

Agenda Item # 5.3.5.a
Submitted by: Katherine Thomas
Board Meeting: July 19-20, 2018

National Council of State Boards of Nursing
Annual Meeting and Delegate Assembly
August 16-18, 2017

Summary:

The Annual Meeting and Delegate Assembly meeting of the National Council of State Boards of Nursing will be held in August 15-17, 2018 in Minneapolis, MN.

The Texas Board of Nursing President, Kathy Shipp, has designated the following as Delegates to represent the Board:

Delegates:

Kathy Shipp, MSN, RN, FNP, Board President
Mark Majek, Director of Operations, Staff

Alternate Delegates:

Laura Disque, MN, RN, Board Member Representing RN Practice
Kristin Benton, DNP, RN, Director of Nursing, Staff

The Summary of Recommendations to the 2018 Delegate Assembly and the 2018 Slate of Candidates are attached.

Recommended Action:

Move to direct the Delegates to vote on these issues after hearing and considering the discussion on the issues.

- E. College of Nurses of Ontario Exam User Member Application
- F. National Center for Independent Examination (NCIE) – Kazakhstan Associate Member Application

Recommendations to the Delegate Assembly

1. Approve the Terms and Conditions of NCSBN Exam User Membership.

Rationale:

The NCSBN Bylaws, article III, section 2 states, “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...execute a current Terms and Conditions of NCSBN Membership, as amended from time to time by Delegate Assembly...”.

Fiscal Impact:

None

2. Approve the College of Registered Nurses of British Columbia as an exam user member of NCSBN.

Rationale:

The NCSBN Bylaws, article III, section 1c states, “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...” The Bylaws require approval of the membership by the full membership of the Delegate Assembly. The current applications for Exam User Membership meet the qualifications as stated in the NCSBN Bylaws.

Fiscal Impact:

Upon acceptance, each new exam user member will pay a \$750 annual fee.

3. Approve the College of Registered Nurses of Manitoba as an exam user member of NCSBN.

Rationale:

The NCSBN Bylaws, article III, section 1c states, “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...” The Bylaws require approval of the membership by the full membership of the Delegate Assembly. The current applications for Exam User Membership meet the qualifications as stated in the NCSBN Bylaws.

Fiscal Impact:

Upon acceptance, each new exam user member will pay a \$750 annual fee.

4. Approve the College of Nurses of Ontario as an exam user member of NCSBN.

Rationale:

The NCSBN Bylaws, article III, section 1c states, “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...” The Bylaws require approval of the membership by the full membership of the Delegate Assembly. The current applications for Exam User Membership meet the qualifications as stated in the NCSBN Bylaws.

Fiscal Impact:

Upon acceptance, each new exam user member will pay a \$750 annual fee.

5. Approve the National Center for Independent Examination (NCIE) - Kazakhstan as an associate member of NCSBN.

Rationale:

The NCSBN Bylaws, article III, section 1d states, "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." The Bylaws require approval of the membership by the full membership of the Delegate Assembly. The current applications for Associate Membership meet the qualifications as stated in the NCSBN Bylaws.

Fiscal Impact:

Upon acceptance, each new associate member will pay a \$1,500 annual fee.

FY18 Highlights and Accomplishments

Strategic Partnership Meeting Attendance by BOD and/or NCSBN Staff

- American Association of Colleges of Nursing (AACN)
- Citizen Advocacy Center (CAC) Annual Meeting
- National Student Nurses Association (NSNA)
- National Organization for Associate Degree Nursing (N-OADN)
- National League for Nursing (NLN) Education Summit
- Nursing Organization Alliance (NOA) Fall Summit
- CGFNS International leadership meeting
- Council on Licensure, Enforcement & Regulation (CLEAR) Educational Symposium
- International Nurse Regulator Collaborative (INRC) Symposium & Business Meeting
- WHO/ICN/ICM Triad meeting of government nursing and midwifery officers, national nursing associations and regulatory bodies
- ICN/ICM Credentialing and Regulators Forum
- National Quality Forum (NQF) Annual Conference
- Federation of Associations of Regulatory Boards (FARB) Annual Forum
- American Organization of Nurse Executives (AONE)
- Federation of State Medical Boards (FSMB)
- Canadian Nurses Association Biennial Convention
- National Patient Safety Foundation (NPSF)
- Tri-Regulator Collaborative Meeting
- Tri-Council for Nursing
- American Nurses Association (ANA)
- World Health Organization (WHO / Pan-American Health Organization (PAHO) launch of their work on advanced nursing practice

Governance and Policy

- The BOD were provided with a range of resources relevant to the governance of not for profit 501 (c)(3) organizations.
- President Katherine Thomas, along with Chief Executive Officer David Benton, facilitated a board member briefing and orientation with contributions from Chief Financial Officer Rob

Clayborne, Tom Abram (Outgoing Legal Counsel), Tom Wilde (Incoming Legal Counsel) and Elizabeth Hall (Co-counsel) covering issues of fiduciary responsibility, governance, not-for-profit finance and 501 (c)(3) status.

- The BOD completed a review of all NCSBN board policies through examination of the various sections to reflect the changes resulting from the inclusion of the new exam user category of member.
- The BOD identified and appointed board liaisons to the various committees and mentors for those newly appointed board members.
- The BOD resolved to establish an expert-driven committee to examine the implications on active supervision resulting from the decision of the Supreme Court regarding the Federal Trade Commission (FTC) case against the North Carolina Dental Board.
- The BOD considered a request from the Executive Officer Leadership Council to consider if NCSBN should offer a view on the proposed change of title from veterinary technician to veterinary nurse. Due to lack of any public safety risk, the BOD decided not to intervene.
- The BOD considered and approved a draft member agreement in relation to the new exam user member category and resolved to forward this to the Delegate Assembly for consideration.
- The BOD appointed Tony Graham to the vacant position of chairperson and Demetrius Chapman to the vacant Area I member position on the Leadership Succession Committee (LSC).
- The BOD agreed to withdraw from membership of the American National Standards Institute (ANSI) as the standards development process is poorly aligned with the mandate of Boards of Nursing (BONs).
- The BOD agreed to establish a model act committee that would subsume the role of standards development.
- 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 the opioid crisis, issues emerging from the changes to legislation on medicinal and recreational use of marijuana, ongoing issues emerging from the decision of the Supreme Court regarding the FTC case against the North Carolina Dental Board, moves towards consolidation of regulatory boards, attempts to introduce a broad-based licensure compact, and changes to the copyright laws.
- The BOD hosted a conference call/webinar for member boards during each BOD meeting. President Katherine Thomas highlighted environmental issues identified by the BOD, solicited current issues from member boards and facilitated dialogue with participating members.
- 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 consider the implications of the development of next generation testing and implications of the findings from the Regulation 2030 work.
- The BOD reviewed and discussed the annual environmental assessment report.
- The BOD set the initial FY19 board meeting and retreat dates.

Finance

- The BOD approved the proposed budget for FY18.
- The BOD approved quarterly financial statements throughout the fiscal year.
- The BOD approved the proposed audit plan for FY17.
- 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, 2017.
- The BOD accepted the report of the independent auditors for the year ended Sept. 30, 2017.
- The BOD reviewed the 2017 IRS 990 form.
- The BOD met with NCSBN investments managers to review and discuss NCSBN's investment portfolio and performance analysis.

Testing

- The BOD agreed to submit a tender for the Licensed Practical Nurse licensing exam in the Canadian Provinces, with the exception of Quebec.
- The BOD discussed and approved a plan to investigate the evolution of nursing support roles, their regulation and testing.
- The BOD discussed and approved the renewal of the Pearson Vue contract for a further five years.
- The BOD reviewed progress on the introduction of a new look and feel product that test candidates can utilize to familiarize themselves with the NCLEX test format.
- The BOD reviewed the NCLEX update reports on the NCLEX examination program.
- The BOD monitored NCLEX implementation in Canada and reviewed the report of the language commissioner who found the French translation to be appropriate.
- The BOD reviewed update reports on the National Nurse Aide Assessment Program (NNAAP®) and Medication Aide/Assistant Certification Examination (MACE®) examination programs.
- The BOD approved minor revisions to various NCLEX policies.

Information Technology (IT)

- The BOD reviewed operational and performance outcome data related to Nursys® and programs, products and services from the Interactive Services department throughout the year.
- The BOD received an update on progress to support the exchange of licensure and discipline information between Canadian regulatory bodies and member boards.
- The BOD received the results of an NCSBN data security audit and were pleased to note the results.
- The BOD received an update on the implementation of the contractual relationship with the National Registry of Emergency Medical Technicians (NREMT) to provide the necessary software code to enable NREMT to implement their licensure compact.
- The BOD reviewed the progress and implementation of the ORBS project and noted that a number of changes to the sequence of those boards seeking to introduce the system had been made. Despite these changes, the phase two rollout of the project was progressing as anticipated,

- The BOD reviewed and approved a general risk-based framework to coordinate and control access to data.

