Presidents, Executive Officers, Member Boards, all current NCSBN committee members, and all member networks.

(c) Determine nominee eligibility and qualifications.

(d) Validate the nominee eligibility to serve a complete term with proper documentation.

(e) Conduct applicant interviews to validate essential competencies in governance leadership.
   (1) Contact applicants
   (2) Explain process of the interview
   (3) Conduct interview and allow applicant to ask questions
   (4) Conclude interview
   (5) Notify each applicant in writing of acceptance or denial of candidacy

(f) Members of the LSC who have submitted a nomination form for a second term shall recuse themselves from the interview of applicants for that position.

(g) Prepare slate of candidates.

4.2 Presentation of the Slate
   (a) LSC announces and submits the slate of candidates to the Business Book.
   (b) The report of the LSC 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).
   (c) Conduct Candidate Forum.
   (d) Election (Delegate Assembly Volunteer Committee)

4.3 Nominations from the Floor Procedure
   (a) Members nominated from the floor: Any member who intends to be nominated from the floor is required to take the following steps:
      (1) Obtain, complete & submit nomination form from NCSBN.
      (2) Person intending to be nominated from the floor will schedule an interview with LSC through NCSBN (no later than the day before adoption of the slate by the Delegate Assembly).
      (3) The interview questions and nomination form will be electronically disseminated by NCSBN to the individual intending to be nominated from the floor.
      (4) Nominee is interviewed by LSC the day prior to adoption of the slate by the Delegate Assembly.
(5) Written notification of LSC’s recommendation is delivered to the individual intending to be nominated from the floor following the interview, prior to Delegate Assembly.

(6) Individual intending to be nominated from the floor identifies a delegate to make a nomination from the floor during Delegate Assembly.

(7) Delegate obtains resolution form at Delegate Assembly, as instructed by the President.

(8) Nomination is made from the floor within a 2 minute timeframe and nominee’s qualifications are stated.

(9) Forms are collected by Delegate Assembly ushers.

4.4 Campaign Procedure

(a) Campaign activity is monitored by LSC. LSC members are prohibited from providing opinion, counsel or advice about candidates or campaign strategies; however, the members can provide information regarding the campaign process.

(b) Campaign violations will be addressed by LSC as identified.

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

(d) All candidates will receive the following for the purpose of campaign:

   (1) General contact information for Member Boards which includes mailing address and phone number of each NCSBN Member Board

   (2) The general Member Board group email address

   (3) Email addresses of NCSBN members registered to attend Annual Meeting.

4.5 Campaign Rules

(a) Campaign activity is monitored by LSC.

(b) Campaign activity is permitted after public announcement of the slate.

(c) Candidates may campaign by communicating with the membership through letters, emails, flyers and telephone calls.

(d) Campaign activity is allowed at all times during Annual Meeting with the exception of Delegate Assembly business session.

(e) Power Point presentations are permitted during the Candidate Forum of Annual Meeting. These presentations are optional for the candidate. If the candidate chooses to present a Power Point, the presentation is required to be submitted electronically to NCSBN.

(f) Candidate photos will be posted outside the meeting rooms.

(g) A ribbon will be provided to the candidate by NCSBN and is the only candidate identification allowed during Annual Meeting.
(h) A candidate unable to attend Annual Meeting may have his or her personal statement read during the candidate forum by their member board representative.

4.6 Candidate Forum:
(a) Occurs during Annual Meeting.

(b) Provides each candidate the opportunity to make a presentation (power point optional) to the membership.

