



NCSBN
Leading Regulatory Excellence

Welcome to the FY21
NCSBN Annual Report





NCSBN
Leading Regulatory Excellence

FY21 Annual Report **Table of Contents**

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About NCSBN

Founded March 15, 1978, as an independent not-for-profit organization, NCSBN was initially created to lessen the burdens of state governments and bring together nursing regulatory bodies (NRBs) to act and counsel together on matters of common interest. It has evolved into one of the leading voices of regulation across the world.

NCSBN's membership is comprised of the NRBs 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 three exam user members. There are also 27 associate members that are either NRBs or empowered regulatory authorities from other countries or territories.

The NCSBN Mission

NCSBN empowers and supports nursing regulators in their mandate to protect the public.

The NCSBN Vision

Leading Regulatory Excellence Worldwide.

The NCSBN Values

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

Collaboration

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

Excellence

Striving to be and do the best.

Innovation

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

Integrity

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

Transparency

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

Braving New Pathways Leading the Way for Regulatory Transformation

Oct. 1, 2020 - Sept. 30, 2021

The COVID-19 Pandemic Becomes a Global Crisis

As the worldwide spread of the disease dominated the headlines and impacted every facet of life, NCSBN forged ahead by seeking creative solutions to the challenges COVID-19 brought to nursing and nursing regulation. It marshaled its resources, engaged its peer organizations in fruitful initiatives and led in providing guidance to nursing education, practice and regulation.

NCSBN Joined the COVID-19 Vaccine Education and Equity Project

This project works to provide information about the clinical trials process, regulatory review, and distribution of and access to potential COVID-19 vaccines in a way that promotes equity and trust.

This partnership is one component in NCSBN's ongoing effort to provide recommendations about vaccine administration, offer free COVID-19 continuing education courses for health care providers and lead in advocating for practice/academic partnerships that enable nursing students to gain access to vital clinical experiences. As NCSBN pursues these endeavors, it maintains its paramount goal of ensuring that its NCLEX® examinations remain operational and available to candidates to funnel new nurses into the workforce.

NCSBN Provided Recommendations about COVID-19 Vaccine Administration

NCSBN issued a policy brief that recommends what personnel should administer the vaccine to protect the public. The brief specifically states, "COVID-19 vaccines can be safely administered by licensed practical nurses/vocational nurses (LPNs/VNs), registered nurses (RNs) and advanced practice registered nurses (APRNs), in addition to other licensed health care providers such as physicians, physician assistants and pharmacists."

Nursing regulatory bodies (NRBs) assured that there was a supply of licensed nurses who are safe and competent to administer this vaccine. Additionally, partnerships with nursing education programs where the services of student nurses were employed to administer the vaccine under the supervision of faculty or other qualified, licensed personnel were formed.





NCSBN and Other Leading Nursing Organizations Provided Guidelines to Nursing Programs About Unvaccinated Students

NCSBN and eight other leading nursing organizations issued a policy brief to provide guidance to boards of nursing and nursing education programs that have received requests from students for alternate clinical experiences when a program’s clinical sites require the COVID-19 vaccine.

The policy brief highlights recommendations for nursing programs that include reaching out to vaccine-hesitant students and counseling them about the benefits of the vaccine and dispelling myths and misinformation students may have. If mandated by the academic institution, students can refuse the vaccine. If they are not entitled to a reasonable accommodation under the disability laws or for a sincerely held religious belief, then the student may be disenrolled from the institution/nursing program or may not be able to fulfill the clinical requirements of the program, resulting in them not graduating.

NCSBN Offered Convenient Access to Enrollment for Volunteer COVID-19 Vaccine Providers

NCSBN offered eligible vaccinators, such as nurses and physicians, the opportunity to volunteer to administer the COVID-19 vaccine in one convenient location.

NCSBN CEO David C. Benton, RGN, PhD, FFNF, FRCN, FAAN, commented, “We are extremely fortunate to now have the greatest weapon available to combat one of the most serious health care crises of our time. This invaluable resource offers health care providers the chance to register to administer the vaccines that will help bring about the end to the pandemic.”



