
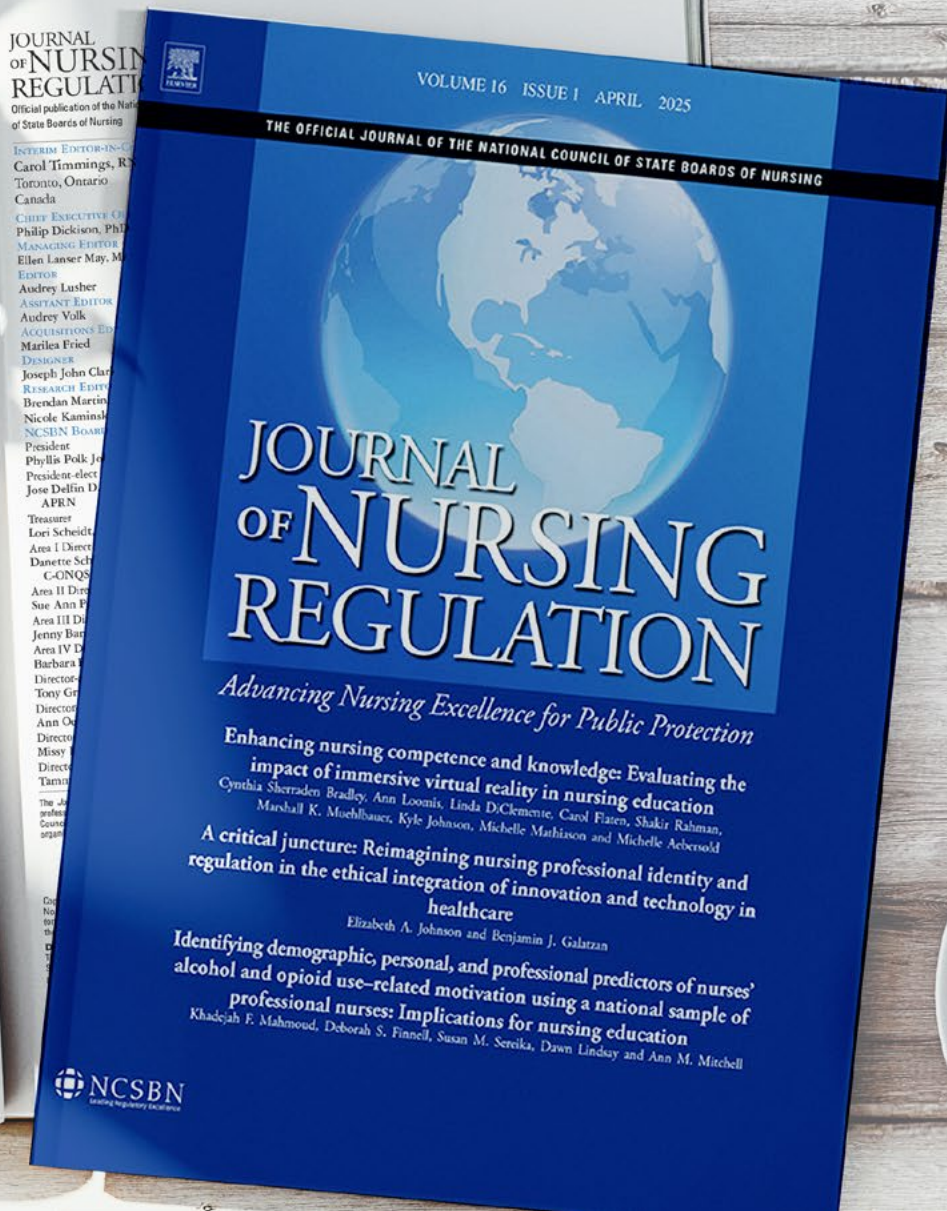


2025, Vol. 3

IN FOCUS

A PUBLICATION OF  NCSBN

NCSBN's *Journal of Nursing Regulation*: Celebrating 15 Years of Knowledge, Research & Impact



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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 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.

The statements and opinions expressed are those of NCSBN and not the individual member state or territorial boards of nursing.

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In This Issue

2025 NCSBN Annual Meeting Recap 4

Congratulations to Our 2025 NCSBN Awardees.....8

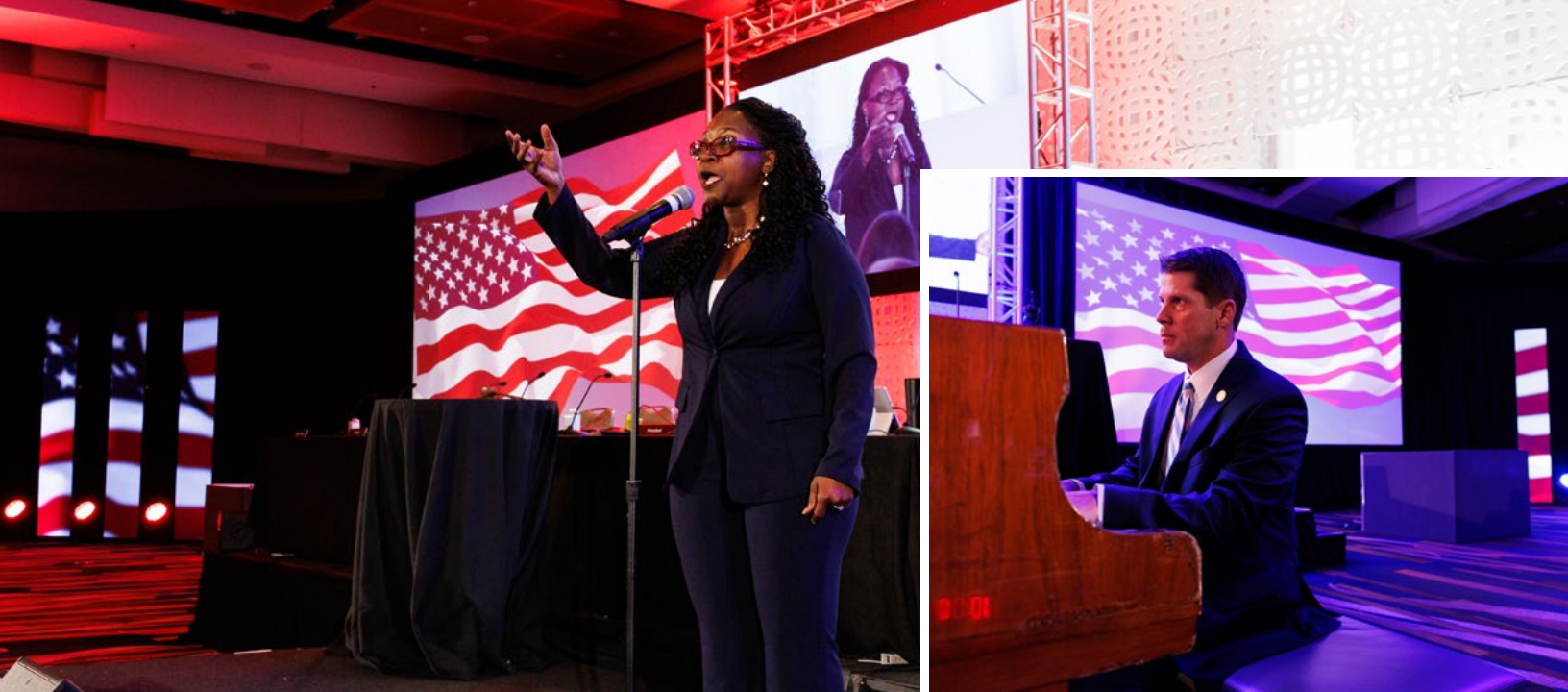
Member Engagement Update: Two New Awards
Debut at 2025 NCSBN Annual Meeting11

