



Welcome to the FY25
NCSBN Annual Report



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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 nine exam user members and 21 associate members that are either NRBs or empowered regulatory authorities from other countries or territories.



Our Values

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

Collaboration

Forging solutions through respect, diversity, 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.

Our Mission

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



Our Vision

Leading regulatory excellence worldwide.

NCSBN Year in Review

Oct. 1, 2024 – Sept. 30, 2025



The Nurse Licensure Compact (NLC) Celebrates Milestone Anniversary in 2025

As it marked a quarter century of progress, the NLC continued to gain momentum. It is the multistate model of licensure that has informed and inspired the health care compacts that have followed. It has been of great assistance to regulators, nurses, patients, and to military families, earning the formal support of the U.S. Department of Defense.

The NLC has led the way in the groundbreaking work of providing licensure solutions and addressing issues or challenges related to interstate health care professional practice. It has assisted, advised, provided consultation and shared resources with the many health compacts that have followed in its footsteps.

The compact has proven essential in emergencies and times of crisis. During the COVID-19 pandemic it allowed for the rapid deployment of vetted nurses.

It also eases burdens on employers and benefits nurses, particularly military spouses who often face repeated licensure delays when relocating.

While its goal of a #NurseCompactNation with all states and jurisdictions as members has not yet been achieved, surveys show strong nurse support and efforts are underway to encourage them to join. As it reached its milestone anniversary, the NLC remained focused on nationwide adoption to expand access, improve safety and support a highly mobile nursing workforce.



Pennsylvania Fully Implements the NLC on July 7, 2025

July 2025 marked the first time Pennsylvania allowed registered nurses (RNs) and licensed practical/vocational nurses (LPN/VNs) who are Pennsylvania residents to have one multistate license, with the ability to practice in person or via telehealth, in both their home state and other NLC states. With a multistate license, nurses can provide telehealth nursing services to patients located in NLC states without having to obtain additional licenses. A multistate license facilitates cross-border practice for many types of nurses who routinely practice with patients in other states, including primary care nurses, case managers, transport nurses, school and hospice nurses and many others.

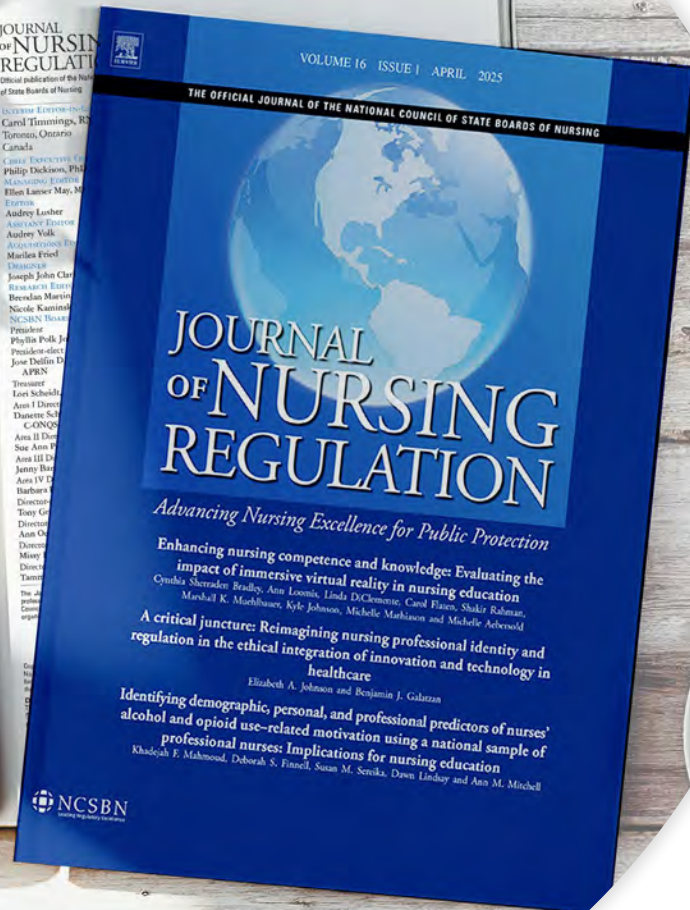


Journal of Nursing Regulation (JNR) Marks 15 Years of Research, Insight and Influence

JNR was launched in 2010 to bring focus and visibility to a rapidly expanding body of regulatory research. In 2025, *JNR* was ranked second among 192 nursing journals and indexed in premier academic databases. Its work has helped to shape legislation, influenced regulatory policy and supported curriculum development across the globe.

