NCSBN 45

SHINE THROUGH

SHAPING A BRILLIANT FUTURE

2023 NCSBN ANNUAL MEETING

Aug. 16-18, 2023 | Business Book

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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 five exam user members and 25 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.

Section I:
Meeting Resources

Business Agenda of the 2023 Delegate Assembly

Wednesday, Aug. 16, 2023

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 2023 Slate of Candidates
- Nominations from Floor

11:15–11:35 am

President's Address

11:35 am–12:00 pm

CEO's Address

3:15–4:15 pm

Candidate Forum

4:15–5:00 pm

Committee Forums

Thursday, Aug. 17, 2023

8:30–9:00 am

Elections

10:30–10:45 am

Election Results

Friday, Aug. 18, 2023

10:30–11:00 am

Delegate Assembly

Business

Board of Directors' Recommendations

- Approve the College of Registered Nurses of Newfoundland and Labrador as an Exam User Member of NCSBN.

- Approve the Nova Scotia College of Nursing as an Exam User Member of NCSBN.

NCLEX® Examination Committee Recommendations

- NCSBN Exams to use remote testing and AI security technology.

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 2023 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, including turning in the delegate badge and any voting device(s). 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.   8:00 am central on Wednesday, Aug. 16, 2023

      ii.   8:30 am central on Thursday, Aug. 17, 2023

      iii.   9:00 am central on Friday, Aug. 18, 2023

   d.   All attendees have a right to be treated respectfully. There shall be no videotaping, audio recording, photographing, screenshots or captures of the sessions or the resulting digital feed without the written permission of NCSBN.

   e.   All mobile devices shall be turned off or turned to a silent mode. An attendee must leave the meeting room to answer a call.

f. 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.

B. Consent Agenda

a. The Consent Agenda contains agenda items that do not recommend actions.

b. The Board of Directors may place items on the Consent Agenda that may be considered received without discussion or vote.

c. An item will be removed from the Consent Agenda for discussion or vote at the request of any delegate.

d. All items remaining on the Consent Agenda will be considered received without discussion or vote.

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 at https://www.ncsbn.org/motions.htm as well as on the meeting app. 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. 17, 2023 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. 17, 2023 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. 17, 2023 at 3:30 pm.

G. If a member of the Delegate Assembly wishes to introduce a non-procedural main motion or resolution after the deadline of Thursday, Aug. 17, 2023 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 written copies of the motion or resolution to all delegates.

    c. A majority vote of the delegates 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, a question of privilege, orders of the day, a parliamentary inquiry or an appeal.

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 officers of NCSBN.

7. Nominations and Elections

A. Definitions:

    a. **Cumulative Voting**: A system of voting whereby multiple votes allotted to a delegate are all cast for a single candidate.

    b. **Majority Vote**: A majority vote means more than half of the total votes cast by registered delegates.

    c. **Plurality Vote**: A plurality vote is the largest number of votes to be given to any candidate. A Slate of Candidates that were vetted by the Leadership Succession Committee at their April 2022 meeting will be presented in the Business Book.

B. 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 17, 2023 at 5pm Central will meet with the Leadership Succession Committee virtually on Monday, July 24, 2023 between 1 and 3 pm Central.

    b. Applicants who submit an application after July 18, but by Aug. 15, 2023 at 12 pm Central will meet with the Leadership Succession Committee in person on Aug. 15, 2023 between 3 and 5 pm 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.

C. Members who indicate their intention to be nominated from the floor after Tuesday, Aug. 15, 2023 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.

D. 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. 16, 2023. 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.

E. 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.

F. At Annual Meeting, slate candidates activities include candidate ribbon, candidate button, candidate application photo posted by NCSBN staff, introduction at welcome reception and candidate forum presentation.

G. Slate candidates may converse with attendees and informally present their positions during Annual Meeting events outside of formal Delegate Assembly business sessions.

H. Campaign activity shall not include: distribution of printed materials, email, texts or other electronic broadcasts, gifts, favors or other inducements to vote.

I. Use of social media for campaigning is prohibited.

J. The voting strength for the election shall be determined by those registered by 8:30 am central on Thursday, Aug. 17, 2023.

K. Election for officers, directors, and members of the Leadership Succession Committee shall be held during the Delegate Assembly meeting on Thursday, Aug. 17, 2023.

L. If more than one position is listed on a ballot, each delegate may cast one vote for each position. Cumulative voting for individual candidates is not permitted. Voting will be done electronically.

M. 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.

N. 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.

O. 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 2023 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 Friday, Sept. 15, 2023.

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

Provider Number: ABNP1046, expiration date- July 2023

Section II:
Committee Reports

Summary of Recommendations to the 2023 Delegate Assembly

Board of Directors' (BOD) Recommendation:

1. ## Approve the College of Registered Nurses of Newfoundland and Labrador 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 pre-licensure exam developed by NCSBN, which is approved by the Delegate Assembly as an Exam User Member of NCSBN.

    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 Board of Directors has reviewed the application and associated documentation for the College of Registered Nurses of Newfoundland and Labrador and believes that the information provided supports the fact that the organization is a single mandate entity with the sole mission of public protection.

    Fiscal Impact:

    Incorporated into the FY24 budget.
    Funding for one member to attend Midyear and Annual Meeting estimate: $5,000 annually
    Use of the resource fund: up to $5,000 per request.

2. ## Approve the Nova Scotia College of Nursing 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 pre-licensure exam developed by NCSBN, which is approved by the Delegate Assembly as an Exam User Member of NCSBN.

    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 Board of Directors has reviewed the application and associated documentation for the Nova Scotia College of Nursing and believes that the information provided supports the fact that the organization is a single mandate entity with the sole mission of public protection.

    Fiscal Impact:

    Incorporated into the FY24 budget.
    Funding for one member to attend Midyear and Annual Meeting estimate: $5,000 annually
    Use of the resource fund: up to $5,000 per request.

Leadership Succession Committee (LSC) Recommendation:

3. Present the 2023 Slate of Candidates.

Rationale:

The LSC has prepared the 2023 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 FY24 budget.

NCLEX® Examination Committee (NEC) Recommendation:

4. NCSBN Exams to use remote testing and artificial intelligence (AI) security technology.

Rationale:

This project aligns with the Licensure Reform Strategic Objective of fiscal year 2023-2025 (FY23-25) where NCSBN is working to increase efficiency and effectiveness throughout the licensure process. NCSBN has determined it can develop a secure, reliable remote proctoring and advanced AI system.

With the implementation of this project, NCSBN will have the option and flexibility to move some or all testing to remote proctoring administration and offer increased security and workflow efficiencies for the nursing regulatory bodies (NRBs) with better software tools and AI support systems.

Fiscal Impact:

Incorporated into the FY24 budget.

Report of the Board of Directors (BOD)

Recommendations to the Delegate Assembly:

1. **Approve the College of Registered Nurses of Newfoundland and Labrador 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 pre-licensure exam developed by NCSBN, which is approved by the Delegate Assembly as an Exam User Member of NCSBN.

    Fiscal Impact:

    Incorporated into the FY24 budget.
    Funding for one member to attend Midyear and Annual Meeting estimate: $5,000 annually
    Use of the resource fund: up to $5,000 per request.

2. **Approve the Nova Scotia College of Nursing 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 pre-licensure exam developed by NCSBN, which is approved by the Delegate Assembly as an Exam User Member of NCSBN.

    Fiscal Impact:

    Incorporated into the FY24 budget.
    Funding for one member to attend Midyear and Annual Meeting estimate: $5,000 annually
    Use of the resource fund: up to $5,000 per request.

Board Members

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

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

Adrian Guerrero, CPM
Kansas, Area II, Treasurer

Susan VanBeuge, DNP, APRN, FNP-BC, FAANP
Nevada, Area I Director

Lori Scheidt, MBA-HCM
Missouri, Area II Director

Karen C. Lyon, PhD, MBA, APRN, NEA-BC
Louisiana, Area III Director

Karen E. B. Evans, MSN, RN-BC, SD-CLTC, CLC
Maryland, Area IV Director
(Term began: Aug. 19, 2021; Resigned: May 12, 2023)

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

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

Allex Hernandez, MA
Senior Manager, Executive Office
(Resigned May 2023)

Leadership Succession Committee (LSC) Recommendation:

3.   Present the 2023 Slate of Candidates.

Rationale:

The LSC has prepared the 2023 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 FY24 budget.

NCLEX® Examination Committee (NEC) Recommendation:

4.   NCSBN Exams to use remote testing and artificial intelligence (AI) security technology.

Rationale:

This project aligns with the Licensure Reform Strategic Objective of fiscal year 2023-2025 (FY23-25) where NCSBN is working to increase efficiency and effectiveness throughout the licensure process. NCSBN has determined it can develop a secure, reliable remote proctoring and advanced AI system.

With the implementation of this project, NCSBN will have the option and flexibility to move some or all testing to remote proctoring administration and offer increased security and workflow efficiencies for the nursing regulatory bodies (NRBs) with better software tools and AI support systems.

Fiscal Impact:

Incorporated into the FY24 budget.

Highlights of Business Activities

Oct. 1, 2022 – May 31, 2023

Strategic Plan 2023–2025

As a result of the strategic plan being adopted last year and the various changes to the value statements, a series of objectives have been updated. The updated 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.

Board Meeting Dates

Aug. 19, 2022 (Post Delegate Assembly Board Meeting, Chicago)

Sept. 27–28, 2022 (Board Meeting, Hybrid – Chicago/Virtual)

Oct. 24–25, 2022 (Strategy Retreat, Boston)

Dec. 6–7, 2022 (Board Meeting, Chicago)

Feb. 7–8, 2023 (Board Meeting, Chicago)

March 30, 2023 (Board Meeting, Seattle)

May 9–10, 2023 (Board Meeting, Chicago)

July 12–13, 2023 (Board Meeting, Chicago)

Attachments
Attachment A:
2023 Strategic Progress Report

Attachment B:
College of Registered Nurses of Newfoundland and Labrador Exam User Member Application

Attachment C:
Nova Scotia College of Nursing Exam User Member Application

References
Demonstrating the Value of Nursing Care through Use of a Unique Nurse Identifier Policy Statement

Implementation of a unique nurse identifier

What a unique nurse identifier means for the future

2. Develop a pathway to reform the licensure process to increase efficiency and effectiveness of the U.S. NRBs.

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.

1. 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 FY23.

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

1. 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 FY23.

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

1. 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.

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

3. Remote Proctoring 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 next steps of the current Strategic Plan can be found in Attachment A.

Creating a Compact Nation:

Progress continues to be made with the adoption of the Nurse Licensure Compact (NLC) and the Advanced Practice Registered Nurse Compact (APRN Compact). The NLC was introduced in 10 state legislatures in the 2023 session. Washington State enacted the NLC in April 2023, bringing the number of jurisdictions that have enacted the NLC to 40! We continue to be optimistic for movement on NLC legislation in Alaska, Massachusetts and New York.

The APRN Compact was introduced in a record-breaking seven states this session. The APRN Compact was successfully passed out of three legislative chambers—the Arizona Senate, Maryland House and Montana House. The APRN Compact also received a hearing in the Texas House Public Health Committee. We are hopeful for further legislative movement in Arizona and Montana before the legislatures adjourn, bringing the APRN Compact closer to the seven states that are needed to enact for the compact to go into effect.

Next Generation NCLEX® (NGN)

After more than a decade in development and countless hours of research and analysis, the NGN was launched on April 1, 2023. The statistics show there were in total: 127 item development panels; 600 plus nurse contributors in item development; 680,000 NCLEX candidate participants in the Special Research Section; and 143 NGN presentations conducted, reaching more than 22,000 attendees.

NGN is the biggest change in the NCLEX since being the first exam to use computerized adaptive testing (CAT) in 1994. Its completion makes it the first major exam using polytomous CAT algorithms as well as the first major exam to incorporate measurement of clinical judgment. The psychometric team worked the night of Friday, March 31 to verify and validate all early exams taken overseas in Asia. They were also able to provide early warning before exams went live in U.S. and Canada Saturday morning. Validity and rescore checks were also done on U.S. and Canadian exams to ensure all exams were delivered and scored as expected. At present, all exam statistics are within NCSBN expectations.

NCSBN ID Unique Nurse Identifier

The NCSBN ID Unique Nurse Identifier (UNI) is a unique number assigned to every U.S. nurse. It is the only UNI for all nurses. A key benefit of using a unique identifier for all nurses is its value in enabling interoperability. Using a UNI will offer hospitals and health systems the ability to uniquely identify nurses in the electronic health record (EHR), enterprise resource planning (ERP) systems and other health IT systems for documentation, education, research and training purposes – without the need to use the nurse's personally identifiable information (PII). This interoperability between technology systems using the NCSBN ID can better measure the appropriate use of nursing resources by examining the variability of direct nursing care time and costs per patient and the relationships between patient and nurse characteristics and nursing costs. A proof of concept is underway to help Centers for Medicare & Medicaid Services (CMS) with potential fraud prevention using the NCSBN ID when verifying a nurse's license. Another proof of concept with the Health Resources & Services Administration (HRSA) is being discussed to increase data integrity of the Nurse Practitioner Databank (NPDB) nurse reports in HRSA's database by using the nurse's NCSBN ID as a key matching data element.

Cybersecurity

Cybersecurity threats are becoming more sophisticated and persistent and impact the entire organization and data in its custody. This changing 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 with the implementation of key activities, such as: expanded incident response plan playbooks and conducted tabletop exercises with incident response teams, increased scope and frequency of internal audits and monitoring, improved risk management processes, expanded email protection tools and cloud modernization efforts, including the exploration of Zero Trust architecture. NCSBN's information security governance program is aligned with the security and privacy controls from the NIST 800-53 Rev. 5 framework. Marcum LLP audited NCSBN security controls and provided an attestation of compliance in April 2023. NCSBN is also pursuing StateRAMP and FedRAMP compliance over the next two years in response to growing compliance requirements from state governments.

National Nursing Workforce Study 2023

NCSBN held a special media event at the National Press Club in Washington, D.C. to unveil the National Nursing Workforce Study 2023. The intent was to raise awareness for the study's findings that signal a looming nursing workforce shortage and a great risk to public health.

The event was a way of getting a national dialogue started on solutions to avoid a crisis, and a moment to bring together nursing leaders and call everyone to action. To best serve the public, we strategized and planned an event that sought to maximize media interest and coverage in a way that we had not previously done.

The event itself was well-received and the ensuing coverage was an even greater success. A week after the event, NCSBN and the study had: 942 mentions; an online and print audience of 97,389,621; a national TV audience of 4,757,052; a local TV audience of 4,251,057; and a total radio audience of 11,891,352.

ICRS Certificate Program

ICRS launched three new certificate program courses in 2023, expanding course offerings to six per term. Within the first two terms, there were 119 active participants. We expect to see an 8% increase in participation from the previous year. Additional educational offerings related to the Foundations Program and continuing education courses were reviewed and updated. "Upholding the Standard: Professional Accountability in Nursing" was launched January 2023 providing an updated and streamlined educational experience for approximately 400 participants requiring remediation.

Strategic Partnership Meeting Attendance by BOD and/or NCSBN Staff

- American Association of Colleges of Nursing (AACN) Academic Nursing Leadership Conference
- AACN Deans Annual Meeting
- American Organization for Nursing Leadership (AONL) 2023 Inspiring Leaders Conference
- Council on Licensure, Enforcement, and Regulation (CLEAR) Seventh International Congress of Professional & Occupational Regulation
- Federation of Associations of Regulatory Boards (FARB) Annual Forum
- Florence Nightingale Foundation Event
- Opioid Regulatory Collaborative Meeting
- International Council of Nurses (ICN) 29th Congress
- International Nurse Regulator Collaborative (INRC) Meeting
- Pan American Health Organization (PAHO) Regional Forum on the Regulation of Nursing Practice
- Tri-Council Meeting
- Tri-Regulators Meeting

Governance and Policy

- The BOD identified and appointed board liaisons to the various committees and mentors for those newly appointed board members.
- 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 reviewed and discussed various environmental issues at each meeting. Topics included occupational licensure, the opioid crisis and overall issues emerging from boards of nursing.
- The BOD continuously reviewed performance outcome data from NCSBN-hosted education meetings and conferences.
- The BOD continuously reviewed and discussed performance measures and outcome data related to the NCSBN Strategic Plan.
- The BOD determined the education session content for the Midyear and Annual Meetings.
- The BOD held a retreat in October to review the current purpose, mission, values and vision of the organization.
- The BOD reviewed and discussed the annual environmental assessment report.
- The BOD set the initial FY24 board meeting and retreat dates.

Finance

- The BOD approved the proposed budget for FY23.
- The BOD approved quarterly financial statements throughout the fiscal year.
- The BOD approved the proposed audit plan for FY22.
- 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 year ended June 30, 2022.
- The BOD accepted the report of the independent auditors for the year ended Sept. 30, 2022.
- The BOD reviewed the FY22 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 MACE® examination programs.
- The BOD approved minor revisions to various NCLEX policies.
- The BOD was kept informed on progress related to NGN regarding scoring and test design.
- The BOD was kept informed on the April 2023 launch of the NGN.
- The BOD reviewed updates on the remote proctoring and AI project.

Information Technology (IT)

- The BOD reviewed and discussed the progress and updates on information exchange between Canadian regulatory bodies and member boards.
- The BOD reviewed and discussed the updates on the development of NCSBN's modern data warehouse and data storage architecture which provides the technical support structure for Strategic Initiative 3. The goals of the initiative were met and the project was closed out in February 2023.
- The BOD reviewed and discussed the update on ORBS® 3.0 and other related activities for the 12 ORBS implemented NRBs.
- 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.
- The BOD reviewed and discussed the results of the 2022 National Nursing Workforce Survey.
- 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 discussed the National Student Nurses' Association Midyear Meeting.

Attachment A:
NCSBN Strategic Plan
Fiscal Year 2023-2025 (FY23–25)
Annual Strategic Plan Progress Report
October 2022 – May 2023

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.

FY23 Accomplishments
- The thematic analysis of existing sunset provisions was drafted and published in the *Journal of Nursing Regulation (JNR)* in October 2022 as a supplement.
- A draft of a review focused on synthesizing existing literature on regulatory performance with key regulator input documenting occupational licensure within the U.S. and other countries was completed at the end of April 2022.

Future Activities
- The next phase of the work is in its proposal stage. After the proposal's completion, the focus will be on hosting an event inviting key regulators to review the regulatory performance highlighted in the existing literature review.
- Following the event and documentation of collaborative feedback from NCSBN and key regulators, future work for the objective entails creating and piloting a tool derived from the research findings. This tool can then be used to promote efficiency and effectiveness for nursing regulatory excellence through an accreditation process designed to fit regulators' needs.

Objective 2:
Develop a pathway to reform the licensure process to increase efficiency and effectiveness of the U.S. nursing regulatory bodies.

Future Activities
- Immediate work to be done is to engage the membership to evaluate and fully document the current state of the licensure requirements and processes through a focus group to create an operational baseline.
  - This will then be used to determine the need for engaging separate groups within the membership to focus on the nurse and NRB licensure process.
- Once the focus group has been conducted and results are compiled, the project will be ready to move to proposal status, estimated to be revisited in September 2023.

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.

Future Activities
- Currently, the compilation of a focus group is the input required for the project to move forward into proposal status. This is expected to occur on Aug. 14.
- A green paper that will form the basis for discussions at a world café event is to be commissioned and published.
  - The world café event will propose a new workforce model that addresses contemporary modes of service delivery and identify potential next steps through individual and aligned action.

Objective 4:
Collect evidence-based information to assist in the development and implementation of a United Public Safety Regulatory Model for support workers.

Future Activities
- A consultant is to be engaged to evaluate the current state of the health care support worker environment and provide suggestions for best practices in the regulation of said workers.
- On Aug. 14, a focus group will be held to discuss this, and its results will act as inputs for the project.
- The work to be completed includes building a database of support workers to include nurse aides and medication aides.
- The CMS will be consulted to present the health care support worker regulatory environment and proposed solutions. Selected solutions will be designed and implemented.

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 FY23.

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 FY23.

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.

FY23 Accomplishments

This project has been determined to be ready for proposal.

Future Activities

- Once the proposal phase for this project is complete, the next phase will be focused on managing it as a project.
- Immediate future work for this initiative would be to identify an international jurisdiction and work with them to pilot the examination and pertinent regulatory processes.
- Further work entails the creation of a draft for the proposed test plan, the creation of an item bank, and the analysis and evaluations of the deliverable as the project transitions to implementation.

Objective 6:

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

FY23 Accomplishments

- Launched Friends and Family, the Member Review of the NGN
    - The purpose of this review is to provide NRBs with the opportunity to interact with the latest item types like the exam candidates will take in April 2023.
    - The review took place May 9–27, 2022.
- Launched Student Beta Testing of the NGN
    - The purpose of the Student Beta Testing of NGN is to pilot the functionality of the updated exam software and the latest item types in a live testing environment.
    - Testing took place Sept. 6–30, 2022.
- Created and launched NGN Practice Exam
- Created and launched NGN Web Tutorial
- Prepared and launched NGN April 2023 communications to NRBs, educators, students and the public at large.
- Successfully launched NGN Exam on April 1, 2023.
- Complete closeout activities for NGN by June 30, 2023.
    - Finalize Operational Plan by May 30, 2023.
    - File Project Documentation by June 30, 2023.
    - Gather lessons learned feedback by June 30, 2023.

Future Activities

- As part of the closeout to this project, a plan to operationalize NGN will be implemented.

Objective 7:

Remote Proctoring System Development and Implementation – Covering the research, design, development, and implementation of a remote proctoring solution for NCSBN examinations.

FY23 Accomplishments

- This objective is in the design and development phase. NCSBN has continued to work on refining requirements, reviewing designs, development, and some initial testing of the new software consoles for remote proctoring.
  - One of the consoles is an enhanced member board portal which will provide additional security and workflow efficiencies for NRBs.
- At the 2023 Midyear Meeting, NCSBN members were given an update on the security capabilities including AI support that will be possible for NCSBN to use for remotely proctored exams.

Future Activities

- The software consoles will continue to be developed and tested beyond this fiscal year.
- This objective will be a recommendation provided to the Delegate Assembly at the 2023 Annual Meeting in August.