NCSBN was one of the Signatories of the Statement in Support of COVID-19 Vaccine Mandates for All Workers in Health and Long-term Care

More than 50 health care professional associations stood with experts and institutions that supported the requirement for universal vaccination of health workers and called for mandatory COVID-19 vaccinations for all health care and long-term care employees.

The statement noted that vaccination is “the logical fulfillment of the ethical commitment of all health care workers to put patients as well as residents of long-term care facilities first and take all steps necessary to ensure their health and well-being.”

During the Past Fiscal year, the Tri-Council for Nursing Worked Collaboratively to Address the Challenges that Nursing Faced During the Pandemic.

The Tri-Council for Nursing is comprised of the American Association of Colleges of Nursing, the American Nurses Association, the American Organization for Nursing Leadership, the National Council of State Boards of Nursing and the National League for Nursing. These five organizations representing education, practice and regulation all bring a whole-system perspective to their work and collectively represent “all nurses.”

Tri-Council for Nursing Called for Broad, Bold Transformation in Nursing Education, Practice and Regulation

The Tri-Council for Nursing convened more than 120 leaders in nursing and health care education, practice and policy. Their goal was to identify critical lessons learned from the pandemic and brainstorm opportunities for transforming nursing and health care, now and in the decades ahead. The just-published in-depth report, *Transforming Together: Implications and Opportunities from the COVID-19 Pandemic for Nursing Education, Practice, and Regulation*, details the blueprint for action that spans care settings, educational environments, regulatory agencies and policy forums.

This report is expected to inspire innovative disruption around six distinctive themes deemed essential to the future of nursing education, practice and regulation: Equity and Health Equity; Ethics; Nursing Workforce; Innovation; Inter-Professional Emergency Planning and Response; and Mental Health and Wellbeing. Within each category, the group outlined priority items that present the most promising areas of opportunity and an actionable framework for educators, practitioners and public policy decision makers.

The Tri-Council for Nursing Issued a Statement on the Status of the U.S. Health Care Workforce during the COVID-19 Pandemic

As COVID-19 infections surged and hospitalizations and deaths pushed the health care system into crisis, the Tri-Council for Nursing continued to assess the situation by sharing information and determining ways they could help mitigate the burden on the nursing profession and provide constructive recommendations for the future.





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Nurse Licensure Compact

In the last year, the Nurse Licensure Compact (NLC) experienced extraordinary growth and change. There are now 39 jurisdictions that allow registered nurses (RNs) and licensed practical/vocational nurses (LPN/VNs), whose primary state of residence is in an [NLC state](#), to hold one multistate license, with the authority to practice in person or via telehealth, in both their home state and other NLC states.

March 5, 2021: [Guam Became the First U.S. Territory to Enact the NLC](#)

Speaking as the primary sponsor of the bill and long-time champion of the NLC, Sen. Mary Camacho Torres, commented, “Guam joins a growing number of states stepping into the future of nurse licensure. With the enactment of the NLC, nurses from other member states can now come here and practice immediately, increasing our people’s access to safe, quality care without the need to apply and wait for a Guam nursing license or disaster declaration.”

June 7, 2021: [Vermont](#)

“We look forward to partnering with the other compact states in our shared mission to protect public safety while providing mobility to Vermont nurses, as well as nurses across the nation, who are seeking the lifestyle and collaborative practice environment that Vermont offers,” noted Shiela Boni, MSN, RN, executive officer of the Vermont State Board of Nursing.

July 1, 2021: [Pennsylvania and Ohio](#)

Pennsylvania bill sponsor Sen. Lisa Boscola, remarked that by not being a part of the nurse compact, the state had been at a disadvantage. “We are a state with over 12.5 million people – and the proportion of our population over the age of 60 is one of the highest in the country. That number is only going to climb as the baby boomer generation continues to age and need more advanced medical care. Joining the compact is going to benefit Pennsylvania nurses, hospitals and health systems, physicians, nursing homes, home health care services and – above all – patients.”

“There is potentially no greater incentive for nurses to move to the Buckeye State than interstate compacts that expand the flexibility and value of their professional licenses. With the governor’s signature, nurses can have confidence that there is opportunity in Ohio that they may not be able to find in other states,” said Ohio bill sponsor Sen. Kristina Roegner.

