

EVERY MOMENT MATTERS

Realizing Lasting Impact

NCSBN ANNUAL MEETING | BUSINESS BOOK

AUG. 28-30, 2024 | CHICAGO

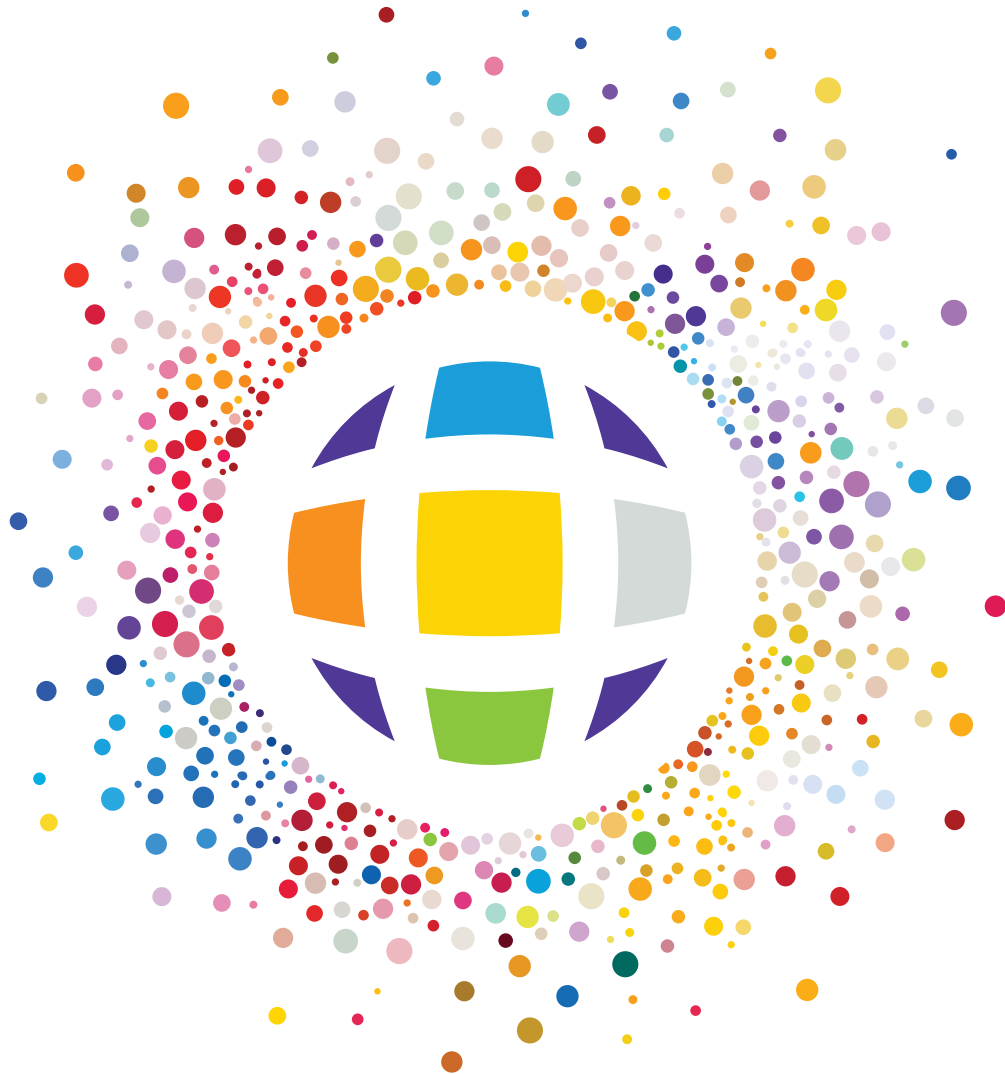


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About NCSBN

Empowering and supporting nursing regulators across the world in their mandate to protect the public, NCSBN is an independent, not-for-profit organization. As a global leader in regulatory excellence, NCSBN champions regulatory solutions to borderless health care delivery, agile regulatory systems and nurses practicing to the full scope of their education, experience and expertise. A world leader in test development and administration, NCSBN's NCLEX® Exams are internationally recognized as the preeminent nursing examinations.

NCSBN's membership is comprised of the nursing regulatory bodies (NRBs) in the 50 states, the District of Columbia and four U.S. territories. There are seven exam user members and 23 associate members that are either NRBs or empowered regulatory authorities from other countries or territories.

Mission

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

Vision

Leading regulatory excellence worldwide.

Values

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

Excellence: Striving to be and do our best in rapidly changing environments.

Innovation: Embracing change as an opportunity to better organize endeavors for all and turn new ideas into action.

Integrity: Doing the right thing for the right reasons through honest, open and ethical dialogue.

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

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.

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Section I:
Meeting Resources

Business Agenda of the 2024 Delegate Assembly

Wednesday, Aug. 28, 2024

9:30–10:45 am

Opening Ceremonies

- Introductions
- Announcements

Opening Report

- Credentials Report

Adoption of Standing Rules

Adoption of Agenda

Report of the Leadership Succession Committee

- Presentation of the 2024 Slate of Candidates
- Nominations from Floor

11:15–11:35 am

President's Address

11:35 am–12:00 pm

CEO's Address

3:15–3:45 pm

Candidate Forum

3:45–4:30 pm

Committee Forums

Thursday, Aug. 29, 2024

8:30–9:00 am

Elections

10:30–10:45 am

Election Results

Friday, Aug. 30, 2024

10:30–11:00 am

Delegate Assembly

Business

Board of Directors' Recommendations

- Approve the College of Registered Nurses and Midwives of Prince Edward Island as an Exam User Member of NCSBN.

New Business

Adjournment

Note: Business conducted during the Delegate Assembly will be continuous, advancing through the agenda as time and discussion permit.

Standing Rules of the Delegate Assembly

1. Onsite Meeting

The 2024 NCSBN Annual Meeting will be conducted in-person. Although the meeting may be live-streamed, all delegates are required to be onsite for the meeting and to vote. The meeting will begin promptly at the hour announced and order must be maintained at all times.

2. 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 shall receive a badge and the appropriate number of voting devices authorized for that delegate. Delegates authorized to cast one vote shall receive one voting device. Delegates authorized to cast two votes shall receive two voting devices. Any transfer of voting devices must be made at the Delegate Check-in desk. In the event that the voting platform permits use of personal devices (e.g., cell phone, laptop or tablet), delegates may be required to confirm that their personal device is compatible with the voting platform.
- C. Per the NCSBN bylaws, delegates authorized to cast one vote will be allowed one vote only; delegates authorized to cast two votes will be allowed two votes only.
- D. A registered alternate may substitute for a delegate provided the delegate notifies the Delegate Check-in desk and follows the substitution instructions. The initial delegate may resume delegate status by the same process.
- E. 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.

3. Meeting Conduct

- A. Meeting Conduct
 - a. Delegates must wear badges and sit in the section reserved for them.
 - b. All attendees shall be in their seats at least five minutes before the scheduled meeting time.
 - c. The quorum of the Delegate Assembly will be determined by the number of Delegates registered by:
 - i. 9:00 am central on Wednesday, Aug. 28, 2024
 - ii. 10:00 am central on Thursday, Aug. 29, 2024
 - iii. 10:00 am central on Friday, Aug. 30, 2024
 - d. All attendees have a right to be treated respectfully.
 - e. There shall be no video or audio recording, photographing, screenshots or captures of the sessions or the resulting digital feed without the written permission of NCSBN.
 - f. All mobile devices shall be turned off or turned to a silent mode. An attendee must leave the meeting room to answer or make a call.
 - g. A delegate's conversations with non-delegates during a business meeting must take place outside the designated delegate area.

4. Agenda

- A. Business Agenda
 - a. The Business Agenda is prepared by the President in consultation with the Chief Executive Officer and approved by the Board of Directors for consideration by the delegate assembly.

5. 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 bylaws of the National Council.
- B. All motions, resolutions and amendments shall be submitted via a fillable form that can be accessed onsite or electronically at <https://www.ncsbn.org/motions.htm>. All motions, resolutions and amendments will be forwarded to the President 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 shall review motions and resolutions submitted before Thursday, Aug. 29, 2024 at 3:30 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 evaluate motions and resolutions in accordance with the following established criteria:
 - a. Determination of consistency and alignment with NCSBN articles of incorporation, bylaws, mission, vision, strategic initiative(s), objectives, and policies;
 - b. Determination of relationship to ongoing programs and services;
 - c. Will not duplicate concurrent programs and services;
 - d. Determination that no negative legal or business implications are anticipated;
 - e. Financial impact, including budget estimates of expense and/or revenue and funding; and
 - f. Whether the subject of the resolution is so urgent that it requires immediate action by the Delegate Assembly, or whether a period of study or other analysis is necessary before putting the resolution to the Delegate Assembly for action.
- E. The Resolutions Committee will convene its meeting on Thursday, Aug. 29, 2024 at 4:00 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 established criteria. The Resolutions Committee shall make a recommendation to the Delegate Assembly, including as to whether immediate action or further study and analysis is appropriate. During the Delegate Assembly's consideration of the motion or resolution, the Committee Chair shall notify the Delegate Assembly of the Committee's review, analysis, evaluation and recommendation on each resolution and motion referred to the Committee.
- F. Any proposed new business should be submitted electronically to NCSBN at newbusiness@ncsbn.org by Thursday, Aug. 29, 2024 at 3:30 pm.
- G. If a delegate wishes to introduce a non-procedural main motion or resolution after the deadline of Thursday, Aug. 29, 2024 at 3:30 pm, 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.

- a. All motions or resolutions submitted after the deadline must be presented with a written analysis that addresses the motion or resolution's consistency with the established review criteria.
- b. The member submitting such a motion or resolution shall provide copies of the motion or resolution to the resolution committee.
- c. A majority vote of the delegates, without debate, shall be required to grant the request to introduce this item of business.
- d. 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.

6. Debate at Business Meetings

- A. Order of Debate: Delegates shall have the first right to speak. Non-delegate members and employees of U.S. members and exam user members, including members of the Board of Directors, followed by associate members, may speak only after all delegates have spoken.
- B. Any person who wishes to speak shall go to a microphone. When recognized by the President, the speaker shall state their name and nursing regulatory body or organization.
- C. A red card raised at a microphone interrupts business for the purpose of a point of order or an appeal. A red card may also be used for a question of privilege, orders of the day, or a parliamentary inquiry. Such questions may interrupt a speaker or other item of business if urgent; the President shall determine if the debate will be halted to take up the member's request.
- D. No person may speak in debate more than twice on the same question on the same day, or longer than four (4) minutes per speech, without permission of the Delegate Assembly, granted by a majority vote without 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 go into executive session by a majority vote. The enacting motion shall specify those permitted to attend beside the regular delegates and members of the NCSBN Board of Directors.

7. Nominations and Elections

- A. Definitions:
 - a. **Majority Vote:** A majority vote means more than half of the total votes cast by registered delegates.
 - b. **Plurality Vote:** A plurality vote is the largest number of votes to be given to any candidate.
- B. A Slate of Candidates that were vetted by the Leadership Succession Committee at their April 2024 meeting will be presented in the Business Book.
- C. Members who indicate their intention to be nominated from the floor are required to submit their completed application form and must meet with the Leadership Succession Committee:
 - a. Applicants who submit their application by July 15, 2024 at 5pm Central will meet with the Leadership Succession Committee virtually on Monday, July 22, 2024 between 1 and 3pm Central.
 - b. Applicants who submit an application after July 15, but by Aug. 27, 2024 at 12pm Central will meet with the Leadership Succession Committee in person on Aug. 27, 2024 between 3 and 5pm Central.
 - c. A motion to nominate someone from the floor must be made by a delegate.
 - d. After being acknowledged by the President, the delegate making the nomination from the floor shall have two minutes to list the qualifications of the nominee.

- D. Members who indicate their intention to be nominated from the floor after Tuesday, Aug. 27, 2024, are not precluded from running.
 - a. A motion to nominate someone from the floor must be made by a delegate.
 - b. After being acknowledged by the President, the delegate making the nomination from the floor shall have two minutes to list the qualifications of the nominee.
- E. From the Floor Candidates are added to the Slate of Candidates during the Presentation of the Slate of Candidates during the Delegate Assembly Opening Ceremony on Wednesday, Aug. 28, 2024. Campaigning by or for candidates nominated from the floor is not permitted until the candidate has been nominated from the floor and added to the Slate of Candidates.
- F. Candidates may begin campaigning only after they've been added to the Slate of Candidates and may do so via the following avenues:
 - a. The NCSBN Campaign webpage (not available for from the floor candidates),
 - b. At the candidate forum.
- G. At Annual Meeting, slate candidates will be identifiable by wearing a special ribbon. Candidate activities include candidate application photo posted in the Business Book and Candidate web pages, introduction at welcome reception and candidate forum presentation.
- H. Slate candidates may converse with attendees and informally present their positions during Annual Meeting events outside of formal Delegate Assembly business sessions.
- I. Campaign activity shall not include: distribution of printed materials, email, texts or other electronic broadcasts, gifts, favors or other inducements to vote.
- J. Use of social media for campaigning is prohibited.
- K. The voting strength for the election shall be determined by those registered by 8:30 am central on Thursday, Aug. 29, 2024.
- L. Election for officers, directors, and members of the Leadership Succession Committee shall be held during the Delegate Assembly meeting on Thursday, Aug. 29, 2024.
- M. If more than one position is listed on a ballot, each delegate may cast one vote for each position. Voting will be done electronically.
- N. If more than one position is listed on a ballot and more candidates receive a majority vote than there are open positions, the candidates receiving the highest number of votes shall be selected. For example, if there are five candidates for two open positions, and three of the candidates receive a majority vote, the two candidates with the highest number of votes shall be selected.
- O. If no candidate receives the required vote for an office or there is a tie, and repeated balloting is required, the President shall announce run-off candidates and the time for the run-off balloting.
- P. For those position that require a majority vote for election: If, on the first ballot, no candidate for officer or director receives a majority vote, or if not all positions on the ballot are filled by a candidate receiving a majority vote, the run-off balloting shall proceed as follows:
 - a. Where only one open position is on the ballot, the run-off shall be limited to the two candidates receiving the highest number of votes.
 - b. If there is more than one position on the ballot and only one position is not filled by a candidate(s) receiving a majority vote on the first ballot, the run-off shall be limited to the two unelected candidates receiving the highest number of votes on the first ballot.

- c. If more than one position is not filled by a candidate(s) receiving a majority vote on the first ballot, the runoff shall be limited to up to twice the number of candidates as there are open positions to be filled on the second ballot, the candidates to be selected for inclusion on the second ballot will be in the order of the votes received on the first ballot.
- d. In the event there remains an unfilled position after the second ballot, the candidate receiving the fewest votes on the second ballot shall be removed from the next run-off ballot.
- e. If there is a tie vote on the third ballot or if a position remains unfilled after the third ballot, the final selection shall be determined by drawing lots.

8. 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 President 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.

Directions for Obtaining Continuing Education (CE) Contact Hours for the 2024 Delegate Assembly

In an attempt to streamline the CE process, as well as to be environmentally responsible, we will award your CE certificates electronically.

1. Please follow these directions carefully if you'd like to receive your CE contact hours:
2. Check in using the iPads at the registration desk once per day. This is critical for obtaining CE contact hours. If you don't check in, you will not be eligible to receive the contact hours.
3. After the meeting concludes, NCSBN will email the electronic evaluation form, which must be completed in order to obtain CE contact hours.
4. Once the evaluation has been completed, you will receive your electronic certificate of completion automatically. The deadline to complete the electronic evaluation is Sept. 20, 2024.

If you have any questions, email Qiana McIntosh at gmcintosh@ncsbn.org.

Provider Number: ABNP1046, expiration date, July 2027

Section II: **Committee Reports**

Summary of Recommendations to the 2024 Delegate Assembly

Board of Directors' (BOD) Recommendation:

1. Approve the College of Registered Nurses and Midwives of Prince Edward Island (CRNMPEI) as an Exam User Member of NCSBN.

Rationale:

An Exam User Member is a jurisdictional board of nursing that has an organizational mandate exclusively related to the regulation of the profession and protection of the public and uses the prelicensure exam developed by NCSBN, which is approved by the Delegate Assembly as an Exam User Member of NCSBN. The object of CRNMPEI is stated in the vision, mission and strategic outcomes document.

Over the past few years, the governmental policy positions across jurisdictions in Canada have shifted, and some nursing regulators are moving to a single mandate basis with a sole focus on public protection. In some provinces, the Nursing Act has been updated to clarify the regulator's objectives. In other provinces, the single mandate function has been incorporated into ancillary policy documentation. The BOD has reviewed the application and associated documentation for the CRNMPEI and believes that the information provided supports the fact that this organization is a single mandate entity with the sole mission of public protection.

Fiscal Impact:

Incorporated into the fiscal year 2025 (FY25) budget.

Funding for one member to attend Midyear and Annual Meeting estimate: up to \$5,000 annually. Use of the resource fund: up to \$5,000 per request.

Leadership Succession Committee (LSC) Recommendation:

2. Present the 2024 Slate of Candidates.

Rationale:

The LSC has prepared the 2024 Slate of Candidates with due regard for the qualifications required by the positions open for election, fairness to all candidates, and attention to the goals and purpose of NCSBN. Full biographical information and application responses for each candidate are posted in the Business Book under the Report of the LSC.

Fiscal Impact:

Incorporated into the FY25 budget.

Report of the Board of Directors (BOD)

Recommendations to the Delegate Assembly:

1. Approve the College of Registered Nurses and Midwives of Prince Edward Island (CRNMPEI) as an Exam User Member of NCSBN

Rationale:

An Exam User Member is a jurisdictional board of nursing that has an organizational mandate exclusively related to the regulation of the profession and protection of the public and uses the precicensure exam developed by NCSBN, which is approved by the Delegate Assembly as an Exam User Member of NCSBN. The object of CRNMPEI is stated in the vision, mission and strategic outcomes document.

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Fiscal Impact:

Incorporated into the fiscal year 2025 (FY25) budget.

Funding for one member to attend Midyear and Annual Meeting estimate: up to \$5,000 annually. Use of the resource fund: up to \$5,000 per request.

Leadership Succession Committee (LSC) Recommendation:

2. Present the 2024 Slate of Candidates.

Rationale:

The LSC has prepared the 2024 Slate of Candidates with due regard for the qualifications required by the positions open for election, fairness to all candidates, and attention to the goals and purpose of NCSBN. Full biographical information and application responses for each candidate are posted in the Business Book under the Report of the LSC.

Fiscal Impact:

Incorporated into the FY25 budget.

Board Members

Jay P. Douglas, MSM, RN, CSAC, FRE
Virginia, Area III, President

Phyllis Polk Johnson, DNP, RN, FNP-BC
Mississippi, Area III, President-elect

Lori Scheidt, MBA-HCM
Missouri, Area II, Treasurer

Danette Schloeder, DNP, RNC-OB, C-EFM, C-ONQS
Alaska, Area I Director

Sue Painter, DNP, RN
West Virginia RN, Area II Director

Jose Delfin D. Castillo III, PhD, MSNA, CRNA, APRN
Florida, Area III Director

Barbara Blozen, EdD, MA, RN, BC CNL
New Jersey, Area IV Director

Lori Glenn, DNP, CNM, C-EFM, RN
Michigan, Area II, Director-at-Large

Tony Graham, MS, CPM
North Carolina, Area III, Director-at-Large

Sue A. Tedford, MNSc, APRN
Arkansas, Area III, Director-at-Large

Carol Timmings, MEd, RN
Ontario, Canada, Exam User Member, Director-at-Large

Staff

Philip Dickison, PhD, RN
Chief Executive Officer

Chelsea Kelley
Director, Executive Office

Dalilah Hill,
Senior Manager, Executive Office

Andrew Hicks
Senior Associate, Executive Office

Meeting Dates

Aug. 18, 2023 (Post Delegate Assembly Board Meeting, Chicago)

Highlights of Business Activities

Strategic Plan 2023–2025

NCSBN continues its work towards the objectives of the 2023–2025 Strategic Plan. The strategic initiatives and objectives are:

- A. Promote agile regulatory systems for relevance and responsiveness to change.
 1. Regulatory Excellence Accreditation System — Develop, pilot, and evaluate regulatory excellence accreditation systems that use a mixed methods approach including organizational self-assessment, external peer review and quantitative metrics.
 2. Develop a pathway to reform the licensure process to increase efficiency and effectiveness of the U.S. nursing regulatory bodies.
 3. Develop a vision of Contemporary Workforce Modeling through the commission of a thought-provoking white paper to propose potential actions that will address contemporary challenges in nursing's workforce.
 4. Collect evidence-based information to assist in the development and implementation of a United Public Safety Regulatory Model for support workers.
- B. Champion regulatory solutions to address borderless health care delivery.
 - The work under this initiative completed in the 2020–2022 Strategic Plan has moved forward as operational work. There are no updates to report on this initiative for FY24.
- C. Strengthen the capacity, capability, diversity, and engagement of regulatory leadership.
 - The work under this initiative completed in the 2020–2022 Strategic Plan has moved forward as operational work. There are no updates to report on this initiative for FY24.
- D. Pioneer competency assessments to support the future of health care and the advancement of regulatory excellence.
 5. Global Core Nursing — Investigate new uses of exam items to develop a core global nurse competence assessment that includes entry-to-practice exams to support international regulatory bodies in assessing the minimal competency of domestic and internationally educated nurses that provides a means of calibrating performance across jurisdictions.
 6. Next Generation NCLEX® — Continue to develop assessment processes that ensure fidelity as well as the readability/validity of measurement of entry to practice.
 7. Remote Proctoring (NCLEX Online) System Development and Implementation — Covering the research, design, development and implementation of a remote proctoring solution for NCSBN examinations.

Further information on the accomplishments and future activities of the current Strategic Plan can be found in Attachment A.

Onboarding NCSBN CEO

After an extensive international search, Philip Dickison, former NCSBN Chief Operating Officer and Chief of Examinations, was appointed as CEO by the BOD. At their September 2023 BOD meeting, according to the NCSBN Succession Plan, the BOD established a Leadership Transition Team to ensure a smooth transition when Phil

Sept. 26–27, 2023 (Board Meeting, Hybrid – Chicago/Virtual)

Oct. 23–25, 2023 (Strategy Retreat, Charleston, South Carolina)

Dec. 5–6, 2023 (Board Meeting, Chicago)

Feb. 6–7, 2024 (Board Meeting, Chicago)

May 7–8, 2024 (Board Meeting, Hybrid - Chicago/Virtual)

July 9–10, 2024 (Board Meeting, Chicago)

Attachments

Attachment A:

[2023 Strategic Plan Progress Report](#)

Attachment B:

[College of Registered Nurses and Midwives of Prince Edward Island \(CRNMPEI\) Exam User Member Application](#)

assumed the role of CEO on Oct. 1, 2023. In October 2023, the BOD, the CEO and NCSBN Chief Officers came together for the annual strategy retreat where they discussed NCSBN's domestic work, including federal agency relationship strategies to further advance the current strategic objectives as well as the international engagement strategy and needed future activities. The resulting report from the retreat provided direction to the CEO related to priorities for the coming year for the CEO and NCSBN staff. At each subsequent meeting of the BOD, the CEO provides an update on the progress made on these priorities.

Moving Regulatory Policy Forward:

Policy efforts at the state and federal level continue to support members and advance nursing regulatory priorities. The Federal Affairs and State Affairs teams engaged in relationship-building and networking with key stakeholders, cultivating existing partnerships and starting new projects and relationships with organizations such as American Red Cross, OneMedical, Convenient Care Association, among others. The Federal Affairs team assisted members seeking guidance from federal agencies including the Department of Justice during implementation of the Veterans Auto and Education Improvement Act and garnering support for the SHARE Act to facilitate implementation of the Nurse Licensure Compact (NLC). The State Affairs team provided analysis and sought legal opinion for members facing complex legislation in their states, many with potential impact on their participation in the compacts.

On the campaign front, progress continues to be made with the adoption of NLC, the Advanced Practice Registered Nurse Compact (APRN Compact) and with the NursingAmerica campaign. The NursingAmerica campaign strives to increase access to care and remove unnecessary barriers to APRN care by aligning state statutes and regulations with the Consensus Model for APRN regulation.

The NLC was introduced in nine state legislatures and the District of Columbia in the 2024 session. Continued state-level conversations about addressing the nursing workforce shortage have motivated many of the introductions. Forward progress in the 2024 session as of May 2024 includes: enactment of the NLC in Connecticut, advancement of the NLC legislation in Hawaii through both the House and Senate Chambers into Conference Committee, movement through the committee process in Alaska, and a fall 2023 hearing in Massachusetts.

The APRN Compact was introduced in three states this session. The APRN Compact was enacted in South Dakota, making the state the fourth to enact the legislation. In Maryland, the bill successfully passed out of the House of Delegates but was not brought up for consideration in the Senate Finance Committee despite significant and diverse stakeholder support. As of May 2024, the APRN Compact has successfully passed through the Arizona Senate Chamber and through the committee process in the House. The APRN Compact has moved closer to the seven state enactments needed for the compact to go into effect and provide APRNs with a safe and mobile license.

The NursingAmerica campaign continues work in Florida, Mississippi, Missouri and North Carolina. Florida enacted legislation to provide for independent practice for certified nurse-midwives and Missouri saw implementation of legislation providing for APRN licensure and removal of barriers to APRN care in the state. In North Carolina, NCSBN hosted a Legislative Breakfast to amplify business voices across the state supporting the SAVE Act and create momentum for the 2024 short session. As of May 2024, the SAVE Act and additional APRN barrier removal legislation remains on the legislative agenda.

Next Generation NCLEX® (NGN) Launch

After over a decade of research, development and preparation, on April 1, 2023, NCSBN successfully launched the Next Generation NCLEX (NGN), adhering to the new 2023 NCLEX-RN® and NCLEX-PN® Test Plan configurations. Candidates taking the exams beginning April 1, 2023, experienced the updated test design, including the assessment of clinical judgment using the new item types and the traditional NCLEX items normally included on the exams. This new test design has expanded the evaluation of entry-level knowledge, skills, and abilities for safe and

effective practice to include the assessment of clinical judgment. The NGN applies polytomous scoring using three models (plus/minus, zero/one, and rationale) to increase the precision in the measurement of entry-level nursing. So far, all statistics and outcomes have been within expected ranges with no interruptions reported.

NCLEX® Online-Remote Proctoring

NCSBN has continued to work on refining requirements, reviewing designs, development and some initial testing of the new software consoles for remote proctoring.

At the 2024 Midyear Meeting, NCSBN members were given an update on the NCLEX candidate and nursing regulatory body (NRB) experience with the new consoles by the Deputy Chief Officer for Examinations. The update included information on the enhancement of the candidate registration process, how exam security features support exam validity, and previews of the Candidate and NRB consoles. Capabilities presented during the meeting included candidate and proctor security features such as:

- For Candidates: Before the Exam and on Exam Day:
 - Face verification and voice recognition
 - AI keystroke
- For Candidates: During an Exam:
 - Implementation of 360 camera app
 - Object detection and action detection
 - Screen capture security features
 - Ability to recognize if a candidate is using a thumb drive, spyware, Bluetooth, shortcut keys, screen recording or a dual monitor
- For Proctors: During an Exam:
 - Screen blurring

NCSBN ID Unique Nurse Identifier

The NCSBN ID Unique Nurse Identifier (UNI) is a unique number assigned to every U.S. nurse. A key benefit of using a unique identifier for all nurses is its value in enabling interoperability in exchanging nursing-related datasets between disparate health technology systems and facilitating nursing academic and practice-related research. NCSBN continues to collaborate with American Nurses Association (ANA), Alliance for Nursing Informatics (ANI), Healthcare Information and Management Systems Society (HIMSS), and Center for Nursing Informatics Nursing Knowledge Big Data Science Initiative Policy & Advocacy Workgroup (NKBDS) to create National Provider Identifier (NPI) and NCSBN ID UNI FAQs for dissemination to various stakeholders in the health care ecosystem. Currently, the Centers for Medicare & Medicaid Services (CMS) is using the NCSBN ID UNI in their Advanced Provider Screening (APS) system to assist with verifying a nurse's license and de-duplication of their nurse database. This enhances public protection by facilitating CMS's process of detecting and mitigating fraud by ensuring only licensed nurses free of any encumbrance are reimbursed for nursing services by the federal government. Besides CMS, the Health Resources & Services Administration (HRSA) has agreed in principle to add the NCSBN ID UNI to the Nurse Practitioner Databank (NPDB) system. Furthermore, NCSBN has engaged in conversations with the Health and Human Services Office of the Inspector General to add the NCSBN ID to their nurse database.

Digital Verifiable Credential License Status & Related Services

Digital verifiable credentials are certifications, licenses, academic degrees, and similar indicators of individual accomplishments, skills, qualifications, or competencies that are accessible within a digital credential marketplace. The marketplace platform must ensure that the credentials have not been tampered with after being issued by the

credential-issuing primary source or equivalent. NCSBN is currently engaged in due diligence of such a marketplace that meets the following criteria:

- The credential holder (a nurse or any health care practitioner), through a digital wallet, will receive and hold their own credentials from primary source credential issuers. This will allow the health care practitioner to share all their credentials with prospective employers in one simple step. This expedites the employment process and allows the practitioner to enter the workforce faster.
- The digital credential platform is a public permissioned system governed by a not-for-profit foundation. The foundation provides a governance structure with enforced standards where credential issuers are vetted and approved.
- An issued credential's proof of integrity is stored in an immutable data system backed by blockchain or similar distributed technology.
- The platform meets NCSBN standards for cybersecurity and data privacy compliance.

Velocity Network Foundation (VNF) is one such entity that currently meets NCSBN's criteria for participation. Through collaboration with national organizations such as the Federation of State Medical Boards (FSMB), the National Registry of Emergency Medical Technicians (NREMT), the National Board for Certification in Occupational Therapy (NBCOT), and the Federation of State Board of Physical Therapy (FSBPT), NCSBN has taken the lead in working with VNF to finalize the health care practitioner digital license status data schema. NCSBN is also finalizing engagement with a consulting partner (Sutherland Global) to develop a Healthcare Practitioner Digital Wallet. This wallet will be vendor and platform agnostic and can be updated to connect with multiple digital platforms and marketplaces as needed.

Cybersecurity

Cybersecurity attacks are getting more complex and frequent and affect the whole organization and the data it holds. This evolving environment presents both strategic and operational information security risks that are managed by the Information Resources division through governance, compliance, risk management and cybersecurity threat assessments, controls, audits and monitoring. NCSBN continues to mature its cybersecurity program by increasing the scope and frequency of internal audits, logging and monitoring, expanding endpoint protection, improving risk management processes, completing cloud modernization efforts and expanding data loss prevention processes. NCSBN's information security governance program is aligned with the security and privacy controls from the NIST 800-53 Rev. 5 framework. NCSBN is actively pursuing StateRAMP compliance in response to growing compliance requirements from state governments.

National Nursing Workforce Study 2024

NCSBN's Research staff used the 2022 National Nursing Workforce Survey data to conduct a deeper analysis of the nursing workforce. Results are published in a special workforce issue of the *Journal of Nursing Regulation* and were presented at select national and international conferences. These new analyses provide further insight into the demographics and mental health/wellness of nurses ranging from early career nurses to faculty at schools of nursing. The studies explore critical issues, such as diversity, telehealth and travel nursing, to inform policy discussion at the state and federal levels and to support sustainable workforce development.

The 2024 National Nursing Workforce Survey also launched in late March of this year, formally kicking off the most recent data collection cycle. NCSBN partners with The National Forum of State Nursing Workforce Centers to conduct the only national-level survey of the entire U.S. nursing workforce. This study not only generates important information on the supply of nurses in the country on a biennial basis, but this cycle it will also begin to inform on the efficacy of employer-based and other policy interventions to address drivers (e.g., burnout, workplace violence, etc.) of future workforce attrition following the COVID-19 pandemic.

International Center for Regulatory Scholarship (ICRS)

In the first two quarters of FY24, ICRS offered 12 Certificate Program courses with 142 completed enrollments, nine Foundations of Regulation courses with 164 completed enrollments, and 29 Continuing Education courses with 5,931 completed enrollments.

At the beginning of Q3, ICRS debuted two new Certificate Program courses for the Spring Term: “Asking the Right Questions: Measurement Strategies for Exam Development” and “Ways of Thinking: Identity, Inequality, and Inclusion.” Additionally, the second biennial Advanced Leadership Institute was held in Washington, D.C. in April 2024, recognizing the achievements of 27 graduating participants. The invitation-only event is the capstone of the ICRS Certificate program and features inspiring speakers, small group work and a graduation ceremony.

“Foundations of APRN Regulation in the United States” was also launched early in Q3, providing a foundational education about the history of APRN regulation in the U.S. to prepare practicing APRNs to provide safe care within their scope of practice, protect the APRN license and advocate for the profession.

Strategic Partnership Meeting Attendance by BOD and/or NCSBN Staff

- American Association of Colleges of Nursing (AACN) Academic Nursing Leadership Conference
- AACN Transform
- AACN Deans Annual Meeting
- American Association of Nurse Anesthesiology (AANA) Annual Meeting
- American Association of Nurse Practitioners (AANP) Annual Meeting
- AANP Health Policy Conference
- American Nurses Association (ANA) Annual Membership Assembly
- American Organization for Nursing Leadership (AONL) Annual Meeting
- Federation of Associations of Regulatory Boards (FARB) Annual Forum
- FARB Regulatory Law Seminar
- Opioid Regulatory Collaborative Meeting
- Institute for Healthcare Improvement (IHI) National Forum on Quality Improvement in Healthcare
- International Nurse Regulator Collaborative (INRC) Meeting
- National Association of Boards of Pharmacy (NABP) 120th Annual Meeting
- National Student Nurses' Association (NSNA) Annual Meeting
- Nursing Organizations Alliance (NOA) 22nd Annual Fall Summit
- Tri-Council Meetings
- Tri-Regulatory Collaborative Meetings
- World Health Organization Global Partners Meeting

Governance and Policy

- The BOD reviewed education and advocacy efforts in Washington, D.C. throughout the year, including collaborative efforts with the government relations firm Prime Policy Group.
- The BOD determined the education session content for the Midyear and Annual Meetings.
- The BOD reviewed and discussed the annual environmental assessment report.
- The BOD was kept informed on the NLC Commission.
- The BOD was kept informed on the advancement of the NLC and APRN Compact.

Finance

- The BOD approved the proposed budget for FY24.
- The BOD approved quarterly financial statements throughout the fiscal year.
- The BOD approved the proposed audit plan for FY23.
- The BOD approved the annual banking resolution authorizing the CEO to establish and maintain banking accounts.
- The BOD accepted the independent auditor's report for the NCSBN 403(b) defined contribution retirement plan for the plan year ended June 30, 2023.
- The BOD accepted the independent auditor's financial statement report for the fiscal year ended Sept. 30, 2023.
- The BOD reviewed the FY23 IRS 990 form.
- The BOD reviewed and discussed NCSBN's investment portfolio performance.

Testing

- The BOD reviewed the NCLEX update reports on the NCLEX examination program.
- The BOD reviewed update reports on the National Nurse Aide Assessment Program (NNAAP®) and the Medication Aide Certification Exam (MACE®) examination programs.
- The BOD approved minor revisions to various NCLEX policies.
- The BOD was kept informed of the status of content development, psychometric results and exam outcomes from the NCLEX exam.
- The BOD reviewed updates on the remote proctoring and AI project.

Information Technology (IT)

- The BOD received a progress update on the implementation and adoption of Nursys® for Canadian NRBs.
- The BOD reviewed and approved updates to the Nursys policies.
- The BOD received an annual report on the NCSBN data security program, compliance activities and audit results.
- The BOD reviewed and discussed the Nursys Annual Report.