(c) Individual candidate presentation time is limited to the following time intervals:
- Five (5) minutes for Presidential candidates
- Four (4) minutes for Director positions
- Two (2) minutes for LSC candidates

(d) Order of Candidate Forum Presentations
- **Even Numbered Years**
  - **Board of Directors**
    - (1) President
    - (2) Vice President
    - (3) Treasurer
    - (4) Director-at-Large (two positions)
  - **Leadership Succession Committee**
    - (1) Area I Member, LSC
    - (2) Area II Member, LSC
    - (3) Area III Member, LSC
    - (4) Area IV Member, LSC

- **Odd Numbered Years**
  - **Board of Directors**
    - (1) Area I Director
    - (2) Area II Director
    - (3) Area III Director
    - (4) Area IV Director
    - (5) Director-at-Large (two positions)
  - **Leadership Succession Committee**
    - (1) Designated Member, Employee of a Member Board
    - (2) Designated Member, Board Member of Member Board
    - (3) Designated Member, Current or Former NCSBN Committee Chair
    - (4) Designated Member, Former NCSBN Board of Directors Member

4.7 Election Results
(a) Refer to Board Policy 5.7. Annual Meeting; Process and Role of Committee on Elections

Revision Dates:
- January 4, 2010
- April 20, 2011
- April 12, 2012
### Attachment G

**Annual Meeting: Process and Role of Committee on Elections Policy and Procedure**

<table>
<thead>
<tr>
<th>POLICY NUMBER</th>
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<tbody>
<tr>
<td>POLICY NAME</td>
<td>ANNUAL MEETING: PROCESS AND ROLE OF COMMITTEE ON ELECTIONS</td>
</tr>
<tr>
<td>DATE OF ORIGIN</td>
<td>May 1992</td>
</tr>
<tr>
<td>PURPOSE</td>
<td>To conduct all elections decided by ballot in accordance with the NCSBN bylaws and election policies and procedures.</td>
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</tbody>
</table>

#### 1.0 POLICY

1.1 The Board of Directors (BOD) president will appoint the Elections Committee. The committee shall consist of a chair and one representative from each Area. Members of the committee shall not be a delegate or candidate for an office. The chair and members must attend the entire Delegate Assembly meeting.

1.2 Ballots shall contain the names of all nominees for office and for the Leadership Succession Committee. Candidates for an office nominated by the Leadership Succession Committee shall be listed first on each ballot.

1.3 The Elections Committee shall verify that only authorized delegates vote and that the number of votes cast does not exceed the number of delegates authorized to vote. The chair of the Elections Committee shall verify final voting numbers. If the names and numbers do not agree, a report shall be made to the president to inform the Delegate Assembly regarding the necessity for reballoting.

1.4 If a question arises regarding the validity of a delegate, the question shall be referred to the Election Committee Chair who shall request verification of the person’s voting status from the Credentials Committee.

1.5 Each member board shall be entitled to two votes. Either one or two delegates may cast the votes. There shall be no proxy or absentee voting at the Annual Meeting.

1.6 Members and employees of member boards shall be eligible to serve as delegates until their term or their employment with a member board ends. An NCSBN officer or director may not represent a member board as a delegate.

1.7 Official records of election results shall be retained in accordance with the record retention policy.

1.8 In matters of recording the count not covered in these policies, Robert's Rules of Order, Newly Revised and Robert's Parliamentary Law shall govern, the intent of the voter being the first consideration.

#### 2.0 STANDARDS/Criteria

2.1 If a manual voting process is used:

   (a) A valid authorization card will be required to receive a manual ballot. Authorization cards shall be issued only to individuals whose names appear on the official delegate list. Each delegate entitled to two votes shall receive two authorization cards.
(b) An explanation of the manual voting process will be provided to the voting delegates when they receive their voting card during the delegate registration process.
(c) In the event of a revote, the process identified for voting, as described above, will be followed.

2.2 If an electronic voting process is used:
(a) A valid PIN authorization card will be required to access a computerized ballot. PIN authorization cards shall be issued only to individuals whose names appear on the official delegate list. Each delegate entitled to two votes shall receive two PIN authorization cards.
(b) An explanation of the computerized voting process will be provided to the voting delegates when they receive their voting card during the delegate registration process.
(c) In the event of a revote, the process identified for voting, as described above, will be followed.