Advanced Practice Registered Nurse (APRN) Compact

Increasing mobility, access and health care equity

The APRN Compact allows APRNs to practice freely among member states while still allowing each state to retain autonomy and the authority to enforce its nurse practice act. The compact eliminates redundant, duplicative regulatory processes and unnecessary fees while increasing access to care. The APRN Compact will be implemented when seven states have enacted the legislation.

Both North Dakota and Delaware enacted legislation in 2021.

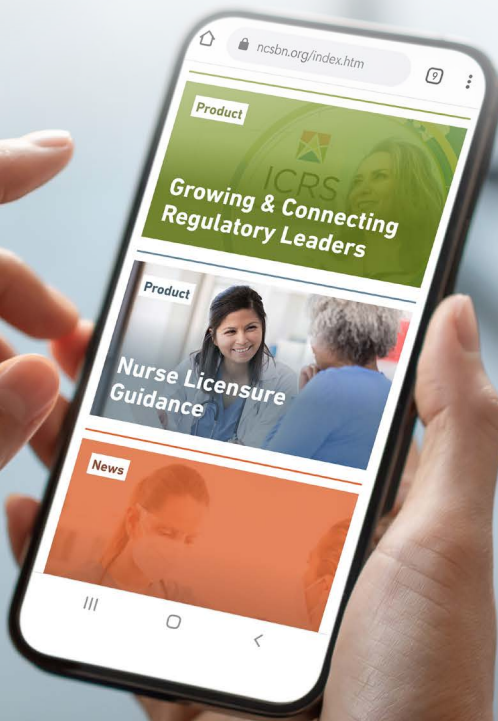
NCSBN Unveiled Nurse Licensure Guidance Tool

NCSBN launched the [Nurse Licensure Guidance tool](#) that provides direction and resources on becoming a licensed nurse in the U.S. This innovative online tool breaks down the licensure process, providing state-specific information for both domestically and internationally educated nurses on applying for a registered nurse (RN) or licensed practical/vocational nurse (LPN/VN) license in the U.S.

Domestically educated nurses can easily access a jurisdiction's license application along with links to other relevant application information as well as the NRB's nurse practice act.

Internationally educated nurses can find information on jurisdiction-specific licensure requirements, based on where they plan to live and practice, such as accepted English proficiency examinations, accepted credentials evaluation services, Social Security number requirements, relevant application information and NRB contact information.

Both pathways include an interactive U.S. map that, based on their selection, dynamically displays where a nurse would and would not have authorization to practice.







The National Academies of Sciences, Engineering and Medicine Report References Several NCSBN Initiatives

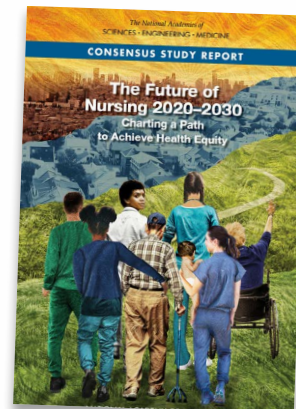
The *Future of Nursing Report, 2020-2030: Charting a Path to Achieve Health Equity* referenced multiple initiatives of NCSBN, linking the initiatives toward the goal of achieving health equity.

The committee report recommended:

- Removing barriers to APRN full practice authority; and
- Adoption of a National Nurse Identifier, such as the NCSBN ID.

The report called for:

- The nationwide adoption of the Nurse Licensure Compact;
- Use of federal authority to supersede restrictive state laws related to scope of practice; and
- NCSBN to ensure that the licensing exam contains questions to assess nurses' ability to address social determinants of health and the needs of the community. And to include more content in licensing examinations to cover potential responsibilities of nurses in disaster response.



NCSBN research projects were highlighted throughout the report:

- The National Nursing Workforce Survey was used to demonstrate the racial and ethnic diversity within the newer classes of LPNs, an important step towards achieving health equity according to the committee.
- The results of the National Simulation Study was used to promote the committee's belief that poverty and other health inequities can be addressed through simulation-based education.
- Research from NCSBN's Regulatory Guidelines and Evidence-based Quality Indicators for Nursing Education Programs was used to support the vision for a broader understanding of quality nursing education.