JNR has become the central platform for sharing evidence-based insights with regulators, educators, and practitioners. It established itself as an essential resource through landmark research such as the National Nursing Workforce Studies, the National Simulation Study, and research on transition-to-practice programs. The journal also delivered vital analyses during the COVID 19 pandemic that examined its impact on nursing education, practice and global regulation.

Beyond major research contributions, *JNR* annually produces the widely utilized environmental scan, a comprehensive assessment of workforce, education and regulatory trends that help leaders anticipate challenges and plan strategically.



JNR is preparing for a new chapter amidst the evolving health care and regulatory landscape. Its editorial team is expanding the journal's scope to make content more accessible and engaging while preserving its scholarly rigor. It will introduce new features such as case studies, perspectives from NCSBN members, regulatory briefs and visual summaries to help busy regulators and health care leaders quickly apply evidence to practice. A more globally diverse editorial advisory board and improved communication with readers will further strengthen the journal's relevance and reach.

As it enters its next era as both a trusted scholarly resource and a dynamic platform for knowledge, collaboration and progress, *JNR* will continue to forge the link between research and policy, elevate the voices of regulators and continue advancing public protection through evidence-based nursing regulation.

NCSBN Publishes 2024 National Nursing Workforce Study

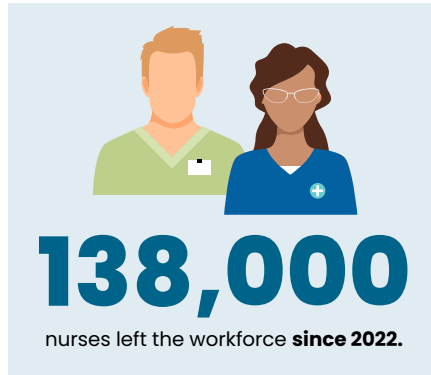
As the largest and most comprehensive research study of the nursing workforce, this research revealed data that have wide ranging impact on the health care system as a whole and for patient populations, now and in the immediate future.

This study found that while there are encouraging signs of recovery and work stability, persisting systemic challenges and a prevailing malaise among nurses endures. Concerns about understaffing, threats of workforce shortages and nurse discontent continue to pose significant risks to the health care ecosystem.



U.S. Nursing Workforce By the Numbers

Results of the 2024 National Nursing Workforce Study



Top reasons nurses are **leaving the workforce** aside from retirement:

1. **stress and burnout**
2. **workload**
3. **understaffing**
4. **inadequate salary**
5. **workplace violence**

Learn more and see
the full results at
[NCSBN.org/jnr](https://www.ncsbn.org/jnr).



40%

indicate an intent to leave the workforce by 2029.
That's potentially 1.6 million total nurses.

7.2%

of nurses are **Latino/Hispanic**,
double the percent in 2015.



73% have a **baccalaureate degree** or
higher. This is the highest educational level for
nurses ever documented by NCSBN.



10%–16% increase in median
pre-tax annual earnings for nurses.

88% (RN) & 71% (LPN/VN)

licensees actively involved in nursing, an **increase over 2022.**
A sign employment levels have rebounded slightly.

Key Findings:

- More than 138,000 nurses left the workforce since 2022 and they report stress, burnout and retirement as key reasons, the same reasons as those surveyed in 2022.
- 39.9% of RNs and 41.3% of LPN/VNs reported an intent to leave the profession.
- Employment levels rebounded slightly, with 87.7% of RN licensees and 70.6% of LPN/VN licensees now actively employed in nursing.
- Median pre-tax annual earnings for both RNs and LPNs increased by 10–16%, likely driven by inflation and rising demand for health care services.
- The percentage of Latino/Hispanic RNs doubled since 2015, from 3.6% to 7.2%.
- The educational attainment of the nursing profession increased, with more than 73% of RNs holding a baccalaureate degree or higher.