**NCSBN's Journal of Nursing Regulation:
Celebrating 15 Years of Knowledge Research & Impact.....16**

Pathways to Leadership
A Steward of Purpose: Reflecting on My Leadership
Journey with NCSBN24
*By Adrian Guerrero, CMP, Director of Operations, Kansas State
Board of Nursing*

News & Notes 27

Speed Round 29



GOING **BEYOND**

2025 NCSBN Annual Meeting Recap

On the evening before the [2025 NCSBN Annual Meeting](#) kicked off, members gathered for a reception at Chicago's Rooftop at the Wit to catch up and enjoy the stunning views.

Day one started off with energy and enthusiasm. NCSBN's Tasha Maggett, PMP, MPM, project manager, Project Management Office, and Jim Cleghorn, MA, deputy chief officer, Policy, Research & Education, performed the National Anthem. NCSBN Board of Directors President Phyllis Polk Johnson, DNP, RN, FNP-BC, executive director, Mississippi Board of Nursing, walked onto the stage to "Boots On The Ground" by 803Fresh. "This song gives me energy," said Johnson. "Can you feel it? I see it in the room. The energy you've brought to everything we've done this year — that's what One NCSBN feels like in action." NCSBN CEO Phil Dickison, PhD, RN, in [his address](#), said, "One NCSBN is our operating philosophy. It's how we function as a team. It unites us around our collective purpose." Jack Shaw, president of Breakthrough Technologies, gave an engaging presentation followed by a panel discussion, "[Using AI for Regulatory Efficiency](#)," an enlightening call to embrace change in a transformative era.

On day two, Michelle Buck, MS, APRN, CNS, APRN senior policy advisor, NCSBN, led a panel discussion, "[Regulation of APRN Education](#)," that brought members up to speed on the landscape for APRN regulation and education. This was followed by "[Bringing Clarity to Action: From Mission to Strategy](#)," presented by NCSBN CEO Phil Dickison. Dickison highlighted NCSBN's shift from traditional planning to a more dynamic strategic thinking approach, which will help NCSBN and its members better understand the bigger picture, clarify where we need to go and map out how we will get there together. NCSBN Director of Member Engagement Alicia Byrd and Director of Member Outreach Jason Schwartz then gave a [comprehensive update](#) on NCSBN's ongoing efforts to engage its members, including successes and efforts on the horizon.

On Thursday evening, members gathered for the annual NCSBN Awards ceremony and dinner. Attendees honored NCSBN awardees and enjoyed entertainment provided by The CoverGirls Violin Show, a colorful, high-energy musical revue of the greatest pop and rock hits, performed on the CoverGirls' signature purple electric violins.





All photos by Tori Soper Photography. To view more photos from the event visit our [Flickr page](#).

On the final day of NCSBN's 2025 Annual Meeting, former Pixar story artist, writer and story consultant Matthew Luhn gave a moving and hilarious keynote speech on his path to storytelling and the wisdom he learned along the way; lessons anyone can harness to get their message across.

Significant actions approved include:

- Approved the 2026–2028 NCSBN Strategic Statement, “To protect the public and the trust in nursing by providing innovative regulatory solutions, insights and expertise.”
- Approved the 2026 NCLEX-RN® Test Plan
- Approved the 2026 NCLEX-PN® Test Plan

Members also elected new members of 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, DNP, 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, 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

“The 2025 NCSBN Annual Meeting, with the theme ‘Going Beyond,’ underscored the pivotal role of unity in our collective success,” said NCSBN Board of Directors President Phyllis Polk Johnson. “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!”

Save the date for next year’s Annual Meeting, which will be held in Chicago Aug. 19–21, 2026. 🌍

Congratulations to Our 2025 NCSBN Awardees!

NCSBN recognized its dedicated and exceptional membership and guests at its annual awards ceremony. Specific award recipients included:



Tony Zara, PhD, former NCSBN COO, Special Services Division; vice president, Assessment Solutions, Pearson VUE, was honored with the **2025 Founders Award**. This prestigious award is reserved for those who demonstrate the highest regard for the ideals and beliefs upon which NCSBN was founded.



The **College of Registered Nurses of Alberta** received the **NCSBN 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.



Alison Bradywood, DNP, MN/MPH, RN, NEA-BC, executive officer, Washington State Board of Nursing, became the first-ever recipient of the **Nova Award**. This new award recognizes emerging nursing regulatory leaders.



Douglas Bungay, MN, RN, chief executive officer and registrar, Nova Scotia College of Nursing, was the first-ever recipient of the **Catalyst Award**. This new award is given to an individual who sparks change and transformation in nursing regulation.



Jacci Reznicek, EdD, MSN, RN, ANP-BC, nursing educational consultant, Nebraska Board of Nursing, received the **2025 Exceptional Contribution Award**. This 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.

 **NCSBN**
AWARDS

[continued on page 10](#)

Service awards were given to the following executive officers of nursing regulatory bodies (NRBs):



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.



