TRANSFORMING
THE
FUTURE
OF
REGULATORY
LEADERSHIP

INDIANAPOLIS, INDIANA
AUG. 3 - 5, 2011

2011 ANNUAL MEETING
About this Illustration

The illustration used to symbolize the 2011 NCSBN theme, Transforming the Future of Regulatory Leadership, was inspired by a quote attributed to Harriet Tubman, an African-American abolitionist: “Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience and the passion to reach for the stars to change the world.”

The elements of the illustration were chosen to reflect both the theme and the quote, as well as bring together symbols that evoke images of Indianapolis, the 2011 Annual Meeting host city.

The torch, the sole icon in the flag of Indiana, is depicted here, held aloft by the human figure in the illustration epitomizing the pinnacle of achievement. The illumination sent forth by the torch is a focal point of the design, symbolic of the fact that light is transformative – turning darkness into light, bringing clarity of vision and making a dream a reality.

In its posture of forward momentum the figure itself conveys energy, endurance and dedication. The figure is poised on a base grounded in the present, but positioned above the clouds, emblematic of the high standards that boards of nursing already achieve; the wings evoke transformation, having the means and ability to embark upon a new goal reaching new heights of regulatory leadership.

The buildings that surround the central figure represent the strong foundation of leadership that is the underpinning of regulatory excellence. These buildings also pay homage to the fact that Indianapolis is second only to Washington D.C. for the number of monuments it has within the city limits.
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Membership
The National Council of State Boards of Nursing, Inc. (NCSBN) is a not-for-profit organization whose membership comprises the boards of nursing in the 50 states, the District of Columbia and four U.S. territories—American Samoa, Guam, Northern Mariana Islands and the Virgin Islands. There are also seven associate members.

Mission
The National Council of State Boards of Nursing (NCSBN) provides education, service and research through collaborative leadership to promote evidence-based regulatory excellence for patient safety and public protection.

Vision
Advance regulatory excellence worldwide.

Values
Collaboration: Forging solutions through respect, diversity and the collective strength of all stakeholders.
Excellence: Striving to be and do the best.
Innovation: Embracing change as an opportunity to better all organizational endeavors and turning new ideas into action.
Integrity: Doing the right thing for the right reason through honest, informed, open and ethical dialogue.
Transparency: Demonstrating and expecting openness, clear communication and accountability of processes and outcomes.

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

NCSBN’s programs and services include developing the NCLEX-RN® and NCLEX-PN® examinations, performing policy analysis and promoting uniformity in relationship to the regulation of nursing practice, disseminating data related to the licensure of nurses, conducting research pertinent to NCSBN’s purpose and serving as a forum for information exchange for members.
SECTION I: 2011 NCSBN ANNUAL MEETING

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Business Agenda of the 2011 Delegate Assembly

Wednesday, Aug. 3, 2011
10:00 am

OPENING CEREMONIES
- Introductions
- Announcements

OPENING REPORTS
- Credentials Report

ADOPTION OF AGENDA

REPORT OF THE LEADERSHIP SUCCESSION COMMITTEE
- Presentation of the 2011 Slate of Candidates
- Nominations from Floor
- Approval of the 2011 Slate of Candidates

PRESIDENT’S ADDRESS

CEO’S ADDRESS

Friday, Aug. 5, 2011
10:45 am

BOARD OF DIRECTORS’ RECOMMENDATIONS
- Adopt the proposed revision to the Uniform Licensure Requirements.
- Adopt the Singapore Nursing Board as an Associate Member of NCSBN.
- Adopt the College of Registered Nurses of Nova Scotia as an Associate Member of NCSBN.

NEW BUSINESS

CLOSING CEREMONY

ADJOURNMENT
Standing Rules of the Delegate Assembly

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

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

3. Agenda
   A. Business Agenda
      1. The Business Agenda is prepared by the President in consultation with the Chief Executive Officer and approved by the Board of Directors.
   B. Consent Agenda
      1. The Consent Agenda contains agenda items that do not recommend actions.
      2. The Board of Directors may place items on the Consent Agenda that may be considered received without discussion or vote.
      3. An item will be removed from the Consent Agenda for discussion or vote at the request of any delegate.
      4. All items remaining on the Consent Agenda will be considered received without discussion or vote.
4. Motions or Resolutions
   
   A. Only delegates, members of the Board of Directors, and the NCLEX® Examination Committee may present motions or resolutions to the Delegate Assembly. Resolutions or motions made by the NCLEX® Examination Committee are limited to those to approve test plans pursuant to Article X, Section 1(a) of the NCSBN Bylaws.
   
   B. All motions, resolutions and amendments shall be in writing and on triplicate motion paper signed by the maker and a second. All motions, resolutions and amendments must be submitted to the Delegate Assembly Chair and the Parliamentarian. All resolutions and non-procedural main motions must also be submitted to the Chair of the Resolutions Committee before being presented to the Delegate Assembly.
   
   C. The Resolutions Committee, according to its Operating Policies and Procedures, shall review motions and resolutions submitted before Thursday, August 4, 2011, at 4:30 pm. Resolution or motion-makers are encouraged to submit motions and resolutions to the Resolutions Committee for review before this deadline.
   
   D. The Resolutions Committee will convene its meeting on Thursday, August 4, 2011, at 4:30 pm and schedule a mutually agreeable time during the meeting to meet with each resolution or motion-maker. The Resolutions Committee shall meet with the resolution or motion-maker to prepare resolutions or motions for presentation to the Delegate Assembly and to evaluate the resolution or motion in accordance with the criteria in its operating policies and procedures. The Committee shall submit a summary report to the Delegate Assembly of the Committee’s review, analysis, and evaluation of each resolution and motion referred to the Committee. The Committee report shall precede the resolution or motion by the maker to the Delegate Assembly.
   
   E. If a member of the Delegate Assembly wishes to introduce a non-procedural main motion or resolution after the deadline of 4:30 pm on Thursday, August 4, 2011, the request shall be submitted under New Business; provided that the maker first submits the resolution or motion to the Chair of the Resolutions Committee. All motions or resolutions submitted after the deadline must be presented with a written analysis that addresses the motion or resolution’s consistency with established review criteria, including, but not limited to, the NCSBN mission, purpose and/or functions, strategic initiatives and outcomes; preliminary assessment of fiscal impact; and potential legal implications. The member submitting such a motion or resolution shall provide written copies of the motion or resolution to all delegates. A majority vote of the delegates shall be required to grant the request to introduce this item of business. [The Resolutions Committee shall advise the Delegate Assembly where the required analyses have not been performed and/or recommend deferral of a vote on the motion pending further analysis.]

5. Debate at Business Meetings
   
   A. Order of Debate: Delegates shall have the first right to speak. Non-delegate members and employees of Member Boards including members of the Board of Directors may speak only after all delegates have spoken.
   
   B. Any person who wishes to speak shall go to a microphone. When recognized by the Chair, the speaker shall state his or her name and Member Board or organization.
   
   C. No person may speak in debate more than twice on the same question on the same day, or longer than four minutes per speech, without permission of the Delegate Assembly, granted by a majority vote without debate.
D. A red card raised at a microphone interrupts business for the purpose of a point of order, a question of privilege, orders of the day, a parliamentary inquiry or an appeal. Any of these motions takes priority over regular debate.

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

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

6. Nominations and Elections

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

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

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

D. The voting strength for the election shall be determined by those registered by 5 pm on Wednesday, August 3, 2011.

E. Election for officers, directors, and members of the Leadership Succession Committee shall be held Thursday, August 4, 2011, from 7:30 to 8:30 am.

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

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

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

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

7. Forums

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

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

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

TUESDAY, AUG. 2, 2011

2:00 – 6:00 pm
Nurse Licensure Compact Administrators (NLCA) Meeting
White River Ballroom A & B
1st Floor

3:00 – 6:00 pm
Registration Opens
White River Ballroom Foyer
1st Floor

3:00 – 6:00 pm
New Candidate Interviews with the Leadership Succession Committee (LSC)
Suite 104
1st Floor

4:00 – 5:30 pm
Nurse Licensure Compact Administrators (NLCA) Meeting
Suite 104
1st Floor

WEDNESDAY, AUG. 3, 2011

7:30 – 9:30 am
Continental Breakfast
White River Ballroom Foyer
1st Floor

7:30 – 10:00 am
Exhibit Showcase
White River Ballroom Foyer

7:30 am – 3:30 pm
Registration
White River Ballroom Foyer

8:00 – 8:30 am
Resolutions Committee Meeting
Open to Resolutions Committee members only.
White River Ballroom E-J

8:30 – 9:30 am
Delegate Orientation
Open to all attendees.
White River Ballroom E-J

10:00 – 10:30 am
Delegate Assembly: Opening Ceremony
Welcome from the Indiana State Board of Nursing.
White River Ballroom E-J

SCHEDULE AND LOCATIONS ARE SUBJECT TO CHANGE.
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>10:30 – 10:45 am</td>
<td>President’s Address&lt;br&gt;Myra Broadway, JD, MS, RN, President, NCSBN Board of Directors, Executive Director, Maine State Board of Nursing</td>
</tr>
<tr>
<td>10:45 – 11:00 am</td>
<td>CEO’s Address&lt;br&gt;Kathy Apple, MS, RN, FAAN, CEO, NCSBN</td>
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<tr>
<td>11:00 – 11:15 am</td>
<td>Finance Committee Forum&lt;br&gt;Julia George, MSN, RN, FRE, Treasurer, NCSBN Board of Directors, Executive Director, North Carolina Board of Nursing</td>
</tr>
<tr>
<td>11:15 am – 12:00 pm</td>
<td>Board of Directors Forum&lt;br&gt;Myra Broadway, JD, MS, RN, President, NCSBN Board of Directors, Executive Director, Maine State Board of Nursing</td>
</tr>
<tr>
<td>12:00 – 1:15 pm</td>
<td>Lunch</td>
</tr>
<tr>
<td>1:15 – 2:30 pm</td>
<td>Candidate Forum&lt;br&gt;Barbara Morvant, MN, RN, Chair, Leadership Succession Committee&lt;br&gt;Executive Director, Louisiana State Board of Nursing&lt;br&gt;Support NCSBN and your fellow NCSBN members. Come to the Candidate Forum to hear from the nominees for NCSBN elected office.</td>
</tr>
<tr>
<td>2:30 – 3:00 pm</td>
<td>Exhibit Showcase Break</td>
</tr>
<tr>
<td>3:00 – 3:30 pm</td>
<td>Uniform Licensure Requirements and Portability Committee Forum&lt;br&gt;Brenda McDougal, Chair, Uniform Licensure Requirements and Portability Committee&lt;br&gt;Associate Executive Director, North Carolina Board of Nursing</td>
</tr>
<tr>
<td>3:30 – 4:00 pm</td>
<td>TERCAP® Committee Forum&lt;br&gt;Marybeth Thomas, PhD, RN, Chair, TERCAP® Committee&lt;br&gt;Director of Nursing Education and Practice, Texas Board of Nursing</td>
</tr>
<tr>
<td>4:00 – 5:00 pm</td>
<td>Candidate Connection&lt;br&gt;Delegates can take this opportunity to meet the candidates running for office.</td>
</tr>
<tr>
<td>4:00 – 5:00 pm</td>
<td>Parliamentarian Office Hours&lt;br&gt;Take this opportunity to ask the Parliamentarian questions and/or submit resolutions.</td>
</tr>
<tr>
<td>5:30 – 7:30 pm</td>
<td>NCSBN Welcome Reception: Indianapolis Zoo&lt;br&gt;NCSBN welcomes all attendees to the 2011 Annual Meeting. Please join us at the Indianapolis Zoo for a networking reception. Tickets will be included in the registration packets of those who opted to attend during online registration. The reception is open to attendees only. Tickets must be presented to enter the reception.</td>
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### THURSDAY, AUG. 4, 2011

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<th>Location</th>
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<tbody>
<tr>
<td>7:30 – 8:30 am</td>
<td>Election Voting</td>
<td>Suite 101 1st Floor</td>
</tr>
<tr>
<td>7:30 – 9:00 am</td>
<td>Exhibit Showcase</td>
<td>White River Ballroom Foyer 1st Floor</td>
</tr>
<tr>
<td>7:30 – 9:00 am</td>
<td>Pearson VUE Sponsored Breakfast</td>
<td>White River Ballroom Foyer 1st Floor</td>
</tr>
<tr>
<td>7:30 am – 12:00 pm</td>
<td>Registration</td>
<td>White River Ballroom Foyer 1st Floor</td>
</tr>
<tr>
<td>9:00 – 10:00 am</td>
<td>Knowledge Networks</td>
<td>White River Ballroom A B C &amp; D</td>
</tr>
</tbody>
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- **NCSBN Knowledge Networks** are brainstorming discussions regarding regulatory trends and issues. Choose from the following options:
  - NCSBN Executive Officers (Open to NCSBN Executive Officers only)
  - NCSBN Board Presidents (Open to NCSBN Board Presidents only)
  - Regulatory Network (Open to Board Staff, Board Members and External Organizations)

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<th>Location</th>
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<tbody>
<tr>
<td>10:00 – 10:30 am</td>
<td>Exhibit Showcase Break</td>
<td>White River Ballroom Foyer 1st Floor</td>
</tr>
<tr>
<td>10:30 am – 12:00 pm</td>
<td>Knowledge Networks, continued</td>
<td>Griffin Hall 2nd floor</td>
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<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>12:00 – 1:15 pm</td>
<td>Lunch</td>
<td>White River Ballroom E-J</td>
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**High Altitude Leadership: Creating Teams that Summit Despite the Odds**

By Chris Warner, Earth Treks, Inc.