The report also addressed substance use disorder among nurses and cites:

- NCSBN's Outcome of Substance Use Disorder Monitoring Programs for Nurses as a resource for best practices for alternative to discipline program completion; and
- NCSBN's Components of Nurse Substance Use Disorder Monitoring Programs which highlights the need for additional research into alternatives to discipline programs and more consistency across states.

Membership Achievements: **2021 NCSBN Awards**

NCSBN Honored its Dedicated and Exceptional Membership

R. Louise McManus Award



Kim Glazier, MEd, RN
Executive Director,
Oklahoma Board of Nursing

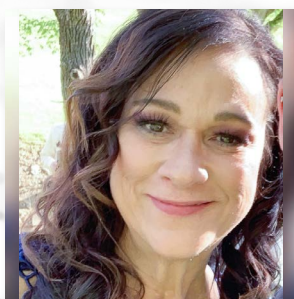
The R. Louise McManus Award is NCSBN's most prestigious award. Individuals receiving this award have made sustained and significant contributions through the highest commitment and dedication to the mission and vision of NCSBN.

Executive Officer Recognition Awards

This award is given in five-year increments to individuals serving in the executive officer role. No nomination is necessary for the Executive Officer Recognition Award as it is presented to executive officers based on their years of service in five-year increments.

Five Years

- **Ann Oertwich, PhD, MSN, RN**, Executive Director, Nebraska Advanced Practice Registered Nurse Board and Nebraska Board of Nursing
- **Cathy Dinauer, MSN, RN**, Executive Director, Nevada State Board of Nursing
- **JoAnne Graham, LPN**, Executive Director-Registrar, Association of New Brunswick Licensed Practical Nurses
- **Dawn Rix-Moore, LPN**, Executive Director, College of Licensed Practical Nurses of Prince Edward Island
- **Michelle Mayhew, MSN, MBA/HCM, RN-BC**, Executive Director, West Virginia State Board of Examiners for Licensed Practical Nurses
- **Sue Ann Painter, DNP, RN**, Executive Director, West Virginia Board of Examiners for Registered Professional Nurses



Pictured from left to right:

Top row: Ann Oertwich, Cathy Dinauer, JoAnne Graham

Second row: Dawn Rix-Moore, Michelle Mayhew, Sue Ann Painter

10 Years

- **Gaynell Hayward-Caesar, MPH, RN, SANE**, Chief Nursing Officer, Bermuda Nursing and Midwifery Council
- **Kwek Puay Ee, RN**, Executive Secretary, Singapore Nursing Board
(photo not available)

15 Years

- **Michele Bromberg, MSN, RN**, Nursing Coordinator, Illinois Board of Nursing

20 Years

- **Lori Scheidt, MBA-HCM**, Executive Director, Missouri State Board of Nursing



Pictured from left to right:

Gaynell Hayward-Caesar, Michele Bromberg, Lori Scheidt

Centennial Award

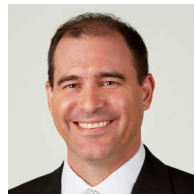
Arizona Board of Nursing reached the milestone of 100 years of nursing regulation.

2020–2021 Board of Directors



Jay P. Douglas, MSM, RN, CSAC, FRE

President
Executive Director,
Virginia Board of Nursing



Adrian Guerrero, CPM

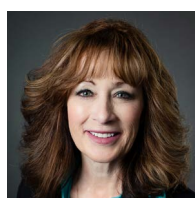
Treasurer
Director of Operations,
Kansas State Board of Nursing



Cynthia LaBonde, MN, RN

Area I Director
Executive Director,
Wyoming State Board of Nursing

(Term began Aug. 12, 2020; Retired May 31, 2021)



