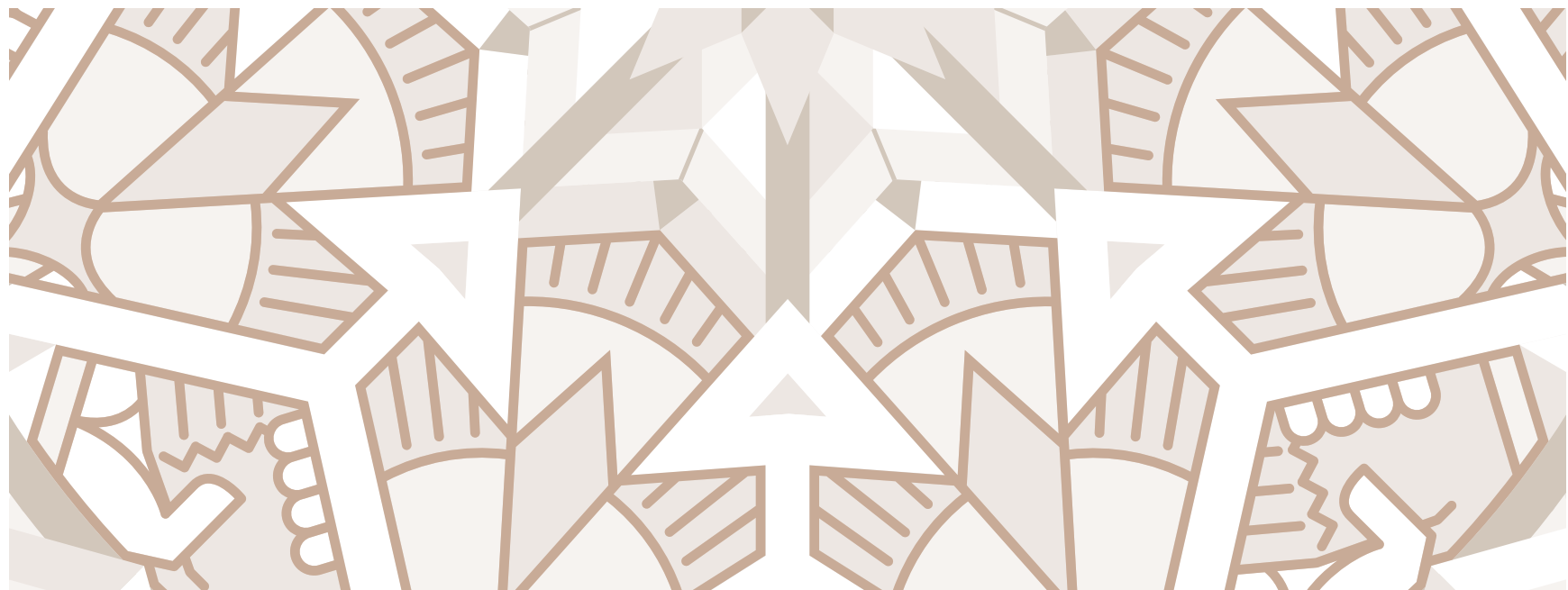