3.0 OPERATIONAL PROCEDURE

3.1 The Elections Committee will receive orientation on roles and responsibilities, voting process and procedures and timelines.

3.2 Counting the Vote
(a) The Elections Committee shall tally all ballots cast when the voting is closed.
(b) When the count is completed and verified, the chair of the Elections Committee shall notify the president, CEO and the Election Committee members.

3.3 Reporting the Vote
(a) The results of the election will be announced at the first Delegate Assembly meeting following the election. The President will announce only the names of candidates who received the necessary votes to elect and declare the result for that office.
(b) The members of the Election Committee shall inform candidates in writing of the results of the election before the results are announced at the Delegate Assembly. Staff will post the name, jurisdiction and Area of those elected on the message board in the registration area after the declaration of election.
(c) Members of the Elections Committee will review election results with candidates and delegates who request it.

Revision Dates:
- May 1998
- March 2002
- May 2002
- December 2002

Board of Directors Review Dates:
- FY07
- FY11
2012 Report of the Board of Directors

Highlights of Business Activities

THE FUTURE IS NOW

The 2012 Board of Directors (BOD) has been immersed in discussions and decisions affecting the future. In the fall, the BOD directed staff to submit a proposal to the Canadian Council of Registered Nurse Regulators request for a computer-based, computer adaptive licensing examination. In a historical decision, the proposal was awarded to NCSBN. In another first, the BOD diligently monitored the discussion of a proposed federal bill regarding a tandem telehealth license from Senator Udall (New Mexico). Never in the history of NCSBN has there been such action directly related to state-based licensure. NCSBN has additionally impacted the future through its initiative to support the adoption of the APRN Consensus Model to standardize one regulatory model across the nation. The late Steve Jobs, former CEO fo Apple, said that everyone here has the sense that right now is one of those moments when we are influencing the future. This has been one of those moments.

The BOD continues to schedule time for generative conversations at every meeting. These thought provoking discussions have covered the meaning of collaborative leadership and strategic alliances; implementation of the Uniform Licensure Requirements (ULRs); the implication of passing a Delegate Assembly resolution; how to engage members early in the activities of NCSBN; how to make the most effective use of committees; maximizing the membership value and benefit of the Annual and Midyear meetings; and the components of known licensure models.

The BOD implemented an outcome, performance-based strategic and operational plan this year. Performance data and cost analysis have been provided to the BOD from all major areas of the organization regarding programs, products and services. This data review has helped the BOD have confidence that NCSBN is making a difference, that resources have been spent wisely and the work of the organization is providing value to the membership.

The BOD has continued to grant funding for member boards to participate in the Data Integrity Project. The improved completeness and accuracy of Nursys® has benefited all members. The goal of a national unduplicated count of nurses in the U.S. is within reach with 49 jurisdictions now submitting licensure data and several others working toward submission.

Recommendations to the Delegate Assembly

Adopt the proposed revision to the NCSBN Model Practice Act and Rules.

Rationale:
The newly revised Model Act and Rules are the result of two years’ work on the part of the Model Act & Rules Committee, beginning in fiscal year 2011 (FY11). The model revisions include efforts by the committee to update, streamline, clarify and better organize the existing model. Language has been added to coincide with already adopted NCSBN policies and guidelines, including the Uniform Licensure Requirements, Substance Use Disorder Guidelines and the APRN Consensus Model. Adoption of the new model will allow all boards of nursing (BONs) to more easily adopt and implement consistent laws by using the model as example legislative and regulatory language. The revisions were shared with the membership at the Midyear Meeting and revised according to feedback received.

Fiscal Impact:
None.
Adopt the Saskatchewan Registered Nurses’ Association 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 applications for associate membership meet the qualifications as stated in the NCSBN Bylaws.

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

Adopt the College of Licensed Practical Nurses of Nova Scotia 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 applications for associate membership meet the qualifications as stated in the NCSBN Bylaws.