Warner is an Emmy-nominated film maker, author, expedition leader and entrepreneur (his company of 175 employees serves 400,000 customers each year). He’s led teams to the summits of Mount Everest, K2 and hundreds of slightly smaller peaks. With more than 27 years of experience creating and leading high performance teams, he teaches these skills at Wharton, Hopkins and other MBA programs, Fortune 500 companies, CEO groups (YPO, WPO, SmartCEO and Vistage) and to mission critical teams.

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<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>2:15 – 2:30 pm</td>
<td>Break</td>
<td>White River Ballroom Foyer 1st Floor</td>
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</table>

SCHEDULE AND LOCATIONS ARE SUBJECT TO CHANGE.
Section I: 2011 NCSBN Annual Meeting
Annual Meeting Schedule

2:30–4:00 pm  
Area Meetings: NCSBN Members Only  
NCSBN Area Meetings I-IV are open to NCSBN members and staff only. Note that there is a meeting open to external organizations. Associate Members may attend the Area Meeting of their choice.

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

- White River Ballroom A
  - Area I members include: Alaska, American Samoa, Arizona, California, Colorado, Guam, Hawaii, Idaho, Montana, Nevada, New Mexico, Northern Mariana Islands, Oregon, Utah, Washington and Wyoming

- White River Ballroom B
  - Area II members include: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, West Virginia and Wisconsin

- White River Ballroom C
  - Area III members include: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas and Virginia

- White River Ballroom D
  - Area IV members include: Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont and U.S. Virgin Islands

Suite 101/102  
1st Floor

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

2:30–4:30 pm

Parliamentarian Office Hours
Take this opportunity to ask the Parliamentarian questions and/or submit resolutions. Resolutions must be submitted by 4:30 pm.

4:30–5:30 pm

Resolutions Committee Meeting
Open to Resolutions Committee members only.

6:00–6:30 pm

Awards Reception
Evening Cocktail Attire

6:30–9:00 pm

Awards Dinner
Evening Cocktail Attire

FRIDAY, AUG. 5, 2011

8:00–9:00 am

Continental Breakfast

9:00–10:00 am

Acknowledgment
NCSBN Board of Directors acknowledges Barbara Nichols, CEO, CGFNS, for her contributions to NCSBN.

10:00–10:30 am

Substance Use Disorder Manual and Guidelines
Kate Driscoll Malliarakis, MSM, CNP, NCADC, Committee on Impaired Nurses, District of Columbia Board of Nursing

SCHEDULE AND LOCATIONS ARE SUBJECT TO CHANGE.
10:30–10:45 am
White River Ballroom Foyer
Break

10:45 am–12:00 pm
White River Ballroom E-J
Delegate Assembly
- New Business
- Closing Ceremonies

11:30 am–12:30 pm
White River Ballroom Foyer
Boxed Lunch

SCHEDULE AND LOCATIONS ARE SUBJECT TO CHANGE.
Summary of Recommendations to the 2011 Delegate Assembly with Rationale

This document provides a summary of recommendations that the NCSBN Board of Directors and Leadership Succession Committee propose to the 2011 Delegate Assembly. Additional recommendations may be brought forward during the 2011 Annual Meeting.

Board of Directors’ Recommendations

1. **Adopt the proposed revision to the Uniform Licensure Requirements (ULRs).**

   **Rationale:**
   The newly revised ULRs are the result of the 2008 Delegate Assembly Resolution that the 1999 Uniform Core Licensure Requirements be reviewed for currency and relevance. The proposed 2011 revised ULRs will set new national standards for licensure and bring uniformity across all jurisdictions. Adoption of the new ULRs will also demonstrate to external stakeholders, the federal government and consumers that boards of nursing are interested in establishing uniformity and easing the portability of nurses in the U.S. The revised ULRs utilized extensive feedback from the membership and are based on available evidence.

   **Fiscal Impact:**
   None.

2. **Adopt the Singapore Nursing Board 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 the new membership by the full membership of the Delegate Assembly. The current application for Associate Membership meets the qualifications as stated in the NCSBN Bylaws.

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

3. **Adopt the College of Registered 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 the new membership by the full membership of the Delegate Assembly. The current application for Associate Membership meets the qualifications as stated in the NCSBN Bylaws.

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

Leadership Succession Committee Recommendation

1. **Adopt the 2011 Slate of Candidates.**

   **Rationale:**
   The Leadership Succession Committee has prepared the 2011 Slate of Candidates with due regard for the qualifications required by the positions open for election, fairness to all nominees and attention to the goals and purpose of NCSBN. Full biographical information and a personal statement for each candidate is posted in the Business Book under the Report of the Leadership Succession Committee. Candidates will present himself or herself at the Candidate’s Forum on Wednesday, Aug. 3, 2011.

   **Fiscal Impact:**
   Incorporated into the fiscal year 2012 (FY12) budget.
Report of the Leadership Succession Committee (LSC)

Recommendation to the Delegate Assembly

1. Adopt the 2011 Slate of Candidates.

Rationale:
The LSC has prepared the 2011 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. 3, 2011.

Background
At the 2007 Delegate Assembly in Chicago the membership voted to adopt a bylaw revision that would substantially change and transform the Committee on Nominations. The intent of the change was to provide a new structure within NCSBN to ensure leadership development and succession. The membership believed that organizational leadership is a strategic process and that leaders are developed through careful planning, cultivation, orientation, education and involvement in NCSBN.

The charge of this new committee, named the Leadership Succession Committee, as outlined in Article VII of the NCSBN Bylaws, is to:

1. Recommend strategies for the ongoing sustainability and advancement of the organization through leadership succession planning; and
2. 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 (BOD) and LSC.

The first members of the committee were elected at the 2008 Delegate Assembly in Nashville, Tenn. Barbara Morvant, executive officer, Louisiana State Board of Nursing, was appointed by the BOD as chair of the committee. The first undertaking by the LSC was to define leadership succession.

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

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

COMPETENCY FRAMEWORK
The second undertaking was to build a framework of leadership competencies congruent with the work of NCSBN. The LSC framed these competencies in two broad categories: self-knowledge and governance leadership. Additionally, the LSC believes that candidates for NCSBN positions should be individuals who possess knowledge of regulation and commitment to the mission, vision and values of NCSBN.
The competencies are:

**Self-knowledge**
- Honesty, integrity and courage
- Ability to deal with ambiguity and complexity
- Flexibility and adaptability
- Cultural competence: the ability to work effectively cross culturally
- Interpersonal and communication effectiveness

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

**LEADERSHIP DEVELOPMENT PLAN: ADVANCING POTENTIAL – DISCOVER THE LEADER WITHIN**

Over the last three years, the LSC has assembled and finalized a plan to assist members in developing their regulatory expertise and furthering their leadership competence. The LSC launched the FY11 Leadership Development Plan at the 2011 NCSBN Midyear Meeting. The intent is to afford all members opportunities to advance their leadership potential regardless of whether or not members run for open elected positions. The LSC believes leadership development for all members will benefit the work of Member Boards and NCSBN. The plan has five overall objectives:

1. Establish an early connection to the resources available from NCSBN;
2. Self-assess and identify personal and professional leadership strengths and opportunities for further development;
3. Engage in leadership development activities;
4. Participate in NCSBN committees, networking groups, webinars and meetings; and
5. Consider being a candidate for office.

The plan identifies and develops leadership through early connectivity where members engage early on in order to understand the mission, vision, values and strategic initiatives of NCSBN; provides opportunities to enhance self-knowledge, skills and abilities; and builds governance expertise.

**BUILDING THE SLATE OF CANDIDATES**

The LSC continued to develop an open and fair process for building a slate of candidates. The LSC has reframed the preparation of a slate of candidates as an engagement process. The engagement of members to identify and support potential leaders is a collective responsibility of the membership. The LSC asked the membership to identify potential leaders who may be interested in running for election now or at a later time. Early identification of potential leaders provides the opportunity for the LSC to assist, support and mentor members in their leadership journey.
FY11 Highlights and Accomplishments

- The LSC began the year with an orientation to all relevant committee documents and procedures, including implementation of the current committee charges.

- Chair Morvant provided a synopsis of the committee’s history, discussing the shift in philosophy and culture, the shift from recruitment to engagement, the creation of a leadership competency framework, the importance of early membership engagement and the body of work related to the organizational leadership development plan.

- The committee reviewed its competency framework, Essential Competencies for Governance Leadership.

- The committee reviewed the positions on the BOD and the LSC that will be open for election in 2011.

- The committee reviewed the role of the BOD per the bylaws and NCSBN Policy 3.1; and the new mission, vision, values and strategic initiatives for 2011-2013.

- The committee reviewed LSC Policy 1.0.

- The committee reviewed and discussed the leadership interface with the Institute for Regulatory Excellence (IRE) program.

- The committee reviewed and revised the call for nomination letter, electronic nomination form and brochure.

- The committee had a discussion on revising interview questions, ensuring that the questions acquire information related to the identified leadership competencies. The committee expanded the pool of competency-based interview questions.

- The committee discussed the importance of early engagement for new members and developing various information resources that executive officers could provide to either new board members or staff.

- The committee also reviewed the NCSBN 101 online course and recommended that the course be separated into four sections.

- The committee finalized the FY11 Leadership Development Plan. The LSC framed the plan as a horizontal rather than a vertical plan, with participants choosing their leadership development options based on their individual needs. It is anticipated that the plan will need to be reviewed and updated on an annual basis to evaluate the use of the plan and identify resources needed in the future.

- The committee brainstormed marketing initiatives and possible incentive programs with Dawn Kappel, director, Marketing & Communications, NCSBN, for future use.

- Committee members, Mary Blubaugh and Paula Meyer, and NCSBN Member Relations Director Alicia Byrd presented information obtained through a survey regarding the current Executive Officer Mentoring Program and how to best utilize this structure for leadership development.

- The committee reviewed and revised the candidate selection assessment process.

- The committee met with Tammy Spangler, director, Interactive Services, NCSBN, regarding the development of an LSC area on the NCSBN website. Alicia Byrd outlined the new areas on the NCSBN website for new members to promote early engagement with NCSBN, including a new member tool kit.

- The new Web sections were launched in March 2011.