Nursing Regulation and Research

- The BOD received the results from an initial analysis of substance use disorder programs. It was noted that care in the interpretation of the results would be needed due to the variability of coding at the local level.
- The BOD received and approved a proposal to undertake research to identify potential metrics to assist BONs in deciding on the quality of educational programs.
- The BOD received an update report on the National APRN campaign and strategy. It was noted that this work is done at the request of individual boards and is a collaborative and coordinated activity.
- The BOD reviewed and approved a proposal to conduct a comprehensive review of the leadership development activities of NCSBN. Subsequently on receipt of the report, the BOD reviewed and approved proposals to redesign the Institute of Regulatory Excellence and other leadership development activities so as to produce a more coherent and member-need focused set of offerings.
- The BOD reviewed and discussed the annual environmental scan.
- The BOD received and discussed a synopsis of the current and planned future research activities.
- The BOD received a report that a number of issues relating to the APRN Compact have emerged and resolved to convene a meeting of member board executive officers to discuss how to resolve these matters.
- The BOD received regular updates on the work associated with eNLC legislative action, as well as the work of the associated implementation group.
- The BOD reviewed the development work that had been completed on the CORE portal, enabling members to run their own reports of their data.

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 all relevant professional, regulatory and community experience.
2. What is your perspective regarding the following issues affecting nursing regulation?
 - a. Borderless health care delivery
 - b. Regulation of nursing education
 - c. The role of regulation in evolving scopes of practice
3. Please describe a strategy or activity to increase participation in the leadership of the organization.

Leadership Succession Committee:

1. Describe all relevant professional, regulatory, and community experience.
2. Please describe a strategy or activity to increase participation in the leadership of the organization.
3. Why do you want to serve in the role you are applying for?

Attachment D
2018 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 nomination form. The Candidate Forum will provide the opportunity for candidates to address the 2018 Delegate Assembly.

Board of Directors

President-elect

Jim Cleghorn	Georgia, Area III	page 53
Paula Meyer	Washington, Area I	page 55

Director-at-Large (4 positions)

Peggy Benson	Alabama, Area III	page 57
Cathy Borris-Hale	Washington DC, Area IV	page 59
Tammy Claussen Vaughn	Arkansas, Area III	page 61
Ann Coughlin	Pennsylvania, Area IV	page 63
Elizabeth Lund	Tennessee, Area III	page 65
Mark Majek	Texas, Area III	page 67
Lori Scheidt	Missouri, Area II	page 69
Sharyl Toscano	Alaska, Area I	page 71
Ellen Watson	Vermont, Area IV	page 73

Leadership Succession Committee

Area I Member

Susan Engle	California, Area I	page 75
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Area II Member

Lori Glenn	Michigan, Area II	page 77
Melissa Hanson	North Dakota, Area II	page 79

Area III Member

Sandra Culpepper	Mississippi, Area III	page 81
Sara Griffith	North Carolina, Area III	page 83

Area IV Member

Vacant

Board of Directors

President-elect

Jim Cleghorn, MA

Executive Director, Georgia Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

Serving as the executive director of the Georgia Board of Nursing since August 2010, I have instituted several innovative program changes to streamline regulatory processes and have taken advantage of the opportunities afforded to me through involvement with NCSBN. The executive coaching program in 2012-2013 provided a “jump start” in a broader look at regulation. As a member of the Commitment to Ongoing Regulatory Excellence (CORE) Committee from 2012 through 2014 the importance of documenting and defining the immediate outcomes of the regulatory work became clear in helping identify promising practices for public safety. In September 2014 I was appointed to the Board of Directors as Area III Director and have worked ardently to learn the essential elements of representing the membership and the organization. In 2015 I was appointed as board member liaison to the NCLEX Committee. Over the last three years I have gained a deeper understanding of the developmental process and administration of the NCLEX. Prior to my work with the Georgia Board of Nursing I served as business analyst with the Georgia Secretary of State’s Office. In that role, I worked with the agency’s Professional Licensing Boards Division to review licensure and discipline processes, identify inconsistencies and inefficiencies and recommend improvements to maximize constituent services, agency productivity and protection of the public.

My service with NCSBN has provided me with many rewarding opportunities to learn from the examples set by leaders in nursing regulation. The invaluable education and experience has enabled me to increase my personal knowledge of board operations, regulation and management principles and has challenged me to become a well-rounded leader.

Our family is very involved with our local church where my wife and I participate in various ministries and lead a Sunday School class for young couples.

WHAT IS YOUR PERSPECTIVE REGARDING THE FOLLOWING ISSUES AFFECTING NURSING REGULATION?

A. BORDERLESS HEALTH CARE DELIVERY

The health care delivery system is rapidly changing and the number of patients seeking care is rising. Telemedicine has enabled providers to work to meet the new demands by expanding their practice across jurisdictional lines into other states and even into other countries. I am enthusiastic about the future of the enhanced Nurse Licensure Compact and look forward to working with boards of nursing and NCSBN to identify issues and barriers and develop solutions to ensure that our constituents continue to have access to safe and competent care through every possible delivery model.

B. REGULATION OF NURSING EDUCATION

New models of nursing education are being developed to meet the demands of an increasingly complex health care system. Advances in technology are changing the classroom and increasing access for interested students. Boards of nursing must work to advance regulatory structures for programs using evidence based research to maintain high quality program outcomes. This effort will require collaboration and partnerships with education programs and practice settings.



C. THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE

As our health care system continues to grow and evolve, the scope of practice for nurses will have to expand to meet the increasing needs. As practice changes, we will see tasks shifted and ultimately, tasks reserved for a person who has been in nursing for many years will be performed by entry level nurses. As the nursing profession advocates for increased scope of practice, nursing regulation must be a partner in the process and work to enable nurses to practice to the full extent of their knowledge and training to ensure safe and competent care is available to all consumers.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

The National Council of State Boards of Nursing (NCSBN) provides many opportunities for individuals to explore leadership roles, develop leadership traits and be mentored by individuals with proven track records of successful leadership. I believe early engagement is absolutely essential to increase participation in the leadership of the organization. A new member who becomes aware of the importance and benefit of participation in NCSBN activities early on will learn about the opportunities available to them and be encouraged to develop and utilize their leadership skills.

Additionally, I believe that a targeted approach to identifying potential leaders may be appropriate. Each member has a unique set of talents and abilities. NCSBN may benefit from maintaining an inventory of specific education and leadership strengths for members. This inventory could be utilized to match strengths and expertise with membership needs when seeking candidates for committee appointments and other leadership activities.

Finally, the potential impact of personal encouragement cannot be understated. Encouraging members to take advantage of the numerous leadership development opportunities that are presented by the organization is essential. Truly, each member has a responsibility to work toward the future success of the organization. There are opportunities for service and leadership development at every level. It is incumbent upon the organization's leadership to seek out potential leaders. As a membership organization, we all must be ready to identify potential leaders and help them start the leadership journey today!

President-elect

Paula Meyer, MSN, RN, FRE

Executive Director, Washington State Nursing Care Quality Assurance Commission

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

I have 20 years experience as the executive director of the WA State Nursing Commission. I included some of the highlights below. Advanced Practice: In 1998, Advanced Registered Nurse Practitioners (ARNP) in WA had independent practice with prescriptive authority for Schedule V and legend drugs. Legislation passed allowing ARNPs prescriptive authority for Schedule II through IV drugs under a collaborative agreement. The legislation directed the Medical Commission, Board of Osteopathic Medicine and Nursing Commission to collaboratively write the rules. I lead the session and the draft rules were adopted without questions or comments. One year later, ARNPs presented research to the legislature demonstrating no increase in disciplinary cases and increased patient satisfaction. The legislature overwhelming passed removal of the collaborative agreement giving ARNPs full, independent prescriptive authority and practice. The Nursing Commission recently recognized Clinical Nurse Specialists as ARNPs. Washington is now fully compliant with the Consensus Model by including Nurse Practitioners, Certified Nurse Anesthetists, Certified Nurse Midwives and Clinical Nurse Specialists. The educational requirements listed in the Consensus Model mirror the requirements for advanced practice in Washington State. The Nursing Commission is currently developing rules for Opioid Prescribing with members of the Medical Commission, Board of Osteopathic Medicine, Dental Commission and Board of Podiatrists. Model rules have been drafted for each individual board to consider adopting in September, 2018.

Registered Nurses and Licensing Practical Nurses. In 2008, rules were adopted for continuing competency. The rules required active practice and continuing education for an active license. Washington now has a much clearer number of the nurses working in nursing. On January 1, 2018, the rules for collection of demographic data became required for active licensure. Each nurse must complete a two part survey: one question collecting ethnic data specific to Washington state; the second survey uses the E-notify registration and profile to collect data. At the end of 2018, Washington will have a full data set to use for its supply data. Increased Authority for the Nursing Commission: Using CORE data and state performance measures, the Nursing Commission was granted additional budget and personnel authority. Working in an umbrella agency, this significant increase in authority lead to increased independence. The project and report was the basis for my Fellowship in Regulatory Excellence.