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

Adopt the Nursing Council of New Zealand 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 applications for associate membership meet the qualifications as stated in the NCSBN Bylaws.

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

FY12 Highlights and Accomplishments

COLLABORATION WITH EXTERNAL ORGANIZATIONS

Strategic Partnership Meeting Attendance by BOD and/or NCSBN Staff
- National Coordinating Council for Medication Error Reporting and Prevention (NCC MERP)
- National Governor’s Association (NGA)
- National Conference of State Legislatures (NCSL)
- Council on Licensure, Enforcement and Regulation (CLEAR) Annual Meeting
- International Council of Nurses (ICN) Credentialing & Regulatory Forum
- ICN Triad Meeting
- Tri-Council Meeting
- Citizens Advocacy Center Annual Meeting (CAC)
- National League for Nursing Summit (NLN)
- Florida Board of Nursing visit
- National Student Nurses Association (NSNA) Midyear Conference
- National Association for Associate Degree Nursing (N-OADN) Annual Convention
- American Association of Colleges of Nursing (AACN) Baccalaureate Conference
Council of State Governments (CSG) National Conference and North American Summit
National Federation of Licensed Practical Nurses (NFLPN)
Nursing Organization Alliance (NOA)
Federation of Associations of Regulatory Bodies (FARB)
Vermont Board of Nursing visit
NCSL Fall Forum
NSNA Annual Conference
American Organization of Nurse Executives (AONE)
Federation of State Medical Boards (FSMB)
National Credentialing Summit
National Governors Association (NGA) Winter Meeting
Tri-Regulator Collaborative Meeting
Nurse Triage Line Stakeholders Meeting
National Quality Forum (NQF)
Institute for Healthcare Improvement (IHI) Annual Meeting
American Board of Nursing Specialties (ABNS) Annual Meeting
National Organization of Nurse Practitioner Faculties (NONPF) Annual Meeting

FINANCE
The BOD accepted the financial statements for the first two quarters of the fiscal year.
The BOD approved authorizing the CEO to establish and maintain banking investment and brokerage accounts in the name of NCSBN.
The BOD accepted the financial statements and the report of the independent auditors affirming the statements present fairly, in all material respects, the financial position of NCSBN as of Sept. 30, 2011.
The BOD accepted the independent auditor’s report for the NCSBN retirement plan for the year ending June 30, 2011.
The BOD reviewed and approved the 2011 IRS 990 form.

GOVERNANCE AND POLICY
The BOD participated in a new BOD orientation session with a governance consultant.
The BOD finalized a self-assessment performance action plan to be implemented throughout the year in order to improve the BOD’s governance effectiveness.
The BOD participated in an orientation session with legal counsel on the legal foundations for governance, fiduciary obligations and role and responsibilities of the BOD.
The BOD reviewed and discussed the 2011 Delegate Assembly evaluations. Recommended changes to the 2012 Delegate Assembly were initiated as a result.
The BOD approved the minutes of each proceeding BOD meeting.
The BOD reviewed a Nurse Licensure Compact Administrator (NLCA) update report at each meeting.
- The BOD facilitated a dialogue with the membership during all BOD meetings by conference call and/or webinar.

- The BOD reviewed current issues and events in the national and international environment at each meeting, including the annual written environmental scan report.

- At each BOD meeting, the BOD participated in a report and discussion with Prime Policy Group, a Washington, D.C. government relations firm.

- The BOD directed staff to submit a proposal in response to a request for proposal from the Canadian Council of Registered Nurse Regulators for a computer adaptive licensure examination.

- The BOD met with the Leadership Succession Committee (LSC) in a joint meeting to discuss the future needs of the NCSBN BOD, measures to engage the membership and areas of process improvement.

- The BOD facilitated a discussion on generative topics pertinent to the future of nurse licensure, the implication of passing a Delegate Assembly resolution, how to engage members early in the activities of NCSBN, how to make the most effective use of committees, collaborative leadership and strategic alliances, and how to maximize the Annual and Midyear Meetings for the benefit of members.