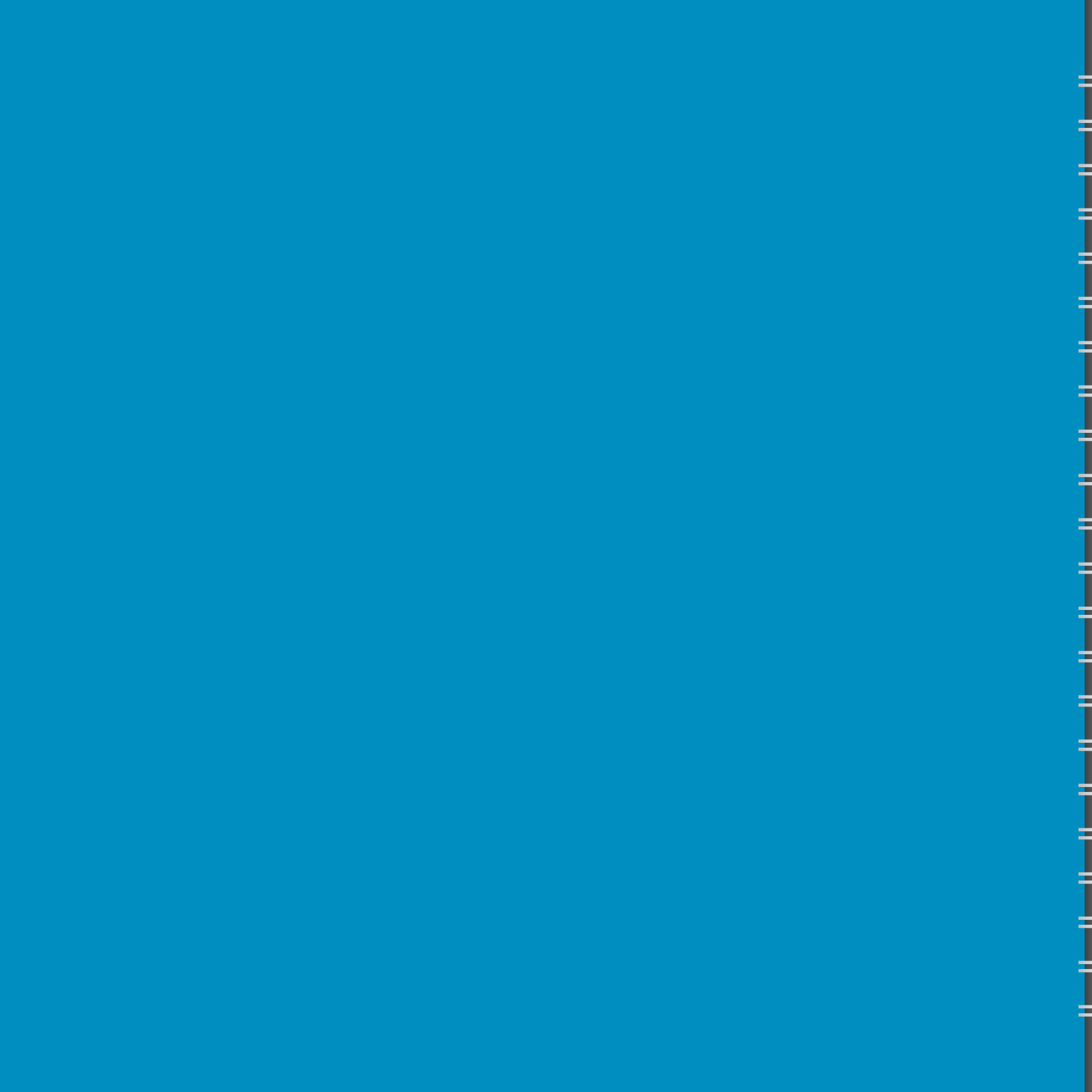