- Mary Dickow, deputy director of the UCSF Center for the Health Professions met with the committee to discuss the Center’s various leadership programs and how their ideas could be used in the committee’s leadership development plan.
Carol Huston, past president and current leadership succession committee chair of Sigma Theta Tau International (STTI) Nursing Honor Society, met with the committee to discuss STTI’s principles of leadership succession and what activities have been successful in the fulfillment of their goals.

The committee identified a need for an online course on effective board governance.

The committee identified the necessity to develop a needs-assessment survey to be used for developing leadership resources in the future.

The committee reviewed the 2010 Delegate Assembly candidate forum evaluations and discussed various ways to conduct and facilitate membership interaction with candidates.

**Attachments**

A. 2011 Slate of Candidates

B. Essential Competencies for Governance Leadership

C. Leadership Development Plan for FY11
Attachment A

2011 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 2011 Delegate Assembly.

Board of Directors

Treasurer (one-year term)
Julia George, North Carolina, Area III ............................................ 26
Rula Harb, Massachusetts, Area IV ............................................... 28

Area I Director
Debra Scott, Nevada, Area I .................................................... 29
Rhonda Taylor, Washington, Area I .............................................. 30

Area III Director
Pamela Autrey, Alabama, Area III ................................................ 32

Area IV Director
Ann O’Sullivan, Pennsylvania, Area IV ........................................ 34

Director-at-Large (two positions)
Betsy Houchen, Ohio, Area II ................................................... 36
Joey Ridenour, Arizona, Area I .................................................. 38
Emmaline Woodson, Maryland, Area IV .......................................... 40

Leadership Succession Committee

Designated Member (Employee of Member Board)
None

Designated Member (Board Member of Member Board)
Patricia Lane, Virginia, Area III .................................................. 42
Suellyn Masek, Washington, Area I ............................................. 43

Designated Member (Past Board of Directors Member)
None

Designated Member (Current or Former NCSBN Committee Chair)
Mark Majek, Texas, Area III .................................................... 45

Detailed Information on Candidates

Information is taken directly from nomination forms and organized as follows:

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

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

Describe all relevant professional, regulatory, and community experience.

I have the privilege of serving as current NCSBN Treasurer. I was appointed as Treasurer in February 2011 following the resignation of Randy Hudspeth. This is my fourth year on the Board of Directors, having been elected two terms as Area III Director. My current role as Treasurer and past four years on the Board of Directors give me an excellent working knowledge of NCSBN strategic initiatives, fiscal policies and long range planning. I am the current Executive Director of the North Carolina Board of Nursing. The North Carolina Board of Nursing is the only totally independent board of nursing in the country. I serve as Treasurer for the North Carolina Board of Nursing and am solely responsible for ensuring adequate revenues, managing a multi-million dollar budget and managing risks for all related public funds. In addition to my background in nursing regulation, I also have an undergraduate degree in business and have worked in the business world both in governmental and private sectors. I have been active in NCSBN activities for many years. I have served on the Resolutions Committee, Practice Regulation & Education (PR&E) Subcommittee on Unlicensed Personnel, Board liaison to Disciplinary Resources Committee, Board liaison to TERCAP Committee, and a member of the Nurse Licensure Compact Administrators Compliance Committee. I was part of the inaugural cohort of regulatory fellows, completing a four-year fellowship through the NCSBN Institute of Regulatory Excellence in August 2007.

What do you perceive as the top two challenges to nursing regulation (provide two or three strategies you would use to address those challenges)?

Without doubt, there will be many challenges facing nursing over the next few years. The two challenges I see as most important include: 1) As regulators, how do we adapt to the changing landscape in healthcare delivery to ensure public protection with ever shrinking resources? It will become even more important for NCSBN to be sensitive to member boards with limited resources as state coffers dwindle. NCSBN must continue outreach to member boards to meet current and future needs related to licensure/discipline data, competence assessment, workforce data, educational opportunities, networking needs, policy issues and more. 2) How do we ensure that all nurses practice to their full scope of educational preparation and licensure to provide accessible affordable care in the future? We cannot remain entrenched in our current model of healthcare delivery-it simply will not be adequate to provide for the needs of the future. The first recommendation in the Institute of Medicine report on the Future of Nursing calls for removing barriers to scopes of practice. As member boards work toward implementation of this recommendation we will need support from NCSBN. We will also need to reach beyond our traditional nursing colleagues to increase collaboration, gain insight and garner support for policy change.
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I bring over 30 years of nursing experience and over 15 years of experience in nursing regulation. My current experience as Executive Director of the North Carolina Board of Nursing, four years as member of NCSBN Board of Directors, and recent responsibilities as NCSBN Treasurer uniquely prepare me for this position. I consider myself to be self-aware as a leader and to be a good communicator. I am a consensus builder and someone who is responsive to the concerns of those around me. I am adaptable to change and comfortable with ambiguity. 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 serve you effectively in the position of Treasurer and I would welcome the opportunity to do so.
Treasurer

Rula Harb, MS, RN
Board Staff, Massachusetts, Area IV

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

Rula Harb is the Executive Director for the Massachusetts Board of Registration in Nursing, a position she has held since March 2005. Prior to becoming the ED, she served as the Board’s Associate Executive Director, 1999-2005 and as the Nursing Education Coordinator, 1997-1999. Ms. Harb has an earned Bachelor of Science in Nursing from the American University of Beirut and a Master of Science in Nursing Administration from Boston University. She has in-depth knowledge of professional standards, a demonstrated ability in collaborative practice, as well as established leadership and problem solving skills. Ms. Harb has served on many committees and Boards: 2007 – Present as Member, National Council of State Boards of Nursing (NCSBN), Finance Committee; 2005 – 2009: Member, Massachusetts Coalition for the Prevention of Medical Errors Board of Directors; 2006 – 2008: Chair, NCSBN, Executive Officer Network; 2005 – 2007: Member, NCSBN Commitment to Ongoing Regulatory Excellence; 2003 – 2004: Member, Massachusetts Center for Nursing Board of Directors; 1998 – 2004: Member, NCSBN Examination Committee.

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 to nursing regulations today is the continued concern of managing limited resources and assuring public safety in addressing competency of nurses. Strategies to address challenges include engaging in activities and on-going research to appropriately influence public policy in finding creative evidence based solutions that will assure public protection and better utilize scarce fiscal and human resources. The NCSBN Board of Directors, the Finance Committee members and staff need to continue to exercise thoughtful fiduciary leadership in carrying out responsibilities honestly and with due diligence. As health care reform and nursing regulation evolves we have to cultivate partnerships and collaborative relationships to develop a consistent and uniform regulatory approach to nursing practice and education across state, national and international organizations.

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

I bring a strong commitment to the mission, vision and values of NCSBN. I would help assure the organization continues to meet its strategic initiatives. I will combine my leadership competencies with all the knowledge and wisdom that I have gained from being a policy maker, regulator, manager and educator. I am a forward thinker, an organized manager that is self-motivated and strongly committed to excellence in nursing regulation. I am very interested in taking on new challenges and serving on NCSBN Board of Directors because I too value integrity, innovation, stewardship and diversity. Thank you for the opportunity to submit my application for your consideration; it would be an honor to continue to work with all NCSBN member boards.
Area I Director

Debra Scott, MSN, RN, FRE
Board Staff, Nevada, Area I

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.
I have had the honor of serving on the NCSBN Board of Directors for the last two years in the position of Director-at-Large. Although I have been an RN for 27 years and have held positions in nursing regulation for more than 15 years, serving the member boards of the NCSBN on our Board of Directors has deepened my understanding of the intricacies involved in supporting our members in meeting our mission of protecting our public.

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 challenges to nursing regulation have become more apparent to me as a member of the Board of Directors. Our unprecedented economic crisis has touched most every one of us. When we are faced with media outrage in response to the conduct of a very small percentage of those we regulate, we are forced to come to terms with doing more with less. We must strategize in addressing perceptions rather than actualities. Nursing regulators are expert in meeting our day to day responsibilities, but the environment is asking more of us. Dwindling resources in the face of increased expectations threatens nursing regulation. NCSBN provides a wide array of resources, from financial to education, leadership development to research.

WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?
Leadership competency is knowing what I don’t know and developing competence in those areas by utilizing available resources. During my previous bid for election, I talked about having a clear understanding of the role of nursing regulation. I discussed my ability to foster collaboration and having just enough ego to be assertive while being respectful and open-minded. I continue to possess those traits, but have grown stronger and more skilled as a leader. This year, the benefits I have gained from my work on the Board of Directors, participation in several national and international conferences, and a taking advantage of the executive officer coaching program have given me deeper insight into my own leadership style and skill. I have found my ability to question the status quo supports the important generative discussion essential to strong governance. Valuing others opinions, dreams, and beliefs has given me a deeper understanding of our shared vision. I have a deep desire and am committed to advancing our organization through collaboration and hard work.
Area I Director

Rhonda Taylor, MSN, RN
Board Member, Washington, Area I

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

I have been a Registered Nurse for 34 years. I began my nursing career after graduating from the ADN program where I am currently the director. Over the first 10 years of practice I climbed the rungs of the ladder to my Masters degree. I have worked in Intensive and Coronary Care units as a staff nurse and nurse manager, as a hospital supervisor, and in family practice as a nurse practitioner. I have been an educator for Yakima Valley Community College’s nursing program for the past 16 years and director for 11. I was the Vice President for the Workforce Education Division on the executive board for the faculty union. During the nine years in that role I was part of the team that negotiated three faculty contracts. I currently work at a local hospital on the medical and oncology units on an available basis. For the past 20 years I have assisted attorneys in Washington and Oregon in various medical malpractice matters, serving as an expert witness. I am currently the Vice Chair in my second, Governor appointed term on the Washington State Nursing Commission. While on the Commission, I have worked on developing and implementing our continuing competency rules for licensed nurses, in addition to licensing and discipline issues. Last year I was a member of the Governor’s task force on health care disparities. I have served on community boards and currently serve as a Deacon in our church where I participate in hospital visitation and visits with home bound individuals.

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 that one of the top challenges in nursing regulation is responding to the recent IOM report related to the future of nursing. Two recommendations that may present challenges, will be addressed here: 1. 80% of all nurses educated with at least a baccalaureate degree by 2020, and 2. the implementation of nurse residency programs. To achieve the goal regarding educational level of practicing nurses, there must be strong collaboration among education, regulation, and nursing accreditation to promote articulation in LPN, ADN, and BSN programs. The NCSBN can lead in the facilitation of this needed collaboration and develop model rules for board members to adopt that streamline nursing program approval. Another strategy to promote articulation of quality programs is to require all nursing programs to have national accreditation. A second challenge is the development of nurse residency programs. To adequately address consistent standards of practice we must look at the characteristics of the practice environment in terms of what is needed to give each licensed nurse the tools necessary to practice professionally and safely. Studies have shown that there is a significant number of nurses leaving the profession within the first two years of practice. Having solid transition to practice programs in all states may help decrease nurse turnover and promote consistent standards of practice. Incorporating concepts of “Just Culture” into these programs may further enrich the transition from student nurse to licensed nurse. Model programs with measurable outcomes can be shared by member boards. Analysis of cost and benefit of nursing residency programs is needed and should include the cost of nurse turnover. Another strategy is in the collaboration and sharing of costs between nursing education and industry in final clinical courses to assist with transition to practice.
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

In addition to my experience on the Nursing Commission, I have been on the Item Review Subcommittee for the NCSBN for the past 3 years. I have been in leadership positions in various settings for most of my nursing career. I have a great deal of energy and in addition to being a good listener, I try to think creatively. I enjoy working in groups. I am patient. I have enjoyed a well rounded career in nursing and through my leadership position on the Nursing Commission, feel prepared to take what I have learned to the highest level possible.
Area III Director

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

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

Dr. Pamela Autrey has over 30 years of nursing experience in the healthcare setting with an emphasis in administration, quality, and safety. Dr. Autrey is currently the Administrative Director for Medical Nursing at the University of Alabama at Birmingham (UAB) Hospital, with direct responsibility for 14 medical nursing units. She is President of the Alabama Board of Nursing (ABN) and was recently re-appointed for a 2nd four year term. At that time, she was re-elected President of the ABN. She currently serves as Director-at-Large on the Board of Directors for the National Council State Boards of Nursing and recently was appointed by that board to serve as Area III Director. In her board position, Dr. Autrey has served as liaison to the NCLEX Review Committee and the Discipline Resource Committee. In previous years she served on the Disaster Preparedness Committee and the Continued Competence Committee. She was elected to the Governance Committee for the Honor Society of Nursing, Sigma Theta Tau International, 2008-2009 and is the past-President of the Birmingham Regional Organization of Nurse Leaders, as well as a technical advisor to the Health Subcommittee of the Governor's Commission for Action in the Black Belt and the Alabama Rural Action Committee. She continues to teach in the MSN and DNP programs at the UAB School of Nursing and University of South Alabama. Dr. Autrey has current research projects including a qualitative study on nursing workplace violence and a comparison of chlorhexidine rinse, commercially available oral care kit, and standard MICU oral care in the reduction of VAP. In February 2011 she completed a one-year certification in clinical microsystems for practice and educational quality and safety from the Dartmouth Institute for Health Policy and Clinical Practice. The results of her collaborative practice improvement were presented at the AACN Masters Education Conference.