Nursing Regulation and Research

- The BOD reviewed and discussed the Annual Research Agenda, including the launch of the 2024 National Nursing Workforce Survey.
- The BOD reviewed and discussed the 2024 Scientific Symposium.
- The BOD reviewed and discussed the Annual Environmental Assessment Report.
- The BOD reviewed two reports on the usage of NLC support funds.
- The BOD reviewed and discussed the Midyear Meeting and Area Meetings.
- The BOD reviewed and discussed the Midyear and Annual Meeting theme and educational content.
- The BOD reviewed and decided on NLC Grant requests.
- The BOD was kept informed on the ICRS course offerings and program advancement.
- The BOD approved the committee charges and competencies for the Governance and Bylaws and Model Act and Model Rules committees.

- The BOD appointed members to the Government and Bylaws Committee, the Model Act and Model Rules Committee and the NCLEX Examination Committee.
- The BOD reviewed and discussed the Model Act and Model Rules Committee report.
- The BOD reviewed and discussed the Governance and Bylaws Committee report.
- The BOD reviewed and approved the Champions Award Nomination.
- The BOD reviewed and discussed the Awards Committee report.
- The BOD reviewed and discussed the LSC Report.
- The BOD reviewed and discussed the New Member Applications report.

Attachment A:

NCSBN Strategic Plan

Fiscal Year 2023–2025 (FY23–25)

Annual Strategic Plan Progress Report

October 2023 – May 2024

Strategic Initiative A:
Promote agile regulatory systems for relevance and responsiveness to change.

Objective 1:

Regulatory Excellence Accreditation System — Develop, pilot, and evaluate regulatory excellence accreditation systems that use a mixed methods approach including organizational self-assessment, external peer review and quantitative metrics.

FY24 Accomplishments

- NCSBN staff met to discuss project goals and determine next steps. This meeting consisted of staff from both Nursing Regulation and IT, and each person was tasked with reviewing the completed work.
- Staff will meet in May 2024 to discuss the completed work and develop a plan to move forward on the project.

Future Activities

- Develop performance management system that is evidence-based, objective and easy for boards to use.
-

Objective 2:

Develop a pathway to reform the licensure process to increase efficiency and effectiveness of the U.S. nursing regulatory bodies.

FY24 Accomplishments

- Digital verifiable license status credentials project (digital unique identifier, pre-license applicant and student status, exam results, license status).
 - Health care practitioner digital license data schema finalized with Velocity Network Foundation (VNF).
 - Selected a consulting partner to create NCSBN supported Healthcare Practitioner digital credential wallet.
 - Drafting project proposal documentation for internal leadership approval.
 - Performing a data security and penetration test against the VNF platform.
- ORBS Nurse & Complaint portal responsive design & Web Content Accessibility Guidelines (WCAG) compliance project.
 - UX Design reviews completed, and front-end code delivered by UX designer consultant.
 - Development team reviewing the code and working with UX designer consultant for changes, development tasks in progress.

- WCAG vendor evaluation in progress and expected to be finalized by the end of May 2024.
- NCSBN membership global speed memos to facilitate licensing and enforcement related information exchange between all NCSBN members.
 - Drafting survey to membership to gauge interest.

Future Activities

- Digital verifiable credentials project (digital unique identifier, prelicense applicant and student status, exam results, license status).
 - Finalize and remediate issues from data security and penetration test against the VNF platform.
 - Complete developing Health Care Practitioner digital credential wallet for VNF platform.
 - Perform UAT for issuing digital license status credential on VNF platform.
- ORBS Nurse & Complaint portal responsive design & Web Content Accessibility Guidelines (WCAG) compliance project.
 - Finalize development tasks.
 - Engage with the vendor to receive WCAG compliance attestation.
 - Go live.
- NCSBN membership global speed memos to facilitate licensing and enforcement related information exchange between all NCSBN members.
 - If survey results are positive, then finalize the project proposal documentation for the Global Speed Memo project.
 - Finalize requirements and development.

Objective 3:

Develop a vision of Contemporary Workforce Modeling through the commission of a thought-provoking white paper to propose potential actions that will address contemporary challenges in nursing's workforce.

FY24 Accomplishments

- A paper has been commissioned that will propose a vision for the future workforce.

Future Activities

- Once the commissioned paper has been received and reviewed, the next steps will be determined.

Objective 4:

Collect evidence-based information to assist in the development and implementation of a United Public Safety Regulatory Model for support workers.

FY24 Accomplishments

- Analyzed findings of two focus groups conducted in 2022 and 2023.
- Finalized report of Support Worker Paper.

Future Activities

- Present Report of Support Worker Paper to the NCSBN Board of Directors (BOD).

**Strategic Initiative B:
Champion regulatory solutions to address borderless health care delivery.**

The work under this initiative completed in the 2020-2022 Strategic Plan has moved forward as operational work. There are no updates to report on this initiative for FY24.

**Strategic Initiative C:
Strengthen the capacity, capability, diversity and engagement of regulatory leadership.**

The work under this initiative completed in the 2020-2022 Strategic Plan has moved forward as operational work. There are no updates to report on this initiative for FY24.

**Strategic Initiative D:
Pioneer competency assessments to support the future of health care and the advancement of regulatory excellence.****Objective 5:**

Global Core Nursing – Investigate new uses of exam items to develop a core global nurse competence assessment that includes entry-to-practice exams to support international regulatory bodies in assessing the minimal competency of domestic and internationally educated nurses that provides a means of calibrating performance across jurisdictions.

FY24 Accomplishments

- The initiative has been implemented as a project.
- The test plan has been proposed and approved.

Future Activities

- The future work of this initiative is identifying an international jurisdiction, and work with them to pilot the examination and pertinent regulatory processes.
- Future work entails the creation of an item bank, exam specifications and exam publication process.
- Further work includes conducting a Beta Exam, analyzing results and developing training materials.

Objective 6:

Next Generation NCLEX® (NGN) - Continue to develop assessment processes that ensure fidelity as well as the readability/validity of measurement of entry to practice.

- The work under this initiative was completed in 2023 and has moved forward as operational work.
- There are no updates to report on this initiative for FY24.

Objective 7:

Remote Proctoring (NCLEX® Online) System Development and Implementation - Covering the research, design, development, and implementation of a remote proctoring solution for NCSBN examinations.

FY24 Accomplishments

- This objective is in the development phase. Throughout this fiscal year, NCSBN has continued to review designs and has begun testing the software consoles.
- At the 2024 Midyear Meeting, NCSBN members were given an update on the enhanced member and candidate facing consoles. This also includes the artificial intelligence (AI) capabilities that are possible to use for remotely proctored exams.

Future Activities

- The software consoles will continue development and they will be tested within the next fiscal year.

Attachment B: College of Registered Nurses and Midwives of Prince Edward Island (CRNMPEI) Exam User Member Application



NCSBN Exam User Member Application

Organization Information

Full Legal Name of Organization College of Registered Nurses and Midwives of Prince Edward Island	
Chief Staff Person Melissa Panton CEO	Credentials BScN, RN, MN
Email Address mpanton@crnpei.ca	Direct Phone Number 902-368-3765

Organization Mailing Address 45 Paramount Drive			
City Charlottetown	State PE	Country Canada	Postal Code C1E 1C6
Organization Physical Address (if same as mailing address, enter "N/A") N/A			
City	State	Country	Postal Code
Organization Main Phone Number	Organization Email Address	Website	

Organization Description

- List all the professions the organization regulates:

Registered Nursing
Nurse Practitioner
Registered Midwives

- List the number of persons regulated (by profession):

Registered Nurses 2139
Nurse Practitioner 114
Registered Midwives 1

- Describe the authority under which the organization regulates:

The College of Registered Nurses and Midwives of PEI has been granted authority to regulate the practices of nursing and midwifery by the Government of Prince Edward Island through the Regulated Health Professions Act, the Registered Nurse Regulations and the Midwifery Regulations.

4. Include the organization's mission statement in the space below:

CRNMPEI is the regulatory body for Registered Nurses (RNs)/ Nurse Practitioners (NPs) and midwives in PEI whose purpose is to regulate nursing and midwifery practice to ensure protection of the public.

5. Is this a membership organization?

No, we have registrants that are placed on our register once eligibility criteria are met and applicable fees are paid. Decisions are made by the Council of the College.

6. List the date the organization was founded:

May 1922

7. Does the jurisdiction currently use a precicensure exam developed by NCSBN?

Yes

No

7a. If yes, list the specific exam(s) the jurisdiction uses:

NCLEX-RN

7b. If yes, how long has the jurisdiction used the exam(s)?

January 1, 2015

8. Is the organizational mandate exclusively related to the regulation of the profession and protection of the public?

Yes, our Act prohibits any "association" related activities.

9. Describe why the organization wants to be an NCSBN Exam User Member:

As an Exam User, CRNMPEI will have the ability to vote at the Delegate Assembly and networking opportunities with other Executive Officers.

10. Is the organization incorporated?

Yes

No

10a. If yes, check one of the following:

For-profit

Nonprofit

11. List the number of staff working within the organization:

5, four full time, 1 part-time

12. How many members are on the organization's governing board?

9 council members

13. If the organization is not determined to be eligible for Exam User Membership, would it be interested in applying for Associate Membership?

We currently have Associate Membership and would like to maintain that if we are not eligible for Exam User Membership

Upon completion submit this application form via email to memberrelations@ncsbn.org along with a copy of the organization's Bylaws as an attachment.

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 exam user membership fee of \$750 USD may result in termination of status. Decisions of the NCSBN Delegate Assembly regarding membership are final.

Melissa Pantone Digitally signed by Melissa Pantone
Date: 2023.09.26 09:06:00 -03'00'

CEO/Registrar

September 26, 2023

Signature

Title

Date

Report of Leadership Succession Committee (LSC)

Committee Recommendations to the Delegate Assembly:

1. Present the 2024 Slate of Candidates

Rationale:

The LSC has prepared the 2024 Slate of Candidates with due regard for the qualifications required by the positions open for election, fairness to all candidates, and attention to the goals and purpose of NCSBN. Full biographical information and application responses for each candidate are posted in the Business Book under the Report of the LSC.

Fiscal Impact:

Incorporated into the fiscal year 2025 (FY25) budget.

Background

Created by a revision to the NCSBN Bylaws at the 2007 Delegate Assembly, the LSC aimed to build upon the work of the Committee on Nominations by ensuring that succession planning is built into the structure of the organization with the rationale that organizational leadership is a strategic, year-round process and that leaders are developed through careful planning, cultivation, orientation, education and involvement in NCSBN.

The LSC has become a visible participant in engaging members in their leadership journeys by enhancing members' awareness of resources available to them, along with assisting in the identification of potential leaders to run for NCSBN office through peer recognition and networking.

The LSC strategies include verbal presentations during NCSBN knowledge network calls, and revision of key elements associated with the nominating and candidate campaign processes including the Leadership Succession Toolkit which is designed to foster a year-round focus on leadership succession.

Per the bylaws, the LSC considers the qualifications of all nominees for officers and directors of the Board of Directors (BOD) and the LSC, and presents a qualified slate of candidates for vote at the Annual Meeting.

For fiscal year 2024 (FY24), the committee met once virtually, and twice in person to complete its charge. The committee members made themselves available onsite at the March 2024 NCSBN Midyear Meeting in Atlanta. A full recap of committee activities is listed on the next page.

Committee Members

Tammy Buchholz, DNP, RN, CNE, FRE

North Dakota, Area II Member, Chair

Joe Baker Jr.

Florida, Area III, Member-at-Large

Cathy Dinauer, MSN, RN

Nevada, Area I Member

Janice Hooper, PhD, RN, FRE, CNE

Texas, Area III Member

Linda Kmetz, PhD, RN

Pennsylvania, Area IV Member

Patricia Motl, RN

Nebraska, Area II, Member-at-Large

Cindy Smith, MN, RN

Saskatchewan, Exam User Member, Member-at-Large

Committee Staff

Jim Cleghorn, MA

Director, Member Engagement and Government Affairs

Andrew Hicks

Associate, Business Operations

Madeline Tully

Coordinator, Member Engagement

Meeting Dates

Oct. 19, 2023 (Virtual Meeting)

Feb. 12–13, 2024 (In-person Meeting)

April 8–10, 2024 (In-person Meeting) – Applicant Interviews

Relationship to Strategic Plan

Strategic Initiative C:

Expand the active engagement and leadership potential of all members.

Attachments

Attachment A:

[2024 Slate of Candidates](#)

FY24 Highlights and Accomplishments

The following lists the highlights and accomplishments in fulfilling the LSC charge for FY24.

- Reviewed survey responses from FY23 candidates and applicants.
- Collaborated with NCSBN's Marketing & Advocacy department to update resources for membership, including the [Leadership Succession Toolkit](#), [LSC Brochure](#) and scripts for NCSBN Knowledge Network meeting pitches.
- Collaborated with Marketing & Advocacy to reorganize public and private NCSBN LSC web pages.
- Provided information to NCSBN membership about positions open for applications and application process via:
 - A. Open Leadership Positions page on ncsbn.org, including a link to the application for BOD and LSC positions as well as application questions and commitment and eligibility requirements
 - B. Review of additional edits to LSC Policy 1.0 to ensure congruence with NCSBN Delegate Assembly Standing Rules
 - C. NCSBN Knowledge Network pitches presented by committee members
 - D. Mailchimp email campaign
 - E. LSC Chair's presentation and LSC Video at the 2024 Midyear Meeting
 - F. Onsite LSC Lounge at the 2024 Midyear Meeting
 - G. Open position information displayed during breaks at 2024 Midyear Meeting
 - H. Leadership Recognition Card provided to in-person and virtual attendees at Midyear Meeting to encourage members to acknowledge themselves or another member as a potential leader
- Followed up and provided information to those listed on Leadership Recognition Cards received.
- Provided resources to applicants for preparation of their interview with the LSC, including:
 - A. NCSBN Mission and Vision Statements
 - B. NCSBN Bylaws
 - C. NCSBN 2023-2025 Strategic Plan
 - D. NCSBN 101 Course
 - E. NCSBN Committee Information
 - F. NCSBN Leadership Succession Brochure
 - G. Public and private NCSBN LSC web pages
- Interviewed 10 applicants virtually for seven open positions.
- Presented a slate of nine candidates to the NCSBN membership.
- Provided resources to slate candidates:
 - A. Candidate Webinar
 - B. Candidate Webpage on the NCSBN website for candidate campaign materials

Future Activities

- Present the 2024 Slate of Candidates to the NCSBN Membership.
- Incorporate the Leadership Succession Toolkit in NCSBN educational offerings to membership EOs and Presidents.
- Collaborate with NCSBN's Marketing & Advocacy staff to reimagine the committee's outreach and engagement strategies.

Attachment A: 2024 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 application form. The Candidate Forum will provide the opportunity for candidates to address the 2024 Delegate Assembly.

Board of Directors

President-elect

Jose Delfin D. Castillo III	Florida, Area III	page 32
Karen C. Lyon	Louisiana, Area III	page 34

Director-at-Large (Four positions)

Missy Poortenga	Montana, Area I	page 36
Carol Moreland	Kansas, Area II	page 38
Ann Oertwich	Nebraska, Area II	page 40
Tony Graham	North Carolina, Area III	page 41
Tammy Vaughn	Arkansas, Area III	page 43

Leadership Succession Committee

Area II Member

Maureen (Moe) Bentz	North Dakota, Area II	page 45
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Area IV Member

Laurie Hillson	Massachusetts, Area IV	page 47
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Note: Candidates' responses were edited to correct for formatting and have not been altered in any other way.

Detailed Information, as taken directly from application forms and organized as follows:

1. Name, Jurisdiction, Area
2. Present board of nursing position, board of nursing name
3. Application Questions

Board of Directors:

1. Describe your professional, regulatory and community experience.
2. What characteristics make you a strong fit to fulfill the responsibilities of the Board of Directors?
3. Of the four strategic initiatives within the NCSBN 2023–2025 Strategic Plan, identify one initiative and describe how you would contribute to the organization's achievement of that initiative.

Leadership Succession Committee:

1. Describe your professional and community experience related to leadership succession planning and/or recruitment strategies.
2. What personal attributes and involvement with NCSBN (e.g., attending NCSBN meetings/conferences, subject matter expert panelist, participation on networking calls, and NCSBN committee member) make you a strong fit for the Leadership Succession Committee?
3. What does leadership mean to you and identify the attributes of effective leaders?

Board of Directors

President-elect

Jose Delfin D. Castillo III, PhD, MSNA, CRNA, APRN
APRN Seat, Florida Board of Nursing

Describe your professional, regulatory and community experience.

With almost thirty years of experience as a Registered Nurse, and now, Ph.D.-prepared APRN-CRNA faculty and clinical practitioner, my career has been dedicated to advancing nursing education and practice. I possess a wealth of expertise across academic and clinical settings, encompassing areas such as skilled nursing, critical care, and surgical-anesthesia departments. Throughout my career, I have actively engaged in research, advocacy, and leadership roles on state, national, and international levels. As an immigrant practitioner, I take pride in sharing my journey through keynote addresses within nursing programs, aiming to inspire and empower others. A significant focus of my work has been on providing expert care to marginalized communities, particularly transgender individuals, both domestically and internationally. In my role as the 2020 President of the Florida Association of Nurse Anesthesiology (FANA), I spearheaded successful legislative efforts, including the passage of the Non-Opioid Alternative Bill and APRN Full Scope Authority in primary care. Additionally, I represented FANA on critical response groups and vaccination programs during the COVID-19 pandemic, demonstrating a commitment to community service and public health. During my tenure as Chair of the FL Board of Nursing, I published educational materials to promote awareness of APRN roles and responsibilities. As the NCSBN Area III Director, I have immersed myself in regulatory issues relevant to nursing, actively participating in conferences and events to stay informed and advocate for evidence-based decisions. My dedication to safeguarding public health and safety motivates me to continue serving on the NCSBN Board, where I can leverage my diverse experiences to address current challenges and shape the future of nursing regulation. I remain committed to remaining present-focused while being driven by a vision for the future of nursing.



What characteristics make you a strong fit to fulfill the responsibilities of the Board of Directors?

My dedication to embodying the priorities and strategic initiatives of the FL BON and NCSBN remains unwavering, focusing on two key areas: active nursing practice and public protection. I take pride in my reputation for dependability and commitment, never hesitating to tackle challenging tasks. This commitment is evident in my advocacy work, collaborating with colleagues and healthcare agencies on initiatives such as the Autonomous APRN license in primary care, FL Surgicenter to ICU Group, and FL COVID-19 Vaccination programs. In recognition of these efforts, I received accolades (i.e., Certificate/Challenge Coin) from the FL Department of Emergency Management and awards from the American Association of Nurse Anesthesiology (AANA). As the immediate past Chair of the FL-BON, I continue to foster an environment conducive to addressing regulatory challenges, promoting learning and mentorship among board members. Encouraging diverse perspectives, I uphold statutory provisions and promote unity in achieving our state's mission and vision. Through initiatives like Operation Nightingale, we've effectively countered fraudulent activities, safeguarding the integrity of state licensure. As an enthusiastic collaborator within NCSBN, I bring passion, objectivity, and creativity to my endeavors. I believe in the collective power to drive progress, fostering engagement and unity within our organization. With inspired curiosity, I aim to uphold the high standards set by my predecessors and the committees within NCSBN. Moreover, my commitment

extends to representing minority voices in shaping the future of nursing regulation. I advocate for immigration and licensure reform, facilitating seamless transitions for practitioners between states and eventually, internationally. This aligns with my vision of fostering inclusivity and equity among the 50 states, territories, and internationally, ensuring equal opportunities for all nursing practitioners. By championing these initiatives, we can build a more interconnected and progressive nursing community, minimizing barriers to licensure, and promoting public protection benefiting practitioners and communities alike.

Of the four strategic initiatives within the NCSBN 2023–2025 Strategic Plan, identify one initiative and describe how you would contribute to the organization’s achievement of that initiative.

Within the NCSBN 2023-2025 Strategic Plan, I resonate deeply with Strategic Initiative A: Promote agile regulatory systems for relevance and responsiveness to change. The COVID-19 pandemic, Operation Nightingale, and the APRN Compact legislation have presented numerous challenges and opportunities specific to our nursing profession. My diverse experiences uniquely position me to contribute significantly to this strategic initiative. In my commitment to nursing education and public service, I advocate for active engagement and contribution. Beginning my advocacy journey as a board member in 2008 and later serving as president of the Florida Association of Nurse Anesthesiology (FANA) in 2020, I have consistently championed initiatives benefiting our profession. Notably, during the 2020 legislative session, I led APRN organizations in a unified campaign for Florida's full scope authority, resulting in the successful issuance of an Autonomous APRN license in primary care. Collaboration with stakeholders is a priority, as demonstrated by my involvement in critical response efforts during the COVID-19 pandemic. Serving in the FL Department of Emergency Services' Surgicenter to ICU Response Group (SIRG), I contributed to mobilizing resources for intensive care needs. Additionally, I played a key role in recruiting and deploying nursing volunteers for COVID-19 vaccination programs, ensuring widespread vaccine administration across Florida. As the immediate past Chair and current APRN member of the FL-BON, I continue to advocate for diverse nursing professionals within NCSBN's Board President and APRN networks, contributing to regulatory processes. Participating in preliminary applications through education appraisal, I prioritize public safety by evaluating compliance with education standards and credentialing processes, even preceding Operation Nightingale. As a private citizen, I embody advocacy and collaborate with nursing organizations to support legislation for nursing education oversight, a challenge I aim to address in upcoming legislative sessions. Upon my 2023 election as Area III Director of NCSBN, my objectives encompass governance, strategic planning, policy development, regulatory oversight, advocacy, collaboration, education, and research. I actively engage in strategic planning discussions, focusing on remote proctoring, licensure reform, workforce modeling, governance, and international mobility as I am continually educated in-depth about NCSBN departments (i.e., regulation, member engagement, research, etc.). In my commitment to nursing education and public service, I actively engage in advocacy and collaborative efforts to address challenges facing our profession. I have a track record of leading initiatives that bring about positive change. Through a solution-oriented mindset, I strive to continue in making meaningful contributions to the advancement of nursing regulation and education. Embracing change as both a challenge and an opportunity, I am committed to promoting agile regulatory systems. I am humbled to be a member of this organization that continually educates, supports, and empowers its members in the regulation of the nursing profession. Drawing on my experiences in teamwork, listening skills, and creative problem-solving, I am confident in my knowledge, skillsets, and innovation to serve in the NCSBN President-Elect's role effectively with this guiding principle.

Board of Directors

President-elect

Karen Lyon, PhD, MBA, APRN, AHCNS, NEA
Chief Executive Officer, Louisiana State Board of Nursing



Describe your professional, regulatory and community experience.

I currently serve as Chief Executive of the Louisiana State Board of Nursing (LSBN) overseeing regulation of 75,050 RNs and 9,732 APRNs. I am responsible for pre-licensure approval of 33 RN pre-licensure programs, 14 in-state graduate APRN nursing programs, 3 out-of-state RN pre-licensure programs and 16 out-of-state APRN graduate programs. During my tenure in Louisiana, I have collaborated with the Medical Board to simplify the process for collaborative practice agreements and have overseen policy changes in LSBN rules allowing for APRN disaster permits, CRNA provision of ancillary services within their scope of practice, medication delegation to certified medication attendants and direct service workers in home and community-based settings when under direct supervision of RNs and APRNs, revision of LSBN rules on nursing education and regulation and revision of section 3331 related to discipline for specific misdemeanors, felonies, and violent crimes. In 2018, I initiated collaboration with the Louisiana State Nurses Association and other professional nursing organizations to establish the Health Policy Consortium to develop policy priorities on which nursing can speak with one voice. As a result, and in collaboration with Senator Barrow Peacock, the enhanced Nurse Licensure Compact was passed in the 2018 legislative session and enacted in 2019. In 2023, LSBN promulgated rules for Louisiana Nurse Practitioners with prescriptive privileges to recommend marijuana in accordance with Act 444. I have extensive NCSBN experience serving on the NCSBN Finance Committee for 4 years and the Board of Directors for 2 years where I served as the Board liaison to the NCLEX Examination Committee. I was also a member of the Expert Advisory Panel for NCSBN's Center for Regulatory Excellence grant, entitled "Director of Nursing Guidelines for Delegation in Nursing Homes: Guideline Development and Pilot Testing." I graduated from the ICRS Certificate Program and the inaugural Advanced Leadership Institute. I currently serve on the NLC Compliance Committee, and I was recently appointed to the Governance & Bylaws Committee.

What characteristics make you a strong fit to fulfill the responsibilities of the Board of Directors?

The Board of Directors has three primary responsibilities: Duty of Care; Duty of Loyalty; and duty of Obedience. The duty of care involves fiduciary responsibilities for being informed and exercising reasonable care in the performance of duties and protecting confidential information and discussions. The duty of obedience requires acting consistently with the mission of NCSBN and our bylaws, policies and procedures, and external laws. The duty of loyalty requires faithfulness to the organization, putting aside personal agendas, managing conflicts of interest, and acting in good faith as an ambassador for NCSBN. In the ten years I have been CEO of the Louisiana State Board of Nursing and a U.S. member of NCSBN, I have worked diligently to expand my regulatory knowledge and to contribute to the success of all jurisdictions to protect and promote the welfare of the public and promote the best interests of our profession. I have significant experience in operations and fiscal oversight in my previous positions in nursing practice, administration, and academia. This includes serving as the principal investigator on program grants exceeding \$6.62 million. As Chief Executive Officer of LSBN, I oversee an operations budget exceeding \$8.8 million and investment accounts exceeding \$9.3 million. My NCSBN experience which reflect the knowledge, skills, and abilities for leading NCSBN as President-Elect and President includes but is not limited to the

following: • NCSBN Governance & Bylaws Committee, 2024 • NLC Compliance Committee, 2020 – 2024 • NCSBN Board Member, Area 3, and liaison to NEC, 2021 - 2023 • NCSBN 2021 Midyear Meeting Presentation: “Louisiana Vaccine Rollout: Regulatory Aspects.” • Smiley, RA, Allgeyer, RL, Shobo, Y, Lyon, KC, et al. The 2022 National Nursing Workforce Survey. *Journal of Nursing Regulation*, April 2023 Supplement. • Graduate of ICRS Certificate Program and Inaugural ALI, 2022 • NCSBN Finance Committee, 2016 – 2019 • Executive Officer Mentor: Susan Odom, Kelly Jenkins, and Rhonda Scott • Lyon, KC and Wade, AR. Is your State Board of Nursing an “Arm of the State?” *Journal of Nursing Regulation*, 7 (3), October 2016. • Implementation of NCSBN Optimal Regulatory Board System, 2017.

Of the four strategic initiatives within the NCSBN 2023–2025 Strategic Plan, identify one initiative and describe how you would contribute to the organization’s achievement of that initiative.

Strategic Initiative C: Strengthen the capacity, capability, diversity, and engagement of regulatory leadership. As a member of NCSBN for over ten years, I can remember the first time I ran for office, that being treasurer. I lost, but that didn't keep me from trying until I won a position on the Board representing Area 3. One of the weaknesses I assessed is that members of the delegate assembly don't often give enough credence to the skills that our members bring to the organization from other areas outside regulation. It took me three attempts and 8 years of service before I was able to parlay my regulatory experience into a leadership position. I can use my experiences to help our newer and younger members to get engaged early. Additionally, as an area board member, I have realized that Board representation from Areas may not be the best model for NCSBN. We face the same problems and challenges across jurisdictions, and I believe we need to redefine the makeup of the Board of Directors including evaluating the necessity for dividing NRBs into regional areas, the number of elected seats, whether we need to have appointed seats that bring identified expertise to the Board, and variable terms of service for the Board positions. I became an early adopter of the International Center for Regulatory Scholarship (ICRS), was one of the first graduates of its certificate program, and one of 32 scholars to graduate from the inaugural ICRS Advanced Leadership Institute. It was an opportunity to meet and interact with members from throughout the United States and internationally. We came from diverse backgrounds within regulation and with various experiences from novice to seasoned professionals. What we all had in common was a love for learning and a desire to improve our competencies as nursing regulators. I plan to use my position as President-Elect and President to advance this program to enrich and inspire my colleagues. As President-Elect and President, I plan to work with all our members to design an improved model for more rigorous engagement, leadership succession, and member retention. This would include advancing the Leadership Succession Committee's procedures toward the selection of Board member candidates centered around competency-based factors including dedication and commitment to responsibilities, ability to lead and influence others, demonstration of objective, impartial decision-making, knowledge about NCSBN's mission, vision, and values, and trustworthiness. Finally, as the preeminent leader in nursing regulation internationally, NCSBN must continue to advance cohesive partnerships with professional organizations, both inside and outside the nursing profession. We must continually look for gaps in our own processes that misalign with our NCSBN mission and values and be willing to change. Our greatest challenges going forward will include eliminating scope of practice barriers, advocating for the APRN compact, expanding capital, human, and technological resources to prepare professional nurses, including the use of artificial intelligence, and promoting ease of transition within the nursing workforce.

Board of Directors

Director-at-Large

Missy Poortenga, MHA, RN
Executive Officer, Montana Board of Nursing



Describe your professional, regulatory and community experience.

As a registered nurse for the past 18 years, I have had the privilege of working as a staff nurse on a progressive care unit, a clinical nurse for a group of cardiothoracic surgeons, a cardiac clinical trials research nurse, a quality assurance nurse, creator of a pre-operative clinic, and now for six years, a complete change of setting to take on the role as executive officer (EO) of the Montana Board of Nursing. As an EO at an umbrella agency where resources are quite finite, I've also served as EO for other professions including respiratory care practitioners and hearing aid dispensers. Included in my role as EO for nursing in Montana, I also function as a practice consultant for all levels of licensure and as the education consultant for all of our nursing programs. I have the privilege of only having a manageable enough number of programs that I can get face time with each graduating class to talk not just about how one applies for a license, but also describe what it means to hold a license in our state and how important it is to utilize the resources that are available to provide safe and competent care. During my six years as EO, I've had the pleasure of participating on the Nurse Licensure Compact (NLC) policy committee, for which I am currently chair, as well as serving on the NLC Executive Committee, for which I am currently vice chair. I am also currently serving on the NCSBN Model Act & Rules Committee.

What characteristics make you a strong fit to fulfill the responsibilities of the Board of Directors?

Walking into my first NCSBN Annual meeting, which was in 2018 – the 40th anniversary, I had six weeks of experience in nursing regulation. I became acutely aware of Benner's novice to expert theory and recognized how very much I had to learn about this EO role as I listened to the various speakers and observed the methodical meeting practices that I've come to appreciate during subsequent NCSBN meetings. While the first meeting experience was intimidating, it was also an incredible introduction to the many, many resources that NCSBN has invested in to set every single member jurisdiction up for success in regulating the practice of nursing. And I'm not only referencing the investment in research and robust exam design, but also people development and leadership succession. So many individuals, from NCSBN staff to other EOs and even staff at other boards, have invested their time and knowledge into my development and helped guide me to be competent and even sometimes proficient in this EO role. This investment into my personal and regulatory development from so many has given me the characteristics I think are necessary to fulfil the responsibilities as a director on the board: the willingness and confidence to ask questions and contribute to conversation, an understanding of the many resources that exist and the ability to assess what might still be needed or is missing, awareness that differing perspectives should be embraced and may bring about a greater solution and an appreciation for the work of so many who have gone before and will come after.

Of the four strategic initiatives within the NCSBN 2023–2025 Strategic Plan, identify one initiative and describe how you would contribute to the organization’s achievement of that initiative.

Strategic Initiative A, which is ‘promote agile regulatory systems for relevance and responsiveness to change’, is an initiative I would like to contribute to achieving. Much of my past nursing lives have been focused on assessing metrics and quality indicators implementing some type of plan-do-study-act to evaluate changes made. I’ve taken some of that experience into my role as EO to continuously assess and improve our processes and regulations, specifically related to nursing education programs, internationally educated nurse applications, and fraudulent application identification. While I think agility in those areas in Montana has been driven somewhat by data analysis and monitoring trends, a big part of looking for ways we need to modify our approach or address something differently has been maintaining open communication between internal and external stakeholders. Without firsthand experience being communicated from the license examiner, the licensee or applicant, employers, etc I don’t always know where to pinpoint assessment of data and identify opportunities for change. Similarly, without the ability to outreach and engage and share the board’s story and perspective, the mission and purpose of the Montana board’s work isn’t always apparent and the understanding of how to inform that work may be missing. If elected to the NCSBN Board of Directors, I’d like to contribute to this initiative by connecting with the internal and external stakeholders of NCSBN, engaging in that two-way communication, and looking at the data with the insight of those stakeholders to continuously assess, as my boss in Montana puts it often, ‘what we’re doing well, what needs to change, and what is missing’.

Board of Directors

Director-at-Large

Carol Moreland, MSN, RN, CPM

Executive Administrator, Kansas State Board of Nursing



Describe your professional, regulatory and community experience.

My nursing career started as an LPN, and I furthered my education with an ADN, BSN, and MSN. This progression helped me as I have experienced each level of nursing education. My nursing experiences were focused in critical care areas: cardiac, surgical, and medical. When my practice left the bedside, I became involved with nursing education in a health center setting. I had the opportunity to change the focus of my career because of a massive layoff that involved the nursing educators and many other staff. While evaluating the next step in my nursing career I saw an advertisement for an education position at the Kansas Board of Nursing. I had very little experience in nursing regulation, so this would be a new path. I started at the Kansas Board of Nursing in 2010 as the Education Coordinator, which was the liaison with the nursing programs throughout the state. I traveled extensively in that position conducting site visits and developing relationships with the nursing programs. In 2017 I became the Executive Administrator (Officer) at the Kansas Board of Nursing, as I believed I needed more challenges. My position at KSBN has allowed me to be involved in the NCSBN Award Committee, NLC Commissioner and the NLC Training and Education Committee. I attained a Certification as a Certified Public Manager (CPM) from the University of Kansas in 2018, which has increased my leadership skills in management practices and government. I received the NCSBN 5-year Executive Officer Award in 2022 and the Distinguished Alumni Award from Cloud County Community College in 2023. My membership in professional organizations include Kansas State Nurses Association, American Nurses Association, Kansas Organization of Nursing Leaders, and American Organization for Nursing Leadership. I perform several volunteer activities in the community that include Shawnee County Master Gardeners, Topeka Civic Theater, St. Matthew Catholic Church and Race Against Breast Cancer.

What characteristics make you a strong fit to fulfill the responsibilities of the Board of Directors?

Governance knowledge assisting an 11-member Board with strategic planning, goal setting, and fulfilling the mission of public protection. I keep knowledgeable of national and state issues to report to the Board. As the head of the agency, I am responsible for overseeing agency operations and working with the leadership team to produce a high-performance team that regulates 70,000+ licensees effectively by enforcing laws relating to licensing, education, investigation, and discipline and carrying out strategic initiatives. My ability to think critically is deployed daily and over the long haul to address administrative and professional challenges within a high-pressure environment. I utilize my in-depth knowledge of finances to develop the agency budget and forecast budget needs beyond the current fiscal year based on trends and other issues which might impact fiscal planning. I defend the budget request to government agencies and the Legislature annually. Monthly budget reports are analyzed to maintain a balanced budget. Knowledge of performance-based budget utilizing agency performance metrics is required to develop the budget. I focus my knowledge of statutes and regulations that include evaluating the changing needs of nursing and healthcare and to prepare changes as needed for Board and legislature approval. My communication abilities encompass delivering prepared Board testimony on diverse legislative matters impacting nursing and healthcare. Additionally, I keep the Board and agency staff informed about legislative actions affecting nursing and healthcare through timely updates. I communicate information on nursing related topics to stakeholders and

facilitate joint activities with nursing organizations and state agencies. I represent the Board in its role of assuring safe nursing care to the public at local, state, and national meetings. I deliver presentations on nursing matters to advance education about the Kansas Nurse Practice Act and regulations pertaining to nursing. During my tenure as Executive Officer and with the assistance of NCSBN, I oversaw the adoption and implementation of the Nurse Licensure Compact and utilized the NCSBN Nursing America Campaign to win the right for APRN's to practice at the full extent of their licensure! In 2023 I was honored to see the team for which I lead, receive the NCSBN 2023 Regulatory Achievement Award, all of which has occurred during my tenure as Executive Officer. It's a true honor to serve in the nursing regulatory community!