This study will again be conducted in 2026. In its next iteration the survey will delve deeper into not only why nurses leave the profession but also look at how they navigate temporary breaks or career shifts within nursing. It will investigate changing expectations around work life balance, compensation and desire for a practice environment that supports professional development, safety and empowerment.

By conducting this research on a biennial basis with the National Forum of State Nursing Workforce Centers, NCSBN seeks to reveal the multifaceted roles nurses play and the daily ongoing challenges they face. Offering this window on the complexities facing the profession will be key in providing evidence that health care leaders need to solve the issues facing the nursing workforce and the health care system as a whole.

NCSBN Becomes GovRAMP Authorized

NCSBN achieved GovRAMP certification for its Nursys® database, and ORBS and Passport products. NCSBN provides these essential services to U.S. boards of nursing (BONs) to enhance public protection.

GovRAMP's mission is to promote cybersecurity best practices through education, advocacy, and policy development to support its members and improve the cyber posture of state and local governments and the citizens they serve. It offers a standardized approach that allows cloud providers serving state and local governments to verify their security posture and prove their cybersecurity compliance to their government clients. Currently, 28 states are participating in GovRAMP.

NCSBN achieved GovRAMP authorization on Jan. 13, 2025, based on an independent assessment of cybersecurity and privacy standards, including NIST 800-53, and is required to participate in GovRAMP's continuous monitoring process. This authorization program provides assurances to BONs that these systems and data have an elevated level of protection.

This achievement is a testimony to the high level of security of NCSBN's services. The public can verify NCSBN's StateRAMP authorization [here](#).



Membership Achievements: 2025 NCSBN Awards

NCSBN Honored its Dedicated and Exceptional Membership



Founders Award

Tony Zara, PhD

Vice President,

Assessment Solutions, Pearson VUE

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.



Watch Now

Nova Award



Alison Bradywood, DNP, MN/MPH, RN, NEA-BC
Executive Director, Washington State Board of Nursing

This new award recognizes emerging nursing regulatory leaders, and is given to an individual who is a member with less than five years tenure in nursing regulation or in their role.



Catalyst Award



Douglas Bungay, MN, RN
Chief Executive Officer and Registrar
Nova Scotia College of Nursing

This new award is given to an individual who sparks change and transformation in nursing regulation, and is given for significant contributions to nursing regulation at any level.



Regulatory Achievement Award



College of Registered Nurses of Alberta

The Regulatory Achievement 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.



Exceptional Contribution Award



Jacci Reznicek, EdD, MSN, RN, ANP-BC Nursing Educational Consultant Nebraska Board of Nursing

The Exceptional Contribution Award is given for significant contribution by a member who is not a president or executive officer and has demonstrated support of NCSBN's mission.



Executive Officer Recognition Awards

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

Five Years

- **Kim Lampron**, MBA, Secretary General, Ordre des infirmières et infirmiers du Québec
(not pictured)
- **Loretta (Lori) Melby**, MSN, RN, Executive Officer, California Board of Registered Nursing
- **Wendy Miller**, MSN, RN, Executive Secretary, Pennsylvania State Board of Nursing
- **Crystal Tillman**, DNP, RN, CPNP, PMHNP-BC, FRE, Executive Officer, North Carolina Board of Nursing
- **Jeanne Weis**, MN, RN, LPN, CHPCN(C), Executive Director & Registrar, College of Licensed Practical Nurses of Alberta *(not pictured)*
- **Linda Young**, MS, RN, FRE, Executive Director, South Dakota Board of Nursing



Five year executive officer service awardees (left to right): Wendy Miller, Linda Young, Crystal Tillman and Loretta (Lori) Melby. Kim Lampron and Jeanne Weis not pictured.