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 (*retiring June 2025*)

Five Years

- **Kim Lampron, MBA**, secretary general, Ordre des infirmières et infirmiers du Québec
- **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
- **Linda Young, MS, RN, FRE**, executive director, South Dakota Board of Nursing

Ten Years

- **Peggy Benson, MSN, MSHA, NE-BC, RN**, executive officer, Alabama Board of Nursing
- **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**, retired RN chief executive officer & registrar, Nova Scotia College of Nursing (*retired May 2025*)



Thirty Years

- **Joey Ridenour, MN, RN, FAAN**, executive director, Arizona Board of Nursing



MEMBER ENGAGEMENT UPDATE

Two New Awards Debut at 2025 NCSBN Annual Meeting

By Jason Schwartz, MS, Director, Member Outreach, Member Engagement

At this year’s Annual Meeting, the program booklet for the NCSBN awards ceremony was a bit thicker than in years past, thanks to the addition of two new award categories, Nova and Catalyst (*member login required*), created to broaden the organization’s recognition of excellence in nursing regulation. Bonnie Kehm, PhD, RN, CNE, now in her second term as a member of the Awards Committee, summed up the new awards this way: “That’s why we created the Nova and Catalyst Awards, to celebrate service that, even in a short time, has sparked momentum, inspired others and left a lasting impact.”

Nova Award

In astronomy, the term *nova*, which comes from the Latin word for “new,” is a star undergoing a dramatic increase in brightness. As the name implies, the NCSBN Nova Award recognizes shining examples of nursing regulatory leadership among members with less than five years tenure in nursing regulation or in their current role.



Bradywood

This year’s inaugural winner was **Alison Bradywood, DPN, MN/MPH, RN, NEA-BC**, executive director of the Washington State Board of Nursing. Among other things, Bradywood’s nomination highlighted the exemplary manner in which she took on her biggest challenges. “She immersed herself in these issues, faced the learning curve with grace, and sought out those who could school and guide her, including seasoned staff and her newfound NCSBN colleagues.”

Bradywood was also praised for her fearlessness and determination in challenging the status quo, as evidenced by the mantra that has come to be synonymous with her approach: “Just because we have always done it this way doesn’t mean we have to!” Finally, the positive and relentless manner in which she approaches the state’s biggest regulatory

continued on page 12

challenges did not escape notice by her nomination team: “She always shows up with fresh ideas and a willingness to lean into the work, no matter how complicated.”

Congratulations to Bradywood on the first-ever NCSBN Nova Award! The future of nursing regulation is indeed bright with shining stars illuminating the path forward. May this honor be the first of many.

Catalyst Award



Bungay

The word *catalyst* comes from the field of chemistry and refers to a substance that increases the speed of a chemical reaction. In the regulatory setting, a catalyst is someone who accelerates transformation. **Douglas Bungay, MN, RN**, has quickly established himself as someone who “gets things moving” in his role as chief executive officer and registrar at the Nova Scotia College of Nursing.

Recognizing the secret to getting more done faster nearly always involves others, Bungay’s nomination lauded his “empowering of staff and decision-makers at all levels of the organization,” and summed up his mission-driven impact with a simple but powerful statement: “Doug has inspired us to dream bigger.”

Just one example of his leadership in action was his work to expedite the registration and licensure of internationally trained nurses. From one of Bungay’s letters of support for his award nomination: “Doug’s solution, which evolved over time, ultimately grew our staff by almost 40% and increased our registrant base by close to 4,000 nurses. This translated to a total increase of 21% of nurses eligible to work in our jurisdiction.” Bungay’s personal qualities were also recognized for further contributing to the college’s success, ranging from openness, honesty and humor, to his ability to navigate challenging conversations with curiosity and an interest in seeking multiple perspectives.


Congratulations to Bungay on his NCSBN Catalyst Award! As the landscape of nursing regulation continues to evolve, we will lean on leaders who can safely, smartly and swiftly guide us to higher ground. We hope to all benefit from Bungay’s leadership and example.🌈



The 2025 NCSBN Annual Meeting also marked 30 years for Joey Ridenour, MN, RN, FAAN, in her role as executive director for the Arizona State Board of Nursing. In Joey’s honor, here is her blueprint for leading with competence, vision and integrity.

- **Mission-Driven Leadership:** Executive officers must anchor all decisions and policies in the public protection mandate.
- **Strategic and Operational Synergy:** Effective leadership blends vision with day-to-day regulatory execution.
- **Stakeholder Trust and Engagement:** Building partnerships and clear communication channels strengthens credibility.
- **Ethical Standards and Accountability:** Integrity, transparency, and responsibility must guide every action and decision.
- **Continuous Learning and Growth:** Executive officers must evolve with the role, driving innovation and regulatory excellence.

Congratulations to Ridenour on her 30 years, and here’s to the next 30!



NCSBN’s Member Engagement Team is Here for You

Our members make us who we are. Members gain access to invaluable NCSBN resources and tools to protect and promote the welfare of the public and the interests of the nursing profession. NCSBN’s Member Engagement team endeavors to connect with our members to provide resources, information, education and networking opportunities that allow them to successfully carry out their mission of public protection

Members can access our website’s members only content by signing in from the [Member Sign In link](#) in the site header or footer.

One NCSBN. One Goal. Together.



 Watch Now

“It’s so important, to not just be the president making decisions, the staff making decisions, but all of us working together to achieve a common goal: to provide what is needed for **public safety**.”

— **Phyllis Polk Johnson** DNP, RN, FNP-BC
NCSBN Board of Directors President;
Executive Director, Mississippi Board of Nursing





UPCOMING WEBINAR

The NLC: What Nurse Employers Need to Know

Oct. 21, 2025 | 2–3 pm CST

Our free webinar for nurse employers gives an overview of the NLC, answers questions nurse employers have, explains the importance of the 60-day residency rule, provides an implementation update and explains Nursys.com and Nursys e-Notify.

Register Today

SAVE THE DATE
2026 NCSBN Annual Meeting
Aug. 19–21, 2026 | Chicago

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



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The **NCSBN Grant Program** provides funding for scientific research projects that advance the science of nursing regulation.

Investigators may apply for **grants up to \$300,000**. All projects must be completed within 24 months following the project start date.

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[NCSBN.ORG/GRANT](https://ncsbn.org/grant)

DEADLINE: APRIL 3, 2026



NCSBN's *Journal of Nursing Regulation*: Celebrating 15 Years of Knowledge, Research & Impact

When the *Journal of Nursing Regulation (JNR)* was launched in April 2010, no one would have imagined what it would achieve in 15 years. Just this year, Clarivate's most recent Journal Citation Report ranked *JNR* number two out of 192 nursing journals.