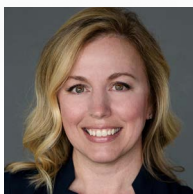
Lori Scheidt, MBA-HCM

Area II Director
Executive Director,
Missouri State Board of Nursing



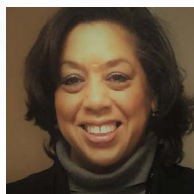
Phyllis Polk Johnson, MSN, RN, FNP-BC

Area III Director
Executive Director,
Mississippi Board of Nursing



**Valerie Fuller, PhD, DNP, AGACNP-BC,
FNP-BC, FAANPN**

Area IV Director
Board President,
Maine State Board of Nursing



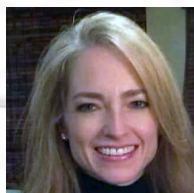
Cathy Borris-Hale, MHA, RN

Director-at-Large
Chair,
District of Columbia Board of Nursing



Anne Coghlan, MScN, RN

Director-at-Large
Executive Director and CEO,
College of Nurses of Ontario



Amy Fitzhugh, JD

Director-at-Large
Chief Legal Officer,
North Carolina Board of Nursing



Mark Majek, MA, PHR, SHRM-CP

Director-at-Large
Operations Director,
Texas Board of Nursing

NCSBN Committees

During Fiscal Year 2021

Awards Committee

Valerie Arne | New York
Marie Ann Cordeiro | California VN
Michelle (Shelley) Harker | Minnesota
Jennifer G. Lewis | North Carolina
Kathy Weinberg | Iowa

Finance Committee

Adrian Guerrero | Kansas, Chair
Russ Barron | Idaho
John Etherington | Oregon
Tony Graham | North Carolina
Paula Meyer | Washington
Sue Painter | West Virginia RN
David Saucedo | Texas
Diana Waterman | Manitoba RN

Leadership Succession Committee (LSC)

Sara Griffith | North Carolina, Chair
Shirley Brekken | Minnesota
Tammy Buchholz | North Dakota
Gretchen Koch | Oregon
Greg Kohn | Wyoming
Jennifer Laurent | Vermont
Sherry Richardson | Tennessee

Model Act and Rules Committee

Ruby Jason | Oregon, Chair
Peggy Benson | Alabama
James (Dusty) Johnston | Texas
Linda Kmetz | Pennsylvania
Linda Young | South Dakota

NCLEX® Examination Committee (NEC)

Betsy Houchen | Ohio, Chair
Barbara Blozen | New Jersey
Cynthia Johansen | British Columbia RN, Exam User Member
Claire MacDonald | Massachusetts
Kimberly Miller | Minnesota
Danette Schloeder | Alaska
Deborah Swartz | Vermont
Crystal Tillman | North Carolina
Carol Timmings | Ontario, Exam User Member

NCLEX Item Review Subcommittee (NIRSC)

Meedie L. Bardonille | District of Columbia
Tammy Bryant | Georgia
Sandra Culpepper | Mississippi
Allison Paige Porter Edwards | Texas
Mariclaire E. England | Minnesota
Cindy Fairchild | California VN
Catherine Hample | Alaska
Anne Elizabeth Hardee | North Carolina
Anne Heyen | Missouri
Brandon Jones | Virginia
Karen Lyon | Louisiana RN
Elise McDermott | Texas
Kathleen McManus | Maine
Patricia Motl | Nebraska
Jennifer Pelletier | North Carolina
Ashlan Durrence Porter | Georgia
Jacci Reznicek | Nebraska

NCSBN Staff

As of Dec. 31, 2021

Executive Office

David Benton, RGN, PhD, FFNF, FRCN, FAAN
Chief Executive Officer

Maggie Bieniek
Associate, Nurse Licensure Compact

Alex Hernandez, MA
Senior Manager, Executive Office

James Puente, MS, MJ, CAE
Director, Nurse Licensure Compact

Elliot Vice
Director, Government Affairs

Kaitlynn Ward, MIA
Associate, Government Affairs

Operations

Philip Dickison, PhD, RN
Chief Operating Officer

Nicholas Barnes
Consolidated Services Specialist I,
Consolidated Services

Joseph Betts, PhD, MA
Director, Measurement & Testing,
Examinations

Kelly Betzold
Customer Experience Specialist II,
Customer Experience

Claire Bourke
Coordinator, Human Resources

Alyson Brenton, MSN, RN, CNL
Test Development Associate II,
Examinations

Julie Burgett, PMP
Test Development Manager, Examinations

Anne Buttolph, MSN
Content Development Associate I,
Examinations

Alicia Byrd, RN
Director, Member Relations

Bridget Byrne
Consolidated Services Specialist I,
Consolidated Services

Catherine Cantieri, SPHR, SHRM-CP
Senior Generalist, Human Resources &
Organizational Development