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 passage of the H.R. 3590 Patient Protection and Affordable Care Act will create more opportunities in nursing regulation. Increased volume due to extended coverage of currently uninsured Americans will overwhelm our current supply of health care providers in the short term, especially in rural areas; in the long term the bill also provides for increased funding for education of nurses, advanced practice nurses, primary care and general surgery physicians, and those practicing in community-based/ambulatory care centers. The role of advanced practice nurses will undoubtedly change and increased mobility to practice in one or more states will be enhanced. So our challenge, therefore, is to balance all these opportunities with issues of physician opponents to a broadened scope of practice; maintaining and increasing the faith of the public in nurses as safe, effective, efficient, and efficacious providers of care in new and different settings and models of care; and potential new national models of nursing regulation. The second challenge is to meet the demands of a health care consumerism movement. The trust the public holds is that our nurses are safe and competent to practice; nursing regulation from a national perspective will mobilize lawmakers and other regulators to do what is right for the protection of the public through the endorsement and implementation of a national licensing and discipline database. The recent IOM report on the future of nursing combined with the Carnegie Foundation call for radical transformation in nursing education provide opportunities, challenges, and solutions to our current model of regulation: the explicit intermeshing of nursing education with clinical partners will allow for all nurses to safely practice to their fullest educational potential. The next few years in nursing regulation will be most exciting.
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I thought my leadership competencies were extensive until I became a member of the Alabama Board of Nursing and NCSBN Board of Directors. There is so much to learn not only about nursing regulation, but board governance as well. That learning has been cumulative over a 4 year period. Being a skilled communicator is an art and a science and I think I excel in this area through mutual trust and respect. I am results-oriented and an analytical thinker, applying evidence based rationale for all decisions while at the same time considering feasibility and practical applications. 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. This is a very important attribute for a leader in nursing regulation. 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.
Area IV Director

Ann O’Sullivan, PhD, FAAN, CRNP
Board Member, Pennsylvania, Area IV

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

For 43 years, from my diploma to PhD in Educational administration and anthropology, I have loved being a nurse. I am a nationally certified pediatric nurse practitioner since 1978, having completed the prestigious RWJ Primary Care Fellows program at the University of Maryland School of Nursing. This program included clinical preceptorships under Dr. Catherine De Angelis at the Johns Hopkins pediatric clinic and with the Frontier Nursing Service in Hyden, Kentucky. Currently, I practice at The Children’s Hospital in Philadelphia and am a fellow in the American Academy of Nursing since 1991. In addition, I am Program Director of a PNP and FHNP program at the University of Pennsylvania and have taught there for 39 years with international teaching experiences in Germany, Great Britain, British Columbia, Canada and Peru. My administrative experience emanates from serving as Division head of the Family and Community Health Department at Penn and achieving the RWJ Executive Nurse Fellowship in 1998. I have been the Primary Investigator on multidisciplinary research teams funded by private foundations and the federal government to study the most effective primary care for teenage parents and their children. I have well established qualitative, quantitative and statistical research skills along with experience in budget development, and management skills for large research grants. From a state regulatory perspective, I have been a member, Vice-President and President of the PA SBON since 2004. From a national perspective I have been a delegate to the NCSBN and chair of the APRN committee. These experiences have enhanced my appreciation and knowledge of regulation. I am passionate about working with nurses and in collaborating with legislators and government agencies locally, regionally, and nationally to improve safe and effective primary care.

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 to nursing regulations are to: 1. maintain a safe and effective nursing work force and 2. assist states in Area IV implement one to two recommendations from the Future of Nursing report. To accomplish this, one strategy is to use evidence based models to support programs that empower nurses (such as negotiation classes) to lead change for safe and effective care for their patients while creating safe, effective practice environments. Another strategy is early recognition of substance abuse by nursing colleagues and effective utilization of voluntary recovery programs (VRP), including how to access them and feel supported rather than punished. Some nursing practice errors could end the career of a great nurse and need to be addressed through effective remediation strategies committee (such as the PA PERC Program) rather than discipline. As a nurse practitioner and educator it is clear that an educational campaign to facilitate all nurses understanding of the initiatives related to The Future of Nursing is key to the report’s recommendations and successful implementation. In addition, it is necessary to promote collaboration between educational and practice institutions to effectuate this along with support from key external stakeholders like AARP, Robert Wood Johnson Foundation, Federal Trade Commission and state coalitions.
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I have demonstrated the ability to effectively embrace diversity and build consensus among groups of individuals through finely developed listening and negotiating skills. As a department head or president of a professional organization I have led groups in strategic planning and outcome evaluations. I have also had experience in responding to outside evaluations done by students (EBI) of my educational offerings or participants in continuing education programs. I know how to implement revisions to improve a process or content when needed. Each week at Penn I am presented with opportunities to bring NCSBN Model Rules and Regulations to countries outside the USA. Most recently Japan sent nursing leaders to see how to build the regulatory, accreditation, certification and education model for APRN’s in their country. They seek me out for advice due to my successful work with NCSBN on regulation and NONPF on curriculum seeing that my programs are rated so high by U.S. News and World Reports. Regulations and all of the new national interest in differences and similarities across states and territories continues to intrigue me and offers me opportunities to grow. Many states are having conflicts across professions and have begun to use interdisciplinary task forces with public members to iron out differences before moving legislation to professional licensing committees of the House and Senate. Each of these areas are examples of how I can contribute to NCSBN as well as through my competency related to development, management and adherence to financial budgets; and my appreciation for the framework of regulation in its purpose and complexity. Of course, I have made mistakes, but being open to feedback has saved me each and every time from a greater calamity. I believe I can advance NCSBN’s role while staying true to NCSBN’s mission.
Betsy Houchen, JD, MSN, RN  
Board Staff, Ohio, Area II

**DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.**

I have been Executive Director of the Ohio Board of Nursing since September 2005. Prior to that, I was Associate Executive Director and a Staff Attorney for Discipline. My involvement with NCSBN began by attending meetings and serving as an Alternate Delegate and a Delegate for Ohio at the NCSBN Annual Meeting and Delegate Assembly. For the last four years, I have served as Area II Director on the NCSBN Board of Directors and as the Board Liaison to Committees. I have also regularly participated in NCSBN meetings and conferences each year. Through my work at the state board level and with NCSBN, I have demonstrated a commitment to NCSBN’s mission, services, policies and programs. Prior to working for the Ohio Board of Nursing, I practiced as a health care attorney for two large law firms; served as Regulatory Counsel and legislative lobbyist for a state trade association; worked as a consultant for a national trade association; authored a health care compliance manual and contributed to an administrative law book; served as a Bureau Chief at the Ohio Department of Health with responsibilities of regulating adult care facilities, home health agencies, hospice care programs, and other health care providers; and was Executive Director of a large home health agency and hospice care program. During that time, I was elected to the Boards of the Ohio Council for Home Care and the National Association for Home Care.

**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 major challenge to nursing regulation is for Member Boards to demonstrate innovative regulatory practices while at the same time providing for public protection. NCSBN is in a unique position to assist Member Boards by implementing strategies to meet this challenge. We must work together through NCSBN to identify regulatory barriers that can be removed while providing for public protection; focus on services to licensees and the public; implement effective regulatory practices to expedite disciplinary cases; pilot innovative public-private partnerships; and demonstrate actions to improve efficiency and reduce costs. Strategies include NCSBN: (1) promoting regulatory work of Member Boards that provides for public protection through innovative regulation and related practices; (2) continuing to structure its work and activities to build upon the “common threads” that unite all Member Boards; (3) reflecting Member Board issues and concerns through NCSBN establishing committees with clear direction and charges; (4) gathering input and feedback from Member Boards to establish essential regulatory practices.

Another challenge to nursing regulation is the threat that the authority of boards of nursing will be weakened due to budget cuts, consolidation, and non-nursing state boards seeking to regulate nursing. Strategies to address the challenge include: (1) developing an even stronger organization by making NCSBN not only an organization “of” state boards of nursing, but also an organization “for” its Member Boards; (2) focusing the resources of NCSBN for research and data collection to provide even more evidence and data that Member Boards have available to address their specific challenges; and (3) conducting legal research and analysis regarding federal laws impacting Member Boards. NCSBN, by taking actions to become even more proactive for Member Boards and providing needed data, evidence, and legal analysis, can assist Member Boards in meeting these challenges and remaining strong in their mission of public protection.
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I have over thirty years of experience in leadership positions and distinguished service in the areas of nursing, health care, administration, regulation, and legislation. I have demonstrated an ability to both govern and to lead. My experience spans both the public and private sectors, providing a unique combination of experiences that have proven beneficial in understanding regulatory and legislative issues. My work on the NCSBN Board and on another national board has given me the opportunity to work with other states, various individuals, and differing points of view. These experiences have enabled me to develop a strong ability to facilitate and participate in processes that result in a group consensus to advance organizational goals. I bring personal integrity, honesty, a tolerance and respect of differing viewpoints, and the ability to listen and work well with others. As a nurse attorney I also bring an analytical approach to nursing regulation. I am able to handle large amounts of information, identify the issues, and formulate strategies to reach the vision or objective. I have the ability to critically analyze, and think clearly and creatively. My work experience, education preparation, and skills have prepared me to advance the mission, vision and strategic initiatives of NCSBN. Further, my recent work on the Board will provide for continuity for Member Boards and NCSBN. Having background knowledge of recent Board discussions and direction can provide valuable insight and consistency. I have a proven track record of successful work that advances the public protection work of the organization. It would be an honor to continue to serve on the Board of Directors.
Director-at-Large

Joey Ridenour, MN, RN, FAAN
Board Staff, Arizona, Area I

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.