Of the four strategic initiatives within the NCSBN 2023–2025 Strategic Plan, identify one initiative and describe how you would contribute to the organization's achievement of that initiative.

Strategic Initiative A: Promote agile regulatory systems for relevance and responsiveness to change is needed now more than ever in the past. The shortage of nursing workforce is at the forefront in most discussions that occur about nursing. As the regulatory body, we have received requests to expedite the education and licensing processes for nurses. Some "solutions" that have been presented to us is to cut the amount of education a nursing student needs, allow all clinical hours to be simulation (due to shortages of clinical sites), and decrease the number of requirements we have for a nurse to be licensed (so nurses can be licensed and enter the workforce faster). Frequently, I ponder the significance of public protection regarding certain proposals advocated by special interest groups and law makers. I am aware that similar sentiments have been expressed in other jurisdictions and believe that the shortage of nursing professionals is a concern both nationally and globally. Boards of Nursing need better data and ideas to counteract some of these "solutions" being proposed. As we all know, these quick fix "solutions" sometimes gain momentum with Legislators. As such, I believe it is of critical importance to address this topic at both the national and international level. NCSBN is ideally positioned to achieve this due to its position as a global leader in regulation. NCSBN is considered the authority on nursing regulation and can continue to bring pertinent stakeholders together to discuss possible innovative ways to address the nursing workforce. Collecting members' viewpoints and potential solutions regarding the nursing workforce is crucial. It is of paramount importance that others perceive nursing regulators as making valuable contributions to discussions. It's concerning to contemplate the passage of laws that might include certain proposed "solutions" some of which have presented to our boards without thoughtful focus on the unintended outcomes. It's imperative to educate them about the potential repercussions of these "solutions" and underscore the crucial role public protection plays in the nursing workforce. I have utilized data from NCSBN, such as the National Simulation Study and the National Workforce Data, to refute certain proposed quick fix "solutions." It is imperative we continue to have these resources from NCSBN at our disposal, along with knowledge of what is working for our colleagues in other jurisdictions. Having additional resources readily available would be immensely beneficial when discussing these "solutions" with the Boards of Nursing. It is imperative nursing regulation remains flexible and responsive in this changing healthcare environment. Certain NCSBN members are implementing innovative approaches in their jurisdictions that are proving to be effective. We must capitalize on the positive changes, so everyone can understand nursing regulators are striving for innovative methods to address the nursing workforce, while maintaining public protection. We must continue to educate others on the importance of our roles in public protection!

Board of Directors

Director-at-Large

Ann Oertwich, PhD, RN

Executive Director, Nebraska State Board of Nursing



Describe your professional, regulatory and community experience.

I have served as a Registered Nurse for over 40 years in various leadership, regulatory, and community roles. I have a unique blend of talents from having served as an EO of the Nebraska Nurses Association, a professional board member of the Nebraska Board of Nursing, and now serving as EO of the Nebraska Board of Nursing. I have also served as a founding member of the Elkhorn Logan Valley Health Department, my former home community health department, and have served as Treasurer for the NLC. I have been involved in numerous professional nursing organizations. Service is at the heart of what I bring to the table in any role that I have engaged in. I believe my skill set which combines service and leadership uniquely qualifies me for the role of Director at Large. I would be honored to serve NCSBN in this position.

What characteristics make you a strong fit to fulfill the responsibilities of the Board of Directors?

There are several characteristics that make me a good fit to fulfill the responsibilities of the Board of Directors, but I will highlight four. The first is that I am a good listener. I listen first, and act second, while trying to balance the perspectives of group members. I am also perseverant and can manage a great deal of information in the formation and execution of a plan of action. That being said, I am results oriented, focused on finding the best outcome based on group consensus at any given time. And finally, I have strong brand loyalty. I believe in and uphold the values of NCSBN and will work to support the values and strategic initiatives set by the organization.

Of the four strategic initiatives within the NCSBN 2023–2025 Strategic Plan, identify one initiative and describe how you would contribute to the organization’s achievement of that initiative.

Strategic Initiative C "Strengthen the capacity, capability, diversity, and engagement of regulatory leadership" is very near and dear to my heart as an Executive Officer of a small umbrella Board of Nursing. I believe this initiative begins at home, with my own board and have worked locally to build capacity, capability, and diversity to engage these local leaders not only at the local level, but in educating members of bigger picture issues and initiatives at NCSBN. Through work with NCSBN in a variety of capacities, these members then become potential future candidates to share their time and talents with NCSBN by serving in leadership roles at the national level. The enhancement of member development from local to national levels is made possible through offerings of education, service, and leadership available to local board members to engage in service to NCSBN. Growing NCSBN leadership from the local level is very important to the growth and maintenance of leadership at the national level. Investing in our Board Presidents and Executive Officers through leadership development and continued support is critical to the development and support of our next generation of leaders at NCSBN.

Board of Directors

Director-at-Large

Tony Graham, MS, CPM

Chief Operations Officer, North Carolina Board of Nursing



Describe your professional, regulatory and community experience.

I have over 20 years of service in nursing regulation and over 15 years of service as a military leader. I currently serve as the Chief Operations Officer of the North Carolina Board of Nursing and Director-at-Large on the NCSBN Board of Directors. I have had the privilege of serving on several NCSBN committees to include Agreement Review Committee (2012), Chaired the Leadership Succession Committee (2013-2017), Finance Committee (2020-2022) and NLC (Nurse Licensure Compact) Education and Training Committee (2018-present). My service on the various committees provided me with a greater insight into NCSBN strategic initiatives, fiscal policies, internal controls, and outcome measures. Serving on the Board has broadened my understanding of corporate business operations as well as international connections. I am confident that my experience with and knowledge of the organization will be invaluable in this position. I am actively involved in community activities through church and local organization's outreach ministries. I continue my commitment to serve by volunteering/supporting fundraising and educational events of the Leukemia and Lymphoma Society. I am committed to educating as many people as possible on the signs and symptoms of blood cancer and available resources in the community.

What characteristics make you a strong fit to fulfill the responsibilities of the Board of Directors?

I currently serve on the NCSBN Board of Directors as a Director-at-Large, a position I have held for almost two years. The knowledge, experience, and training gained during my time on the board is priceless. I am a certified Public Manager with over 30 years of leadership experience. I have served in both state and federal government. I have a strong working knowledge of development and implementation of policies and regulations. I understand the importance of a strong, supported strategic plan. I have been a part of the development process of multiple strategic plans as well as monitoring objectives and initiatives to ensure completion. I value teamwork, open communication, and debates on topics that result in positive outcomes. I have been actively involved with numerous local organizations and committees throughout the United States and several internationally. I am highly skilled in working with groups and understanding group dynamics. I understand the importance of planning, communicating, and educating. I have been an active participant in NCSBN workshops, conferences, and training sessions for over ten years. As a member as well as Chair of LSC, I actively engaged with the membership to encourage participation and act as an ambassador within the membership. These various leadership roles provide evidence of my leadership ability and my dedication to fulfill the responsibilities as a member of the NCSBN Board of Directors.

Of the four strategic initiatives within the NCSBN 2023–2025 Strategic Plan, identify one initiative and describe how you would contribute to the organization's achievement of that initiative.

Borderless healthcare is more vital now than ever. The ability to move swiftly during times of crisis is essential. The revision of the Nurse Licensure Compact has added tremendous momentum to borderless health care in the United States but there is still much work to be done within the other eight states. NCSBN has initiated a nurse database for licensure verification in certain areas of Canada. This is an advancement that needs to continue. It is important

to connect with international organizations and establish relationships with those that support our mission, vision and values. As challenging as it is, we must identify the regulatory problem, develop possible solutions, select the best solution, follow-up and make adjustments as needed. It's not an easy process but persistent communication, flexibility and education will be the driving forces. As a member of the Board of Directors I would continue to support funding to states trying to enact and implement the NLC as well as support states needing assistance in updating technology. I am committed to supporting technological advancement to include remote proctoring and simulation training. When traditional methods no longer meet health care demands, we must be open to trying something different.

Board of Directors

Director-at-Large

Tammy Vaughn, MSN, RN, CNE

Program Coordinator – Education, Arkansas State Board of Nursing



Describe your professional, regulatory and community experience.

A passion for serving others, and a commitment to providing and improving healthcare, led me to become a nurse more than 28 years ago. My nursing career includes 12 years in nursing education, and 13 years in nursing regulation, as well as several additional years in women's health nursing clinical practice. My current role is with the Arkansas State Board of Nursing (ASBN) as Program Coordinator for Education. Having been with the Board for 13 years, my position oversees the approval process and provides oversight for more than 60 nursing education programs, 12 Medication Assistant Certified (MA-C) programs and reviews all out-of-state and international nursing applications for education validity. Since joining the Board, I have found additional ways to achieve my passion for nursing and protecting the public through actively participating in promoting the mission of the National Council of State Boards of Nursing (NCSBN). I have served on the NCLEX Examination Committee (NEC) from 2011-2016, NCLEX Item Review Subcommittee (NIRSC) from 2017-2020 and 2022-2024. I served on the 2021 and 2023 NCSBN Election Committees and Chaired the 2022 NCSBN Credentials Committee. In addition to being appointed to committees and subcommittees, during the past 13 years I have also actively participated in NCSBN knowledge network and operations calls for nursing education, NCLEX, and NLC. I am fortunate to have a supportive Director that has allowed me to attend Annual and Midyear meetings, Leadership and Policy Conferences, Scientific Symposia, and other NCSBN meetings to gain more knowledge of the organization. Each of these areas of professional involvement and responsibility has enhanced my knowledge of regulation and increased my passion for ensuring that nurses provide safe and effective care, and the public remains protected.

What characteristics make you a strong fit to fulfill the responsibilities of the Board of Directors?

Growing up in a military household and later with parents who served as international missionaries, I grasped the importance of having a servant's heart from a young age. My upbringing instilled the value of having a selfless attitude, ethical integrity, adaptability, resilience, and the mindset to be a creative thinker, and a risk-taker. These characteristics have allowed me to be visionary regarding the future of nursing regulation and the healthcare industry. I share NCSBN's vision for "Leading regulatory excellence worldwide" and am committed to looking at issues from multiple perspectives. Through 13 years of active involvement with NCSBN committees and subcommittees, I am dedicated to regulatory excellence by having a good understanding of NCSBN's foundation and organizational structure. As a state regulator, I have organized and worked collaboratively with team members to build relationships that work toward common objectives in nursing and nursing education policy. Recently, I completed all requirements to successfully graduate from the NCSBN International Center for Regulatory Scholarship (ICRS) program and attended the ICRS Advanced Leadership Institute and graduation. I am committed to continuous learning and improvement by seeking opportunities to expand my knowledge and expertise in nursing regulation and governance. Through these diverse experiences, I have gained the expertise necessary to effectively carry out my duties as the Director-at-Large on the NCSBN Board of Directors. I am confident in my ability to actively participate and make valuable contributions towards achieving the organization's strategic initiatives.

Of the four strategic initiatives within the NCSBN 2023–2025 Strategic Plan, identify one initiative and describe how you would contribute to the organization’s achievement of that initiative.

Ensuring organizational alignment with its mission and vision necessitates the prioritization of all four NCSBN strategic initiatives. As a current regulator overseeing the approval process for nursing education programs, I am particularly passionate about Strategic Initiative D: "Pioneering competency assessments to support the future of health care and the advancement of regulatory excellence." In this capacity, I offer specialized expertise to propel this initiative forward. This initiative holds significance in shaping the future of healthcare by ensuring practitioners possess the competence and capability to deliver superior care, while simultaneously advancing regulatory practices to uphold excellence within the field. Key focus areas within this initiative include competency-based nursing education, the strategic use of simulation, and fostering innovation to address emerging healthcare trends. To exemplify how I can contribute to one area within this initiative, I draw upon my previous experience as a nursing program faculty member and educator. I have extensively researched and studied the outcomes associated with competency-based curriculum implementation in nursing education. Through my regulatory role at the State Board, I have actively advocated and promoted competency-based nursing education and I am ready to continue these efforts on a national level. Evidence-based research overwhelmingly supports the adoption of competency-based nursing education, correlating with improvements in clinical performance and patient outcomes. By achieving this initiative, NCSBN reaffirms its commitment to public protection, ensuring that graduates meet established benchmarks and are adequately prepared to assume professional roles within healthcare. To successfully execute this and other strategic initiatives, NCSBN must appoint leaders with a wealth of experience, the ability to think innovatively, and a willingness to collaborate with other professional organizations. This collaborative approach ensures that nursing regulation remains responsive to the ever-evolving landscape of healthcare. In my capacity as a Director-at-Large for NCSBN, I offer a wealth of experience spanning regulation, education, and practice, which I believe will greatly contribute to the organization's mission and achievement of strategic initiatives. My commitment to continuous learning underscores my willingness to engage in rigorous inquiry and foster inclusivity by valuing diverse perspectives and ideas. As a new addition to the Board of Directors, I eagerly anticipate the opportunity to lead and collaborate with fellow members, collectively driving forward the agenda of regulatory excellence and protection of the public.

Leadership Succession Committee

Area II Member

Maureen Bentz, MSN, RN, CNML

Director of Administrative Services & Licensing, North Dakota Board of Nursing



Describe your professional and community experience related to leadership succession planning and/or recruitment strategies.

I currently lead a team at the North Dakota Board of Nursing to assure safe licensure and registration of individuals in the state. In that role, I work to encourage team member growth, achievement, and cohesiveness, while ensuring excellent customer service for those we serve. I have over 20 years' experience in nursing leadership at a regional healthcare facility, leading nursing departments that grew by more than 200% during my tenure there. This rapid advancement came with many challenges that required team growth and development, perseverance, and even major unit remodeling which I led my team through. This included recruiting and hiring talented professionals to assume not only the bedside role, but also leadership positions within my departments. I was privileged to participate in several high-level employer-based leadership courses with my peers throughout the region. These courses provided me with the skills needed to understand my own leadership style, recruit valuable employees, cultivate my team, have crucial conversations, and ensure growth of the very competitive healthcare units that I oversaw.

What personal attributes and involvement with NCSBN (e.g., attending NCSBN meetings/conferences, subject matter expert panelist, participation on networking calls, and NCSBN committee member) make you a strong fit for the Leadership Succession Committee?

I have always felt called to help others grow personally and professionally. I believe if I am not actively assisting in the growth of others, that I am a barrier to their growth. Since I have been with the North Dakota Board of Nursing I have been allowed to regularly attend either Annual or Midyear NCSBN meetings. I have especially enjoyed the ability to network with colleagues while attending those meetings. I was also privileged to attend the International Center for Regulatory Scholarship (ICRS) and was in the first cohort of graduates in the program. I currently participate in Discipline Knowledge Network, APRN Knowledge Network, and Policy Knowledge Network calls. I also participated in Practice Knowledge Network calls when those were active and requested those to be reinstated during the Region II meeting during this year's midyear meeting. I was one of four participants who sat on the panel discussion regarding Reimagining Discipline at NCSBN Midyear meeting 2024. Although it's not specifically an NCSBN committee, I am also an NLC policy committee member.

What does leadership mean to you and identify the attributes of effective leaders?

Over the course of my 39-year nursing career, I have had the privilege of working with excellent leaders as well as managers whose roles in leadership did not come naturally to them. I have learned and grown from every one of them. They taught me that you can be a "manager" of people without being a "leader". Leadership, to me, means lifting others up, working to assure their success, and pushing them out of the nest when they are ready. That push to help others succeed is the sign of a good leader. One of my most valued mentors taught me that a leader does everything in their power to create success for their team members. And only after the leader has provided all the tools to assure success, do they then consider next steps for those that still do not meet the requirements for their

role. This has been a guiding principle for me and has proven invaluable to me in the roles I have held in nursing leadership. I have had many difficult/crucial conversations that have ended with the individual thanking me. I have even terminated several individuals who have reached out later to thank me for how I treated them during that difficult time in their life. I believe in treating and speaking to others in a way that I, myself, would want to be spoken to or treated. This has allowed me to have those difficult conversations and help individuals make needed changes while accepting them as the human being they are. As for my own leadership journey, I consider myself a lifelong leader and lifelong learner. I know that I will always strive to be the best version of myself and will continue to learn and grow to be the best leader I can be, all while doing what I can to bring others along with me on that journey.

Leadership Succession Committee

Area IV Member

Laurie Hillson, PhD, MSN, RN, CNOR^e

Assistant Director of Policy & Research and Public Health Nursing
Advisor II, Massachusetts Board of Nursing



Describe your professional and community experience related to leadership succession planning and/or recruitment strategies.

I have over two decades of professional experience related to leadership succession planning and recruitment strategies. In all of my leadership roles, succession planning was crucial to ensuring that my organization always had the right leaders in place. My approach over the years has been proactive rather than reactive, always looking ahead and planning. In my experience, leadership succession planning was a team process that started with the understanding of my organization's needs and the position. First consideration was are there any internal candidates that had the skillset and/or potential. If there was an internal candidate then I would reach out to them to see if they had any interest. Promoting the right people into the right positions helped ensuring a leadership pipeline. However, if there were no qualified internal candidates the search was extended to external candidates using multiple sources including networking and digital media as recruitment strategies. After an internal or external candidate got selected then an individualized transition plan would be created with the candidate's input and based on that person's training and development needs. I found that having an individualized transition plan along with providing support, resources, and mentoring were essential elements to successful leadership succession.

What personal attributes and involvement with NCSBN (e.g., attending NCSBN meetings/conferences, subject matter expert panelist, participation on networking calls, and NCSBN committee member) make you a strong fit for the Leadership Succession Committee?

My personal attributes which include integrity, collaborative, good judgment, respect, self-awareness, accountability, and decision-making along with my involvement with NCSBN since 2019 that has included my input to Member Board Profiles, attending the Scientific Symposium and midyear meeting, participating in NCSBN surveys, and participating on Policy Knowledge Network calls make me a strong fit for the Leadership Succession Committee.

What does leadership mean to you and identify the attributes of effective leaders?

For me, leadership is a dynamic process that entails guiding, motivating, and inspiring others toward a common goal or purpose, encouraging collaboration, making sound decisions, forward thinking, and promoting a positive and inclusive work environment. Leadership is understanding your own strengths and weaknesses as well as those of the team, then leveraging individual strengths. Leadership requires the ability to break down complex problems, identify their root causes, and come up with solutions. Leadership also requires adaptability to be able to navigate challenges and changes with resilience and accountability. An effective leader must have good communication skills, foster relationships, be respectful, build trust, and actively engage with their team members. Important attributes of effective leaders include integrity, authenticity, judgment, emotional intelligence, empathy, drive, collaboration, confidence, justice, and perseverance.

Report of the Awards Committee

Background

The NCSBN Awards Program recognizes and celebrates members' outstanding achievements and significant contributions to nursing regulation. The recipients are honored each year at the NCSBN Annual Meeting Awards Ceremony. The committee noticed over the past several years a lower than usual number of submissions to the Awards Program. The committee had begun to meet annually with the Marketing & Advocacy department to discuss strategies and ideas for the annual campaign. Despite ongoing efforts to enhance and promote the Awards Program the submissions remained low in 2023.

In fall 2023 prior to the launch of the 2024 campaign, committee agreed to surveying the membership to get feedback on the Awards Program which was critical to getting the program "back on track" for the 2024 campaign. The survey was sent in October 2023 and the results were presented to the committee in November. Highlights from the survey revealed that the Awards Program is important to NCSBN members and that there were no major changes being recommended. Marketing and the committee discussed the challenges the Awards Program has experienced since spring 2020 including turnover within the member leadership. This year the Awards campaign focused on several key points: a member does not have to be at the pinnacle of their professional career before they are nominated for an award, every nursing regulatory body has someone who can be nominated for an award, and that self-nominations were encouraged. The 2024 Awards campaign was launched in early January 2024.

At the April 12 meeting, the committee reviewed the nominations and selected the 2024 recipients. The following members will be honored at the 2024 NCSBN Annual Meeting Awards Ceremony.

R. Louise McManus Award

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

Meritorious Service Award

Sue Tedford, MNsc, APRN
Executive Director
Arkansas State Board of Nursing

Regulatory Achievement Award

British Columbia College of Nurses and Midwives (BCCNM)
Cynthia Johansen, MAL, MSc, Registrar and Chief Nursing Officer

Members

Jennifer Best, MN, RN, FRE

Nova Scotia, Exam User Member

Stacy Harper, MHS, RN, CCNE

Alberta RN, Exam User Member

Bonny Kehm, PhD, RN

Missouri, Area II

Carolyn Jo McCormies, MSN, RN, FNP-BC

Arizona, Area I

Shannon E. McKinney, DNP, APRN, WHNP-BC, RNC-OB

Arkansas, Area III

Carol Moreland, MSN, RN

Kansas, Area II

Staff

Alicia Byrd

Director, Member Engagement

Meeting Dates

Nov. 17, 2023 (Virtual Meeting)

April 12, 2024

Relationship to Strategic Plan

N/A

Attachments

Attachment A:

[2024 Awards Brochure](#)

Exceptional Contribution Award

Patty Towler

Staff, Licensure & Certification Lead

Nevada State Board of Nursing

Victoria Record, EdD, MS, RN, AGPCNP-BC, CNE

Board Member

New York State Board of Nursing

Recipients of the Executive Officer Recognition Award for 2024:**Five Years**

- Roberta Hills, PhD, RN, Program Director, Colorado Board of Nursing
- Zennia Pecina, MSN, RN, Executive Officer, Guam Board of Nurse Examiners
- Roca Sablan, APRN, RN, Board Chairperson, Northern Mariana Islands Board of Nursing
- Cindy Smith, MSN, RN, Executive Director, College of Registered Nurses of Saskatchewan
- Carmen Vanterpool-Romney, RN, CPM, Executive Officer, Virgin Islands Board of Nurse Licensure

Fiscal Year 2024 (FY24) Highlights and Accomplishments

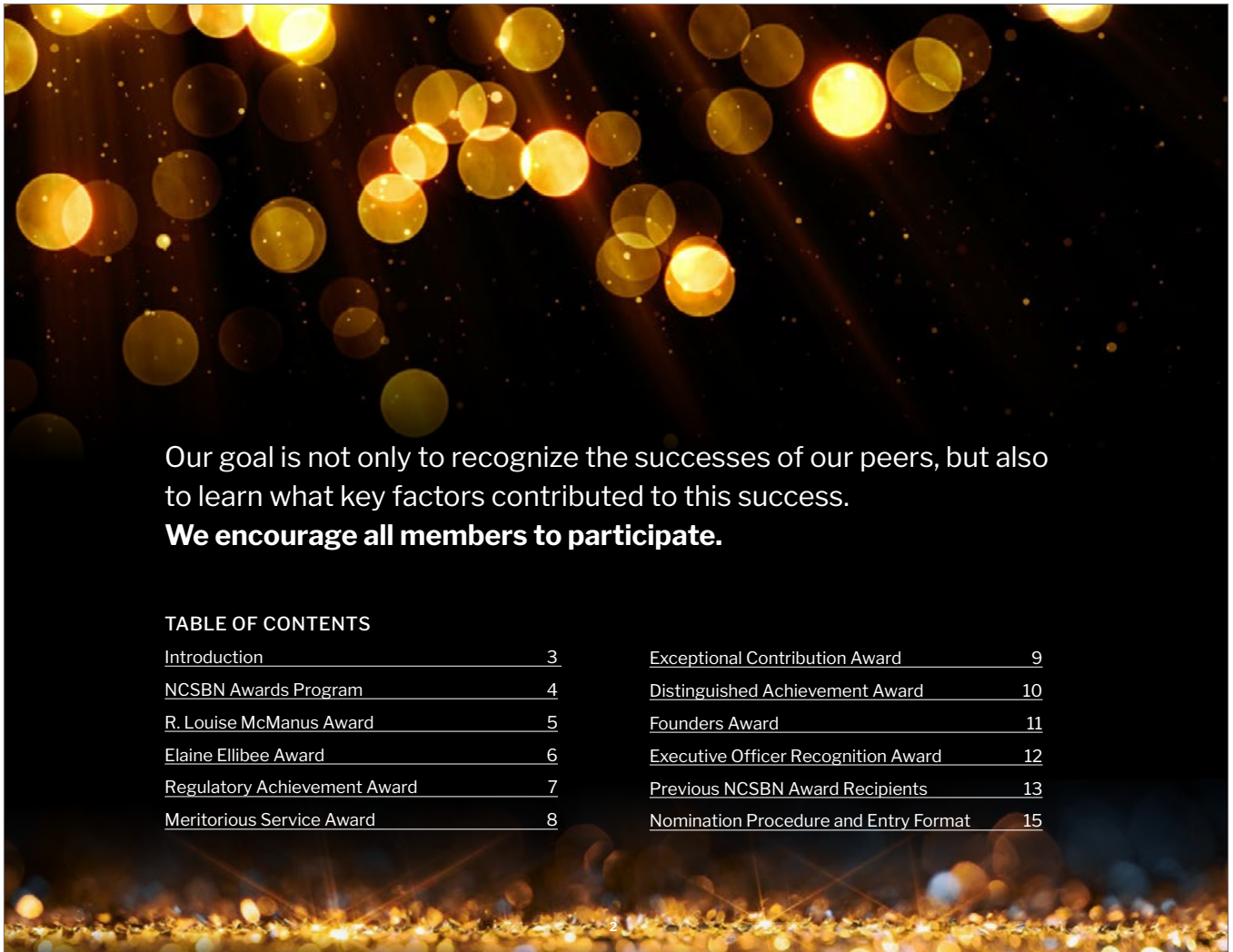
- Surveyed the membership to get feedback/input on the Awards Program.
- Awards Committee met with the marketing team to discuss the results of the Awards survey and the recommendations for the 2024 Awards campaign.
- Marketing created resources to promote the Awards Program. These communications were disseminated to the membership through Mailchimp, an email marketing platform, and member engagement staff.
- Supported the submissions process by developing resources on the NCSBN website to assist members with preparing and submitting a nomination. The resources include: sample letter of support, sample narrative, Award Program FAQs and an overview of each award category.
- Member Engagement staff reviewed the nominations to ensure compliance with the committee's blind review process and supported the committee's review and selection of recipients.
- NCSBN marketing met with the committee members in April 2024 to review this year's campaign and discuss proposed changes the committee will continue to work on this summer.
- Plans are underway to have an Awards table at the NCSBN Annual Meeting that will be supported by Awards Committee members.
- Presented the Board of Directors (BOD) with the 2024 Award Recipients at the May Board meeting.
- Sent a letter to executive officers who are recipients of the five-year Executive Officer Recognition Award..

Future Activities:

The committee will meet this summer to work on the proposed changes to the Awards Program for FY25.

Attachment A: **2024 Awards Brochure**





Our goal is not only to recognize the successes of our peers, but also to learn what key factors contributed to this success.

We encourage all members to participate.

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By recognizing those who succeed in the service of nursing regulation we empower others to reach even greater heights of achievement.

We celebrate the work that enhances public protection nationally and internationally and honor those individuals that made such enrichment possible.

Their success inspires others on their own journey toward regulatory excellence.

These awards honor not only the recipient but the accomplishments that effect positive change for the betterment of all.

Recognition. Celebration. Inspiration.

 **NCSBN AWARDS**

NCSBN Awards Program

The NCSBN awards are designed to recognize the outstanding achievements of the membership and celebrate significant contributions to nursing regulation. The NCSBN awards will be announced at the 2024 Annual Meeting.

Awards Review and Selection

- To ensure a fair and equitable review and selection process, each individual nomination is subjected to a blind review by each Awards Committee member. The committee makes the final decision about all award recipients.
- Awards Committee members are not permitted to nominate award recipients, participate in the nomination process or write letters of support during their tenure on the Awards Committee.
- Awards Committee members recuse themselves from both the blind review and the final decisions for the award recipient(s) in categories where a member from their particular jurisdiction is nominated, or in cases where they feel that they cannot be objective about the nominee.
- Entries are evaluated using uniform guidelines for each award category.
- Awards may not necessarily be given in each category, specifically in cases where no nomination meets the specific criteria.
- Award recipients and nominators will be notified after the May 2024 Board of Directors meeting and will be honored at the Annual Meeting.
- The Awards Committee can recommend that a nominee be given an award that is different from the award for which he/she was originally nominated. If this decision is made, the nominator will be contacted to determine if he/she is agreeable to the nominee being given a different award.



CALL FOR AWARD NOMINATIONS

R. Louise McManus Award

R. Louise McManus (1896-1993) is widely recognized as a major figure in furthering the professionalism of nursing. She worked tirelessly to produce a standardized national approach to nursing licensure. As a patient advocate, she developed the Patient Bill of Rights adopted by the Joint Commission in Accreditation of Hospitals.

Eligibility

An individual who is a member

Description of Award

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

Criteria for Selection

- Active leadership in NCSBN
- Substantial contributions to the improvement of nursing regulation
- Impacts public policy and development to enhance the health and well-being of individuals and the community
- Contributions to the mission of NCSBN over a significant period of time

Award Cycle

Annually as applicable

Number of Recipients

One



Watch the video for the 2022 award recipient, Anne Coghlan, MScN, RN, former executive director and CEO, College of Nurses of Ontario.



CALL FOR AWARD NOMINATIONS



Elaine Ellibee Award

Elaine Ellibee (1924-2012) chaired the special task force that ultimately led to the founding of NCSBN and served as its first president from 1978-1979. As a registered nurse, Ellibee contributed greatly to nursing education and leadership at the local, state and national levels. She strongly believed in the importance of public protection, superior patient care and continuing education for nursing leaders.

Eligibility

Current service as a member president or served as a member president within the past two years

Description of Award

The Elaine Ellibee Award is granted to a member who has served as a president and who has made significant contributions to NCSBN.

Criteria for Selection

- Demonstrated leadership at the local level as the president
- Demonstrated leadership in making significant contributions to NCSBN

Award Cycle

Annually as applicable

Number of Recipients

One



Watch the video for the 2022 award recipient, Barbara Blozen, EdD, MA, RN-BC, CNL, Board President, New Jersey Board of Nursing.

NCSBN AWARDS

CALL FOR AWARD NOMINATIONS

Regulatory Achievement Award

This award recognizes the member board or associate member that has made an identifiable, significant contribution to the mission and vision of NCSBN in promoting public policy related to the safe and effective practice of nursing in the interest of public welfare.

Eligibility

A nursing regulatory body who is a member

Criteria for Selection

- Active participation in NCSBN activities (include list of specific activities in the nomination narrative)
- Effective leadership in the development, implementation and maintenance of licensing and regulatory policies
- Active collaborative relationships among the member board or associate member, NCSBN, the public and other member boards or associate members
- Demonstrated advancement of the NCSBN mission

Award Cycle

Annually as applicable

Number of Recipients

One



Watch the video for the 2022 award recipient, North Dakota Board of Nursing.



Watch the video for the 2023 award recipient, Kansas Board of Nursing.

NCSBN AWARDS

CALL FOR AWARD NOMINATIONS

Meritorious Service Award

This award is presented to a board or staff member for positive impact and significant contributions to the purposes of NCSBN. The Meritorious Service Award is granted to a member for significant contributions to the mission and vision of NCSBN.

Eligibility

An individual who is a member

Criteria for Selection

- Significant promotion of the mission and vision of NCSBN
- Positive impact on the contributions of NCSBN
- Demonstrated support of NCSBN's mission

Award Cycle

Annually as applicable

Number of Recipients

One



Watch the video for the 2020 award recipient, Adrian Guerrero, CPM, Director of Operations, Kansas State Board of Nursing.



Watch the video for the 2023 award recipient, Paula R. Meyer, MSN, RN, FRE, Former Executive Director, Washington State Board of Nursing.

NCSBN AWARDS

CALL FOR AWARD NOMINATIONS

Exceptional Contribution Award

This award is given for significant contribution by a member who is not a president or executive officer and demonstrated support of NCSBN's mission.

Eligibility

A member who is not a president or executive officer

Criteria for Selection

- Significant contributions to NCSBN activities
- Demonstrated support of NCSBN's mission

Award Cycle

Annually as applicable

Number of Recipients

Unlimited



Watch the video for the 2020 award recipient, Mary A. Baroni, PhD, RN, Vice Chair, Washington State Nursing Care Quality Assurance Commission.



Watch the video for the 2023 award recipient, Suzanne Hunt, Board Staff, Tennessee Board of Nursing.

 **NCSBN AWARDS**

CALL FOR AWARD NOMINATIONS

Distinguished Achievement Award

This honor is given to individuals or organizations whose contributions or accomplishments have impacted NCSBN's mission and vision.

Eligibility

An individual or organization that is not a current member. No other award captures the significance of the contribution. May be given posthumously.

Criteria for Selection

- Accomplishment/achievement is supportive to NCSBN's mission and vision
- Long and lasting contribution or one major accomplishment that impacts the NCSBN mission and vision

Award Cycle

Annually as applicable

Number of Recipients

Unlimited



Watch the video for the 2020 award recipient, David Swankin, Esq., President and CEO, Citizen Advocacy Center (CAC).



BOARD OF DIRECTORS SELECTED

Founders Award

The founders of the National Council of State Boards of Nursing (NCSBN) exhibited courage and vision in 1977 when they voted to form a task force to study the reorganization of the ANA Council of State Boards of Nursing. This action resulted in NCSBN evolving as “an organization of stature, strengthening the images of boards of nursing as state government agencies concerned with protecting the public health, safety and welfare, and fostering within our profession an increased respect and recognition of this crucial role” (Mildred Schmidt, NCSBN president 1979–1981).

Description of Award

This prestigious award is given only upon occasion that an individual with ethics, integrity and sincerity has demonstrated the highest regard for the ideals and beliefs upon which NCSBN was founded.

Eligibility

The award is not eligible for nomination, it is given by the Board of Directors to an individual who has:

- Demonstrated courage and vision for innovation in regulation to enhance the health, safety and welfare of the public;
- Shown exemplary and sustained commitment to excellence in nursing regulation;
- Sponsored the development of significant regulatory policy at the national and international level;
- Evidenced a profound regard for the mission, vision and values of NCSBN;
- Fostered interprofessional regulatory collaboration nationally and internationally; and
- Facilitated the cogent and insightful advancement of evidence-based regulation.



Watch the video for the 2023 award recipient, David Benton, RGN, PhD, FRCN, FAAN, NCSBN CEO, 2015-2023.

Award Cycle	Number of Recipients
Determined by the Board of Directors	One

 **NCSBN AWARDS****YEARS OF SERVICE****Executive Officer Recognition Award**

The 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 his or her years of service in five-year increments.

Description of Award

The Executive Officer Recognition Award was established to recognize individuals who have made contributions to nursing regulation as an Executive Officer.