# National Council of State Boards of Nursing 2015 Annual Report





A large, stylized graphic on the right side of the page depicts several hands in various colors (blue, green, orange, yellow) holding a globe. Blue arrows point in different directions, suggesting movement and progress. The graphic is composed of bold, geometric shapes and lines.

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## About NCSBN

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The National Council of State Boards of Nursing (NCSBN®) is a not-for-profit organization whose membership comprises the boards of nursing in the 50 states, the District of Columbia, and four U.S. territories — American Samoa, Guam, Northern Mariana Islands and the Virgin Islands. There are also 24 associate members.

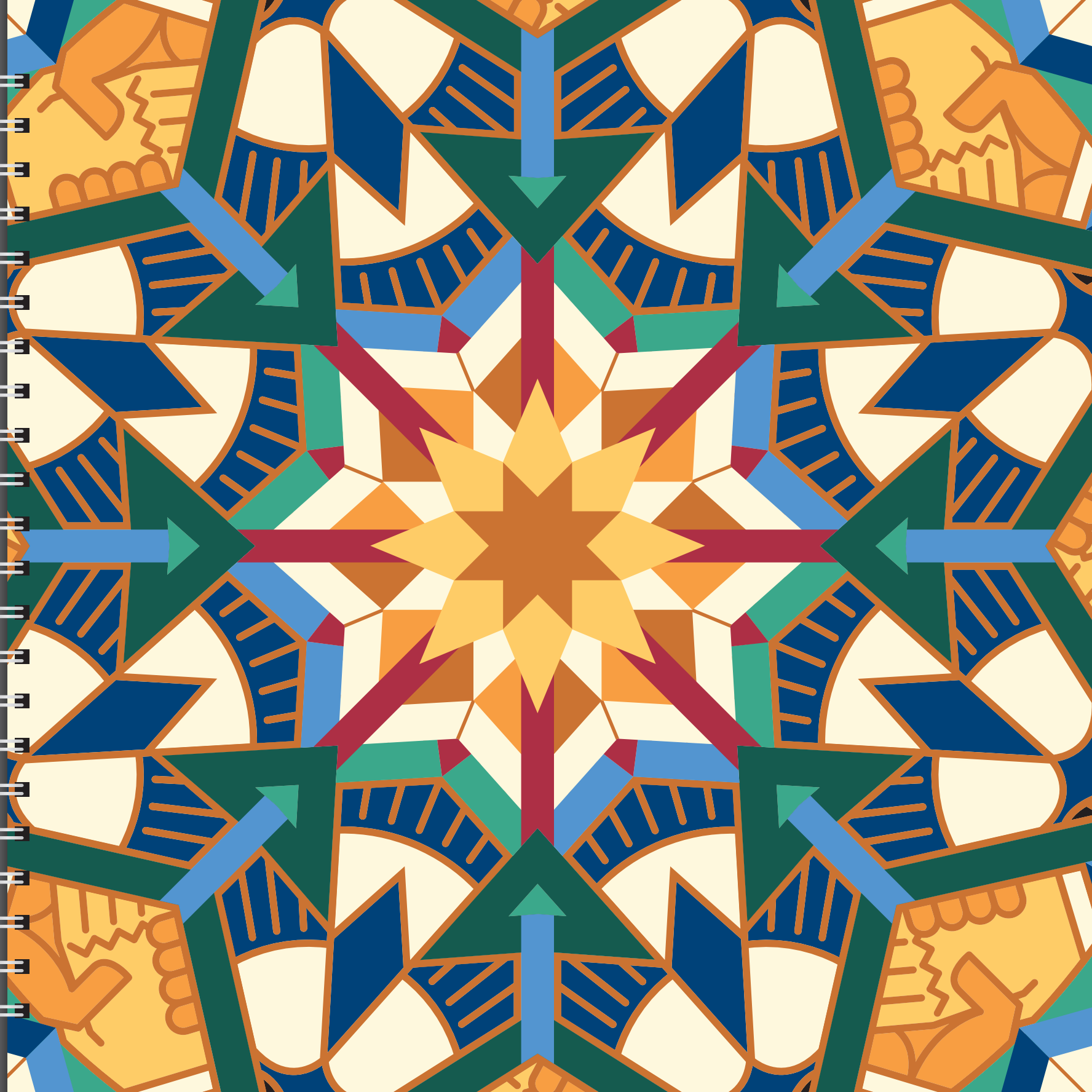
The member boards that comprise NCSBN protect the public by ensuring that safe and competent nursing care is provided by licensed nurses. NCSBN is the vehicle through which boards of nursing act and counsel together on matters of common interest.

### **OUR MISSION**

The National Council of State Boards of Nursing (NCSBN) provides education, service and research through collaborative leadership to promote evidence-based regulatory excellence for patient safety and public protection.

### **OUR VISION**

Advance regulatory excellence worldwide.



# Leadership, Vision and Progress

## FY15: The Year in Review

OCT. 1, 2014 – SEPT. 30, 2015

The FY15 theme “A United Mission for Regulatory Excellence,” served as a touchpoint for many of the initiatives advanced throughout the fiscal year.

### UNITY EQUALS EXCELLENCE

The Association of Registered Nurses of Prince Edward Island, Ordre des Infirmières et Infirmiers du Québec and Registered Nurses Association of the Northwest Territories and Nunavut became associate members, bringing the total number of members in this category to 24. Created by a Delegate Assembly resolution in 2007, the associate membership category is designed to provide a forum by which nursing regulatory bodies from around the globe can join NCSBN in a dialogue regarding issues of common concern, as well as share information and knowledge in a multicultural exchange of thoughts and ideas.