Executive Officer Recognition Awards, con't

Ten Years

- **Peggy Benson**, MSN, MSHA, NE-BC, RN, Executive Officer, Alabama Board of Nursing (*not pictured*)
- **Kim Esquibel**, PhD, MSN, RN, Executive Director, Maine State Board of Nursing
- **Stacey Pfenning**, DNP, APRN, FNP, FAANP, Executive Director, North Dakota Board of Nursing
- **Margaret Sesepasara**, MS, RN, Executive Secretary, American Samoa Health Services Regulatory Board
- **Sue Smith**, MAOL, RN, Chief Executive Officer & Registrar, Nova Scotia College of Nursing (*not pictured*)



Ten year executive officer service awardees (left to right): Margaret Sesepasara, Stacey Pfenning and Kim Esquibel. Peggy Benson and Sue Smith not pictured.



Fifteen Years

Sue Tedford, MNSc, APRN, Executive Director, Arkansas State Board of Nursing (Retired)



Thirty Years

Joey Ridenour, MN, RN, FAAN, Executive Director, Arizona Board of Nursing

2025 Annual Meeting Recap

NCSBN met in Chicago Aug. 13-15, 2025, to consider pertinent association business with its members.

President of the NCSBN Board of Directors, Phyllis Polk Johnson, DNP, APRN, FNP-BC, FNAP, executive director, Mississippi Board of Nursing, said, "The 2025 NCSBN Annual Meeting, with the theme 'Going Beyond,' underscored the pivotal role of unity in our collective success. As nursing regulators, we go beyond expectations and previous ways of thinking or doing, not as individuals, but as integral parts of 'One NCSBN.' We didn't just talk about being one organization; we lived it. We listened to what our members needed, what they wanted, and what they thought would make all of us better. We looked at how we can improve our work together. The ability to 'go beyond' encompasses lifting each other, making each other better, and giving back to something larger than ourselves. We go beyond by working as One NCSBN!"

Significant actions included:

- Approved the 2026–2028 NCSBN Strategic Initiative Statement.
- Approved the 2026 NCLEX-RN® Test Plan.
- Approved the 2026 NCLEX-PN® Test Plan.

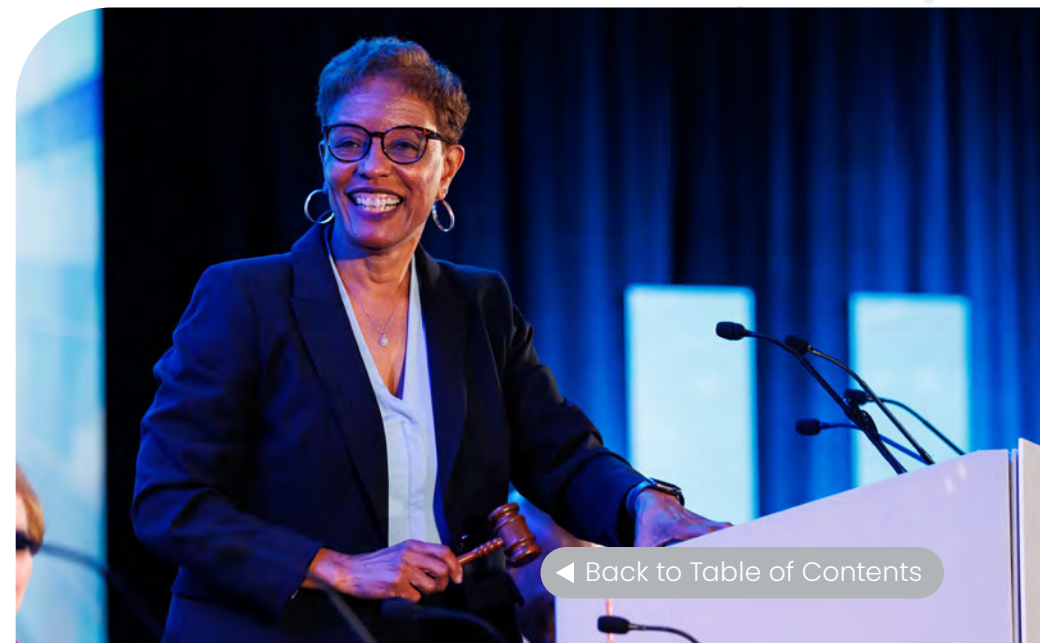
Additional actions taken included elections to the NCSBN Board of Directors. Those elected include:

- **Treasurer**, Lori Scheidt, MBA-HCM, executive director, Missouri State Board of Nursing
- **Area I Director**, Carolyn Jo McCormies, MSN, RN, FNP-BC, board member, Arizona State Board of Nursing