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 searching for evidence to better understand what member boards collectively see as challenges in nursing regulation, the Executive Officer 130+ web surveys were analyzed for the past 2.5 years since the tools inception in September 2008. The two or three broad topic areas surveyed by EO’s most frequently and therefore perceived as the most challenging were related to: queries requesting comparative data/information on various board operations, seeking information related to education/accreditation decisions and requesting information/data on disciplinary processes and decisions. The strategies to address the challenges are related to the evolving science of nursing regulation over the past decade or “evidence based regulation”. The Commitment to Ongoing Regulatory Excellence (CORE) Committee charges and overarching goal is to inform board operations as we better understand the data and promising practices of high performing boards. With the assistance of NCSBN staff and outside experts in measurement in government, the CORE Committee continues to increase the reliability and value of the reports. The Institute of Regulatory Excellence (IRE) also provides additional opportunities for developing “evidence based regulation”, and the core competencies of board members and staff. The current Board of Directors have in the 2011-2013 NCSBN Strategic Plan efforts and resources focused on promoting evidenced based regulation related to education/accreditation as well as disciplinary processes that will guide Boards in addressing the challenges in these other two critical areas. The greatest challenge for nursing regulation leadership today is that all our experience is with the past, but all our decisions are about the future. What will an ideal board of nursing look like in the 2020? What would the licensing system look like and how would technology assist us in improving regulatory outcomes? “The best way to predict the future is to create it.”
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I am inclusive in working with others to advance regulatory excellence. 1. Understand non-profit governance. The Board of Directors fundamental objective is to build a long term sustainable organization to advance a greater “public good”. Hold inviolate the purpose for which NCSBN was incorporated in 1985 in the Commonwealth of Pennsylvania: Educational and charitable purposes including the lessening of the burdens of government by providing an organization through which Boards of Nursing act on matters of common interest and concern affecting the public health, safety and welfare including the development of licensing examinations in nursing. 2. Embed the mission of NCSBN into the organizational fabric and understand every major policy decision should emanate and relate to the mission & vision statements. 3. Support the vision outlined by the Board/CEO in the strategic plan. Member Boards/Associates also need to be invested and accountable for strategic thinking and “strategic unity” as the outcomes/products are utilized by the members. 4. Respect, trust and cooperation is the “organizational superglue.” 5. Ensure processes are fair and transparent. Learned member boards don’t mind if the decisions do not go their way as long as they are heard. 6. Regulatory change is complex and the board/members boards must be prepared to take the long view when progress is slow. 7. Question and debate issues internally/externally and know when to move on. 8. Continually measure the relevance of NCSBN. The Board owes it to themselves & the Member Boards/Associates to measure the impact of proposed & existing programs to judge the “public good” of what we do. 9. NCSBN leaders need to be great synthesizers. Initiate novel ideas or take old/new concepts and put together in new ways. 10. Facilitate distributing leadership throughout NCSBN as we are all the architects of making NCSBN the best it can be.
Director-at-Large

Emmaline Woodson, DNP, RN, FRE
Board Staff, Maryland, Area IV

Describe all relevant professional, regulatory, and community experience.

I am the Deputy Director of the Maryland Board of Nursing. I have been employed by the Maryland Board of Nursing since 1990. I was hired as the Director for Discipline and Rehabilitation and held that position until spring of 2001. In 2001, I became the Deputy Director and Director for Advanced Practice. I completed the Doctor of Nursing Practice program from the University Of Maryland School Of Nursing in July 2010. I have been involved with the work of the NCSBN since 1994. Having served on various committees and task forces. I was appointed to the APRN Committee in 2008 and served until March 2011, when I appointed as the Director at Large until the elections take place in August 2011. As a member of Board of Directors, I am the liaison to the APRN Committee. I was elected for a two-year term with the Nomination Committee for Area IV in 2006, and served as Chairperson of this committee for the year 2007 – 2008. I participated in the Institute of Regulatory Excellence program and was inducted into the fellowship in August 2008. I have served on the following committees and task forces for NCSBN: Continued Competency, Discipline Advisory Panel, Commitment to Excellence Workshop, Multi-State Regulation Task Force, Chemically Impaired Nurses Task Force, Literature Review Focus, and casted in the video, “Breaking The Habit: When Your Colleague Is Chemically Dependent.” My community involvements include the following: Delta Sigma Theta Sorority Youth Group (Delta Academy), Baltimore Tuskegee Alumni Association-Corresponding Secretary, American Red Cross Disaster Nurses group, The Wayland Baptist Church Sunday School Workers Education group, Community Liaison for the Diabetes Association’s Annual Fund Raising Drive and the Maryland Nurses Association.

What do you perceive as the top two challenges to nursing regulation (provide two or three strategies you would use to address those challenges)?

One of the major challenges is the budget crisis which has affected all of us at both the state and federal levels. Our state government has been affected in the following ways: staff has been given a number of furlough days in the past two years and we have been unable to hire any additional permanent staff. How have we handled this: one innovative way that we used is to automate as many of our systems as possible, however, a number of the licensure and certification requirements are labor intensive. We have also utilized volunteers to assist us with some of the labor intensive process such as filing and putting together endorsement applications that are not yet automated. Our volunteers are all retired nurses. These retired nurses have committed to working with us for several days a week. This has freed the staff from having to do some of the clerical tasks. The second challenge faced by our Board is the regulation of the Advance Practice Nurse. We were successful in making changes in both the nurse practitioner statues and regulations and the nurse midwife regulations, which have decreased the need to have a committee meetings for review of the collaborative agreements. It was expected that the removal of the requirement for a joint committee composed of representatives of both the nursing and medical community would decrease the processes for nurse practitioners to begin their practice. However, the adjustment period will take approximately one year to move all the nurse practitioners from collaborative agreements to the attestation form.
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I have over forty years of nursing experience which include twenty years of regulatory nursing experience. I have had progressively responsible positions in my career. I possess a thorough knowledge of the regulatory process and a thorough knowledge of the legislative process which is the basis for our various statutes and regulations by which Boards of Nursing operate. I fully support the mission, vision and core values of the NCSBN. I will bring the following abilities to the position of Director at Large: negotiating with stakeholders, establishing and maintaining trusting relationships, engaging and motivating others, communicating clearly and concisely, looking at things objectively. I believe these attributes along with my organizational skills will serve this office well. I am very passionate about the work of the National Council of State Boards of Nursing and the Boards of Nursing’s need to maintain its overarching goal which is public protection.
Leadership Succession Committee
Designated Member
(Board Member of a Member Board)

Patricia Lane, MBA
Board Member, Virginia, Area III

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

My leadership roles focus on improving health for the community based on Neuroscience, Health Policy and Advocacy. I am the Neuroscience Coordinator for St. Francis Medical Center and St. Mary's Hospital, a Senior Leadership position within the Neuroscience Division of Bon Secours Virginia Health System. Specifically, I am the clinical program resource for seven Bon Secours hospitals and a free-standing emergency center. Last year I assisted five facilities in becoming Joint Commission Certified Primary Stroke Care Centers. As a result, our health system has the largest number of certified stroke care centers in the state.

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

As a board member, the top challenges nursing regulation faces are portability and important recognition of fallibility.

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

Core competencies for my position incorporate clinical and professional leadership, ethical decision making, coaching and guidance, direct clinical practice, research, consultation and collaboration.
Leadership Succession Committee
Designated Member
(Board Member of a Member Board)

Suellen Masek, MS, RN, CNOR
Board Member, Washington, Area I

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

I was appointed to the Nursing Care Quality Assurance Commission in July 2010. Since my recent appointment, I have served as the Chair for Consistent Standards subcommittee and participated as a member of the Legislative, Nominations and Steering committees, as well as reviewing discipline cases and serving on formal disciplinary hearing panels. Other regulatory experiences include membership on the Maryland Commission “The Crisis in Nursing”, 2002. I served on Maryland State Retention subcommittee by reviewing data and making recommendations concerning retention issues such as compensation, professional development, mentoring and work place safety. My professional experience consists of 23 years of active duty military service in the United States Army. My military experience is rich and diverse in professional leadership. I have had over 6 months of formal academy instruction on leadership principles as well as countless positions and opportunities both formal and informal to exercise those principles. I have recently retired from the Army with two combat tours in two separate wars. My final position was as the Division Nurse, 25th Infantry Division, Schofield Barracks, HI. This battlefield position would be the equivalent to an executive level position in the civilian community. I was the sole nurse for over 3500 soldiers, with direct training responsibility for 134 combat medics. I was also responsible for developing and instituting procedures to allow enemy detainees access to primary care in Kirkuk, Iraq. Due to the incredibly high operations tempo of military life, my civilian community experience is limited. I did have an opportunity to teach Nursing Leadership as a graduate student, in spring 2002, at The Catholic University of America, Washington, DC, for the undergraduate nursing program. Since retirement, I have been an active member of the Washington State Governor’s Mansion Foundation as a docent.

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 two challenges that I see to nursing regulation are regulating nurses taking prescription medications, specifically any Schedule I drug under the Controlled Substances Act, such as medical marijuana while giving patient care. The second challenge is maintaining public safety in healthcare with an increase in the number of consumers due to the Affordable Care Act while State and Federal budgets continue to decrease. Medical Marijuana is legal in my home state of Washington as well as 15 other states including the District of Columbia. This fact necessitates action. The potential strategies I would use to combat this issue are performing a critical assessment at a national leadership level from a nursing regulation, discipline and public safety perspective. I believe we also need to develop an evidenced based regulatory model for nursing practice concerning the use of Scheduled I prescribed medications and perhaps other classifications of prescribed medications. The Department of Transportation and the Federal Aviation Administration already have regulation concerning the use of these drugs by employees and their effect on public safety. The NCSBN could take a proactive leadership approach to collaborate with these other governmental agencies for guidance on this issue. I see public safety and protection as the paramount focus of the NCSBN. To maintain this focus with an increase in healthcare consumption and a decrease in funding will take a multifaceted strategic approach. I would like to expand the Nursys® database to include all states and territories of the United States. I would also like to add advanced practice nurses, nurse aides and other ancillary health care providers to this system through collaborative leadership with other regulating bodies.

Date of expiration of term: June 30, 2014
Eligible for reappointment: Yes
WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?

I have many leadership competencies in my personal tool kit to bring to Leadership Succession Committee table. The military provided such wonderful opportunities for me to be tested as a leader. I have faced many seemingly impossible situations in my career which forced me by necessity to become a creative problem solver. I have an intimate understanding of hierarchal organizations, team building skills and focusing on mission, vision and values. I am also very adaptable and flexible when the mission changes. This experience has given me the confidence to step outside my comfort zone and volunteer to serve despite the fact that I am a novice member of the Washington Nursing Care Quality Assurance Commission. I have spent my entire adult life living the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage and have been evaluated on these values annually. These values mirror the values of NCSBN making the transition seamless. Currently, I am actively working as a part-time operating room nurse. I see the daily challenges nurses face regarding standardization. I feel the constant tension between medicine and nursing while advocating for patient safety. I understand how difficult it is to change the culture of a group, whether it is through collaboration with other professionals or other cultures. I do have a personal global perspective on many issues facing the human condition thanks to my diverse experience and travel. Because I am just starting my journey into the world of nursing regulation, the biggest contribution I have to offer is the willingness to serve and a motivation to learn.
Leadership Succession Committee
Designated Member
(Current or Former NCSBN Committee Chair)

Mark Majek, MA, PHR
Board Staff, Texas, Area III

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE
With the National Council of State Boards of Nursing, served four years as the Area III Director, served on the electronic licensure verification committee and currently serve on the Finance Committee. In the State of Texas, currently serve as the Chair of the Small State Agency Task Force and past Chair of the Texas State Human Resource Association. Currently an active member of the St. Paul Knights of Columbus and a member of the St. Paul Finance Committee and serve as a volunteer to the Austin, Texas Marbridge Community serving adults with cognitive challenges.

WHAT DO YOU PERCEIVE AS THE TOP TWO CHALLENGES TO NURSING REGULATION (PROVIDE TWO OR THREE STRATEGIES YOU WOULD USE TO ADDRESS THOSE CHALLENGES)?
Top Challenge number one: Retaining and/or obtaining resources to carry out fundamental regulatory functions. Strategy 1: Continue to augment state resources with NCSBN resources. Strategy 2: NCSBN continues to provide leadership, training and effective regulatory evidence to states. Top Challenge Number two: Finding and recruiting new leadership for the NCSBN from all levels of the organization. Strategy 1: Provide more opportunities for all state boards to interact with the NCSBN. Strategy 2: Reconsider bylaws and have a minimum number of specific slots for different groups within our organization.