Award Cycle

Annually as applicable

Number of Recipients

As applicable

Previous NCSBN Award Recipients

FOUNDERS AWARD

2023 David Benton
 2020 Carmen A. Catizone
 2020 Elizabeth Lund
 2018 Joyce M. Schowalter
 2017 Thomas G. Abram
 2015 Kathy Apple

R. LOUISE MCMANUS AWARD

2022 Anne Coghlan
 2021 Kim Glazier
 2020 Lori Scheidt
 2019 Elizabeth Lund
 2018 Gloria Damgaard
 2017 Mary Blubaugh
 2016 Julia L. George
 2015 Rula Harb
 2014 Myra Broadway
 2013 Betsy Houchen
 2012 Sandra Evans
 2011 Kathy Malloch
 2009 Faith Fields
 2008 Shirley Brekken
 2007 Polly Johnson
 2006 Laura Poe
 2005 Barbara Morvant
 2004 Joey Ridenour
 2003 Sharon M. Weisenbeck
 2002 Katherine Thomas
 2001 Charlie Dickson
 1999 Donna Dorsey

1998 Jennifer Bosma
 Elaine Ellibee
 Marcia M. Rachel
 1997 Jean Caron
 1996 Joan Bouchard
 1995 Corinne F. Dorsey
 1992 Renatta S. Loquist
 1989 Marianna Bacigalupo
 1986 Joyce Schowalter
 1983 Mildred Schmidt

MERITORIOUS SERVICE AWARD

2023 Paula R. Meyer
 2020 Adrian Guerrero
 2019 Fred Knight
 2017 Linda D. Burhans
 2016 Lori Scheidt
 2015 Elizabeth Lund
 2014 Gloria Damgaard
 2013 Constance Kalanek
 2012 Debra Scott
 2011 Julia George
 2010 Ann L. O'Sullivan
 2009 Sheila Exstrom
 2008 Sandra Evans
 2007 Mark Majek
 2005 Marcia Hobbs
 2004 Ruth Ann Terry
 2001 Shirley Brekken
 2000 Margaret Howard
 1999 Katherine Thomas

1998 Helen P. Keefe
 Gertrude Malone
 1997 Sister Teresa Harris
 Helen Kelley
 1996 Tom O'Brien
 1995 Gail M. McGill
 1994 Billie Haynes
 1993 Charlie Dickson
 1991 Sharon M. Weisenbeck
 1990 Sister Lucie Leonard
 1988 Merlyn Mary Maillian
 1987 Eileen Dvorak

REGULATORY ACHIEVEMENT AWARD

2023 Kansas State Board of Nursing
 2022 North Dakota Board of Nursing
 2020 North Carolina Board of Nursing
 2019 Alabama Board of Nursing
 2018 College of Nurses of Ontario
 2017 Minnesota Board of Nursing
 2016 West Virginia State Board of Examiners for Licensed Practical Nurses
 2015 Washington State Nursing Care Quality Assurance Commission
 2014 Nevada State Board of Nursing
 2013 North Dakota Board of Nursing
 2012 Missouri State Board of Nursing
 2011 Virginia Board of Nursing
 2010 Texas Board of Nursing
 2009 Ohio Board of Nursing
 2008 Kentucky Board of Nursing

2007 Massachusetts Board of Registration in Nursing
 2006 Louisiana State Board of Nursing
 2005 Idaho Board of Nursing
 2003 North Carolina Board of Nursing
 2002 West Virginia State Board of Examiners for Licensed Practical Nurses
 2001 Alabama Board of Nursing

ELAINE ELLIBEE AWARD

2022 Barbara Blozen
 2020 Patricia Sharpnack
 2017 Valerie J. Fuller
 2016 Susan Odom
 2015 Deborah Haagenson
 2013 Linda R. Rounds

EXCEPTIONAL CONTRIBUTION AWARD

2023 Suzanne Hunt
 2020 Mary A. Baroni
 2019 Ingeborg "Bibi" Schultz
 2018 Lois Hoell
 Suellyn Masek
 2017 Nathan Goldman
 Mindy Schaffner
 Catherine C. Woodard
 2016 Rene Cronquist
 Rhonda Taylor
 2015 Janice Hooper
 2014 Ann L. O'Sullivan

Previous NCSBN Award Recipients (continued)

EXCEPTIONAL CONTRIBUTION

AWARD, CONTINUED...

- 2013 Susan L. Woods
- 2012 Julia Gould
Sue Petula
- 2011 Judith Personett
Mary Beth Thomas
- 2010 Valerie Smith
Sue Tedford
- 2009 Nancy Murphy
- 2008 Lisa Emrich
Barbara Newman
Calvina Thomas
- 2007 Peggy Fishburn
- 2005 William Fred Knight
- 2004 Janette Pucci
- 2003 Sandra MacKenzie
- 2002 Cora Clay
- 2001 Julie Gould
Lori Scheidt
Ruth Lindgren

DISTINGUISHED ACHIEVEMENT AWARD

- 2020 David Swankin
- 2018 Gregory Y. Harris
Deb Soholt
- 2015 Patricia "Tish" Smyer
- 2013 Lorinda Inman

The following awards are no longer presented:

EXCEPTIONAL LEADERSHIP AWARD

- 2011 Lisa Klenke
- 2010 Catherine Giessel
- 2007 Judith Hiner
- 2006 Karen Gilpin
- 2005 Robin Vogt
- 2004 Christine Alichnie
- 2003 Cookie Bible
- 2002 Richard Sheehan
- 2001 June Bell

MEMBER BOARD AWARD

- 2000 Arkansas Board of Nursing
- 1998 Utah State Board of Nursing
- 1997 Nebraska Board of Nursing
- 1994 Alaska Board of Nursing
- 1993 Virginia Board of Nursing
- 1991 Wisconsin Board of Nursing
- 1990 Texas Board of Nurse Examiners
- 1988 Minnesota Board of Nursing
- 1987 Kentucky Board of Nursing

**NCSBN 30TH ANNIVERSARY
SPECIAL AWARD**

- 2008 Joey Ridenour
Sharon Weisenbeck Malin
Mildred S. Schmidt

NCSBN SPECIAL AWARD

- 2008 Thomas G. Abram
- 2004 Robert Waters
- 2002 Patricia Benner

SILVER ACHIEVEMENT AWARD

- 2000 Nancy Wilson
- 1998 Joyce Schowalter

Nomination Procedure and Entry Format

Please carefully read the eligibility requirements and criteria listed for each award. Only entries that meet all the requirements and criteria will be considered. **Electronic submission of all nomination materials is required.**

- Entries must be submitted online at www.ncsbn.org/awards (NCSBN Passport account is required).
- All entries must be submitted no later than **March 22, 2024**.
- Members may nominate themselves or others.
- Two letters of support are required, one of which must be from the executive officer or designee.
- If the executive officer or designee is a nominator or nominee, they cannot write a letter of support. Instead, the letter of support should come from the following:
 - another nursing regulatory body, or
 - an external regulatory agency.
- Nominations for the Regulatory Achievement Award must include one letter of support from another member nursing regulatory body or from an external regulatory agency.
- Your narrative should be between 1,000 –1,500 words total.

If you have questions about the Awards Program, email awards@ncsbn.org.



111 E. Wacker Drive, Suite 2900
Chicago, IL 60601-4277
312.525.3600
www.ncsbn.org

These awards are designed to celebrate significant contributions in nursing regulation.
Nominate those who have made an impact.

Recognition. Celebration. Inspiration.

Report of the Finance Committee

Background

The Finance Committee advises the Board of Directors (BOD) on the overall direction and control of the finances of the organization. It reviews and recommends a budget to the BOD, monitors income, expenditures, and program activities against projections, and presents quarterly financial statements to the BOD.

The Finance Committee oversees the financial reporting process, the systems of internal accounting and financial controls, the performance and independence of the auditors and the annual independent audit of NCSBN financial statements. It recommends to the BOD the appointment of a firm to serve as auditors. The Finance Committee makes recommendations to the BOD with respect to investment policy and assures that the organization maintains adequate insurance coverage.

Fiscal Year 2024 (FY24) Highlights and Accomplishments

- Selected the audit firm, RSM, to provide audit services for NCSBN for the fiscal years 2023 to 2025.
- Reviewed and discussed with management and the organization's independent accountant, the NCSBN audited financial statements as of and for the fiscal year ended Sept. 30, 2023. With and without management present, the committee discussed and reviewed the results of the independent accountant's examination of the internal controls and the financial statements.
- Reviewed and discussed with management and the organization's independent accountant, the auditor's report on the NCSBN 403(b) defined contribution retirement plan, for the year ending June 30, 2022.
- Reviewed and discussed the financial reserve and informed the BOD concerning the outlook for the long-term financial position of the organization. While there is no immediate concern about the organization's financial position, a steadily declining fund balance value is forecasted. In the prior year, the committee recommended that the BOD consider an increase in the NCLEX® Exam fee to address the forecasted decline in the reserve balance and to maintain a strong financial position for the long term. The BOD determined that the current financial position allowed for a longer timeline to address the forecasted decline in the fund balance. The BOD determined that it would not propose a fee increase at this time and will review these recommendations in the future should the organization's financial position change. The

Members

Lori Scheidt, MBA-HCM

Missouri, Area II, Treasurer, Chair

Chris Archuleta

Washington, Area I

Peggy Benson, MSN, RN, MSHA, NE-BC

Alabama, Area III

Isonel Brown, MBA

Louisiana, Area III

Sarah Cecil, DNP, MSCN, APRN, FNP-BC, PMHNP-BC

Kentucky, Area III

Jeremy Cummins, LPN, LNHA

Mississippi, Area III

Michael Starchman, RN, CPA

Oklahoma, Area III

Staff

Robert Clayborne, MBA, CPA, CGMA

Chief Financial Officer

Gloria Melton, CPA

Director of Finance

Meeting Dates

Dec. 12, 2023

Jan. 31, 2024 (Virtual Meeting)

April 26, 2024 (Virtual Meeting)

July 30, 2024

Attachments

Attachment A:

[Report of the Independent Auditors FY23](#)

Finance Committee concurs there is no immediate concern and continues to be aware and diligently monitor financial conditions and advise the BOD accordingly.

- Reviewed and discussed the quarterly financial statements and supporting schedules; and made recommendations that the reports be accepted by the BOD.
- Reviewed and discussed the performance of NCSBN investments with NCSBN staff and the organization's investment consultant, Mariner, quarterly. Informed the BOD that the current investment policy and strategy are appropriate for NCSBN.

Future Activities

- There are no recommendations to the BOD. The purpose of this report is for information only.
- At a future meeting (scheduled for July 30, 2024) the committee will review the budget proposal for the fiscal year beginning Oct. 1, 2024.

Attachment A:

Report of the Independent Auditors FY23



RSM US LLP

Independent Auditor's Report

Board of Directors
National Council of State Boards of Nursing, Inc.

Opinion

We have audited the financial statements of National Council of State Boards of Nursing, Inc. (NCSBN), which comprise the statement of financial position as of September 30, 2023, the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the NCSBN as of September 30, 2023, and the changes in its net assets and cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of NCSBN and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Emphasis of Matter

As described in Note 2 to the financial statements, NCSBN adopted Financial Accounting Standards Board (FASB) Accounting Standards Update (ASU) 2016-02, *Leases (Topic 842)*, as of October 1, 2022. Our opinion is not modified with respect to this matter.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about NCSBN's ability to continue as a going concern within one year after the date that the financial statements are issued or available to be issued.

Other Matter

The financial statements of NCSBN as of and for the year ended September 30, 2022, were audited by other auditors, whose report dated February 7, 2023, expressed an unmodified opinion on those statements.

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Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of NCSBN's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about NCSBN's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

RSM VS LLP

Chicago, Illinois
January 31, 2024

National Council of State Boards of Nursing, Inc.

**Statements of Financial Position
September 30, 2023 and 2022**

	2023	2022
Assets		
Cash and cash equivalents	\$ 17,571,679	\$ 32,600,718
Cash held for others	1,199,340	1,029,882
Accounts receivable	209,464	334,925
Due from test vendor	-	39,744
Accrued investment income	503,487	457,547
Prepaid expenses	2,157,587	1,362,514
Investments	251,863,530	230,456,504
Operating lease right-of-use assets, net	4,089,243	-
Financing lease right-of-use assets, net	78,577	-
Property and equipment, net	10,585,291	11,739,359
Total assets	\$ 288,258,198	\$ 278,021,193
Liabilities and Net Assets		
Liabilities:		
Accounts payable	\$ 1,566,878	\$ 3,317,130
Due to test vendor	6,144,435	5,687,603
Accrued payroll, payroll taxes and compensated absences	1,630,341	1,590,552
Contract liabilities—deferred revenue	22,930,884	25,101,391
Grants payable	614,395	473,918
Deferred rent credits	-	2,009,555
Cash held for others	1,199,340	1,029,882
Operating lease liability	5,796,688	-
Financing lease liability	79,855	-
Total liabilities	39,962,816	39,210,031
Net assets without donor restrictions:		
Board-designated	125,000,000	125,000,000
Undesignated	123,295,382	113,811,162
Total net assets without donor restrictions	248,295,382	238,811,162
Total liabilities and net assets	\$ 288,258,198	\$ 278,021,193

See notes to financial statements.

National Council of State Boards of Nursing, Inc.

**Statements of Activities
Years Ended September 30, 2023 and 2022**

	2023	2022
Changes in net assets without donor restrictions:		
Revenue:		
Examination fees	\$ 114,658,522	\$ 90,440,910
Other program services income	11,490,551	13,126,437
Net realized and unrealized gain (loss) on investment	16,517,451	(46,023,828)
Interest and dividend income, net of investment expenses	4,995,541	7,596,677
Total revenue	147,662,065	65,140,196
Expenses:		
Program services:		
Nurse competence	102,132,476	81,857,227
Nurse practice and regulatory outcome Information	14,130,690	12,348,015
	14,769,800	11,016,560
Total program services	131,032,966	105,221,802
Support services:		
Management and general	7,144,879	6,559,372
Total support services	7,144,879	6,559,372
Total expenses	138,177,845	111,781,174
Increase (decrease) in net assets without donor restrictions before nonoperating income	9,484,220	(46,640,978)
Nonoperating income:		
Gain on sale of online learning course	-	525,000
Increase (decrease) in net assets without donor restrictions	9,484,220	(46,115,978)
Net assets without donor restrictions—beginning of year	238,811,162	284,927,140
Net assets without donor restrictions—end of year	\$ 248,295,382	\$ 238,811,162

See notes to financial statements.

National Council of State Boards of Nursing, Inc.

**Statement of Functional Expenses
Year Ended September 30, 2023**

	Program Services				Total
	Nurse Competence	Nurse Practice and Regulatory Outcome	Information	Management and General	
Salaries	\$ 4,578,234	\$ 4,451,814	\$ 4,928,687	\$ 3,609,896	\$ 17,568,631
Fringe benefits	1,243,157	1,155,855	1,310,935	738,896	4,448,843
NCLEX processing costs	81,469,216	-	-	-	81,469,216
Other professional services fees	13,624,686	3,337,253	2,484,880	1,535,151	20,981,970
Supplies	26,744	24,486	26,271	17,107	94,608
Meetings and travel	602,070	3,507,915	72,472	546,806	4,729,263
Telephone and communications	1,750	400	197,293	-	199,443
Postage and shipping	9,957	30,283	9,733	6,192	56,165
Occupancy	357,127	339,781	431,248	221,997	1,350,153
Printing and publications	-	125,356	-	-	125,356
Library and membership	62,265	22,911	1,725	46,577	133,478
Equipment and maintenance	1,030	269,748	3,482,906	19,941	3,773,625
Depreciation and amortization	139,693	120,815	1,823,650	86,836	2,170,994
Other expenses	16,547	74,302	-	315,480	406,329
Grants	-	669,771	-	-	669,771
Total functional expenses	\$ 102,132,476	\$ 14,130,690	\$ 14,769,800	\$ 7,144,879	\$ 138,177,845

See notes to financial statements.

National Council of State Boards of Nursing, Inc.

**Statement of Functional Expenses
Year Ended September 30, 2022**

	Program Services				Total
	Nurse Competence	Nurse Practice and Regulatory Outcome	Information	Management and General	
Salaries	\$ 4,737,786	\$ 4,049,032	\$ 4,416,314	\$ 3,533,384	\$ 16,736,516
Fringe benefits	1,192,242	1,093,046	1,107,325	982,473	4,375,086
NCLEX processing costs	64,181,225	-	-	-	64,181,225
Other professional services fees	10,959,634	2,844,078	1,403,219	1,184,976	16,391,907
Supplies	9,410	10,078	9,883	6,247	35,618
Meetings and travel	339,535	2,606,522	159,290	285,051	3,390,398
Telephone and communications	-	12,633	154,930	2,000	169,563
Postage and shipping	6,824	35,226	6,752	4,531	53,333
Occupancy	252,884	245,985	243,131	155,334	897,334
Printing and publications	24	87,282	23	26	87,355
Library and membership	28,293	8,811	968	44,365	82,437
Equipment and maintenance	2,423	166,080	3,158,768	11,212	3,338,483
Depreciation and amortization	131,571	113,790	355,957	81,787	683,105
Other expenses	15,376	88,624	-	267,986	371,986
Grants	-	986,828	-	-	986,828
Total functional expenses	\$ 81,857,227	\$ 12,348,015	\$ 11,016,560	\$ 6,559,372	\$ 111,781,174

See notes to financial statements.

National Council of State Boards of Nursing, Inc.

Statements of Cash Flows Years Ended September 30, 2023 and 2022

	2023	2022
Cash flows from operating activities:		
Increase (decrease) in net assets without donor restrictions	\$ 9,484,220	\$ (46,115,978)
Adjustments to reconcile increase (decrease) in net assets without donor restrictions to net cash (used in) provided by operating activities:		
Depreciation and amortization	2,170,994	683,105
Net realized and unrealized (gain) loss on investments	(16,517,451)	46,023,828
Amortization of operating right-of-use assets	251,416	-
Gain on sale of e-learning software	-	(525,000)
Changes in assets and liabilities:		
Accounts receivable	125,461	(245,523)
Due from test vendor	39,744	381,582
Accrued investment income	(45,940)	(54,151)
Prepaid expenses	(795,073)	1,470,032
Accounts payable	(1,750,252)	2,035,801
Due to test vendor	456,832	868,850
Accrued payroll, payroll taxes and compensated absences	39,789	109,204
Contract liabilities—deferred revenue	(2,170,507)	4,944,006
Grants payable	140,477	(246,543)
Deferred rent credits	-	(222,305)
Cash held for others	169,458	118,359
Operating lease liability	(553,528)	-
Net cash (used in) provided by operating activities	(8,954,360)	9,225,267
Cash flows from investing activities:		
Purchase of property and equipment	(990,699)	(2,345,271)
Purchases of investments	(51,002,736)	(61,677,372)
Proceeds from sales of investments	46,113,161	73,571,277
Proceeds on sale of e-learning software	-	525,000
Net cash (used in) provided by investing activities	(5,880,274)	10,073,634
Cash flows from financing activities:		
Principal payments for finance lease liability	(24,947)	-
Net cash used in financing activities	(24,947)	-
Net (decrease) increase in cash, cash equivalents and cash held for others	(14,859,581)	19,298,901
Cash, cash equivalents and cash held for others—beginning of year	33,630,600	14,331,699
Cash, cash equivalents and cash held for others—end of year	\$ 18,771,019	\$ 33,630,600
Classification and cash, cash equivalents and cash held for others:		
Cash and cash equivalents	\$ 17,571,679	\$ 32,600,718
Cash held for others	1,199,340	1,029,882
Total cash, cash equivalents and cash held for others	\$ 18,771,019	\$ 33,630,600
Supplemental disclosure of cash flow information:		
Property and equipment additions in accounts payable	\$ -	\$ 568,478

See notes to financial statements.

National Council of State Boards of Nursing, Inc.**Notes to Financial Statements**

Note 1. Nature of Activities

National Council of State Boards of Nursing, Inc. (NCSBN) is a nonprofit corporation organized under the statutes of the Commonwealth of Pennsylvania. The primary purpose of NCSBN is to serve as a charitable and educational organization through which state boards of nursing act on matters of common interest and concern to promote safe and effective nursing practices in the interest of protecting public health and welfare, including the development of licensing examinations in nursing.

The program services of NCSBN are defined as follows:

Nurse competence: Assist member boards in their role in the evaluation of initial and ongoing nurse competence.

Nurse practice and regulatory outcome: Assist member boards with implementation of strategies to promote regulatory effectiveness to fulfill their public protection role. Analyze the changing health care environment to develop state and national strategies to impact public policy and regulation affecting public protection.

Information: Develop information technology solutions valued and utilized by member boards to enhance regulatory efficiency.

Note 2. Significant Accounting Policies

Basis of presentation: NCSBN is required to report information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions. Net assets are generally reported as net assets without donor restrictions unless assets are received from donors with explicit stipulations that limit the use of the assets. NCSBN does not have any net assets with donor restrictions.

Measure of operations: Change in net assets from operations includes all revenue and expenses arising from NCSBN's programmatic and support services, excluding the gain on sale of the online learning course.

Revenue recognition: NCSBN derives its revenue primary from the National Council Licensure Examination (NCLEX) fees. Other significant revenue streams include Nurse Practicing Exam fees, e-learning online courses, licensure verification fees, member dues, publication sales, and royalty fees from the National Nurse Aide Assessment Program (NNAAP) and Medication Aide Certification Examination (MACE). During 2023 and 2022, NCSBN recognized revenue from contracts with customers of \$126,149,073 and \$104,092,347, respectively. Included in revenue from contracts with customers are any foreign currency gains or losses resulting from transactions with customers denominated in foreign currencies; foreign currency losses were \$2,826,021 and \$2,088,997 in 2023 and 2022, respectively. For the year ended September 30, 2023, the beginning balance of NCSBN's receivables from contracts with customers was \$374,669 and the closing balance was \$209,464. For the year ended September 30, 2022, the beginning balance of NCSBN's receivables from contracts with customers was \$510,728 and the closing balance was \$374,669. This includes fees that have been collected on behalf of NCSBN by NCSBN's outsourced test vendor, Pearson VUE.

For each revenue stream identified above, revenue recognition is subject to the completion of performance obligations. For each contract with a customer, NCSBN determined whether the performance obligations in the contract are distinct or bundled. Factors to be considered include the pattern of transfer, whether customers can benefit from the resources, and whether the resources are readily available.

National Council of State Boards of Nursing, Inc.**Notes to Financial Statements**

Note 2. Significant Accounting Policies (Continued)

NCSBN's revenue is recognized when a given performance obligation is satisfied, either over a period of time or at a given point in time. NCSBN recognizes revenue over a period of time if the customer receives and consumes the benefits that NCSBN provides simultaneously or if NCSBN's performance does not create an asset with an alternative use and has an enforceable right to payment for the performance. The revenue is recognized at a given point in time when the control of the goods or service is transferred to the customer and when the customer can direct its use and obtain substantial benefit from the goods. The transaction price is calculated as the amount of consideration to which NCSBN expects to be entitled (such as the exam price and verification fee price). NCSBN collects payment upfront for NCLEX fees and at the time of purchase for all other revenue streams. For NCLEX fees, NCSBN collects cash prior to the satisfaction of the performance obligations, which results in NCSBN recognizing contract liabilities upon receipt of payment. Total contract liabilities were \$22,930,884, \$25,101,391 and \$20,157,385 as of September 30, 2023, 2022 and 2021, respectively, and are recorded as contract liabilities—deferred revenue on the statements of financial position.

The following explains the performance obligations related to each revenue stream and how they are recognized:

Examination fees: The NCLEX is administered primarily in the United States. Approximately 7% of examination fee revenue related to the NCLEX in Canada for the years ended September 30, 2023 and 2022. NCSBN has a performance obligation to provide the NCLEX to the candidates and recognizes revenue when the exam is taken.

The revenue streams listed below are included in other program services income on the statements of activities.

Nurse practicing exam fees and e-learning online courses: NCSBN provides practice exams and e-learning online courses to potential candidates. NCSBN has a performance obligation to make the practice exam and online courses available and recognizes revenue at this point. During 2022, NCSBN sold its e-learning software and no longer offers the courses to potential candidates. NCSBN recognized a \$525,000 gain on this sale, as reported under nonoperating income on the statement of activities.

Licensure verification fees: Nurses can request verification of their licenses by completing a verification process, for which NCSBN charges a fee. NCSBN has a performance obligation to provide the verification, which is satisfied at the time of purchase.

Member dues: NCSBN earns dues from its member states. Member dues are earned over each fiscal year, representing the period over which NCSBN satisfied the performance obligation.

Publication sales: Customers can purchase various publications. NCSBN has a performance obligation to provide the publications, and revenue is recognized upon purchase.

Royalty fees: NCSBN receives royalty fees from NNAAP and MACE for the development of exams. NCSBN recognizes the royalty revenue when the exams are administered and NCSBN has fulfilled its performance obligation.

National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

Note 2. Significant Accounting Policies (Continued)

Total revenue recognized at a point in time and over time was as follows for the years ended September 30, 2023 and 2022:

	2023	2022
Revenue recognized at a point in time	\$ 126,110,823	\$ 104,057,072
Revenue recognized over time	38,250	35,275
	<u>\$ 126,149,073</u>	<u>\$ 104,092,347</u>

Cash and cash equivalents: NCSBN considers all investments with an original maturity of three months or less when purchased to be cash equivalents.

Cash held for others: Cash held for others represents cash held for one of NCSBN's member boards. NCSBN serves as a fiscal agent for one of its member boards and pays program expenses on behalf of the member board. Cash held for others also includes cash held for the Interstate Commission of Nurse Licensure Compact Administrators (ICNLCA).

Accounts receivable: Accounts receivable represent amounts owed to NCSBN, stated at contract amount. Based on management's review of outstanding receivable balances and historical collection information, management's best estimate is that all balances will be collected. Accordingly, NCSBN has not established an allowance for doubtful accounts.

Board-designated net assets: The board has designated \$100,000,000 in a long-term reserve for the purpose of supplementing future programmatic revenue. In addition, the board has designated \$25,000,000 for future capital expenditures. These designations are based on board actions, which can be altered or revoked at a future time by the board.

Investments: NCSBN assets are invested in various securities, including United States government securities, corporate debt instruments, and unit investment trust securities. Investment securities, in general, are exposed to various risks, such as interest rate risk, credit risk and overall market volatility. NCSBN invests in securities with contractual cash flows, such as asset-backed securities, collateralized mortgage obligations and commercial mortgage-backed securities. The value, liquidity and related income of these securities are sensitive to changes in economic conditions, including real estate value and delinquencies or defaults, or both, and may be adversely affected by shifts in the market's perception of the issuers and changes in interest rates. Due to the level of risk associated with certain investment securities, it is reasonably possible that changes in the values of investment securities will occur in the near term and that those changes could materially affect the amounts reported in the financial statements.

Investments of NCSBN are reported at fair value. The fair value of a financial instrument is the amount that would be received to sell that asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date (the exit price). Purchases and sales of the investments are reflected on a trade-date basis. Dividend income is recorded on the ex-dividend date. Interest income is recorded on the accrual basis. Investment income, including net realized and unrealized gains (losses), is reflected in the statements of activities as an increase (decrease) in net assets.

National Council of State Boards of Nursing, Inc.**Notes to Financial Statements**

Note 2. Significant Accounting Policies (Continued)

Property and equipment: Property and equipment is recorded at cost. Major additions are capitalized, while replacements, maintenance, and repairs that do not improve or extend the lives of the respective assets are expensed. Long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate the carrying amount of an asset may not be recoverable. No impairment was recognized during the years ended September 30, 2023 and 2022.

Leases: NCSBN accounts for leases according to Accounting Standards Codification (ASC) Topic 842 as of October 1, 2022; prior to that time, leases were accounted for under ASC Topic 840. NCSBN determines if an arrangement is or contains a lease at inception, which is the date on which the terms of the contract are agreed to, and the agreement creates enforceable rights and obligations. A contract is or contains a lease when (i) explicitly or implicitly identified assets have been deployed in the contract and (ii) NCSBN obtains substantially all of the economic benefits from the use of that underlying asset and directs how and for what purpose the asset is used during the term of the contract. NCSBN also considers whether its service arrangements include the right to control the use of an asset.

NCSBN made an accounting policy election available under Topic 842 not to recognize right-of-use (ROU) assets and lease liabilities for leases with a term of 12 months or less. For all other leases, ROU assets and lease liabilities are measured based on the present value of future lease payments over the lease term at the commencement date of the lease (or October 1, 2022, for existing leases upon the adoption of Topic 842). The ROU assets also include any initial direct costs incurred and lease payments made at or before the commencement date and are reduced by any lease incentives.

To determine the present value of lease payments, NCSBN made an accounting policy election available to non-public companies to utilize a risk-free borrowing rate, which is aligned with the lease term at the lease commencement date (or remaining term for leases existing upon the adoption of Topic 842).

Due to test vendor: NCSBN has a contract with Pearson VUE to administer the examinations. NCSBN accrues a base price fee at the time the exam is taken. At the end of each month, NCSBN pays an amount equal to the base price multiplied by the number of candidates to whom the examinations were administered during the preceding month. Due to test vendor totals \$6,144,435 and \$5,687,603 as of September 30, 2023 and 2022, respectively, and includes administered exams that had not been paid at the end of the year.

Grants payable: NCSBN awards grants to selected institutions for nurse practice and regulatory outcome research, which are generally available for periods of one to two years. Unconditional grants are recorded by NCSBN in the period awarded. The expenditures in the accompanying financial statements include the amount expensed for the years ended September 30, 2023 and 2022. Conditional grants, if any, are expensed when such conditions are substantially met. There were no conditional grants awarded as of September 30, 2023 and 2022.

Functional allocation of expenses: The costs of providing the program and support services have been reported on a functional basis in the statements of functional expenses. Costs are charged to program and support services on an actual basis when available. Additionally, certain occupancy, equipment and maintenance, and depreciation and amortization have been allocated between program and support services based on estimates of time and effort determined by management.

National Council of State Boards of Nursing, Inc.**Notes to Financial Statements**

Note 2. Significant Accounting Policies (Continued)

Income taxes: NCSBN is exempt from income tax under the provisions of Internal Revenue Code Section 501(c)(3), except for income taxes pertaining to unrelated business income. The Financial Accounting Standards Board (FASB) issued guidance that requires tax effects from uncertain tax positions to be recognized in the consolidated financial statements only if the position is more likely than not to be sustained if the position were to be challenged by a taxing authority. Management has determined there are no material uncertain tax positions that require recognition in the financial statements, as such, no provision for income taxes is reflected. Additionally, there is no interest or penalties recognized in the statements of activities or statements of financial position.

NCSBN files Form 990 in the U.S. federal jurisdiction and the state of Illinois.

Use of estimates: The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

Adopted accounting pronouncements: In February 2016, the FASB issued ASC Topic 842, *Leases*, to increase transparency and comparability among organizations related to their leasing arrangements. The update requires lessees to recognize most leases on their balance sheets as a ROU asset representing the right to use an underlying asset and a lease liability representing the obligation to make lease payments over the lease term, measured on a discounted basis. Topic 842 also requires additional disclosure of key quantitative and qualitative information for leasing arrangements. Similar to the previous lease guidance, the update retains a distinction between finance leases (similar to capital leases in Topic 840, *Leases*) and operating leases, with classification affecting the pattern of expense recognition in the income statement. NCSBN adopted Topic 842 on October 1, 2022, using the optional transition method to the modified retrospective approach, which eliminates the requirement to restate the prior-period financial statements. Under this transition provision, NCSBN has applied Topic 842 to reporting periods beginning on October 1, 2022, while prior periods continue to be reported and disclosed in accordance with NCSBN's historical accounting treatment under ASC Topic 840, *Leases*.

NCSBN elected the package of practical expedients under the transition guidance within Topic 842, in which NCSBN does not reassess (1) the historical lease classification, (2) whether any existing contracts at transition are or contain leases, or (3) the initial direct costs for any existing leases. NCSBN has not elected to adopt the hindsight practical expedient, and therefore will measure the ROU asset and lease liability using the remaining portion of the lease term upon adoption of ASC 842 on October 1, 2022.

Adoption of Topic 842 resulted in the recording of additional ROU assets and lease liabilities related to NCSBN's operating leases of approximately \$4,341,000 and \$6,350,000, respectively, at October 1, 2022. The adoption of the new lease standard did not materially impact the change in net assets or cash flows and did not result in a cumulative-effect adjustment to the opening balance of net assets.

National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

Note 2. Significant Accounting Policies (Continued)

Recently issued accounting pronouncements: In June 2016, the FASB issued Accounting Standards Update (ASU) 2016-13, *Financial Instruments—Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments*, which creates a new credit impairment standard for financial assets measured at amortized cost and available-for-sale debt securities. The ASU requires financial assets measured at amortized cost (including loans, trade receivables and held-to-maturity debt securities) to be presented at the net amount expected to be collected, through an allowance for credit losses that are expected to occur over the remaining life of the asset, rather than incurred losses. The ASU requires that credit losses on available-for-sale debt securities be presented as an allowance rather than as a direct writedown. The measurement of credit losses for newly recognized financial assets (other than certain purchased assets) and subsequent changes in the allowance for credit losses are recorded in the statement of income as the amounts expected to be collected change. The ASU is effective for NCSBN in fiscal year 2024. NCSBN is currently evaluating the impact of adopting this new guidance on its financial statements and does not expect the impact to be significant.

Reclassifications: Certain amounts in the prior year financial statements have been reclassified to conform to the current year presentation with no effect on previously reported net assets or changes in net assets.

Subsequent events: NCSBN has evaluated subsequent events through January 31, 2024, which is the date the financial statements were available to be issued.

Note 3. Cash Concentrations

The cash and cash equivalents balance as of September 30, 2023 and 2022, consisted of the following:

	2023	2022
JPMorgan Chase:		
Checking account	\$ 7,453,910	\$ 13,853,476
Savings account	5,954,025	2,701,216
Credit card merchant accounts	35,890	28,530
Petty cash	-	218
Certificates of deposit with original maturity of 3 months or less	4,127,854	16,017,278
Total	<u>\$ 17,571,679</u>	<u>\$ 32,600,718</u>

NCSBN maintains cash balances at various financial institutions. NCSBN has not experienced any losses in such accounts and believes it is not exposed to any significant credit risk on cash.

National Council of State Boards of Nursing, Inc.**Notes to Financial Statements**

Note 4. Fair Value Measurements

Accounting standards require certain assets and liabilities be reported at fair value in the financial statements and provide a framework for establishing that fair value. The framework for determining fair value is based on a hierarchy that prioritizes the inputs and valuation techniques used to measure fair value.

The following tables present information about NCSBN's assets measured at fair value on a recurring basis at September 30, 2023 and 2022, and the valuation techniques used by NCSBN to determine those fair values.

Level 1: The estimated fair values for NCSBN's money market funds, marketable mutual funds and common stock were based on quoted market prices in an active market.

Level 2: U.S. government issues (consisting of Treasury notes and bonds, Treasury Inflation-Protected Securities, and other government agency obligations), and corporate bonds securities are valued by benchmarking model-derived prices to quoted market prices and trade data for identical or comparable securities. To the extent that quoted prices are not available, fair value is determined based on a valuation model that includes inputs, such as interest rate yield curves and credit spreads. Securities traded in markets that are not considered active are valued based on quoted market prices, broker or dealer quotations, or alternative pricing sources with reasonable levels of price transparency.

Level 3: Inputs are unobservable inputs, including inputs that are available in situations where there is little, if any, market activity for the related asset. These Level 3 fair value measurements are based primarily on management's own estimates using pricing models, discounted cash flow methodologies, or similar techniques taking into account the characteristics of the asset. NCSBN currently uses no Level 3 inputs.

Net asset value (NAV): NAV consists of shares or interests in investment companies at year-end where the fair value of the investment held is estimated based on NAV per share (or its equivalent) of the investment company.

In instances where inputs used to measure fair value fall into different levels in the above fair value hierarchy, fair value measurements in their entirety are categorized based on the lowest level input that is significant to the valuation. NCSBN's assessment of the significance of particular inputs to these fair value measurements requires judgment and considers factors specific to each asset.

National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

Note 4. Fair Value Measurements (Continued)

NCSBN's policy is to recognize transfers in and transfers out of Level 1, 2 and 3 fair value classifications as of the beginning of the reporting period. During the years ended September 30, 2023 and 2022, there were no such transfers.