Attachment B:
College of Registered Nurses of Newfoundland and Labrador Exam User Member Application

NCSBN Exam User Member Application

Organization Information

Full Legal Name of Organization	
College of Registered Nurses of NL	

Chief Staff Person	Credentials
Lynn Power	RN, BN, MN, ICD.D

Email Address	Direct Phone Number
lpower@crnnl.ca	709-753-6173

Organization Mailing Address			
55 Military Rd			

City	State	Country	Postal Code
St. John's	NL	Canada	A1C2C5

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
709-753-6040	info@crnnl.ca	crnnl.ca

Organization Description

1. List all the professions the organization regulates:

   Registered Nurses
   Nurse Practitioners

2. List the number of persons regulated (by profession):

   Registered Nurses 6500
   Nurse Practitioners 250

3. Describe the authority under which the organization regulates:

   The Registered Nurses Act, 2008

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

The College of Registered Nurses of Newfoundland and Labrador is the regulatory body for all registered nurses (RNs) and nurse practitioners (NPs) in the province. The College is granted the responsibility to regulate the nursing profession through the Registered Nurses Act, 2008. Its mandate is public protection.

5. Is this a membership organization?

Members / Registrants

6. List the date the organization was founded:

1954

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

Yes◉

No ○

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

NCLEX

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

2015

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

YES

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

Presently an Associate member, seeking next level

2

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:

    16

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

    10

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

    YES

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.

Signature	Executive Director Title	Jan 25 2023 Date

3

Attachment C:
Nova Scotia College of Nursing Exam User Member Application

NCSBN
Leading Regulatory Excellence

NCSBN Exam User Member Application

Organization Information

Full Legal Name of Organization	
Nova Scotia College of Nursing	
Chief Staff Person	Credentials
Sue Smith	Chief Executive Officer and Registrar
Email Address	Direct Phone Number
sue.smith@nscn.ca	902-377-5128

Organization Mailing Address			
120 Western Parkway, Suite 300			
City	State	Country	Postal Code
Bedford	Nova Scotia	Canada	B4B 0V2
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	
902-444-6726	information@nscn.ca	http://www.nscn.ca	

Organization Description

1. List all the professions the organization regulates:

   Registered Nurses, Licensed Practical Nurses, Nurse Practitioners.

2. List the number of persons regulated (by profession):

   10964 Registered Nurses, 4810 Licensed Practical Nurses, 351 Nurse Practitioners.

3. Describe the authority under which the organization regulates:

   Authority legislated by the Province of Nova Scotia through the passing of the Nursing Act. 2019, c. 8, s. 1.

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

The mission statement is as follows:

PRotecting the public of Nova Scotia through regulating nursing services by:

- Setting practice standards;
- Providing registration and licensure;
- Approving nursing education programs;
- Intervening to preserve safe practice;
- Governing and operating with the highest integrity.

5. Is this a membership organization?

No

6. List the date the organization was founded:

June 4, 2019

7. Does the jurisdiction currently use a prelicensure 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)?

Since January 2015

8. Is the organizational mandate <u>exclusively</u> related to the regulation of the profession and protection of the pt

Yes

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

NSCN is very interested in taking a more active role in NSCBN.
We would like to be more actively involved in regular meetings and take part in applicable learning opportunties. In addition, we are interested in sharing the good work of NSCN where applicable to assist other organizations where appropriate and gather best practices.

We have found the associate membership to have been very beneficial and would like to contribute in additional methods via in person meetings and/or calls.

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:
    44

12. How many members are on the organization's governing board?
    5 registrants/members and 6 Public Representatives

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

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.

Signature	Acting CEO for Sue Smith, CEO Title	April 18, 2023 Date

Report of Leadership Succession Committee (LSC)

Committee Recommendations to the Delegate Assembly:

1. Present the 2023 Slate of Candidates

Rationale:
The LSC has prepared the 2023 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 2024 (FY24) budget.

FY23 Charge:
Present a slate of candidates through determination of qualifications and geographic distribution for inclusion on a ballot for the election to the Board of Directors (BOD) and the LSC.

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.

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, FRE
Nevada, Area I Member

Janice Hooper, PhD, RN, FRE, CNE
Texas, Area III Member

Greg Kohn, MM
Wyoming, Area I, Member-at-Large

Linda Kmetz, PhD, RN
Pennsylvania, Area IV Member

Sherry Richardson, MSN, RN, CMSRN
Tennessee, Area III, Member-at-Large

Committee Staff

Chelsea Kelley
Director, Business Operations

Andrew Hicks
Associate, Business Operations

Committee Meeting Dates

Nov. 10, 2022 (Virtual Meeting)

Jan. 23–24, 2023 (In-person Meeting)

April 24–26, 2023 (In-person Meeting) – Applicant Interviews

Relationship to Strategic Plan

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

Attachments

Attachment A:
2023 Slate of Candidates

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

For FY23, the committee met once virtually, and twice in person to complete its charge. The committee members made themselves available onsite at the March 2023 NCSBN Midyear Meeting in Seattle. A full recap of committee activities is listed below.

FY23 Highlights and Accomplishments

The following lists the highlights and accomplishments in fulfilling the LSC charge for FY23.

- Reviewed survey responses from FY22 candidates and applicants.
- Continued work with NCSBN's Marketing & Advocacy 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. Reviewed 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 2023 Midyear Meeting
  F. Onsite LSC Lounge at the 2023 Midyear Meeting
  G. Open position information displayed during breaks at 2023 Midyear Meeting.
  H. Provided a Leadership Recognition Card 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 & Vision Statements
  B. NCSBN Bylaws
  C. NCSBN 2023-2025 Strategic Plan
  D. NCSBN 101 Course
  E. NCSBN COVID-19 Resources
  F. NCSBN Committee Information
  G. NCSBN Leadership Succession Brochure
  H. Public and private NCSBN LSC web pages
- Interviewed 11 applicants virtually for seven open positions.
- Presented a slate of 10 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 EO and Presidents.

Committee Recommendations to the Delegate Assembly

- Adopt the FY24 slate of candidates presented by the LSC through determination of qualifications and geographic distribution for inclusion on a ballot for the election of the BOD and LSC.

Attachment A:
2023 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 2023 Delegate Assembly.

Board of Directors

Treasurer

Karen Lyon	Louisiana-RN, Area III	page 35
Lori Scheidt	Missouri, Area II	page 37

Area I Director

Vacant

Area II Director

Vacant

Area III Director

Jose Delfin D. Castillo III	Florida, Area III	page 39

Area IV Director

Barbara Blozen	New Jersey, Area IV	page 41

Leadership Succession Committee

Area I Member

Cathy Dinauer	Nevada, Area I	page 43
Amber Zawislak-Bielaski	Washington, Area I	page 44

Area III Member

Sandra Culpepper	Mississippi, Area III	page 46
Janice Hooper	Texas, Area III	page 47
Carrie Jones	Louisiana-RN, Area III	page 48
Meredith Parris	North Carolina, Area III	page 50

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 in 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

Treasurer

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

Describe your professional, regulatory and community experience.

In addition to an education administration minor in my Ph.D. program, I did a post-doc MBA to gain accounting, economics, finance, and general business administration skills. I have significant experience in operations and fiscal oversight, managing four campus nursing programs for Samuel Merritt University in California as Associate Dean for Operations. Additionally, as Associate Dean of Nursing for Texas Woman's University with operational responsibility for the Houston Texas Medical Center Campus, I managed a $2.5 million campus budget and was the PI on program grants exceeding $5 million. As Chief Executive Officer of the Louisiana State Board of Nursing, I oversee an operations budget exceeding $8.8 million and investment accounts exceeding $6.1 million. My financial expertise extends to the professional community where I represented Louisiana on the American Nurses Association Audit Committee from 2012 - 2018. I also served on the NCSBN Finance Committee for two terms from 2016 – 2019. I was Vice President of the Texas Nurses Association prior to relocating to Louisiana where I served as President of the Texas Nurses Foundation, the fundraising and development arm of the state nurses association. We were the repository for the Robert Wood Johnson Foundation/Academic Progression in Nursing Grant directed at increasing RN to BSN graduates in the state. I also served as Treasurer for the National Association of Clinical Nurse Specialists from 2001 - 2004. Finally, in my tenure on the Board of Directors for the American Heart Association - Texas Affiliate, I served on the Finance, Audit, and Operations Committees. As President of AHA-Texas, I oversaw fundraising of more than $19 million, funds which were used to support extensive research in cardiovascular health in the state. Finally, I developed the MSN in Nursing Administration program at UTEP and taught Advanced Financial Management to Ph.D. and DNP students at TWU.

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

I currently serve as Chief Executive of the Louisiana State Board of Nursing (LSBN), overseeing regulation of 64,700 RNs and 9,032 APRNs. I am responsible for pre-licensure approval of 32 RN programs and 15 graduate APRN nursing 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, delay and denial of nurses and nursing students based on specific misdemeanors 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 introduced as SB202 in this legislative session. I am currently engaged in promulgating 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 four years and the Board of

Directors for two years. 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 as the NCSBN Board liaison to the NCLEX Examination Committee.

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: Expand the active engagement and leadership potential of all members. As a member of NCSBN for over nine years now, 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 the Area 3 Board member, I have realized that Board representation from Areas is not 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. Now I am one of ICRS's most vocal cheerleaders and want to use my position as a Board member to advance this program to enrich and inspire my colleagues. As a Board member and officer, 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

Treasurer

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

Describe your professional, regulatory and community experience.

During my tenure, I was afforded the opportunity to perform nearly every position within our Board due to vacancies. These varied leadership experiences, along with my determination to improve nursing regulation and public protection, led to my tenure as the Executive Director of the Missouri State Board of Nursing, a position I have served in since 2001. I earned an Associate in Arts from Columbia College in 1997, a Bachelor of Science in Computer Information Management from William Woods University in 2000, and an MBA in Healthcare Management from Western Governors University in 2012. I also became Just Culture certified in 2013. I earned my International Center for Regulatory Scholarship (ICRS) certificate in 2022. In 2002, I also earned certification as a Certified Nonprofit Accounting Professional. I currently serve on the NCSBN Board as the Area II Director. I had the privilege to serve two years as vice-chair of the Nurse Licensure Compact Administrators. I have served on numerous NCSBN committees as follows: - Chair, NLC Compliance Committee 2020-Present - NLC Technology Task Force 2020-Present - Chair, Fraud Detection Committee 2015 – Discipline Effective Practices Subcommittee 2014-2015 - Chair, Member Board Agreement Review Committee 2013 - Nurse Licensure Models Committee 2011- 2012 - Awards Panel 2004-2006 - CORE 2005 - Nursys Advisory Panel 2003-2004 - Test Service Technical Subcommittee 2001-2002 – Examination Committee 1997-2000 - NCLEX Evaluation Task Force 1996 - Committee for Special Projects (CAT) 1995 I am a member of the Missouri Healthcare Workforce Coalition. Through my leadership, our Board has been awarded a Governor's Award for Quality and Productivity for improvements in nursing investigations and NCSBN's Regulatory Achievement Award in 2012. I received the NCSBN Outstanding Achievement Award, Meritorious Service Award and R Louis McManus Award.

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

An adverse health event in my family fueled my passion for public protection work. I believe in what we do and our ability to make a difference. I am motivated and actively engaged in the organization. I possess the duty to care, duty of loyalty and duty of obedience to continue to be a contributing member of the board. I am a strategic thinker and believe my strong and varied board operations background adds perspective and balance to the Board. I am also very driven. If there is a challenge, I will work hard to find a solution. I had my first job when I was 12 years old and haven't stopped working since that time. I am a hard worker and will continue to work hard to further the mission of the National Council of State Boards of Nursing. I pledge to continue to actively listen to the membership and remain engaged with all aspects of the organization. I have the support of the board members and office team members in my state. I spearheaded an initiative to use board funds to issue grants to nursing education programs. To date, the board has awarded more than $13 million in grants to nursing education programs to improve infrastructure so programs can admit more students. I obtained certification as a nonprofit accounting professional to further my competencies not only for this grant work but for the fiduciary responsibility of serving on the NCSBN Board of Directors. I have embraced every opportunity through NCSBN including serving on multiple committees, serving on the Board of Directors and obtaining an ICRS certificate.

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.

As Area II Director, I remain actively engaged in working on the strategic initiative to champion regulatory solutions to address borderless health care delivery. Specifically, I worked with the NCSBN team to analyze education credentials for internationally-educated nurses to determine gaps in fraud detection and how we might address those by utilizing an exchange of nurse licensure, discipline and education information beyond borders. We surveyed nursing regulatory bodies to get a snapshot of current requirements and processes. This was followed by focus group session at last year's annual meeting and small group meetings in Chicago. The final outcome would be to enhance public protection and streamline licensure processes for all nurses. We also need to tackle how our U.S.-educated nurses can more efficiently obtain authorization to practice in other countries. Regulatory boards need to continue to rise to the challenge to offer flexible regulatory options without sacrificing public protection. We need to continue to develop strategic alliances with other agencies and international partners. Having a more thorough understanding of how education and licensure works in other disciplines and countries will widen our body of knowledge and potential solutions. By thinking outside the traditional box, NCSBN can help form these alliances and research various regulatory options to keep the public safe while increasing numbers in the workforce. For NCSBN to accomplish these goals, they need experienced members on the Board of Directors, like myself, with vast regulatory experiences and a strong work ethic to continue moving NCSBN forward. All of this fits into the larger strategic initiative of promoting agile regulatory systems for relevance and responsiveness to change. We have experienced many challenges including the most recent risk of fraudulent diplomas. Rapid and dynamic innovations make nursing regulation a challenging task. Technology must be leveraged to be more efficient and responsive through real time monitoring and continuous data collection. This will enable us to manage risk more effectively and revise frameworks.

Board of Directors

Area III Director

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

Describe your professional, regulatory and community experience.

As a Ph.D.-prepared APRN-CRNA faculty, and clinical practitioner, my primary objective is to guide, educate, and mentor practitioners in nursing-related concepts, attitudes, and skills for efficient and effective delivery of safe and quality care to the public. In almost three decades of my professional career, I have practiced in various academic and clinical roles, from skilled nursing to critical care, and surgical-anesthesia departments, with service to committees at the university level, state, and national levels. Within the professional domain, I have co/authored and co/published original research and modules, participated in interviews and podcasts, and presented anesthesia and related topics of interest to audiences locally and abroad. With community service, I have remained active in state and national organizations since 2007. As past President of the Florida Association of Nurse Anesthesiology (FANA), I was able to spearhead our organization in leading APRNs in Florida on advocacy efforts with two successful pieces of legislation: the Non-Opioid Alternative Bill (HB 451) and Full Scope Authority (HB 607). During the COVID-19 pandemic, I represented FANA at the FL Department of Emergency Services' Surgicenter to ICU Response Group (SIRG) and the FL Department of Emergency Management's COVID-19 Vaccine Volunteer Deployment Program. My seminal contribution at the state level is an appointment last 2021 as an APRN member and current Chair of the FL Board of Nursing (BON). With this body of work at the regulatory level, I also publish a Chair's Message and Our APRN Angle column to educate the public about the different roles of APRNs in the FL-BON's Nursing Quarterly newsletter. I take to heart my regulator's role with a sustained impact in leading nursing and other related organizations in safeguarding public health and safety. With these experiences, I would like to serve and offer my unique skillset as an NCSBN Board member.

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

As I continue to embody the priorities and strategic initiatives of the organizations in which I am actively involved, I will remain with these two primary undertakings: Commitment to active nursing practice and service toward the welfare of our communities. I consider myself dependable and do not shy away from hard work. Evidenced by the advocacy work with my colleagues and other healthcare agencies on the Autonomous APRN license, FL SIRG, and the FL COVID-19 Vaccination programs, the FL Department of Emergency Management recognized me with an Appreciation Certificate and my CRNA peers at the American Association of Nurse Anesthesiology (AANA) with the 2020 Ira P. Gunn Award for Outstanding Professional Advocacy award and the 2020 AANA Excellence in State Government Relations Advocacy award. As Chair of the FL-BON, I facilitate the query of regulatory challenges by creating a safe space to learn and mentor fellow board members. This action emboldens the members to participate in a robust dialogue wherein different viewpoints are made welcome. Aligned with statutory provisions, I fully sustain work that is enhanced by a board, sharing a unified mission and vision for the people of our state. Without knowledge of Operation Nightingale, our staff, legal counsel, and the FL BON was able to initiate and implement measures to mitigate the fraudulent activities by upholding the fundamentals of state licensure. I am an enthusiastic collaborator, a passionate, objective yet creative thinker, and an engaged team player. I genuinely believe that moving the needle forward by working together creates an engaged, active, and united membership

and organization. With my unique and specific competencies, my vision is to elevate the board's curiosity and continue the elevated caliber of work put forth by my successors and, most importantly, by the various member-led committees that tirelessly vigor the underpinnings of NCSBN.

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.

Among the four strategic initiatives within the NCSBN 2023-2025 Strategic Plan, I identify with Strategic Initiative A: Promote agile regulatory systems for relevance and responsiveness to change. Both the COVID-19 pandemic and Operation Nightingale have presented a myriad of challenges and, at the same time, opportunities very specific to our nursing profession. My unique and diverse experiences are highlights of my potential contributions to this strategic initiative. In support of my work in nursing education is my contribution to public service, as I have always believed that we should remain engaged through time and effort in our nursing profession. As an APRN-CRNA, I started being active at the state level with our advocacy as a board member in 2008 and then president of the Florida Association of Nurse Anesthesiology (FANA) in 2020. My sustained impact in service to our profession is evidenced through representation in the Coalition of Advanced Practice Nurses and the Quality and Unity in Nursing Council in Florida. As FANA president in the 2020 Florida legislative session, I led all APRN organizations to a unified approach in campaigning for large-scale support of Florida's full scope authority. Per House Speaker Oliva, NCSBN, and our FANA team, I steered, supported, organized, and mobilized all APRNs to support our champion Representative Cary Pigman in representing APRNs in a 'Tide of White campaign' (i.e., lab. coats) in Tallahassee, Florida. At the end of the 2020 legislative session, the FL Governor signed legislation to issue a license to an Autonomous APRN in primary care. Collaborating with other stakeholders is a board priority. During the COVID-19 pandemic, I was recruited by the FL Department of Emergency Services to serve in SIRG. The SIRG initiated a plan of action to mobilize ambulatory surgery centers with ventilator-equipped anesthesia machines as potential Intensive Care Units. Through FANA, when the COVID-19 vaccines became first available, I co-led the recruitment and deployment of nursing volunteers in the FL Department of Emergency Management's Vaccination Program. We recruited over 3200 RNs within the 67 counties in Florida who administered the first dose of the vaccine in 103 vaccine sites with over 1 million volunteer hours. As an APRN member and current Chair of the FL-BON, I represent all the state's CNAs, LPNs, RNs, and APRNs with the body of work outlined at the regulatory level. As Chair of the Credentials B/Education Committee (CBEC), I contribute to public safety by evaluating compliance with nursing education programs and continuing education providers' accreditation and comprehensively reviewing applicant credentials towards licensure even before the FBI's 'Operation Nightingale.' Lastly, as FL-BON Chair and an active member of NCSBN's Board President and APRN networks, my role's sustained impact is safeguarding, collaborating with stakeholders, and participating in evaluating the regulatory body of work to uphold public safety. With change comes challenges, but also opportunities. Promoting agile regulatory systems for relevance and responsiveness to change can be attained through my experiences with teamwork and creative thinking. I plan to serve the NCSBN board with this mantra.

Board of Directors

Area IV Director

Barbara Blozen, EdD, MA, RN, BC CNL
Board President, New Jersey Board of Nursing

Describe your professional, regulatory and community experience.

I have been a member of the New Jersey Board of Nursing (BON) since 2014. I was voted by my peers to lead the BON as president in 2016 and have been re-elected each subsequent year since then. As a Registered Nurse for more than 40 years, my experience is extensive. I have worked in the hospital setting, as well as in the community setting. I currently am a tenured Professor, teaching at the prelicensure, RN-BSN and Masters levels. In addition to my publications and international presentations i.e. Sigma (Theta Tau International) I was awarded grants from Robert Wood Johnson New Careers in Nursing and The Gold Foundation. My tenure as the New Jersey Board of Nursing President has provided me with several regulatory experiences. When elected as president there were numerous staff changes at the BON and 10 new BON members. In my leadership role and position it was my duty to mentor, lead and guide the new personnel. The BON has seen three different executive officers under my tenure and, an addition of two new BON nursing positions for which I advocated. I have been a consistent and committed member of the BON, much of which I credit to the support of NCSBN. The staff and resources offered by NCSBN has proved to be invaluable for me in my leadership role. I had the opportunity to earn a certificate in Healthy Policy and Media Engagement from George Washington University, as I was awarded a scholarship through NCSBN. In addition, I am a graduate, inaugural cohort, of the invaluable International Center for Regulatory Scholarship. Both opportunities afforded to me by NCSBN has provided me with the tools I needed to be successful, and for which I am grateful.

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

As the New Jersey Board of Nursing president for the past nine years, I have realized a number of characteristics that will make me a strong fit to fulfill the responsibilities of the Board of Directors. Knowledge and experience in negotiation and regulation are two of the many skills I have acquired over my tenure as President. The courses in the International Center for Regulatory Scholarship program have imparted team and consensus building skills as well as specific knowledge related to regulation and governance. Earning The George Washington University Certificate in Health Policy and Media Engagement has conferred the policy understanding and comprehension necessary for me to serve on NCSBN's Board of Directors in achieving their mission to support nursing regulators in their mandate to protect the public. The following example speaks to an additional characteristic I feel I possess: My father lived to age 97; and around age 94 while visiting him in Florida, we were out having breakfast on a rainy day, he said to me "Why don't we go to the ice-skating rink, maybe we will see the Olympic skaters there". (My father was an experienced ice skater and rode a racing bicycle [racing bikes do not have brakes!] until age 95). I thought to myself 'you are not going ice skating at your age, regardless of how well you skated, not on my watch!' I also thought what would Olympic skaters be doing in Florida? I appeased him and went to the rink and there we saw famous Olympic ice-skating contenders in the rink. We saw their graceful routine up close. He was right. I thought "With age comes wisdom!"

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.