- The BOD appointed members to fill two vacancies on the LSC.

- The BOD approved proposed revisions to Policy 2.4. NCSBN Member Board Resource Fund and Policy 5.1. NCSBN Major Meetings to provide support for member boards and decrease the costs of Annual Meeting.

- The BOD met with the President and CEO David Swankin of the Citizens Advocacy Center (CAC) to discuss reforming scopes of practice and current needs of consumers.

- The BOD approved a budget for Phase II of the Consumer Outreach Campaign to inform and educate consumers on the role of BONs and advanced practice registered nurses (APRNs).

- The BOD approved the Center for Creative Leadership (CCL) as the vendor for executive coaching for up to 20 executive officers.

- The BOD approved direct assistance requests for funding to assist members with the data integrity project from the following jurisdictions: Arizona, Delaware, New Hampshire, the District of Columbia, Florida, Texas, New Mexico, Virginia and Minnesota.

- The BOD adopted the proposed Board Member Role Expectations and Responsibilities of Being a Mentor to a New Board Member documents to provide additional information to board members for BOD governance effectiveness and efficiency.

- The BOD engaged in conversation on the meaning and implementation of the organizational values of collaboration, excellence, innovation, integrity and transparency.

- The BOD reviewed and discussed CSG’s proposal regarding criminal background checks.

- The BOD approved funding for an Operations Conference with three objectives: identify strategies for an efficient licensure program; utilize the multi-faceted functionality of Nursys; and analyze licensure documents for fraud. The BOD also approved establishing a planning group to plan and host the conference.

- The BOD endorsed the American Nurses Association (ANA) statement on social networking.

- The BOD approved the request from the North Dakota Board of Nursing for $20,000 to engage a firm to conduct a program audit.

- The BOD appointed a member to the Model Act & Rules Committee to fill a vacancy.
- The BOD appointed a member to fill a vacancy on the Nursing Education Committee.
- The BOD approved the proposed revisions to Policy 3.16, now titled CEO Succession Plan, to ensure the operations of NCSBN are uninterrupted in the event of the anticipated or unanticipated departure of the NCSBN CEO.
- The BOD accepted the draft joint statement on state based licensure and asked CEO Kathy Apple to negotiate possible revisions with the Tri-Regulator Collaborative.
- The BOD approved fiscal year 2013 (FY13) BOD meeting dates.
- The BOD reviewed and discussed the performance management system infrastructure implemented by staff.
- The BOD approved the content for area meeting agendas.
- The BOD reviewed and discussed the work of the Interface Group (composed of members of the NCSBN BOD and members of the NLCA Executive Committee) to facilitate communication and resolution of concerns.
- The BOD reviewed quarterly progress towards accomplishment of the 2012 Strategic and Operational Scorecards.
- The BOD began strategic and operational objectives for FY13.
- The BOD reviewed annual member evaluations of all committees.
- The BOD determined FY13 committees, charges and appointed chairs to each committee.
- The BOD reviewed and discussed the role of the BOD, CEO and staff.
- The BOD met with the executive director of CSG.
- The BOD finalized the 2012 Delegate Assembly business agenda and recommendations.
- The BOD endorsed the National Organization of Nurse Practitioner Faculty (NONPF) revised criteria for evaluation of nurse practitioner education programs.
- The BOD approved a new policy on guidelines for the use of social media by NCSBN.
- The BOD conducted a debriefing and evaluation at the end of each BOD meeting.

### TESTING
- The BOD filled vacant committee positions to facilitate the work of the NCLEX® Item Review Subcommittee (NIRSC).
- The BOD reviewed the proposed revision to the 2013 NCLEX-RN® Test Plan.
- The BOD moved to approve the white paper on the purpose and function of NCLEX® for distribution to provide education to members and the external community.
- The BOD terminated the data sharing agreement with CGFNS International.
- The BOD routinely reviewed the NCLEX, Medication Aide/Assistant Certification Examination (MACE®) and National Nurse Aide Assessment Program (NNAAP®) reporting data.
- The BOD reviewed quarterly reports from Pearson VUE.