	Assets Measured at Fair Value on a Recurring Basis at September 30, 2023			
	Quoted Prices in			
	Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Total
Fixed income:				
Money market funds	\$ 3,956,495	\$ -	\$ -	\$ 3,956,495
U.S. government issues	-	58,807,674	-	58,807,674
Corporate bonds	-	18,549,657	-	18,549,657
Mutual funds:				
Mortgage-backed fixed-income mutual fund	3,822,841	-	-	3,822,841
Developed market institutional fund	12,685,362	-	-	12,685,362
Institutional index fund	68,127,793	-	-	68,127,793
Small-cap Index-Institutional Fund	32,885,503	-	-	32,885,503
American EuroPacific Growth Fund	6,097,596	-	-	6,097,596
Equities—common stock	32,451,039	-	-	32,451,039
Total	<u>\$ 160,026,629</u>	<u>\$ 77,357,331</u>	<u>\$ -</u>	<u>237,383,960</u>
Investments measured at NAV—real estate investment trust				14,479,570
Total investments at fair value				<u>\$ 251,863,530</u>

	Assets Measured at Fair Value on a Recurring Basis at September 30, 2022			
	Quoted Prices in			
	Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Total
Fixed income:				
Money market funds	\$ 3,898,533	\$ -	\$ -	\$ 3,898,533
U.S. government issues	-	51,502,527	-	51,502,527
Corporate bonds	-	26,187,802	-	26,187,802
Mutual funds:				
Mortgage-backed fixed-income mutual fund	3,785,595	-	-	3,785,595
Developed market institutional fund	10,221,058	-	-	10,221,058
Institutional index fund	56,037,364	-	-	56,037,364
Small-cap Index-Institutional Fund	29,220,795	-	-	29,220,795
American EuroPacific Growth Fund	5,101,496	-	-	5,101,496
Equities—common stock	27,030,256	-	-	27,030,256
Total	<u>\$ 135,295,097</u>	<u>\$ 77,690,329</u>	<u>\$ -</u>	<u>212,985,426</u>
Investments measured at NAV—real estate investment trust				17,471,078
Total investments at fair value				<u>\$ 230,456,504</u>

National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

Note 4. Fair Value Measurements (Continued)

Investments in entities that calculate NAV per share: The investment below is valued at net asset value, and there are no unfunded commitments as of September 30, 2023 and 2022:

	Fair Value at September 30		Redemption Frequency, if Eligible	Redemption Notice Period
	2023	2022		
Real estate investment (a)	\$ 14,479,570	\$ 17,471,078	Quarterly	90 days

(a) The real estate investment trust represents an ownership interest in a private equity fund. The real estate investment trust invests in a diversified portfolio primarily of institutional-quality real estate assets within the United States. The fund has a long-term investment objective of delivering an 8% to 10% total return over a market cycle. All portfolio assets are acquired through Clarion Lion Properties Fund Holdings, L.P., a limited partnership. The properties within the portfolio are valued on a quarterly basis to establish market value estimates of the fund's assets for the purpose of establishing the fund's NAV. Ownership interests and redemptions are calculated based upon NAV. The values of the properties are established in accordance with the fund's independent property valuation policy. Each property is appraised by third-party appraisal firms identified and supervised by an independent appraisal management firm retained by the investment manager. Shares will be redeemed at NAV at the last day of the calendar quarter immediately preceding the redemption date.

Note 5. Leases

NCSBN has a lease agreement for office space. On May 15, 2019, NCSBN amended its previous lease agreement to extend the lease term for the space through February 28, 2030. The amended agreement includes lease incentives, including a free rent period and a tenant improvement allowance of \$2,011,455. The leases includes an option to renew at NCSBN's sole discretion, with renewal terms that can extend the lease term by five years. This option to extend the lease is not included in the lease term as it is not reasonably certain that NCSBN will exercise that option. NCSBN's operating lease does not contain any material restrictive covenants or residual value guarantees.

NCSBN also leases equipment under finance lease agreements with terms ranging from two to three years. NCSBN's finance leases generally do not contain any material restrictive covenants or residual value guarantees.

Operating lease cost is recognized on a straight-line basis over the lease term. Finance lease cost is recognized as a combination of the amortization expense for the right-of-use assets and interest expense for the outstanding lease liabilities, and results in a front-loaded expense pattern over the lease term.

The components of lease expense are as follows for the year ended September 30, 2023:

Operating lease cost	\$ 717,355
Finance lease cost—amortization of right-of-use assets	24,291
Finance lease cost—interest on lease liabilities	2,874
Short-term lease cost	47,147
Variable lease cost	3,011
Total lease cost	<u>\$ 794,678</u>

National Council of State Boards of Nursing, Inc.**Notes to Financial Statements****Note 5. Leases (Continued)**

Total rent expense for operating leases for the year ended September 30, 2022 was \$598,858; property taxes and common area maintenance expenses for the year ended September 30, 2022 were \$224,810.

Supplemental cash flow information related to leases is as follows for the year ended September 30, 2023:

Cash paid for amounts included in measurement of lease liabilities:

Operating cash outflows—payments on operating leases	\$ 785,981
Operating cash outflows—payments on finance leases	\$ 2,874
Financing cash outflows—payments on finance leases	\$ 24,947

Right-of-use assets obtained in exchange for new lease obligations:

Operating leases	\$ -
Finance leases	\$ 104,804

Supplemental information related to leases as presented on the statement of financial position as of September 30, 2023, is as follows:

Finance leases:

Equipment	\$ 104,804
Accumulated depreciation	(26,227)
Finance lease right-of-use assets, net	<u>\$ 78,577</u>

Weighted-average remaining lease term:

Operating leases	6.42 years
Finance leases	2.34 years

Weighted-average discount rate:

Operating leases	3.82%
Finance leases	4.18%

National Council of State Boards of Nursing, Inc.**Notes to Financial Statements****Note 5. Leases (Continued)**

Future undiscounted cash flows for each of the next five years and thereafter and a reconciliation to the lease liabilities recognized on the statement of financial position are as follows as of September 30, 2023:

	Operating Leases	Finance Leases
Years ending September 30:		
2024	\$ 962,606	\$ 35,976
2025	983,801	35,976
2026	1,004,996	11,748
2027	1,026,191	-
2028	1,047,386	-
Thereafter	1,518,976	-
Total	<u>6,543,956</u>	<u>83,700</u>
Less imputed interest	(747,268)	(3,845)
Total present value of lease liabilities	<u>\$ 5,796,688</u>	<u>\$ 79,855</u>

Future minimum lease commitments, as determined under Topic 840, for all noncancelable leases are as follows as of September 30, 2022:

Years ending September 30:	
2023	\$ 812,055
2024	962,606
2025	983,801
2026	1,004,996
2027	1,026,191
Thereafter	<u>2,566,361</u>
Total	<u>\$ 7,356,010</u>

National Council of State Boards of Nursing, Inc.**Notes to Financial Statements****Note 6. Property and Equipment**

The composition of property and equipment as of September 30, 2023 and 2022, is as follows:

	2023	2022	Depreciable Life (Years)
Furniture and equipment	\$ 1,522,605	\$ 1,502,649	5-7
Course development costs	723,083	723,083	2-5
Computer equipment and software	31,547,022	21,800,730	3-7
Leasehold improvements	2,746,604	2,746,604	Shorter of useful life or life of lease
Software in development	-	8,775,547	
Total cost	<u>36,539,314</u>	<u>35,548,613</u>	
Less accumulated depreciation	<u>25,954,023</u>	<u>23,809,254</u>	
Net property and equipment	<u>\$ 10,585,291</u>	<u>\$ 11,739,359</u>	

Depreciation and amortization expense for 2023 and 2022 was \$2,170,994 and \$683,105, respectively.

As of September 30, 2022, NCSBN had \$572,705 in commitments with Pearson VUE for the development of software to be used by NCSBN. This software was not yet placed into service as of September 30, 2022. As such, associated costs related to the software were classified as software in development. The software was placed in service in 2023.

Note 7. Grants Payable

Grants payable represent nurse practice and regulatory outcome research grants that are generally available for periods of one to two years. NCSBN awarded four grants ranging in amounts from approximately \$10,000 to \$300,000 and seven grants ranging in amounts from approximately \$50,000 to \$240,000 during the years ended September 30, 2023 and 2022, respectively.

The following summarizes the changes in grants payable as of September 30, 2023 and 2022:

	2023	2022
Grants awarded in the current year	\$ 475,480	\$ 362,924
Grants awarded in prior years	138,915	110,994
Total	<u>\$ 614,395</u>	<u>\$ 473,918</u>

Note 8. Retirement Plans

NCSBN maintains a 403(b) defined contribution pension plan covering all employees who complete six months of employment. Contributions are made at 8% of participants' compensation. NCSBN's policy is to fund accrued pension contributions. Retirement plan expense totaled \$1,351,794 and \$1,261,486 for the years ended September 30, 2023 and 2022, respectively.

National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

Note 9. Liquidity and Availability of Resources

NCSBN regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to maximize the investment of its available funds. The finance committee reviews and the Board of Directors annually assesses the adequacy of financial reserves as they relate to current and long-range spending plans. NCSBN's financial planning policy requires a total of \$100 million held as a long-term board-designated fund to supplement future programmatic revenue and \$25 million held as a board-designated fund to be spent on future capital expenditures.

The following table shows the total financial assets held by NCSBN as of September 30, 2023 and 2022, and the amounts of those financial assets that could be made readily available within one year of September 30 to meet general expenditures:

	2023	2022
Cash and cash equivalents	\$ 17,571,679	\$ 32,600,718
Cash held for others	1,199,340	1,029,882
Investments	251,863,530	230,456,504
Accounts receivable	209,464	334,925
Due from test vendor	-	39,744
Accrued investment income	503,487	457,547
Financial assets at year-end	<u>271,347,500</u>	<u>264,919,320</u>
Less those unavailable for general expenditures within one year due to:		
Cash held for others	1,199,340	1,029,882
Board designations	<u>125,000,000</u>	<u>125,000,000</u>
Financial assets available to meet cash needs for general expenditures within one year	<u>\$ 145,148,160</u>	<u>\$ 138,889,438</u>

Note 10. Commitments

NCSBN has a contract with Pearson VUE through December 31, 2024 which grants rights to Pearson VUE to act as the sole provider to NCSBN of examination-related services covered by the agreement.

Report of the Governance and Bylaws Review Committee

Fiscal Year 2024 (FY24) Committee Charges:

1. Assess the articles of incorporation considering the current and foreseeable developments as being driven via strategic initiatives and associated objectives.
2. Review the governance structure, including mandatory committees, positions and terms of the NCSBN Board of Directors (BOD) and make recommendations.
3. Review each section of the bylaws for clarity, currency, and ensure they apply to both independent and umbrella boards, and they facilitate the achievement of NCSBN's vision of leading regulatory excellence worldwide.
4. Modernize the Leadership Succession Committee (LSC) including assessment and selection of BOD candidates based on a competency-based approach.
5. Evaluate the necessity for the continuation of dividing the nursing regulatory bodies (NRBs) into regional areas.

Fiscal Impact:

Incorporated into the FY24 budget.

Background

NCSBN has undergone significant growth and changes over the last 20 years yet no recent, large-scale assessment of its governance structure, bylaws and LSC has been undertaken. The BOD recommended that governance reform be a top priority for the organization and made it a strategic objective under Initiative C. The goal is to ensure that NCSBN's governance model remains state of the art, agile and fit for the future.

Committee members were appointed at the December 2023 BOD meeting and the committee met twice during FY24.

FY24 Highlights and Accomplishments

The following lists the highlights and accomplishments in fulfilling the committee's charge for FY24.

- Reviewed member feedback from the 2023 Midyear Meeting.
- Reviewed Articles of Incorporation with NCSBN legal counsel.
- Began review of NCSBN Bylaws.

Members

Kim Glazier, MEd, RN

Virginia, Area III, Chair

Sara Griffith, PhD, MSN

North Carolina, Area III

Greg Kohn, MMgt

Wyoming, Area I

Karen Lyon, PhD, MSN

Louisiana RN, Area III

Shan Montgomery, MPPA, MBA

Mississippi, Area III

Michael Payne, JD

West Virginia RN, Area II

Heather Totton, MHSA

Nova Scotia, Exam User Member

Phyllis Polk Johnson, DNP, RN, FNP-BC

Mississippi, Area III, Board Liaison

Phil Dickison, PhD, RN

NCSBN, Ex Officio

Staff

Maryann Alexander, PhD, RN, FAAN

Chief Officer, Nursing Regulation

Jim Cleghorn, MA

Director, Member Engagement and Government Affairs

Madeline Tully

Coordinator, Member Engagement

Meeting Dates

March 25–26, 2024 (In-person Meeting)

Aug. 12–13, 2024 (In-person Meeting)

Relationship to Strategic Plan

Strategic Initiative C:

Strengthen the capacity, capability, diversity and engagement of regulatory leadership.

Strategic Objective: Governance Reform

- Facilitated discussion on contemporary governance practices at the 2024 Executive Officer Summit.

Future Activities

- Continue review of NCSBN Bylaws.
- Facilitate engagement and discussion with NCSBN membership regarding contemporary governance practices and potential updates.

Report of Model Act and Rules Committee

Fiscal Year 2024 (FY24) Committee Charges:

Perform ongoing review, revision, and development of the Model Act and Model Rules to reflect the current regulatory environment across education, licensure, practice, and enforcement through nursing regulatory bodies' mission of public protection.

Fiscal Impact:

Incorporated into the FY24 budget.

Background

The Model Act and Model Rules were last updated in 2021. In 2023, discussions were held regarding necessary updates to the documents to include language compliant with the Americans with Disabilities Act (ADA). In July 2023, the Board of Directors (BOD) determined that a committee should be formed to review the model documents in their entirety.

The committee held its initial meeting April 15–16, 2024. The committee is comprised of 24 members assigned to four subgroups: licensure and governance, discipline, education, and practice. The full committee met together for orientation and to learn more about the review process. Afterward, each subgroup met to begin reviewing their assigned sections of the model documents. At the close of the second day, subgroups reported to the full committee on their progress. The subgroups will continue their work with a full committee meeting planned for November 2024.

FY24 Highlights and Accomplishments

The following lists the highlights and accomplishments in fulfilling the committee's charge for FY24.

- Reviewed member feedback from Midyear Meeting 2024.
- Began review of Model Act and Model Rules.

Future Activities

- Continue review of Model Act and Model Rules.
- Facilitate engagement and discussion with NCSBN membership regarding proposed updates.

Members

Gerianne Babbo, EdD, MSN, RN

Washington, Area I, Chair (Education)

Jenny Barnhouse, DNP, MS, RN

Oklahoma, Area III (Licensure and Governance)

Mary Boyer, JD

Ohio, Area II (Discipline)

David Dawson, JD

Arkansas, Area III (Licensure and Governance)

Cindy Griffin

Maine, Area IV (Discipline)

Jody Long, MBA, MSN, RN

Florida, Area III (Practice)

Emma Mamaluy, JD

Arizona, Area I (Licensure and Governance)

Sam McCord

Nevada, Area I (Discipline)

Gretchen Mrozinski, JD

Wisconsin, Area II (Discipline)

Christine Mueller, DNP, RN, PCCN

Florida, Area III (Education)

Kelly Olson

Alaska, Area I (Practice)

Meredith Parris, JD

North Carolina, Area III (Discipline)

Stacey Pfenning, DNP, MSN, APRN, FNP-C, FAANP

North Dakota, Area II (Practice)

Missy Poortenga, MHA, RN

Montana, Area I (Licensure and Governance)

Kerry Przybylo, JD

Michigan, Area II (Licensure and Governance)

Sherry Richardson, MSN, RN

Tennessee, Area III (Education)

Natara Taylor

Georgia, Area III (Discipline)

Roberta Thompson, EdD, MS, RN

California VN, Area I (Practice)

Jacquelyn Wilmoth, MSN, RN

Virginia, Area III (Education)

Lisa Wooten, MPH, RN

Arkansas, Area III (Practice)

Staff**Maryann Alexander, PhD, RN, FAAN**

Chief Officer, Nursing Regulation

Jim Cleghorn, MADirector, Member Engagement and
Government Affairs**Nancy Spector, PhD, RN, FAAN**

Director, Nursing Education

Nicole Livanos, JD, MPP

Director, State Affairs

Michelle Buck, MSN, APRN

APRN Senior Policy Advisor

Tim Arehart, JD

Senior Legal Policy Advisor

Jenifer Kohl

Manager, Nursing Regulation

Qiana McIntosh

Project Specialist, Nursing Education

Audrey Volk

Assistant Editor, Nursing Regulation

Madeline Tully

Coordinator, Member Engagement

Meeting Dates**April 15-16, 2024** (In-person Meeting)**Relationship to Strategic Plan**

Strategic Initiative A:

**Promote agile regulatory systems for
relevance and responsiveness to change.**

Report of the NCLEX® Examination Committee (NEC)

Background

As a standing committee of NCSBN, the NEC is charged with advising the NCSBN Board of Directors (BOD) on matters related to the NCLEX process, including examination item development, security, administration, and quality assurance to ensure consistency with the nursing regulatory bodies' (NRBs') need for examinations. To accomplish this, the committee ensures that the NCLEX-RN® and NCLEX-PN® examination process meets policies, procedures, and standards utilized by the program and/or exceeds guidelines proposed by the testing and measurement profession. The NEC recommends test plans to the Delegate Assembly.

Additionally, the committee oversees the activities of the NCLEX Item Review Subcommittee (NIRSC), which plays a critical role in the item development and review processes. Individual NEC members act as chairs of the subcommittee on a rotating basis. Highlights of the activities of the NEC and NIRSC activities follow.

Fiscal Year 2024 (FY24) Highlights and Accomplishments

The following lists the highlights and accomplishments in fulfilling the NEC charge for FY24.

FY24 Charge:

Advise the BOD on matters related to the NCLEX examination process, including examination item development, security, administration, and quality assurance to ensure consistency with the NRBs' need for examinations.

Next Generation NCLEX (NGN) Launch

After over a decade of research, development, and preparation, on April 1, 2023, NCSBN successfully launched the Next Generation NCLEX (NGN), adhering to the new 2023 NCLEX-RN and NCLEX-PN Test Plan configurations. Candidates taking the exams beginning April 1, 2023, experienced the updated test design, including the assessment of clinical judgment using the new item types and the traditional NCLEX items normally included on the exams. This new test design has expanded the evaluation of entry-level knowledge, skills, and abilities for safe and effective practice to include the assessment of clinical judgment. The NGN applies polytomous scoring using three models (plus/minus, zero/one and rationale) to increase the precision in the

Members

NCLEX® Examination Committee (NEC)

Crystal Tillman, DNP, RN, CPNP

North Carolina, Area III, Chair

Kristin Benton, DNP, RN

Texas, Area III

Salvatore Diaz, DNP, MSN

Connecticut, Area IV

JaCinda Downs, EdD, MSN

Minnesota, Area II

Gary Hicks, DNP, RN, CEN, CNE

Maryland, Area IV

Vicki Lavender (formerly Vicki Hill), MSN, RN

Alabama, Area III

Carel Mountain, DNP, MSN

California, Area I

Christine Penney, PhD, MPA, RN

British Columbia, Exam User Member

Anne Marie Shinn, MN, MSc, RN

Ontario, Exam User Member

Carol Timmings, MEd, RN

Ontario, Exam User Member, Board Liaison

NCLEX® Item Review Subcommittee (NIRSC)

Cynthia Arpin, EdD, MSN, RN

Connecticut, Area IV

Jackie Barber, EdD, MSN, RN, CNS, CNL

Iowa, Area II

Sarah Bear, EdD, MSN, MA, RN, CNE

Washington, Area I

Deborah Becker, DNP, RN, CNE

Florida, Area III

Hansella Caines Robson, MSN, MHA, RN

Massachusetts, Area IV

Cindy Fairchild, EdD, MSN, RN

California VN, Area I

Rachael Fillbrandt, MSN, RN, PMH-BC

Wyoming, Area I

measurement of entry-level nursing. The Special Research Section (SRS), which started in July 2017 and used to collect data on new item types to expand and enhance the measurement of entry-level nursing competence, concluded on March 31, 2023, prior to the launch of the NGN.

Technical Advisory Committee (TAC)

The TAC is composed of NCSBN psychometric staff along with a selected group of leading experts in the testing and measurement field. The committee reviews and conducts psychometric research to provide empirical support for the use of the NCLEX as a valid measurement of initial nursing licensure, as well as to investigate possible future enhancements to the examination program.

Several research projects were updated or completed in FY23 and focused on studies related to NGN:

- Next Generation NCLEX Multiyear Research Plan
- NGN Launching and Early Results
- A New DIF Procedure and Option Elimination Study

Remote Proctoring/AI

NCSBN has continued to work on refining requirements, reviewing designs, development and some initial testing of the new software consoles for remote proctoring.

At the 2024 Midyear Meeting, NCSBN members were given an update on the NCLEX candidate and the NRB member experience with the consoles. The update included information on the enhancement of the candidate registration process, how exam security features support exam validity, and previews of the Candidate and NRB consoles. Capabilities presented during the meeting included candidate and proctor security features such as:

- For Candidates: Before the Exam and on Exam Day:
 - Face verification and voice recognition
 - AI keystroke
- For Candidates: During an Exam:
 - Implementation of 360 camera app
 - Object detection and action detection
 - Screen capture security features
 - Ability to recognize if a candidate is using a thumb drive, spyware, Bluetooth, shortcut keys, screen recording or a dual monitor
- For Proctors: During an Exam:
 - Screen blurring

Anne Hardee, MSN, RN

North Carolina, Area III

Grace A. Jacek, DNP, APRN, FNP-BC

Michigan, Area II

Rhonda Johnson, LPN

Minnesota, Area II

Judith D. McLeod, DNP, CPNP, RN

California VN, Area I

Kathleen McManus, MSN, RN, CNE

Maine, Area IV

Jennifer Pelletier, RN

North Carolina, Area III

Victoria Record, EdD, AGPCNP-BC, RN, CNE

New York, Area IV

Rhonda Scott, JD, CRNI

Maryland, Area IV

Beverly Skloss, MSN, RN

Texas, Area III

Sarah Spangler, RN

Montana, Area I

Maceo Tanner, RN

Georgia, Area III

Sherri Trujillo, LPN

Wyoming, Area I

Tammy Vaughn, MSN, RN, CNE

Arkansas, Area III

Terry Ward, PhD, MSN, RN, CNE

North Carolina, Area III

Staff

Philip Dickison, PhD, RN

Chief Executive Officer

Steven Viger, PhD, MS

Deputy Chief Officer, Examinations

Joe Betts, PhD, EdS, MMIS

Director, Measurement & Testing, Examinations

Nicole Williams, DNP, RN, NPD-BC, NEA-BC

Associate Director, Examinations

Cathy Doan

Exams Manager, Consolidated Services

Jenn Keating

Meetings Specialist III, Consolidated Services

NCSBN Examinations Department Internship Program

In 2024, NCSBN resumed its summer internship program for advanced doctoral students in educational measurement and related fields. The internship lasted eight weeks in June and July 2024 and was awarded to two advanced-level graduate students. The selected interns participated in research under the guidance of NCSBN psychometrics staff and acquired practical experience working on licensure and certification exams. In addition, each intern worked on a research project and presented it to Examinations staff at the conclusion of the internship.

The goal of this internship is to provide practical experience with operational computerized adaptive testing (CAT) programs to the selected intern. The intern worked with testing professionals to learn how the NCLEX is developed and administered, gain knowledge of CAT subjects and discuss current measurement topics. In addition, the intern conducted research directly pertaining to issues encountered in operational CAT programs and NGN.

2024 NCLEX Registered Nurse (RN) and Practical Nurse (PN) Practice Analysis and Knowledge, Skills and Ability Studies

NCSBN began administering the 2024 RN and PN Practice Analysis (PA) and Knowledge, Skills, and Abilities (KSA) online survey instruments in April 2024. For PA, six forms of the electronic survey instrument were administered to each sample: U.S. RN, Canada RN English, Canada RN French, and U.S. PN samples. The six survey forms contained demographic questions and job task statements relevant to entry-level nursing practice. An electronic survey was emailed to a sample of newly licensed nurses to analyze the first 12 months of nursing practice. Reminder emails were sent to nonresponders in the second, fourth and fifth weeks of the administration period. The duration of each data collection period was six weeks. After the six weeks of survey administration, datasets from each survey form were combined, and demographic frequency analyses and average rating analyses were completed. Results were comparable to previous practice analysis studies. For KSA, two forms of the electronic survey instrument were administered to both RN and PN samples: newly licensed nurses, a sample of nurse educators and a sample of nurse supervisors. The two survey forms contained demographic questions and knowledge statements needed to perform entry-level nursing practice. The data collection and analysis methods are similar to the PA study. Results were comparable to previous KSA studies.

Meeting Dates

Oct. 10, 2023 (NCLEX Examination Committee Business Meeting, Chicago)

Nov. 8–10, 2023 (NCLEX Item Review Subcommittee Meeting, Chicago)

Jan. 16, 2024 (NCLEX Examination Committee Business Meeting, Chicago)

Feb. 20–22, 2024 (NCLEX Item Review Subcommittee Meeting, Chicago)

April 16, 2024 (NCLEX Examination Committee Business Meeting, Chicago)

April 30–May 2, 2024 (NCLEX Item Review Subcommittee Meeting, Chicago)

June 18–20, 2024 (NCLEX Item Review Subcommittee Meeting, Chicago)

Sept. 10–12, 2024 (NCLEX Item Review Subcommittee Meeting, Chicago)

Relationship to Strategic Plan

Strategic Initiative D:

Pioneer competency assessments to support the future of health care and the advancement of regulatory excellence.

Strategic Objective D1:

Enhance precision of the measurement of NCLEX candidates using state-of-the-art technologies and scoring models.

Strategic Objective D2:

Investigate use of NCSBN's exam resources to support the work of the regulatory boards and educational institutions.

Attachments

Attachment A:

[Annual Report of Pearson VUE for the NCLEX®](#)

NCLEX Alternate Item Types

The committee consistently reviews the NCLEX with an eye toward innovations that would maintain the examination's premier status in licensure.

NCLEX Test Center Enhancements

Pearson VUE plans to activate two new international Pearson Professional Centers (PPCs) in Kenya and Jordan in 2024.

Evaluated NCLEX Examination Policies

The committee reviews the NCSBN BOD and NEC examination-related policies annually and updates them as necessary.

Oversee Critical Aspects of Examination Development

NEC and NIRSC Sessions

Members of the NEC continue to chair NIRSC meetings to ensure consistency regarding the way NCLEX items are reviewed before becoming operational. The committee and the subcommittee: (1) reviewed RN and PN operational and pretest items and (2) provided direction regarding RN and PN exam items.

Assistance from the subcommittee continues to reduce the NEC's item review workload, facilitating its efforts toward achieving defined goals. As the item pools continue to grow, review of operational items is critical to ensure that the item pools reflect current entry-level nursing practice. Currently, the number of volunteers serving on the subcommittee is 21, with representation from all four NCSBN geographic areas. Orientation to the subcommittee occurs at each meeting and is offered as needed on a quarterly basis.

Item Production

Under the direction of NCSBN Examinations staff and following guidelines established with the NEC, RN and PN pretest items were written and reviewed by NCLEX item development panels. NCLEX item development panels' productivity can be seen in Tables 1 and 2. Items that use alternate formats (i.e., any format other than multiple choice) have been developed and deployed in item pools. Information about items using alternate formats has been made available to NRBs and candidates in the NCLEX Candidate Bulletin, as well as the NCLEX tutorial located on the NCSBN website.

NCSBN Item Development Sessions Held

Table 1. RN Item Development Productivity Comparison

Year	Writing Sessions	Item Writers	Items Written	Review Sessions	Items Reviewed
April '12 – March '13	4	45	1,579	6	2,970
April '13 – March '14	6	60	2,047	7	4,306
April '14 – March '15	4	40	1,266	4	2,700
April '15 – March '16	3	39	1,688	4	2,500
April '16 – March '17	5	49	2,250	4	3,024
April '17 – March '18	4	39	1,785	4	3,615
April '18 – March '19	5	49	2,253	3	2,275
April '19 – March '20	8	77	2,498	7	5,938

Table 1. RN Item Development Productivity Comparison

Year	Writing Sessions	Item Writers	Items Written	Review Sessions	Items Reviewed
April '20 – March '21	1	5	117	0	0
April '21 – March '22	7	62	824	5	5,902
April '22 – March '23	4	54	1,344	11	5,793
April '23 – March '24	3	57	1,624	10	5,552

Table 2. PN Item Development Productivity Comparison

Year	Writing Sessions	Item Writers	Items Written	Review Sessions	Items Reviewed
April '12 – March '13	6	70	2,570	12	5,481
April '13 – March '14	6	57	1,861	6	4,343
April '14 – March '15	4	38	1,367	4	2,700
April '15 – March '16	4	40	1,159	4	1,875
April '16 – March '17	4	39	1,821	4	2,308
April '17 – March '18	4	40	1,926	4	2,431
April '18 – March '19	4	38	1,592	4	1,723
April '19 – March '20	2	20	711	3	3,979
April '20 – March '21	6	53	1,331	0	0
April '21 – March '22	4	44	412	4	3,650
April '22 – March '23	3	24	582	9	4,181
April '23 – March '24	1	18	588	6	3,708

The test development staff continues to work to improve item development sessions and increase the quality and quantity of the NCLEX items.

Item Sensitivity Review

NCLEX pretest item sensitivity review procedures are designed to ensure all test items are fair across our testing population and do not include language that would disadvantage test takers based on age, gender, region, ethnicity or cultural background. Review panels are composed of members who represent the diversity of NCLEX candidates. Prior to pretesting, items are reviewed by sensitivity panels, and any items identified by the group are referred to the NEC for final disposition. During this reporting period, four sensitivity review panels were held prior to the deployment of each new quarterly experimental pool up to and including the July 2024 experimental pool.

Item Development Process and Progress

The NEC evaluated reports provided at each meeting on item development sessions. The Examinations staff continues to oversee each panel. Overall, panelists have rated item development sessions favorably.

Operational NCLEX Item Pools

NNCSBN Examinations staff balanced the configuration of RN and PN operational item pools. The process of configuring operational item pools involves a few critical variables outlined in the NCLEX test plan; however, the quality control checks performed afterward are based upon both content and psychometric variables. The resulting operational item pools were evaluated extensively regarding these variables and were found to be within operational specifications. These results indicated that the item bank is robust for continued operations.

To ensure that operational item pools and the item selection algorithms were functioning together as expected, simulated examinations were evaluated. Using these simulated examinations, the functioning of the algorithms was scrutinized regarding the distribution of items by test plan content area specifications. It was concluded that the operational item pools and the item selection algorithms were acting in concert to produce exams that were within NCSBN specifications and were comparable to exams drawn from previous NCLEX item pool deployments. These conclusions were reinforced by replicating the analyses using empirical data. The committee will continue to track the performance of the NCLEX through these procedures, as well as other psychometric reports and analyses.

NRB Review of Items

NRBs are provided opportunities to conduct reviews of NCLEX items twice a year. Based on this review, representatives may refer items to the NEC for review for one of the following reasons: not entry-level practice, not consistent with the nursing practice act/administrative rules or for other reasons. The NEC encourages each NRB to take advantage of the semiannual opportunities to review NCLEX items.

The April 2023 review consisted of 23 NRBs (16 U.S., seven Canadian). The October 2023 review consisted of 19 NRBs (13 U.S., five Canadian and one Australian).

Item-related Case Reports

Electronically filed case reports may be submitted at PPCs when candidates question item content. NCSBN staff continue to investigate each case and report their findings to the NEC for decisions related to retention of the item.

Examination Administration

Procedures for Candidate Tracking: Candidate-matching Algorithm

The committee continued to observe the status and effectiveness of the candidate-matching algorithm. On a semiannual basis, Pearson VUE conducts a check for duplicate candidate records on all candidates that have tested within the past six months.

Security Related to Publication and Administration of the NCLEX

The NEC continues to proactively examine security and has developed and implemented formal evaluation procedures to identify and correct potential breaches of security. NCSBN and its testing vendor, Pearson VUE, provide mechanisms and opportunities for individuals to inform NCSBN about possible examination eligibility and administration violations. In addition, NCSBN works directly with two third-party security firms to conduct extensive open-source web patrol services. Patrolling consists of monitoring websites, social media discussion forums, online study services/programs, and peer-to-peer nursing networks that may contain proprietary examination material/information and/or provide an environment for any possible threats to the examination.

Compliance with the 30/45-Day Scheduling Rule for Domestic PPCs

The NEC supervises compliance with the 30/45-day scheduling rule. For the period of Jan. 1 to Dec. 31, 2023, Pearson VUE reported zero capacity violations. Pearson VUE has a dedicated department that continues to analyze test center utilization levels in order to project future testing volumes. Pearson VUE meets biweekly with NCSBN regarding NCLEX operational matters.

Responded to NRB Inquiries Regarding NCLEX Administration

As part of its activities, the committee and the NCSBN Examinations staff responded to NRB questions and concerns regarding administration of the NCLEX. More specific information regarding the performance of the NCLEX test service provider, Pearson VUE, can be found in the Annual Report of Pearson VUE for the National Council Licensure Examinations (NCLEX), available in Attachment A of this report.

Administered NCLEX at International Sites

The international test centers meet the same security specifications and follow the same administration procedures as the professional centers located in NRB jurisdictions. See Attachment A of this report for the 2023 candidate volumes and pass rates for the international testing centers.

Educate Stakeholders

NCLEX Presentations and Publications

Active involvement with measurement and regulatory organizations not only helps NCSBN share expertise on best testing practices worldwide but also allows NCSBN to move ahead in psychometric testing solutions through the collective strength of internal and external stakeholders. Furthermore, collaborating on psychometric testing issues with external communities allows NCSBN to remain at the forefront of the testing industry.

NCSBN Examinations staff had two presentations accepted at the National Council of Measurement in Education (NCME) Annual Meetings. This international conference is for prestigious measurement and testing organizations with broad membership bases. These organizations are internationally recognized as the premier psychometric professional associations. Four manuscripts were accepted for publication in the *Journal of Applied Testing Technology*, *Applied Psychological Measurement*, *Journal of Nursing Measurement*, and *Journal of Nursing Education*. These journals are scholarly publications that focus on the role of technology in modern testing delivery, psychological measurement and the nursing profession. Additionally, staff presented at the 2024 NCSBN Scientific Symposium.

To ensure that NCSBN membership has continued involvement in the NCLEX program and is informed of test development practice the Examinations department presented four informational webinars for NRBs. In addition, the Examinations department and Operations department provided the yearly NCLEX® Conference for all nursing professionals.

As part of the department's outreach activities, Examinations staff participated virtually in the Missouri League of Nursing Conference in June 2024. Additionally, the director, outreach, Marketing & Advocacy, has thus far provided or committed to 21 presentations and workshops in FY24 on a range of Examinations topics including NGN and remote proctoring. These opportunities assisted NCSBN's Examinations department in educating stakeholders about NGN and recruiting potential volunteers for future NCSBN item development panels.

NCSBN Examination Manual

The NCSBN Examination Manual contains policies and procedures related to the development and administration of the NCSBN examinations (formerly titled Member Board Manual and NCLEX Administration Manual). Once a year, NCSBN updates the Examination Manual to reflect any changes to policies and procedures. Ad hoc changes are also made to the manuals when necessary.

NCLEX Candidate Bulletin and NCLEX Information Flyer

The candidate bulletin contains procedures and key information specific to candidates preparing to test for the NCLEX. The candidate bulletin is updated on an annual basis and can be obtained in electronic format. The NCLEX information flyer provides a brief snapshot of the NCLEX candidate process, rules and identification requirements.

NCLEX® Conference

Historically, the Examinations staff has coordinated and hosted an NCLEX Virtual Conference in order to provide NRBs, educators, and other stakeholders an opportunity to learn about the NCLEX program and NGN. 1,353 registered participants attended the Sept. 21, 2023 Virtual NCLEX Conference. The 2024 Virtual NCLEX Conference is scheduled for Sept. 12, 2024.

NCLEX Program Reports

NCSBN Examinations staff oversees production of the NCLEX Program Reports as delivered by the vendor. The updated program reports, incorporating the NCLEX historical data, can be ordered, paid for, and accessed via a web-based system, which permits program directors and staff to receive reports in a timely manner and in a more portable, electronic format. It also allows subscribers to distribute reports via email to those who need them most – the faculty and staff responsible for designing curriculum and teaching students. Subscribers can also copy and paste relevant data, including tables and charts, into their own reports and presentations. This is particularly beneficial if the program uses these reports to supplement the academic accreditation process. NCLEX Program Report subscriptions are available with user-specified reporting periods on a quarterly, semiannual, and annual basis. Furthermore, the web-based system provides longitudinal information benchmark the education program performance against state/province level, national level, and program type level. In addition, supplemental report data in comma-separated values (CSV) format is available with NCLEX Program Report subscriptions.