Thy Cao
Consolidated Services Specialist II,
Consolidated Services

Fernando Cisneros
Customer Experience Specialist II,
Customer Experience

Gayle Cochlin-Swidler, MS, RN
Content Development Associate II,
Examinations

Tim Connolly
Customer Experience Specialist II,
Customer Experience

Jacklyn Currier
Senior Manager, Consolidated Services

Laura Doerr, MS, SPHR, SHRM-CP
Director, Human Resources &
Organizational Development

Kristin Doty
Customer Experience Specialist I,
Customer Experience

Megan Dunham
Senior Web & Production Manager,
Marketing & Advocacy

Margaret Francey
Consolidated Services Specialist I,
Consolidated Services

Jennifer Gallagher
Director, Examinations

Fay Green
Customer Experience Specialist II,
Customer Experience

Kenesha Green, MA
Customer Experience Specialist I,
Customer Experience

Michael Grossenbacher
Associate, Communications,
Marketing & Advocacy

Ellen Guirl
Editor, Examinations

Patty Gunning, MS, RN
Content Development Associate II,
Examinations

Jessica Hansen
Senior Manager, Customer Experience

Debbie Hart, MBA
Consolidated Services Specialist II,
Consolidated Services

Andrew Hicks
Associate, Business Operations

Alan Hoogenboom
Application Developer, Measurement &
Testing, Examinations

Dean Hope
Consolidated Services Specialist II,
Consolidated Services

Brittany Houston, RN
Content Development Associate I,
Examinations

Shelly Howell
Senior Associate, Marketing & Advocacy

Daniel Hydzik
Test Development Associate II,
Examinations

Hao Jia
Associate Psychometrician, Measurement &
Testing, Examinations

Shu-chuan Kao, PhD, MA
Senior Manager, Measurement & Testing,
Examinations

Dawn M. Kappel, MA
Director, Marketing & Communications,
Marketing & Advocacy

Chelsea Kelley
Director, Business Operations

Jeff Kendall, MBA
Director, Customer Experience

Doyoung Kim, PhD
Senior Psychometrician, Measurement &
Testing, Examinations

Michael Kotnaur
Director, Marketing & Advocacy

Cary Lin, PhD, MS, MA
Psychometrician II, Measurement & Testing,
Examinations

Qiao Lin, PhD, MS, MEd
Associate Psychometrician, Measurement &
Testing, Examinations