### UNITY ALLOWS NURSING REGULATION TO INFLUENCE AND SHAPE THE HEALTH CARE ENVIRONMENT

A special Delegate Assembly approved the revised Nurse Licensure Compact (NLC) and the Advanced Practice Registered Nurse Compact (APRN Compact). Influenced by the growing need for nurse mobility and clarification of the authority to practice for many nurses currently engaged



### NURSE LICENSURE COMPACT

in telenursing or interstate practice, boards of nursing (BONs) have worked over the past several years to revise the compacts to ensure they best practice and provide for continued high standards of public protection. The enhanced NLC and APRN Compact are the result of their diligent work.

The NLC allows for registered nurses (RNs) and licensed practical/vocational nurses (LPNs/VNs) to have one multistate license, with the ability to practice in both their home state and other NLC states. The APRN Compact allows an APRN to hold one multistate license with a privilege to practice in other APRN Compact states.

BONs were the first health care provider regulatory bodies to develop a model for interstate practice with the original adoption of the NLC in 1997 and its implementation in 2000. While other health care provider regulatory bodies are beginning this process, the NLC has been operational and successful for more than 15 years.







## CONVERGENCE OF ELEMENTS

Registration for NCLEX-RN® Examination for Canadian students and graduates, international applicants, and others looking to take the NCLEX for licensure/ registration in Alberta, British Columbia, Manitoba, New Brunswick, Newfoundland and Labrador, Northwest Territories and Nunavut, Nova Scotia, Ontario, Prince Edward Island and Saskatchewan opened Nov. 3, 2014.

Canadian RN regulators initially selected the NCLEX-RN Examination in 2012 after identifying the need for an exam that employs the latest advances in testing technology to enhance test security, increases accessibility to the exam by offering year-round testing, provides timely results and allows for precise assessment of an individual candidate's performance. The NCLEX-RN Examination is currently offered in 10 countries around the world for the purpose of domestic licensure in the U.S. This marks the first time that the test is utilized for the purpose of licensure in another country.

A completely redesigned [www.ncsbn.org](http://www.ncsbn.org) was launched. It features engaging graphics and enhanced navigation designed to improve the visitor experience. The redesign was undertaken after extensive research

and analysis into what [www.ncsbn.org](http://www.ncsbn.org) visitors need and want from the website. Focused attention was given to



keeping the best components of the previous version of the website that were invaluable to users, and determining which elements could be added to provide a more enriched platform. The relaunched site features improved accessibility for individuals with visual or hearing impairment, additional targeted services and resources on every page, and responsive design so that the website is effectively viewable on any device. Each diverse audience group (nurses, nursing students, nursing educators, researchers, consumers and NCSBN members) have their own unique section of the website that offers materials and resources tailored especially for them.



*The New Nurses: Your License to Practice* video was released to help new nursing students and newly licensed nurses better understand nursing licensure and regulation. To assist new nurses in safeguarding their professionalism and integrity, this video covers how the profession is regulated and introduces key issues of professional responsibility, including the prevention of violations of a state Nurse Practice Act. The video also reminds new nurses of the importance of maintaining professional boundaries and upholding nursing ethics.

NCSBN has distributed more than 2 million outreach brochures free of charge to both the nursing community and the public at large. Brochure topics range from consumer-oriented materials like "A Health Care Consumer's







Guide to Advanced Practice Registered Nursing” and “Your State Board of Nursing Works for You: A Health Care Consumer’s Guide,” to resources specifically aimed at nurses and nursing students such as “A Nurse’s Guide to Professional Boundaries”; “A Nurse’s Guide to the Use of Social Media” and “State and Territorial Boards of Nursing: What Every Nurse Needs to Know.” Distributed to more than 4,000 hospitals, long-term care facilities, nursing schools, associations, organizations and consumer groups in the U.S., Canada and overseas, the brochures are part of NCSBN’s extensive offerings for nurses and consumers that include posters, videos, books, research briefs, white papers and position statements.



The *2014 Nurse Licensee Volume and NCLEX® Examination Statistics, 2014 RN Practice Analysis: Linking the NCLEX-RN® Examination to Practice – U.S. and Canada* and *Report of Findings from the 2014 RN Nursing Knowledge Survey* research briefs were published.

### **STRENGTH OF INDIVIDUALS WHO COMPRISE THE WHOLE MAKE EXCELLENCE ACHIEVABLE**

NCSBN 001-2015 Criminal Background Checks for Licensure as a Nurse (new standard) was accepted by the American National Standards Institute (ANSI) Board of Standards Review. NCSBN received the designation of ANSI Accredited Standards Developer Organization in 2013. NCSBN created this standard, which requires biometrics-based state and federal criminal background checks for all applicants (persons who apply for licensure by examination, reactivation, reinstatement, endorsement or renewal) consistent with Public Law 92-544, because the practice of nursing involves working with vulnerable populations and, as such, there may be a criminal history within the background of the applicant that could have a significant impact on the ability to safely care for and interact with patients/clients.