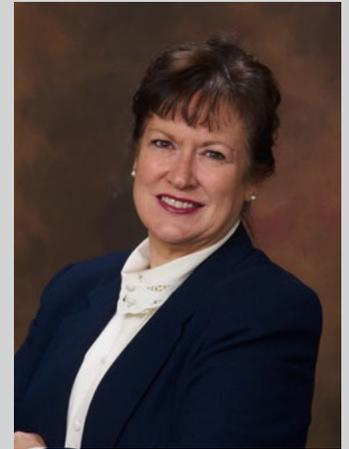
WHAT IS YOUR PERSPECTIVE REGARDING THE FOLLOWING ISSUES AFFECTING NURSING REGULATION?

A. BORDERLESS HEALTH CARE DELIVERY

Large, multistate health care organizations now require multistate practice. Large medical centers have provided multistate care to people in large regions for decades. School nurses accompany students on field trips across the United States and even to countries beyond our national borders. States along our national borders cooperate to provide medical care in the face of natural disasters. This glimpse of multistate practice confirms the necessity for nursing licenses to be portable. This portability demands a system allowing the nurse to provide care to patients regardless of location. The regulatory system needs to assure patient safety in the case of a poor outcome. The Enhanced Nurse Licensure Compact meets these requirements.

B. REGULATION OF NURSING EDUCATION

Nursing Education must meet the demands of our ever changing health care delivery system. Nurse Educators, nurse regulators and health care industry representatives must work



together to identify knowledge and competencies necessary to prepare new nurses to provide fundamental nursing care. Educators, regulators and industry representatives need to work together to identify resources needed to address the shortage of faculty and cooperative solutions. Educators, regulators and industry representatives must work together on projecting health care demands of the near future to assure nurses continue their education to respond to patients' needs. Multistate health care organizations provide care across the continuum. Initial and continuing nursing education needs to be inclusive of care settings beyond acute care.

C. THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE

Nursing care continues to evolve and meet the ever changing demands of patient care. As regulators, we need to assure safe patient care. Regulators need to allow nursing practice to expand and not place barriers that may limit safe nursing practice. The Scope of Practice decision tree, used by many state boards of nursing, places the responsibility for professional nursing practice with the individual nurse to determine possession of necessary knowledge and competencies to safely perform nursing functions. The nurse determines if there are prohibitions in law or professional standards. The nurse determines if they are competent and safe to perform the intervention. The nurse must also possess the confidence necessary to say no if they do not possess the knowledge and competency to perform the interventions.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

Early engagement of new members nurtures new leaders. Twenty potential leaders are now new executive officers! Each year, there are new board presidents, each holding competencies necessary to provide leadership in our organization. Members express concern about the time needed to be a leader in our organization. While there is a considerable amount of time needed to invest in being leaders, the multiple rewards outweigh the investment of the time. Members possess competencies in leading meetings, recruiting and assessing stakeholder input, and conducting research to provide evidence to support regulatory decisions. Engagement includes encouraging new members to serve on committees, participate in knowledge networks, and come to meetings.

Executive officers (EO) are the key to early engagement by encouraging and recruiting new leaders. EOs recognize talent and abilities in each other, in their staff and board members. NCSBN announces opportunities for service on committees each year. EOs need to identify peers, staff and board members possessing the competencies necessary to serve. EOs need to encourage people to serve and provide the resources to allow service: time, finances, and access to learning. Finances are available through NCSBN resource funds. NCSBN also financially supports the expenses for people to attend committee meetings. If time is the issue, EOs may need to communicate with board members and employers and influence them to invest in their board members and employees. The EO can also find resources to fill in for staff so they can participate in events. This allows new staff to step up and provides career progression.

EOs need to be comfortable recruiting new leaders. Recruiting takes time to build a relationship, assess skills and abilities, and begin to match the emerging leader with opportunities. Recruiting requires the EO to work through anxieties expressed by the emerging leader. The new leader may just need the encouragement to serve or access to information.

Director-at-Large

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

Executive Officer, Alabama Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

Peggy brings 39 years of experience in nursing and health care leadership to her role with ABN. She is a board-certified nurse executive who has worked in various executive roles in nursing and human resources. Peggy's previous roles include Chief Nursing Officer (CNO), System Director of Critical Care and Medical Surgical Nursing over a five-hospital system, Director of Nursing for Specialty Services, and Assistant Administrator of Human Resources, Deputy Director, and Executive Officer of the Alabama Board of Nursing. She has served as a Board Member and President of the Alabama Board of Nursing, member of the Governor's Task Force on Health care Improvement, Chair of the Governor's Infrastructure Committee, board member and Past President of the Alabama Organization of Nurse Executives, past board member and Secretary for the Central District Alabama Organization of Nurse Executives, and current member of the Standards Committee-NCSBN. Extensive experience in nursing regulation at all levels.

WHAT IS YOUR PERSPECTIVE REGARDING THE FOLLOWING ISSUES AFFECTING NURSING REGULATION?

A. BORDERLESS HEALTH CARE DELIVERY

I believe and support borderless health care and easing the burden of practice across state lines. With seamless care comes the responsibility to ensure a safe process that protects all citizens. The NLC is off to a good start and I look forward to the final development of bylaws, policies, and procedures that will define the exact structure of the compact. I have worked with many of Alabama's health care leaders on telehealth issues and regulatory processes to expedite delivery of care in Alabama.

B. REGULATION OF NURSING EDUCATION

I believe strongly that nursing education programs must be held to the highest possible standards and boards of nursing are in the best position to ensure those standards. A paramount issue we see in Alabama is accreditation requirements for proprietary and distance programs, which has become a national problem and priority for nursing regulation. Boards cannot ensure the rigor of programs without clear regulatory authority and standards.

C. THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE

The ABN began addressing this issue 16 years ago with the establishment of a standardized procedure process which allows for the scope of practice to be expanded as nursing practice evolves beyond basic education. However, advanced practice nurses continue to experience difficulties in practicing to their full scope, especially in those practice settings where APRN scope intersects with the practice of other professionals. Regulatory boards working together can be a driver of change and change initiatives to ensure full practice authority. In Alabama, the pharmacy, medical, and nursing boards conduct routine tri-regulator meetings to address potential conflicts proactively.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

To create synergy and engagement, I believe the current NCSBN leadership should develop processes for member boards that include: An Executive Officer consultant group to aid struggling boards. Executive Officer engagement groups to identify issues of common concern and build a team mentality across jurisdictional lines. Revamped policy paradigm that invites



participation from all member boards throughout the NCSBN planning process. This will open lines of communication, create opportunities for active participation, and develop the inclusive culture and synergy necessary to foster involvement by otherwise disengaged or inactive members.

Director-at-Large

Cathy Borris-Hale, MHA, RN

Nurse Specialist II – Discipline, District of Columbia Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

My nursing career spans 35 years; my greatest success has been bringing significant, positive changes to nursing practice to improve health care delivery in a variety of roles and settings. In 2008, I joined the executive team at SHW-Hadley Hospital as the Chief Nursing Officer and methodically rose in the ranks to become the second African American Woman appointed CEO of a District of Columbia Hospital. My work, in conjunction with the nursing directors and nurse educators, empowered nursing practice and instituted nurse directed protocols. As a consequence, the hospital experienced a 78% decrease in hospital acquired infections and zero acquired pressure ulcer rate. In 2012, I was appointed Chair, District of Columbia Board of Nursing and subsequently the Regulation and Discipline Sub-Committee. Currently as the Nurse Specialist for discipline for the D. C Board of Nursing, my work includes fostering a “just culture” and creating a forum where governmental agencies, schools and health care providers work together to address the needs our community. During the 2017 delegate assembly, I served as Chair of the Resolutions Committee.

I am an active member of NCSBN’s Medical Marijuana Regulatory Guidelines Committee which is commissioned to develop guidelines for nurses, make recommendations for education, and establish guidelines for Boards of Nursing as well as explore trends related to marijuana use and its relationship to nursing regulation.

WHAT IS YOUR PERSPECTIVE REGARDING THE FOLLOWING ISSUES AFFECTING NURSING REGULATION?

A. BORDERLESS HEALTH CARE DELIVERY

Technological advances in the areas of communication and medicine provide a previously unimaginable path to improving health care across the nation and globally. Researchers and providers now have an opportunity to share knowledge that will enhance health care safety and delivery previously only dreamt about. The formation of such partnerships will potentially reduce replicating, identify best practices, and bring high-level, evidence based care to patients in under served areas of our nation and world. Nursing regulators need to be forward thinking and create regulations which allow for expanding roles but ensure safe care for the public.

B. REGULATION OF NURSING EDUCATION

Since the role of the nurse is crucial to the health of our communities and the care of the ill, it is imperative that nursing education has a minimum standard of academic rigor from all institutions. How can we truly protect the public and the profession if Boards don’t hold schools of nursing accountable for providing the highest quality nursing education and instituting guidelines for nursing practice and nursing assistant personnel practice regulations. Our community is entitled to safe and compassionate care and high standards of practice.

C. THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE

Nurse’s role in health care has been a topic of discussion for policy-makers, health-care reform activist for as long as modern nursing has existed. With the changing landscape and push for health care reform, nursing is in a position to make huge strides in improving access, decreasing cost and improving outcomes.

Regulators play a key role in protecting the public as well as advancing the scope of nursing by making meaningful regulatory amendments, removing ambiguous language and supporting



the use of the “Scope of Nursing Practice Decision-Making Framework” tool to determine if a specific task falls within the state’s licensing laws.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

Identifying opportunities for state board members and/or staff to engage with the organization, may be useful in recruiting emerging nurse leaders who could be instrumental in implementing meaningful change and their successes shared with the membership.

Organizational change meets with success when leaders recognize efforts must include cultural changes and as complete participation as possible from all holders.

In order to achieve meaningful and lasting cultural change, a robust plan that includes specific goals, establishes methods to meet them, and strategies to create interest and participation. One such way would be to create leadership training workshops for your non-traditional nurse leaders to gain insight into the skills they possess and how they can use these to lead in their personal and professional life.

Director-at-Large

Tammy Claussen Vaughn, MSN, RN, CNE

ASBN Program Coordinator, Arkansas State Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

I have worked at the Arkansas State Board of Nursing for more than seven years as the Program Coordinator for Nursing Education. With more than 60 nursing schools, I have site visited and provided regulatory guidance to each of them. I also have regulatory responsibility for Medication Aid Certified (MA-C) programs and International graduate licensure.

Since joining the Board I have been actively involved in promoting the mission of the National Council of State Boards of Nursing (NCSBN). I served five years on the NCLEX Examination Committee (NEC) and I am currently serving my third year on the NCLEX Item Review Subcommittee (NIRSC). I have also attended and participated in many NCSBN Annual and Midyear meetings, Leadership and Policy conferences and Education Consultant round tables and conference calls.

Prior to beginning my work at the Arkansas State Board of Nursing, I worked in a variety of nursing education and clinical roles. From the first day of nursing school I knew education was my passion and was determined to make it my future. Following graduation from a Baccalaureate of Science in Nursing program, I worked in the maternal-newborn clinical area before beginning my role as a nurse educator in a hospital based diploma registered nurse program. I spent many years in nursing education, teaching foundations, maternal-newborn and leadership and management. I earned a Master of Science degree in Nursing Administration and Education and also earned credentials from NLN as a Certified Nurse Educator (CNE). Throughout my nursing career, I actively participated in professional nursing associations on the state and national level, serving in many elected and appointed roles.

Each of these areas of professional responsibility has enhanced my knowledge of regulation and increased my passion for assuring that nurses provide safe and effective care and the public remains protected.

WHAT IS YOUR PERSPECTIVE REGARDING THE FOLLOWING ISSUES AFFECTING NURSING REGULATION?

A. BORDERLESS HEALTH CARE DELIVERY

Technology has played a huge role in the evolution of health care and how it is delivered. Nurses must be able to provide care through many electronic means and provide it in a safe and effective manner. NCSBN has been a leader in the discussion on telehealth and providing solutions to borderless health care delivery. Through support of the enhanced nurse licensure compact, nurses can provide care and have more mobility, while Boards continue to meet their mission of protecting the public. As technology and health care continues to become more mobile on a national and even global level, we must be quick at identifying solutions to ensure that the public is receiving safe care across all borders.

B. REGULATION OF NURSING EDUCATION

Regulation of nursing education is becoming difficult as more online and alternative programs are being implemented. Boards of nursing must work together to develop consistent strategies to evaluate programs and program outcomes, to provide the highest quality and standards for nursing education at all levels. NCSBN is in the early stages of trying to address this concern through collecting data from each Board on how program approval is completed. As the research is completed, it will be important for Boards to collaborate with NCSBN in developing



standards and approval processes that are consistent and provide quality nursing education for all students.

C. THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE

Regulation exists to ensure that the nurse functions to their full scope of practice and education, while standards are maintained to protect the public. As nursing practice continues to evolve and expand at all levels of nursing, Boards need to remain at the forefront of assuring that educational preparation is appropriate, so the public remains confident that nurses in their state are competent to perform safe and effective care.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

Strong leadership is needed in an ever-changing and fast-paced health care environment. In order to sustain an organization and maintain its viability, an organization is dependent on volunteer leaders. Although some people believe that leadership is a trait gained only at birth, I am convinced that a person can develop leadership abilities if they are truly passionate about a cause. NCSBN has so many causes to be excited about at the present time; promotion of the new generation NCLEX; the new eNLC research being done with the Education Outcomes and Metrics committee; regulations being developed by the Marijuana Regulatory Guidelines Committee; and, so much more.

The NCSBN Leadership Succession does a wonderful job of getting the word out to the membership about leadership opportunities and also provides guidance towards valuable tools and resources to learn more about the organization. I think this needs to continue with added strategies to attract new leaders in the organization. Just as a marathon runner has to love running to prepare and train for a race, leaders must have the passion to want to be involved as a leader and gain more knowledge about the organization. We can attract these potential leaders, who are excited about the causes NCSBN is promoting, through identifying them early and developing a mentor type relationship. We need to engage them in discussion and empower them with the knowledge they need to grow as a leader in the organization.

I've always been taught that the success of an effective leader in any organization is to cultivate leadership in others.

Director-at-Large

Ann Michelle Coughlin, RN, MSN, MBA

Vice Chairperson, Pennsylvania State Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

I have over 24 years' experience in the health care industry; including a clinical nurse in an acute care hospital, case management supervisor in the insurance industry, triage nurse for a disease management company, clinical nursing supervisor for a large university hospital and a nurse regulator. My previous position as a Regulatory Affairs and Compliance Auditor for a large Mail Order Pharmacy, Specialty Pharmacy and Infusion Company demanded a focus on regulations. My Supervisory position in Regulatory Affairs has enhanced my knowledge and experience with regulations for the past 8 years. My role as an Internal Auditor required review of regulations for individual states as well as review of federal regulations. My current role as Manager for the department of Patient and Family Experience at an academic medical center has broadened my knowledge in patient safety, satisfaction, quality of care and risk management.

I was honored to be appointed to the Pennsylvania State Board of Nursing in 2010 and to be named Vice-Chair 2012 and Chair for 2013 & 2014 term. In addition, I served on the following committees: IT, Finance, Probable Cause and Application Review. For three years I served on the Leadership Succession Committee (LSC) for NCSBN. I also have served on the NCLEX Item Sub-Review Committee. I am dedicated to continuing my commitment and passion for regulation in order to enhance and support the development of regulation and the role of nursing in the health care environment. I look to support NCSBN and will lend my diverse experience and knowledge to support the mission and vision. It would be an honor to continue to serve with the talented group of professionals to identify and nurture leadership in nursing that is pivotal to the advancement of nursing regulation and safety of the public.

WHAT IS YOUR PERSPECTIVE REGARDING THE FOLLOWING ISSUES AFFECTING NURSING REGULATION?

A. BORDERLESS HEALTH CARE DELIVERY

Border Technology and innovation is driving treatment options in the health care market. Virtual tools to monitor and maintain health are popular items utilized across the world. Also tele health and tele rounding are utilized in many venues and impact borderless delivery. We will continue to see tremendous growth with technology and borderless delivery. We need to work together to maintain high standards and regulations. Borderless health care will assist with the collaboration the ability to share resources, information and knowledge. Borderless health care will need to be monitored and closely regulated in order to maintain patient safety. In the current health care market I think borderless health care delivery is vital, important and will continue to expand across the globe. Policymakers, stakeholders and practitioners need to work together to implement creative solutions when crossing borders. The need for expanding health care access continues to grow so we need to think on a national and global level to stay progressive in the efforts to address borderless health care delivery.

B. REGULATION OF NURSING EDUCATION

I think we need to regulate nursing education. We need to maintain quality, evidence based practice, high standards of education and ongoing nursing research. Nurses need to hold one another accountable for safe patient care and to high standards of practice. Nurses need the ability to practice to their full scope of authority. Boards of Nursing, nursing schools, nursing programs, regulators and accreditors all need to work together to maintain the highest standards of nursing education. We need to be collaborative, creative and innovative to protect the safety of the public and maintain the highest standard with nursing education.



C. THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE

I have had exposure to the issues related to education and nursing regulation with the Pennsylvania Board and NCSBN. NCSBN is very involved and leading the required collaborative efforts that are necessary between regulators and accreditors. The RN Model rules are an excellent example of representation of this endeavor. The current work involving distance education should be embraced by regulators to meet the IOM initiative for nurses to advance their education. We need to continue to work together to develop the best practice standards and to assist all states with implementation of them. A key part is education and communication; we all need to be respectful to concerns of the individual states as well as support initiatives, goals and national standards to promote evolving scopes of practice.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

The members of the NCSBN are de facto people interested in nursing and the promotion of the highest standards of our profession. Therefore, it seems evident that they possess the qualities necessary for a leader. They are committed to the profession, they are interested in shaping the direction and values of our organization and they are bright, caring and dedicated individuals. Many of us certainly qualifies for a leadership post. So why are so few of us running? I think each of us may have our own reasons and perhaps going forward we would like to conduct a survey, as we have done in the past, to assess those reasons, but in the meantime, we may want to implement a few novel strategies to improve participation in our electoral process. I suggest we engage each state board to identify members who may be interested in pursuing a leadership position at the national level. We should then work with the state board to nurture and prepare new leaders, providing education, mentorship and support to promote their involvement in elections and leadership roles. Creating a leadership institute comparable to our research institute to engage 'fellows' who would be interested in developing leadership skills by participating in an ongoing mentorship program would also be an initiative to encourage participation in leadership roles. Finally, I think that we need to empower LSC to assist members interested in running in preparing and organizing their campaigns. Standardizing the process would also create a more equal playing field for candidates. Members could then delineate the information they want to make a decision and determine the process for disseminating that information. Our goals should be to create as non-political a process as possible for our elections. I thank you for your attention and look forward to working together.

Director-at-Large

Elizabeth Lund, MSN, RN

Executive Director, Tennessee State Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

My regulatory experience began thirty-three years ago when I was appointed executive director of the Tennessee Board of Nursing after nine years in academic nursing. I took the first opportunity to volunteer for an NCSBN Committee, appointed to the Bylaws Committee where I served six years, four as chair. During that tenure, the committee accomplished the first comprehensive revision of the bylaws that positioned NCSBN to more nimbly respond to changing environments, allowing greater participation by members through special committees. Later I chaired the Regulation Subcommittee that examined the existing model of nursing regulation. After considering such models as a federal/national model and "fast" endorsement, the committee proposed a new mutual recognition model, beginning the journey that led to the interstate nurse licensure compact. Later, I chaired the Anniversary Planning Committee which started the tradition of an evening gala event that has served as a cherished model for subsequent anniversary celebrations. I have served on all the subsequent anniversary committees. Other committee service includes the Finance Committee, Awards Panel and co-lead of the executive officer group. More recently, I chaired the Executive Officer Succession Resource committee which produced a flexible online toolkit that has been used successfully by a number of boards to assist with leadership transition. I have volunteered as a mentor for many executive officers. I served as treasurer of the executive committee of the Nurse Licensure Compact Administrators and a member of the e-NLC Workgroup. In 2015, I was honored to be awarded the Meritorious Service Award. Currently, I serve on the NCSBN Board of Directors as a Director-at-Large and serve as liaison to the Standards Development Committee.

WHAT IS YOUR PERSPECTIVE REGARDING THE FOLLOWING ISSUES AFFECTING NURSING REGULATION?

A. BORDERLESS HEALTH CARE DELIVERY

Partnerships with national and international colleagues heighten our appreciation that we share the common goal to deliver health care more safely and efficiently irrespective of borders. We recognize the value in congruent standards that flow from and are consistent with our overarching statutes and rules. Importantly we share knowledge, experience and resources and gain synergy from our efforts. As nursing regulators we face challenges to occupational licensure itself. It is imperative that we cross both physical and professional borders to make an evidenced case for professional licensing that can meet our common purpose to protect the public.

B. REGULATION OF NURSING EDUCATION

With a continuing rise in schools struggling to achieve their mission and boards challenged to regulate from an evidence informed base, it is vital to foster research efforts comparable in quality and usefulness to the landmark NCSBN Simulation Study. I support NCSBN's current nursing education study to identify evidence-based red flags and regulatory quality indicators. The results will provide much needed data to support school approval processes and reduce reliance on NCLEX pass rates as a sole measurement of education quality.

C. THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE

Nursing regulation has an ethical duty to support the provision of care by those qualified at every point along the caregiver continuum when grounded by sound evidence. Studies demonstrate that APRNs provide care equivalent to that of physicians. RNs and LPN/LVNs must be more



effectively utilized to practice to the full scope of their education, harnessing the capabilities of these licensees to participate more fully in improving health outcomes. We must critically examine traditional models and build safe models for our burgeoning population of patients, many of whom would prefer to receive care at home or electronically.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

First, I believe that leadership in NCSBN does not equate with elected office; however, the goal to serve in an elected capacity is facilitated by taking full advantage of the leadership development opportunities available. One opportunity is committee membership. It is encouraging that members wish to participate in committees and my observation is there are ever more qualified members. Members report that it is frustrating to desire to serve and not be selected for limited slots on committees. These committees provide leadership opportunities that serve as a foundation for elected office. I suggest developing an open ended leadership inventory of members to form a database of willing members and their expertise. The inventory database has potential to level the playing field between new members seeking opportunity and those experienced leaders whose expertise is well known. Members would be encouraged to register in the database and these interested volunteers could form an identified group for leadership promotion activities. The inventory database would serve as a resource to match qualified applicants when leadership opportunities arise. Being elected to and serving on the Board of Directors is an honor. Experience in a broad array of NCSBN activities, committees as well as attendance and participation in meetings and conferences, provides invaluable leadership preparation and opportunity.

Director-at-Large

Mark Majek, MA, PHR, SHRM-CP

Director, Operations, Texas Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

Special Services Division Group, 1994; Delegate Assembly Page, 1995-2000; Licensure Verification Task Force, 1995-1997; Licensure Verification Task Force, Chair, 1996-1997; Information System Users Group, 1998-1999; Phase II User Group Nursys, 1999-2000; Nursys Advisory Panel, 2000-2001; NCSBN Board of Directors, Area III Director, 2001-2005; Member Board Leadership Development Advisory Panel, 2006-2007; Finance Committee, 2008-2011; Leadership Succession Committee, 2012-2015; and, Bylaws Committee, Chair, 2015-2017.

Professional Organizations:

Society for Human Resource Management

Texas State Human Resources Association

Texas Small Agency Task Force, Chair

Community Involvement:

Marbridge Foundation, Volunteer

Knights of Columbus Council 10209, Austin, Texas

WHAT IS YOUR PERSPECTIVE REGARDING THE FOLLOWING ISSUES AFFECTING NURSING REGULATION?

A. BORDERLESS HEALTH CARE DELIVERY

As barriers to borderless health care delivery dissipate, the question of quality must be addressed as to market access, regulation, standards, and information security. This is one area where regulation is lagging due to the rapid advances in telehealth and technology. As regulators, we are addressing some of the issues with the eNLC and NURSUS. The driver for borderless health care delivery will be how nurses are prepared to cross borders with their knowledge and experience and how we hold nurses accountable and protect all citizens. This could be addressed by the NCLEX or other national nursing examinations, which drive nursing education.

B. REGULATION OF NURSING EDUCATION

There is tension regarding the oversight of nursing education between boards of nursing and policy makers. It is a tug-o-war of quality versus quantity and the pendulum swings between the two depending on costs and NCLEX pass rates. Finding a balance will be important as the complexity of nursing practice increases and is reflected in the NCLEX. There is a "caveat emptor" system in place for most health care disciplines, when it comes pass rates. Nursing Regulators must continue to provide evidence of the importance of quality factors which impact NCLEX pass rates and are vital to public protection.

C. THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE

The role of boards of nursing is to seek out partnerships with health care associations, schools of nursing, public organizations and policy makers to forge common ground based on research and health care outcomes. We should focus on all levels of nursing and the NCSBN should be leading in research on how the appropriate expansion of scopes of practice would benefit citizens and drive down the cost of health care. As contentious as this may be, boards of nursing



are key partners in the success of defining and pushing the envelope on this issue and need to be at the table as these discussions take place.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

Develop a formal mentorship program that creates a pool of seasoned NCSBN members such as current and former directors, committee chairs, and executive officers who can mentor prospective leaders on a one-to-one basis for up to one year. This program should also include the resources to allow prospective leaders to attend one delegate assembly and one board of directors meeting to be exposed to the dynamics and environment of the NCSBN. You must understand the NCSBN culture to be a successful leader in the organization and this strategy could form a cornerstone in building a stronger succession plan.

Director-at-Large

Lori Scheidt, MBA-HCM

Executive Director, Missouri State Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

Lori Scheidt is the Executive Director of the Missouri State Board of Nursing, a position she has held since 2001. Prior to that, she served as the Board's Licensure Director and has performed almost every position within the board office during vacancies. Ms. Scheidt 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 a MBA in Health care Management from Western Governors University in 2012. Ms. Scheidt is finishing her first two-year term on the NCSBN Board as a Director at Large. Prior NCSBN service:

Vice Chair, Nurse Licensure Compact Administrators 2012-2016

Fraud Detection Committee - Chair – 2015

Enhanced NLC Legislative Strategy Team 2015

Member Board Agreement Review Committee – Chair - 2013

Discipline Effective Practices Subcommittee – 2014-2015

Nurse Licensure Models Committee - 2011-2012

Awards Panel - 2004-2006

CORE Committee- 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

IT/Operations Conference - Speaker – 2014, 2013, 2012, 2007

NCSBN Mid- Year Meeting – Speaker – 2016, 2015, 2013, 2011

NCSBN Annual Meeting – Speaker – 2015, 2013

NLCA Meeting –Speaker – 2016

AWARDS:

NCSBN Outstanding Contribution Award – 2001

Missouri Board of Nursing awarded the NCSBN Regulatory Achievement Award – 2012

Missouri Governor's Award for Quality and Productivity for significant improvements in nursing investigations – 2004

WHAT IS YOUR PERSPECTIVE REGARDING THE FOLLOWING ISSUES AFFECTING NURSING REGULATION?