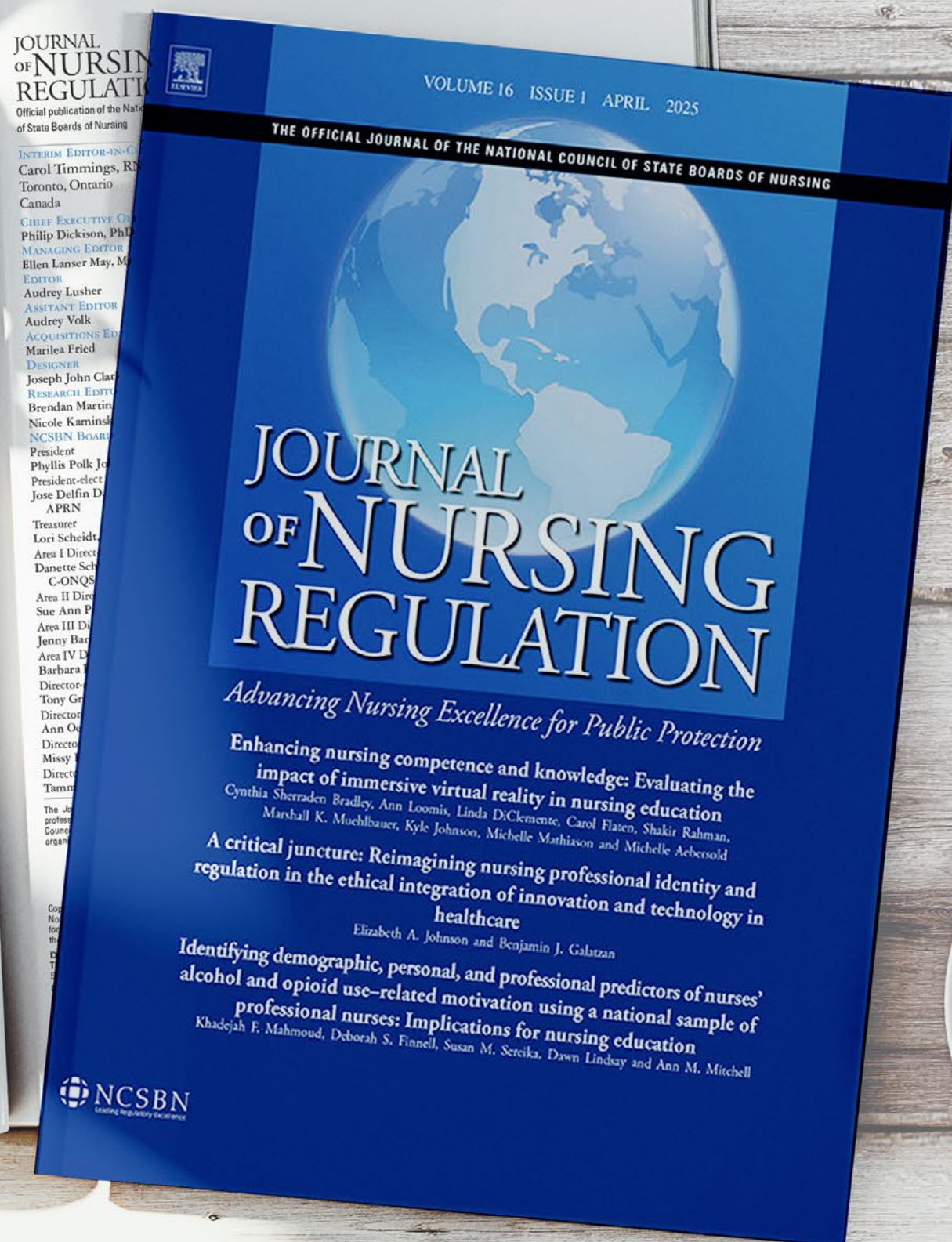
Cleghorn

"When you see that ranking and its impact, you recognize the incredible value that *JNR* is bringing to its readers, researchers and NCSBN Members," comments Jim Cleghorn, MA, NCSBN deputy chief officer, Policy, Research & Education. "It's impressive to me what has been accomplished in such a brief time."

Sean Clarke, PhD, RN, FAAN, who has served on *JNR*'s editorial board since the journal's inception, echoes Cleghorn's comments. "In the 15 years of the journal's existence, *JNR* has skyrocketed from being a newly founded journal to being one of the most extensively cited and best-respected nursing publications," he says. "And it is beloved by both authors who are delighted by its friendliness and speediness of publication alongside its rigor and all those looking for cutting-edge references on safety and quality issues in nursing."

JNR is indexed in leading academic and health care databases, including PubMed, CINAHL and Scopus, enhancing its reach and credibility. Its articles have been cited in legislative testimony, incorporated into regulatory policy and used in curriculum development at universities nationally and around the world.

[continued on page 18](#)



A Tradition of Excellence

The genesis of *JNR* came at a time of a knowledge explosion for NCSBN. Its Research department was growing and boards of nursing were becoming very prolific in terms of innovation and research. There was an abundance of data and information that was not only coming into the organization, but also being generated by the organization. This was an unprecedented time in terms of data acquisition and research development.

The journal became the vehicle by which to centralize the data and disseminate the information to make it accessible to all regulators, nationally and internationally. It was also a mechanism to introduce nursing regulation to nurses who are all affected by regulation, even if it is the aspect of nursing they know least about.



Timmings

“I want to acknowledge the pivotal role that former NCSBN Chief Nursing Officer Maryann Alexander played in the creation and stewardship of *JNR*,” says Interim Editor-in-Chief Carol Timmings, MEd, RN.

“Her contributions as editor alongside those who served on the foundational editorial

advisory board were invaluable. Their work brought *JNR* to the stellar position it now holds.”

The official journal of NCSBN, *JNR* is now a quarterly, peer-reviewed, academic and professional journal. It publishes scholarly articles that advance the science of nursing regulation, promote the mission and vision of NCSBN, and enhance communication and collaboration among nurse regulators, educators, practitioners and the scientific community. The journal supports evidence-based regulation, addresses issues related to patient safety, and highlights current nursing regulatory issues, programs, and projects in both the U.S. and across the globe. Through *JNR*, NCSBN aims to nurture and disseminate knowledge related to nursing and other health care regulation across continents and cultivate a greater awareness of regulatory issues among all nurses.