## NCSBN Grant Program

The NCSBN Center for Regulatory Excellence Grant Program awarded **grants totaling more than \$700,000 to four U.S. organizations**. Since the grant program began in 2007, it has awarded almost \$12 million in grant funding to 57 national and international organizations. The Center for Regulatory Excellence (CRE) Grant Program funds innovative projects that can have measurable impact on nursing regulation and can create meaningful change. The CRE's research priorities include national and international regulatory issues, patient safety, practice (LPN/VNs, RNs and APRNs), nursing education, continued competence, nurse mobility and substance use disorder.

**In partnership with The National Forum of State Nursing Workforce Centers, NCSBN conducted its second national-level survey focused specifically on the U.S. nursing workforce.** Unlike a previous study conducted by this partnership in 2013 concentrating solely on RNs, this study will also include LPN/VNs.

The study is aimed at generating accurate and up-to-date information on the supply of nurses in the U.S. These data are critical to planning for sufficient numbers of adequately trained nurses and ensuring a safe and effective health care system.

Aggregate responses will comprise the national nursing workforce dataset, which will be analyzed by NCSBN and The National Forum of State Nursing Workforce Centers researchers.

Current data on the nursing workforce are vital to predicting potential shortages and assisting in the allocation of resources, program development and recruitment efforts in both the education and health care sectors. The results of the 2015 survey, which will be available in spring 2016, will be especially valuable in light of expanding demand for nursing services, including primary care for the millions of newly insured under the Affordable Care Act, the growing population of aging Americans in long-term care facilities, and the advancement of technologies that provide virtual access of health care providers to patients.

**The ninth group of Fellows of the NCSBN Institute of Regulatory Excellence (IRE) was inducted.** The IRE began in 2004 with the purpose of providing BONs with high quality regulatory education, expanding the body of knowledge



related to regulation through research and scholarly work, developing the capacity of regulators to become expert leaders, and developing a network of regulators who collaborate to improve regulatory practices and outcomes. The IRE

Fellowship Program is a four-year comprehensive educational and professional development program designed for current or former regulators who want to enhance their knowledge of and leadership in nursing regulation. The program includes experiences in analyzing issues involving public policy and regulation, strategic planning, patient safety, and communication. It also requires the application of evidence-based concepts in decision making and leadership.



## FY15 Operating Statements

SOURCES OF REVENUE	\$	%
Examination fees	65,992,979	81
Investment earnings	4,472,985	6
Membership fees	31,525	< 1
Other program services	10,812,419	13
<b>TOTAL</b>	<b>\$ 81,309,908</b>	<b>100</b>

PROGRAM SERVICES	\$	%
Nurse competency	54,906,399	71
Nurse practice and regulatory outcome	9,766,037	13
Information	8,196,852	11
Management and general	4,031,526	5
<b>TOTAL</b>	<b>\$ 76,900,814</b>	<b>100</b>

**NET SURPLUS \$ 4,409,094**



# Messages from the CEO and President

Strategic plans need to be living documents and as such they need to be embraced by the members at all stages in their development. To deliver against our strategic intentions we need to be sighted on the future so as to address and solve the problems of the present but with an eye to the challenges of the future. This gives us an advantage in selecting the optimal path. To get this right requires us to know what success looks like and find ways of measuring how we can attain it. It also requires us to challenge ourselves if we are not making the expected progress and be open to new ideas.

NCSBN has achieved a great deal in the past and this provides the foundations for the future. However, the future is not yet determined nor fixed, it is something that we collectively design and attain if we work together. Grounded in the realities of protecting the public, informed by our rich and diverse experience we can be architects of a fit-for-purpose contemporary regulatory system.