- **Area II Director**, Sue Painter, DNP, MSN, RN, executive director, West Virginia Board of Registered Nurses
- **Area III Director**, Jenny Barnhouse, DNP, RN, executive director, Oklahoma Board of Nursing
- **Area IV Director**, Barbara Blozen EdD, MA, RN-BC, CNL, board president, New Jersey Board of Nursing

NCSBN delegates also elected members of the Leadership Succession Committee (LSC):

- **Area I Member**
Reuben Argel, MBA, RN, director, Nursing Assistant Education Program, Washington State Board of Nursing
- **Area III Member**
Shannon McKinney, DNP, APRN, WHNP-BC, RNC-OB, assistant director for advanced practice, Arkansas State Board of Nursing





Front row, left to right: Lori Scheidt, Phyllis Polk Johnson, Jose Delfin Castillo III | Back row, left to right: Barbara Blozen, Tony Graham, Tammy Vaughn, Danette Schloeder, Jenny Barnhouse, Ann Oertwich, Sue Painter, Missi Poortenga

2024–2025 Board of Directors

Phyllis Polk Johnson, DNP, APRN, FNP-BC, FNAP
President
Executive Director,
Mississippi Board of Nursing

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

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

Danette Schloeder, DNP, RNC-OB, C-EFM, C-ONQS
Area I Director
Chair,
Alaska Board of Nursing

Sue Painter, DNP, RN
Area II Director
Executive Director,
West Virginia Board of Registered Nurses

Jenny Barnhouse, DNP, RN
Area III Director
Executive Director,
Oklahoma Board of Nursing

Barbara Blozen, EdD, MA, RN-BC, CNL
Area IV Director
Board President,
New Jersey Board of Nursing

Tony Graham, MS, CPM
Director-at-Large
Chief Operations Officer,
North Carolina Board of Nursing

Ann Oertwich, PhD, RN
Director-at-Large
Executive Director,
Nebraska Board of Nursing

Missy Poortenga, MHA, RN
Director-at-Large
Executive Officer,
Montana Board of Nursing

Tammy Vaughn, MSN, RN, CNE
Director-at-Large
Program Coordinator, Education and Licensure,
Arkansas Board of Nursing

NCSBN Committees

During Fiscal Year 2025

Awards Committee

- Jennifer Best | Nova Scotia
- Bonny Kehm | Missouri
- Carolyn Jo McCormies | Arizona
- Shannon E. McKinney | Arkansas
- Carol Moreland | Kansas
- Cynthia Moore Swineford | Virginia
- Lori Underwood | Washington

Finance Committee

- Lori Scheidt | Missouri, Chair
- Donald Bucher | Pennsylvania
- Sarah Cecil | Kentucky
- Jeremy L. Cummins | Mississippi
- Dawn Gerencer | New Mexico
- Dan Li | Saskatchewan
- Michael Starchman | Oklahoma

Governance and Bylaws Committee

- Kim Glazier | Virginia, Chair
- Sara Griffith | North Carolina
- Karen C. Lyon | Louisiana RN
- Shan Montgomery | Mississippi
- Michael Payne | West Virginia RN
- Heather Totton | Nova Scotia

Leadership Succession Committee (LSC)

- Cathy Dinauer | Nevada, Chair
- Maureen Bentz | North Dakota
- Adrian Guerrero | Kansas
- Janice Hooper | Texas
- Linda Kmetz | Pennsylvania
- Patricia Motl | Nebraska
- Cindy Smith | Saskatchewan

NCLEX® Examination Committee (NEC)

- Crystal Tillman | North Carolina, Chair
- Kristin Benton | Texas
- Tammy Buchholz | North Dakota
- Salvatore Diaz | Connecticut
- JaCinda Downs | Minnesota
- Vicki Lavender | Alabama
- Carel Mountain | California VN
- Christine Penney | British Columbia

NCLEX Item Review Subcommittee (NIRSC)

- Amy Ackerson | Missouri
- Cynthia Arpin | Connecticut
- Jackie Barber | Iowa
- Deborah Becker | Florida
- Hansella Caines Robson | Massachusetts
- Kristina Deaver | North Carolina
- Diana Forst | Florida