In addition to research that actively contributes to the science of nursing regulation, it has, for the last decade, published the annual environmental scan, which is dubbed, “the state of the union of nursing regulation.” This scan, published as a free supplement to *JNR*, comprehensively examines the state of

health care by canvassing nursing workforce, education and legislative issues. It provides a window into what is currently happening in the broad field of nursing so that shifts can be identified and tracked, emerging issues monitored to lead to better informed decision-making and offers information crucial to effective strategic planning. This assessment of the external landscape can help regulators, nursing leaders, health care providers and administrators understand current context, including trends, opportunities, risks and perspectives to proactively make informed decisions about the future.

A Platform for Groundbreaking Research

JNR has also been the home of the trailblazing [National Nursing Workforce Studies](#), the largest and most comprehensive analysis of the U.S. nursing workforce. Conducted biennially with the National Forum of State Nursing Workforce Centers since 2013, this workforce research is widely regarded as the preeminent authority on data affecting the nursing population. These studies have a wide-ranging impact on the health care system as a whole and for patient populations, now and in the immediate future.

The significant media attention the studies have garnered has brought to the forefront the emotional exhaustion, elevated levels of stress and burnout that continue to impact nurses. This focus on the challenges facing nurses has helped spur action by health care

administrators to address salary concerns, understaffing and shortages, workplace violence and bullying, burnout and wellness.

In addition to these regular contributions, *JNR*

has also highlighted [“The NCSBN National Simulation Study: A Longitudinal, Randomized, Controlled Study Replacing Clinical Hours with Simulation in Prelicensure Nursing Education,”](#) an award-winning study published in 2014. Its findings set the table for the NCSBN Simulation Guidelines for Prelicensure Nursing Programs.

Another noteworthy longitudinal study, published in two parts in 2015, the [Transition to Practice Study in Hospital Settings](#) and [Transition to Practice in Nonhospital Settings](#), concluded that robust,

evidence-based transition programs improve outcomes for new nurses in their first year of practice and increase their retention.

More recently, *JNR* published a [special issue](#) examining the effect that the COVID-19 pandemic had on nursing education, practice and regulation. This included a national study of what happened in prelicensure nursing education programs, the repercussions of executive orders on advanced practice registered nurse (APRN) practice and safety, the effects of employment practices such as the hiring of student nurses and retired licensees, the use of simulation on licensed practical/vocational nurse education during

“ — Through *JNR*, NCSBN aims to nurture and disseminate knowledge related to nursing and other health care regulation across continents and cultivate a greater awareness of regulatory issues among all nurses. ” —

“ — When you see that ranking and its impact, you recognize the incredible value that *JNR* is bringing to its readers, researchers and NCSBN Members. It’s impressive to me what has been accomplished in such a brief time. ”

— Jim Cleghorn



“

Since the inaugural publication, the *JNR* has exhibited an unwavering commitment to the scholarly rigor and scientific integrity of publishing, resulting in an unparalleled resource for research and innovative strategies and solutions related to nursing regulation.

The *JNR* has enhanced public protection by advancing nursing regulation to be science and evidence based.

”

— Shirley A. Brekken

COVID-19 and the global impact of COVID-19 on regulatory bodies around the world.

In addition to these articles, *JNR* has published special issues and influential articles on:

- The evolution and impact of the Nurse Licensure Compact (NLC)
- Global perspectives on telehealth and cross-border practice
- APRN regulation and barriers to full practice authority
- Artificial intelligence (AI), nursing education and patient safety
- Trends in disciplinary actions and fitness to practice

As new challenges emerge, such as the increasing use of AI in health care, cyberthreats, and global nurse migration, *JNR* continues to expand its scope while maintaining its focus on regulatory excellence.

The journal has proved itself to be invaluable not only to researchers but also to health care leaders and administrators across the globe who recognize the studies it publishes provide one-of-a-kind data and insight.

“As one of the founding editorial board members, it has been an honor to serve,” comments Shirley A. Brekken, MS, RN, FAAN, former executive officer for the Minnesota Board of Nursing. “Since the inaugural publication, the *JNR* has exhibited an unwavering commitment to the scholarly rigor and scientific integrity of publishing, resulting in an unparalleled resource for research and innovative strategies and solutions related to nursing regulation. The *JNR* has enhanced public protection by advancing nursing regulation to be science and evidence based.”

“

Ultimately, I don’t want people to just read *JNR*. I want them to feel ownership. I want them to say, ‘That’s our journal. We help shape it.’

”

— Carol Timmings



Moving Forward

Not content to stay in one place and keenly focused on a continual cycle of improvement and enhancement, Cleghorn, Timmings and the editorial advisory board have envisioned a new, broader direction for the *JNR*.

Its move forward holds both a reverence for the journal’s legacy and a bold, fresh vision for its future. Known for its high level of peer-reviewed research and global policy relevance, the journal has served as a trusted resource for regulators and scholars alike. But in a shifting information landscape and a rapidly evolving health care workforce, the time has come to grow and evolve.

It will maintain its scholarly rigor but will soon include new features, becoming more accessible to busy regulators and health care administrators. In the near future, its pages will be expanded to include case studies, viewpoints and articles penned by NCSBN Members and guest authors who can provide a new perspective and examples of regulation in action as best practices for others to emulate. Regulatory briefs, commentary pieces and visually driven formats that summarize findings in digestible ways will also be utilized.

This approach will come with more varied formats that can draw in readers who may not typically engage with dense research studies but still seek evidence-based insights.

“People don’t always have the time to read full-length research articles,” Timmings explains. “But they still want high-quality, credible information. We can give that to them in formats that are easier to engage with. We want to build on that excellence by making the content more accessible. That means thinking differently about the types of articles we publish.”

The shift is not about diminishing research integrity and precision, but about increasing the journal’s relevance and reach among all of its potential audiences. Timmings notes, “We want to capture the amazing work that’s happening in regulation and have regulators see themselves as being contributors to this body of knowledge. *JNR* needs to not only reflect research but the real world of regulation that happens at the nursing regulatory body level daily.”

[continued on page 22](#)



Cleghorn adds, “We have an opportunity to build upon a stellar foundation and create something utterly unique. We can bridge the research to policy gap by helping nurse regulators in the U.S. and across the globe see how evidence can support legislation and rulemaking, track emerging regulatory issues and fuel proactive preparedness.”