Tasha Magett, PMP

Project Manager, Project Management Office, Business Operations

Greg Mannix

Manager, Consolidated Services

José Martínez Rodríguez, MS, RN

Manager, Content Processes, Examinations

Qiana McIntosh, MBA, MHRM

Consolidated Services Specialist II, Consolidated Services

William Muntean, PhD

Manager, Measurement and Testing, Examinations

Colleen Neubauer, CMP

Senior Meetings Manager, Consolidated Services

Heather Nichols

Customer Experience Specialist II, Customer Experience

Kalona K. Owens

Senior Manager, Marketing & Advocacy

Fang Peng, PhD, MA

Psychometrician I, Measurement & Testing, Examinations

Dalilah Perello

Senior Manager, Operations

Emily Petersen, MS, MJ, RN, APRN, CPNP

Manager, Content Development, Examinations

Rachel Pupiromrat

Associate, Member Relations

Hong Qian, PhD

Manager, Measurement and Testing, Examinations

Sandra Rhodes

Director, Consolidated Services

Jason Schwartz, MS

Director, Outreach, Marketing & Advocacy

Natalie Sitkowski

Test Development Associate II, Examinations

Katie Steffensen

Senior Coordinator, Examinations

Donald Sutton

Customer Experience Specialist I, Customer Experience

Lisa Suvanto, MSN, RNC-OB

Content Development Associate II, Examinations

Amanda Wagner

Consolidated Services Specialist II, Consolidated Services

Christine Walsh, PHR, SHRM-CP

Senior Manager, Human Resources & Organizational Development

Nicole Williams, MSN, RN

Senior Manager, Examinations

Nicole Yadav, MSN, RN, FNP

Content Development Associate I, Examinations

Katie Yandell, PMP

Project Manager, Project Management Office, Business Operations

Finance**Robert Clayborne, MBA, CPA, CGMA**

Chief Financial Officer

Maria L. Arroyo, MBA

Senior Staff Accountant, Finance

Tremell Eaton, MBA

Senior Staff Accountant, Finance

Gloria Evans-Melton, CPA

Director, Finance

Rocio Hernandez

Senior Accounting Manager, Finance

Mary Trucksa

Accounting Associate, Finance

Mattie Williams

Accounting Associate II, Finance

Information Resources**Nur Rajwany, MS**

Chief Information Officer

Ali Baig

Business Analyst I, Information Technology

Jeyalakshmi Balachandran, MS

Senior Lead Quality Assurance Analyst, Information Technology

Rajeshwari Bommannavar, MS

Senior Application Support Developer I, Information Technology

Doug Fischer

Cybersecurity Manager, Information Technology

Alma Friar

Quality Assurance Analyst II, Information Technology

Ben Gonzalez

Senior Manager, Infrastructure & Cybersecurity, Information Technology

Jason Higbie

Helpdesk Administrator I, Information Technology

Albert Hincapie

Manager, Application Development, Information Technology

Mark Huffman, MBA, PMP

Manager, Information Technology

Penny Jaggi

Business Analyst I, Information Technology

Angela Johnston

Senior Business Analyst I, Information Technology

Christophel Kuizon

Developer I, Information Technology

Roland Morales

Helpdesk Manager, Information Technology

Lavanya Pathak

Quality Assurance Analyst I, Information Technology

George Potacki

Senior Business Analyst I, Information Technology

Dave Raheel

Business/Quality Analyst II, Information Technology

Chandra Sadhangiri

Manager, Application Development, Information Technology

Narender Saraswati, MBA

Senior Program Manager, Information Technology

Zach Sears

Senior System Administrator I, Information Technology

Sachin Sharma, MA

Business Analyst II, Information Technology

Nick Smith

Senior System Engineer I, Information Technology

Tammy Spangler

Director, Information Security Assurance

Matthew Sterzinger

Associate Director of IT, Application Development and Database Management, Information Technology