Georgina Howard | New York

Grace A. Jacek | Michigan

Ken Johnson | Texas

Rhonda Johnson | Minnesota

Randall Mangrum | Virginia

Judith D. McLeod | California VN

Ann Marie Milner | North Carolina

Victoria Record | New York

Rhonda Scott | Maryland

Beverly E. Skloss | Texas

Sarah Spangler | Montana

Maceo Tanner | Georgia

Stacy Rollins Thompson | North Carolina

Sherri Trujillo | Wyoming

Terry Ward | North Carolina

Model Act and Rules – Discipline

Mary Boyer | Ohio

Cindy Griffin | Maine

Sam McCord | Nevada

Gretchen Mrozinski | Wisconsin

Meredith Parris | North Carolina

Natara Taylor | Georgia

Model Act and Rules – Education

Gerianne Babbo | Washington, Chair

Christine Mueller | Florida

Sherry Richardson | Tennessee

Jacquelyn Wilmoth | Virginia

Model Act and Rules – Licensure and Governance

David Dawson | Arkansas

Kerry Przybylo | Michigan

Model Act and Rules – Practice

Jody Long | Florida

Kelly Olson | Alaska

Stacey Pfenning | North Dakota

Roberta Thomson | California VN

Lisa Wooten | Arkansas

NCSBN Staff

As of Jan. 13, 2026

Executive Office

Philip Dickison, PhD, RN
Chief Executive Officer

Andrew Hicks
Senior Associate, Executive Office

Dalilah Hill
Executive Assistant, Executive Office

Chelsea Kelley
Director, Executive Office

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

Lisa Sands, MS
Associate, Nurse Licensure Compact

Omar Shana, MPP
Coordinator, Nurse Licensure Compact

Kay Watson
Coordinator, Executive Office

Operations

Jennifer Gallagher
Chief Operations Officer

Nick Barnes
Exams Specialist II, Consolidated Services

Simone Boyd
Meetings Specialist I, Consolidated Services

Fabio Brienza
Customer Experience Specialist I,
Customer Experience

Kailey Brown
Business Operations Specialist II,
Consolidated Services

Alicia Byrd, RN
Director, Member Engagement

Camille Campbell
Customer Experience Specialist I, Customer
Experience

Ellen Campbell
Coordinator, Operations & Information
Resources

Jennifer Cernivec
Meetings Specialist III,
Consolidated Services

Fernando Cisneros
Customer Experience Specialist III,
Customer Experience

Cathy Doan
Exams Manager, Consolidated Services

Megan Dunham
Associate Director, Creative Services,
Marketing & Communications

Marco Gonzalez
Exams Specialist I, Consolidated Services

Fay Green
Customer Experience Specialist II,
Customer Experience

Kenisha Green, MA, PMP
Project Coordinator, Project
Management Office

Michael Grossenbacher
Associate, Communications,
Marketing & Communications

Jessica Hansen
Senior Manager, Customer Experience

Debbie Hart, MBA
Business Operations Specialist II,
Consolidated Services

Natalie Hill
Coordinator, Marketing & Communications

Shelly Howell
Senior Associate, Marketing &
Communications

Keishia Jones
Meeting Planner, Consolidated Services

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

Mitch Karmis
Exams Specialist II, Consolidated Services

Jeff Kendall, MBA
Director, Customer Experience

Michael Kotnaur
Deputy Chief Officer, Marketing &
Communications

Monlau Kwok
Customer Experience Specialist I,
Customer Experience

Tasha Magett, MPM, PMP
Program Manager, Project
Management Office

Matt Mahoney
Customer Experience Specialist I,
Customer Experience

Heather Nichols
Manager, Customer Experience

Kalona K. Owens
Design Manager, Marketing &
Communications

Tim Piotrowski
Social Media Manager, Marketing &
Communications

Faith Plum
Meetings Specialist I, Consolidated Services

Sandra Rhodes
Director, Consolidated Services

Donna Rostamian
Meetings Manager, Consolidated Services

Erin Rupprecht
Nursys Specialist I, Consolidated
Services

Jason Schwartz, MS
Director, Member Outreach, Member
Engagement

Zachary Shutoski
Front-end Developer/Designer, Marketing &
Communications

Brian Smith
Nursys Manager, Consolidated Services

Lucas Tully
Customer Experience Specialist II,
Customer Experience

Katie Yandell, PMP
Project Manager II, Project
Management Office

DaVidion Yarbrough
Videographer/Editor, Marketing &
Communications

Human Resources & Organizational Development

Laura Doerr, MS, SPHR, SHRM-CP
Chief Human Resources Officer

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

Aseel Hussein, SHRM-CP
Human Resources Coordinator, Human
Resources & Organizational Development

Christine Walsh, PHR, SHRM-CP
Associate Director, Human Resources &
Organizational Development