WHAT LEADERSHIP COMPETENCIES WILL YOU BRING AND WHAT WILL YOU CONTRIBUTE TO ADVANCE THE ORGANIZATION?
After serving four years as a NCSBN board member, I can bring to the table a sense of commitment and understanding that is needed to serve on the council. Also, I can testify to the fact that any member of our organization has the potential to be a leader, regardless of their credentials.
Attachment B

**Essential Competencies for Governance Leadership**

**Framework for Governance Leadership Positions**

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

We believe there is a deliberate path to take that will identify and nurture individuals and secure a legacy of leadership at all levels in order to advance and sustain the organization. That path supports the ongoing performance and growth of NCSBN, and includes a defined organizational strategy to leadership succession. It is essential that the organization creates and sustains such a path to develop these leaders.

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

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

**ESSENTIAL COMPETENCIES**

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

**Self-knowledge**

- Honesty, integrity and courage
- Ability to deal with ambiguity and complexity
- Flexibility and adaptability
- Cultural competence: the ability to work effectively cross culturally
- Interpersonal and communication effectiveness

**Governance Leadership**

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

Leadership Development Plan for FY11

Every calling is great when greatly pursued.

Oliver Wendell Holmes

Advancing Potential – Discover the Leader Within

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

Belief Statement: Purpose of Leadership Development

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

Definition of Leadership Succession

Leadership succession is the deliberate, ongoing process of identifying and developing qualified leaders who:
- Serve the purpose, mission, vision and values of the organization;
- Advance and promote excellence in nursing regulation;
- Sustain and evolve continued success and viability of NCSBN; and
- Embrace and cultivate a culture of service and stewardship.

Candidates for NCSBN Positions

Candidates for NCSBN positions are individuals who possess knowledge of regulation and commitment to the mission, vision and values of NCSBN. These individuals also demonstrate the following key competencies in the areas of self-knowledge and governance leadership:

Self-knowledge
- Honesty, integrity and courage
- Ability to deal with ambiguity and complexity
- Flexibility and adaptability
- Cultural competence: the ability to work effectively cross culturally
- Interpersonal and communication effectiveness

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

LEADERSHIP DEVELOPMENT

NCSBN advances the engagement and leadership potential of all members through education, information and networking (strategic initiative adopted by the 2010 Delegate Assembly).

Purpose

The purpose of leadership development is to cultivate and recognize leadership within the organization to ensure sustained, progressive viability of the organization. The overall goal of the leadership development plan is to build leadership within and throughout the organization, resulting in an ongoing pool of diverse and qualified candidates. Those individuals targeted for leadership development include new and existing board members with leadership skills who may need additional information on board governance and processes, those who are ready to assume NCSBN office, and board staff with demonstrated leadership skills and potential for assuming leadership positions.

Objectives of Leadership Development

The membership will:
1. Establish an early connection to the resources available from NCSBN;
2. Self-assess and identify personal and professional leadership strengths and opportunities for further development;
3. Engage in leadership development activities;
4. Participate in NCSBN committees, networking groups, webinars and meetings; and
5. Consider being a candidate for office.

NCSBN identifies and develops leaders using the following three methods:
1. Early Connectivity. Members engage early on to understand the mission, vision, values and strategic initiatives of NCSBN.
3. Building Board and Organizational Governance Expertise. Members engage in opportunities to build governance expertise.

LEADERSHIP DEVELOPMENT ACTIVITIES

Leadership development activities serve many purposes, including aiding interested individuals in building leadership competence for personal and professional growth, establishing leadership competencies for serving member boards, and serving NCSBN on the Board of Directors (BOD) and/or the Leadership Succession Committee (LSC). The opportunities described below are not an all-inclusive list nor imply mandatory participation.

Method 1: Early Connectivity

Executive officer notifies the Member Board password administrator and NCSBN Member Relations director of new board members and/or professional staff. NCSBN will then connect the new NCSBN member by:
- Entering their member information into iMiS membership database;
- Helping them access resources and networks specific to their role;
- Identifying mentorship opportunities, including executive officer mentorship;
- Establishing an interactive online account and ability to sign into online/Web-based services;
- Complete NCSBN 101; and
- Participate in state-specific orientation unique to their role.

<table>
<thead>
<tr>
<th>Current NCSBN Resources</th>
<th>External Resources</th>
<th>NCSBN Future Resources Identified</th>
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<tbody>
<tr>
<td>NCSBN website</td>
<td>Parliamentary Procedure/Robert’s Rules of Order</td>
<td>Develop a checklist (or toolkit) for executive officer mentors for new executive officers</td>
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<tr>
<td>NCSBN Interactive for online courses, podcasts, recorded webinars and streaming videos</td>
<td>Individual state board of nursing (BON) website</td>
<td>Develop education for executive officer mentor on mentoring, including definitions</td>
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<tr>
<td>NCSBN 101</td>
<td>Other BON websites</td>
<td>Create an introduction to the LSC, leadership development pathways and purpose</td>
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<tr>
<td>NCLEX® 101</td>
<td>Other professional boards and national entities</td>
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<tr>
<td>NCSBN Model Act &amp; Rules</td>
<td>Internet search with key words such as nonprofit associations, administrative law, licensing boards, state-based regulation, orientation, mentorship, coaching, leadership, time management or work-life balance</td>
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<tr>
<td>President’s Governance Role online course</td>
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<tr>
<td>Executive Officer Mentor Program</td>
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<td>Connect with Presidents Network</td>
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<td>Connect with special interest network</td>
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<tr>
<td>New Delegate Orientation online course</td>
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<tr>
<td>Council Connector</td>
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<tr>
<td>iMIS membership database</td>
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<tr>
<td>NCSBN guide to programs, products and services</td>
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<tr>
<td>Attendance at Midyear Meeting and Delegate Assembly</td>
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<tr>
<td>Participation in NCSBN committees</td>
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<tr>
<td>Use of Resource Fund to attend BOD’s meeting</td>
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<tr>
<td>Participate in BOD Member Board dial in call</td>
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<tr>
<td>Annotated bibliography on leadership, leadership development references, books and professional journals</td>
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<tr>
<td>New member toolkit</td>
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Method 2: Building Self-knowledge – Self-discovery

- Complete leadership self-assessment(s).
- Create, implement and evaluate an individual leadership development plan.
- Complete a cultural competence assessment.
- Participate in education offerings relevant to leadership development plan.
- Identify specific leadership development activities to support personal and professional goals.

<table>
<thead>
<tr>
<th>Current NCSBN Resources</th>
<th>External Resources</th>
<th>NCSBN Future Resources Identified</th>
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<tbody>
<tr>
<td>- Member Board Resource Fund to support leadership activities</td>
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<tr>
<td>- Executive Officer Mentor Program</td>
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<tr>
<td>- Institute for Regulatory Excellence (IRE) Fellowship Program</td>
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<tr>
<td>- NCSBN Journal of Nursing Regulation</td>
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<tr>
<td>- Participation on NCSBN committees</td>
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<tr>
<td>- Participation in related state or national committees</td>
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<tr>
<td>- Participate as appropriate in NCSBN special interest network conference calls</td>
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<td>- Executive Office and Executive Coaching Service</td>
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<tr>
<td>- Develop a “transcript” of leadership development activities</td>
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<tr>
<td>- Book and online assessment of Tom Rath’s 2007 book, Strengths Finder 2.0: Now, Discover Your Strengths (New York: Gallup Press). Contains a code for online assessment of strengths and identifies top five strengths with an explanation of results. Reading the book is recommended, but not required to complete the assessment.</td>
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<tr>
<td>- Sigma Theta Tau International (STTI) Honor Society for Nursing offers free courses on leadership development (member log-in is required; <a href="http://www.nursingsociety.org">www.nursingsociety.org</a>).</td>
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<tr>
<td>- Suite 101 offers several free assessments, such as time management or assertive communication skills, as well as information on leadership development skills (<a href="http://suite101.com">http://suite101.com</a> )</td>
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<tr>
<td>- Seek out a personal mentor</td>
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<td>- Seek out a personal mentee</td>
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<tr>
<td>- Develop leadership competence assessment support for members</td>
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<tr>
<td>- Identify updated available and reliable leadership and cultural competence assessment tools</td>
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<tr>
<td>- Develop mentor or coaching program for other types of members (e.g., practice or education consultants, board members)</td>
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<td>- Develop seminar on mentoring</td>
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<td>- Develop candidate readiness program on how to know when to run for office; how to manage a campaign; and how to identify campaign strategies (could include taped interviews with former board members)</td>
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<tr>
<td>- Develop a check list for readiness</td>
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<tr>
<td>- Develop support program to assist members with putting their own leadership development plan together</td>
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Method 3: Building Board and Organizational Governance Expertise

- Understand the fundamental governance principles and practices of high performance BONs related to governance structure, philosophy, mission, vision, values, strategic planning, legal and fiduciary responsibility of board members and staff.
- Understand the similarities and differences between the governance of a national nonprofit association and the governance of a state regulatory agency.
<table>
<thead>
<tr>
<th>Current NCSBN Resources</th>
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<th>NCSBN Future Resources Identified</th>
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</thead>
<tbody>
<tr>
<td>Access NCSBN’s Annual Environmental Scan Report on identification of regulatory trends (<a href="http://www.ncsbn.org">www.ncsbn.org</a>)</td>
<td>There are a number of organizations that provide information and resources to assist nonprofit organizations and regulatory boards. There is information on their websites that can be accessed by members as well as nonmembers.</td>
<td>Develop various online governance education courses:</td>
</tr>
<tr>
<td>President’s Governance Role online course</td>
<td>BoardSource: <a href="http://www.boardsource.org">www.boardsource.org</a></td>
<td>• Legal Role &amp; Responsibility of 501(c)(3)</td>
</tr>
<tr>
<td>NCSBN Articles of Incorporation and Bylaws</td>
<td>Council on Licensure, Enforcement and Regulation (CLEAR): <a href="http://www.clearhq.org">www.clearhq.org</a></td>
<td>• Fiduciary role of 501(c)(3)</td>
</tr>
<tr>
<td>Current NCSBN strategic initiatives and strategic objectives</td>
<td>Federation of Associations of Regulatory Boards (FARB): farb.memberclicks.net</td>
<td>• Role of board member, executive officer and board staff</td>
</tr>
<tr>
<td>Review historical BOD decisions and Delegate Assembly resolutions compendium</td>
<td>Board Café: <a href="http://www.blueavocado.org">www.blueavocado.org</a> (provides free information for members of nonprofit boards of directors)</td>
<td>• Board member expectations</td>
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<tr>
<td>Review NCSBN financial reports</td>
<td>Appraise strategic partnerships to advance the mission of the BON or NCSBN BOD</td>
<td>• Governance models and philosophy</td>
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<tr>
<td>Review NCSBN Annual Report</td>
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<td>Review handout on Legal Role &amp; Responsibilities of NCSBN as a 501(c)(3)</td>
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<tr>
<td>NCSBN Model Act &amp; Rules</td>
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<td>Commitment to Ongoing Regulatory Excellence (CORE) program</td>
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<td>NCSBN research</td>
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<tr>
<td>NCSBN Resource Fund Policy for external audit(s)</td>
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<tr>
<td>Annotated bibliography on leadership, leadership development references, books and professional journals</td>
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Continuity and Change

The 2011 Board of Directors (BOD) began the year with 10 returning members, providing continuity and foundational knowledge to the issues, discussion and challenges to be addressed. The positive impact of the board member continuity was evident immediately with new BOD President Myra Broadway at the helm. The experienced BOD got off to a quick start, providing historical knowledge to a wealth of regulatory issues.

This year, the BOD made a purposeful effort to hold generative conversations at every meeting. In the book, Governance as Leadership, author Richard Chait reframed the governance work of nonprofit boards of directors by highlighting traditional fiduciary and strategic work, and adding another dimension: generative governance. Chait made the case that the real power of organizations is in generative thinking through collaboration between board members and senior staff. Governance research shows that board members are more satisfied with their board role when generative thinking is as prevalent as fiduciary and strategic board work. The NCSBN BOD agrees. The benefit is having the opportunity for thoughtful, reflective and futuristic discussions that enable the BOD to better anticipate the future and how to strategically position the organization.