### INFORMATION TECHNOLOGY
- The BOD approved the Nursys e-push financial model and marketing strategy for licensure and disciplinary data.
The BOD adopted the proposed Policy 12.16. Response to Third-party Subpoenas to support the protection of data housed in Nursys.

The BOD charged staff with identifying criteria/guidelines for direct assistance requests that would include sufficient specificity regarding Nursys essential data elements and approach to capture or revise data.

The BOD approved implementation of the enhanced Nursys vision utilizing the NCSBN developed model and referred the proposal to the Finance Committee to provide a final cost analysis and recommendation to the BOD. The new model will include a licensure management system.

The BOD reviewed program data from the departments of Interactive Services and Nursys on a quarterly basis.

NURSING REGULATION
- The BOD approved the budget for the Continued Competence Research Project Pilot Study.
- The BOD approved the ULRs implementation plan.
- The BOD approved funding for a national stratified sample survey of nursing workforce supply data.
- The BOD reviewed updates on the work of the APRN LACE Network.

RESEARCH
- The BOD decided not to publish the completed APRN study, but to instead, use the study results to develop new research to inform the regulation of APRNs.
- The BOD approved funding for a national stratified sample survey of nursing workforce supply data.

Attachment
A. Annual Progress Report, October 2011–May 2012
B. Saskatchewan Registered Nurses’ Association Associate Member Application
C. College of Licensed Practical Nurses of Nova Scotia Associate Member Application
D. Nursing Council of New Zealand Associate Member Application
Attachment A

Annual Progress Report, October 2011–May 2012

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.

A. NCSBN promotes evidence-based regulation.

STRATEGIC OBJECTIVE 1
Increase regulatory knowledge through research.
NCSBN continues an active research program with meaningful and useful projects. Results of the Medication Aide Study were shared in a face-to-face meeting with the Centers for Medicare and Medicaid Services. The results were also published in the *Journal for Nursing Regulation* and disseminated at the long-term care conference. The National Simulation Study is on track and entering Phase 2. The Transition to Practice Study is on track and entered its next phase. Both studies will be completed with results distributed in 2014. The Continued Competence Pilot Study has begun and the Nurse Licensure Models/Excelsior study design is under development and discussion. The 2012 Scientific Symposium will be held in Arlington, Va. on Sept. 11, 2012.

STRATEGIC OBJECTIVE 2
Promote regulatory excellence through a performance measurement system.
The Commitment to Ongoing Regulatory Excellence (CORE) Committee has been working with a performance measurement expert and have developed a logic model to ensure survey questions are measuring the right outcomes. Promising practices in the area of discipline have been identified and will be investigated further. Survey instruments have been revised for the next data collection.

STRATEGIC OBJECTIVE 3
Create resources for evidence-based regulation.
Criteria for evaluation of APRN certifications examinations have been revised and shared with pertinent stakeholders. Guidelines to assist states with grandfathering individuals to ensure congruence with the APRN Consensus Model have been developed and will be further refined in the coming year. Various resources have been developed to assist jurisdictions in the adoption of the APRN Consensus Model. Recommendations to address current and emerging licensure issues that impact patient safety in all jurisdictions have been developed and will be implemented in the coming year. Revisions to the Model Act and Rules have been developed.

STRATEGIC OBJECTIVE 4
Increase public awareness of state-based licensure and NCSBN.
A major communications plan in conjunction with the CBS Community Partnership Program has been developed and launched. The focus of the plan is to educate consumers about advanced practice registered nurses (APRN) and the APRN Consensus Model.
B. NCSBN advances the engagement and leadership potential of all members through education, information and networking.