I would endeavor to widely contribute to NCSBN's Strategic Initiative D: Pioneer competency assessments to support the future of health care and the advancement of regulatory excellence. NCSBN's commitment to deliver evidence-based regulation, develop and improve regulatory processes, while supporting jurisdictions in developing their competence to do so is in alignment with my personal and professional goals, and is exponentially important to me. As an experienced educator I have the knowledge, skills, and experience to assist NCSBN in achieving this initiative. As a member of the NCLEX Exam Committee and while working with Dr. Dickison to assure the reliability and validity of the NCLEX, my engagement in competency assessment has been prominent. I provide ongoing support to colleagues and students in reverence to the rigor of the NCLEX exam, constructed to demonstrate that a nursing licensure candidate is prepared to practice entry-level nursing. Its importance to the profession of nursing, as the first step to providing safe and competent care, cannot be underestimated. Additionally, my knowledge and experience in state, national, and international healthcare policy provide me with the resources to assist the collective governing body achieve its goals. My certificate in Health Policy and Media Engagement from George Washington University, as well as the Certificate I earned from the International Center for Regulatory Scholarship enhanced my knowledge and experience. I would be humbled to serve as the Area IV Director at NCSBN and feel that the skills and knowledge I possess and would bring the organization's achievement of this strategic initiative forward expeditiously and in a manner that would exemplify the mission, vision, and values of NCSBN.

Leadership Succession Committee

Area I Member

Cathy Dinauer, MSN, RN, FRE
Executive Director, Nevada State Board of Nursing

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

I was appointed to the LSC a few years ago and have learned quite a bit regarding the process of selecting candidates for the NCSBN Board of Directors and LSC. The process has enlightened me and provided me with greater understanding of the electoral process. As the current executive director of the Nevada State Board of Nursing, I have a sound knowledge of the regulatory process, operations management and human development.

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

I have attended and been involved with NCSBN for almost 10 years. I have attended several conferences during that time. I have been a member of LSC for 2 years so I am familiar with the process. In addition, I was the EOLC chair for 3 years. I completed my FRE a few years ago and am also a graduate of the George Washington post masters certificate program in public policy and media management. I believe my experience with NCSBN makes me a strong candidate for the LSC.

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

Nursing leadership is the ability to influence, inspire and lead nurses to achieve a common vision. That leader must be able to manage conflicts and direct the organization toward a common goal while ensuring that staff are competent, and patients are cared for at the highest level.

Leadership Succession Committee

Area I Member

Amber Zawislak-Bielaski, MPH
Assistant Director of Licensing, Washington State Nursing Care Quality Assurance Commission

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

One of my primary roles as the Assistant Director of Licensing for the Washington State Nursing Commission is to recruit qualified and diverse nurse licensing staff to carry out the mission of the Nursing Commission of protecting the public by licensing competent nurses in a timely manner. In addition to the recruitment of new staff, I am also responsible for developing, mentoring, and the retention of staff within our unit. This role requires constant personal development on understanding recruitment and retention processes as they evolve, applying an equitable approach to hiring practices, and continuous learning on how to improve our diversity and inclusion within our unit. Prior to my position as the Assistant Director of Licensing, I had been asked to sit on several interview panels for positions not only within the Nursing Commission, but also with other areas of the Washington State Department of Health as a representative of a partner commission. As the Assistant Director of Licensing, I have had the opportunity to hire for many open positions, including hiring 25 temporary employees at one time during the beginning of the COVID-19 pandemic. When recruiting for a large volume of employees during a global pandemic, it offered the opportunity to learn how to be more creative with recruitment and ultimately allowed us to be more inclusive of the Washington State population as we evolved to the remote work environment. Many of these temporary employees are permanent employees today. Our Nursing Commission executive director of 26 years will be retiring in a few months, and I was asked to be a member of the Search Committee. I have served on this committee since April 2022 and believe this is an incredible honor to assist with this work. This role has furthered my understanding of the importance of 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?

I believe I could be a strong fit for the Leadership Succession Committee due to my personal understanding of nursing regulation and ability to constantly learn from and evolve with the world around me. I have been an employee of the Washington State Nursing Commission and member of the National Council of State Boards of Nursing (NCSBN) since October 2013. I began my career with the Nursing Commission as a 22-year-old entering the workforce straight from my undergraduate degree program. All my professional work experience has been within nursing regulation, and I have had the

opportunity to promote within the field of public service and nursing regulation for which I am incredibly grateful. I firmly believe I am serving in my current role today because of the great mentors I have had at the Nursing Commission and the outstanding educational opportunities provided by NCSBN to member boards. I am currently completing courses within the International Center for Regulatory Scholarship (ICRS) program, another phenomenal example of how NCSBN supports not only nursing regulators, but also the unique field of regulation across the globe. This program has provided me with an opportunity to continue my personal education, collaborate

with nursing leaders, and learn from other experts in the field of nursing regulation. I understand the importance of leadership succession planning because I have seen it in action at the state and national level. Early on in my career I did not see myself as someone who was capable of leading others in a formal leadership position. However, through the encouragement of others and the mentorship provided to me from my leaders I was able to learn the true meaning of being a leader and how important it is to have the right people in these roles for the success of an agency.

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

Leadership to me is providing others with a clear direction using effective communication, leading by example, and exemplifying confidence when making decisions. Great leaders hold themselves and their teams accountable. They empower others, listen to their team, and are compassionate. Leaders keep their eye on the vision and help their team remember their purpose when the going gets tough. They remain optimistic and help bring their people though times of struggle to see the light. They are authentic, reliable, and honest. Effective leaders take on a great responsibility for the work of the organization and most importantly the people within the organization. An individual who is in their leadership position simply for an elevated title or associated power is not necessarily a leader in my opinion. True leadership is measured in how the individual can positively influence others, create meaningful relationships that contribute to an effective work environment, carry out the vision of the agency, and resolve conflict for the betterment of the team. I have had the privilege of learning from many formal and informal leaders at the Washington State Nursing Commission, in the ICRS program, and through various meetings and interactions with members of NCSBN. Having the right people in leadership positions during times of adversity is of the utmost importance. The field of nursing and nursing regulation has many challenges to overcome in light of the nursing shortage as a public health emergency. I am confident that with the right people in leadership roles, these challenges will be addressed.

Leadership Succession Committee

Area III Member

Sandra Culpepper, LPN
Vice President, Mississippi Board of Nursing

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

I have been a Nurse Aide Educator for 13 years and Nurse Recruiter for Forrest Health as well as having overseen Staff Development in an LTC Unit, Nurse Aide Coordinator, and serving as Vice President at the MS Board of Nursing. Strategies such as positive engagement by communication and

activities has been the most important aspect for encouraging others to become more active in their roles. One example was developing an educational piece for staff to use Mechanical Lifts, we had a theory portion where we discussed all aspects including risk of using mechanical lifts but there was also a clinical portion where each staff member learned to operate the lift as well as being a "patient". By combining theory and clinical in a safe, nonjudgmental area they enjoyed this education so much they requested more education like that, plus they laughed and learned making the experience more memorable not only personally but also in the workplace! That is the key for encouraging others to become more interactive in our roles, to have a safe, non-judgmental place where learnings and achievement thrives!

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 attended every NCSBN Annual and Mid-year meeting since 2017 except for during covid. I have been privileged to serve on Pearson Vues Nurse Aide item writing team, NIRSC Committee for the last two years, attended the Leadership Conference in St Augustine, Florida, and I have thoroughly enjoyed each event!

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

Leadership means to inspire, encourage, engage, and promote a sense of accomplishment by leading by example and always doing what's right for everyone. Great leaders find the importance of knowing each person brings a special quality or knowledge base to the group and when each of these people are placed together that great work will be accomplished as well as developing new leaders within that group. It's so very important for a true leader to recognize the importance of developing these leaders to fill their role when they can no longer continue that role, this is of utmost importance to continue the future of that profession, to prepare those leaders with the tools they need to be successful and continue the mission!

Leadership Succession Committee

Area III Member

Janice Hooper, PhD, RN, FRE, CNE, FAAN, ANEF
Lead Nursing Consultant for Education, Texas Board of Nursing

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

I am completing my first two-year term on the Leadership Succession Committee. Years ago I was a member of the predecessor committee, Nominating Committee. I have served in leadership roles in nursing education, university administration, and in my current role as lead consultant for the education team. I am a believer that learning to be a leader is a competency and most individuals will assume some level of leadership in their job or profession. I am interested in continuing to grow in my leadership skills and to encourage others to learn about leadership qualities. I am pursuing this goal by providing presentations to nursing program directors about valuable leadership qualities.

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 had the privilege of serving on a number of NCSBN committees (Nominating Committee, Education Committee on Innovation in Nursing Education, NCLEX Committee for seven years (chair for six), Quality Indicators in Nursing Education Committee, and LSC. Serving on NCSBN committees is an education in itself and provides a learning environment. I have also been a part of presentations at annual meetings (Shark Tank, Quality Indicators).

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

The effective leader is a transparent individual who is trustworthy, honest, capable, caring, supportive, committed to the team. George Washington said that the four most important aspects of leadership are LISTENING, learning, helping, and lastly leading. One author described the "leadership dance": going before the team to show the way, walking beside the team with and supporting them, and walking behind them encouraging them to go ahead. Followers want to know they can trust the leader. Before I give the presentation to program directors, I find another source for leaders to increase my own knowledge. Teaching others to be good leaders is a humbling experience because it causes you to look at yourself.

Leadership Succession Committee

Area III Member

Carrie Jones, JD, MBA
Chief Legal Officer/General Counsel, Louisiana State Board of Nursing

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

I am the Chief Legal Officer and General Counsel at the Louisiana State Board of Nursing (LSBN), where I am part of the executive leadership team and focus on administrative and regulatory law and public policy. I have successfully represented the LSBN in state and federal court, served as prosecuting attorney in disciplinary matters, testified before legislative committees, and advised board members and staff on a variety of legal issues. Prior to joining the LSBN, I was a law partner at Shows, Cali & Walsh, L.L.P. and worked closely with the LSBN as contract counsel. I have served multiple leadership roles in the legal profession. I currently serve on the Louisiana State Bar Association (LSBA) Board of Governors. My past service includes LSBA Young Lawyers Division Council past chair, chair, chair-elect, secretary, and district representative. I was also a member of the Louisiana Bar Journal Editorial Board and the LSBA Budget Committee. The beginning of my leadership journey with the LSBA began as a member of the Leadership LSBA Class. I learned about the association and found ways to get involved. My professional experience includes two terms on the regulatory side of the legal profession as a member of the Louisiana Attorney Disciplinary Board (LADB). I was appointed by the Louisiana Supreme Court to serve two terms. In 2017, I chaired the LADB. My experience with the LSBA and LADB is invaluable and would transition nicely to the NCSBN. My leadership roles involved succession and leadership planning. I collaborated with other leaders to ensure that the leadership ladder was filled with qualified candidates that would continue to contribute and grow the hard work of their successors. I worked with my colleagues to recruit new members as board and council members moved into leadership or their terms expired.

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 first NCSBN meeting was an Executive Officer/Board Attorney conference focused on antitrust. I attended the meeting as contract counsel with minimal experience with the NCSBN. Soon thereafter, I transitioned to an in-house role with the LSBN. After attending the conference, I knew without a doubt that moving to the in-house position was the right choice for me. I saw the opportunity for my work to become proactive rather than reactive. I enjoyed networking and collaborating with nursing regulators and leaders from around the country, and I knew I wanted to work closely with the NCSBN as the leading force in nursing regulation. It is important to be involved in professional organizations. I excelled in my leadership roles in professional legal organizations. I've found a unique niche in the regulatory/nursing world that is truly fulfilling as I have grown into my legal career as a nursing regulator.

The NCSBN offers educational and leadership opportunities that align perfectly with my work at the LSBN. I regularly participate in NCSBN Knowledge Networks including Policy, Discipline, Government Affairs, and NLC. I attended the NCSBN Leadership and Public Policy Conference, NLC Legal Conference Series (virtual), and NCSBN Discipline Management Conference (virtual). I completed the NCSBN Basic Board of Nursing Investigator Training (BBONIT) and several courses towards completion of the International Center for Regulatory Scholarship (ICRS)

Certificate Program. I am established in my role as Chief Legal Officer and General Counsel at the LSBN, and I have benefited from many of the NCSBN's offerings as a participant. Now it is time for me to become more involved and offer my expertise to the organization, my peers, and fellow leaders through the Leadership Succession Committee.

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

Leadership is motivating people to work towards a shared mission and set of goals. To do this, good leaders must have a vision and a strategic plan to move the organization forward and the ability to communicate the vision and plan. Effective leaders lead by example. Effective leaders can act quickly when well informed; however, they recognize when gathering more information is in the best interest of the organization. Leaders should be able to anticipate challenges and trends and be prepared to pivot when necessary. Effective leaders have high emotional intelligence and demonstrate humility and empathy. This often requires a leader to listen more and speak less. The best leaders understand that they are only as strong as their team. When leaders relate and connect with their team, they are in a better position to promote inclusivity and empower others to be the best version of themselves. This also enables a leader to identify and capitalize on team members' strengths and develop their weaknesses.

Area III Member

Meredith Parris, JD
Director of Legal, North Carolina Board of Nursing

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

My professional and personal experiences have allowed me to be engaged in leadership succession planning. As I have continuously advanced into more senior roles in the office, I mentor and encourage less-experienced attorneys to fulfill the responsibilities of the roles from which I was promoted. It was important to identify the strengths of these individuals and match them with the specific duties assigned to handling certain cases. Observing the way individuals conducted themselves with their colleagues and the public, as well as working directly with them in preparation for trials and in court, enabled me to make informed decisions on who should be promoted into positions requiring more responsibility. As a trial attorney, I am constantly assessing, or "interviewing," witnesses to evaluate their potential testimony – how does this person present? Are they credible? In this administrative setting, I work with nurses and investigators to bridge the gap between professional knowledge and the laws and rules of the nursing practice act. As the Director of Legal for the NCBON, I am directly involved in the hiring process for investigators, legal assistants, and other staff. Within my current office, I am involved in our staff engagement team and actively work to build an inclusive environment. Within the community, I have volunteered through the Junior League of Raleigh ("JLR") to promote and strengthen several different organizations in the community. Through the JLR, I have co-chaired the Stop Abuse for Every Child (SAFEChild) committee and been an active member on other committees including Heritage Park Mentoring Students, Brentwood Boys and Girls Club, Government Relations and Public Affairs. In each of these settings, I worked with other volunteers and staff to recruit contributing members for future committees.

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 dedication and commitment to the mission of protecting the public, team approach and communication skills along with my participation in NCSBN activities make me a strong candidate for this Committee. I recognize the work I do is reliant on a strong team. I collaborate with nurses, investigators, rulemaking coordinators and other boards to advance the mission of protecting the public. I enjoy connecting with people, am approachable and personable, all of which would be an asset to working on the Leadership Succession Committee. Additionally, I am able to efficiently multitask and effectively prioritize my work. I like to think outside of the box and can bring new ideas to recruit strong, capable leaders. With NCSBN specifically, my involvement and interest in more active participation has continued to grow. I presented at the 2022 Discipline Case Management conference and have attended the same conference previously. I gave two presentations for new investigators at BBONIT this past October. I'm an active participant in the ICRS Certificate program. I've attended Midyear and Annual meetings and was the Resolutions Committee Chair at the 2022 Annual Conference. I have sat in on numerous Discipline Network calls and regularly review resource materials offered by NCSBN.

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

Leadership to me doesn't mean "I, alone" but rather is a "we, together" mentality. One cannot work independently to achieve results. A leader should understand the value that others bring to the group in advancing the vision of an agency and recognize unique talents of individuals on their team which advance the mission, vision and values of an organization at various levels of involvement. Effective leaders excel in areas of communication. To be a good communicator, one must not only be able to convey ideas but must also listen and incorporate what you learn from others as well. The concept of active listening is crucial from a leadership perspective because it conveys the leader is engaged and recognizes the value of hearing from others. In turn, once others see that their contributions are heard and recognized by leaders within an agency, they are more inclined to participate and step outside their comfort zone. An effective leader sparks voluntary participation voluntarily and encourages increased involvement. A good leader exemplifies the enthusiasm they want to see in others, recognizing the potential in people. Honesty and Integrity are at the forefront of the manner in which a leader conducts themselves in all aspects of their business and personal lives. Those around a great leader know, based on how a leader has conducted themselves along the way, that the leader reliable, ethical, and dependable. In turn, a leader who is honest and displays integrity helps to build the team's and the public's trust and confidence in the mission of the organization. A leader must be willing to make difficult decisions and step out of their comfort zone. Especially when looking at advancing the mission of an organization, a leader must be brave in their approach into the uncertainties that come with growth. With respect to decision-making and outcomes, a leader should hold themselves accountable for their decisions in addition to acknowledging the contributions of others. A leader should be able to recognize challenges and work within their team towards solutions to address these issues.

Report of the NCLEX® Examination Committee (NEC)

Committee Recommendations to the Delegate Assembly:

1. Offer NCSBN Exams using remote testing and AI security technology.

Rationale:

This project aligns with the Licensure Reform Strategic Objective of fiscal year 2023-2025 (FY23-25) where NCSBN is working to increase efficiency and effectiveness throughout the licensure process. NCSBN has determined it can develop a secure, reliable remote proctoring and advanced artificial intelligence system.

With the implementation of this project, NCSBN will have the option and flexibility to move some or all testing to remote proctoring administration and offer increased security and workflow efficiencies for the nursing regulatory bodies' (NRBs) with better software tools and AI support systems.

Fiscal Impact:

Incorporated into the fiscal year 2024 (FY24) budget.

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 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.

Members

NCLEX® Examination Committee (NEC)

Crystal Tillman, DNP, RN, CNP, FRE
North Carolina, Area III, Chair

Kristin Benton, DNP, RN
Texas, Area III

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

Gary Hicks, MS, RN, CEN, CNE
Maryland, Area IV

Vicki Hill, MSN, RN
Alabama, Area III

Claire MacDonald, DNP, MSN, RN
Massachusetts, Area IV

Christine Penney, PhD, MPA, RN
British Columbia, Exam User Member

Danette Schloeder, MSN, RNC-OB, C-EFM
Alaska, Area I

Anne Marie Shinn, MN, MSc, RN
Ontario, Exam User Member

Karen Lyon, PhD, RN, ACNS, NEA
Louisiana RN, Area III, Board Liaison

NCLEX® Item Review Subcommittee (NIRSC)

Cynthia Arpin, EdD, MSN, RN
Connecticut, Area IV

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

Sandra Culpepper, LPN
Mississippi, Area III

Allison Edwards, DrPH, MS, CNE
Texas, Area III

Cindy Fairchild, EdD, MSN, RN
California VN, Area I

FY23 Highlights and Accomplishments

The following lists the highlights and accomplishments in fulfilling the NEC charge for FY23.

> **FY23 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 more than 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 will apply polytomous scoring using three models (plus/minus, zero/one, and rationale) to increase the precision in the 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 completed in FY23 and focused on studies related to NGN:

- NGN Multiyear Research Plan
- Analysis of Plus/Minus Scoring for Standard Setting Analyses
- Student Beta Testing

Anne Hardee, MSN, RN
North Carolina, Area III

Georgina Howard, MPN, MSN, RN-BC, NE-BC
New York, Area IV

Grace A. Jacek, DNP, APRN, FNP-BC
Michigan, Area II

Rhonda Johnson, LPN
Minnesota, Area II

Leslie Larson, DNP, RN, APRN, CNP, PHN, PMHS
Minnesota, Area II

Judith D. McLeod, DNP, CPNP, RN
California VN, Area I

Kathleen McManus, MSN, RN, CNE
Maine, Area IV

Patricia Motl, RN, CPN, CHEP, NDHP-BC
Nebraska, Area II

MaiKia Moua, MPH, RN
Washington, Area I

Tammie Napoleon, APRN-RX, PPCNP-BC
Hawaii, Area I

Jennifer Pelletier, RN
North Carolina, Area III

Jody Rain, MBA-HM, RN, CEN
Florida, Area III

Victoria Record, EdD, AGPCNP-BC, RN, CNE
New York, Area IV

Jacci Reznicek, EdD, MSN, RN, ANP-BC
Nebraska, Area II

Sheron Russell, RN, CDN
Mississippi, Area III

Rhonda Scott, JD, CRNI
Maryland, Area IV

Rachael N. Settles, MSN, RN, PMH-BC,
Wyoming, Area I

Beverly Skloss, MSN, RN
Texas, Area III

Sarah Spangler, RN
Montana, Area I

- NGN RN and PN Standard Setting
- Launching NGN in April 2023

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 2023 Midyear Meeting, NCSBN members were given an update on the security capabilities that will be possible for NCSBN to use for remotely proctored exams. 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 is also working on an enhanced member board portal. In January NCSBN hosted an NRB Focus Group to talk about current pain points as well as possible enhancements that would create efficiencies for NRBs, NCSBN, and candidates. NCSBN is planning for a second NRB Focus Group to take place in May 2023.

NCSBN Examinations Department Internship Program

In 2023, 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 2023 and was awarded to one advanced-level measurement graduate student. The selected intern participated in research under the guidance of NCSBN psychometrics staff and acquired practical experience working on licensure and certification exams. In addition, the intern worked on research projects that were presented 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

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Georgia, Area III

Sherri Trujillo, LPN
Wyoming, Area I

Tammy Vaughn, MSN, RN, CNE
Arkansas, Area III

Teresa Walsh, PhD, RN, NE-C
District of Columbia, Area IV

Terry Ward, PhD, MSN, RN, CNE
North Carolina, Area III

Robert Weinman, CNA, EMT, LPN, RN
Wisconsin, Area II

Staff*

Philip Dickison, PhD, RN
Chief Operating Officer, Operations Administration

Joe Betts, PhD
Director, Measurement & Testing, Examinations

Nicole Williams, MSN, RN, NPD-BC, NE-BC
Associate Director, Examinations

Thy Cao
Manager, Consolidated Services

Jenn Keating
Consolidated Services Specialist III, Consolidated Services

*Note: Other NCSBN Examinations staff may also present or attend depending on agenda.