NCSBN Staff continued

As of Jan. 13, 2026

Examinations

Steven Viger, PhD

Deputy Chief Officer, Examinations

Joseph Betts, PhD, EdS, MMIS

Director, Measurement & Testing, Examinations

Corinne Bilyeu

Manager, Medical Copy Editor, Examinations

Melissa Biskupic, RN, LNHA

Content Development Associate I, Examinations

Julie Burgett, PMP

Senior Manager, Test Development, Examinations

Jennifer Chavez

Coordinator, Examinations

Joselin Cyriac, RN

Content Development Associate I, Examinations

Cihan Demir

Psychometrician I, Measurement & Testing, Examinations

Theadora DiLeonardi

Medical Copy Editor, Examinations

Michelle Espedido dela Cruz, RN

Content Development Associate I, Examinations

Ellen Guirl

Medical Copy Editor, Examinations

Patty Gunning, MS, RN

Content Development Associate II, Examinations

Alan Hoogenboom

Application Developer, Innovation & Measurement Research, Examinations

Daniel Hydzik

Test Development Associate II, Examinations

Shu-chuan Kao, PhD

Associate Director, Measurement & Testing, Examinations

Murat Kasli, PhD

Psychometrician I, Measurement & Testing, Examinations

Doyoung Kim, PhD

Senior Psychometrician, Innovation & Measurement Research, Examinations

Hyung Jin Kim, PhD

Senior Psychometrician, Measurement & Testing, Examinations

Cary Lin, PhD, MS, MA

Manager, Measurement & Testing, Examinations

José Martínez Rodríguez, MS, RN

Manager, Content Development, Examinations

Brittany McClendon, MBA, MSN, RN

Content Development Associate I, Examinations

Jing Miao, PhD

Senior Psychometrician, Measurement & Testing, Examinations

Carolyn Mistal, MSN-Ed, RN

Content Development Associate I, Examinations

William Muntean, PhD

Principal Research Scientist, Innovation & Measurement Research, Examinations

Hong Qian, PhD, PMP

Exam Development Manager, Examinations

Ursula Singleton

Content Development Associate I, Examinations

Natalie Sitkowski

Manager, Test Development, Examinations

Shonai Someshwar, PhD

Psychometrician I, Innovation & Measurement Research, Examinations

Lee Tosti Sauro, MNA

Exams Publishing Associate, Examinations

Alma Valerio

Test Development Associate II, Examinations

Zhuoran Wang, PhD, MS

Psychometrician II, Innovation & Measurement Research, Examinations

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

Director, Content & Test Development, Examinations

Finance

Sally Beach, MBA, CPA

Chief Financial Officer

Tremell Eaton, MBA

Accounting Supervisor, Finance

Rocio Hernandez

Senior Accounting Manager, Finance

Heather Kowalkowski

Accounting Specialist, Finance

Mattie Williams

Senior Accounting Associate, Finance

Zina Williams

Accounting Specialist, Finance

Information Resources

Ali Baig

Business Analyst II, Information Technology

Jeyalakshmi Balachandran, MS

Manager, Quality Assurance, Information Technology

Rajeshwari Bommannavar, MS

Senior Application Support Analyst I, Information Technology

Josué Cartagena

Helpdesk Administrator II, Information Technology

Penny Chhina

Business Analyst II, Information Technology

Doug Fischer

Cybersecurity Manager, Information Technology

Alma Friar

Senior Quality Assurance Analyst I, Information Technology

Ben Gonzalez

Associate Director, Information Technology

Jason Higbie

Helpdesk Administrator I, Information Technology

Albert Hincapie

Manager, Application Development, Information Technology

Mark Huffman, MBA, PMP

Senior Delivery Manager, Information Technology

Sujani Kalapala

Senior Quality Assurance Analyst I, Information Technology