“We recognize that writing for a journal can be intimidating,” Timmings admits. “We need to demystify the process and show people that their experiences are valid and worth sharing. That’s how we build a more connected, informed community.” She continues, “Ultimately, I don’t want people to just read *JNR*. I want them to feel ownership. I want them to say, ‘That’s our journal. We help shape it.’”

JNR’s current editorial advisory board brings together researchers and leaders in nursing regulation from across the globe, ensuring that the journal reflects diverse perspectives and is responsive to global developments. Another cornerstone to a new editorial strategy is enhancing this already stellar group. The goal is to create a revitalized team that brings not only scholarly excellence, but also fresh perspectives, global representation and a willingness to engage actively in the journal’s development. “We’re looking for people who are excited to roll up their sleeves and contribute ideas—people who want to grow the journal, push the envelope a little and make it better,” Timmings says.

The expanded editorial board will also reflect the journal’s international readership and

the increasingly global nature of nursing regulation. “We’re paying attention to regulatory issues across the world, not just in the U.S.,” she notes. “Our content should reflect that.”

Timmings and the editorial advisory board want to create a stronger sense of community between the journal and its readers. This may take the form of enhanced communication measures like using email updates, social media, and conference events to invite feedback and interaction. “We’re going to be more intentional about asking our audience what they want to read, what challenges they’re facing and what kind of knowledge will help them in their work,” she comments.

Cleghorn notes, “There is a renewed excitement amongst the entire editorial team and NCSBN staff. The brainstorming, the exchange of ideas, the new ways of approaching the design and execution of the journal is a groundswell of innovation and creativity. I know that it will lead to an enhanced publication that takes what is already superb to a whole new level of excellence.”

Whether it’s a busy regulator looking for a concise overview of an emerging issue, or a nurse leader curious about how policy is evolving globally, *JNR* wants them to find value in its pages, Timmings asserts. “At the end of the day, our mission is to protect public safety through effective nursing regulation. That doesn’t change. But how we deliver on that mission—that’s where we innovate and that’s where *JNR* can lead the way.”

With a blend of respect for tradition and a readiness to reimagine the future, the journal is not just a leading source of knowledge, but a true platform for connection and progress in nursing regulation. 🌐

Free Regulatory Spotlight Issue

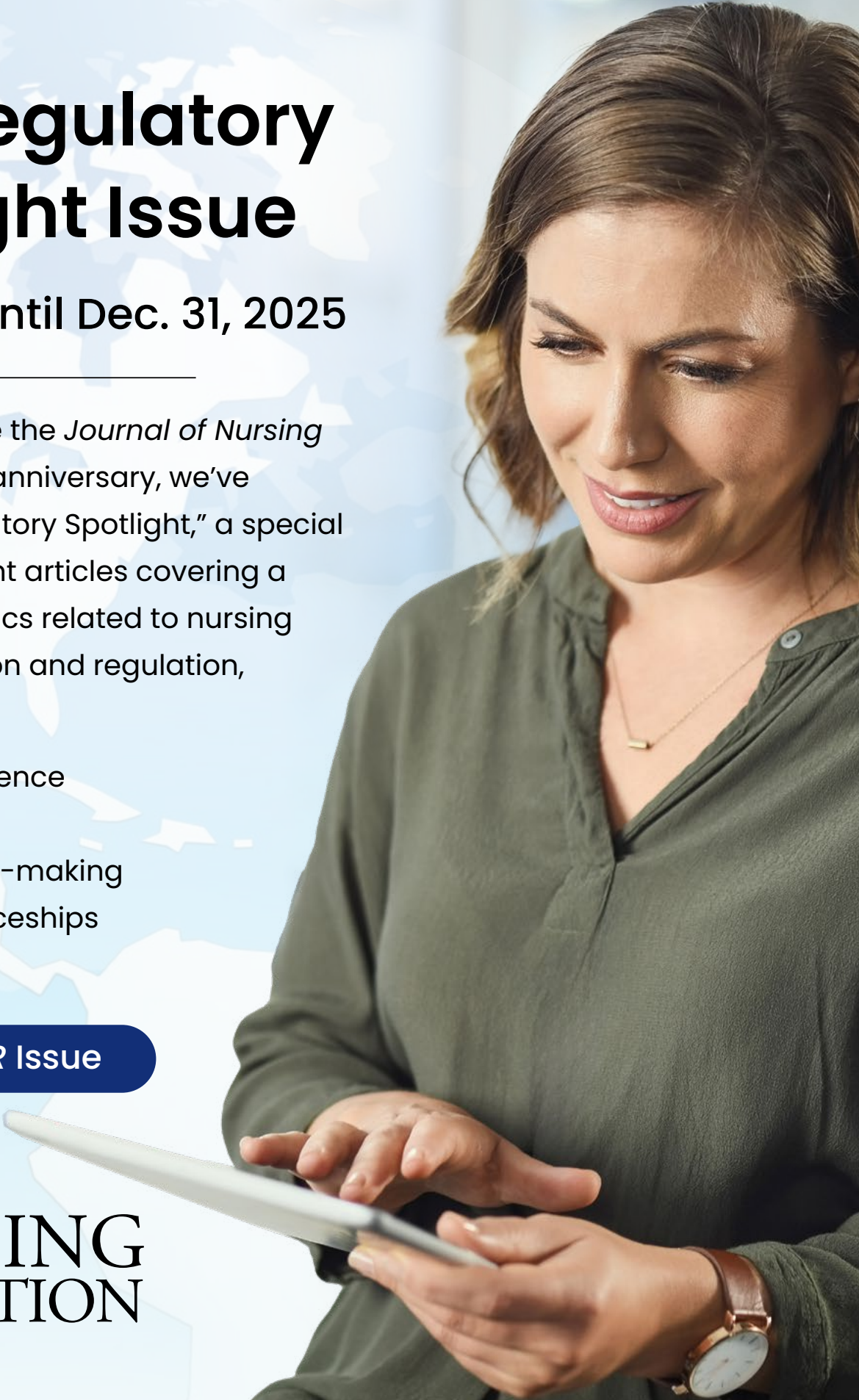
Available until Dec. 31, 2025

To commemorate the *Journal of Nursing Regulation*’s 15th anniversary, we’ve published “Regulatory Spotlight,” a special collection of recent articles covering a wide range of topics related to nursing practice, education and regulation, including:

- Artificial intelligence
- Telehealth
- Ethical decision-making
- Nurse apprenticeships
- And more

Read the *JNR* Issue

JOURNAL
OF NURSING
REGULATION



A Steward of Purpose: Reflecting on My Leadership Journey with NCSBN



By Adrian Guerrero, CPM, Director of Operations, Kansas State Board of Nursing

Adrian Guerrero served on the NCSBN Board of Directors from 2015 to 2023, including two terms as board treasurer. With more than 28 years of experience in Kansas state government, Guerrero is passionate about regulatory innovation, cybersecurity and public service.