Meeting Dates

Oct. 11, 2022 (NEC Business Meeting by Microsoft Teams)

Dec. 13–15, 2022 (NIRSC Meeting Hybrid, Chicago)

Jan. 17, 2023 (NEC Business Meeting by Microsoft Teams)

March 7–9, 2023 (NIRSC Meeting, Chicago)

conducted research projects directly pertaining to issues encountered in operational CAT programs and NGN.

Registered Nurse (RN) and Practical Nurse (PN) Continuous Practice Analysis Studies

NCSBN began administering the 2023 RN and PN Continuous Practice Analysis online survey instruments in May 2023. Six forms of the electronic survey instrument were administered to both RN and PN samples. The six survey forms contained demographic questions and job task statements relevant to entry-level nursing practice. Invitations were sent via email and reminder emails were sent to nonresponders in the first, second, and fourth weeks of the administration period. Newly licensed RNs and PNs, defined as individuals who have passed the NCLEX-RN or NCLEX-PN within 12 months prior to the survey data collection, were included in the survey sample. The duration of each data collection period was eight weeks. After the eight weeks of survey administration, datasets from each survey form were combined, and demographic frequency analyses as well as average rating analyses were completed. Results were comparable to previous practice analysis studies.

2023 NCLEX-RN® Test Plan

Approved in August 2022, the final *2023 NCLEX-RN® Test Plan* was presented to the 2022 Delegate Assembly. In December 2022, the *2023 NCLEX-RN® Test Plan* was made publicly available. The newly approved *2023 NCLEX-RN® Test Plan* became effective on April 1, 2023.

2023 NCLEX-PN® Test Plan

Approved in August 2022, the final *2023 NCLEX-PN® Test Plan* was presented to the 2022 Delegate Assembly. In December 2022, the *2023 NCLEX-PN® Test Plan* was made publicly available. The newly approved *2023 NCLEX-PN® Test Plan* became effective on April 1, 2023.

NCLEX-RN and NCLEX-PN Standard Setting Workshop

NCSBN conducts a practice analysis for entry-level RN and PN licensure on a recurring basis to ensure entry-level knowledge, skills and abilities are validated to support exam development. Based on the practice analysis, NCSBN makes appropriate changes to the NCLEX Test Plan, if necessary, and establishes a new passing standard based on the new test plan. These steps help ensure that the NCLEX continues to reflect current nursing practice and passing candidates will continue to meet minimal levels of nursing competence to practice safely and effectively.

With the inclusion of clinical judgment into the NGN test design, RN and PN standard setting panels were held in Chicago in June and August 2022, respectively. The panels were composed of representative nurses from the U.S. for both panels and Canadian representation for the RN exam. The standard setting methodology continued using the current methodology; however, it was expanded to include the use of polytomously scored items that added the measurement of clinical judgment to the test plan. All methods for establishing the passing standard were rigorously reviewed and tested with a wide range of support in the literature.

April 18–19, 2022 (NEC Business Meeting, Chicago)

May 16–18, 2023 (NIRSC Meeting, Chicago)

June 12, 2023 (NEC Business Meeting by Microsoft Teams)

June 27–29, 2023 (NIRSC Meeting, Chicago)

Aug. 7, 2023 (NEC Business Meeting by Microsoft Teams)

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 unfolding 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®](#)

Results of the standard setting provided information for the BOD to consider when setting the standards for both RN and PN exams for the April 2023 release of the NCLEX, which incorporated the new NGN test design. The approved 2023 NCLEX-RN Passing Standard of 0.0 logits became effective on April 1, 2023. The approved 2023 NCLEX-PN Passing Standard of -0.18 logits also became effective on April 1, 2023.

NCLEX Alternate Item Types

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

NCLEX Test Center Enhancements

Pearson VUE activated one new international Pearson Professional Center (PPC) in Spain and opened one new site in Florida in 2023. In addition, Pearson VUE expanded the number of seats at four test centers during 2023.

Evaluated and Monitored 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 32, 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

Table 1. RN Item Development Productivity Comparison					
Year	Writing Sessions	Item Writers	Items Written	Review Sessions	Items Reviewed
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
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

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

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, ethnicityor 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, five sensitivity review panels were held prior to the deployment of each new quarterly experimental pool up to and including the April 2023 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

NCSBN 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.

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 performance of the NCLEX through these and 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 2022 review consisted of 15 NRBs (eight U.S., six Canadian, and one Australian). The October 2022 review consisted of 25 NRBs (17 U.S., seven Canadian and one Australian).

Item-related Case Reports

Electronically filed case reports may be submitted at PPCs when candidates question item content. NCSBN staff continues 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, 2022, Pearson VUE was unable to adhere to the 30/45 scheduling rule for the first six months due to the ongoing impact of COVID-19 on test center capacity. Pearson VUE reports biweekly to NCSBN test center capacity reductions and additions.

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 2022 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. Additionally, one manuscript was accepted for publication in the Journal of Applied Testing Technology. This journal is a scholarly online publication that focuses on the role of technology in educational and psychological measurement.

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.

As part of the department's outreach activities, Examinations' content development staff conducted one live, in-person webinar on the NGN project on March 8, 2023, in the Alabama jurisdiction. Additionally, staff presented to the Assessment Technologies Institute (ATI). The organizations for which the presentations were offered included: Mississippi Board of Nursing; Casper College of Nursing in Casper, Wyoming; North Carolina Associate Degree Nursing Council; Accreditation Commission for Education in Nursing in Atlanta. Moreover, the Director, Outreach, Marketing and Advocacy delivered 55 NGN presentations for the following jurisdictions and organizations: Wolters Kluwer, Elsevier, North Carolina Associate Degree Nursing Council, Kentucky League of Nursing, AARP/Center to Champion Nursing in America, Missouri League of Nursing, ACEN Annual Conference, Alaska Board of Nursing, Nevada Board of Nursing, Louisiana State University, Louisiana State Board of Nursing, Montana State Board of Nursing, ATI, California Board of Vocational Nursing & Psychiatric Technicians, National League of Nursing Annual Conference, ACHNE, ATI Bootcamp, Minnesota State Colleges and Universities, F.A. Davis, California Board of Registered Nursing, Idaho Board of Nursing, Ohio Board of Nursing, OADN Annual Conference, Japan Academy of Nursing Science, AACN, Connecticut Board of Nursing, New Jersey Board of Nursing, Virginia Board of Nursing, Wyoming State Board of Nursing, ATI Live, Nebraska Board of Nursing, Coppin St. University, Virginia Board of Nursing, Tarrant County College and neighboring schools, FAMU, ATI Great Lakes Regional at Malcolm X College, MS Deans and Directors, Indiana State Board of Nursing & Indiana League of Nursing, ATI Regional in Phoenix AZ, Wisconsin Board of Nursing, ATI Regional in Fort Worth TX, Georgia Board of Nursing, NurseTim Educator Conference, FAMU, ATI Regional in Seattle WA, Wolters Kluwer, Oregon Board of Nursing, ATI Regional

in Philadelphia PA, ABNS National Conference, Pearson VUE webinar, ATI Regional in New Britain CT, F.A. Davis National Webinar, and ATI Live. The Director, Outreach, Marketing and Advocacy also completed three virtual training sessions of item writing and item review activities for the Singapore Nursing Board and Kentucky Board of Nursing. 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 Conference in order to provide NRBs, educators, and other stakeholders an opportunity to learn about the NCLEX program and NGN. With changing the NCLEX Conference from an in-person event to a virtual platform, NCSBN could reach out to a wider range of attendees and provide NCLEX as well as NGN updates, as demonstrated with the following record:

- 2,534 registered participants attended the Sept. 22, 2022 Virtual NCLEX Conference.

The 2023 Virtual NCLEX Conference is scheduled for Sept. 21, 2023.

NCLEX Program Reports

NCSBN Examinations staff oversees production of the NCLEX Program Reports as delivered by the vendor. Program reports can be ordered, paid for, and downloaded via a web-based system that permits program directors and staff to receive reports in a timely manner and in a more portable, electronic format. The web-based system also allows subscribers to distribute the reports via email to people who need them most – the faculty and staff that design curriculum and teach students. Subscribers may 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 offered on quarterly, semiannual and annual bases. In addition, supplemental report data in comma-separated values (CSV) format is an optional offering to accompany 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 2022, approximately 205,360 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. 21, 2023
- 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

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, 2022–Dec. 31, 2022

Prepared by:
Pearson VUE
March 7, 2023

Non-disclosure and Confidentiality Notice

Scope of Work

Under direction from 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 the National Council of State Boards of Nursing, Inc. (NCSBN). This report summarizes the activities of the past year.

This report was prepared by Sarah DuCharme, Ellen Guirl, Hong Qian 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) exploratory research and development. NCSBN continues to focus on producing both the traditional and alternate-format 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 twice during 2022.

The Technical Advisory Committee (TAC) met at the NCSBN offices on May 27, 2022. 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, Hong Qian, Cary Lin, Qiao Lin, Zhuoran Wang, Luping Niu, Mingqin Zhang and Hao Jia; NCSBN Consultant Betty Bergstrom; TAC guest researcher Hyeon-Ah (Annie) Kang was also present.

The TAC received updates on four projects: NGN multi-year Research Plan, Betty Bergstrom; Information-Free Adaptive Testing Strategies for Technology-Enhanced Items, Hyeon-Ah (Annie) Kang; NGN Research Updates, Zhuoran Wang and Will Muntean; and NGN Standard Setting, Hong Qian and Cary Lin.

The Technical Advisory Committee (TAC) met at the NCSBN offices on October 14, 2022. 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, Hong Qian, Cary Lin, Qiao Lin, Zhuoran Wang, Luping Niu, Mingqin Zhang and Hao Jia; NCSBN Consultant Betty Bergstrom.

The TAC received updates on five projects: NGN multi-year Research Plan, Betty Bergstrom; Analysis of Plus/Minus Scoring for Standard Setting Analysis, Mark Reckase; RN and PN Standard Setting, Hong Qian and Cary Lin; Student Beta Testing, Will Muntean; and Launching NGN in April 2023, Joe Betts.

Pearson VUE Meetings with National Council of State Boards of Nursing

- March 8–10, 2022   2022 NCSBN Midyear Meeting
- Aug. 17–19, 2022   2022 NCSBN Annual Meeting

Recurring Meetings and Conference Calls

- Marianne Griffin met with members of the Operations team, Management team, and the NGN Project team weekly regarding NCLEX operational matters.
- Phil Dickison and Tony Zara met regularly by phone.
- Conference calls and virtual meetings with Pearson VUE and NCSBN content staff were held periodically as needed.
- Other virtual meetings and conference calls were conducted on an as-needed basis.

Summary of NCLEX Examination Results for the 2022 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 2021, the 2022 overall candidate volumes were higher for the NCLEX-RN examination (15.33%) and slightly higher for the NCLEX-PN examination (about 2.19%). The RN passing rate for the overall group was 5.46 percentage points lower for 2022 than for 2021, and the passing rate for the reference group was 2.58 percentage points lower for this period compared to 2021. The PN overall passing rate was higher by 0.53 percentage points from 2021, and the PN reference group passing rate was 0.34 percentage points higher than in 2021. 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 2022 testing year for the NCLEX-RN examination:

- Overall, 321,556 NCLEX-RN examination candidates tested in 2022, as compared to 278,815 during the 2021 testing year. This represented an increase of approximately 15.33%.
- The candidate population reflected 188,004 first-time, U.S.-educated candidates who tested during 2022, as compared to 185,061 for the 2021 testing year, which represented an increase of approximately 1.59%.
- The overall passing rate was 63.39% in 2022, compared to 68.85% in 2021. The passing rate for the reference group was 79.90% in 2022, as compared to 82.48% in 2021.

- In 2022, approximately 43.96% of the total group and 47.29% of the reference group ended their tests after a minimum of 60 operational items were administered. These figures were lower than in the 2021 testing year, in which 46.11% of the total group and 49.41% of the reference group took minimum-length exams.
- The percentage of maximum-length test takers was 30.72% for the total group and 28.24% for the reference group in 2022. These figures were higher than last year's figures of 28.93% for the total group and 26.28% for the reference group.
- The average time needed to take the NCLEX-RN examination during the 2022 testing period was 2.32 hours for the overall group and 2.00 hours for the reference group (longer than last year's average times of 2.25 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 59.40% of the candidates chose to take a break during their examinations in 2022 (compared to 55.73% last year).
- Overall, 1.06% of the total group and 0.28% of the reference group ran out of time before completing the test in 2022. These percentages were higher for the total group and for the reference group than the corresponding percentages for candidates during the 2021 testing year (0.81% and 0.22%, respectively).
- In general, the NCLEX-RN examination summary statistics for the 2022 testing period indicated patterns that were similar to those observed for the 2021 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 2022 testing year for the NCLEX-PN examination:

- Overall, 66,290 NCLEX-PN candidates tested in 2022, as compared to 64,871 PN candidates during the 2021 testing year. This represented an increase of approximately 2.19%.
- The candidate population reflected 47,634 first-time, U.S.-educated candidates who tested in 2022, as compared to 46,356 for the 2021 testing year, which represented an increase of approximately 2.76%.
- The overall passing rate was 67.46% in 2022 compared to 66.92% in 2021. The passing rate for the reference group was 79.93% in 2022, as compared to 79.60% in 2021.
- In 2022, approximately 48.39% of the total group and 52.34% of the reference group ended their tests after a minimum of 60 operational items were administered. These figures were higher than those from the 2021 testing year, in which 46.59% of the total group and 50.28% of the reference group took minimum-length exams.
- The percentage of maximum-length test takers was 26.82% for the total group and 23.64% for the reference group in 2022. These figures were lower than last year's figures of 28.76% for the total group and 25.34% for the reference group.
- The average time needed to take the NCLEX-PN examination during the 2022 testing period was 2.10 hours for the overall group and 1.91 hours for the reference group (shorter than last year's average times of 2.14 and 1.96 hours, respectively).
- A total of 50.68% of the candidates chose to take a break during their examinations in 2022 (compared to 50.84% last year).
- Overall, 0.64% of the total group and 0.24% of the reference group ran out of time before completing the test in 2022. These percentages were higher than last year's figures of 0.57% for the total group and lower than last year's figures of 0.26% for the reference group.
- In general, the NCLEX-PN examination summary statistics for the 2022 testing period indicated patterns that were similar to those observed for the 2021 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 January 4, 2015. The examination is offered in English and in Canadian French. The following are highlights of the 2022 testing year for Canadian candidates taking the English version of the NCLEX-RN examination:

- Overall, 17,777 RN candidates tested in 2022, as compared to 15,442 RN candidates during the 2021 testing year. This represented an increase of approximately 15.12%.

- The candidate population reflected 9,553 first-time, Canadian-educated candidates who tested in 2022, as compared to 9,515 for the 2021 testing year, which represented an increase of approximately 0.40%.

- The overall passing rate was 62.52% in 2022 as compared to 71.19% in 2021. The first-time, Canadian-educated group passing rate was 77.99% in 2022, as compared to 84.55% in 2021.

- In 2022, 44.34% of the total group and 48.27% of the first-time, Canadian-educated group who ended their tests after a minimum of 60 operational items were administered. These figures were lower than those from the 2021 testing year, in which 48.30% of the total group and 54.51% of the reference group took minimum-length exams.

- In 2022, the percentage of maximum-length test takers was 30.60% for the total group and 27.93% for the first-time, Canadian-educated group. These figures were higher than last year's percentages, which were 28.53% for the total group and 24.15% for the first-time, Canadian-educated group.

- The average time needed to take the NCLEX-RN examination during the 2022 testing period was 2.40 hours for the overall group and 2.07 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 2021 times of 2.30 and 2.00 hours, respectively.

- A total of 62.45% of the candidates chose to take a break during their examinations in 2022, as compared to 56.97% in 2021.

- Overall, 1.00% of the total group and 0.30% of the first-time, Canadian-educated group ran out of time before completing the test in 2022. These percentages were higher than the 2021 figure of 0.61% for the total group and 0.13% for the first-time, Canadian-educated group.

- In general, the NCLEX-RN Canadian English examination summary statistics for the 2022 testing period indicated patterns that were similar to those observed for the 2021 testing period. These results provided continued evidence that the administration of the NCLEX-RN English examination is psychometrically sound.

- 99.10% of the Canadian examinations were taken in English.

Table 1. Longitudinal Technical Summary for the NCLEX-RN Examination: Group Statistics for 2022 Testing Year										
	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2022	
Statistic	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 2. Longitudinal Technical Summary for the NCLEX-RN Examination: Group Statistics for 2021 Testing Year										
	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2021	
Statistic	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	65,951	47,461	77,913	56,837	87,127	60,874	47,824	19,889	278,815	185,061
Percent Passing	71.85	84.83	73.86	85.69	70.43	81.10	53.67	71.92	68.85	82.48
Avg. # Items Taken	99.99	98.01	99.36	97.44	101.96	100.26	105.27	103.12	101.33	99.12
% Taking Min # Items	47.84	50.51	49.53	52.40	45.43	47.88	39.38	42.93	46.11	49.41
% Taking Max # Items	27.04	24.57	26.64	24.33	30.05	27.96	33.21	30.80	28.93	26.28
Avg. Test Time (hours)	2.23	2.00	2.13	1.88	2.24	2.04	2.49	2.18	2.25	2.00
% Taking Break	54.02	44.69	49.85	39.61	55.98	47.85	67.21	54.80	55.73	45.25
% Timing Out	0.83	0.23	0.71	0.17	0.70	0.22	1.14	0.37	0.81	0.22

Table 3. Longitudinal Technical Summary for the NCLEX-RN Examination: Item Statistics for 2022 Testing Year										
Operational Item Statistics										
	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2022	
Statistic	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	N/A	N/A
Avg. Item Time (secs.)	76.55	18.23	78.36	28.31	80.53	28.67	87.90	29.50	N/A	N/A
Pretest Item Statistics										
# of Items[1]	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	
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	

1 Data do not include research and retest items.

Table 4. Longitudinal Technical Summary for the NCLEX-RN Examination: Item Statistics for 2021 Testing Year										
Operational Item Statistics										
	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2021	
Statistic	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Point-Biserial	0.21	0.08	0.21	0.08	0.21	0.07	0.20	0.07	N/A	N/A
Avg. Item Time (secs.)	80.94	30.68	77.14	27.02	79.46	27.28	82.94	20.02	N/A	N/A
Pretest Item Statistics										
# of Items[2]	397		420		N/A		99		916	
Avg. Sample Size	724		694		N/A		747		722	
Mean Point-Biserial	0.10		0.11		N/A		0.13		0.11	
Mean P value	0.62		0.57		N/A		0.54		0.58	
Mean Item Difficulty	-0.39		0.01		N/A		0.02		-0.12	

Table 4. Longitudinal Technical Summary for the NCLEX-RN Examination: Item Statistics for 2021 Testing Year										
Operational Item Statistics										
	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2021	
Statistic	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
SD Item Difficulty	1.69		1.47		N/A		1.34		1.50	
Total Number Flagged	89		81		N/A		17		187	
Percent Items Flagged	22.42		19.29		N/A		17.17		20.41	

2 Data do not include research and retest items.

Table 5. Longitudinal Technical Summary for the NCLEX-PN Examination: Group Statistics for 2022 Testing Year										
	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2022	
Statistic	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 6. Longitudinal Technical Summary for the NCLEX-PN Examination: Group Statistics for 2021 Testing Year										
	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2021	
Statistic	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	16,213	11,765	14,661	10,043	19,793	15,171	14,204	9,377	64,871	46,356
Percent Passing	68.26	80.25	64.13	78.25	69.74	80.99	64.36	77.98	66.92	79.60
Avg. # Items Taken	102.70	100.03	100.90	97.88	99.44	97.51	101.85	98.80	101.11	98.49
% Taking Min # Items	45.02	48.46	46.88	51.08	49.08	51.87	44.64	49.14	46.59	50.28
% Taking Max # Items	31.33	28.02	28.35	24.28	26.33	23.80	29.66	25.59	28.76	25.34
Avg. Test Time (hours)	2.23	2.04	2.16	1.97	2.04	1.89	2.14	1.95	2.14	1.96
% Taking Break	53.38	45.33	51.83	43.19	46.81	39.66	52.51	43.92	50.84	42.73
% Timing Out	0.72	0.31	0.53	0.28	0.42	0.24	0.66	0.21	0.57	0.26

Table 7. Longitudinal Technical Summary for the NCLEX-PN Examination: Item Statistics for 2022 Testing Year

Operational Item Statistics

Statistic	Jan.–March Mean	Jan.–March Std. Dev.	April–June Mean	April–June Std. Dev.	July–Sept. Mean	July–Sept. Std. Dev.	Oct.–Dec. Mean	Oct.–Dec. Std. Dev.	Cumulative 2022 Mean	Cumulative 2022 Std. Dev.
Point-Biserial	0.21	0.08	0.22	0.08	0.22	0.08	0.21	0.08	N/A	N/A
Avg. Item Time (secs.)	74.26	19.32	78.02	25.13	76.17	24.42	79.66	25.60	N/A	N/A

Pretest Item Statistics

Statistic	Jan.–March	April–June	July–Sept.	Oct.–Dec.	Cumulative 2022
# of Items[3]	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

3 Data do not include research and retest items.

Table 8. Longitudinal Technical Summary for the NCLEX-PN Examination: Item Statistics for 2021 Testing Year

Operational Item Statistics

Statistic	Jan.–March Mean	Jan.–March Std. Dev.	April–June Mean	April–June Std. Dev.	July–Sept. Mean	July–Sept. Std. Dev.	Oct.–Dec. Mean	Oct.–Dec. Std. Dev.	Cumulative 2021 Mean	Cumulative 2021 Std. Dev.
Point-Biserial	0.21	0.08	0.22	0.08	0.22	0.09	0.21	0.08	N/A	N/A
Avg. Item Time (secs.)	76.82	27.40	76.87	24.42	74.89	24.10	75.55	18.72	N/A	N/A

Pretest Item Statistics

Statistic	Jan.–March	April–June	July–Sept.	Oct.–Dec.	Cumulative 2021
# of Items[4]	84	100	N/A	100	284
Avg. Sample Size	754	524	N/A	721	666
Mean Point-Biserial	0.15	0.14	N/A	0.11	0.13
Mean P value	0.62	0.49	N/A	0.53	0.55
Mean Item Difficulty	-0.50	0.15	N/A	0.00	-0.12
SD Item Difficulty	1.10	1.71	N/A	1.64	1.48
Total Number Flagged	10	23	N/A	25	58
Percent Items Flagged	11.90	23.00	N/A	25.00	20.42