Rama Krishnaiah Kasavajjula

Senior Developer I, Information Technology

Stefan Keir

Senior Lead Infrastructure Administrator, Information Technology

NCSBN Staff continued

As of Jan. 13, 2026

Christophel Kuizon

Developer I, Information Technology

Joseph Marini

Business Analyst I, Information Technology

Roland Morales

Helpdesk Manager, Information Technology

Chakrapani Mutyala, MCA

Senior Developer I, Information Technology

Luis Portugues

Database Administrator I, Information Technology

George Potacki

Manager, IT Projects, Information Technology

Dave Raheel

Business Analyst II, Information Technology

Chandra Sadhangiri

Manager, Application Development, Information Technology

Narender Saraswati, MBA

Senior Manager, Application Development, Information Technology

Zach Sears

Senior Infrastructure Administrator I, Information Technology

Sachin Sharma, MA

Manager, Business Analysis, Information Technology

Nick Smith

Senior Infrastructure Engineer I, Information Technology

Tammy Spangler, MSL

Director, Information Security Assurance

Matthew Sterzinger

Director, Information Technology

Jaxon Stout

Helpdesk Administrator I, Information Technology

Andrew Suszko, MS

Senior Database Administrator, Information Technology

Michelle Tate

Compliance Associate I, Information Security Assurance

Saule Trainys

Business Intelligence Analyst I, Information Technology

Sanjeev Yarlagadda

Senior Quality Assurance Analyst I, Information Technology

Burak Yurtsever

Cybersecurity Analyst I, Information Technology

Policy, Research & Education

Jim Cleghorn, MA

Chief Officer, Policy, Research & Education

Timothy Arehart, JD

Senior Policy Advisor, Policy

Kelly Betzold

Manager, Learning Delivery, Education

Heather Chamberlain

Manager, Digital Learning Development, Education

Julia Constantelos, JD

Senior Associate, State Affairs

Ruben Herrera

Digital Learning Developer I, Education

Nicole Kaminski-Ozturk, PhD, PMP

Data Scientist II, Research

Jenifer Kohl

Manager, Administration, Policy, Research & Education

Zac Lemoine

Senior Associate, State Affairs

Amy Lippert, PhD, MA

Learning Support Associate, Education

Nicole Livanos, JD, MPP

Director, Government Affairs

Brendan Martin, PhD

Director, Research

Qiana McIntosh, MBA, MHRM

Project Specialist, Nursing Education Policy

Charlie O'Hara, PhD

Data Scientist I, Research

Annie Papineau Nelson, MEd

Instructional Designer I, Education

Emily Paulucci, MS, MJ, RN, APRN, CPNP-PC

APRN Senior Policy Advisor, Policy

Cheryl Pulec

Director, Education

Joseph Reichert

Digital Learning Developer II, Education

Michaela Reid

Research Assistant, Research

Ashley Shelton, JD

Director, Federal and External Affairs

Josephine H. Silvestre, MSN, RN

Senior Associate, Nursing Education Policy

Richard Smiley, MS, MA

Senior Statistician, Research

Nancy Spector, PhD, RN, FAAN

Director, Nursing Education Policy

Audrey Volk

Assistant Editor, Research

Eloise Wesenberg

Learning Systems Specialist, Education

FY25 Operating Statements

Year ended Sept. 30, 2025

Program Services

	\$	%
Nurse Competence	89,054,602	67
Nurse Practice and Regulatory Outcome Information	16,235,287	12
Administration and Supporting Services	18,913,167	14
	8,363,126	6
<hr/>		
Total	\$ 132,566,182	100

Sources of Revenue

	\$	%
Examination Fees	103,748,509	78
Other Program Services	9,677,854	7
Use of Investment Earnings	19,139,819	14
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Total	\$ 132,566,182	100