NCLEX Unofficial Quick Results Service

The member boards, through NCSBN, offer candidates the opportunity to obtain their “unofficial results” (official results are only available from the NRBs) through the NCLEX Quick Results Service. A candidate may go online to access their unofficial result two business days after completing their examination. Currently, 54 U.S. NRBs participate in offering this service to their candidates. In 2023, approximately 260,299 candidates utilized this service.

Future Activities

- Continue to oversee all administrative, test development and psychometric aspects of the NCLEX program
- Evaluate all aspects of the NCLEX program and initiate additional quality assurance processes as needed
- Evaluate NCLEX informational initiatives such as the NCLEX Conference, NCLEX Regional Workshops and other presentations
- Host the NCLEX Conference on Sept. 12, 2024
- Explore future uses of the clinical judgment model to better support efforts of nursing regulation
- Continue to develop and test remote proctoring and system development consoles
- Ability to offer NCSBN exams using remote testing and AI security technology
- Continue outreach to key stakeholders in an effort to better educate and help understanding of NCLEX and examination best practices

Attachment A: Annual Report of Pearson VUE for the NCLEX®

National Council of State Boards of Nursing (NCSBN®)

National Council Licensure Examination (NCLEX®)

Jan. 1, 2023–Dec. 31, 2023

Prepared by:

Pearson VUE

March 12, 2024

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Scope of Work

Under direction from the National Council of State Boards of Nursing (NCSBN), Pearson VUE prepares an annual report for the NCLEX-RN® and NCLEX-PN® examinations.

Executive Summary

This report represents information gained during Pearson VUE's 19th full year of providing test delivery services for the National Council Licensure Examination (NCLEX) program to NCSBN. This report summarizes the activities of the past year.

This report was prepared by Sarah DuCharme, Ellen Guirl, Cary Lin and Shu-chuan Kao, with input from other team members.

Test Development

Psychometric and statistical analyses of the NCLEX data continue to be conducted and documented as required. NCSBN is continuing to develop multiple-choice items as well as items in alternate formats, such as multiple-response items, drag-and-drop ordered-response items, graphics items, and chart/exhibit items. In addition, NCSBN is focusing on newer prototypes for formats related to Next Generation NCLEX® (NGN) development. NCSBN continues to focus on producing both the traditional and NGN items at targeted difficulty levels and in sufficient quantities to meet its contractual obligations.

NCLEX Examinations Operations

There was no change in the passing standard for the NCLEX-RN/PN examinations.

Measurement and Research

The Technical Advisory Committee (TAC) met once during 2023.

The Technical Advisory Committee (TAC) met in person at NCSBN's Chicago office on May 5, 2023. In attendance were TAC Members April Zenisky, Ying (Alison) Cheng, Gage Kingsbury, Mark Reckase, and Steve Wise; TAC Nursing

Consultant Janice Hooper; NCSBN Staff Joe Betts, William Muntean, Shu-chuan Kao, Doyoung Kim, Cary Lin, Zhouoran Wang, and Hong Qian; NCSBN Consultant, Betty Bergstrom, was also present. The TAC received updates on three projects:

- NGN Multiyear Research Plan, Betty Bergstrom;
- A New DIF Procedure and Option Elimination Study, Zhuoran Wang; and
- Future Research Ideas and Suggestions from TAC, Joe Betts.

The TAC approved the use of the new procedure for identifying items with differential item functioning (DIF) using linear discriminant analysis.

Pearson VUE Meetings with NCSBN

- March 28–30, 2023 NCSBN Midyear Meeting
- Aug. 16–18, 2023 2023 NCSBN Annual Meeting
- Oct. 31, 2023 Introductory meeting with ExamRoomAI

Recurring Meetings and Conference Calls

- Marianne Griffin, Sandy Rhodes and Cathy Doan met biweekly regarding operational matters.
- Marianne Griffin met with the NCSBN exams management team biweekly regarding test development and psychometric matters.
- Marianne Griffin met with Julie Burgett and Shu-chuan Kao weekly regarding exam publication.
- Marianne Griffin, Will Grabowski, Julie Burgett and Shu-chuan Kao met weekly regarding item development.
- Phil Dickison and Tony Zara met regularly by phone.

Summary of NCLEX Examination Results for the 2023 Calendar Year

Longitudinal summary statistics are provided in Tables 1 to 11. Results can be compared to data from the previous testing year to identify trends in candidate performance and item characteristics over time.

Compared to 2022, the 2023 overall candidate volumes were higher for the NCLEX-RN examination (11.64%) and slightly lower for the NCLEX-PN examination (about 0.92%). The RN passing rate for the overall group was 6.27 percentage points higher for 2023 than for 2022, and the passing rate for the reference group was 8.66 percentage points higher for this period compared to 2022. The PN overall passing rate was higher by 7.07 percentage points from 2022, and the PN reference group passing rate was 6.74 percentage points higher than in 2022. These passing rates are consistent with expected variations in passing rates and are heavily influenced by demographic characteristics of the candidate populations and by changes in testing patterns from year to year.

The following points are candidate highlights of the 2023 testing year for the NCLEX-RN examination:

- Overall, 358,998 NCLEX-RN examination candidates tested in 2023, as compared to 321,556 during the 2022 testing year. This represented an increase of approximately 11.64%.
- The candidate population reflected 186,350 first-time, U.S.-educated candidates who tested during 2023, as compared to 188,004 for the 2022 testing year, which represented a decrease of approximately 0.88%.
- The overall passing rate was 69.66% in 2023, compared to 63.39% in 2022. The passing rate for the reference group was 88.56% in 2023, as compared to 79.90% in 2022.
- In 2023, approximately 55.08% of the total group and 64.41% of the reference group ended their tests after a minimum of 60 operational items were administered. These figures were higher than in the 2022 testing year, in which 43.96% of the total group and 47.29% of the reference group took minimum-length exams.

- The percentage of maximum-length test takers was 22.52% for the total group and 17.29% for the reference group in 2023. These figures were lower than last year's figures of 30.72% for the total group and 28.24% for the reference group.
- The average time needed to take the NCLEX-RN examination during the 2023 testing period was 2.61 hours for the overall group and 2.18 hours for the reference group (longer than last year's average times of 2.32 hours for the overall group and the same as last year's average times of 2.00 hours for the reference group).
- A total of 70.04% of the candidates chose to take a break during their examinations in 2023 (compared to 59.40% last year).
- Overall, 2.39% of the total group and 0.52% of the reference group ran out of time before completing the test in 2023. These percentages were higher for the total group and for the reference group than the corresponding percentages for candidates during the 2022 testing year (1.06% and 0.28%, respectively).
- In general, the NCLEX-RN examination summary statistics for the 2023 testing period indicated patterns that were similar to those observed for the 2022 testing period. These results provided continued evidence that the administration of the NCLEX-RN examination is psychometrically sound..

The following points are candidate highlights of the 2023 testing year for the NCLEX-PN examination:

- Overall, 65,679 NCLEX-PN candidates tested in 2023, as compared to 66,290 PN candidates during the 2022 testing year. This represented a decrease of approximately 0.92%.
- The candidate population reflected 47,552 first-time, U.S.-educated candidates who tested in 2023, as compared to 47,634 for the 2022 testing year, which represented a decrease of approximately 0.17%.
- The overall passing rate was 74.53% in 2023 compared to 67.46% in 2022. The passing rate for the reference group was 86.67% in 2023, as compared to 79.93% in 2022.
- In 2023, approximately 56.43% of the total group and 64.29% of the reference group ended their tests after a minimum of 60 operational items were administered. These figures were higher than those from the 2022 testing year, in which 48.39% of the total group and 52.34% of the reference group took minimum-length exams.
- The percentage of maximum-length test takers was 22.49% for the total group and 17.41% for the reference group in 2023. These figures were lower than last year's figures of 26.82% for the total group and 23.64% for the reference group.
- The average time needed to take the NCLEX-PN examination during the 2023 testing period was 2.48 hours for the overall group and 2.26 hours for the reference group (longer than last year's average times of 2.10 and 1.91 hours, respectively).
- A total of 65.03% of the candidates chose to take a break during their examinations in 2023 (compared to 50.68% last year).
- Overall, 2.00% of the total group and 0.80% of the reference group ran out of time before completing the test in 2023. These percentages were higher than last year's figures of 0.64% for the total group and lower than last year's figures of 0.24% for the reference group.
- In general, the NCLEX-PN examination summary statistics for the 2023 testing period indicated patterns that were similar to those observed for the 2022 testing period. These results provided continued evidence that the administration of the NCLEX-PN examination is psychometrically sound.

The NCLEX-RN examination has been used as the registered nurse licensing examination throughout Canada, except for the province of Quebec, since Jan. 4, 2015. The examination is offered in English and in Canadian French. The following are highlights of the 2023 testing year for Canadian candidates taking the English version of the NCLEX-RN examination:

- Overall, 18,946 RN candidates tested in 2023, as compared to 17,777 RN candidates during the 2022 testing

year. This represented an increase of approximately 6.58%.

- The candidate population reflected 9,820 first-time, Canadian-educated candidates who tested in 2023, as compared to 9,553 for the 2022 testing year, which represented an increase of approximately 2.79%.
- The overall passing rate was 72.16% in 2023 as compared to 62.60% in 2022. The first-time, Canadian-educated group passing rate was 87.91% in 2023, as compared to 78.51% in 2022.
- In 2023, 56.37% of the total group and 66.59% of the first-time, Canadian-educated group who ended their tests after a minimum of 60 operational items were administered. These figures were higher than those from the 2022 testing year, in which 44.31% of the total group and 48.60% of the reference group took minimum-length exams.
- In 2023, the percentage of maximum-length test takers was 22.13% for the total group and 16.63% for the first-time, Canadian-educated group. These figures were lower than last year's percentages, which were 30.41% for the total group and 27.56% for the first-time, Canadian-educated group.
- The average time needed to take the NCLEX-RN examination during the 2023 testing period was 2.70 hours for the overall group and 2.27 hours for the first-time, Canadian-educated group. These times were longer for the total group and the first-time, Canadian-educated group as compared to 2022 times of 2.40 and 2.06 hours, respectively.
- A total of 72.93% of the candidates chose to take a break during their examinations in 2023, as compared to 62.52% in 2022.
- Overall, 2.69% of the total group and 0.46% of the first-time, Canadian-educated group ran out of time before completing the test in 2023. These percentages were higher than the 2022 figure of 0.97% for the total group and 0.28% for the first-time, Canadian-educated group.
- In general, the NCLEX-RN Canadian English examination summary statistics for the 2023 testing period indicated patterns that were similar to those observed for the 2022 testing period. These results provided continued evidence that the administration of the NCLEX-RN English examination is psychometrically sound.
- 98.33% of the Canadian examinations were taken in English.

Table 1. Longitudinal Technical Summary for the NCLEX-RN Examination: Group Statistics for 2023 Testing Year

Statistic	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2023	
	Overall	1st Time U.S.-educated	Overall	1st Time U.S.-educated	Overall	1st Time U.S.-educated	Overall	1st Time U.S.-educated	Overall	1st Time U.S.-educated
Number Testing	119,797	56,972	93,363	60,844	90,154	51,224	55,684	17,310	358,998	186,350
Percent Passing	57.79	80.48	81.61	94.32	75.46	90.69	65.75	88.63	69.66	88.56
Avg. # Items Taken	101.87	100.09	100.07	94.80	102.83	97.86	106.06	100.02	102.29	97.74
% Taking Min # Items	44.94	47.53	64.88	75.52	59.32	69.51	53.58	65.80	55.08	64.41
% Taking Max # Items	29.13	27.07	16.44	10.66	19.53	14.39	23.35	16.98	22.52	17.29
Avg. Test Time (hours)	2.46	2.06	2.46	2.08	2.69	2.31	3.05	2.56	2.61	2.18
% Taking Break	65.23	49.63	64.09	51.07	73.48	61.77	84.81	70.94	70.04	55.42
% Timing Out	1.31	0.26	2.03	0.35	2.75	0.66	4.70	1.53	2.39	0.52

Table 2. Longitudinal Technical Summary for the NCLEX-RN Examination: Group Statistics for 2022 Testing Year

Statistic	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2022	
	Overall	1st Time U.S. educated	Overall	1st Time U.S. educated	Overall	1st Time U.S. educated	Overall	1st Time U.S. educated	Overall	1st Time U.S. educated
Number Testing	75,650	51,057	86,906	56,415	94,862	58,883	64,138	21,649	321,556	188,004
Percent Passing	68.73	82.44	66.80	82.19	64.74	78.25	50.48	72.44	63.39	79.90
Avg. # Items Taken	102.12	100.10	101.86	99.42	103.53	101.77	103.96	102.21	102.83	100.66
% Taking Min # Items	44.16	47.39	46.06	49.57	43.58	46.14	41.43	44.24	43.96	47.29
% Taking Max # Items	29.42	27.04	29.72	26.94	31.95	29.98	31.79	29.72	30.72	28.24
Avg. Test Time (hours)	2.20	1.96	2.24	1.92	2.32	2.06	2.56	2.18	2.32	2.00
% Taking Break	54.66	44.86	55.29	42.66	59.80	49.80	69.98	55.33	59.40	46.95
% Timing Out	0.72	0.18	1.12	0.26	1.03	0.33	1.42	0.43	1.06	0.28

Table 3. Longitudinal Technical Summary for the NCLEX-RN Examination: Item Statistics for 2023 Testing Year

Operational Item Statistics										
Statistic	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2023	
	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Point-Biserial	0.21	0.07	0.22	0.11	0.22	0.1	0.21	0.10	NA	NA
Ave. of Median Item Time (secs.)	85.43	27.35	73.97	37.88	78.26	39.66	87.23	49.42	NA	NA
Pretest Item Statistics										
# of Items ¹	326		NA		366		129		821	
Avg. Sample Size	659		NA		994		2,000		1,218	
Mean Point-Biserial	0.09		NA		0.12		0.15		0.12	
Mean P value	0.63		NA		0.69		0.72		0.68	
Mean Item Difficulty	-0.55		NA		-0.62		-0.84		-0.67	
SD Item Difficulty	1.86		NA		1.34		1.29		1.50	
Total Number Flagged	145		NA		23		3		171	
Percent Items Flagged	44.48		NA		6.28		2.33		20.83	

¹ Data do not include research and retest items.

Table 4. Longitudinal Technical Summary for the NCLEX-RN Examination: Item Statistics for 2022 Testing Year

Operational Item Statistics										
Statistic	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2022	
	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Point-Biserial	0.21	0.07	0.21	0.08	0.21	0.07	0.21	0.07	NA	NA
Avg. of Median Item Time (secs.)	64.75	16.58	65.83	24.98	67.76	25.41	74.69	26.49	NA	NA
Pretest Item Statistics										
# of Items ²	98		284		423		299		1,104	
Avg. Sample Size	723		477		770		660		657	
Mean Point-Biserial	0.11		0.13		0.08		0.12		0.11	
Mean P value	0.59		0.58		0.63		0.59		0.60	

Table 4. Longitudinal Technical Summary for the NCLEX-RN Examination: Item Statistics for 2022 Testing Year

Operational Item Statistics										
Statistic	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2022	
	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Mean Item Difficulty	-0.12		-0.16		-0.65		-0.33		-0.32	
SD Item Difficulty	1.64		1.74		2.28		2.00		1.92	
Total Number Flagged	24		89		174		115		402	
Percent Items Flagged	24.49		31.34		41.13		38.46		36.41	

2 Data do not include research and retest items.

Table 5. Longitudinal Technical Summary for the NCLEX-PN Examination: Group Statistics for 2023 Testing Year

Statistic	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2023	
	Overall	1st Time U.S.-educated	Overall	1st Time U.S.-educated	Overall	1st Time U.S.-educated	Overall	1st Time U.S.-educated	Overall	1st Time U.S.-educated
Number Testing	21,001	13,970	12,620	8,818	18,883	15,237	13,175	9,527	65,679	47,552
Percent Passing	65.53	79.56	77.91	90.07	81.44	90.65	75.76	87.59	74.53	86.67
Avg. # Items Taken	100.55	96.71	103.28	97.40	101.53	98.27	103.58	99.34	101.97	97.87
% Taking Min # Items	46.67	52.15	60.35	71.17	63.24	69.61	58.49	67.22	56.43	64.29
% Taking Max # Items	27.67	22.88	21.40	14.31	18.69	14.94	20.74	16.19	22.49	17.41
Avg. Test Time (hours)	2.23	1.98	2.52	2.23	2.51	2.33	2.81	2.57	2.48	2.26
% Taking Break	55.80	45.66	65.74	56.35	66.42	60.92	77.07	71.57	65.03	57.72
% Timing Out	0.94	0.36	2.12	0.67	2.02	0.85	3.51	1.46	2.00	0.80

Table 6. Longitudinal Technical Summary for the NCLEX-PN Examination: Group Statistics for 2022 Testing Year

Statistic	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2022	
	Overall	1st Time U.S.-educated	Overall	1st Time U.S.-educated	Overall	1st Time U.S.-educated	Overall	1st Time U.S.-educated	Overall	1st Time U.S.-educated
Number Testing	15,255	11,213	15,080	10,304	19,942	15,540	16,013	10,577	66,290	47,634
Percent Passing	70.42	82.15	63.65	78.27	70.42	81.10	64.53	77.49	67.46	79.93
Avg. # Items Taken	99.70	96.70	99.80	97.52	98.21	96.29	101.59	98.50	99.73	97.14
% Taking Min # Items	48.26	52.47	48.58	52.39	51.17	54.16	44.87	49.49	48.39	52.34
% Taking Max # Items	26.88	23.12	26.74	23.90	24.84	22.54	29.29	25.53	26.82	23.64
Avg. Test Time (hours)	2.04	1.86	2.12	1.91	2.03	1.87	2.24	2.04	2.10	1.91
% Taking Break	47.38	39.41	51.52	42.23	47.85	40.69	56.54	48.01	50.68	42.35
% Timing Out	0.59	0.17	0.69	0.28	0.49	0.20	0.82	0.32	0.64	0.24

Table 7. Longitudinal Technical Summary for the NCLEX-PN Examination: Item Statistics for 2023 Testing Year

Operational Item Statistics										
Statistic	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2023	
	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Point-Biserial	0.21	0.08	0.23	0.12	0.23	0.11	0.22	0.11	NA	NA
Avg. of Median Item Time (secs.)	79.79	25.65	71.22	35.96	69.70	34.53	76.23	41.83	NA	NA
Pretest Item Statistics										
# of Items ³	99		NA		30		130		259	
Avg. Sample Size	508		NA		720		1,098		775	
Mean Point-Biserial	0.10		NA		0.17		0.19		0.15	
Mean P value	0.49		NA		0.62		0.65		0.59	
Mean Item Difficulty	0.32		NA		-0.35		-0.43		-0.15	
SD Item Difficulty	1.63		NA		1.16		1.10		1.30	
Total Number Flagged	37		NA		0		12		49	
Percent Items Flagged	37.37		NA		0.00		9.23		18.92	

³ Data do not include research and retest items.

Table 8. Longitudinal Technical Summary for the NCLEX-PN Examination: Item Statistics for 2022 Testing Year

Operational Item Statistics										
Statistic	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2022	
	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Point-Biserial	0.21	0.08	0.22	0.08	0.22	0.08	0.21	0.08	NA	NA
Avg. of Median Item Time (secs.)	62.90	17.91	66.07	22.38	64.50	21.79	68.14	24.89	NA	NA
Pretest Item Statistics										
# of Items ⁴	100		100		208		134		542	
Avg. Sample Size	665		473		532		523		548	
Mean Point-Biserial	0.12		0.13		0.12		0.11		0.12	
Mean P value	0.55		0.55		0.55		0.52		0.54	
Mean Item Difficulty	-0.05		-0.18		-0.08		0.08		-0.06	
SD Item Difficulty	1.51		1.67		1.74		1.96		1.72	
Total Number Flagged	21		36		57		50		164	
Percent Items Flagged	21.00		36.00		27.40		37.31		30.26	

⁴ Data do not include research and retest items.

Table 9. Longitudinal Summary of NCLEX-RN-1 Examinations Delivered in the 2023 Testing Year

Jurisdiction	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Total	
	English	French	English	French	English	French	English	French	English	French
Alberta	622	0	585	0	919	0	1,388	1	3,514	1
British Columbia	675	0	611	1	553	0	354	0	2,193	1
Manitoba	85	0	165	0	154	1	130	0	534	1

Table 9. Longitudinal Summary of NCLEX-RN-1 Examinations Delivered in the 2023 Testing Year

Jurisdiction	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Total	
	English	French	English	French	English	French	English	French	English	French
New Brunswick	181	34	244	61	177	101	103	63	705	259
Newfoundland and Labrador	36	0	160	0	105	0	65	0	366	0
Northwest Territories and Nunavut	1	1	21	0	7	0	3	0	32	1
Nova Scotia	144	0	238	0	285	0	308	1	975	1
Ontario	3,008	15	1,963	12	2,966	17	1,814	13	9,751	57
Prince Edward Island	22	0	52	0	14	0	5	0	93	0
Saskatchewan	167	0	284	0	218	0	114	0	783	0
Yukon	0	0	0	0	0	0	1	0	1	0
Total	4,941	50	4,323	74	5,398	119	4,284	78	18,947	321

Table 10. Longitudinal Technical Summary for the Canadian NCLEX-RN Examination: Group Statistics for 2023 Testing Year

Statistic	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2023	
	Overall	1st Time Canadian-educated	Overall	1st Time Canadian-educated	Overall	1st Time Canadian-educated	Overall	1st Time Canadian-educated	Overall	1st Time Canadian-educated
Number Testing	4,941	1,917	4,323	2,983	5,398	3,492	4,284	1,428	18,946	9,820
Percent Passing	56.16	77.10	83.85	93.03	78.40	88.29	70.96	90.83	72.16	87.91
Avg. # Items Taken	103.51	100.48	99.45	94.87	102.30	99.12	105.02	98.41	102.58	97.99
% Taking Min # Items	41.87	46.79	67.04	75.90	61.50	68.36	55.84	69.40	56.37	66.59
% Taking Max # Items	30.36	26.97	15.66	10.39	19.79	16.52	22.13	16.04	22.13	16.63
Avg. Test Time (hours)	2.64	2.18	2.46	2.12	2.63	2.33	3.09	2.53	2.70	2.27
% Taking Break	70.71	53.68	64.54	53.23	72.05	62.54	85.06	69.54	72.93	59.00
% Timing Out	1.76	0.16	1.69	0.34	2.35	0.52	5.18	0.98	2.69	0.46

Table 11. Longitudinal Technical Summary for the Canadian NCLEX-RN Examination: Group Statistics for 2022 Testing Year

Statistic	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2022	
	Overall	1st Time Canadian-educated	Overall	1st Time Canadian-educated	Overall	1st Time Canadian-educated	Overall	1st Time Canadian-educated	Overall	1st Time Canadian-educated
Number Testing	3,114	1,444	4,611	2,774	5,808	3,770	4,244	1,565	17,777	9,553
Percent Passing	64.16	83.17	65.78	82.88	63.45	73.87	56.50	74.44	62.60	78.51
Avg. # Items Taken	101.52	98.00	100.89	97.48	103.72	102.43	103.98	101.89	102.56	99.98
% Taking Min # Items	44.41	50.07	47.97	53.35	43.53	45.73	41.47	43.71	44.31	48.60
% Taking Max # Items	28.68	23.68	28.82	25.13	32.35	31.19	31.55	28.95	30.41	27.56
Avg. Test Time (hours)	2.39	2.01	2.34	1.97	2.35	2.11	2.54	2.20	2.40	2.06
% Taking Break	62.01	46.40	58.62	44.27	60.40	51.33	69.72	54.95	62.52	48.75
% Timing Out	0.64	0.07	1.04	0.22	1.03	0.32	1.18	0.58	0.97	0.28

International Testing Update

Pearson VUE has a total of 289 Pearson Professional Centers (PPCs) in the United States and 78 PPCs internationally. Therefore, the total number of test centers globally is 367.

Represented in the following tables are international volume by Member Board, Country of Education, Test Center, and Pass/Fail rate, respectively.

Table 12. NCLEX International Test Center Volume by Member Board, Jan. 1, 2023 – Dec. 31, 2023^{5,6}

Member Boards with International Test Center Candidate Data	Total	Australia	Brazil	Canada	China	France	Hong Kong	India	Israel	Japan	Korea, South	Mexico	Philippines	Puerto Rico	South Africa	Spain	Taiwan	Türkiye	United Kingdom
Alabama	2	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
Alaska	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Arizona	50	1	1	16	0	1	0	3	0	0	0	0	7	0	3	1	1	0	16
British Columbia	28	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
California-PN	7	0	0	3	0	0	0	2	0	0	0	0	0	0	0	1	0	0	1
California-RN	87	2	1	20	0	1	0	19	5	3	0	0	29	1	0	0	2	0	4
Colorado	836	5	22	12	0	1	50	386	1	2	0	1	82	0	190	0	26	0	58
Connecticut	208	1	1	12	0	1	4	21	2	0	0	0	33	124	2	0	2	1	4
Delaware	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0
District of Columbia	6	0	0	1	0	0	0	0	0	0	0	0	1	0	1	0	0	0	3
Florida	581	4	35	86	0	2	20	191	14	9	0	10	78	12	20	2	8	0	90
Georgia	5	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	3
Guam	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
Hawaii	35	2	0	6	0	0	1	2	0	1	0	0	20	0	0	0	2	0	1
Idaho	16	1	0	6	0	0	0	2	0	0	0	0	1	3	0	0	0	0	3
Illinois	9,440	29	45	3,654	0	17	124	2,614	47	11	0	72	1,997	0	283	8	47	5	487
Iowa	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Kentucky	15	0	0	0	0	0	2	7	0	0	0	0	1	0	0	0	0	0	5
Maine	4	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Maryland	2	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
Massachusetts	59	1	1	7	0	0	3	14	1	0	0	0	2	1	10	1	1	0	17
Michigan	28	1	0	13	0	1	0	5	0	0	0	0	2	0	1	0	3	0	2
Minnesota	178	2	0	155	0	0	1	5	1	0	0	0	3	0	2	0	0	0	9
Missouri	7	0	0	2	0	0	0	0	0	3	0	0	0	0	0	0	0	0	2
Montana	2,135	8	514	81	0	4	92	761	10	0	0	27	83	3	360	27	39	13	113
Nebraska	9	6	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
Nevada	42	4	1	4	0	1	1	8	0	1	0	0	8	0	0	0	1	0	13
New Jersey	5	1	0	1	0	0	0	2	0	1	0	0	0	0	0	0	0	0	0
New Mexico	2,706	8	45	120	0	7	90	919	56	1	0	1	759	0	362	6	23	131	178
New York	45,703	365	80	10,699	130	130	1,517	5,069	509	2,317	1,514	102	18,893	198	222	103	1,319	346	2,190
North Carolina	35	2	0	9	0	0	0	6	0	0	0	0	5	0	5	0	1	0	7
North Dakota	3	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Northern Mariana Islands	2,694	27	1	321	0	10	143	325	69	11	2	0	1,589	0	3	4	43	1	145
Ohio	8	0	0	2	0	0	0	2	0	0	0	0	1	0	0	0	0	0	3
Oklahoma	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Oregon	8	1	0	3	0	0	0	1	0	0	0	0	0	3	0	0	0	0	0
Pennsylvania	23	0	1	2	0	0	0	8	0	2	0	1	2	0	3	0	0	0	4
Saskatchewan	11	0	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
South Carolina	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
South Dakota	7	0	0	5	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
Tennessee	6	0	0	1	0	0	2	0	0	0	0	0	1	0	0	0	1	0	1
Texas	11,180	70	352	386	0	19	332	3,208	115	34	0	23	3,325	10	1,283	20	95	39	1,869
Utah	5	0	0	0	0	0	1	2	0	0	0	0	1	0	0	0	0	0	1
Vermont	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Virginia	28	2	0	1	0	0	0	11	0	0	0	0	4	1	3	0	0	0	6
Washington	149	3	2	91	0	2	7	13	0	6	0	0	7	0	1	1	1	0	15
West Virginia-RN	3	1	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0
Wisconsin	3	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	1
Total	76,366	548	1,104	15,767	130	197	2,391	13,610	831	2,404	1,516	237	26,935	359	2,756	174	1,615	536	5,256

⁵ Only member boards with international test center data are represented.

⁶ Canadian candidates seeking licensure/registration in a Canadian jurisdiction are not included.

Table 13. NCLEX International Test Center Volume by Country of Education, Jan. 1, 2023 – Dec. 31, 2023⁷

Country of Education	Total	Australia	Brazil	Canada	China	France	Hong Kong	India	Israel	Japan	Korea, South	Mexico	Philippines	Puerto Rico	South Africa	Spain	Taiwan	Türkiye	United Kingdom
United States	173	1	1	74	0	3	6	16	6	19	0	3	2	8	0	1	4	0	29
Uruguay	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Uzbekistan	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Venezuela	8	0	3	0	0	0	0	0	0	0	0	3	0	0	0	1	0	0	1
Zambia	132	0	0	0	0	0	0	12	0	0	0	0	0	0	115	0	0	0	5
Zimbabwe	297	2	0	4	0	0	0	45	1	0	0	0	0	0	214	0	0	0	31
Total	76,366	548	1,104	15,767	130	197	2,391	13,610	831	2,404	1,516	237	26,935	359	2,756	174	1,615	536	5,256

⁷ Canadian candidates seeking licensure/registration in a Canadian jurisdiction are not included.

Table 14. NCLEX International Volume by Testing Center, Jan. 1, 2023 – Dec. 31, 2023⁸

Site ID	City	Country	Total	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
81599	Adelaide	Australia	28	0	3	10	2	1	1	2	0	2	3	1	3
81597	Box Hill	Australia	60	3	5	13	3	3	4	7	2	1	4	11	4
81600	Brisbane	Australia	79	6	2	18	3	5	2	9	5	8	5	11	5
81866	Canberra	Australia	12	0	1	5	1	0	0	0	0	1	0	2	2
67712	Melbourne	Australia	119	4	16	30	4	5	10	14	10	8	6	0	12
81598	Parramatta	Australia	64	5	4	18	3	3	4	6	3	3	8	4	3
81601	Perth	Australia	31	0	2	8	3	2	4	2	4	1	2	3	0
50482	Sydney	Australia	155	7	13	37	5	16	16	13	13	9	7	8	11
50483	Sao Paulo	Brazil	1,104	48	90	189	73	94	68	81	101	101	109	83	67
50486	Burnaby	Canada	356	15	26	86	8	22	19	21	31	34	31	27	36
69827	Calgary	Canada	815	38	45	141	29	47	48	66	61	71	100	79	90
78699	Calgary	Canada	732	34	29	147	15	40	48	63	50	70	63	84	89
63110	Edmonton	Canada	657	41	47	166	18	34	30	38	51	49	73	62	48
78698	Edmonton	Canada	1,036	79	59	199	30	49	69	75	84	92	93	109	98
69829	Halifax	Canada	348	24	36	90	10	28	18	21	21	22	28	24	26
78710	Halifax	Canada	323	29	29	79	5	21	22	27	20	19	10	27	35
69818	Hamilton	Canada	1,083	70	111	252	31	62	59	72	79	99	73	87	88
69826	London	Canada	1,136	78	74	288	34	69	55	103	79	75	90	100	91
50485	Montreal	Canada	671	44	57	139	24	32	44	53	51	51	50	53	73
57935	Ottawa	Canada	356	29	34	88	3	23	22	23	26	23	33	24	28
78711	Ottawa	Canada	303	32	14	72	14	16	21	20	19	21	18	27	29
78697	Regina	Canada	260	22	15	72	7	16	16	20	9	17	18	19	29
69830	Saskatoon	Canada	285	17	21	74	7	16	17	19	27	20	25	19	23
78703	St. John's	Canada	164	12	6	37	6	10	8	13	12	7	17	18	18
69825	Surrey	Canada	591	41	44	139	16	33	38	43	37	44	64	50	42
50484	Toronto	Canada	966	74	70	217	42	58	54	65	65	89	67	78	87
57936	Toronto	Canada	1,406	133	127	231	52	83	78	104	91	122	124	116	145
78704	Toronto	Canada	1,149	60	87	329	21	48	65	82	102	81	95	89	90
78705	Toronto	Canada	1,623	121	94	446	54	82	80	128	129	88	125	145	131
78700	Vancouver	Canada	356	20	25	103	4	20	29	34	19	17	24	16	45
78701	Victoria	Canada	112	7	6	32	5	3	5	13	11	5	3	12	10
69828	Winnipeg	Canada	592	48	37	140	21	31	32	44	38	41	51	56	53
78702	Winnipeg	Canada	447	32	29	97	15	17	37	42	30	29	43	41	35
50489	Guangzhou	China	130	15	27	80	6	1	1	0	0	0	0	0	0
50490	Paris	France	197	0	0	5	2	6	20	26	20	25	30	38	25
50493	Hong Kong	Hong Kong	2,391	96	299	495	117	260	233	257	159	195	87	120	73
81606	Ahmedabad	India	652	44	57	206	12	25	23	49	28	44	59	52	53
81608	Amritsar	India	112	14	9	45	0	3	8	6	8	2	6	6	5
86887	Amritsar	India	197	6	8	120	3	9	6	2	9	6	5	10	13
50497	Bangalore	India	833	66	90	246	15	35	43	43	58	84	65	57	31
81602	Bangalore	India	1,115	106	86	285	33	57	59	76	87	84	83	81	78
81603	Chandigarh	India	249	13	16	97	4	5	9	15	11	21	14	19	25
50498	Chennai	India	920	58	127	315	13	32	44	46	72	51	51	70	41
81607	Gurugram	India	1,006	70	108	249	26	40	56	69	75	97	85	70	61

Table 14. NCLEX International Volume by Testing Center, Jan. 1, 2023 – Dec. 31, 2023⁸

Site ID	City	Country	Total	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
50496	Hyderabad	India	1,205	3	123	311	22	53	64	71	71	122	103	115	147
81604	Hyderabad	India	1,497	100	140	323	47	71	77	111	118	123	100	146	141
81610	Jalandhar	India	240	15	22	54	6	14	18	12	20	14	20	24	21
88506	Jalandhar	India	34	0	0	0	0	0	2	4	9	7	6	4	2
88912	Ludhiana	India	28	0	0	0	0	0	0	0	0	0	3	7	18
88913	Mohali	India	9	0	0	0	0	0	0	0	0	0	3	2	4
88914	Mohali	India	1	0	0	0	0	0	0	0	0	0	0	1	0
50494	Mumbai	India	1,346	9	38	257	52	114	138	122	116	140	114	136	110
50495	New Delhi	India	2,851	146	298	497	85	181	202	212	265	274	241	210	240
76935	Noida	India	637	57	97	179	3	17	39	39	34	48	40	47	37
81605	Pune	India	592	46	64	208	18	15	40	33	30	33	38	26	41
81609	Surat	India	86	6	10	41	1	2	1	5	0	6	4	5	5
50499	Ramat Gan	Israel	831	95	87	174	40	71	117	82	75	72	18	0	0
50500	Chiyoda-ku	Japan	464	19	63	127	9	22	23	40	33	52	34	42	0
57585	Osaka-shi	Japan	859	42	51	110	12	33	74	79	82	91	76	87	122
84078	Shinjuku	Japan	1,081	40	72	186	17	57	91	111	117	73	94	112	111
50502	Seoul	Korea, South	1,516	253	373	685	157	48	0	0	0	0	0	0	0
50503	Mexico City	Mexico	237	22	20	48	5	9	16	15	25	19	16	21	21
54555	Manila	Philippines	26,935	1,960	1,951	2,457	1,597	2,456	2,373	2,333	2,659	2,713	2,122	1,914	2,400
47108	Guaynabo	Puerto Rico	359	31	30	85	14	27	34	26	18	13	27	33	21
55315	Johannesburg	South Africa	2,756	256	229	204	148	209	207	232	264	226	277	270	234
50505	Madrid	Spain	174	0	0	21	11	21	12	19	25	13	12	28	12
50506	Taipei City	Taiwan	1,615	77	217	417	63	120	127	125	81	94	97	122	75
50508	Istanbul	Türkiye	536	68	45	69	23	24	43	38	42	42	74	34	34
48868	Belfast	United Kingdom	16	0	0	0	0	0	0	0	0	0	0	5	11
77701	Docklands, London	United Kingdom	619	0	0	0	0	5	25	60	93	82	85	129	140
48901	Edinburgh	United Kingdom	14	0	0	0	0	0	0	0	0	0	1	0	13
48909	Glasgow	United Kingdom	5	0	0	0	0	0	0	0	0	0	0	1	4
82839	Horley, Surrey	United Kingdom	392	0	0	5	2	29	49	38	49	33	56	63	68
48940	Leeds	United Kingdom	194	0	0	2	0	13	12	33	25	25	27	36	21
48941	Leicester	United Kingdom	70	0	0	1	0	3	21	23	16	3	3	0	0
50140	London	United Kingdom	3,145	269	547	731	247	285	238	165	235	247	181	0	0
77197	Manchester	United Kingdom	249	0	0	2	5	33	36	29	22	41	44	29	8
77156	Mile End, London	United Kingdom	37	0	0	0	0	0	0	0	0	0	0	0	37
73885	Southwark	United Kingdom	515	0	0	0	0	0	0	0	0	0	69	205	241
Total			76,366	5,175	6,562	13,329	3,383	5,394	5,604	5,969	6,331	6,535	5,932	5,862	6,290

⁸ Canadian candidates seeking licensure/registration in a Canadian jurisdiction are not included.