4 Data do not include research and retest items.

Table 9. Longitudinal Summary of NCLEX-RN-1 Examinations Delivered in the 2022 Testing Year										
	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Total	
Jurisdiction	English	French	English	French	English	French	English	French	English	French
Alberta	358	0	536	0	467	0	311	0	1,672	0
British Columbia	512	0	661	0	598	0	495	0	2,266	0
Manitoba	93	0	143	0	167	0	199	0	602	0
New Brunswick	135	19	184	17	215	54	165	32	699	122
Newfoundland and Labrador	3	0	137	0	99	0	21	0	260	0
Northwest Territories and Nunavut	2	0	21	0	12	0	2	1	37	1
Nova Scotia	87	0	194	0	281	0	174	0	736	0
Ontario	1,765	8	2,479	13	3,757	6	2,720	12	10,721	39
Prince Edward Island	29	0	48	0	13	0	10	0	100	0
Saskatchewan	130	0	208	0	199	0	147	0	684	0
Total	**3,114**	**27**	**4,611**	**30**	**5,808**	**60**	**4,244**	**45**	**17,777**	**162**

Table 10. Longitudinal Technical Summary for the Canadian NCLEX-RN Examination: Group Statistics for 2022 Testing Year										
	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2022	
Statistic	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	62.52	77.99
Avg. # Items Taken	101.52	98.00	100.89	97.48	103.72	102.43	103.98	101.89	102.66	100.23
% Taking Min # Items	44.41	50.07	47.97	53.35	43.53	45.73	41.47	43.71	44.34	48.27
% Taking Max # Items	28.68	23.68	28.82	25.13	32.35	31.19	31.55	28.95	30.60	27.93
Avg. Test Time (hours)	2.39	2.01	2.34	1.97	2.35	2.11	2.54	2.20	2.40	2.07
% Taking Break	62.01	46.40	58.62	44.27	60.40	51.33	69.72	54.95	62.45	49.13
% Timing Out	0.64	0.07	1.04	0.22	1.03	0.32	1.18	0.58	1.00	0.30

Table 11. Longitudinal Technical Summary for the Canadian NCLEX-RN Examination: Group Statistics for 2021 Testing Year										
	Jan.–March		April–June		July–Sept.		Oct.–Dec.		Cumulative 2021	
Statistic	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	2,516	1,258	4,193	2,897	5,263	3,697	3,470	1,663	15,442	9,515
Percent Passing	67.33	84.74	77.20	89.37	74.33	83.69	63.20	77.93	71.47	84.55
Avg. # Items Taken	101.70	95.56	97.29	93.00	100.80	98.76	103.18	100.66	100.53	96.91
% Taking Min # Items	46.18	55.80	54.57	61.55	48.83	52.02	42.31	46.84	48.49	54.51
% Taking Max # Items	29.93	22.50	24.90	19.71	29.11	26.45	30.66	28.02	28.45	24.15
Avg. Test Time (hours)	2.47	2.05	2.17	1.87	2.22	2.01	2.44	2.14	2.30	1.99
% Taking Break	62.96	45.47	49.53	37.00	54.49	44.90	64.03	51.59	56.67	43.74
% Timing Out	0.87	0.16	0.57	0.14	0.40	0.14	0.75	0.06	0.60	0.13

International Testing Update

Pearson VUE has a total of 288 Pearson Professional Centers (PPCs) in the United States and 63 PPCs internationally. Therefore, the total number of test centers globally is 351.

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

Member Boards with International Test Center Candidate Data	Total	Australia	Brazil	Canada	Hong Kong	India	Israel	Japan	Korea, South	Mexico	Philippines	Puerto Rico	South Africa	Taiwan	Türkiye	United Kingdom
Alabama	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Alaska	4	0	0	2	0	0	0	0	0	0	2	0	0	0	0	0
Arizona	27	0	0	11	0	1	0	0	0	0	6	0	2	0	0	7
Arkansas	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
British Columbia	5	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0
California-PN	7	0	0	0	0	1	0	2	0	2	2	0	0	0	0	0
California-RN	69	1	1	13	0	9	0	4	0	0	32	5	1	0	0	3
Colorado	610	6	10	5	1	114	0	2	0	0	221	0	202	0	1	48
Connecticut	89	0	1	3	0	26	1	0	0	0	41	10	1	0	2	4
Delaware	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
District of Columbia	9	0	0	1	0	0	0	0	0	0	5	0	0	0	0	3
Florida	363	5	43	49	0	72	4	1	0	8	115	8	8	0	0	50
Georgia	4	1	1	1	0	0	0	0	0	0	0	0	0	0	0	1
Hawaii	18	2	0	4	0	0	0	0	0	0	12	0	0	0	0	0
Idaho	12	1	0	3	0	0	0	0	0	0	3	2	1	0	0	2
Illinois	6,166	15	24	2,440	7	1,021	21	6	3	89	1,794	1	476	0	6	263
Indiana	4	0	0	1	0	0	0	2	0	0	0	1	0	0	0	0
Kansas	2	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Kentucky	3	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0
Louisiana-RN	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Maine	12	0	0	7	0	0	0	0	0	0	4	0	0	0	0	1
Maryland	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Massachusetts	39	0	0	2	0	7	0	0	2	0	5	1	14	0	0	8
Michigan	37	0	0	31	0	0	0	0	1	0	1	3	0	0	0	1
Minnesota	144	1	0	129	0	1	0	0	0	0	6	0	2	0	0	5
Missouri	4	0	1	0	0	0	1	1	0	0	0	0	1	0	0	0
Montana	898	4	156	58	11	101	3	0	0	9	212	1	301	0	0	42
Nebraska	5	4	0	0	0	0	0	0	0	0	0	0	1	0	0	0
Nevada	18	0	0	5	1	0	0	0	0	0	10	0	2	0	0	0
New Jersey	3	0	0	1	0	0	0	0	0	0	1	1	0	0	0	0
New Mexico	1523	6	34	82	1	297	17	3	0	0	542	0	289	0	135	117
New York	19,001	138	31	3,968	70	1,276	193	115	2,089	45	9,859	121	94	165	97	740
North Carolina	27	1	3	6	0	2	0	3	0	0	7	1	1	0	0	3
North Dakota	3	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0
Northern Mariana Islands	1,906	11	0	201	2	142	36	2	0	0	1,407	0	5	0	8	92
Ohio	10	0	0	3	0	2	0	0	0	0	3	0	1	0	0	1
Oklahoma	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
Oregon	3	0	0	1	0	0	0	0	0	0	0	2	0	0	0	0
Pennsylvania	20	0	0	6	0	3	0	0	0	1	7	0	0	0	0	3
South Carolina	3	0	0	0	0	0	0	1	0	0	0	1	0	0	0	1
South Dakota	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Tennessee	2	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0
Texas	6,252	33	55	193	5	875	52	6	4	10	3,244	7	987	4	31	746
Utah	2	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0
Vermont	5	0	0	2	0	0	0	0	0	0	1	0	0	0	0	2
Virgin Islands	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Virginia	20	1	0	2	0	1	2	0	2	0	4	0	3	0	0	5
Washington	136	2	1	84	3	13	0	2	2	0	18	0	2	0	1	8
Wisconsin	5	0	0	1	0	0	0	0	0	0	1	0	0	0	0	3
Total	**37,479**	**232**	**361**	**7,324**	**101**	**3,965**	**330**	**151**	**2,105**	**164**	**17,569**	**168**	**2,397**	**169**	**281**	**2,162**

Table 12. NCLEX International Test Center Volume by Member Board, Jan. 1, 2022 – Dec. 31, 2022 [5, 6]

5 Only Member Boards with international test center data are represented.

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

Country of Education	Total	Australia	Brazil	Canada	Hong Kong	India	Israel	Japan	Korea, South	Mexico	Philippines	Puerto Rico	South Africa	Taiwan	Türkiye	United Kingdom
Albania	3	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0
Antigua and Barbuda	4	0	0	2	0	0	0	0	0	0	0	0	0	0	0	2
Armenia	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Australia	43	35	0	1	2	2	2	0	1	0	0	0	0	0	0	0
Bahrain	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Bangladesh	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Barbados	3	0	0	1	0	0	0	0	0	1	0	0	0	0	0	1
Belgium	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Belize	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
Bermuda	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
Botswana	9	0	0	0	0	0	0	0	0	0	0	0	9	0	0	0
Brazil	196	1	185	5	0	1	0	0	0	0	0	1	0	0	0	3
Cameroon	13	0	0	3	0	5	0	0	0	0	0	0	2	0	0	3
Canada	292	1	0	289	0	0	0	0	0	0	1	0	0	0	1	0
China	50	1	0	12	22	0	1	4	3	0	0	0	1	1	1	4
Colombia	44	6	0	3	0	0	0	0	0	33	0	1	0	0	0	1
Costa Rica	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
Croatia	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Cuba	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Cyprus	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Czech Republic	4	0	0	3	0	0	0	0	0	0	0	0	0	0	0	1
Denmark	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Dominica	4	0	1	0	0	0	0	0	0	0	0	0	0	0	0	3
Egypt	44	0	0	0	0	32	0	0	0	0	0	0	8	0	2	2
Eritrea	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Estonia	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0
Eswatini	4	0	0	1	0	0	0	0	0	0	0	0	3	0	0	0
Ethiopia	5	0	0	1	0	3	0	0	0	0	0	0	1	0	0	0
Fiji	4	1	0	2	0	0	0	0	0	0	1	0	0	0	0	0
Finland	13	0	0	3	0	0	0	0	0	0	0	0	0	0	1	9
France	4	0	0	1	0	0	1	0	0	0	0	0	0	0	0	2
Gambia	15	0	0	0	0	0	0	0	0	0	0	0	13	0	1	1
Germany	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
Ghana	781	0	1	13	0	86	0	0	0	0	5	0	566	0	0	110
Greece	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Grenada	4	0	1	0	0	0	0	0	0	0	0	0	0	0	0	3
Guyana	6	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0
Haiti	6	0	0	5	0	0	0	0	0	0	0	0	0	1	0	0
Hong Kong	46	0	0	14	32	0	0	0	0	0	0	0	0	0	0	0
Hungary	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5
India	5,072	13	0	3,501	0	1,425	0	2	0	0	1	2	0	0	0	128
Iran	150	0	0	36	0	53	0	0	0	0	0	0	1	0	57	3
Ireland	7	0	0	2	0	0	0	0	0	0	0	0	0	0	0	5
Israel	26	0	0	6	0	0	20	0	0	0	0	0	0	0	0	0
Italy	3	0	0	0	0	0	1	0	0	0	0	0	0	0	0	2
Jamaica	183	0	60	13	0	0	0	0	0	80	0	0	0	0	0	30
Japan	31	1	0	3	0	0	0	27	0	0	0	0	0	0	0	0
Jordan	353	0	0	14	0	190	4	0	0	0	0	0	12	0	128	5
Kenya	1,405	2	0	10	0	186	0	0	0	0	15	0	1,163	0	0	29
Korea, North	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
Korea, South	2,211	3	1	69	1	1	2	48	2,054	0	2	0	0	0	0	30
Lebanon	75	1	0	7	0	28	0	0	0	0	2	0	8	0	15	14
Liberia	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
Malawi	6	0	0	0	0	0	0	0	0	0	0	0	6	0	0	0
Malaysia	8	0	0	0	1	1	0	0	2	0	3	0	0	0	0	1
Mexico	20	0	0	0	0	0	0	0	0	20	0	0	0	0	0	0
Namibia	6	0	0	0	0	0	0	0	0	0	0	0	6	0	0	0
Nepal	799	7	0	31	0	752	0	4	0	0	0	0	0	0	0	5

Table 13. NCLEX International Test Center Volume by Country of Education, Jan. 1, 2022 – Dec. 31, 2022[7]

Table 13. NCLEX International Test Center Volume by Country of Education, Jan. 1, 2022 – Dec. 31, 2022[7]																
Country of Education	Total	Australia	Brazil	Canada	Hong Kong	India	Israel	Japan	Korea, South	Mexico	Philippines	Puerto Rico	South Africa	Taiwan	Türkiye	United Kingdom
Netherlands	3	0	0	2	0	0	0	0	0	0	0	0	0	0	0	1
New Zealand	8	7	0	0	0	0	0	0	1	0	0	0	0	0	0	0
Nicaragua	2	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0
Nigeria	1,238	0	47	68	0	26	1	0	0	1	484	0	58	0	0	553
N. Mariana Islands	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Palestine, State of	20	0	0	0	0	6	12	0	0	0	1	0	0	0	0	1
Pakistan	52	1	1	12	0	0	0	0	0	0	16	0	4	0	3	15
Peru	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
Philippines	22,733	141	46	3,099	33	1,119	281	33	6	0	16,909	0	22	14	45	985
Poland	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Puerto Rico	164	0	0	1	0	0	0	0	0	0	0	160	0	0	0	3
Romania	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Russian Federation	4	0	0	0	0	2	1	0	0	0	0	0	0	0	1	0
Rwanda	4	0	0	1	0	1	0	0	0	0	0	0	2	0	0	0
Saint Lucia	29	0	2	2	0	0	0	0	0	0	0	0	0	0	0	25
Saudi Arabia	17	0	0	0	0	2	0	0	0	0	2	0	0	0	0	13
Serbia	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Sierra Leone	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Singapore	8	2	0	1	0	0	0	0	0	0	5	0	0	0	0	0
Slovakia	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
South Africa	75	0	0	3	0	1	0	0	1	0	0	0	69	0	0	1
Spain	18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	18
Sri Lanka	20	0	0	8	0	12	0	0	0	0	0	0	0	0	0	0
St. Vincent and Grenadines	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Sweden	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
Taiwan	142	1	0	5	0	0	0	0	0	0	0	0	0	134	0	2
Tanzania	13	0	0	2	0	1	0	0	0	0	0	0	10	0	0	0
Thailand	201	4	0	1	9	7	0	13	23	0	116	0	5	19	1	3
Trinidad and Tobago	37	0	8	0	0	0	0	0	0	23	0	0	0	0	0	6
Türkiye	31	0	0	2	0	1	2	0	0	0	0	0	0	0	24	2
Uganda	51	0	0	0	0	3	0	0	0	0	0	0	48	0	0	0
Ukraine	3	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
United Arab Emirates	15	0	0	2	0	5	0	1	0	0	1	0	0	0	1	5
United Kingdom	67	1	0	3	0	0	0	0	0	0	0	0	0	0	0	63
United States	131	1	2	51	1	5	0	19	13	3	5	4	3	0	0	24
Zambia	46	0	0	0	0	0	0	0	0	0	0	0	46	0	0	0
Zimbabwe	350	2	0	2	0	4	0	0	0	0	0	0	328	0	0	14
Total	37,479	232	361	7,324	101	3,965	330	151	2,105	164	17,569	168	2,397	169	281	2,162

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

Table 14. NCLEX International Volume by Testing Center, Jan. 1, 2022 – Dec. 31, 2022[8]															
Site ID	City	Country	Total	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
81599	Adelaide	Australia	13	1	0	1	2	0	0	2	1	1	2	1	2
81597	Box Hill	Australia	25	3	1	3	1	2	0	1	5	2	1	4	2
81600	Brisbane	Australia	30	0	4	1	5	1	2	1	5	3	2	3	3
81866	Canberra	Australia	8	0	0	1	0	1	1	1	1	0	0	1	2
67712	Melbourne	Australia	73	6	4	4	4	4	7	5	4	12	8	8	7
81598	Parramatta	Australia	24	2	0	2	2	0	2	1	1	3	4	5	2
81601	Perth	Australia	6	0	0	1	0	0	1	1	1	0	0	1	1
50482	Sydney	Australia	53	2	3	2	3	5	4	8	5	5	2	8	6
50483	Sao Paulo	Brazil	361	20	12	31	32	21	24	19	39	30	40	48	45
50486	Burnaby	Canada	125	3	11	4	5	6	11	10	9	7	18	9	32
69827	Calgary	Canada	281	8	10	12	20	20	21	22	25	21	50	30	42
78699	Calgary	Canada	185	9	12	9	12	13	10	4	18	16	18	20	44
69853	Charlottetown	Canada	33	10	0	0	0	12	4	0	0	0	0	7	0

Table 14. NCLEX International Volume by Testing Center, Jan. 1, 2022 – Dec. 31, 2022[8]																
Site ID	City	Country	Total	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
63110	Edmonton	Canada	303	12	15	14	30	32	15	23	22	22	42	40	36
78698	Edmonton	Canada	522	28	20	42	36	32	44	48	42	45	44	60	81
69844	Fredericton	Canada	19	0	2	0	0	0	5	7	0	0	5	0	0
69829	Halifax	Canada	179	7	2	6	10	10	10	13	27	6	30	25	33
78710	Halifax	Canada	191	8	9	15	7	13	15	15	15	27	16	22	29
69818	Hamilton	Canada	583	12	35	34	37	46	46	43	38	61	75	79	77
69826	London	Canada	670	23	37	50	56	47	58	51	50	40	85	85	88
69848	Membertou	Canada	2	0	0	0	0	0	0	0	2	0	0	0	0
50485	Montreal	Canada	349	13	23	23	32	30	36	24	28	34	23	37	46
69832	Nanaimo	Canada	2	0	0	0	0	0	2	0	0	0	0	0	0
57935	Ottawa	Canada	221	4	9	14	22	16	8	21	15	15	30	28	39
78711	Ottawa	Canada	181	11	8	12	12	16	24	13	17	18	13	22	15
78697	Regina	Canada	131	7	4	12	12	7	11	8	10	8	13	20	19
69830	Saskatoon	Canada	115	3	7	10	7	8	6	11	11	11	10	9	22
78703	St. John's	Canada	23	1	1	0	2	0	0	1	2	4	4	5	3
69825	Surrey	Canada	186	6	9	6	9	11	16	13	26	7	26	28	29
50484	Toronto	Canada	445	12	21	35	29	24	37	30	34	35	44	61	83
57936	Toronto	Canada	630	16	31	29	49	43	34	28	49	46	86	91	128
78704	Toronto	Canada	585	23	24	37	24	42	78	46	49	59	42	67	94
78705	Toronto	Canada	754	30	43	44	62	58	59	68	51	51	94	57	137
78700	Vancouver	Canada	148	6	5	4	13	14	13	11	17	12	11	19	23
78701	Victoria	Canada	41	0	4	1	2	2	4	2	3	1	6	6	10
69828	Winnipeg	Canada	224	8	11	11	22	16	23	15	28	13	16	30	31
78702	Winnipeg	Canada	189	4	3	16	12	14	23	9	18	7	24	28	31
69847	Yellowknife	Canada	7	2	0	0	0	0	0	0	0	5	0	0	0
50493	Hong Kong	Hong Kong	101	6	3	1	4	4	1	4	11	7	8	14	38
81606	Ahmedabad	India	234	13	5	15	6	6	18	15	24	48	16	34	34
81608	Amritsar	India	34	2	0	1	3	4	2	4	3	7	3	1	4
86887	Amritsar	India	35	1	1	4	1	1	4	0	9	1	4	4	5
50497	Bangalore	India	243	14	15	30	17	17	17	33	17	5	10	34	34
81602	Bangalore	India	474	30	8	33	18	39	35	22	38	67	56	63	65
81603	Chandigarh	India	123	3	3	6	3	7	4	3	7	48	16	10	13
50498	Chennai	India	242	2	13	15	7	12	15	9	26	32	38	38	35
81607	Gurugram	India	172	12	12	16	24	17	12	16	6	0	5	14	38
50496	Hyderabad	India	346	5	4	7	15	7	21	9	31	65	56	120	6
81604	Hyderabad	India	208	0	1	0	2	2	5	6	11	42	33	32	74
81610	Jalandhar	India	116	4	3	5	10	4	11	14	7	13	17	12	16
50494	Mumbai	India	285	8	19	48	51	47	46	66	0	0	0	0	0
50495	New Delhi	India	777	5	32	81	79	81	117	55	46	0	39	71	171
76935	Noida	India	438	7	19	15	16	15	8	4	14	102	76	101	61
81605	Pune	India	183	0	0	1	1	1	0	1	22	47	26	23	61
81609	Surat	India	55	0	1	1	1	0	0	1	5	14	11	4	17
50499	Ramat Gan	Israel	330	2	7	18	14	17	25	28	24	34	32	64	65
50500	Chiyoda-ku	Japan	32	0	2	1	1	2	1	3	5	2	4	1	10
57585	Osaka-shi	Japan	67	2	2	1	2	4	1	6	1	4	8	15	21
84078	Shinjuku	Japan	52	3	3	3	4	1	0	2	3	2	2	12	17
50502	Seoul	Korea, South	2,105	63	97	84	133	152	195	189	233	214	217	260	268
50503	Mexico City	Mexico	164	15	5	6	12	11	9	21	18	22	14	20	11
54555	Manila	Philippines	17,569	1,019	978	1,349	1,198	1,426	1,510	1,374	1,515	1,533	1,732	1,880	2,055
47108	Guaynabo	Puerto Rico	168	9	11	13	15	13	14	9	15	17	13	16	23
55315	Johannesburg	South Africa	2,397	197	174	218	208	221	214	185	220	217	184	212	147
50506	Taipei City	Taiwan	169	8	7	10	6	6	11	9	17	10	9	22	54
50508	Istanbul	Türkiye	281	23	20	12	11	13	14	13	28	36	40	42	29
50140	London	United Kingdom	2,162	117	153	186	161	170	140	187	155	157	243	235	258
Total			**37,479**	**1,870**	**1,978**	**2,666**	**2,594**	**2,866**	**3,104**	**2,863**	**3,179**	**3,373**	**3,796**	**4,318**	**4,872**