A. BORDERLESS HEALTH CARE DELIVERY (100 WORDS OR LESS)

NCSBN has built a solid foundation to move ahead of the regulation curve in this area by committing significant resources to enact the enhanced nurse licensure compact in all states.



Their presence in Washington, DC and strong alliances with key stakeholders will serve the organization and its' members well. NCSBN's strategic initiative to champion regulatory solutions to address borderless health care delivery requires us to be well-informed about technology, how that interacts with our regulatory model, and how we may need to adapt our regulatory framework without sacrificing our public protection mission.

B. REGULATION OF NURSING EDUCATION (100 WORDS OR LESS)

NCSBN has invested in committee work and research that addresses the regulation of nursing education programs. The NCSBN National Stimulation Study provided critical information for an expert panel to make evidence-based recommendations for simulation in prelicensure nursing programs. Without a doubt, nurses need and demand flexible educational systems that promote seamless academic progression. Member boards struggle with faculty shortages, evaluating the effectiveness of online education, and lack of appropriate clinical facilities. NCSBN must continue to embark on relevant research to provide the evidence member boards need to make sound regulations. Changes in the health care system and practice environments require changes in education. We have to adapt to this evolving and complex health care system with a careful balance of flexibility and regulations that allow the profession to evolve while protecting the public.

C. THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE (100 WORDS OR LESS)

The patchwork of varying scope of practice and borderless health care make it difficult for patients, practitioners, employers and payers to navigate. To further complicate matters, boards of nursing are creatures of statute and can only enforce state laws, as they exist. NCSBN has worked with key organizations to develop the APRN consensus model. The consensus model work rightly focuses on citing research on the safe, cost-effective, high-quality care delivered by APRNs and how the model will benefit public safety. NCSBN needs to continue seek solutions that are rooted in evidence and keep the spotlight on patient safety.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

I remember when I was new to the board of nursing and the NCSBN and can understand how overwhelming it may be to balance your duties to your own board with your desire to participate on a national level. I think the NCSBN Orientation Roadmap is a good start, followed by joining the knowledge networks tailored to your subject matter expertise or job role. By joining the knowledge networks, you will be informed of conference calls so you can participate in the various networking opportunities and collaborate with your peers. I have learned so much by just talking to my peers and finding out how they do things, what has worked, what hasn't and hearing different perspectives. It also allows you to develop relationships. Attending NCSBN-offered meetings is another way to develop relationships and learn from others. There is also a wealth of online courses available on the learning extension site, but it may be hard to figure out where to start. Having a guide of courses tailored by role or expertise could be helpful. The next logical step is to volunteer to serve on committees or provide input to committee work (even if you aren't a committee member). The famous quote, "None of us is as good as all of us." is so very true. The NCSBN has a leadership assessment tool and self-inventory of competencies that can be helpful to identify your strengths and opportunities. I believe it is helpful to participate before you lead. To be a leader, you need to realize you can make a difference, you can grow, and you need your colleagues. It takes all of us to make this organization and our work successful.

Director-at-Large

Sharyl Toscano, PhD, MS, RN-CPN

RN Member, Alaska Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

I have been a RN for 24 years. I have worked in Massachusetts, Hawaii, Vermont and now Alaska. I was appointed to the Alaska BON on 3/1/2015; I have served as Vice Chair and Chair of that Board. I am serving my second term on the NCSBN CORE Committee. My RN experience currently focuses on inpatient pediatrics, low level PICU, and level II NICU. Alaska Native Medical Center exist as an urban hub providing specialty services and trauma care to rural areas throughout Alaska. I serve the Alaska Native Customer Owners. I am committed to strength based; family focused and culturally centered care. I have been a nursing faculty member for 18 years and currently hold the rank of Professor. I have taught in undergraduate and graduate programs. My program of research focuses on Women's Roles, Relationships, and Health. Special projects within my faculty role have focused on undergraduate program evaluation. I currently serve locally on the Narcotic Drug Treatment Center Board and the Winterberry Charter School Board. Although I have trained and practiced as a FNP, I found my heart was at the bedside and my commitment is to the RN role. There are many talented members on the board of directors most often from board staff or APRN roles. I am committed to keeping a national focus on the RN role, believe in BS entry to practice and feel the board of NCSBN should include balanced representation.

WHAT IS YOUR PERSPECTIVE REGARDING THE FOLLOWING ISSUES AFFECTING NURSING REGULATION?

A. BORDERLESS HEALTH CARE DELIVERY

I believe nurses should hold a license and/or compact license privilege in the state where the patient is located. In the state of Alaska, patients have unique needs. Patients have suffered where a one size fits all approach has been applied from a state having no knowledge of our population and/or our needs. I do not feel this is unique to Alaska. Alaska has also benefited from the advantages of telehealth specialty services. In a service industry where quality is a hidden factor; regulation is in place to ensure quality and safety.

B. REGULATION OF NURSING EDUCATION

I feel nursing education has departed from core values. There are so many and to obtain both entry and advanced practice. Quantity rather than quality has been the focus. We need to broaden our focus beyond pass rates. We need to move to BS entry to practice and facilitate bridge program but those bridge programs should not exist as a permanent path to entry. The bridge should be just that, a bridge until the BS entry is realized.

C. THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE

The APRN role has inadvertently created a ceiling for the RN where the RN role might have naturally expanded. There are clearly things that are APRN roles but not all expanded scopes require APRN certifications. The two are not mutually exclusive. On the other hand nurses are requesting expanded scope in areas that are not nursing. Allowing those expansions gives the consumer a false sense of security where being a nurse is not an added quality factor. Regulators need to keep up with professional practice organizations such that the limits of practice are safety related and not territorial.



PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

I do not know what has been done up to this point so I would suggest beginning with an appreciative inquiry approach and have no preconceived notion regarding the outcome of that inquiry.

Director-at-Large

Ellen Watson, MS, APRN, FNP-BC

Chair, Vermont State Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

Regulatory Experience I was appointed to the Vermont Board of Nursing in 2011 and reappointed in 2017 Chair of the Alternative to Public Discipline Committee since 2013 Vice Chair of the Vermont Board from September 2014 until September 2017 I am now Board Chair, elected September 2017 Serving on the Vermont BON Education Committee I served on the NCSBN APRN Committee that looked into grandfathering of APRNs I served on the Leadership Academy Committee I served as Area IV Director from 8/2015 to 8/2017. In that role, I attended many conferences and other events focused on Regulation. For example, I attended two Tri-Regulator Symposium meetings, Regulation 2030, many NCSBN events and traveled with CEO David Benton to visit our Associate Member in Manitoba last May. I was liaison for the APRN Education Committee that was charged with looking Member Board regulation of APRN programs. (NOTE: I loved this work and would have happily run for a second term, but my real job had a dramatic, but temporary increase in responsibility that made it impossible to adequately fulfill the duties of an NCSBN Board member. Those extra duties are ending and I will be able to do this once again. I feel that one term allowed me to learn all that I need to so that I can be of even greater service.) I love this work. I am in the second year of the IRE Fellowship Program Other Relevant Experience I am a Family Nurse Practitioner. I see patients in a Primary Care Clinic for half of my work week and teach at the University of Vermont during the other half. I serve on the Graduate Education Committee and participated in the preparation for accreditation visits for our new DNP Program, as well as re-accreditation of our undergraduate program, ADN to BSN Program and Clinical Nurse Leader Program. I serve on the Green Mountain Care Board Primary Care Advisory Committee Have been a member and chaired many other organizations over the years, in jobs, membership organizations and in the general community Opportunity is missed by most people because it is dressed in overalls and looks like work. Thomas Edison

WHAT IS YOUR PERSPECTIVE REGARDING THE FOLLOWING ISSUES AFFECTING NURSING REGULATION?

A. BORDERLESS HEALTH CARE DELIVERY

The goal of borderless health care delivery has become more and more important, as developments in technology and changes in the workforce mandate the need for greater flexibility and dynamic problem solving to meet the needs of an aging population with complex chronic illnesses that demand new models of care delivery. Team-based care is required to meet the needs of so many and to achieve the best outcomes. And team members can be in the office, or the city or the state next door.