Table 15. NCLEX International Volume by Pass/Fail Rate, Jan. 1, 2023 – Dec. 31, 2023⁹

Site ID	City	Country	Total Taken	Total Passed	Total Exams Delivered /Total Pass (Pass Rate)											
					Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
50506	Taipei City	Taiwan	1,615	803	77/30 (38.96%)	217/78 (35.94%)	417/142 (34.05%)	63/37 (58.73%)	120/76 (63.33%)	127/80 (62.99%)	125/77 (61.60%)	81/49 (60.49%)	94/54 (57.45%)	97/59 (60.82%)	122/74 (60.66%)	75/47 (62.67%)
50508	Istanbul	Türkiye	536	376	68/41 (60.29%)	45/27 (60.00%)	69/38 (55.07%)	23/18 (78.26%)	24/17 (70.83%)	43/32 (74.42%)	38/29 (76.32%)	42/34 (80.95%)	42/33 (78.57%)	74/59 (79.73%)	34/27 (79.41%)	34/21 (61.76%)
48868	Belfast	United Kingdom	16	8	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	5/3 (60.00%)	11/5 (45.45%)
77701	Docklands, London	United Kingdom	619	441	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	5/3 (60.00%)	25/18 (72.00%)	60/40 (66.67%)	93/75 (80.65%)	82/53 (64.63%)	85/66 (77.65%)	129/92 (71.32%)	140/94 (67.14%)
48901	Edinburgh	United Kingdom	14	12	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	13/11 (84.62%)
48909	Glasgow	United Kingdom	5	5	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	1/1 (100.00%)	4/4 (100.00%)
82839	Horley, Surrey	United Kingdom	392	254	0/0 (0.00%)	0/0 (0.00%)	5/3 (60.00%)	2/1 (50.00%)	29/19 (65.52%)	49/38 (77.55%)	38/22 (57.89%)	49/33 (67.35%)	33/17 (51.52%)	56/36 (64.29%)	63/44 (69.84%)	68/41 (60.29%)
48940	Leeds	United Kingdom	194	144	0/0 (0.00%)	0/0 (0.00%)	2/2 (100.00%)	0/0 (0.00%)	13/9 (69.23%)	12/10 (83.33%)	33/26 (78.79%)	25/18 (72.00%)	25/21 (84.00%)	27/21 (77.78%)	36/24 (66.67%)	21/13 (61.90%)
48941	Leicester	United Kingdom	70	54	0/0 (0.00%)	0/0 (0.00%)	1/1 (100.00%)	0/0 (0.00%)	3/1 (33.33%)	21/14 (66.67%)	23/20 (86.96%)	16/13 (81.25%)	3/3 (100.00%)	3/2 (66.67%)	0/0 (0.00%)	0/0 (0.00%)
50140	London	United Kingdom	3,145	1,924	269/136 (50.56%)	547/287 (52.47%)	731/389 (53.21%)	247/172 (69.64%)	285/202 (70.88%)	238/162 (68.07%)	165/122 (73.94%)	235/158 (67.23%)	247/164 (66.40%)	181/132 (72.93%)	0/0 (0.00%)	0/0 (0.00%)
77197	Manchester	United Kingdom	249	174	0/0 (0.00%)	0/0 (0.00%)	2/1 (50.00%)	5/4 (80.00%)	33/23 (69.70%)	36/28 (77.78%)	29/18 (62.07%)	22/15 (68.18%)	41/24 (58.54%)	44/36 (81.82%)	29/20 (68.97%)	8/5 (62.50%)
77156	Mile End, London	United Kingdom	37	24	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	37/24 (64.86%)
73885	Southwark	United Kingdom	515	375	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	69/50 (72.46%)	205/150 (73.17%)	241/175 (72.61%)
Total			76,366	41,359	5,175/2,119 (40.95%)	6,562/2,879 (43.87%)	13,329/5,424 (40.69%)	3,383/2,018 (59.65%)	5,394/3,280 (60.81%)	5,604/3,403 (60.72%)	5,969/3,612 (60.51%)	6,331/3,782 (59.74%)	6,535/3,866 (59.16%)	5,932/3,751 (63.23%)	5,862/3,530 (60.22%)	6,290/3,695 (58.74%)

⁹ Canadian candidates seeking licensure/registration in a Canadian jurisdiction are not included.

Report of the National Nurse Aide Assessment Program (NNAAP®) and the Medication Aide Certification Examination (MACE®)

Background

In August 2008, NCSBN acquired exclusive ownership of the intellectual property for the NNAAP and MACE programs. NNAAP is a two-part examination consisting of a written or oral examination and a skills demonstration. The candidate is allowed to choose between a written or an oral examination.

NNAAP is the leading nurse aide assessment instrument in the U.S. MACE is a national examination that NCSBN developed for U.S. nursing regulatory bodies (NRBs) and other medication aide oversight agencies, which became effective Jan. 1, 2010. MACE helps to evaluate the competence of unlicensed individuals allowed to administer medications to clients in long-term care settings.

Pearson VUE is the test administrator for national MACE and continues to be responsible for the delivery, administration and publishing (electronic and paper), while assisting with sales and market development activities associated with the exam. Credentia became the new test administrator for North Carolina MACE starting in 2022.

On Jan. 1, 2022, Credentia became the new test administrator for the NNAAP exams. In this role, they provide the following testing services for NNAAP: eligibility screening and registration; test site scheduling; test administration (test site and registered nurse evaluator management); scoring; and reporting. The registry services provided by Credentia include initial certification, recertification and reciprocity management, as well as online public access registry verifications.

NNAAP is consistent with the training requirements for nurse aides/nursing assistants (NAs) delineated in the Omnibus Budget Reconciliation Act (OBRA) of 1987, 1989. This act states that anyone working as an NA must complete a competency evaluation program. The competency evaluation program must be state-approved, consist of a minimum of 75 hours of training and include 16 hours of supervised clinical training.

The Nursing Model Act and Model Rules, developed by NCSBN and its members, along with the Medication Assistant-Certified (MA-C) Model Curriculum, are two resources used to develop content for MACE. Subject matter experts (SMEs) are selected to participate in item writing and review workshops, using criteria delineated in the above stated

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Meeting Dates

Aug. 22–23, 2023 (NNAAP Written Exam Standard Setting Panel)

Sept. 12–13, 2023 (NNAAP Skills Exam Standard Setting Panel)

March 26–29, 2024 (NNAAP Item Writing Panel)

June 4–5, 2024 (NNAAP Item Review Panel)

Relationship to Strategic Plan

Strategic Initiative D:

Pioneer competency assessments to support the future of health care and the advancement of regulatory excellence.

resources. MACE is designed to assess entry-level competence of unlicensed direct care providers who have been approved by their state/jurisdiction to administer medications in long-term care settings (“medication aides”).

NCSBN continues to serve as the premier organization that advances regulatory excellence for public protection. States participating in these examination programs, through NCSBN, will continue to provide support to licensed health care professionals who need more qualified staff at the bedside to assist in the delivery of safe, competent care.

Program Highlights and Test Development Activities

The following is a list of the highlights and accomplishments in fulfilling strategic initiatives for fiscal year 2023 (FY23) and FY24.

FY23:

- The same 2022 test forms continued to be used in 2023
- Migrate the entire item bank for NNAAP and MACE to the new database

FY24:

- Published 2024 NNAAP Test Plan
- Built 2024 test forms for written, oral, skills, and practice examinations for NNAAP
- The 2024 test forms will be used starting in July 2024

NNAAP Standard Setting Panel

On Aug. 22-23, 2023, the Examinations Department gathered a panel of subject matter experts (SMEs) for the NNAAP Written Standard Setting Panel. This assembly aimed to reassess the current passing standard for the NNAAP written/oral examination, which outlines the minimum competency level that entry-level nurse aides need to ensure safe and effective care. The evaluation employed a criterion-referenced methodology known as the Yes/No approach, a derivative of the Angoff method. The SMEs, drawn from various NCSBN geographic regions and boasting a broad spectrum of nursing expertise, suggested a slight increase in the passing standard of the written exam to reflect the current practice. However, the written test forms will continue to have the same number correct passing standard.

Following this, on Sept. 12-13, 2023, another SME panel convened for the NNAAP Skills Standard Setting Panel to scrutinize the passing standards for the NNAAP skills examination. This examination also measures the foundational competencies necessary for entry-level nurse aides to deliver safe and effective care. Similar to the previous panel, these SMEs represented a wide range of nursing knowledge and geographical diversity within the NCSBN regions. Their assessment revealed that the passing standards recommended in 2017 closely align with those determined by the current study, leading to a decision to uphold the existing standards. The standard setting study once again utilized the Yes/No approach, affirming the continuity of the prevailing passing criteria.

Future Activities

- Prepare yearly NNAAP and MACE Technical Report.
- Share information with the public about NNAAP and MACE.
- Perform appropriate statistical analyses of NNAAP and MACE pre-test items.
- Continue to maintain the bank of items for NNAAP and MACE.
- Enhance the quality of NNAAP and MACE.

Summary of NNAAP Examination Results for Calendar Year 2022 – Pass Rates by State

Across all jurisdictions, the pass rates for NNAAP were 87% for the written or oral examinations and 74% for the skills evaluation. The table below provides passing rates by jurisdiction for the written or oral examination, skills evaluation and overall pass rates for forms administered in 2022. The number in parentheses represents the number of candidates taking the examination. The overall pass rate provides information on the completion of all requirements for NA certification. A candidate must pass both the written or oral examination and skills evaluation to obtain an overall pass. The pass rate information for 2023 will be available within the coming year.

Table 1: Pass Rates by Jurisdiction in 2022

Number of candidates is in parentheses.

Table 1: Pass Rates by Jurisdiction in 2022							
Jurisdiction	Written/Oral (N*)			Skills (N*)			Total
	First Time Takers	Repeaters	Total	First Time Takers	Repeaters	Total	
Alabama	83% (197)	62% (13)	81% (210)	77% (177)	78% (18)	77% (195)	80% (131)
Alaska*							
California	90% (7,642)	54% (520)	87% (8,162)	88% (7,591)	82% (524)	87% (8,115)	89% (7,472)
Colorado	92% (3,644)	52% (221)	90% (3,865)	70% (4,398)	68% (1,255)	69% (5,653)	82% (3,349)
District of Columbia	84% (158)	50% (14)	81% (172)	84% (193)	83% (18)	84% (211)	83% (138)
Georgia	89% (6,347)	54% (513)	87% (6,860)	75% (6,803)	71% (1,288)	74% (8,091)	83% (6,029)
Guam*							
Maryland	85% (1,145)	49% (74)	83% (1,219)	84% (1,324)	83% (108)	84% (1,432)	85% (872)
Mississippi	82% (2,831)	52% (232)	80% (3,063)	63% (2,555)	65% (420)	63% (2,975)	71% (2,112)
North Carolina*	94% (9,902)	58% (369)	93% (10,271)	77% (12,036)	72% (2,490)	76% (14,526)	87% (9,434)
Northern Mariana Islands*							
Pennsylvania	88% (5,212)	44% (412)	84% (5,624)	63% (5,215)	67% (1,272)	64% (6,487)	78% (4,213)
Rhode Island	76% (1,312)	53% (204)	73% (1,516)	76% (1,494)	79% (275)	76% (1,769)	82% (1,065)
South Carolina	90% (3,332)	55% (236)	88% (3,568)	75% (3,508)	71% (615)	74% (4,123)	81% (2,981)
Virgin Islands*							
Virginia	90% (3,921)	50% (276)	87% (4,197)	70% (4,405)	64% (951)	69% (5,356)	79% (3,450)

Table 1: Pass Rates by Jurisdiction in 2022

Jurisdiction	Written/Oral (N*)			Skills (N*)			Total
	First Time Takers	Repeaters	Total	First Time Takers	Repeaters	Total	
Washington*	89% (4,985)	46% (368)	86% (5,353)	73% (5,574)	70% (1,317)	73% (6,891)	83% (4,450)
Total	90% (50,628)	52% (3,452)	87% (54,080)	75% (55,273)	70% (10,551)	74% (65,824)	83% (45,696)

* No candidate took the examination in these jurisdictions during 2022

Section III:
NCSBN Resources

Orientation Manual for Delegate Assembly (DA) Participants

The purpose of the Orientation Manual is to provide information about the mission, governance and operations of NCSBN. It is hoped that this manual will facilitate the active participation of all DA participants as well as the Board of Directors (BOD) and committee members.

Following a brief discussion of NCSBN's history, this manual will describe the organization's structure, functions, policies and procedures.

History

The concept of an organization such as NCSBN had its roots as far back as August 1912 when a special conference on state registration laws was held during the American Nurses Association (ANA) convention. At that time, participants voted to create a committee that would arrange an annual conference for people involved with state boards of nursing to meet during the ANA convention. It soon became evident that the committee required a stronger structure to deal with the scope of its concerns. However, for various reasons, the committee decided to remain within the ANA.

Boards of nursing (BONs) also worked with the National League for Nursing Education (NLNE), which, in 1932, became the ANA's Department of Education. In 1933, by agreement with ANA, NLNE accepted responsibility for advisory services to the State Boards of Nurse Examiners (SBNE) in all education and examination-related matters. Through its Committee on Education, NLNE set up a subcommittee that would address, over the following decade, state board examination issues and problems. In 1937, NLNE published *A Curriculum Guide for Schools of Nursing*. Two years later, NLNE initiated the first testing service through its Committee on Nursing Tests.

Soon after the beginning of World War II, nurse examiners began to face mounting pressures to hasten licensing and to schedule examinations more frequently. In response, participants at a 1942 NLNE conference suggested a "pooling of tests" whereby each state would prepare and contribute examinations in one or more subjects that could provide a reservoir of test items. They recommended that the Committee on Nursing Tests, in consultation with representative nurse examiners, compile the tests in machine-scorable form. In 1943, the NLNE board endorsed the action and authorized its Committee on Nursing Tests to operate a pooling of licensing tests for interested states (the State Board Test Pool Examination or SBTPE). This effort soon demonstrated the need for a clearinghouse whereby state boards could obtain information needed to produce their test items. Shortly thereafter, a Bureau of State Boards of Nursing began operating out of ANA headquarters.

The bureau was incorporated into the ANA bylaws and became an official body within that organization in 1945. Two years later, the ANA board appointed the Committee for the Bureau of State Boards of Nurse Examiners, which was comprised of full-time professional employees of state boards.

In 1961, after reviewing the structure and function of the ANA and its relation to state BONs, the committee recommended that a council replace it. Although council status was achieved, many people continued to be concerned about potential conflicts of interest and recognized the often heard criticism that professional boards serve primarily the interests of the profession they purport to regulate.

In 1970, following a period of financial crisis for the ANA, a council member recommended that a freestanding federation of state boards be established. After a year of study by the state boards, this proposal was overwhelmingly defeated when the council adopted a resolution to remain with the ANA. However, an ad hoc committee was appointed later to examine the feasibility of the council becoming a self-governing incorporated body. At the council's 1977 meeting, a task force was elected and charged with the responsibility of proposing a

specific plan for the formation of a new independent organization. On June 5, 1978, the DA of ANA's Council of State Boards of Nursing voted 83 to 8 to withdraw from ANA to form the National Council of State Boards of Nursing (NCSBN).

Organizational Mission, Strategic Initiatives and Outcomes

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

NCSBN currently has four strategic initiatives for Fiscal Year 2023–2025 (FY23–25):

- A. Promote agile regulatory systems for relevance and responsiveness to change.
- B. Champion regulatory solutions to address borderless health care delivery.
- C. Strengthen the capacity, capability, diversity and engagement of regulatory leadership.
- D. Pioneer competency assessments to support the future of health care and the advancement of regulatory excellence.

To achieve its strategic initiatives, NCSBN identifies expected outcomes, under which performance measures for achieving these outcomes are developed, assessed and refined each fiscal year and provide the organization with a flexible plan within a disciplined focus. Annually, the BOD evaluates the accomplishment of strategic initiatives and objectives, and the directives of the DA.

Organizational Structure and Function

MEMBERSHIP

There are currently three categories of NCSBN Membership: U.S. member, exam user member (EUM) and associate member. NCSBN U.S. Member status is extended to those nursing regulatory bodies (NRBs*) that agree to use, under specified terms and conditions, one or more types of licensing examinations developed by NCSBN. At the present time, there are 59 U.S. members, including those from the District of Columbia, the U.S. Virgin Islands, Guam, American Samoa and the Northern Mariana Islands. NRBs may become an NCSBN member upon approval of the DA and execution of a contract for using the NCLEX-RN® examination and/or the NCLEX-PN® examination. Revisions to the bylaws by the membership in 2007 also allow for advanced practice nurse boards to become NCSBN Members.

U.S. members maintain their good standing through compliance with all membership terms and conditions and bylaws. In return, they receive the privilege of participating in the development and use of NCSBN's licensure examinations. U.S. members also receive information services, public policy analyses and research services. U.S. members that fail to adhere to the conditions of membership may have their membership terminated by the BOD. They may then choose to appeal the BOD's decision to the DA.

Revisions to the NCSBN Bylaws in 2017 created a new category of NCSBN Membership, the Exam User Members (EUM). EUMs are authorized nursing regulatory bodies from other countries that have an organizational mandate exclusively related to the regulation of the profession and protection of the public. Additionally, EUMs must execute a contract for using the prelicensure exam developed by NCSBN, must pay an annual membership fee and be approved for membership by the DA. EUMs maintain their good standing through compliance with all membership terms and conditions and bylaws. In return, they receive the privilege of participating in the development and use of NCSBN's licensure examinations, as well as voting privileges at the annual DA. EUMs also receive information services, public policy analyses and research services. EUMs that fail to adhere to the conditions of membership may have their membership terminated by the BOD. They may then choose to appeal the BOD's decision to the DA.

*Nursing Regulatory Bodies is a new umbrella term for boards of nursing and regulatory bodies in the U.S. and internationally.

NCSBN has seven exam user members:

- British Columbia College of Nurses and Midwives
- College of Nurses of Ontario
- College of Registered Nurses of Alberta
- College of Registered Nurses of Manitoba
- College of Registered Nurses of Newfoundland and Labrador
- College of Registered Nurses of Saskatchewan
- Nova Scotia College of Nursing

Associate members are authorized nursing regulatory bodies from other countries that must pay an annual membership fee and be approved for membership by the DA.

NCSBN has 23 associate members:

- Association of New Brunswick Licensed Practical Nurses
- Bermuda Nursing and Midwifery Council
- College of Licensed Practical Nurses of Alberta
- College of Licensed Practical Nurses of Manitoba
- College of Licensed Practical Nurses of Newfoundland and Labrador
- College of Licensed Practical Nurses of Prince Edward Island
- College of Registered Nurses of Prince Edward Island
- College of Registered Psychiatric Nurses of Alberta
- College of Registered Psychiatric Nurses of Manitoba
- Council of Official Associations of Nursing of Spain
- Kazakhstan – National Center for Independent Examination (NCIE)
- Nurses Association of New Brunswick
- Nursing and Midwifery Board of Australia
- Nursing and Midwifery Board of Ireland
- Nursing and Midwifery Council of New South Wales
- Nursing Council of New Zealand
- Ordre des infirmières et infirmiers du Québec
- Puerto Rico Board of Nurse Examiners
- Registered Nurses Association of the Northwest Territories and Nunavut
- Registered Psychiatric Nurses Association of Saskatchewan
- Saskatchewan Association of Licensed Practical Nurses
- Singapore Nursing Board
- Yukon Registered Nurses Association

AREAS

NCSBN's U.S. Members are divided into four geographic areas. The purpose of this division is to enable members of each area to share common concerns regarding regulatory issues. U.S. member delegates elect area directors from their respective Areas through a majority vote of the DA.

DELEGATE ASSEMBLY

The DA is the membership body of NCSBN and is comprised of delegates who are designated by the U.S. members and EUMs. Each U.S. member has two votes and may name two delegates and alternates. Each EUM has one vote and may name one delegate and alternate. The DA meets at NCSBN's Annual Meeting, traditionally held in August. Special sessions can be called under certain circumstances.

At the Annual Meeting, delegates elect officers and directors of the BOD, as well as members of the Leadership Succession Committee (LSC) by majority and plurality vote respectively. They also receive and respond to reports from officers and committees. They may revise and amend the bylaws by a two-thirds vote, providing the proposed changes have been submitted at least 45 days before the session. In addition, the DA adopts the mission statement, strategic initiatives of NCSBN, approves all new NCSBN memberships, the substance of all Terms and Conditions of NCSBN Membership between NCSBN and the membership, adopts test plans to be used for the development of the NCLEX®, and establishes the fee for the NCLEX.

OFFICERS AND DIRECTORS

NCSBN officers include the president, president-elect and treasurer. Directors consist of four area directors and four directors-at-large. Members or staff of U.S. members may hold office, subject to exclusion from holding office if other professional obligations result in an actual or perceived conflict of interest. Members or staff of EUMs are only eligible for the office of director-at-large, subject to exclusion from holding office if other professional obligations result in an actual or perceived conflict of interest.

No person may hold more than one elected office at the same time. The president shall have served as a delegate, a committee member or an officer prior to being elected to office. The treasurer and the directors shall serve no more than two consecutive terms in the same position excluding time served by appointment and/or election due to a vacancy. The president and president-elect shall serve no more than one term in the same position, except when a vacancy occurs.

The president, president-elect and treasurer are elected for terms of two years or until their successors are elected or appointed. The president-elect and the directors-at-large are elected in even-numbered years. The treasurer and area directors are elected in odd-numbered years.

The four area directors are elected for terms of two years or until their successors are elected or appointed. Four directors-at-large will be elected for terms of two years or until their successors are elected or appointed.

Officers and directors are elected by ballot during the annual session of the DA. U.S. member delegates elect area directors from their respective areas.

Election is by a majority vote. Write-in votes are prohibited. In the event a majority is not established, the bylaws dictate the reballoting process.

Officers and directors assume their duties at the close of the session at which they were elected. The president-elect fills a vacancy in the office of president. Board appointees fill other officer vacancies until the next Annual Meeting and a successor is elected.

BOD

The BOD, the administrative body of NCSBN, consists of 11 elected officers. The BOD is responsible for the general supervision of the affairs of NCSBN between sessions of the DA. The BOD authorizes the signing of contracts, including those between NCSBN and its U.S. members and EUMs. It also engages the services of legal counsel, approves and adopts an annual budget, reviews membership status of noncompliant U.S. members, EUMs and associate members and renders opinions, when needed, about actual or perceived conflicts of interest.

Additional duties include approval of the NCLEX test service, appointment of committees, monitoring of committee progress, approval of studies and research pertinent to NCSBN's purpose, and provision for the establishment and maintenance of the administrative offices.

MEETINGS OF THE BOD

All BOD meetings are typically held in Chicago, with the exception of the post-Annual Meeting BOD meeting that may be held at the location of the Annual Meeting. The call to meeting, agenda and related materials are mailed and/or digitally distributed to BOD officers and directors two weeks before the meeting. The agenda is prepared by staff, in consultation with the president, and provided to the membership via the NCSBN website (www.ncsbn.org).

A memo or report that describes the item's background and indicates the BOD action needed accompanies items for BOD discussion and action. Motion forms are available during the meeting and are used so that an accurate record will result. Staff takes minutes of the meeting.

COMMUNICATIONS WITH THE BOD

Communication between BOD meetings takes place in several different ways. The CEO communicates weekly or as needed with the president regarding major activities and confers as needed with the treasurer about financial matters.

LSC

The LSC consists of seven members. Any board member or employee of a U.S. member or EUM is eligible to serve as a member of the LSC. Four individuals from U.S. members are elected, one from each area, and are elected for two-year terms. Even-numbered area members are elected in even-numbered years and odd-numbered area members are elected in odd-numbered years. Members are elected by ballot with a plurality vote. The BOD appoints three at-large members, one of whom shall have previously served on the BOD. The terms of the appointed members shall be staggered so that at least one is appointed each year. At-large members can be appointed from U.S. members or EUMs. A committee member shall serve no more than two consecutive terms in the same position on the committee, excluding time served by appointment and/or election due to a vacancy. A member elected or appointed to the LSC may not be nominated or apply for an officer or director position on the BOD during the term for which that member was elected or appointed.

The LSC's function is to present a slate of candidates through a determination of qualifications and geographic distribution for inclusion on a ballot for the election of the BOD and the LSC. The LSC's report shall be read at the first session of the DA, when additional nominations may be made from the floor. No name shall be placed in nomination without the written consent of the nominee.

COMMITTEES

Many of NCSBN's objectives are accomplished through the committee process. Every year, the committees report on their activities and make recommendations to the BOD. At the present time, NCSBN has two standing committees: NCLEX Examinations and Finance. Subcommittees, such as the NCLEX® Item Review Subcommittee, may assist standing committees.

In addition to standing committees, special committees are appointed by the BOD for a defined term to address special issues and concerns. NCSBN conducts an annual call for committee member nominations prior to the beginning of each fiscal year. Committees are governed by their specific charge and NCSBN policies and procedures. The appointment of committee chairs and committee members is a responsibility of the BOD. While committee membership is extended to all current members and staff of U.S. members, associate members, and

EUMs, associate members may not serve on the Bylaws, Finance or NCLEX Examination Committees. The BOD may appoint persons external to the membership to special committees but at no time shall the number of external participants exceed the number of participants from the membership.

In the appointment process, every effort is made to match the expertise of each individual with the charge of the committee. Also considered is balanced representation whenever possible, among areas, board members and staff, registered and licensed practical/vocational nurses, and consumers. Nonmembers may be appointed to special committees to provide specialized expertise. A BOD liaison and an NCSBN staff member are assigned to assist each committee. The respective roles of BOD liaison, committee chair and committee staff are provided in NCSBN policy. Each work collaboratively to facilitate committee work and provide support and expertise to committee members to complete the charge. Neither the BOD liaison nor the NCSBN staff are entitled to a vote, but respectively can advise the committee regarding the strategic or operational impact of decisions and recommendation.

Description of Standing Committees

NCLEX® EXAMINATIONS COMMITTEE (NEC)

The NEC is comprised of at least nine members. One of the committee members shall be a licensed practical/vocational nurse (LPN/VN) or a board or staff member of an LPN/VN NRB. Additionally, two Canadian regulators from EUMs serve as ex-officio members to the NEC. The committee chair shall have served as a member of the committee prior to being appointed as chair. The purpose of the NEC is to develop the licensure examinations and evaluate procedures needed to produce and deliver the licensure examinations. Toward this end, it recommends test plans to the DA and suggests enhancements, based on research that is important to the development of licensure examinations.

The NEC advises the BOD on matters related to the NCLEX process, including psychometrics, item development, test security, administration and quality assurance. Other duties may include the selection of appropriate item development panels, test service evaluation, oversight of test service transitions and preparation of information about the examinations for U.S. members, EUMs and other interested parties. The NEC also regularly evaluates the licensure examinations by means of item analysis and candidate statistics as well as develops NCLEX prototypes that use technology enhanced item types focused on measuring clinical decision making/judgment.

One of NCSBN's major objectives is to provide psychometrically sound and legally defensible nursing licensure examinations to U.S. members and EUMs. Establishing examination validity is a key component of this objective. Users of examinations have certain expectations about what an examination measures and what its results mean; a valid examination is simply one that legitimately fulfills these expectations.

Validating a licensure examination is an evidence-gathering process to determine two things: 1) whether or not the examination actually measures competencies required for safe and effective job performance, and 2) whether or not it can distinguish between candidates who do and do not possess those competencies. An analysis of the job for which the license is given is essential to validation. The periodic performance of practice analysis (i.e., job analysis) studies assists NCSBN in evaluating the validity of the test plan that guides content distribution of the licensure examinations.

NCSBN's practice analysis uses several methods to describe the practice of newly licensed nurses: (1) document reviews; (2) daily logs of newly licensed nurses; (3) subject matter experts' knowledge; and (4) a large-scale survey. A number of steps are necessary to perform an analysis of newly licensed nurse practice. A panel of subject matter experts is assembled, a list of nurse activities is created and incorporated into a survey that is sent to a randomly drawn sample of newly licensed nurses, and data is collected and analyzed. The outcome of the practice analysis

is a description of those tasks that are most important for safe and effective practice. The practice analysis conducted by NCSBN is used to validate that the activities listed in the survey are representative of the work newly licensed nurses perform in their practice settings.

The results of the job analysis can be used to devise a framework describing the job, which can then be used as a basis for a test plan and for a set of instructions for item writers. The test plan is the blueprint of content areas for each administration of the exam, and specifies the percentages of questions that will be allotted to each content area. The instructions for item writers may take the form of activity statements or a detailed subset of knowledge, skills and abilities (KSA) statements, which the writers will use as the basis for developing individual test items. By way of the test plan and KSA statements, the examination is closely linked to the important job functions revealed through the practice analysis. This fulfills the first validation criterion: a test that measures important job-related competencies.

The second criterion, related to the examination's ability to distinguish between candidates who do and do not possess the important competencies, is most frequently addressed in licensure examinations through a criterion-referenced standard setting process. Such a process involves the selection of a passing standard to determine which candidates receive a passing score and which receive a failing score. Expert judges with first-hand knowledge of what constitutes safe and effective practice for entry-level nurses are selected to recommend a series of passing standards for this process. Judges are trained in conceptualizing the minimally competent candidate (performing at the lowest acceptable level), and they go through a structured process of judging estimated success rates on exam items. Their pooled judgments result in identification of a series of recommended passing standards. Taking these recommendations along with other data relevant to identification of the level of competence, the BOD sets a passing standard that distinguishes between candidates who do and do not possess the essential competencies, thus fulfilling the second validation criterion.

Having validation evidence based on job analysis and criterion-referenced standard setting processes and utilizing item construction and test delivery processes based on sound psychometric principles constitute the best legal defense available for licensing examinations. For most of the possible challenges that a candidate might bring against an examination, if the test demonstrably measures the possession of important job-related skills, its use in the licensure process is likely to be upheld in a court of law.

FINANCE COMMITTEE

The Finance Committee is comprised of at least four members and the BOD treasurer, who serves as the chair. The committee reviews the annual budget, monitors NCSBN investments, and facilitates the annual independent audit. The committee recommends the budget to the BOD and advises the BOD on fiscal policy to assure prudence and integrity of fiscal management and responsiveness to member needs. It also reviews financial status on a quarterly basis.

NCSBN Staff

NCSBN staff members are hired by the chief executive officer. Their primary role is to implement the DA's and BOD's policy directives and provide assistance to committees.

General Delegate Assembly Information

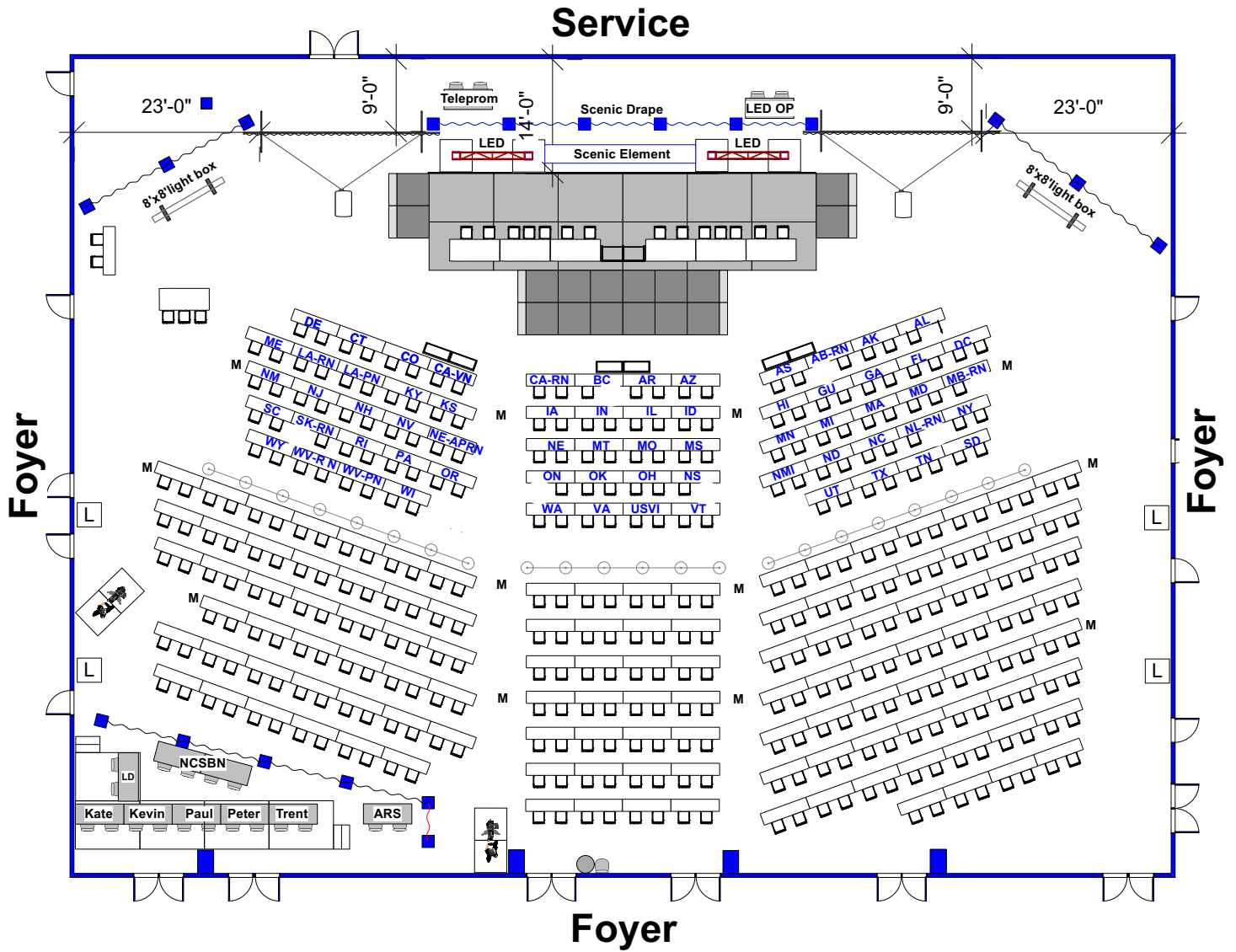
The business agenda of the DA is prepared and approved by the BOD. At least 45 days prior to the Annual Meeting, U.S. members and EUMs are sent the recommendations to be considered by the DA. A Business Book is provided to the membership which contains the agenda, reports requiring DA action, reports of the BOD, reports of special and standing committees, and strategic initiatives and objectives.