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

NCSBN is a membership organization, made up of member boards committed to their mission of public protection. An organization is as strong as its membership, and we are fortunate the individuals who comprise these boards generously share their knowledge and experience. Our collective wisdom provides regulatory solutions that are evidence-based to promote patient safety for the health and welfare of the citizens we serve. As an organization, we are committed to collaboration, innovation and strategic action to produce excellence in nursing regulation. And as we look to the future, we recognize the fast pace of change occurring in health systems will require us to envision regulatory models that are relevant, responsive and accountable. The active engagement and leadership of our members will best position us to address these challenges.

**Shirley A. Brekken, MS, RN**  
*President*





# The Leading Edge of Regulation

The National Council of State Boards of Nursing (NCSBN®) is a not-for-profit organization whose membership comprises the boards of nursing in the 50 states, the District of Columbia, and four U.S. territories — American Samoa, Guam, Northern Mariana Islands and the Virgin Islands. There are also 24 associate members.

Founded in 1978 as an independent, 501(c)(3) not-for-profit organization, NCSBN was created to lessen the burdens of governments and bring together boards of nursing (BONs) to act and counsel together on matters of common interest.

The member boards that comprise NCSBN protect the public by ensuring that safe and competent nursing care is provided by licensed nurses. These member boards are charged with the responsibility of providing regulatory excellence for public health, safety and welfare. They recognize that the best way to guard the safety of the public is to ensure that nurses entering the workforce have the necessary knowledge, education and skills to practice. To meet that goal, NCSBN's focus is devoted to developing a psychometrically sound and legally defensible nurse licensure examination consistent with current nursing practice. The NCLEX-RN® and NCLEX-PN® Examinations developed and administered by NCSBN are constantly and rigorously evaluated to keep pace with the rapidly evolving health care environment.

NCSBN also maintains the Nursys® database that coordinates national publicly available nurse licensure information. NCLEX examinations remain the instruments by which most people know NCSBN. As evidence of its long history of continual efforts to remain a vanguard of examination technology, NCSBN became the first organization to implement computerized adaptive testing (CAT) for nationwide licensure examinations in 1994. NCSBN also develops and administers the largest competency

evaluation for nurse aides/nursing assistants (NAs) known as the National Nurse Aide Assessment Program (NNAAP®). Additionally, NCSBN develops the Medication Aide Certification Examination (MACE®), designed for NAs who choose to receive additional training to become certified medication aides/assistants. The purpose of MACE is to ensure that individuals who administer medication to residents in assisted living facilities and comprehensive personal care homes have the basic knowledge and skills needed to perform their duties.

The ongoing assessment of these examinations includes research that gathers job analysis data from entry-level nurses and aides that ultimately contribute to refinement and adaptation of the tests. In addition, the continual refinement of the NCLEX examinations also incorporates the work of item writers, item reviewers and panels of judges comprised of practicing nurses or nurse educators who work directly with entry-level nurses and aides. The item writers who create the examination questions, also known as items, and the reviewers who assess the items are responsible for the content in the NCLEX examinations. The panel of judges recommends potential NCLEX passing standards to the NCSBN Board of Directors. All of these measures, coupled with a determination to remain on the cutting edge of testing technology, ensure that the NCLEX examinations and NNAAP evaluations are an accurate reflection of current nursing practice.



## Our Values

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

### **COLLABORATION**

Forging solutions through respect, diversity and the collective strength of all stakeholders.

### **EXCELLENCE**

Striving to be and do the best.

### **INNOVATION**

Embracing change as an opportunity to better all organizational endeavors and turning new ideas into action.

### **INTEGRITY**

Doing the right thing for the right reason through honest, informed, open and ethical dialogue.

### **TRANSPARENCY**

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



# Products and Services

NCSBN's products and services are provided to the nursing community and to other allied health professions to contribute to the body of nursing knowledge and the science of regulation.

## **PUBLICATIONS AND WEB RESOURCES**

NCSBN produces a wide variety of publications including books, white papers, brochures and research briefs that focus on the NCLEX-RN® and NCLEX-PN® Examinations, as well as health care issues and activities, in addition to conducting its own research studies by addressing some of today's most important nursing practice issues. These publications present in-depth information and best practice techniques to enhance perspective and contribute to the nursing knowledge base. These publications are available for download free of charge from the NCSBN website, [www.ncsbn.org](http://www.ncsbn.org).

An online library of resources and tools also includes videos that count among its catalog subjects such as nursing licensure explained for new nurses, professional boundaries in nursing, substance use disorder in nursing, the Nurse Licensure Compact (NLC) and NCLEX. Additionally, recorded webinars, toolkits and presentations are available for download.