Additionally, the BOD continued close monitoring of the dialogue between the BOD and the Nurse Licensure Compact Administrators (NLCA) Executive Committee to address the relational interface between the two organizations. A policy for resolution of concerns from the membership that will be implemented by both organizations was developed by the two groups.

Recommendations to the Delegate Assembly

1. **Adopt the proposed revision to the Uniform Licensure Requirements (ULRs).**
   
   **Rationale:**
   The newly revised ULRs are the result of the 2008 Delegate Assembly Resolution that the 1999 Uniform Core Licensure Requirements be reviewed for currency and relevance. The proposed 2011 revised ULRs will set new national standards for licensure and bring uniformity across all jurisdictions. Adoption of the new ULRs will also demonstrate to external stakeholders, the federal government and consumers that boards of nursing are interested in establishing uniformity and easing the portability of nurses in the U.S. The revised ULRs utilized extensive feedback from the membership and are based on available evidence.

   **Fiscal Impact:**
   None.

2. **Adopt the Singapore Nursing Board 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 the new membership by the full membership of the Delegate Assembly. The current application for Associate Membership meets the qualifications as stated in the NCSBN Bylaws.

   **Fiscal Impact:**
   Upon acceptance, the new associate member will pay a $1,500 annual fee.
3. **Adopt the College of Registered 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 the new membership by the full membership of the Delegate Assembly. The current application for Associate Membership meets the qualifications as stated in the NCSBN Bylaws.

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

**FY11 Highlights and Accomplishments**

**COLLABORATION WITH EXTERNAL ORGANIZATIONS**

**Strategic Partnership Meeting Attendance by BOD and/or NCSBN Staff**
- Oregon State Board of Nursing
- National Governors Association Annual Meeting
- National Conference of State Legislatures (NCSL) Legislative Summit
- Annual Meeting of the Southern Legislative Conference
- North Carolina Board of Nursing
- American National Standards Institute (ANSI)
- New Mexico Board of Nursing
- Tri-Council Meeting Report
- International Council of Nurses (ICN) Credentialing & Regulatory Forum
- ICN Observatory on Licensure & Registration
- Nursing Organizations Alliance (NOA)
- National Federation of Licensed Practical Nurses (NFLPN)
- Minnesota Board of Nursing
- National Association for Associate Degree Nursing (N-OADN)
- National Student Nurses Association (NSNA)
- American Association of Colleges of Nursing (AACN) Baccalaureate Meeting
- AACN Spring Annual Meeting
- Federation of State Boards of Physical Therapy (FSBPT)
- National League for Nursing (NLN)
- Council on Licensure, Enforcement and Regulation (CLEAR)
- National Academy for State Health Policy Conference
- APRN Licensure Accreditation Certification Education (LACE) Meeting
- Citizens Advocacy Center (CAC) Meeting
- Federation of Associations of Regulatory Boards (FARB) Annual Forum
- Tri-Regulator Meeting
- Council on State Governments (CSG) Annual Conference
- NCSL Fall Forum
Nurse Practitioner Roundtable
National Advisory Council on Nurse Education and Practice (NACNEP)
The American Organization of Nurse Executives (AONE)
Federation State Medical Boards Annual Meeting
National Governors Association Winter Meeting

FINANCE
The BOD participated in a governance orientation session on nonprofit finance, including financial oversight, objectives, business model, performance outcomes, internal controls, audit, investments, liability insurance and financial statement reports.
The BOD reviewed and approved the 2010 IRS 990 form.
The BOD approved the budget proposal for the 12-month period beginning Oct. 1, 2010 and ending on Sept. 30, 2011 (fiscal year 2011 [FY11]).
The BOD accepted the quarterly financial statements for the periods ending Dec. 31, 2010 and March 31, 2011.
The BOD accepted the audited financial statements and the independent accountant’s report affirming the statements present fairly, in all material respects, the financial position of NCSBN as of Sept. 30, 2010.

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 roles and responsibilities of the BOD.
The BOD reviewed and discussed the 2010 Delegate Assembly evaluations. Recommended changes to the 2011 Delegate Assembly were initiated as a result.
The BOD appointed additional committee members to the Committee to Ongoing Regulatory Excellence (CORE) and Nursing Education Committees.
The BOD approved direct-assistance funding requests, per policy, for the boards of nursing (BONs) from Wyoming, Wisconsin, New Mexico, Colorado, Texas, South Dakota, Rhode Island, Arkansas, Indiana, Maine and the Northern Mariana Islands.
The BOD approved the minutes of each preceding BOD 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 Environmental Scan Report.
The BOD endorsed the Tri-Council Position Statement on Educational Advancement.
The BOD participated in a report and discussion with Prime Policy Group, a Washington D.C. government relations firm at each meeting.
The BOD facilitated discussion on generative topics pertinent to the future of nurse licensure, the future of nursing, the role of continued competence, membership committees and a new vision for the future of Nursys®.
The BOD met with Linda Stanger, MSA, chair, Canadian Council for Practical Nurse Regulators, and executive director, College of Practical Nurses of Alberta, on the current status of practical nurse regulation in Canada; the comparability of the Canadian practical nurse licensure examination and the NCLEX-PN®; and the competencies taught in Canadian and American licensed practical/vocational nurse (LPN/VN) education programs that might enable reciprocity of licensure.

The BOD endorsed the Substance Use Disorders in Nursing: A Resource Manual and Guidelines for Alternative and Disciplinary Monitoring Programs developed by the 2010 Chemical Dependency Committee.

The BOD reviewed and revised accordingly the entire NCSBN Board Policy Manual.

The BOD approved an evaluation tool for assessing regulatory trends from visits made by staff to Member Boards.

The BOD approved funding for two people from every jurisdiction to attend a two-day conference on the implementation of the Nurse Licensure Compact over the past 10 years and a current review of consumer perspectives on the public protection role of health care licensing agencies.

The BOD approved funding a review of all Member Board websites from a consumer viewpoint.

The BOD approved FY12 BOD meeting dates.

The BOD reviewed and discussed the concepts and process regarding the strategic impact of the Balanced Scorecard and the revision to the Continuous Quality Improvement survey.

The BOD participated in a governance education session on strategic thinking, results orientation and culture of inquiry principles for highly effective BONs.

The BOD approved the Tri-Regulator Collaborative purpose statement.

The BOD approved the content for area meeting agendas.

The BOD reviewed and discussed the work of the Interface Group, which is composed of three members of the NCSBN BOD and three members of the NLCA Executive Committee.

The BOD approved a memorandum of understanding outlining collaborative efforts among the nurse regulatory bodies of seven countries.

The BOD reviewed quarterly progress toward accomplishment of the 2011 strategic initiatives and strategic objectives.

The BOD began drafting strategic objectives for FY12.

The BOD conducted a debriefing and evaluation at the end of each meeting.

The BOD reviewed the annual member evaluations of all committees.

The BOD determined FY12 committees, charges and appointed chairs to each committee.

TESTING

The BOD approved a new Pearson Professional Center site in Harlingen, Tex.

The BOD participated in an education session on the process for developing and determining examination passing standards.

The BOD approved the revised NCLEX-PN passing standard of -.27 logits. This passing standard will be effective from April 1, 2011 through March 31, 2014.

The BOD routinely reviewed NCLEX®, Medication Aide/Assistant Certification Examination (MACE®) and National Nurse Aide Assessment Program (NNAAP®) reporting data.
The BOD reviewed an update on the development and implementation of innovative NCLEX item types.

**NURSING REGULATION**
- The BOD approved the *NCSBN Public Policy Agenda 2011-2013*.
- The BOD reviewed and discussed the APRN Summit evaluations.
- The BOD reviewed and discussed a white paper on state BON structure.

**INFORMATION TECHNOLOGY**
- The BOD approved a new service for Member Boards to participate in Nursys for the purpose of licensure database comparison for disciplinary actions, registered sex offenders and the Social Security Death Index.
- The BOD reviewed and discussed the current status of the data integrity project.
- The BOD routinely reviewed Nursys program data.
- The BOD discussed Associate Member participation in Nursys.
- The BOD routinely reviewed NCSBN Interactive Services outcomes.

**RESEARCH**
- The BOD reviewed and discussed all current research projects.
- The BOD reviewed the current award for research grants through the Center for Regulatory Excellence.
- The BOD reviewed and discussed the Practice & Professional Issues National Employers’ Survey.
- The BOD reviewed and discussed the national survey of nursing program simulation use, faculty preparation and clinical replacement.
- The BOD reviewed and discussed the research report on the Analysis of APRN Disciplinary Actions 2009.
- The BOD approved a new research proposal related to continued competence.

**Attachment**
- A. Annual Progress Report, October 2010–May 2011
- B. Singapore Nursing Board Associate Member Application
- C. College of Registered Nurses of Nova Scotia Associate Member Application
Background
The Annual Progress Report is provided as a summary of the year’s activities and accomplishments in the work toward achieving the organization’s strategic initiatives.

Attachment A
Annual Progress Report, October 2010–May 2011

A. NCSBN promotes evidence-based regulation.

STRATEGIC OBJECTIVE 1
Promote regulatory excellence through a performance measurement system
The Commitment to Ongoing Regulatory Excellence (CORE) Committee requested the continued involvement of a performance measurement expert. In addition to reviewing the fiscal year 2009 (FY09) aggregate and state reports, the expert will lend his expertise to the next round of data collection. His responsibilities will include reviewing and refining the CORE logic model based on the FY09 data collection, as well as reviewing the analysis plan, survey instruments, data collection plan and reports from the FY11 data collection. All work products associated with this next survey will be informed by the current logic model.

STRATEGIC OBJECTIVE 2
Provide models and resources for evidence-based regulation
Guidelines were developed for social and electronic media for patient safety, as well as regulatory decision making related to criminal conduct. Improvements on how Member Boards share and act on disciplinary actions taken by other jurisdictions were recommended. Revisions to the Uniform License Requirements were further refined, and a common licensure application and process were developed. In addition, staff developed an education program regarding the Just Culture Model for the 2011 Midyear Meeting.

Data from Member Boards regarding implementation of education program regulations that result in initial and continued approval were analyzed and presented. Differences between boards of nursing (BONs) requirements and accreditation standards for nursing education programs approved by Member Boards were examined. The current and future purpose and focus of BON approval of nursing education programs were assessed. The NCSBN Model Act and Rules were reviewed and revised as needed.

STRATEGIC OBJECTIVE 3
Identify, communicate and promote collaboration on regulatory issues related to the interface of current nurse licensure models.
Solutions to address current and emerging licensure issues that impact patient safety in all jurisdictions were identified and recommended. Communication processes for regular sharing of information and promotion of dialogue to enhance the interface among all licensure models were developed. A summit on lessons learned from the implementation of the Nurse Licensure Compact was held. NCSBN staff developed a major communication plan to educate nurses on licensure models in the U.S.

STRATEGIC OBJECTIVE 4
Identify practice breakdown trends reported to Member Boards
Trends were reviewed and implications of TERCAP® data determined. Staff was advised on the implementation and evaluation of changes to the data.

STRATEGIC OBJECTIVE 5
Implement Transition to Practice pilot
Pilot states were selected, state coordinators were named and 25 institutions in each state were identified as part of the implementation process for the Transition to Practice pilot study. A total
of six interactive modules and a study protocol were also developed. Additionally, data was collected for Phase One of the study.

**STRATEGIC OBJECTIVE 6**

Identify information and data on continued competence
A research proposal to investigate methods and the role of continued competence in safe patient care was developed.

**STRATEGIC OBJECTIVE 7**

Increase consumer involvement
Consumer groups were engaged to audit Member Board websites and recommend website standards.

**STRATEGIC OBJECTIVE 8**

Increase regulatory knowledge data collection and research
The advanced practice registered nurse (APRN) research data were analyzed, reviewed by the BOD and the APRN Committee, and prepared for dissemination. Data from the research study regarding graduates of programs without faculty precepted clinical training were evaluated and stopped due to inference with the subjects that potentially introduces bias into the study. The 2010 licensure and exam statistics were published.