B. REGULATION OF NURSING EDUCATION

Nurse regulators have a unique perspective and a singular primary purpose. We work to protect the public and ensure that nurses, from their initial education and licensure, to their continuing education and renewals are safe and professional. Nursing education programs are evaluated and re-evaluated periodically, in the hope of ensuring high standards in nursing education. This accreditation work may well lead to enhanced public protection, but without the eyes of the regulator also looking into programs, the foundation of any nurse could be deficient. This is a key component of nursing regulation, in my opinion.



THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE (100 WORDS OR LESS)

It is essential that regulators stay current with the evolution of all aspects of practice. The IOM Report on the Future of Nursing, the IHI Chronic Care Model and Initiatives along with other robust and forward thinking organizations have promoted the idea that everyone in health care needs to rise to the challenge of working at the top level that their licensure allows. This will provide for improved access to care as well as some degree of cost containment by using teams of caregivers with differing skill sets to provide comprehensive health care. Regulators need to be able to reframe Statute and Rules to allow this to happen and to appreciate the questions and issues that are sure to arise. We need fresh perspective and new eyes to assure that scopes of practice and regulations truly offer the opportunity for right touch regulation that protects the public and allows for growth.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

Leadership and learning are indispensable to each other said John F. Kennedy, in Dallas, on the day he died. We need to provide more opportunities for the membership to learn about leadership and to practice being a leader. I believe that people will never gravitate toward leadership positions unless they feel qualified and competent to take on the task. Many people are gifted with natural leadership abilities, but they often need to learn how to harness them and use them in various situations. Sometimes, they just need to be made aware of the talents they have. I served on Leadership Academy Committee. And while I don't feel committed to the plan or curriculum that was put forth from that group, I like the idea of a leadership academy for the NCSBN membership. This sort of program would need to be self-paced, on-line, not duplicative of existing leadership training and promoted to both Board Executive Officers and staff and to Board members. I think an important task of any activity to increase participation in NCSBN leadership is to make it more accessible. The idea of taking on a leadership position in this organization can be challenging and even frightening. Perhaps mentors could be offered. A leadership online journal might be a way to make stories of NCSBN leadership journeys available and the process less daunting. I would love to work on this type of a project.

Leadership Succession Committee

Area I Member

Susan Engle, DNP, MSN, PHN

Nursing Education Consultant, California Board of Registered Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

I hold a Doctor of Nursing Practice Healthcare Systems Leadership degree with Distinction from Chamberlain University, College of Nursing (2016), Masters of Science in Nursing and a Bachelors of Science Degree from California State University, Dominguez Hills. I am a Nursing Education Consultant for the California Board of Registered Nursing. I was Associate Dean, Director of pre-licensure RN program and professor at Napa Valley College. Prior to academia, I held leadership positions that included clinical nursing director, manager, supervisor and charge nurse. I am a member of Sigma Theta Tau, California American Nurses Association, Association of Clinical Nurse Leaders. I was a member of the Nursing Education work group that developed the proposed regulations for nurse practitioners.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

Many strategies are cited in the literature that could be used to increase participation in the leadership of the organization. Some strategies include application of leadership styles to influence potential leaders, communicating positively about the leadership position, and role modeling. Role modeling is one strategy that I have employed in my role as a nursing education consultant, Associate Dean, director of a pre-licensure nursing program, professor, and Clinical Nursing Director.

When role modeling, leaders need to exhibit leadership skills, knowledge, abilities, and attitudes. These leadership skills or competencies include effective communication methods, conflict management, integrity including trust, and flexibility. These skills are essential for an effective leader to influence future leaders.

My role modeling as a leader has influenced many of my colleagues to assume leadership positions. Recently, I attended a White Coat Ceremony for a colleague of mine who is completing their Master's degree with an emphasis as a Clinical Nurse Leader. The student in the graduate degree program was a student that I taught in the pre-licensure nursing program.

As a nursing education consultant, role modeling is used with every encounter such as speaking with constituents, program directors, or board members.

As a member of the Leadership Succession Committee, role modeling will be important to retain and recruit leaders.

WHY DO YOU WANT TO SERVE IN THE ROLE YOU ARE APPLYING FOR?

I want to serve in the role on the Leadership Succession Committee (LSC). The LSC committee members are charged to assist the National Council State Boards of Nursing (NCSBN) to ensure that the mission of the council is met. In addition, to ensure that there are leaders to carry on the NCSBN mission. The NCSBN mission is to provide education, service, and research through collaborative leadership to promote evidence-based regulatory excellence for patient safety and public protection (Adopted by Delegate Assembly 2010).

As a member of the LSC, I will be able to demonstrate effective communication, leadership, critical thinking and public policy. The skills, attitudes, and abilities that I possess have been gained through my academic degree progression, my leadership positions held in both clinical



practice and academia and as a Nursing Education Consultant for the California Board of Registered Nursing. I possess many of the leadership competencies addressed in the Self-Inventory: Leadership Competencies. I aspire to learn more about the NCSBN and how I can assist in protecting the public in relationship to the mission statement. I am willing to take on new opportunities that will influence my professional trajectory as a Registered Nurse.

Thank you for considering me to be elected to serve as an Area I member of the Leadership Succession Committee for a one-year term FY19. I look forward to serving on the Leadership Succession Committee.

Area II Member

Lori Glenn, DNP, CNM, RN

Board Member, Michigan Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

Lori Glenn has been a member of the Michigan Board of Nursing since 2017. She is an associate clinical professor of nursing at the University of Detroit Mercy, where she has served as chair of the Second Degree Option BSN program since 2013. In that role she has educated prelicensure students and developed programs that enhance NCLEX success. Dr. Glenn has been active at the both the college and university levels, as member and chair of several bodies that contribute to decision making about leadership roles at the University. These include the university faculty assembly, promotion and tenure committee, and faculty/dean search committees. Dr. Glenn has also played an active role in regional organizations committed to improving the nursing care of mothers and neonates. She has been consulted to provide expertise on legislation surrounding the licensure of non-nurse midwives in the State of Michigan. Dr. Glenn also practices part time as a Certified Nurse Midwife in Flint, Michigan, where she has contributed to establishing a robust midwifery practice and enhancing the hospital quality and safety.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

The participation in the leadership of this organization would be enhanced if leaders continue to reach out and illustrate the importance of contributing to the future of NCSBN. As a new member, I was so impressed with the history and accomplishments of the organization over the past 40 years, I was inspired to apply for this position. Perhaps sharing the 40 year presentation that was shown at the Mid-Year meeting with members across the country, and enhance this with personal stories from those leaders who have made an impact would inspire others. I recommend continuation the email campaign to attract new leaders. Tony Graham's video and presentation at the Mid-Year meeting were also great strategies. Coming from a board that is populated with busy people, reaching out to members using alternative attendance through online meetings would give others greater flexibility to participate.

WHY DO YOU WANT TO SERVE IN THE ROLE YOU ARE APPLYING FOR?

Over the past 40 years, the NCSBN has grown into a powerful organization that contributes significantly to the profession of nursing. I have been dedicated to educating pre-licensure nurses for 10 years, including leading a successful effort to enhance NCLEX preparation. I would welcome the opportunity to have a greater impact though selecting leaders who will contribute to unifying and enhancing the regulation and licensing of nurses. As new nurses come into the profession, we are required to be nimble in our response to their learning needs and novice abilities in practice. Bridging the gap between nurse education and regulation is vital to developing nurses who are first and foremost safe, providing quality care and yet staying committed to nursing in a challenging health care environment. Advanced practice nursing is facing issues with resistance from medicine who continues attempts to marginalize and restrict practice without evidence that care inferior. Regulation of APRNs is more important than ever, to ensure quality, address disciplinary issues, and demonstrate their abilities and worth. As regulation evolves, and we face chaotic times in health care, it is vital to have leaders that can protect our current status and guide us toward advancing the nursing profession. Not only do leaders need to be well versed in the laws, rules, and policies relevant to the profession, they must be able to speak to the issues articulately, effectively, and with passion. As I continue to develop my knowledge and understanding of the many aspects of the Michigan Board of



Nursing and NCSBN, I feel my 31 years in nursing, 25 in nurse midwifery, and 10 in nursing education I will provide a vital perspective on the many challenges facing the nursing profession that will inform the leadership needs of the organization.

Area II Member

Melissa Hanson, MSN, RN

Associate Director for Compliance, North Dakota Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

I have been an RN since 1993 (almost 25 years). I have hospital nursing experience in the areas of Neonatal Intensive Care, Dialysis, Diabetes Education, and Case Management. I received a Master's Degree in Nursing Management in 2006. With this degree I taught nursing at a BSN nursing program for 9 years. During these years of teaching, I also worked, during school breaks, at a Walk-In Clinic, and as a contracted Health Coach. This varied experience has provided me with knowledge of hospital nursing, clinic nursing, health care reimbursement, case management and discharge planning, as well as experience in academia.

I have 8 years of experience in nursing regulation. I first became involved with the North Dakota Board of Nursing in 2010 when I was accepted as a member of the Nursing Practice Committee. I served on this committee from 2010 to July 2014. In July 2014, I was appointed by the Governor of North Dakota to serve as an RN Board Member which included service as chair of the Nursing Education Committee. I served in this role until July 2015 when I was hired as Board staff. I have been the Associate Director for Compliance since July 2015 (2 years). This has provided me with various opportunities to see nursing regulation in action in the areas of nursing practice, nursing education, and now compliance/discipline.