STRATEGIC OBJECTIVE 1
Enhance leadership self-knowledge, governance and regulatory expertise.
New initiatives including a Leadership Development Network were implemented. Information and resources pertaining to the Leadership Development Plan, a leadership development guide and the Institute for Regulatory Excellence (IRE) have been developed and distributed. IRE Fellow research projects were presented at the annual IRE conference. An executive coaching service was approved and implemented for executive officers. Ongoing governance education was provided to the BOD.

C. NCSBN provides state-of-the-art competence assessments.

STRATEGIC OBJECTIVE 1
Develop psychometrically sound, legally defensible innovative competence assessments.
All NCSBN examinations were administered in accordance with security policies and procedures. Sufficient items were developed and reviewed; only valid examinations were administered and scored. Revisions to the 2013 NCLEX-RN® Test Plan were developed. Standard-setting procedures were conducted for NNAAP® and MACE®.

STRATEGIC OBJECTIVE 2
Develop options for non-U.S. nursing regulatory authorities to use NCSBN competency examinations.
Proposal for the use of the NCLEX-RN® was accepted by the Canadian Council of Registered Nurse Regulators. Expected implementation date for use of the NCLEX-RN is Jan. 5, 2015.

D. NCSBN collaborates to advance the evolution of nursing regulation.

STRATEGIC OBJECTIVE 1
Increase understanding of regulatory processes, challenges and opportunities worldwide.
An action plan was developed by the seven countries participating in the International Nurse Regulator Collaborative. The first activity was to collect and share disciplinary data, develop a disciplinary lexicon and discuss ways to share disciplinary actions between countries for the purpose of licensing. NCSBN has participated in regulatory activities with the International Council of Nurses and nurse regulatory bodies from other countries. International presentation was made on guidelines for the use of social media. Associate membership is increasing.

STRATEGIC OBJECTIVE 2
Promote standards of nursing regulation.
A consultant was engaged to assist in the application process for obtaining accreditation status from the American National Standards Institutes as a standards development organization. Submission of the application is expected later in the year.
E. NCSBN optimizes nursing regulation through efficient use of technology.

STRATEGIC OBJECTIVE 1

Develop a licensure management system.

Business requirements for a new licensure management system have been aggressively obtained through multiple face-to-face meetings with individual member boards. Staff have been hired and consultants obtained to develop the licensure management system.

STRATEGIC OBJECTIVE 2

Develop mechanism to share disciplinary and licensure information with associate members.

Nursys® has been enhanced to include the NCSBN ID as the unique identifier for member boards as a first step towards exploring options for including disciplinary and licensure information from associate members.
Attachment B

Saskatchewan Registered Nurses’ Association
Associate Member Application

NCSBN Associate Member Application

Applicant Contact Information
Name
Karen Eisler
Title
Executive Director
Phone
306 359 4235
Fax Number
E-mail
keisler@sma.org

Organization Information
Full Name
Saskatchewan Registered Nurses’ Association
Chief Staff Person
Executive Director
Mailing Address
2086 Ratcliff Street
City
Regina
State
Saskatchewan
Country
Canada
Postal Code

Street Address (if not the same)

City
State
Country
Postal Code

Phone Number
Fax Number
E-mail
Web site
www.sma.org

Organization Description
1. Please list all the professions your organization regulates:

   Registered Nurses RNs and Nurse Practitioners RN(NP)s.

2. Please list the number of persons regulated (by profession):

   RNs 10,500 RN(NP)s 140
3. Please describe the authority under which your organization regulates:

Registered Nurses Act, 1988 (Government of Saskatchewan)

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

To network with RN Regulators. To improve regulation (North American)

5. Is your organization incorporated or not? If yes, are you considered for profit or non-profit?

Yes, non-profit

6. Are you a membership organization?

Yes

Upon completion, you must submit this application form via email to membersrelations@ncsba.org along with a copy of your Bylaws and Mission Statement as attachments.