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**B. NCSBN advances the engagement and leadership potential of all members through education, information and networking.**

**STRATEGIC OBJECTIVE 1**

Increase knowledge of regulation
In its continued effort to provide education, information sharing and networking opportunities in support of its members, NCSBN offered a myriad of resources aimed at strengthening and developing its membership. Members were invited to participate in the Institute for Regulatory Excellence (IRE) Annual Conference; Executive Officer’s Summit; Midyear Meeting Leadership Conference for executive officers and Member Board presidents; Attorney/Investigator Conference; IT Conference; NCLEX® Conference; and NCLEX® Regional Workshops. Leader to Leader, Council Connector, Policy Perspectives and the Journal of Nursing Regulation were published as scheduled.

Member Boards were also encouraged to participate in numerous networking opportunities available, which included NCLEX® Webinars, the APRN Roundtable and networking sessions at Midyear Meeting. Information sharing and networking were also made easier through conference calls in areas such as policy, discipline and practice. Conference calls for education consultants, APRN consultants, executive officers, investigators and TERCAP users were also held.

**STRATEGIC OBJECTIVE 2**

Develop and promote e-learning opportunities
A course on professional ethics was developed.

**STRATEGIC OBJECTIVE 3**

Continuous Quality Improvement (CQI) process revised and implemented
The CQI process was revised and will be implemented in the coming fiscal year.
STRATEGIC OBJECTIVE 4
Members are engaged and connected to NCSBN
NCSBN’s Leadership Team conducted several onsite visits with Member Boards. New members were also oriented to NCSBN and its resources.

STRATEGIC OBJECTIVE 5
Leadership self-knowledge, governance and regulatory expertise enhanced
Executive Coaching was offered to executive officers. An implementation plan for the Leadership Succession Committee (LSC) Leadership Development was created. The 2011 IRE fellows and mentors were selected, and project proposals and final reports were approved. Staff was advised on issues related to the implementation of the IRE fellowship program. The content of the 2011 IRE Conference was approved and strategies to continue engagement of inducted fellows were explored. Governance courses were identified and proposed, and ongoing governance education was provided to the NCSBN Board of Directors (BOD).

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

STRATEGIC OBJECTIVE 1
NCLEX® development, security, psychometrics, administration and quality assurance processes are consistent with Member Boards’ examination needs
Sufficient items for four operational pools were developed. Only valid NCLEX examinations were administered and scored. All NCLEX examinations were administered in accordance with security policies and procedures. Continuous registered nurse (RN) and licensed practical/vocational nurse (LPN/VN) practice analyses were conducted. Areas of innovation in alternate item development continued to be explored and reported to the BOD.

STRATEGIC OBJECTIVE 2
National Nurse Aide Assessment Program (NNAAP®) and Medication Aide/Assistant Certification Examination (MACE®) development, security, psychometrics, administration and quality assurance processes are consistent with Member Boards’ examination needs
Use of the NNAAP and MACE examinations by Member Boards was increased. Sufficient items and skills were built to populate the required number of test forms. Psychometric properties of items, skills and test forms were evaluated.

STRATEGIC OBJECTIVE 3
Explore the use of NCLEX® by other countries and development of an internationally recognized licensing exam
Potential markets continued to be investigated. The BOD met with representatives from Canadian regulatory authorities regarding the use of NCLEX examinations and license reciprocity. NCSBN staff met with another set of Canadian regulatory authorities regarding a comparison of NCLEX knowledge, skills and abilities (KSAs) and Canadian nursing competencies.
D. NCSBN collaborates to advance the evolution of nursing regulation worldwide.

STRATEGIC OBJECTIVE 1

Build North American regional collaborative
NCSBN staff strategized with Canada and the Caribbean Community (CARICOM) to harmonize licensure requirements.

STRATEGIC OBJECTIVE 2

Actively participate in the international regulatory arena
Research partnerships continued to be explored. NCSBN Associate Membership was increased through a focused membership drive. Not only did NCSBN continue to be an active associate member of the European Council of Nursing Regulators (FEPI), but it also supported the organization as needed. A memorandum of understanding was approved to promote active collaboration between and among the nurse regulatory bodies of seven countries.

STRATEGIC OBJECTIVE 3

Promote standards of nursing regulation
NCSBN continued to work towards achieving status as an American National Standards Development Organization.

STRATEGIC OBJECTIVE 4

Collaborate with external stakeholders
The development and collection of a minimum education dataset for use by all relevant nursing education stakeholders including BONs was initiated. A consumer oriented workshop was conducted for the purpose of providing consumer input to Member Boards on current issues. Staff assisted with the APRN Roundtable; APRN Summit; and Licensure, Accreditation, Certification and Education (LACE) meetings. Staff was also advised on how to assist Member Boards with the implementation of the Consensus Model for APRN Regulation: Licensure, Accreditation, Certification & Education. Additionally, the regulatory perspective of the relationship of the model with the doctor of nursing practice (DNP), the three P’s (pathophysiology, pharmacology and physical assessment), as well as the definition of the terms lifespan and CORE, in collaboration with LACE and consistent with the model, were described.

E. NCSBN optimizes nursing regulation through efficient use of technology.

STRATEGIC OBJECTIVE 1

Maintain a comprehensive national nurse licensure database
NCSBN continued to support Member Board reporting of disciplinary actions to federal databanks. NCSBN staff investigated the development of a unique identifier for all nurse individuals in Nursys® Web services for the interactive tool, Falsified Identity Tracking System (FITS), were explored. Nursys was enhanced to include approved NCLEX data, international addresses, as well as an investigation tab for all Member Boards per the business requirements provided by the Discipline Resources Committee. APRN data business and system requirements were documented. The Nursys discipline push system was explored and the data services implemented. The Data Integrity Project continued with more than 30 BONs approved for funding.
STRATEGIC OBJECTIVE 2

Develop a national nurse workforce data repository through collaboration
NCSBN continued its partnership with the Forum of State Nursing Workforce Centers and the National Center for Health Workforce Analysis. Member Board data were also submitted.

STRATEGIC OBJECTIVE 3

Explore a licensure management system within Nursys®
The business requirements and functionalities of a licensure management system within Nursys were identified.
## Attachment B

**Singapore Nursing Board Associate Member Application**

<table>
<thead>
<tr>
<th>Applicant Contact Information</th>
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<tbody>
<tr>
<td><strong>Name</strong></td>
<td>Ms Pauline Tan Cheng Jee</td>
</tr>
<tr>
<td><strong>Title</strong></td>
<td>Registrar</td>
</tr>
<tr>
<td><strong>Phone</strong></td>
<td>(65)63259099</td>
</tr>
<tr>
<td><strong>Fax Number</strong></td>
<td>(65)63254969</td>
</tr>
<tr>
<td><strong>E-mail</strong></td>
<td><a href="mailto:pauline_tan@moh.gov.sg">pauline_tan@moh.gov.sg</a></td>
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<th>Organization Information</th>
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<tbody>
<tr>
<td><strong>Full Name</strong></td>
<td>Singapore Nursing Board</td>
</tr>
<tr>
<td><strong>Chief Staff Person</strong></td>
<td>Ms Mun Fun LO</td>
</tr>
<tr>
<td><strong>Mailing Address</strong></td>
<td>81 Kim Keat Road, #08-00.</td>
</tr>
<tr>
<td><strong>City</strong></td>
<td>Singapore</td>
</tr>
<tr>
<td><strong>State</strong></td>
<td>NA</td>
</tr>
<tr>
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<td>Singapore</td>
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**Street Address (if not the same)**

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Organization Description

1. Please list all the professions your organization regulates:
   - Registered Nurses
   - Enrolled Nurses
   - Registered Midwives
   - Advanced Practice Nurses

2. Please list the number of persons regulated (by profession):
   - Registered Nurses – 21,575
   - Enrolled Nurses – 7,478
   - Registered Midwives - 287
   - Advanced Practice Nurses - 49

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

   The Singapore Nursing Board (SNB) is statutory board. It is an autonomous government agency established by an act of Parliament (Nurses and Midwives Act) that specifies the purpose, rights, and powers of the board.

   The Ministry of Health (MOH) has policy influence and oversight of SNB through its appointed members. The Minister for Health appoints the members of the Board. In addition, the Registrar of SNB is the Chief Nursing Officer of MOH.

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

   SNB is the regulatory authority for nurses and midwives in Singapore. Being an associate member of NCSBN will facilitate SNB to learn from a highly regarded and globally recognized regulatory body. The membership will also allow SNB to participate in valuable information sharing, educational sessions, and networking opportunities

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

   No

6. Are you a membership organization?

   No, SNB is not a member organization. All Board members are appointed by the Minister for Health for their expert knowledge and experience, and they are expected to capably contribute to good regulatory policies. The Board is supported by a team of salaried staff.

7. Are you able to send a copy your Bylaws and Mission Statement? (If so, please submit along with your application)

   SNB’s scope and functions are defined in the Nurses and Midwives Act for the purpose of registration and enrolment of nurses, the registration of midwives and the certification of Advanced Practice Nurses and related matters.

   In addition, its mission, vision, member composition and terms of reference can be accessed from its website at: www.snb.gov.sg
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.

Ms Pauline Tan Cheng Jee
Registrar, Singapore Nursing Board

Signature Date

Title

4 Mar 2011

http://statutes.agc.gov.sg/non_version/cgi-bin/cgi_retrieve.pl?actno=REVED-209&doctitle=NURSES%20AND%20MIDWIVES%20ACT&date=latest&method=part&part=1
NCSBN Associate Member Application

Applicant Contact Information

<table>
<thead>
<tr>
<th>Name</th>
<th>Donna Denney</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone</td>
<td>902-491-9744 ext 233</td>
</tr>
<tr>
<td>Fax Number</td>
<td>902 491-9510</td>
</tr>
<tr>
<td>E-mail</td>
<td><a href="mailto:ddenney@crnns.ca">ddenney@crnns.ca</a></td>
</tr>
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| Title         | Executive Director |

Organization Information

<table>
<thead>
<tr>
<th>Full Name</th>
<th>College of Registered Nurses of Nova Scotia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Staff Person</td>
<td>Donna Denney</td>
</tr>
<tr>
<td>Mailing Address</td>
<td>Suite 4005-7071 Bayers Road</td>
</tr>
<tr>
<td>City</td>
<td>Halifax</td>
</tr>
<tr>
<td>State</td>
<td>Nova Scotia</td>
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<td>Country</td>
<td>Canada</td>
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<tr>
<td>Postal Code</td>
<td>B3L 2C2</td>
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Organization Description

1. Please list all the professions your organization regulates:
   Registered Nurses and Nurse Practitioners

2. Please list the number of persons regulated (by profession):
   Currently Nova Scotia has approximately 10,000 (RNs and NPS) members licensed.
3. Please describe the authority under which your organization regulates:

Nurses in Nova Scotia are regulated under the RN Act (2006) as a separate statute which is governed by a Council of 12 RNs and 6 public representatives. Public representatives are appointed by Council.

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

The benefits identified in recent correspondence from the organization are comprehensive and would add significant opportunity for CRNNS to learn from NCSBN. The additional benefit of having access to discipline information is a considerable advantage with the mobility of nurses.

- Invitations to attend NCSBN meetings;
- Access to comprehensive “Members Only” Web site;
- Access to certain areas of the Nursys system containing nurse license and license discipline information provided by boards of nursing;
- Access to a multitude of online course offerings;
- Access to NCSBN publications such as white papers, newsletters and brochures;
- Education, discipline, practice, and policy conference calls.

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

CRNNS is a not-for-profit incorporated entity since 1910, the oldest regulatory body regulating nurses in Canada.

6. Are you a membership organization?

No we are not a membership organization. We regulate the practice of nursing in the public interests.

7. Are you able to send a copy your Bylaws and Mission Statement? (If so, please submit along with your application)

RN Act, Regulations, By-Laws and Mission, Vision, Ends statement attached

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: [Signature]
Title: [Title]
Date: [Date]

March 24, 2011