Andrew Suszko, MS

Senior Database Administrator, Information Technology

Saule Trainys

Senior User Experience Developer,
Information Technology

Sanjeev Yarlagadda

Senior Quality Assurance Analyst I,
Information Technology

Andrew Zelitsky

Help Desk Administrator II, Information
Technology

Nursing Regulation**Maryann Alexander, PhD, RN, FAAN**

Chief Officer, Nursing Regulation

Kimberlee Boyd, MATD, CPLP

E-Learning Program Manager, Nursing
Regulation

Michelle Buck, MSN, APRN, CNS

APRN Senior Policy Advisor, Nursing
Regulation

Heather Chamberlain

E-Learning Course Development Manager,
Nursing Regulation

Rebecca Fotsch, JD

Director, State Advocacy & Legislative
Affairs, Nursing Regulation

Nadja James, PhD, MSN, MHA, RN, CNE

Senior Content Associate, Nursing
Regulation

Laura Jarosz

Manager, Nursing Regulation

Nicole Kaminski-Ozturk, PhD, MA

Research Scientist I, Nursing Regulation

Jenifer Kohl

Senior Coordinator, Nursing Regulation

Amy Lippert, PhD, MA

Associate, Nursing Regulation

Nicole Livanos, JD, MPP

Associate Director, State Advocacy &
Legislative Affairs, Nursing Regulation

MollyMaeve Lusk

Coordinator, State Advocacy & Legislative
Affairs, Nursing Regulation

Brendan Martin, PhD

Director, Research

Thomas Prus

Coordinator, Nursing Regulation

Kathleen Russell, JD, MN, RN

Associate Director, Nursing Regulation

Josephine H. Silvestre, MSN, RN

Senior Associate, Regulatory Innovations

Richard Smiley, MS, MA

Senior Statistician, Research

Nancy Spector, PhD, RN, FAAN

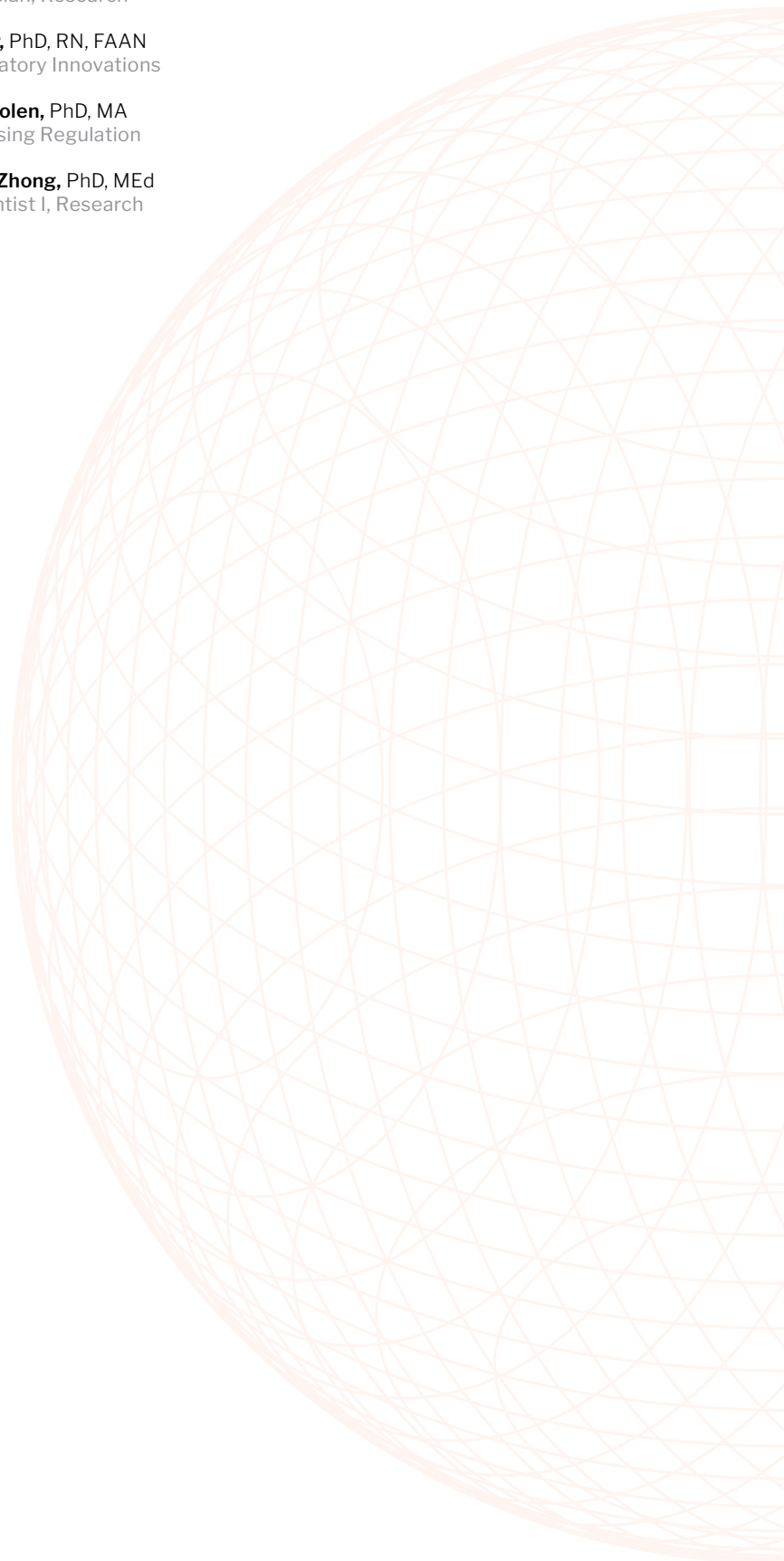
Director, Regulatory Innovations

Sherri L. Ter Molen, PhD, MA

Associate, Nursing Regulation

Elizabeth Hua Zhong, PhD, MEd

Research Scientist I, Research



FY21 Operating Statements

Year ended Sept. 30, 2021

Program Services

	\$	%
Nurse Competency	68,589,900	72
Nurse Practice and Regulatory Outcome Information	9,403,000	10
Administration and Supporting Services	10,793,500	11
	6,042,500	6

Total	\$94,828,900	100
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Sources of Revenue

	\$	%
Examination Fees	76,822,900	81
Other Program Services	12,848,500	14
Use of Investment Earnings	5,157,500	5

Total	\$94,828,900	100
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NCSBN
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