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] [Feb 24/12 Date]

[Name]

[Title]

[Date]
## Attachment C

**College of Licensed Practical Nurses of Nova Scotia Associate Member Application**

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<thead>
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<th>Applicant Contact Information</th>
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<tr>
<td><strong>Name</strong></td>
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<th>Organization Information</th>
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<tr>
<td><strong>Full Name</strong></td>
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<tr>
<td><strong>Chief Staff Person</strong></td>
</tr>
<tr>
<td><strong>Haling Address</strong></td>
</tr>
<tr>
<td><strong>City</strong></td>
</tr>
<tr>
<td><strong>State</strong></td>
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<td><strong>Country</strong></td>
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<td><strong>City</strong></td>
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</tr>
</tbody>
</table>

| **Phone Number** | 9024238517 |
| **Fax Number** | 9024256811 |
| **E-mail** | ann@clpnns.ca |
| **Web site** | www.clpnns.ca |

**Organization Description**

1. Please list all the professions your organization regulates:

   LPNs only

2. Please list the number of persons regulated (by profession):

   3900
3. Please describe the authority under which your organization regulates:

Legislative Statute, LPN Act and Regulations, 2006

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

For knowledge transfer, information sharing and working collaboratively

5. Is your organization incorporated or not? If yes, are you considered for profit or non-profit?

not incorporated, not for profit, been in existence since 1957

6. Are you a membership organization?

yes

Upon completion, you must submit this application form via email to memberrelations@ncsbn.org along with a copy of your Bylaws and Mission Statement as attachments.

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]  [Executive Director]  [Date]

Title  Dec 2011
Attachment D

Nursing Council of New Zealand Associate Member Application

<table>
<thead>
<tr>
<th>Applicant Contact Information</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Carolyn Mary Reed</td>
</tr>
<tr>
<td></td>
<td>Mrs.</td>
</tr>
<tr>
<td>Phone</td>
<td>+64 4 8020232</td>
</tr>
<tr>
<td></td>
<td>+64 4 8018502</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:Carolyn@nursingcouncil.org.nz">Carolyn@nursingcouncil.org.nz</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organization Information</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Name</td>
<td>Nursing Council of New Zealand</td>
</tr>
<tr>
<td>Mailing Address</td>
<td>PO Box 9644</td>
</tr>
<tr>
<td>City</td>
<td>Wellington</td>
</tr>
<tr>
<td>State</td>
<td></td>
</tr>
<tr>
<td>Country</td>
<td>New Zealand</td>
</tr>
<tr>
<td>Postal Code</td>
<td>6011</td>
</tr>
<tr>
<td>Street Address (if not the same)</td>
<td>Level 12, Mid City Tower, 139-145 Willis Street</td>
</tr>
<tr>
<td>City</td>
<td>Wellington</td>
</tr>
<tr>
<td>State</td>
<td>NZ</td>
</tr>
<tr>
<td>Country</td>
<td></td>
</tr>
<tr>
<td>Postal Code</td>
<td>6011</td>
</tr>
<tr>
<td>Phone Number</td>
<td>a/a</td>
</tr>
<tr>
<td>Fax Number</td>
<td>a/a</td>
</tr>
<tr>
<td>E-mail</td>
<td>a/a</td>
</tr>
<tr>
<td>Web site</td>
<td><a href="http://www.nursingcouncil.org.nz">www.nursingcouncil.org.nz</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organization Description</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Please list all the professions your organization regulates:</td>
<td>Nursing</td>
</tr>
<tr>
<td>2. Please list the number of persons regulated (by profession):</td>
<td>132665</td>
</tr>
</tbody>
</table>
3. Please describe the authority under which your organization regulates:

Health Practitioners Competence Assurance Act 2003

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

Professional alignment with peer international regulator

5. Is your organization incorporated or not? If yes, are you considered for profit or non-profit?

No. Non profit organization

6. Are you a membership organization?

No

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Authorized signature on file with NCSBN

Signature __________________________ Title __________ Date __________