Prior to the annual session of the DA, the president appoints the Credentials, Resolutions, and Elections Committees, as well as the Committee to Approve Minutes.

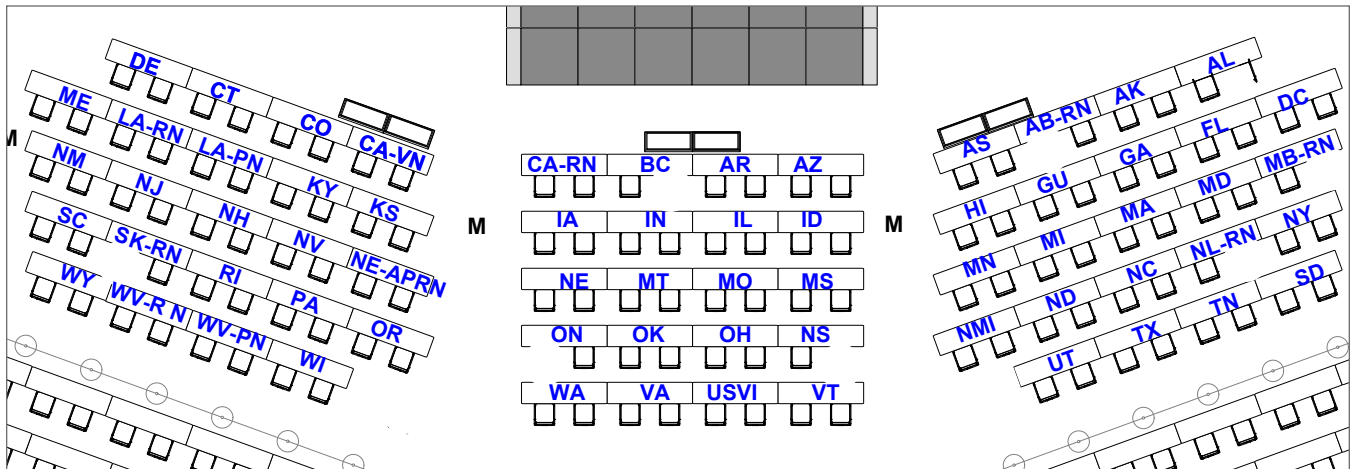
The function of the Credentials Committee is to provide delegates with identification bearing the number of votes to which the delegate is entitled. It also presents oral and written reports at the opening session of the DA and immediately preceding the election of officers and the LSC. The Elections Committee conducts all elections that are decided by ballot in accordance with the bylaws and standing rules. The Resolutions Committee receives, reviews and evaluates all resolutions in terms of their relationship to NCSBN's mission and fiscal impact to the organization and reports to the DA.

The parliamentarian keeps minutes of the DA. These minutes are then reviewed, corrected as necessary and approved by the Committee to Approve Minutes, which includes the chief executive officer who serves as corporate secretary.

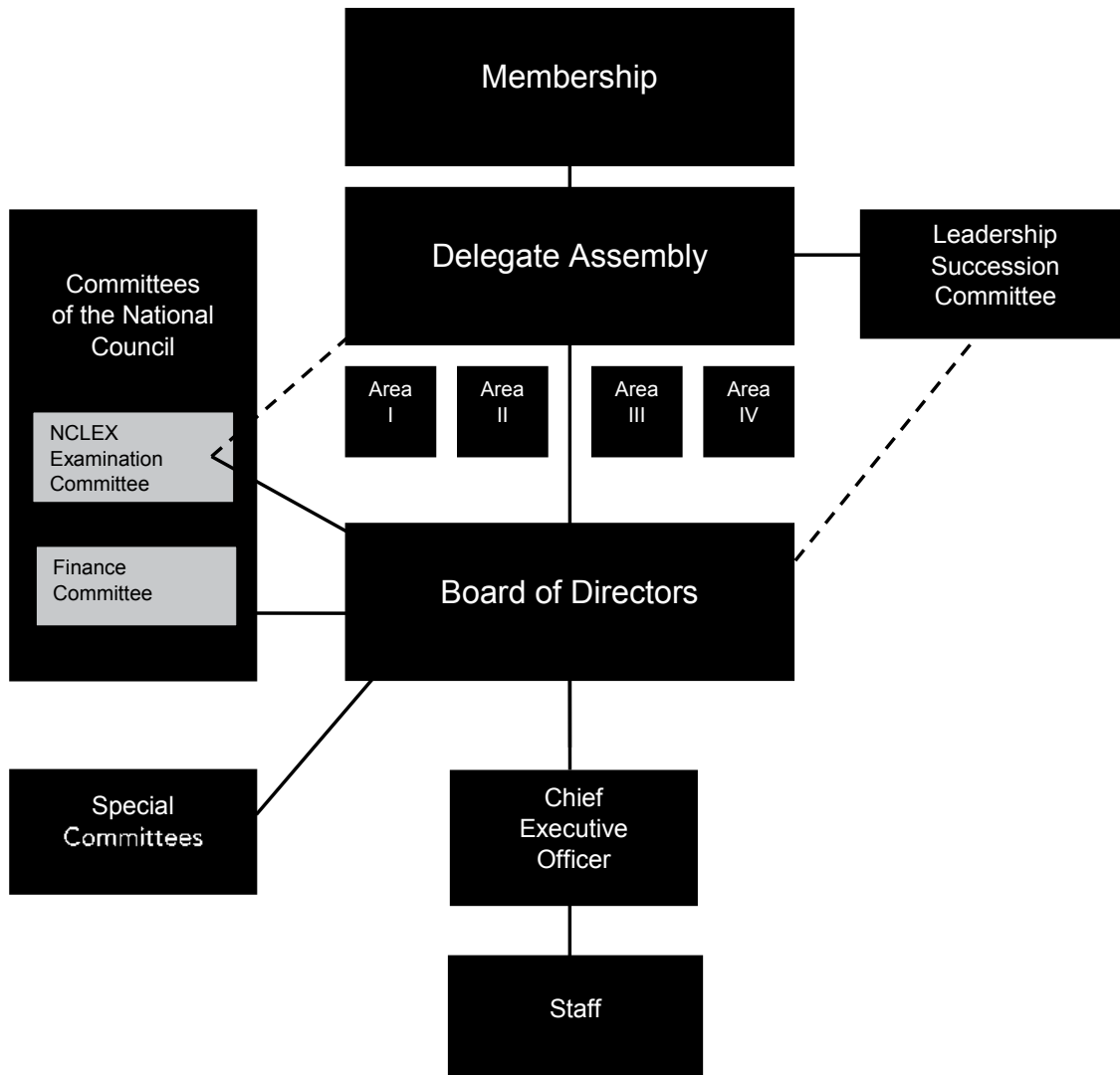
NCSBN Delegate Seating Chart



SEATING DETAIL



NCSBN Organizational Chart



The dotted line of authority from the NCLEX® Examination Committee (NEC) to the Delegate Assembly represents the charge of the NEC to recommend test plans to the Delegate Assembly.

The dotted line of authority from the Board of Directors (BOD) to the Leadership Succession Committee (LSC) represents the BOD's authority to make appointments to the LSC per the NCSBN Bylaws.

NCSBN Bylaws



NCSBN Bylaws

Revisions adopted - 8/29/87
Amended - 8/19/88
Amended - 8/30/90
Amended - 8/01/91
Revisions adopted - 8/05/94
Amended - 8/20/97
Amended - 8/8/98
Revisions adopted - 8/11/01
Amended - 08/07/03
Revisions adopted - 08/08/07
Amended - 8/13/10
Amended - 08/16/13
Amended - 08/15/14
Amended - 5/11/16
Revisions adopted - 08/19/16
Amended - 8/18/17

Article I

■ Name

The name of this organization shall be the National Council of State Boards of Nursing, Inc. (NCSBN).

Article II

■ Purpose and Functions

Section 1. Purpose. The purpose of the NCSBN is to provide an organization through which jurisdictional 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 that are valid, reliable, and legally defensible and in compliance with professionally accepted psychometric standards.

Section 2. Functions. The NCSBN's functions shall include but not be limited to providing services and guidance to its members in performing their regulatory functions regarding entry into nursing practice, continued safe nursing practice and nursing education programs. The NCSBN provides Member Boards with examinations and standards for licensure and credentialing; promotes uniformity in standards and expected outcomes in nursing practice and education as they relate to the protection of the public health, safety and welfare; provides information, analyses and standards regarding the regulation of nursing practice and nursing education; promotes the exchange of information and serves as a clearinghouse for matters related to nursing regulation.

Article III

■ Members

Section 1. Definitions.

- a) **Jurisdictional Board of Nursing.** A jurisdictional board of nursing is the agency empowered to license and regulate nursing practice in any country, state, province, territory or political subdivision of the country.
- b) **Member Board.** A member board is a jurisdictional board of nursing, which is approved by the Delegate Assembly as a member of NCSBN.
- c) **Exam User Member.** An Exam User Member is a jurisdictional board of nursing that has an organizational mandate exclusively related to the regulation of the profession and protection of the public and uses the pre-licensure exam developed by NCSBN, which is approved by the Delegate Assembly as an Exam User Member of NCSBN.

- d) Associate Member. An Associate Member is a nursing regulatory body or empowered regulatory authority that is in whole or in part empowered by government to license and regulate nursing practice in the jurisdiction, which is approved by the Delegate Assembly.

Proviso: *The amended member definitions in Article III, Section 1 shall become effective on the day and upon the adjournment of the 2017 Annual Meeting at which these amendments to the Bylaws were adopted by the Delegate Assembly. The Board of Directors may receive applications for the new and redefined categories of membership or application for movement from one category to another as soon as the new Bylaws become effective.*

Section 2. Qualifications. To qualify for approval, and to maintain membership as a Member Board or Exam User Member, a jurisdictional board of nursing that regulates registered nurses and/or practical/vocational nurses must use applicable NCSBN Licensing Examinations (the “NCLEX® examination”) for licensure of registered nurses and/or practical/vocational nurses, cause candidates for licensure in its jurisdiction to pay NCSBN the examination fee established by the Delegate Assembly, execute a current Terms and Conditions of NCSBN Membership, as amended from time to time by Delegate Assembly, and agree to comply with all applicable terms and conditions for the use of the NCLEX® examination(s). Member Boards must additionally agree to comply with:

- a) all applicable terms and conditions for the use of Nursys®; and
- b) participation in Nursys® which includes discipline and licensure.

Proviso: *Regarding amendments to member qualifications in Article III, Section 2 adopted by the Delegate Assembly at the 2017 Annual Meeting: all current Member Boards shall continue as a Member Board for five (5) years from the adoption of this amendment by which time all Member Boards must fully meet these requirements to remain a Member Board, otherwise they will be re-categorized as an Exam User Member.*

Section 3. Admission. A jurisdictional board of nursing shall become a member of the NCSBN and be known as a Member Board, Exam User Member, or Associate Member upon approval by the Delegate Assembly, as described in Article IV and payment of the required fees, if applicable.

Section 4. Areas. The Delegate Assembly shall divide the membership into numbered Areas. At no time shall the number of Areas be less than three nor more than six. New members shall be assigned to existing Areas by the Board of Directors. The purpose of this division is to facilitate communication encourage engagement on NCSBN issues and provide diversity of representation on the Board of Directors and on committees.

Section 5. Fees. The annual membership fees, for a Member Board, Exam User Member, and Associate Member shall be set by the Delegate Assembly and shall be payable each October 1.

Section 6. Privileges. Member Board and Exam User Member privileges include but are not limited to the right to vote as prescribed in these bylaws and the right to assist in the development of the NCLEX® examination, except that a Member Board or Exam User Member that uses both the NCLEX® examination and another examination leading to the same license shall not participate in the development of the NCLEX® examination to the extent that such participation would jeopardize the integrity of the NCLEX® examination.

Section 7. Noncompliance. Any member whose fees remain unpaid after January 15 is not in good standing. Any member who does not comply with the provisions of the bylaws, and where applicable, the membership agreement, shall be subject to immediate review and possible termination by the Board of Directors.

Section 8. Appeal. Any termination of membership by the Board of Directors is subject to appeal to the Delegate Assembly.

Section 9. Reinstatement. A member in good standing that chooses to terminate membership shall be required to pay only the current fee as a condition of future reinstatement. Any membership which has been terminated for nonpayment of fees shall be eligible for reinstatement to membership upon payment of the current fee and any delinquent fees.

Article IV

■ Delegate Assembly

Section 1. Composition.

- a) *Designation of Delegates.* The Delegate Assembly shall be comprised of no more than two (2) delegates designated by each Member Board and no more than one (1) delegate designated by each Exam User Member as provided in the Standing Rules of the Delegate Assembly ("Standing Rules"). An alternate duly appointed by a Member Board or Exam User Member may replace a delegate and assume all delegate privileges.
- b) *Qualification of Delegates.* Members and employees of Member Boards and Exam User Members shall be eligible to serve as delegates until their term or their employment with a Member Board or Exam User Member ends. A NCSBN officer or director may not represent a Member Board or Exam User Member as a delegate.
- c) *Term.* Delegates and alternates serve from the time of appointment until replaced.

Section 2. Voting.

- a) *Annual Meetings.* Each Member Board shall be entitled to two votes. The votes may be cast by either one or two delegates. Each Exam User Member shall be entitled to one vote to be cast by the designated delegate. There shall be no proxy or absentee voting at the Annual Meeting.
- b) *Special Meetings.* A Member Board and Exam User Member may choose to vote by proxy at any special session of the Delegate Assembly. A proxy vote shall be conducted by distributing to Member Boards and Exam User Members a proxy ballot listing a proposal requiring either a yes or no vote. A Member Board and Exam User Member may authorize the corporate secretary of the NCSBN or a delegate of another Member Board or Exam User Member to cast its votes.

Section 3. Authority. The Delegate Assembly, the membership body of the NCSBN, shall provide direction for the NCSBN through resolutions and enactments, including adoption of the mission and strategic initiatives, at any Annual Meeting or special session. The Delegate Assembly shall approve all new NCSBN memberships; approve the substance of all Terms and Conditions of NCSBN Membership between the NCSBN and Member Boards and Exam User Members; adopt test plans to be used for the development of the NCLEX® examination; and establish the fee for the NCLEX® examination.

Section 4. Annual Meeting. The NCSBN Annual Meeting shall be held at a time and place as determined by the Board of Directors. The Delegate Assembly shall meet each year during the Annual Meeting. The official call to that meeting, giving the time and place, shall be conveyed to all members at least 90 days before the Annual Meeting. In the event of a national emergency, the Board of Directors by a two thirds vote may cancel the Annual Meeting and shall schedule a meeting of the Delegate Assembly as soon as possible to conduct the business of the NCSBN.

Section 5. Special Session. The Board of Directors may call, and upon written petition of at least ten Member Boards made to the Board of Directors, shall call a special session of the Delegate Assembly. Notice containing the general nature of business to be transacted and date and place of said session shall be sent to each Member Board and Exam User Member at least ten days before the date for which such special session is called.

Section 6. Quorum. The quorum for conducting business at any session of the Delegate Assembly shall be at least one delegate from a majority of the Member Boards and Exam User Members and two officers present in person or, in the case of a special session, by proxy.

Section 7. Standing Rules. The Board of Directors shall present and the Delegate Assembly shall adopt Standing Rules for each Delegate Assembly meeting.

Article V

■ Officers and Directors

Section 1. Officers. The elected officers of the NCSBN shall be a president, a president-elect and a treasurer.

Section 2. Directors. The directors of the NCSBN shall consist of four directors-at-large and a director from each Area.

Section 3. Eligibility.

- a) Board Members or employees of Member Boards shall be eligible to be elected or appointed as NCSBN officers and directors and they may continue to serve in such capacity until their term or their employment with a Member Board ends. Members of a Member Board who become permanent employees of a Member Board will continue their eligibility to serve.
- b) Board Members or employees of Exam User Members shall be eligible to be elected or appointed as a director-at-large, and they may continue to serve in such capacity until their term or their employment with an Exam User Member ends. Members of an Exam User Member who become permanent employees of an Exam User Member will continue their eligibility to serve.
- c) An area director must be a Board Member or employee of a Member Board from an Area for which the director is elected.

Section 4. Qualifications for President-elect. The president-elect shall have served NCSBN as either a delegate, a committee member, a director or an officer before being elected to the office of president-elect.

Section 5. Election of Officers and Directors.

- a) *Time and Place.* Election of officers and directors shall be by ballot of the Delegate Assembly during the Annual Meeting.
- b) *Officers and Directors.* Officers and directors shall be elected by majority vote of the Delegate Assembly.
- c) *Area Directors.* Each Area shall elect its Area director by majority vote of the delegates from each such Area.
- d) *Run-Off Balloting.* If, on the first ballot, no candidate for an officer or director position is elected by majority vote or if not all positions on the ballot are filled by a candidate receiving a majority vote, run-off balloting for the unfilled positions shall be conducted according to the Standing Rules adopted by the Delegate Assembly pursuant to Article IV, Section 7. In the case of a tie upon the conclusion of run-off balloting, provided for in the Standing Rules, the final selection shall be determined by lot.
- e) *Voting.*
 - (i.) Voting for officers and directors shall be conducted in accordance with these bylaws and the Standing Rules. Write-in votes shall be prohibited.
 - (ii.) Cumulative voting for individual candidates is not permitted.
 - (iii.) Notwithstanding any provision of this Section, in the event there is only one candidate for an officer or director position, election for that position shall be declared by acclamation. No ballot shall be necessary.

- f) The provisions of this section shall not apply to a special election as provided in Section 8(c) of this Article.

Section 6. *Terms of Office.*

- a) The president-elect, treasurer, Area directors, and directors-at-large shall be elected for a term of two years or until their successors are elected. The president shall serve for a term of two years.
- b) The president-elect and the directors-at-large shall be elected in even-numbered years. The treasurer and area directors shall be elected in odd-numbered years.
- c) Officers and directors shall assume their duties at the close of the Annual Meeting of the Delegate Assembly at which they are elected or upon appointment in accordance with Section 8 of this Article.
- d) The treasurer and the directors shall serve no more than two consecutive terms in the same position excluding time served by appointment and/or election pursuant to Section 8 of this Article. The president and president-elect shall serve no more than one term in the same position, except when a vacancy occurs pursuant to Section 8 of this Article.

Section 7. *Limitations.* No person may hold more than one officer position or directorship at one time. No officer or director shall hold elected or appointed office or a salaried position in a state, territorial, provincial, regional or national association or body if the office or position might result in a potential or actual, or the appearance of, a conflict of interest with the NCSBN, as determined by the Leadership Succession Committee before election to office and as determined by the Board of Directors after election to office. If incumbent officers or directors win an election for another officer or director position, the term in their current position shall terminate at the close of the Annual Meeting at which the election is held.

Section 8. *Vacancies.*

- a) If the office of the president becomes vacant, the president-elect shall assume the presidency and shall serve the remainder of that term as well as the term for which she or he was elected.
- b) If the office of the president-elect becomes vacant, then the position shall remain vacant until an election can be held at the next annual meeting for the remainder of the term for which the president-elect was elected.
- c) In the event of a simultaneous vacancy in both the offices of the president and the president-elect, which occurs prior to or on February 1st in any given year, the Board of Directors shall take the following action:
 - i. The Board of Directors shall notify all Member Boards and Exam User Members of the simultaneous vacancies within five (5) business days of the occurrence.
 - ii. The notice shall specify the manner and deadline for nominating candidates for the office of the president to the Leadership Succession Committee. Nominations shall be accepted for a period of no more than twenty (20) business days. Candidates shall meet the eligibility requirements outlined in Section 3 of this Article.
 - iii. The Leadership Succession Committee shall review nominations received and announce a slate of no more than two candidates within ten (10) business days after the deadline for nominations.
 - iv. The Board of Directors shall schedule a special election by electronic voting to be held within fifteen (15) business days of the receipt of the slate. In the event of a tie, the election shall be decided by lot. The elected candidate shall serve until the next Annual Meeting.
 - v. The Board of Directors shall appoint one of its members to assume the responsibilities of the president until the results of the special election are final. If there are no nominations, that person shall serve until the next Annual Meeting.

- vi. The office of president-elect shall remain vacant until the next Annual Meeting.
 - vii. At the Annual Meeting following the special election, the Delegate Assembly shall elect a president and a president-elect to fill any remainder of the term, if applicable. Otherwise, a president and a president-elect shall be elected for a regular term pursuant to Section 5 of this Article.
- d) In the event of a simultaneous vacancy in the offices of both president and president-elect, which occurs after February 1st in any given year, the Board of Directors shall appoint one of its members to serve as the president until the next Annual Meeting.
 - e) The Board of Directors shall fill vacancies in the office of the treasurer and directors by appointment. The person filling the vacancy shall serve until the next Annual Meeting and a successor is elected. The Delegate Assembly shall elect a person to fill any remainder of the term.
 - f) Serving as an officer or director under the provisions set forth in Section 8 of this Article shall not preclude the person from being nominated for any office in an election under Section 5 of this Article. Time served by appointment or election to fill the remainder of a term as an officer or director under the provisions of Section 8 of this Article shall be excluded from the determination of the term served in office under Section 6 of this Article.

Section 9. Responsibilities of the President. The president shall preside at all meetings of the Delegate Assembly and the Board of Directors, assume all powers and duties customarily incident to the office of president, and speak on behalf of and communicate the policies of the NCSBN.

Section 10. Responsibilities of the President-elect. The president-elect shall assist the president, perform the duties of the president in the president's absence, be assigned responsibilities by the president, and assume the office of the president at the conclusion of the president's term and fill any vacancy in the office of the president.

Section 11. Responsibilities of the Treasurer. The treasurer shall serve as the chair of the Finance Committee and shall assure that quarterly reports are presented to the Board of Directors, and that annual financial reports are provided to the Delegate Assembly.

Article VI

■ Board of Directors

Section 1. Composition. The Board of Directors shall consist of the elected officers and directors of the NCSBN.

Section 2. Authority. The Board of Directors shall transact the business and affairs and act on behalf of the NCSBN except to the extent such powers are reserved to the Delegate Assembly as set forth in these bylaws and provided that none of the Board's acts shall conflict with resolutions or enactments of the Delegate Assembly. The Board of Directors shall report annually to the Delegate Assembly and approve the NCLEX® examination test service.

Section 3. Meetings of the Board of Directors. The Board of Directors shall hold an annual meeting and may schedule other regular meetings as necessary to accomplish the work of the Board. Publication of the dates for such regular meetings in the minutes of the Board meeting at which the dates are selected shall constitute notice of the scheduled regular meetings. Special meetings of the Board of Directors may be called by the president or shall be called upon written request of at least three members of the Board of Directors. At least twenty-four hours' notice shall be given to each member of the Board of Directors of a special meeting. The notice shall include a description of the business to be transacted.

Section 4. *Quorum and Voting.* The quorum for conducting business by the Board of Directors at any meeting shall be the presence of a majority of directors and officers currently serving. Every act or decision done or made by a majority of the Board of Directors at a meeting duly held where a quorum is present is an act of the Board unless a greater number is required by law, the articles of incorporation or these bylaws.

Section 5. *Removal from Office.* A member of the Board of Directors may be removed with or without cause by a two-thirds vote of the Delegate Assembly or the Board of Directors. The individual shall be given 30 days' written notice of the proposed removal.

Section 6. *Appeal.* A member of the Board of Directors removed by the Board of Directors may appeal to the Delegate Assembly at its next Annual Meeting. Such individual may be reinstated by a two-thirds vote of the Delegate Assembly.

Article VII

■ Leadership Succession Committee

Section 1. *Leadership Succession Committee*

- a) *Composition.* The Leadership Succession Committee shall be comprised of seven committee members. One member shall be elected from each of the areas by the Delegate Assembly and the remaining members shall be appointed by the Board of Directors, one of whom shall have served on the Board of Directors.
- b) *Term.* The term of office shall be two years. Odd numbered area members shall be elected in each odd numbered year and even numbered area members shall be elected in each even numbered year. The terms of the appointed members shall be staggered so that at least one is appointed each year. A committee member shall serve no more than two consecutive terms in the same position on the committee excluding time served by appointment and/or election pursuant to Section 1e of this Article. Members shall assume duties at the close of the Annual Meeting at which they are elected or appointed.
- c) *Selection.* The area members shall be elected by plurality vote of the Delegate Assembly at the Annual Meeting. In the event there is only one candidate for a committee position, election for that position shall be declared by acclamation. No ballot shall be necessary. The Chair shall be selected by the Board of Directors.
- d) *Limitation.* A member elected or appointed to the Leadership Succession Committee may not be nominated for an officer or director position during the term for which that member was elected or appointed.
- e) *Vacancy.* A vacancy occurring in the area representatives on the committee shall be filled from the remaining candidates from the previous election, in order of votes received. If no remaining candidates can serve, the Board of Directors shall fill the vacancy with an individual who meets the qualifications of Section 1a of this Article. A vacancy occurring in the board-appointed members shall be filled by the Board of Directors. The person filling a vacancy shall serve the remainder of the term.
- f) *Duties.* The Leadership Succession Committee shall present a slate of candidates through a determination of qualifications and geographic distribution for inclusion on a ballot for the election of the Board of Directors and the Leadership Succession Committee. The Committee's report shall be read at the first session of the Delegate Assembly, when additional nominations may be made from the floor. No name shall be placed in nomination without the written consent of the nominee. The Leadership Succession Committee shall determine qualifications and geographic distribution of nominations from the floor for recommendations to the Delegate Assembly.
- g) *Eligibility.* Any board member or employee of a Member Board or Exam User Member is eligible to serve as a member of the Leadership Succession Committee.

Proviso: Leadership Succession Committee (LSC) Members shall be elected and appointed in the years 2018-2020 in accordance with the following schedule:

Positions	2017 Election	2018 Election	2019 Election	2020 Election
Area 1 Member	-	X (one-year term)	X (two-year term)	-
Area 2 Member	-	X (two-year term)	-	X (two-year term)
Area 3 Member	-	X (one-year term)	X (two-year term)	-
Area 4 Member	-	X (two-year term)	-	X (two-year term)
Member-at-Large	X (two-year term)	-	Appointed by BOD (one-year term)	Appointed by BOD (two-year term)
Member-at-Large	X (two-year term)	-	Appointed by BOD (two-year term)	-
Member-at-Large	X (two-year term)	-	Appointed by BOD (two-year term)	-

LSC member Election and Appointment Schedule:

X – Indicates the year in which a position will be elected.

Appointed by BOD – Indicates the year in which a position will be appointed

Article VIII

■ Meetings

Section 1. Participation.

- a) *Delegate Assembly Session.*
 - (i) *NCSBN Members.* All categories of NCSBN members shall have the right, subject to the Standing Rules of the Delegate Assembly, to speak at all open sessions and forums of the Delegate Assembly, provided that only delegates shall be entitled to vote and only delegates and members of the Board of Directors may make motions at the Delegate Assembly, except the Examination Committee may bring motions to approve test plans pursuant to Article X, Section 1(a).
 - (ii) *Public.* All sessions of the Delegate Assembly held in accordance with Sections 4 and 5 of Article IV of these bylaws shall be open to the public, except executive sessions, provided that the minutes reflect the purpose of, and any action taken in, executive session.
- b) *Delegate Assembly Forums.* Participation in forums conducted in association with the Annual Meeting shall be governed by the Standing Rules of the Delegate Assembly.
- c) *Meetings.* NCSBN, including all committees thereof, may establish methods of conducting its business at all other meetings provided that the meetings of the Board of Directors and committees are open to all categories of NCSBN members.
- d) *Interactive Communications.* Meetings held with one or more participants attending by telephone conference call, video conference or other interactive means of conducting conference communications constitute meetings where valid decisions may be made. A written record documenting that each member was given notice of the meeting, minutes reflecting the names of participating members and a report of the roll call on each vote shall be distributed to all members of the group and maintained at the NCSBN Office.

- e) *Manner of Transacting Business.* To the extent permitted by law and these bylaws, business may be transacted by electronic communication or by mail, in which case a report of such action shall be made part of the minutes of the next meeting.

Article IX

■ Chief Executive Officer

Section 1. *Appointment.* The Chief Executive Officer shall be appointed by the Board of Directors. The selection or termination of the Chief Executive Officer shall be by a majority vote of the Board of Directors.

Section 2. *Authority.* The Chief Executive Officer shall serve as the agent and chief administrative officer of the NCSBN and shall possess the authority and shall perform all duties incident to the office of Chief Executive Officer, including the management and supervision of the office, programs and services of NCSBN, the disbursement of funds and execution of contracts (subject to such limitations as may be established by the Board of Directors). The Chief Executive Officer shall serve as corporate secretary and oversee maintenance of all documents and records of the NCSBN and shall perform such additional duties as may be defined and directed by the Board.

Section 3. *Evaluation.* The Board of Directors shall conduct an annual written performance appraisal of the Chief Executive Officer, and shall set the Chief Executive Officer's annual salary.

Article X

■ Committees

Section 1. *Standing Committees.* NCSBN shall maintain the following standing committees.

- a) *NCLEX® Examination Committee.* The NCLEX® Examination Committee shall be comprised of at least nine committee members. One of the committee members shall be a licensed practical/vocational nurse or a board or staff member of an LPN/VN board. The committee chair shall have served as a member of the committee prior to being appointed as chair. The NCLEX® Examination Committee shall advise the Board of Directors on matters related to the NCLEX® examination process, including examination item development, security, administration and quality assurance to ensure consistency with the Member Boards' and Exam User Members' need for examinations. The Examination Committee shall recommend test plans to the Delegate Assembly. Subcommittees may be appointed to assist the Examination Committee in the fulfillment of its responsibilities.
- b) *Finance Committee.* The Finance Committee shall be comprised of at least four committee members and the treasurer, who shall serve as chair. The Finance Committee shall review the annual budget, the NCSBN's investments and the audit. The Finance Committee shall recommend a budget to the Board of Directors and advise the Board of Directors on fiscal policy to assure prudence and integrity of fiscal management and responsiveness to Member Board needs.

Section 2. *Special Committees.* The Board of Directors may appoint special committees as needed to accomplish the mission of the NCSBN and to assist any Standing Committee in the fulfillment of its responsibilities. Special committees may include subcommittees, task forces, focus groups, advisory panels or other groups designated by the Board of Directors.

Section 3. *Delegate Assembly Committees.* The president shall appoint such Delegate Assembly Committees as provided in the Standing Rules and as necessary to conduct the business of the Delegate Assembly.

Section 4. *Committee Membership.*

- a) *Composition.* Members of Standing and Special committees shall be appointed by the Board of Directors from the membership, provided, however, that Associate Members may not serve on the NCLEX® Examination, Bylaws, or Finance committees. Committees may also include other individuals selected for their special expertise to accomplish a committee's charge. In appointing committees, one representative from each Area shall be selected unless a qualified member from each Area is not available considering the expertise needed for the committee work. The president, or president's designee, shall be an ex-officio member of all committees except the Leadership Succession Committee. All categories of NCSBN members shall have full voting rights as committee members.
- b) *Term.* The standing committee members shall be appointed for two years or until their successors are appointed. Standing committee members may apply for re-appointment to the committee. Members of special committees shall serve at the discretion of the Board of Directors.
- c) *Vacancy.* A vacancy may occur when a committee member resigns or fails to meet the responsibilities of the committee as determined by the Board of Directors. The vacancy may be filled by appointment by the Board of Directors for the remainder of the term.

Article XI

■ Finance

Section 1. *Audit.* The financial records of the NCSBN shall be audited annually by a certified public accountant appointed by the Board of Directors. The annual audit report shall be provided to the Delegate Assembly.

Section 2. *Fiscal Year.* The fiscal year shall be from October 1 to September 30.

Article XII

■ Indemnification

Section 1. *Direct Indemnification.* To the full extent permitted by, and in accordance with the standards and procedures prescribed by Sections 5741 through 5750 of the Pennsylvania Nonprofit Corporation Law of 1988 or the corresponding provision of any future Pennsylvania statute, the corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that he or she is or was a director, officer, employee, agent or representative of the corporation, or performs or has performed volunteer services for or on behalf of the corporation, or is or was serving at the request of the corporation as a director, officer, employee, agent or representative of another corporation, partnership, joint venture, trust or other enterprise, against expenses (including but not limited to attorney's fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by the person in connection with such action, suit or proceeding.

Section 2. *Insurance.* To the full extent permitted by Section 5747 of the Pennsylvania Nonprofit Corporation Law of 1988 or the corresponding provision of any future Pennsylvania statute, the corporation shall have power to purchase and maintain insurance on behalf of any person who is or was a director, officer, employee, agent or representative of the corporation, or performs or has performed volunteer services for or on behalf of the corporation, or is, or was serving at the request of the corporation as a director, officer, employee, agent or representative of another corporation, partnership, joint venture, trust or other enterprise, against any liability asserted against him or her and incurred by him or her in any such capacity, whether or not the corporation would have the power to indemnify him or her against such liability under the provisions of Section 1 of this Article.

Section 3. *Additional Rights.* Pursuant to Section 5746 of the Pennsylvania Nonprofit Corporation Law of 1988 or the corresponding provisions of any future Pennsylvania statute, any indemnification provided pursuant to Sections 1 or 2 of this Article shall:

- a) not be deemed exclusive of any other rights to which a person seeking indemnification may be entitled under any future bylaw, agreement, vote of members or disinterested directors or otherwise, both as to action in his or her official capacity and as to action in another capacity while holding such official position; and
- b) continue as to a person who has ceased to be a director, officer, employee, agent or representative of, or provider of volunteer services for or on behalf of the corporation and shall inure to the benefit of the heirs, executors and administrators of such a person.

Article XIII

■ Parliamentary Authority

The rules contained in the current edition of *Robert's Rules of Order Newly Revised* shall govern the NCSBN in all cases not provided for in the articles of incorporation, bylaws and any special rules of order adopted by the NCSBN.

Article XIV

■ Amendment of Bylaws

Section 1. *Amendment and Notice.* These bylaws may be amended at any Annual Meeting or special session of the Delegate Assembly upon:

- a) written notice to the Member Boards and Exam User Members of the proposed amendments at least 45 days prior to the Delegate Assembly session and a two-thirds affirmative vote of the delegates present and voting; or
- b) written notice that proposed amendments may be considered at least five days prior to the Delegate Assembly session and a three-quarters affirmative vote of the delegates present and voting.

In no event shall any amendments be adopted without at least five days' written notice prior to the Delegate Assembly session that proposed amendments may be considered at such session.

Section 2. *Bylaws Committee.* A Bylaws committee may be appointed by the Board of Directors to review and make recommendations on proposed bylaw amendments as directed by the Board of Directors or the Delegate Assembly.

Article XV

■ Dissolution

Section 1. *Plan.* The Board of Directors at an annual, regular or special meeting may formulate and adopt a plan for the dissolution of the NCSBN. The plan shall provide, among other things, that the assets of the NCSBN be applied as follows:

Firstly, all liabilities and obligations of the NCSBN shall be paid or provided for.

Secondly, any assets held by the NCSBN which require return, transfer or conveyances, as a result of the dissolution, shall be returned, transferred or conveyed in accordance with such requirement.

Thirdly, all other assets, including historical records, shall be distributed in considered response to written requests of historical, educational, research, scientific or institutional health tax exempt organizations or associations, to be expended toward the advancement of nursing practice, regulation and the preservation of nursing history.

Section 2. *Acceptance of Plan.* Such plan shall be acted upon by the Delegate Assembly at an Annual or legally constituted special session called for the purpose of acting upon the proposal to dissolve. A

majority of all Delegates present at a meeting at which a quorum is present must vote affirmatively to dissolve.

Section 3. *Conformity to Law.* Such plan to dissolve must conform to the law under which NCSBN is organized and to the Internal Revenue Code concerning dissolution of exempt corporations. This requirement shall override the provisions of Sections 1 and 2 herein.

SAVE THE DATE

2025 NCSBN Annual Meeting

Aug. 13–15, 2025 | Chicago



For more information about upcoming events, visit ncsbn.org/events





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