My community experience includes service on several statewide committees. These include: 3 years (2011-2014) as a member of the North Dakota Partners in Nursing Gerontology Consortium (including Co-chair of the Education Committee for 3 years); 1 year of service (July 2016- Nov. 2017) on the North Dakota Center for Nursing 2017 Annual Conference Planning Committee; and 2 years and continuing participation (2015- present) in the North Dakota Reducing Pharmaceutical Narcotics Task Force.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

First, I would like to applaud the newest strategy that the Leadership Succession Committee has already been working on- to take a closer look at those who are currently engaged, those who are actively participating in NCSBN meetings, conferences, programs, and committees and then encouraging those that have been actively involved to consider applying for a leadership role. This is a great start!

An additional strategy that would increase the pool of participants would be to increase opportunities for NCSBN members to participate. In addition to attendance at Mid-Year and Annual meeting, to provide a greater number of opportunities for people to share their talents and abilities on committees, project groups, taskforces, or research groups. The more people we can get to participate in these opportunities, the more we will see people's talents shine. In addition, this participation can increase leadership self-confidence, communication skills, and networking opportunities. It will also be important to incorporate, either formally or informally, mentorship into this strategy. For many people, getting involved in a committee, project group, taskforce, or research group can be intimidating. Especially on a national level, like with NCSBN. Often you may be working or participating with members who have amazing credentials and loads of experience. But every member has gifts, talents, knowledge, and experience to bring to the table. Having some sort of mentorship within these opportunities can make the experience less intimidating, and again allow all members to feel comfortable providing their own valuable insight.



WHY DO YOU WANT TO SERVE IN THE ROLE YOU ARE APPLYING FOR?

I have had the opportunity to serve on LSC for almost 2 years now. It has been a great experience. I have been able to work with many amazingly talented people from all around the nation. This role has provided me with opportunities to develop and increase my own leadership skills. It had provided me with countless opportunities to observe how successful leaders behave, how they engage others, and how they successfully communicate. What better way to learn! It has also increased my awareness of the importance of leadership succession planning- to ensure the future success of your organization. The future of any organization relies on its ability to build and grow leaders. When we improve the leadership skills and abilities of NCSBN members, this also improves their leadership in their own home state. It is a win-win! The collaboration and teamwork opportunities that NCSBN offers to its members are invaluable. North Dakota has found our collaboration with NCSBN and the resources provided to be highly valuable to our regulatory work in our state. Leadership Succession Committee encourages teamwork, the sharing of ideas, and problem solving. I hope to continue to serve NCSBN in the role of Leadership Succession Committee Area II Member, to contribute my knowledge and skills and to continue to develop my leadership abilities.

Area III Member

Sandra Culpepper

LPN Board Member, Mississippi Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

Professional, Regulatory, and Community Experience

Member of the Mississippi Board of nursing

Licensed Practical Nurse- Educated at Pearl River Community College

Member of the Mississippi Licensed Practical Nurses Association- Secretary of Board

Employed at Pearl River County Hospital and Nursing Home as an Educator for Certified Nurse Aides

Professional Experiences working in LTC units, Acute Care, ED, Post-Operative Care, Nurse Aide Educator for Pearl River Community College, and A Psych/Disabled Persons Community Homes.

Currently serve on the Administrative Code Committee, the Practice Committee, and Compliance Committee at the Mississippi Board of Nursing.

Former member of the Office of Nursing Workforce Committee that has now been completed and is flourishing under the MBON.

The first LPN to chair a committee for the MBON in regards to the feasibility of transferring authority of LPN. Educational Programs to the MBON with great success and to begin on July 1, 2018.

Actively involves in and assist with hosting an Annual Paint the Town Pink Event raising funds for breast cancer patients/survivors for the last 6 years. I serve my community by volunteering as a Baseball Commissioner to the local youth sports league.

I continue to participate in mission trips to the Dominican Republic providing health care services to the residents of Barahona and to Haitian Refugees located in the mountains. I volunteer as a High School Band/Color guard parent to assist with fund raising, traveling assignments, keeper of teenage girls lipsticks, and as well as keeping the students in check with their behavior.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

Strategy for Increasing Participation in Leadership Roles. I believe that to bring people together and provide a positive experience will help facilitate more participation within NCSBN. I would first begin by using a light, fun team building exercise that allows for questions in a relaxed environment because tend to be more open minded when they feel free to express thoughts and concerns in more of a light manner. By doing this it allows our partners at NCSBN to address any concerns, fears of obligation, and general apprehension some members may have related to time constraints, or the role they would be asked to fulfill. I truly believe in empowering a group to be informed with the ability to critically think in a health care environment that is constantly evolving and changing. We have to be able to have those that are able to critically think to address issues in as many areas as possible to keep up with this ever changing health care environment to provide regulation that goes above and beyond. I firmly believe by following this strategy, NCSBN will find the best and brightest in Nursing as well as meeting the goals of NCSBN.



WHY DO YOU WANT TO SERVE IN THE ROLE YOU ARE APPLYING FOR?

I feel that it is of utmost importance to continue to provide the best possible care to our clients/patients on every level from medications, treatments, assessments, care plans, but most importantly from the human aspect! I am an advocate for those I am charged to care for and with that you have to have regulation that is crucial in the ability for us to be able to provide all of those things. I thoroughly love the regulation aspect of nursing and how it affects health care across the world. We are all aware of how important regulation is to not only our profession and how it guides our decision making processes but how it will also affect our client/patient outcomes. For me, I would be extremely excited and honored to be able to be a part of a team that will help me to also succeed and become an even stronger leader in regulation with in our nursing practice!

Area III Member

Sara Griffith, MSN, RN

Regulation Consultant, North Carolina Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY, AND COMMUNITY EXPERIENCE.

I began my professional nursing career about 18 years ago at an 800-bed hospital as a cardiac surgery staff nurse and transitioned into nursing administration for approximately three years. As staff nurse, I was active in shared governance and journey to Magnet status. I completed my Masters Degree in Nursing Education in 2008. I am a current student in the Nursing PhD Program at East Carolina University with a regulatory research focus on substance use disorder in nursing. In 2007, I was elected to NCBON as board member and served the public for 7 ½ years. During my tenure on the Board, I served on a variety of committees which enhanced my knowledge of regulatory functions. I was elected as the Board's Vice-Chair serving for two consecutive years. As Vice-Chair, my role included Chair of Board Governance which oversees the Board's processes for conducting business in congruence with Mission, Vision, and Values. As board member, I was appointed to serve on the NIRSC for two terms and then was selected to serve on CORE. I am currently in my second term on the CORE Committee. In 2014, I transitioned from serving the public as a board member to board staff. My current responsibilities as a Regulation Consultant are conducting investigations, interpretation of NC Nursing Practice Act and collaborating with other agencies to meet the mandate of public protection. I focus, primarily, on investigating nurses in advanced practice roles. I am active on multiple board staff committees such as Board Orientation Education and Succession Planning, research, quality, and staff engagement and appreciation. My service to the community extends outside of nursing with my involvement in Girl Scouts as a leader and treasurer, management of club soccer teams, and volunteering to prepare and provide meals with Brown Bag Ministries.

PLEASE DESCRIBE A STRATEGY OR ACTIVITY TO INCREASE PARTICIPATION IN THE LEADERSHIP OF THE ORGANIZATION.

Engagement, identification, and mentoring are keys to successfully presenting a slate of candidates for NCSBN's future leadership positions on the Board of Directors and Leadership Succession Committee (LSC). NCSBN currently has 11 standing committees with a wide range of expertise and leadership experience on each committee. The engagement of committee members in open discussions about their future goals is imperative to implementing continual succession planning and sustainability of the organization.

A strategy for increasing participation in leadership position could be accomplished by requesting time on committee agendas to discuss positions opening within the next year, qualifications for the positions, responding to questions, and encouraging individuals to apply. Additionally, first time attendees at NCSBN conferences should be identified prior to the meeting, contacted through email, and information provided about leadership opportunities within the organization. The targeting of first-time attendees would engage members to consider leadership opportunities, retain their passion for nursing regulation, and provide experiential diversity to the slate of candidates. Exit-interviews with board members and LSC members completing terms to discuss accomplishments, benefits, and advise for future leaders could be added to the current Leadership Engagement calls.

WHY DO YOU WANT TO SERVE IN THE ROLE YOU ARE APPLYING FOR?

Through continual engagement in NCSBN conferences, offered NCSBN conference calls, and service on NCSBN committees, I have seen the growth of the organization in meeting the mission and strategic initiatives. Being an active participant in pursuing the mission, growing with the organization, and engaging in the strategic plan of NCSBN, would meet personal and professional goals while enhancing my jurisdictional responsibilities and commitments. I thrive