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

					Total Exams Delivered /Total Pass (Pass Rate)										
Site ID	City	Country	Total Taken	Total Passed	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
81599	Adelaide	Australia	13	5	1/1 (100.00%)	0/0 (0.00%)	1/0 (0.00%)	2/2 (100.00%)	0/0 (0.00%)	0/0 (0.00%)	2/0 (0.00%)	1/0 (0.00%)	1/1 (100.00%)	2/1 (50.00%)	1/0 (0.00%)	2/0 (0.00%)
81597	Box Hill	Australia	25	10	3/1 (33.33%)	1/1 (100.00%)	3/2 (66.67%)	1/0 (0.00%)	2/0 (0.00%)	0/0 (0.00%)	1/0 (0.00%)	5/1 (20.00%)	2/1 (50.00%)	1/1 (100.00%)	4/1 (25.00%)	2/2 (100.00%)
81600	Brisbane	Australia	30	9	0/0 (0.00%)	4/1 (25.00%)	1/0 (0.00%)	5/4 (80.00%)	1/0 (0.00%)	2/1 (50.00%)	1/0 (0.00%)	5/1 (20.00%)	3/1 (33.33%)	2/0 (0.00%)	3/0 (0.00%)	3/1 (33.33%)
81866	Canberra	Australia	8	6	0/0 (0.00%)	0/0 (0.00%)	1/1 (100.00%)	0/0 (0.00%)	1/1 (100.00%)	1/1 (100.00%)	1/0 (0.00%)	1/1 (100.00%)	0/0 (0.00%)	0/0 (0.00%)	1/1 (100.00%)	2/1 (50.00%)
67712	Melbourne	Australia	73	32	6/1 (16.67%)	4/1 (25.00%)	4/1 (25.00%)	4/2 (50.00%)	4/3 (75.00%)	7/5 (71.43%)	5/1 (20.00%)	4/2 (50.00%)	12/6 (50.00%)	8/4 (50.00%)	8/5 (62.50%)	7/1 (14.29%)
81598	Parramatta	Australia	24	12	2/0 (0.00%)	0/0 (0.00%)	2/1 (50.00%)	2/1 (50.00%)	0/0 (0.00%)	2/2 (100.00%)	1/0 (0.00%)	1/1 (100.00%)	3/2 (66.67%)	4/2 (50.00%)	5/2 (40.00%)	2/1 (50.00%)
81601	Perth	Australia	6	2	0/0 (0.00%)	0/0 (0.00%)	1/1 (100.00%)	0/0 (0.00%)	0/0 (0.00%)	1/0 (0.00%)	1/0 (0.00%)	1/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	1/1 (100.00%)	1/0 (0.00%)
50482	Sydney	Australia	53	27	2/1 (50.00%)	3/2 (66.67%)	2/2 (100.00%)	3/1 (33.33%)	5/1 (20.00%)	4/2 (50.00%)	8/1 (12.50%)	5/4 (80.00%)	5/3 (60.00%)	2/1 (50.00%)	8/7 (87.50%)	6/2 (33.33%)
50483	Sao Paulo	Brazil	361	213	20/14 (70.00%)	12/7 (58.33%)	31/14 (45.16%)	32/22 (68.75%)	21/13 (61.90%)	24/15 (62.50%)	19/7 (36.84%)	39/24 (61.54%)	30/14 (46.67%)	40/29 (72.50%)	48/30 (62.50%)	45/24 (53.33%)
50486	Burnaby	Canada	125	64	3/1 (33.33%)	11/7 (63.64%)	4/1 (25.00%)	5/3 (60.00%)	6/4 (66.67%)	11/5 (45.45%)	10/7 (70.00%)	9/6 (66.67%)	7/4 (57.14%)	18/11 (61.11%)	9/4 (44.44%)	32/11 (34.38%)
69827	Calgary	Canada	281	117	8/4 (50.00%)	10/7 (70.00%)	12/8 (66.67%)	20/12 (60.00%)	20/9 (45.00%)	21/6 (28.57%)	22/12 (54.55%)	25/12 (48.00%)	21/8 (38.10%)	50/14 (28.00%)	30/7 (23.33%)	42/18 (42.86%)
78699	Calgary	Canada	185	86	9/7 (77.78%)	12/7 (58.33%)	9/6 (66.67%)	12/2 (16.67%)	13/7 (53.85%)	10/6 (60.00%)	4/2 (50.00%)	18/8 (44.44%)	16/7 (43.75%)	18/5 (27.78%)	20/10 (50.00%)	44/19 (43.18%)
69853	Charlottetown	Canada	33	15	10/8 (80.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	12/5 (41.67%)	4/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	7/2 (28.57%)	0/0 (0.00%)
63110	Edmonton	Canada	303	133	12/5 (41.67%)	15/7 (46.67%)	14/4 (28.57%)	30/19 (63.33%)	32/16 (50.00%)	15/6 (40.00%)	23/3 (13.04%)	22/12 (54.55%)	22/9 (40.91%)	42/23 (54.76%)	40/17 (42.50%)	36/12 (33.33%)
78698	Edmonton	Canada	522	219	28/17 (60.71%)	20/6 (30.00%)	42/19 (45.24%)	36/14 (38.89%)	32/13 (40.63%)	44/24 (54.55%)	48/20 (41.67%)	42/20 (47.62%)	45/21 (46.67%)	44/18 (40.91%)	60/17 (28.33%)	81/30 (37.04%)
69844	Fredericton	Canada	19	6	0/0 (0.00%)	2/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	5/3 (60.00%)	7/1 (14.29%)	0/0 (0.00%)	0/0 (0.00%)	5/2 (40.00%)	0/0 (0.00%)	0/0 (0.00%)
69829	Halifax	Canada	179	69	7/3 (42.86%)	2/1 (50.00%)	6/3 (50.00%)	10/4 (40.00%)	10/3 (30.00%)	10/5 (50.00%)	13/5 (38.46%)	27/7 (25.93%)	6/1 (16.67%)	30/7 (23.33%)	25/17 (68.00%)	33/13 (39.39%)
78710	Halifax	Canada	191	74	8/3 (37.50%)	9/2 (22.22%)	15/8 (53.33%)	7/3 (42.86%)	13/2 (15.38%)	15/5 (33.33%)	15/6 (40.00%)	15/6 (40.00%)	27/9 (33.33%)	16/6 (37.50%)	22/10 (45.45%)	29/14 (48.28%)
69818	Hamilton	Canada	583	226	12/6 (50.00%)	35/16 (45.71%)	34/19 (55.88%)	37/10 (27.03%)	46/17 (36.96%)	46/25 (54.35%)	43/19 (44.19%)	38/8 (21.05%)	61/26 (42.62%)	75/35 (46.67%)	79/19 (24.05%)	77/26 (33.77%)
69826	London	Canada	670	230	23/8 (34.78%)	37/15 (40.54%)	50/20 (40.00%)	56/20 (35.71%)	47/20 (42.55%)	58/22 (37.93%)	51/14 (27.45%)	50/17 (34.00%)	40/14 (35.00%)	85/28 (32.94%)	85/27 (31.76%)	88/25 (28.41%)
69848	Membertou	Canada	2	1	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%)	2/1 (50.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)
50485	Montreal	Canada	349	155	13/6 (46.15%)	23/10 (43.48%)	23/10 (43.48%)	32/18 (56.25%)	30/13 (43.33%)	36/14 (38.89%)	24/8 (33.33%)	28/12 (42.86%)	34/21 (61.76%)	23/12 (52.17%)	37/15 (40.54%)	46/16 (34.78%)
69832	Nanaimo	Canada	2	1	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	2/1 (50.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)
57935	Ottawa	Canada	221	92	4/1 (25.00%)	9/3 (33.33%)	14/8 (57.14%)	22/12 (54.55%)	16/5 (31.25%)	8/3 (37.50%)	21/8 (38.10%)	15/2 (13.33%)	15/9 (60.00%)	30/12 (40.00%)	28/10 (35.71%)	39/19 (48.72%)
78711	Ottawa	Canada	181	67	11/4 (36.36%)	8/2 (25.00%)	12/5 (41.67%)	12/5 (41.67%)	16/4 (25.00%)	24/12 (50.00%)	13/7 (53.85%)	17/3 (17.65%)	18/7 (38.89%)	13/6 (46.15%)	22/7 (31.82%)	15/5 (33.33%)
78697	Regina	Canada	131	42	7/3 (42.86%)	4/2 (50.00%)	12/8 (66.67%)	12/3 (25.00%)	7/2 (28.57%)	11/2 (18.18%)	8/0 (0.00%)	10/2 (20.00%)	8/5 (62.50%)	13/4 (30.77%)	20/5 (25.00%)	19/6 (31.58%)
69830	Saskatoon	Canada	115	43	3/1 (33.33%)	7/5 (71.43%)	10/4 (40.00%)	7/4 (57.14%)	8/2 (25.00%)	6/4 (66.67%)	11/1 (9.09%)	11/4 (36.36%)	11/5 (45.45%)	10/4 (40.00%)	9/2 (22.22%)	22/7 (31.82%)
78703	St. John's	Canada	23	7	1/1 (100.00%)	1/0 (0.00%)	0/0 (0.00%)	2/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	1/0 (0.00%)	2/1 (50.00%)	4/1 (25.00%)	4/1 (25.00%)	5/1 (20.00%)	3/2 (66.67%)
69825	Surrey	Canada	186	68	6/3 (50.00%)	9/1 (11.11%)	6/3 (50.00%)	9/2 (22.22%)	11/4 (36.36%)	16/8 (50.00%)	13/8 (61.54%)	26/9 (34.62%)	7/3 (42.86%)	26/9 (34.62%)	28/9 (32.14%)	29/9 (31.03%)
50484	Toronto	Canada	445	179	12/6 (50.00%)	21/12 (57.14%)	35/21 (60.00%)	29/14 (48.28%)	24/10 (41.67%)	37/13 (35.14%)	30/11 (36.67%)	34/12 (35.29%)	35/13 (37.14%)	44/13 (29.55%)	61/16 (26.23%)	83/38 (45.78%)
57936	Toronto	Canada	630	247	16/7 (43.75%)	31/16 (51.61%)	29/15 (51.72%)	49/27 (55.10%)	43/14 (32.56%)	34/15 (44.12%)	28/10 (35.71%)	49/22 (44.90%)	46/10 (21.74%)	86/31 (36.05%)	91/35 (38.46%)	128/45 (35.16%)
78704	Toronto	Canada	585	246	23/11 (47.83%)	24/10 (41.67%)	37/17 (45.95%)	24/9 (37.50%)	42/18 (42.86%)	78/30 (38.46%)	46/22 (47.83%)	49/21 (42.86%)	59/24 (40.68%)	42/18 (42.86%)	67/30 (44.78%)	94/36 (38.30%)
78705	Toronto	Canada	754	316	30/13 (43.33%)	43/23 (53.49%)	44/20 (45.45%)	62/26 (41.94%)	58/26 (44.83%)	59/32 (54.24%)	68/29 (42.65%)	51/24 (47.06%)	51/20 (39.22%)	94/33 (35.11%)	57/21 (36.84%)	137/49 (35.77%)

Table 15. NCLEX International Volume by Testing Center, Jan. 1, 2022 – Dec. 31, 2022[9]

Section II: **Committee Reports** | Attachment A: **Annual Report of Pearson VUE for the NCLEX®**

					Total Exams Delivered /Total Pass (Pass Rate)										
Site ID	City	Country	Total Taken	Total Passed	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
78700	Vancouver	Canada	148	71	6/2 (33.33%)	5/3 (60.00%)	4/1 (25.00%)	13/6 (46.15%)	14/7 (50.00%)	13/7 (53.85%)	11/8 (72.73%)	17/5 (29.41%)	12/9 (75.00%)	11/7 (63.64%)	19/6 (31.58%)	23/10 (43.48%)
78701	Victoria	Canada	41	22	0/0 (0.00%)	4/1 (25.00%)	1/0 (0.00%)	2/2 (100.00%)	2/0 (0.00%)	4/3 (75.00%)	2/1 (50.00%)	3/1 (33.33%)	1/0 (0.00%)	6/4 (66.67%)	6/4 (66.67%)	10/6 (60.00%)
69828	Winnipeg	Canada	224	84	8/6 (75.00%)	11/8 (72.73%)	11/7 (63.64%)	22/11 (50.00%)	16/7 (43.75%)	23/10 (43.48%)	15/5 (33.33%)	28/10 (35.71%)	13/1 (7.69%)	16/6 (37.50%)	30/8 (26.67%)	31/5 (16.13%)
78702	Winnipeg	Canada	189	75	4/1 (25.00%)	3/1 (33.33%)	16/4 (25.00%)	12/7 (58.33%)	14/2 (14.29%)	23/12 (52.17%)	9/4 (44.44%)	18/6 (33.33%)	7/3 (42.86%)	24/10 (41.67%)	28/12 (42.86%)	31/13 (41.94%)
69847	Yellowknife	Canada	7	5	2/1 (50.00%)	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%)	5/4 (80.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)
50493	Hong Kong	Hong Kong	101	49	6/6 (100.00%)	3/2 (66.67%)	1/1 (100.00%)	4/1 (25.00%)	4/1 (25.00%)	1/0 (0.00%)	4/2 (50.00%)	11/5 (45.45%)	7/2 (28.57%)	8/1 (12.50%)	14/10 (71.43%)	38/18 (47.37%)
81606	Ahmedabad	India	234	90	13/4 (30.77%)	5/2 (40.00%)	15/7 (46.67%)	6/2 (33.33%)	6/4 (66.67%)	18/7 (38.89%)	15/5 (33.33%)	24/9 (37.50%)	48/26 (54.17%)	16/3 (18.75%)	34/12 (35.29%)	34/9 (26.47%)
81608	Amritsar	India	34	19	2/1 (50.00%)	0/0 (0.00%)	1/1 (100.00%)	3/2 (66.67%)	4/2 (50.00%)	2/1 (50.00%)	4/4 (100.00%)	3/0 (0.00%)	7/2 (28.57%)	3/2 (66.67%)	1/1 (100.00%)	4/3 (75.00%)
86887	Amritsar	India	35	18	1/1 (100.00%)	1/1 (100.00%)	4/2 (50.00%)	1/1 (100.00%)	1/1 (100.00%)	4/2 (50.00%)	0/0 (0.00%)	9/5 (55.56%)	1/0 (0.00%)	4/1 (25.00%)	4/2 (50.00%)	5/2 (40.00%)
50497	Bangalore	India	243	100	14/8 (57.14%)	15/6 (40.00%)	30/15 (50.00%)	17/7 (41.18%)	17/7 (41.18%)	17/9 (52.94%)	33/12 (36.36%)	17/7 (41.18%)	5/2 (40.00%)	10/4 (40.00%)	34/9 (26.47%)	34/14 (41.18%)
81602	Bangalore	India	474	174	30/13 (43.33%)	8/4 (50.00%)	33/16 (48.48%)	18/7 (38.89%)	39/16 (41.03%)	35/9 (25.71%)	22/6 (27.27%)	38/10 (26.32%)	67/26 (38.81%)	56/23 (41.07%)	63/25 (39.68%)	65/19 (29.23%)
81603	Chandigarh	India	123	65	3/1 (33.33%)	3/1 (33.33%)	6/2 (33.33%)	3/1 (33.33%)	7/3 (42.86%)	4/4 (100.00%)	3/3 (100.00%)	7/3 (42.86%)	48/30 (62.50%)	16/6 (37.50%)	10/5 (50.00%)	13/6 (46.15%)
50498	Chennai	India	242	99	2/2 (100.00%)	13/6 (46.15%)	15/2 (13.33%)	7/3 (42.86%)	12/5 (41.67%)	15/7 (46.67%)	9/3 (33.33%)	26/11 (42.31%)	32/17 (53.13%)	38/15 (39.47%)	38/15 (39.47%)	35/13 (37.14%)
81607	Gurugram	India	172	97	12/6 (50.00%)	12/5 (41.67%)	16/9 (56.25%)	24/16 (66.67%)	17/8 (47.06%)	12/7 (58.33%)	16/5 (31.25%)	4/6 (66.67%)	0/0 (0.00%)	5/3 (60.00%)	14/8 (57.14%)	38/26 (68.42%)
50496	Hyderabad	India	346	191	5/3 (60.00%)	4/2 (50.00%)	7/6 (85.71%)	15/6 (40.00%)	7/5 (71.43%)	21/14 (66.67%)	9/5 (55.56%)	31/14 (45.16%)	65/38 (58.46%)	56/31 (55.36%)	120/64 (53.33%)	6/3 (50.00%)
81604	Hyderabad	India	208	104	0/0 (0.00%)	1/0 (0.00%)	0/0 (0.00%)	2/0 (0.00%)	2/1 (50.00%)	5/2 (40.00%)	6/3 (50.00%)	11/6 (54.55%)	42/21 (50.00%)	33/18 (54.55%)	32/16 (50.00%)	74/37 (50.00%)
81610	Jalandhar	India	116	58	4/2 (50.00%)	3/1 (33.33%)	5/3 (60.00%)	10/5 (50.00%)	4/2 (50.00%)	11/6 (54.55%)	14/10 (71.43%)	7/2 (28.57%)	13/8 (61.54%)	17/8 (47.06%)	12/3 (25.00%)	16/8 (50.00%)
50494	Mumbai	India	285	161	8/3 (37.50%)	19/13 (68.42%)	48/26 (54.17%)	51/34 (66.67%)	47/29 (61.70%)	46/24 (52.17%)	66/32 (48.48%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)
50495	New Delhi	India	777	406	5/4 (80.00%)	32/20 (62.50%)	81/48 (59.26%)	79/40 (50.63%)	81/39 (48.15%)	117/58 (49.57%)	55/23 (41.82%)	46/26 (56.52%)	0/0 (0.00%)	39/18 (46.15%)	71/37 (52.11%)	171/93 (54.39%)
76935	Noida	India	438	248	7/5 (71.43%)	19/11 (57.89%)	15/12 (80.00%)	16/11 (68.75%)	15/7 (46.67%)	8/5 (62.50%)	4/1 (25.00%)	14/11 (78.57%)	102/56 (54.90%)	76/43 (56.58%)	101/50 (49.50%)	61/36 (59.02%)
81605	Pune	India	183	85	0/0 (0.00%)	0/0 (0.00%)	1/0 (0.00%)	1/1 (100.00%)	1/1 (100.00%)	0/0 (0.00%)	1/0 (0.00%)	22/8 (36.36%)	47/23 (48.94%)	26/10 (38.46%)	23/12 (52.17%)	61/30 (49.18%)
81609	Surat	India	55	36	0/0 (0.00%)	1/1 (100.00%)	1/1 (100.00%)	1/0 (0.00%)	0/0 (0.00%)	0/0 (0.00%)	1/1 (100.00%)	5/5 (100.00%)	14/11 (78.57%)	11/6 (54.55%)	4/3 (75.00%)	17/8 (47.06%)
50499	Ramat Gan	Israel	330	164	2/2 (100.00%)	7/2 (28.57%)	18/11 (61.11%)	14/10 (71.43%)	17/10 (58.82%)	25/8 (32.00%)	28/14 (50.00%)	24/14 (58.33%)	34/17 (50.00%)	32/17 (53.13%)	64/29 (45.31%)	65/30 (46.15%)
50500	Chiyoda-ku	Japan	32	12	0/0 (0.00%)	2/1 (50.00%)	1/1 (100.00%)	1/0 (0.00%)	2/1 (50.00%)	1/0 (0.00%)	3/1 (33.33%)	5/2 (40.00%)	2/1 (50.00%)	4/2 (50.00%)	1/0 (0.00%)	10/3 (30.00%)
57585	Osaka-shi	Japan	67	36	2/1 (50.00%)	2/1 (50.00%)	1/1 (100.00%)	2/1 (50.00%)	4/1 (25.00%)	1/1 (100.00%)	6/2 (33.33%)	1/1 (100.00%)	4/2 (50.00%)	8/6 (75.00%)	15/7 (46.67%)	21/12 (57.14%)
84078	Shinjuku	Japan	52	29	3/3 (100.00%)	3/2 (66.67%)	3/0 (0.00%)	4/3 (75.00%)	1/1 (100.00%)	0/0 (0.00%)	2/1 (50.00%)	3/1 (33.33%)	2/0 (0.00%)	2/2 (100.00%)	12/8 (66.67%)	17/8 (47.06%)
50502	Seoul	Korea, South	2,105	1,035	63/45 (71.43%)	97/59 (60.82%)	84/52 (61.90%)	133/62 (46.62%)	152/83 (54.61%)	195/87 (44.62%)	189/93 (49.21%)	233/126 (54.08%)	214/106 (49.53%)	217/93 (42.86%)	260/103 (39.62%)	268/126 (47.01%)
50503	Mexico City	Mexico	164	95	15/14 (93.33%)	5/4 (80.00%)	6/3 (50.00%)	12/6 (50.00%)	11/8 (72.73%)	9/6 (66.67%)	21/10 (47.62%)	18/9 (50.00%)	22/14 (63.64%)	14/6 (42.86%)	20/7 (35.00%)	11/8 (72.73%)
54555	Manila	Philippines	17,569	7,279	1019/437 (42.89%)	978/403 (41.21%)	1349/570 (42.25%)	1198/527 (43.99%)	1426/605 (42.43%)	1510/644 (42.65%)	1374/580 (42.21%)	1515/654 (43.17%)	1533/639 (41.68%)	1732/695 (40.13%)	1880/766 (40.74%)	2055/759 (36.93%)
47108	Guaynabo	Puerto Rico	168	35	9/2 (22.22%)	11/1 (9.09%)	13/2 (15.38%)	15/2 (13.33%)	13/2 (15.38%)	14/3 (21.43%)	9/3 (33.33%)	15/6 (40.00%)	17/5 (29.41%)	13/3 (23.08%)	16/3 (18.75%)	23/3 (13.04%)
55315	Johannesburg	South Africa	2,397	1,401	197/115 (58.38%)	174/110 (63.22%)	218/132 (60.55%)	208/123 (59.13%)	221/137 (61.99%)	214/117 (54.67%)	185/113 (61.08%)	220/129 (58.64%)	217/117 (53.92%)	184/99 (53.80%)	212/125 (58.96%)	147/84 (57.14%)
50506	Taipei City	Taiwan	169	71	8/5 (62.50%)	7/1 (14.29%)	10/3 (30.00%)	6/2 (33.33%)	6/1 (16.67%)	11/5 (45.45%)	9/4 (44.44%)	17/5 (29.41%)	10/3 (30.00%)	9/4 (44.44%)	22/10 (45.45%)	54/28 (51.85%)

Table 15. NCLEX International Volume by Testing Center, Jan. 1, 2022 – Dec. 31, 2022[9]

					Total Exams Delivered /Total Pass (Pass Rate)											
Table 15. NCLEX International Volume by Testing Center, Jan. 1, 2022 – Dec. 31, 2022[9]																
Site ID	City	Country	Total Taken	Total Passed	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
50508	Istanbul	Türkiye	281	172	23/13 (56.52%)	20/15 (75.00%)	12/10 (83.33%)	11/7 (63.64%)	13/10 (76.92%)	14/7 (50.00%)	13/4 (30.77%)	28/16 (57.14%)	36/20 (55.56%)	40/24 (60.00%)	42/26 (61.90%)	29/20 (68.97%)
50140	London	United Kingdom	2,162	1,162	117/63 (53.85%)	153/96 (62.75%)	186/107 (57.53%)	161/89 (55.28%)	170/99 (58.24%)	140/71 (50.71%)	187/93 (49.73%)	155/78 (50.32%)	157/83 (52.87%)	243/128 (52.67%)	235/118 (50.21%)	258/137 (53.10%)
Total			37,479	16,767	1,870/905 (48.40%)	1,978/947 (47.88%)	2,666/1,276 (47.86%)	2,594/1,234 (47.57%)	2,866/1,317 (45.95%)	3,104/1,403 (45.20%)	2,863/1,253 (43.77%)	3,179/1,432 (45.05%)	3,373/1,531 (45.39%)	3,796/1,628 (42.89%)	4,318/1,832 (42.43%)	4,872/2,009 (41.24%)

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

Report of the 45th Anniversary Committee

Background

The Board of Directors (BOD) appointed the 45th Anniversary Committee to assist in planning and implementing the 45th Anniversary of the National Council of State Boards of Nursing (NCSBN). Most of the work the committee was tasked to address was completed in FY22. This year the committee focused on finalizing several items that required additional review and approval by the NCSBN BOD. The 45th anniversary theme, "Shine Through, Shaping a Brilliant Future," was launched at the Midyear Meeting in March 2023.