When I first joined the NCSBN Board of Directors (BOD), I never imagined how deeply this experience would shape my leadership philosophy and professional growth. Serving on the BOD, and ultimately as board treasurer, was more than an honor—it was a transformative journey rooted in purpose, collaboration and the unyielding pursuit of public protection.

The path to leadership is rarely linear. For me, it began in the heart of state government, working for the Kansas State Board of Nursing, where I came to appreciate the critical balance between regulation and innovation. I had long admired the work of NCSBN in harmonizing standards across states and advancing nursing regulation nationally and globally. When I was elected to the BOD, I saw it as an opportunity to bring my voice and perspective to the table, representing not only Kansas but all regulatory bodies seeking to navigate complex challenges.



Adrian’s active involvement with NCSBN throughout his leadership journey.

One of the most rewarding aspects of serving on the BOD was the privilege of working alongside visionary leaders. During my tenure, I witnessed firsthand how a collective commitment to integrity, transparency and evidence-based decision-making can drive significant policy advancements. As treasurer, I was entrusted with overseeing the financial stewardship of a mission-driven organization—a role I approached with deep respect and a sense of duty.

My background in IT, finance and regulatory operations gave me a unique vantage point. I believe effective leadership stems from the ability to synthesize diverse information, communicate clearly and build trust. It also means having the courage to ask hard questions, listen earnestly and course-correct when necessary. Being treasurer was not just

about numbers; it was about ensuring that every dollar supported NCSBN’s strategic priorities and safeguarded the integrity of the organization.

Throughout this experience, I often reflected on the leaders who inspired me. Mentors who taught me that leadership is not about being the loudest voice in the room but about creating space for others to be heard. They modeled humility, resilience and compassion—qualities that I strive to embody every day. One of the most powerful lessons I learned is that influence isn’t tied to a title. Some of the most impactful leaders I’ve known are those who lead quietly, lifting others without fanfare.

There were challenges, of course. We led through a global pandemic, ongoing workforce pressures and rising demands on nursing

regulators. But these moments of uncertainty became catalysts for growth. As a board, we focused on adaptability, equity and innovation. We explored how emerging technologies like AI could support licensure processes and enhance data-driven decision-making, all while remaining grounded in the foundational principles of public safety.

I was particularly honored to contribute to BOD discussions surrounding cybersecurity and AI. As these topics became increasingly relevant to regulatory operations, I offered insights into how NCSBN could navigate evolving cyber threats while responsibly integrating AI into core systems and decision-making. These efforts helped frame important conversations about risk, trust and the ethical application of new technologies in our field.

A defining moment for me was supporting the implementation of NCSBN's strategic initiatives that aimed to advance regulatory excellence. I was particularly proud to contribute to conversations around workforce mobility, cross-jurisdictional collaboration and the future of nursing regulation. These issues are not just policy matters—they are deeply human challenges that impact patients, nurses and our communities.

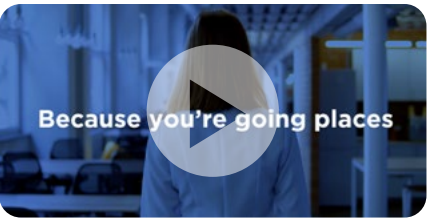
I am often asked what advice I would give to those considering leadership roles. My answer is simple: say yes. Even when you doubt your readiness, even when the path ahead is unclear. Leadership is not about perfection; it's about showing up, learning continuously and committing to something greater than yourself. NCSBN offers an unparalleled platform for growth, and I encourage every member to step forward and share their expertise.

What continues to inspire me is the unwavering dedication of our nursing regulatory bodies. I have met individuals across the membership who pour their hearts into regulatory service, often without recognition, but with an unshakable belief in the importance of safe nursing care. Their stories fueled my commitment to serve with integrity and purpose.

To be an NCSBN BOD officer was to be part of something enduring. It taught me that true leadership is measured not by accolades but by impact. It is about lifting the advancement of public protection and leaving the system better than you found it.

Though my term concluded two years ago, the lessons and relationships continue to guide me. I am grateful for every challenge, every discussion, every opportunity to listen and lead. And I remain committed to mentoring future leaders, championing innovation and supporting the noble mission of nursing regulation.

To those considering service with NCSBN: step into the arena. Your voice matters. Your leadership is needed. And your journey, like mine, just might change your life. 🌈



The members of NCSBN's Leadership Succession Committee endeavor to provide future, emerging and current leaders with an insider's look into the value of serving in an NCSBN leadership role. NCSBN members can pursue a variety of leadership paths to support their professional development. Getting involved with NCSBN benefits you both personally and professionally. [Learn more about the Leadership Succession Committee \(member login required\).](#)

News & Notes



Ohio Board of Nursing Honors Lisa Emrich

The [Ohio Board of Nursing](#) (OBN) honors the distinguished career of Lisa Emrich, OBN, program manager for education and practice.

Over the past 25 years, Emrich has exemplified exceptional leadership, a collaborative and compassionate approach and unwavering dedication, significantly contributing to the Ohio nursing community and nursing education both statewide and nationally.

Licensed as an LPN in Texas in 1982 and as an RN in 1983, Emrich joined the OBN in July 2000 as the coordinator of the Practice Intervention and Improvement Program (PIIP). Her work with the program earned recognition from the Consumer Advocacy Center (CAC). In 2002, she played a pivotal role in piloting NCSBN's TERCAP project and served as one of its chairs. In 2008, she was honored with NCSBN's Exceptional Contribution Award.

As she retires at the end of this year, the OBN will face the challenge of finding someone with her depth of knowledge, breadth of experience and steadfast commitment. Her distinguished career reflects her profound service to the nursing profession and her dedication to public protection. OBN salutes Emrich's unwavering commitment to advancing nursing education and her passion for supporting others. She will be deeply missed!