The NCSBN Annual Meeting will be held in Chicago on Aug. 16–18, 2023. Throughout the meeting the agenda and planned activities will highlight and reflect on NCSBN's history. The culmination of celebratory events will be the awards ceremony and dinner, held Thursday evening, Aug. 17.

Fiscal Year 2023 (FY23) Highlights and Accomplishments

- Collaborated with NCSBN marketing to review, discuss and finalize the plans for the 45th Anniversary celebration.
- Collaborated with marketing to identify and select commemorative gifts for meeting attendees.
- Reviewed options for venues for the awards dinner and welcome reception.
- Determined that sapphire blue would be the attire color theme for members attending the awards ceremony.
- Reviewed options and selected a musical theme for the reception and awards ceremony.
- Determined that providing funding for associate members to attend the Annual Meeting.
- Provided an update on planned activities to the BOD at the September 2022 and May 2023 meetings.

Future Activities

The committee will complete the charge this fiscal year.

Members

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

Adam Canary, LPN
Washington, Area I

Melissa McDonald, MS, FRE
North Carolina, Area III

Kathy Thomas, MN, RN, FAAN
Texas, Area III

Linda Stone
Nebraska, Area II

Lori Scheidt, MBA-HCM
Missouri, Area II, Board Liaison

Staff

Philip Dickison, PhD, RN
Chief Operating Officer, Operations Administration

Sandy Rhodes
Director, Consolidated Services

Michael Kotnaur
Director, Marketing & Advocacy

Meeting Dates

Nov. 22, 2022

Feb. 21, 2023

July 14, 2023

Relationship to Strategic Plan

N/A

Report of the Awards Committee

Background

The NCSBN Awards Program recognizes and celebrates members' outstanding achievements and significant contributions to nursing regulation. The Awards Committee met with NCSBN marketing staff in October 2022 to discuss strategies to promote the 2023 Awards Program. Marketing met with the committee again in April 2023 to review promotional activities from this year's campaign. A generative discussion with marketing at the April meeting produced new ideas and recommendations for a "refresh" to enhance the awards program. The committee met virtually in July to finalize the recommendations that will be presented to the Board of Directors (BOD).

At the conclusion of the awards campaign the committee reviewed the award nominations and selected recipients for the following categories: Regulatory Achievement Award, Meritorious Service Award and the Exceptional Contribution Award. In addition to these three honorees, executive officers who have reached milestones in their careers as nurse regulators will receive the Executive Officer Recognition Award. Jay Douglas, NCSBN president, will present the Executive Officer Recognition Awards during a scheduled session at the Annual Meeting. Two nursing regulatory bodies (NRBs), Nevada State Board of Nursing and the New Mexico Board of Nursing, will receive the Centennial Award to celebrate one hundred years of nursing regulation. The awards ceremony and dinner will be held at the NCSBN Annual Meeting on the evening of Aug. 17, 2023, at the Swissotel in Chicago.

The Awards Committee selected the following recipients for fiscal year 2023 (FY23):

Meritorious Service Award
Paula R. Meyer, MSN, RN, FRE
Executive Director
Washington State Nursing Care Quality Assurance Commission

Regulatory Achievement Award
Kansas State Board of Nursing
Carol Moreland, MSN, RN, Executive Administrator

Exceptional Contribution Award
Suzanne Hunt
Tennessee Board of Nursing
Regulatory Board Administration Assistant 3
RN and LPN Examination Coordinator

Members

Jennifer Best, MN, RN, FRE
Nova Scotia, Associate Member

Beth DeYoung, MPH, RN
California VN, Area I

Stacy Harper, MHS, RN, CCNE
Alberta RN, Associate Member

Bonny Kehm, PhD, RN
Missouri, Area II

Shannon McKinney, DNP, APRN, WHNP-BC, RNC-OB
Arkansas, Area III

Shan Montgomery, MBA
Mississippi, Area III

Carol Moreland, MSN, RN
Kansas, Area II

Kathleen Weinberg, MSN, RN
Iowa, Area II

Staff

Alicia Byrd
Director, Member Engagement

Meeting Dates

Oct. 25, 2022 (Virtual Meeting)

April 14, 2023

June 2023

Relationship to Strategic Plan

N/A

Attachments

Attachment A:
2023 Awards Brochure

Recipients of the Executive Officer Recognition Award for 2023:

Five Years

- Elaine Yamaguchi, Executive Officer, California Board of Vocational Nursing and Psychiatric Technicians
- Beverly Balaski, MN, RN, Executive Director, Registered Psychiatric Nurses Association of Saskatchewan
- Dana Dalton, MSN, RN, CMBI, Supervising Nurse Consultant, Connecticut Board of Examiners for Nursing
- Pamela C. Zickafoose, EdD, MSN, RN, NE-BC, CNE, FRE, Executive Director, Delaware Board of Nursing
- Missy Poortenga, MHA, RN, Executive Director, Montana Board of Nursing

10 Years

- Kathleen Weinberg, MSN, RN, Executive Director, Iowa Board of Nursing
- Karen C. Lyon, PhD, RN, ACNS, NEA, Executive Director, Louisiana State Board of Nursing
- Jennifer Brenton, RN, LPN, Executive Director, College of Licensed Practical Nurses of Manitoba
- Lynn Power, MN, RN, Executive Director, College of Registered Nurses of Newfoundland and Labrador
- Lynsay Rae Nair, LPN, Executive Director, Saskatchewan Association of Licensed Practical Nurses

25 Years

- Paula R. Meyer, MSN, RN, FRE, Executive Director, Washington State Nursing Care Quality Assurance Commission

2023 Centennial Award

- Nevada State Board of Nursing
- New Mexico Board of Nursing

FY23 Highlights and Accomplishments

- NCSBN marketing staff launched the FY23 program in December 2022 to promote visibility of the program and to expand the timeline for the annual awards campaign.
- Supported the process for awards submissions by creating a web presence on the NCSBN website with resources to assist members with submitting a nomination. The resources include examples of: Awards Brochure, letter of support, nomination narrative, and Award Program FAQs.
- NCSBN staff held two webinars to promote the awards program, educate members on the nomination process and answer questions.
- NCSBN marketing developed new promotional materials for the various award categories to inspire members to participate in the program. These announcements were sent to the membership at scheduled intervals throughout the campaign.
- Marketing created a flyer for members attending the NCSBN Midyear Meeting.
- Awards Committee Members gave a promotional "pitch" on Knowledge Networking calls to promote the FY23 Awards campaign and answer questions about the Awards Program.
- Reviewed all nominations to ensure compliance with the committee's blind review process and supported the committee's review and selection of recipients.

- NCSBN marketing staff met with the committee members in November 2022 and April 2023 to review the 2023 awards campaign and had a generative discussion on ideas and recommendations for the FY24 Awards Program.
- Reported the 2023 Award Recipients to the BOD at the May 2023 meeting.
- Notified recipients of the 2023 Executive Officer Recognition Award that they will be honored at the 2023 Awards Ceremony.
- Notified the NRBs who celebrated a centennial in 2023.

Future Activities:

The committee will meet with NCSBN marketing staff to review and finalize recommendations and to enhance the FY24 Awards Program that will be presented to the BOD.

Attachment A:
2023 Awards Brochure
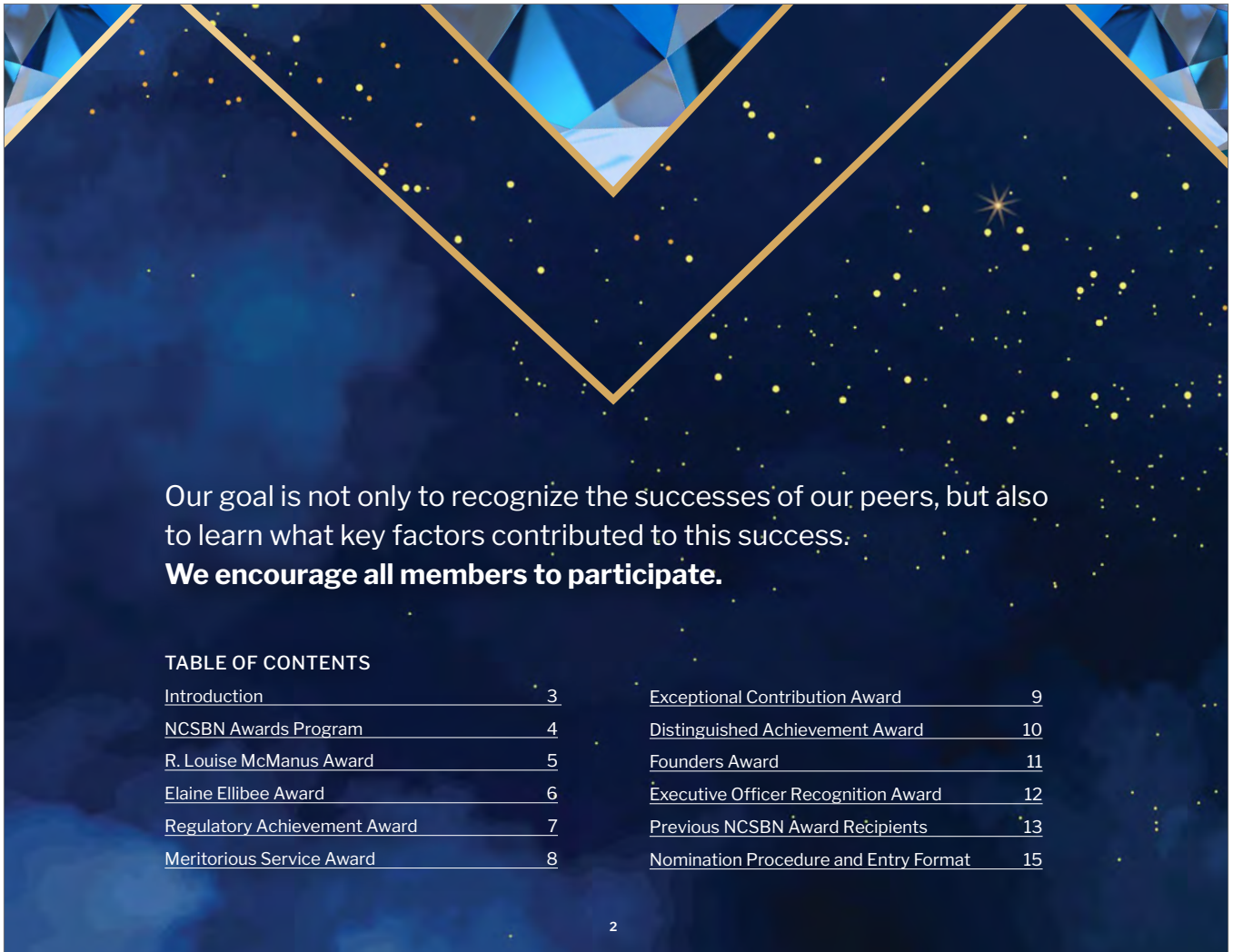
Our goal is not only to recognize the successes of our peers, but also to learn what key factors contributed to this success. **We encourage all members to participate.**

TABLE OF CONTENTS

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Recognition. Celebration. Inspiration.

Those who succeed in the service of nursing regulation set a shining example for others to emulate.

Each year, the NCSBN Awards Program recognizes leaders who continually look to improve and enhance the regulatory landscape for today and tomorrow. During NCSBN's 45th anniversary year, we will honor those whose accomplishments demonstrate wisdom, innovation, integrity and resilience. We want to recognize ongoing projects and initiatives that make a difference and can inspire others. In addition, we encourage individuals to consider the impact of their own work in support of NCSBN, and nominate themselves for award consideration.

The work of awardees shows what is possible, even in the midst of a changing health care environment. Celebrating this work which enhances public protection nationally and internationally guides us on our journey toward regulatory excellence.

Shine like a sapphire to shape the brilliant future of NCSBN.

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 2023 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 2023 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.

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NCSBN AWARDS

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	Number of Recipients
Annually as applicable	One

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

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NCSBN AWARDS

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.

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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.

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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.

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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.

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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).

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NCSBN AWARDS

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 videos for the 2020 award recipients, Elizabeth "Libby" Lund, MSN, RN, Former Executive Director, Tennessee Board of Nursing (top) and Carmen Catizone, MS, DPh, RPh, Former Executive Director/Secretary, National Association of Boards of Pharmacy.

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

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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

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Previous NCSBN Award Recipients

FOUNDERS AWARD

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

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. McGuill
1994 Billie Haynes
1993 Charlie Dickson
1991 Sharon M. Weisenbeck
1990 Sister Lucie Leonard
1988 Merlyn Mary Maillian
1987 Eileen Dvorak

REGULATORY ACHIEVEMENT AWARD

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

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

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

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

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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 **April 7, 2023**.

- 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 the nominee or nominator then they cannot write a letter of support, rather the letter of support should be submitted from another member regulatory agency or from an external regulatory agency.

- Nominations for the Regulatory Achievement Award must include one letter of support from another member regulatory agency 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.

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Recognition. Celebration. Inspiration.

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

NCSBN
Leading Regulatory Excellence

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

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 2023 (FY23) Highlights and Accomplishments

- 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, 2022. 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, 2021.

- Reviewed and discussed best practices in engaging auditors. The committee determined there are merits to obtaining periodic internal control reviews and fresh perspectives by engaging a new audit firm. Based on the length of time since the last internal control review and the number of years the current firm have been conducting the audit, the committee recommended that the BOD engage a new auditor to conduct an internal control review and perform the annual audit.

- 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. To address the forecasted decline in the reserve balance and to maintain a strong financial position for the long-term, the committee recommended that the BOD

Members

Adrian Guerrero, CPM
Kansas, 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

Sue Painter, DNP, RN
West Virginia, Area II

Tessa Walker Linderman, DNP, RN
Alaska, Area I

Diana Waterman, MBA, CPA, CA
Manitoba RN, Exam User

Staff

Robert Clayborne, MBA, CPA, CGMA
Chief Financial Officer

Gloria Melton, CPA
Director of Finance

Meeting Dates

Nov. 30, 2022

Jan. 31, 2023 (Virtual Meeting)

April 28, 2023 (Virtual Meeting)

July 28, 2023

Attachments

Attachment A:
Report of the Independent Auditors FY22

consider an increase in the NCLEX® exam fee. 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 Finance Committee will continue to monitor financial conditions and advise the BOD.

- 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, AndCo Consulting, 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 28, 2023) the committee will select a new auditor and review the budget proposal for the fiscal year beginning Oct. 1, 2023.

Attachment A:
Report of the Independent Auditors FY22

Independent Auditor's Report

To the 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, 2022 and 2021 and the related statements of activities, functional expenses, and cash flows for the years 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, 2022 and 2021 and the changes in its net assets, functional expenses, and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits 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 Audits of the Financial Statements* section of our report. We are required to be independent of NCSBN and to meet our ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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.

Auditor's Responsibilities for the Audits 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 audits 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.

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

In performing audits in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audits.

- 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 audits 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 audits, significant audit findings, and certain internal control-related matters that we identified during the audits.

Plante & Moran, PLLC

February 7, 2023

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National Council of State Boards of Nursing, Inc.

Statement of Financial Position

September 30, 2022 and 2021

	2022	2021
Assets		
Cash and cash equivalents	$ 32,600,718	$ 13,420,176
Cash held for others	1,029,882	911,523
Accounts receivable	334,925	89,402
Due from test vendor	39,744	421,326
Accrued investment income	457,547	403,396
Prepaid expenses	1,362,514	2,832,546
Investments	230,456,504	288,374,237
Property and equipment - Net	11,739,359	9,734,632
Total assets	$ 278,021,193	$ 316,187,238
Liabilities and Net Assets		
Liabilities		
Accounts payable	$ 3,317,130	$ 938,768
Due to test vendor	5,687,603	4,818,753
Accrued payroll, payroll taxes, and compensated absences	1,590,552	1,481,348
Contract liabilities - Deferred revenue	25,101,391	20,157,385
Grants payable	473,918	720,461
Deferred rent credits	2,009,555	2,231,860
Cash held for others	1,029,882	911,523
Total liabilities	39,210,031	31,260,098
Net Assets - Without donor restrictions	238,811,162	284,927,140
Total liabilities and net assets	$ 278,021,193	$ 316,187,238

See notes to financial statements.

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National Council of State Boards of Nursing, Inc.

Statement of Activities

Years Ended September 30, 2022 and 2021

	2022	2021
Changes in Net Assets without Donor Restrictions		
Revenue:		
Examination fees	$ 90,440,910	$ 76,822,864
Other program services income	13,126,437	12,848,460
Net realized and unrealized (loss) gain on investment	(46,023,828)	41,649,130
Interest and dividend income - Net of investment expenses	7,596,677	6,072,531
Total revenue	65,140,196	137,392,985
Expenses:		
Program services:		
Nurse competence	81,857,227	68,589,929
Nurse practice and regulatory outcome	12,348,015	9,402,990
Information	11,016,560	10,793,440
Total program services	105,221,802	88,786,359
Support services - Management and general	6,559,372	6,042,502
Total expenses	111,781,174	94,828,861
(Decrease) Increase in Net Assets without Donor Restrictions - Before nonoperating income	(46,640,978)	42,564,124
Nonoperating Income - Gain on sale of online learning course	525,000	-
(Decrease) Increase in Net Assets without Donor Restrictions	(46,115,978)	42,564,124
Net Assets without Donor Restrictions - Beginning of year	284,927,140	242,363,016
Net Assets without Donor Restrictions - End of year	$ 238,811,162	$ 284,927,140

See notes to financial statements.

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National Council of State Boards of Nursing, Inc.

Statement of Functional Expenses

Year Ended September 30, 2022

	Nurse Competence	Nurse Practice and Regulatory Outcome	Information	Management and General	Total
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.   5

National Council of State Boards of Nursing, Inc.

Statement of Functional Expenses

Year Ended September 30, 2021

	Nurse Competence	Nurse Practice and Regulatory Outcome	Information	Management and General	Total
Salaries	$ 4,371,750	$ 3,569,664	$ 4,623,072	$ 3,708,264	$ 16,272,750
Fringe benefits	1,004,005	788,137	946,203	875,779	3,614,124
NCLEX processing costs	53,230,682	-	-	-	53,230,682
Other professional services fees	9,163,193	2,374,631	1,630,657	837,408	14,005,889
Supplies	3,312	7,067	3,511	3,734	17,624
Meetings and travel	88,549	835,596	51,548	53,630	1,029,323
Telephone and communications	-	9,464	166,110	300	175,874
Postage and shipping	7,230	30,944	11,996	4,549	54,719
Occupancy	369,749	386,565	346,852	220,493	1,323,659
Printing and publications	6,102	76,388	-	-	82,490
Library and membership	96,774	22,912	1,823	39,338	160,847
Equipment and maintenance	5,985	59,552	2,569,219	13,696	2,648,452
Depreciation and amortization and loss on disposal of property and equipment	150,347	129,572	442,275	80,021	802,215
Other expenses	92,251	108,392	174	205,290	406,107
Grants	-	1,004,106	-	-	1,004,106
Total functional expenses	$ 68,589,929	$ 9,402,990	$ 10,793,440	$ 6,042,502	$ 94,828,861

See notes to financial statements.

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National Council of State Boards of Nursing, Inc.