Kentucky Board of Nursing Workforce Projection Model Addresses Evolving Health Care Demands

Throughout and after the COVID-19 pandemic, Kentucky nursing programs saw a notable drop in enrollment and graduate numbers, while the nursing shortage continued. In response, a restructuring of the [Kentucky Board of Nursing](#) (KBN) allowed a broader and more active role in data collection and trending of Kentucky's nursing workforce. It was clear that

KBN was the agency to accomplish the task of obtaining the most current and relevant information.

KBN, through strategic collaboration with valuable stakeholders, began to collect data that was made publicly available in the [KBN Workforce Projection Model](#). A project that not only serves to provide transparency and information sharing, but also to improve processes and staff focus for Kentucky's regulatory body.

KBN Executive Nurse Academic Officer Joy Pennington and Professional Practice Branch Manager Tina Hostuttler presented the KBN Workforce Projection Model during the 2025 National Forum of State Nursing Workforce Centers Conference held in Philadelphia.

The presentation highlighted that the KBN Model was designed to address the evolving health care demands within Kentucky. Data regarding licensure demographics, employment, graduate statistics, job trends, and programs of nursing benchmark performance are analyzed to identify trends in nursing and nursing education.



Harris Elected Tennessee Board of Nursing Board Chair

Martina S. Harris, EdD, MSN, CNE, ANEF, was elected [Tennessee Board of Nursing Board](#) chair in May 2025. She has been with the board since 2020.

Harris currently serves as dean of the Nursing and Allied Health Division at Chattanooga State Community College. Before joining Chattanooga State, she was a tenured UC Foundation associate professor of nursing at the University of Tennessee at Chattanooga.

Her professional journey includes roles as nurse manager, case manager, educator and mentor. In 2024, Harris was inducted as a fellow into the National League for Nursing's Academy of Nursing Education (ANEF), recognizing her significant contributions to excellence in nursing education. She is also a certified nurse educator (CNE) and an active voice in

News & Notes

shaping academic-practice partnerships, curriculum innovation and student-centered learning environments.

Harris holds the position of treasurer for the Tennessee Deans and Directors of Schools of Nursing and is a member of Delta Sigma Theta Sorority, Incorporated. She also sits on the Journey Health Foundation Board and contributes her leadership to numerous other community and professional boards across the state of Tennessee.



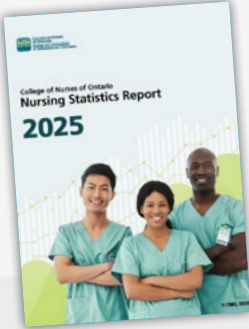
Prusak Joins Board of Board of the National Organization of Alternative Programs

Oregon State Board of Nursing (OSBN) Executive Director Rachel Prusak, MSN, APRN, FNP-C, has been elected to the board of directors of the National Organization of Alternative Programs (NOAP).

Prusak says she aims to give back, because NOAP has provided invaluable insights over the past year while she advocated for Oregon's adoption of alternatives to the OSBN Discipline Program.

Since stepping into the executive director role at OSBN in July 2023, Prusak has championed initiatives to break down the stigma surrounding mental health care. She has led the board in adopting an alternative-to-discipline program that prioritizes the support of nurses while ensuring public safety.

When running for her position, Prusak stated that her journey as a clinician, state legislator and director uniquely equipped her to advocate for innovative solutions. Leading a board that oversees more than 120,000 license and certificate holders and representing 60,000 constituents in the legislature has sharpened her ability to build meaningful coalitions, foster public trust and engage in constructive dialogue with elected officials and collaborative partners. She is hoping to be a bridge between NCSBN and NOAP, and encourage more boards of nursing to become members of NOAP.



College of Nurses of Ontario Releases Nursing Statistics Report 2025 and updated Nursing Data Dashboard

The College of Nurses of Ontario (CNO) is the largest nursing regulator in Canada and is the authoritative source of data about nursing registration and employment in Ontario.

On July 17, CNO's Nursing Statistics Report 2025 and updated Nursing Data Dashboard were released. The report captures key highlights and trends from the past year including changes to the overall nursing population, demographic shifts and changes in employment patterns. The Nursing Data Dashboard, which contains data from 2016 to 2025, is a self-serve portal that allows users direct access to CNO data about registration classes, demographics, employment and more.

Among the notable trends in 2025, CNO found the total number of nurses qualified to practice in Ontario's health care system grew by nearly 4%, the largest increase since the COVID-19 pandemic. Internationally educated nurses (IENs) are playing an increasingly large role in fueling the latest growth, and the overall mix of nurse types and employment patterns has continued to evolve.

"We are excited to share this important data with our system partners to support them in health human resource planning, decision-making, and research" said Brent Knowles, CNO's director, Analytics & Research.

News & Notes highlights NCSBN Member achievements and updates as well as individual leadership and staff accomplishments.



Have news to share? Send your News & Notes submissions via email.



Speed Round

Get to know NCSBN staff:

Nick Barnes

Exams Specialist II, Consolidated Services

What do you do at NCSBN?

I'm an Exams Specialist 2 in the Consolidated Services department here at NCSBN. I assist with the daily operation tasks for the administration of the NCLEX exam. This can be from handling cases with our test vendor for incidents that happen at the test center to assisting the member boards on various requests. I also handle the administrative side of our NCLEX Examination Committee meetings which includes facilitating document creation of our meetings to attending meetings and taking notes.

What are the best and most challenging aspects of your job?

Working with the NCLEX Examination Committee has been one of the most rewarding experiences to learn and take on. Most of my previous experience was handling lots of daily tasks which is such a different focus and workflow than working on higher

level tasks that take some significant planning and facilitation. On top getting to learn and work on some new experiences, getting to know and work with the committee while they do such important work for NCSBN has been such an eye-opening experience.

If you weren't working at NCSBN, what would your dream job be?

For most of my life, my dream job has been to be a professional actor. I started acting in 2006 with a local children's theatre in Indianapolis. Since then, I have gone to school for acting and moved up to Chicago to pursue a career. NCSBN has been a great place to work while exploring acting in theatres in the city. Since starting at NCSBN I have had the flexibility to work on eight different productions, with more on the way. Additionally, being able to create art and perform for folks has always been a passion, and now more than ever it feels very important to continue creating and bringing about new stories for local audiences.

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