Statement of Cash Flows

Years Ended September 30, 2022 and 2021

	2022	2021
Cash Flows from Operating Activities		
(Decrease) increase in net assets without donor restrictions	$ (46,115,978)	$ 42,564,124
Adjustments to reconcile (decrease) increase in net assets without donor restrictions to net cash, cash equivalents, and cash held for others from operating activities:		
Depreciation and amortization	683,105	789,944
Net realized and unrealized loss (gain) on investments	46,023,828	(41,649,130)
Loss on disposal of property and equipment	-	12,271
Gain on sale of e-learning software	(525,000)	-
Changes in operating assets and liabilities that (used) provided cash, cash equivalents, and cash held for others:		
Accounts receivable	(245,523)	264,611
Due from test vendor	381,582	66,712
Accrued investment income	(54,151)	(18,554)
Prepaid expenses	1,470,032	(868,577)
Accounts payable	2,035,801	(293,744)
Due to test vendor	868,850	(424,465)
Accrued payroll, payroll taxes, and compensated absences	109,204	(153,577)
Contract liabilities - Deferred revenue	4,944,006	2,430,203
Grants payable	(246,543)	(288,576)
Deferred rent credits	(222,305)	(265,200)
Cash held for others	118,359	(821,341)
Net cash, cash equivalents, and cash held for others provided by operating activities	9,225,267	1,344,701
Cash Flows from Investing Activities		
Purchase of property and equipment	(2,345,271)	(6,010,712)
Purchases of investments	(61,677,372)	(64,003,931)
Proceeds from sales of investments	73,571,277	57,313,024
Proceeds on sale of e-learning software	525,000	-
Net cash, cash equivalents, and cash held for others provided by (used in) investing activities	10,073,634	(12,701,619)
Net Increase (Decrease) in Cash, Cash Equivalents, and Cash Held for Others	19,298,901	(11,356,918)
Cash, Cash Equivalents, and Cash Held for Others - Beginning of year	14,331,699	25,688,617
Cash, Cash Equivalents, and Cash Held for Others - End of year	$ 33,630,600	$ 14,331,699
Classification of Cash, Cash Equivalents, and Cash Held for Others		
Cash and cash equivalents	$ 32,600,718	$ 13,420,176
Cash held for others	1,029,882	911,523
Total cash, cash equivalents, and cash held for others	$ 33,630,600	$ 14,331,699
Supplemental Cash Flow Information - Property and equipment additions in accounts payable	$ 568,478	$ 225,917

See notes to financial statements.

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National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

September 30, 2022 and 2021

Note 1 - Nature of Business

National Council of State Boards of Nursing, Inc. (NCSBN) is a not-for-profit 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

Method of Accounting

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (GAAP).

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.

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 2022 and 2021, NCSBN recognized revenue from contracts with customers of $104,092,347 and $89,671,324, respectively. 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. For the year ended September 30, 2021, the beginning balance of NCSBN's receivables from contracts with customers was $842,051 and the closing balance was $510,728. 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.

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National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

September 30, 2022 and 2021

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 NLCEX 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 $25,101,391, $20,157,385, and $17,727,182 as of September 30, 2022, 2021, and 2020, respectively, and are recorded as contract liabilities - deferred revenue on the statement 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 percent and 5 percent of examination fee revenue related to the NCLEX in Canada for the years ended September 30, 2022 and 2021, respectively. 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 statement 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 verify 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.

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National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

September 30, 2022 and 2021

Note 2 - Significant Accounting Policies (Continued)

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 (NLCA).

Accounts Receivable

Accounts receivable represent amounts owed to NCSBN for board membership fees; meeting fees; online course revenue; and fees for sale of software application license, 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 statement of activities as an increase (decrease) in net assets.

Property and Equipment

Property and equipment are 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 currently.

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National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

September 30, 2022 and 2021

Note 2 - Significant Accounting Policies (Continued)

Due to Test Vendor

NCSBN has an agreement 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 $5,687,603 and $4,818,753 as of September 30, 2022 and 2021, 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, 2022 and 2021. Conditional grants, if any, are expensed when such conditions are substantially met. There were no conditional grants awarded as of September 30, 2022 and 2021.

Deferred Rent Credits

Deferred rent credits were established in conjunction with NCSBN's lease for its office space. The landlord abated a portion of the monthly rent and agreed to reimburse NCSBN for tenant improvement costs. These amounts are amortized to reduce rent expense over the term of the lease period.

Functional Allocation of Expenses

The costs of providing the program and support services have been reported on a functional basis in the statement of functional expenses. Costs are charged to program and support services on an actual basis when available. Additionally, the following indirect costs have been allocated between program and support services based on estimates determined by management:

- Certain occupancy, equipment and maintenance, and depreciation and amortization - By estimates of time, effort, and production

Although the methods of allocation used are considered reasonable, other methods could be used that would produce a different amount.

Income Taxes

NCSBN is exempt from income tax under the provisions of Internal Revenue Code Section 501(c)(3).

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles 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.

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National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

September 30, 2022 and 2021

Note 2 - Significant Accounting Policies (Continued)

Upcoming Accounting Pronouncement

The Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2016-02, *Leases*, which will supersede the current lease requirements in ASC 840. The ASU requires lessees to recognize a right-of-use asset and related lease liability for all leases, with a limited exception for short-term leases. Leases will be classified as either finance or operating, with the classification affecting the pattern of expense recognition in the statement of activities. Currently, leases are classified as either capital or operating, with only capital leases recognized on the statement of financial position. The reporting of lease-related expenses in the statements of activities and cash flows will be generally consistent with the current guidance. The new lease guidance will be effective for NCSBN's year ending September 30, 2023 and will be applied using a modified retrospective transition method to the beginning of the earliest period presented. The effect of applying the new lease guidance on the financial statements is expected to increase long-term assets and long-term liabilities on the statement of financial position. The effects on the results of operations are not expected to be significant, as recognition and measurement of expenses and cash flows for leases will be substantially the same under the new standard.

Subsequent Events

The financial statements and related disclosures include evaluation of events up through and including February 7, 2023, 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, 2022 and 2021 consisted of the following:

	2022	2021
JPMorgan Chase:		
Checking account	$ 13,853,476	$ 2,437,403
Savings account	2,701,216	10,694,488
Credit card merchant accounts	28,530	288,056
Petty cash	218	229
Certificate of deposit	16,017,278	-
Total	$ 32,600,718	$ 13,420,176

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.

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, 2022 and 2021 and the valuation techniques used by NCSBN to determine those fair values.

Fair values determined by Level 1 inputs use quoted prices in active markets for identical assets that NCSBN has the ability to access.

Fair values determined by Level 2 inputs use other inputs that are observable, either directly or indirectly. These Level 2 inputs include quoted prices for similar assets in active markets and other inputs, such as interest rates and yield curves, that are observable at commonly quoted intervals.

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National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

September 30, 2022 and 2021

Note 4 - Fair Value Measurements (Continued)

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) - Shares or interests in investment companies at year end where the fair value of the investment held is estimated based on net asset value 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.

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, 2022 and 2021, there were no such transfers.

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National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

September 30, 2022 and 2021

Note 4 - Fair Value Measurements (Continued)

	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)	Fair Values as of September 30, 2022
Fixed income:				
U.S. government obligations - U.S. Treasury notes and bonds	$ -	$ 39,280,642	$ -	$ 39,280,642
Government agency obligations:				
U.S. agency fixed-rate notes and bonds	-	428,251	-	428,251
Federal Home Loan Mortgage Pool	-	2,431,520	-	2,431,520
Federal National Mortgage Association Pool	-	7,917,786	-	7,917,786
Government National Mortgage Association Pool	-	935,037	-	935,037
Government National Mortgage Association II	-	509,291	-	509,291
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	$ 131,396,564	$ 77,690,329	$ -	209,086,893
Investments measured at NAV - Real estate investment trust				17,471,078
Total investments at fair value				$ 226,557,971

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National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

September 30, 2022 and 2021

Note 4 - Fair Value Measurements (Continued)

	Assets Measured at Fair Value on a Recurring Basis at September 30, 2021			
	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Fair Values as of September 30, 2021
Fixed income:				
U.S. government obligations - U.S. Treasury notes and bonds	$ -	$ 41,214,187	$ -	$ 41,214,187
Government agency obligations:				
Zero coupon bonds	-	276,144	-	276,144
U.S. agency fixed-rate notes and bonds	-	907,812	-	907,812
Federal Home Loan Mortgage Pool	-	934,091	-	934,091
Federal National Mortgage Association Pool	-	5,367,327	-	5,367,327
Government National Mortgage Association Pool	-	108,398	-	108,398
Government National Mortgage Association II	-	619,577	-	619,577
Other agency loan pool	-	6,139,183	-	6,139,183
Corporate bonds	-	31,927,557	-	31,927,557
Mutual funds:				
Mortgage-backed fixed-income mutual fund	4,405,741	-	-	4,405,741
Developed market institutional fund	13,727,302	-	-	13,727,302
Institutional index fund	85,221,656	-	-	85,221,656
Small-cap Index-Institutional Fund	36,864,640	-	-	36,864,640
American EuroPacific Growth Fund	7,607,672	-	-	7,607,672
Equities - Common stock	36,898,550	-	-	36,898,550
Total	$ 184,725,561	$ 87,494,276	$ -	272,219,837
Investments measured at NAV - Real estate investment trust				14,205,681
Total investments at fair value				$ 286,425,518

Not included in the above table is $3,898,533 and $1,948,719 in money market accounts as of September 30, 2022 and 2021, respectively.

Level 1

Mutual funds and common stock - The estimated fair values for NCSBN's marketable mutual funds and common stock were based on quoted market prices in an active market.

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National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

September 30, 2022 and 2021

Note 4 - Fair Value Measurements (Continued)

Level 2

U.S. Treasury notes and bonds, Treasury Inflation-Protected Securities, 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.

Investments in Entities that Calculate Net Asset Value per Share

The investment below is valued at net asset value, and there are no unfunded commitments as of September 30, 2022 and 2021:

	September 30, 2022	September 30, 2021	September 30, 2022	
	Fair Value	Fair Value	Redemption Frequency, if Eligible	Redemption Notice Period
Real estate investment (a)	$ 17,471,078	$ 14,205,681	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 percent to 10 percent 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 net asset value. Ownership interests and redemptions are calculated based upon net asset value. 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 net asset value at the last day of the calendar quarter immediately preceding the redemption date.

Note 5 - Property and Equipment

The composition of property and equipment as of September 30, 2022 and 2021 is as follows:

	2022	2021	Depreciable Life - Years
Furniture and equipment	$ 1,502,649	$ 1,496,678	5-7
Course development costs	723,083	907,284	2-5
Computer equipment and software	21,800,730	21,887,651	3-7
Leasehold improvements	2,746,604	2,746,604	Useful life or life of lease
Software in development	8,775,547	6,135,386	-
Total cost	35,548,613	33,173,603	
Less accumulated depreciation	23,809,254	23,438,971	
Net property and equipment	$ 11,739,359	$ 9,734,632	

Depreciation and amortization expense for 2022 and 2021 was $683,105 and $789,944, respectively.

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National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

September 30, 2022 and 2021

Note 5 - Property and Equipment (Continued)

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 is 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 is expected to be placed in service in 2023.

Note 6 - 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 seven grants ranging in amounts from approximately $50,000 to $240,000 and six grants ranging in amounts from approximately $30,000 to $300,000 during the years ended September 30, 2022 and 2021, respectively.

The following summarizes the changes in grants payable as of September 30, 2022 and 2021:

	2022	2021
Grants awarded in the current year	$ 362,924	$ 566,915
Grants awarded in prior years	110,994	153,546
Total	$ 473,918	$ 720,461

Note 7 - Operating 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 following is a summary, by year, of future minimum lease payments required under the office lease as of September 30, 2022:

Years Ending September 30	Amount
2023	$ 812,055
2024	962,606
2025	983,801
2026	1,004,996
2027	1,026,191
Thereafter	2,566,361
Total	$ 7,356,010

Rent expense for the years ended September 30, 2022 and 2021 was $598,858 and $768,644, respectively, which includes allocated property taxes, and utilities. Property taxes and common area maintenance expenses for the years ended September 30, 2022 and 2021 were $224,810 and $749,675, respectively.

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 percent of participants' compensation. NCSBN's policy is to fund accrued pension contributions. Retirement plan expense totaled $1,261,486 and $1,211,099 for the years ended September 30, 2022 and 2021, respectively.

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National Council of State Boards of Nursing, Inc.

Notes to Financial Statements

September 30, 2022 and 2021

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, 2022 and 2021 and the amounts of those financial assets that could be made readily available within one year of September 30 to meet general expenditures:

	2022	2021
Cash and cash equivalents	$ 32,600,718	$ 13,420,176
Cash held for others	1,029,882	911,523
Investments	230,456,504	288,374,237
Accounts receivable	334,925	89,402
Due from test vendor	39,744	421,326
Accrued investment income	457,547	403,396
Financial assets - At year end	264,919,320	303,620,060
Less those unavailable for general expenditures within one year due to:		
Cash held for others	1,029,882	911,523
Board designations	125,000,000	125,000,000
Financial assets available to meet cash needs for general expenditures within one year	$ 138,889,438	$ 177,708,537

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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 an umbrella term for boards of nursing and regulatory bodies in the U.S. and internationally.

NCSBN has five Exam User Members (EUMs):

- British Columbia College of Nursing Professionals
- College of Nurses of Ontario
- College of Registered Nurses of Alberta
- College of Registered Nurses of Manitoba
- College of Registered Nurses of Saskatchewan

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 25 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 Newfoundland and Labrador
- College of Registered Nurses of Prince Edward Island
- College of Registered Psychiatric Nurses of Alberta
- College of Registered Psychiatric Nurses of Manitoba
- Kazakhstan – National Center for Independent Examination (NCIE)
- Nova Scotia College of Nursing
- 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
- Spanish General Council of Nursing
- 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. 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. Four directors-at-large will be elected for terms of two years or until their successors are elected.

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 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 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 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 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.
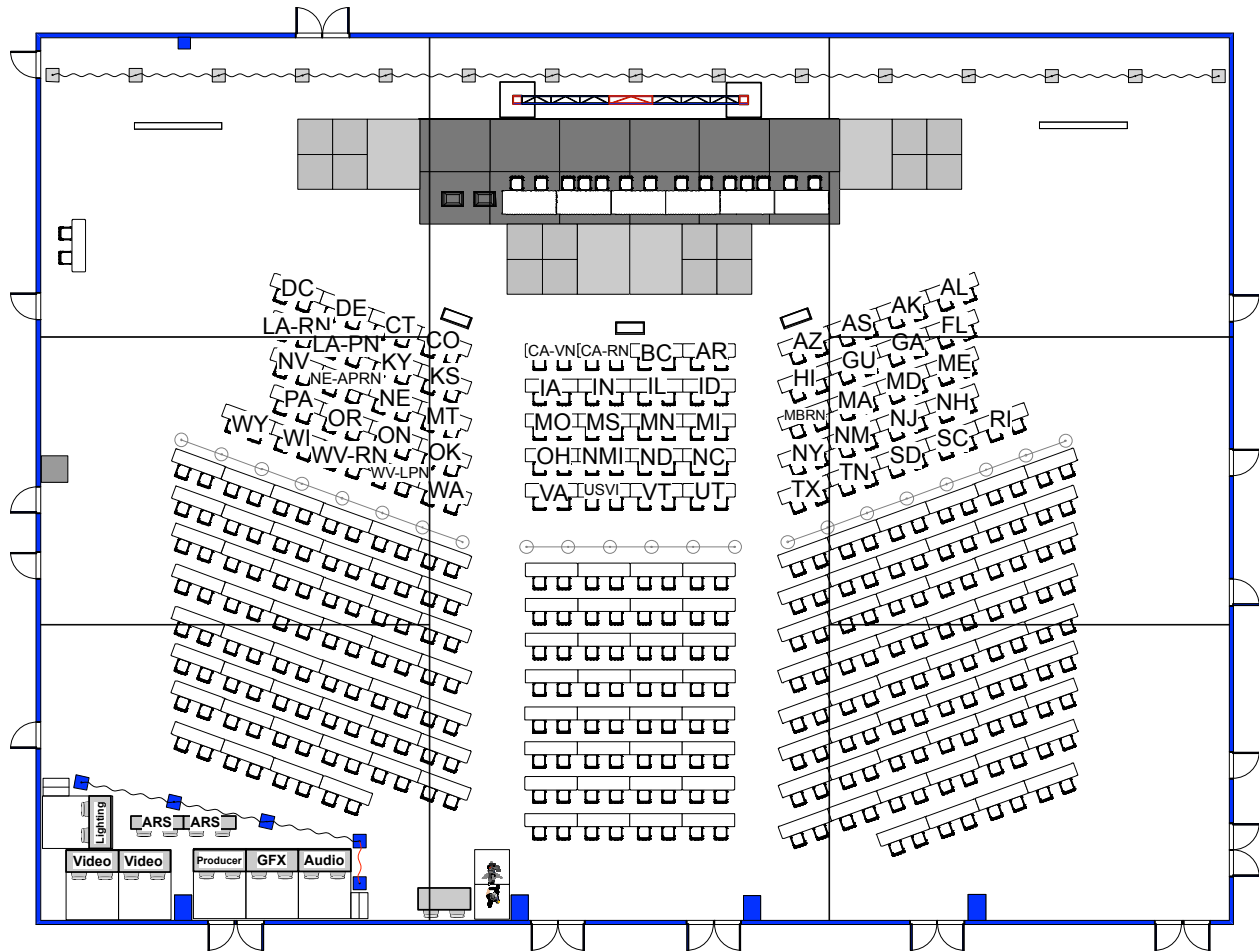
General Delegate Assembly Information

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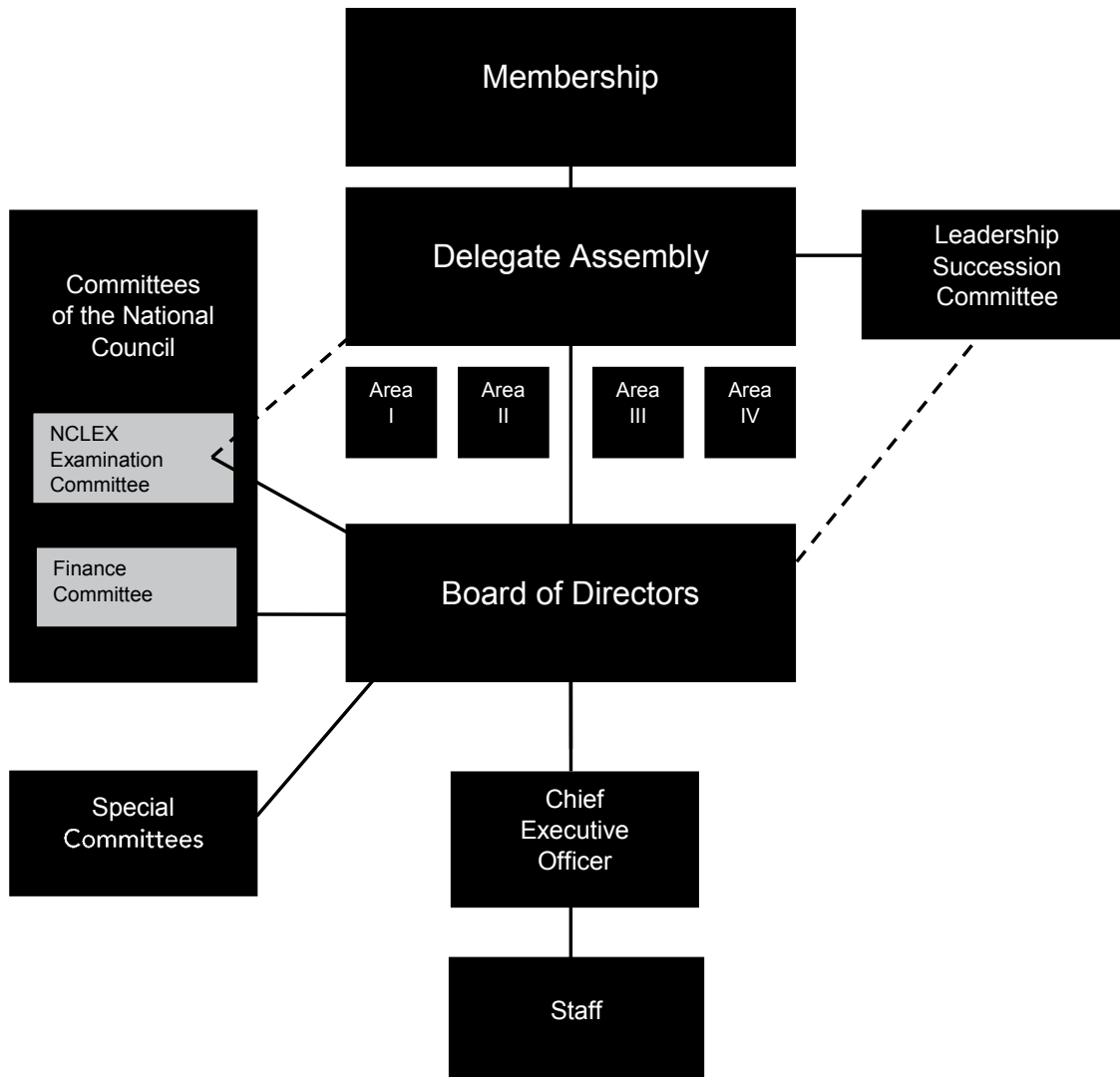
The function of the Credentials Committee is to provide delegates with identification bearing the number of votes to which the delegate is entitled. It also presents oral and written reports at the opening session of the DA and immediately preceding the election of officers and the LSC. The Elections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

NCSBN Organizational Chart

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                          ┌─────────────────────────┐
                          │       Membership        │
                          └─────────────────────────┘
                                      │
┌──────────────────┐      ┌─────────────────────────┐      ┌──────────────────┐
│   Committees      │      │   Delegate Assembly     │      │   Leadership      │
│ of the National   │      │                         │──────│   Succession      │
│     Council       │      └─────────────────────────┘      │   Committee       │
│                   │                                        └──────────────────┘
│ ┌──────────────┐  │   ┌──────┐ ┌──────┐ ┌──────┐ ┌──────┐
│ │  NCLEX       │  │   │ Area │ │ Area │ │ Area │ │ Area │
│ │  Examination │  │   │  I   │ │  II  │ │ III  │ │  IV  │
│ │  Committee   │  │   └──────┘ └──────┘ └──────┘ └──────┘
│ └──────────────┘  │
│ ┌──────────────┐  │      ┌─────────────────────────┐
│ │  Finance     │  │      │   Board of Directors    │
│ │  Committee   │  │──────│                         │
│ └──────────────┘  │      └─────────────────────────┘
└──────────────────┘              │            │
  ┌──────────────┐                │      ┌──────────────┐
  │   Special     │───────────────┘      │    Chief      │
  │  Committees   │                      │  Executive    │
  └──────────────┘                      │   Officer     │
                                         └──────────────┘
                                                │
                                         ┌──────────────┐
                                         │    Staff      │
                                         └──────────────┘
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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
Leading Regulatory Excellence

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
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Revisions adopted – 8/11/01
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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.

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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.

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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.

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    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.

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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.

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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.

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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.

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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.*

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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:

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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

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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.

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SAVE THE DATE
2024 NCSBN Annual Meeting
Aug. 28–30, 2024 | Chicago

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