## **ONLINE COURSES**

NCSBN Learning Extension is a pioneer in e-learning for the nursing community, currently offering more than 50 online courses promoting safe nursing practices to nurses, student nurses and nursing faculty. Rich in content and features, the online courses offer interactive and fun learning experiences, which facilitate better understanding of the topics presented.

NCSBN supports online engagement of its membership with survey tools, collaboration sites, discussion forums, video conferencing and live webinars/webcasts. Educational resources are available for both membership and external audiences in video and online course formats. There are 23 educational and promotional videos in the NCSBN catalog, which had 20,000 combined views during FY15. NCSBN records presentations at its conferences and the catalog now includes 370 presentations from 63 past events.

Online course offerings for external audiences are available through the NCSBN Learning Extension campus located at [www.learningext.com](http://www.learningext.com). NCSBN Learning Extension delivered 72,000 online courses during FY15. The online campus catalog of 58 courses covers a range of subjects, including continuing education courses for nurses, preparatory courses for licensure exam candidates, and item writing and test development courses for nursing faculty.





## Nursys®

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Nursys® is the only national database for verification of nurse licensure, discipline and practice privileges for registered nurses (RNs) and licensed practical/vocational nurses (LPN/VNs) licensed in participating jurisdictions, including all states in the NLC.

The Nursys® Licensure QuickConfirm product allows employers and recruiters to retrieve necessary licensure and discipline documentation in one convenient location. Nursys e-Notify®, is an innovative nurse licensure notification system that automatically provides employers licensure and publicly available discipline data as they are entered into Nursys by boards of nursing.

Nurses can self-enroll into Nursys e-Notify free of charge and take advantage of a quick, convenient way to keep up-to-date with their professional licenses. They will receive license expiration reminders, licensure status updates and be able to track license verifications for endorsement.



# The NCLEX Examination

From April 1, 1994 through Sept. 30, 2015, more than 4.8 million candidates for nurse licensure have taken NCLEX® examinations via CAT. For the fiscal year ending Sept. 30, 2015, 300,287 candidates took the NCLEX-RN® and NCLEX-PN® Examinations. More than 118,700 nurse licensure candidates have taken the NCLEX® in international test centers.

## NCLEX® PASS RATES – RN

	OCT. – DEC. 2014			JAN. – MAR. 2015			APR. – JUN. 2015			JUL. – SEPT. 2015			TOTAL (FY15)		
	# TESTING	# PASSING	% PASSING	# TESTING	# PASSING	% PASSING	# TESTING	# PASSING	% PASSING	# TESTING	# PASSING	% PASSING	# TESTING	# PASSING	% PASSING
<b>First-time, U.S. Educated</b>															
RN - Diploma	287	215	74.9%	481	426	88.6%	406	357	87.9%	1,461	1,256	86.0%	<b>2,635</b>	<b>2,254</b>	<b>85.5%</b>
RN - BSN	5,847	4,605	78.8%	17,519	15,474	88.3%	23,289	21,163	90.9%	23,879	20,308	85.0%	<b>70,534</b>	<b>61,550</b>	<b>87.3%</b>
RN - ADN	8,201	5,365	65.4%	21,680	17,933	82.7%	27,812	23,760	85.4%	26,943	21,974	81.6%	<b>84,636</b>	<b>69,032</b>	<b>81.6%</b>
Special Program Codes	4	3	75.0%	8	6	75.0%	13	12	92.3%	4	3	75.0%	<b>29</b>	<b>24</b>	<b>82.8%</b>
<b>Total - First-time, U.S. Educated</b>	<b>14,339</b>	<b>10,188</b>	<b>71.1%</b>	<b>39,688</b>	<b>33,839</b>	<b>85.3%</b>	<b>51,520</b>	<b>45,292</b>	<b>87.9%</b>	<b>52,287</b>	<b>43,541</b>	<b>83.3%</b>	<b>157,834</b>	<b>132,860</b>	<b>84.2%</b>
Repeat, U.S. Educated	13,838	6,233	45.0%	10,107	4,383	43.4%	11,847	5,086	42.9%	13,466	6,567	48.8%	<b>49,258</b>	<b>22,269</b>	<b>45.2%</b>
First-time, Internationally Educated	2,050	578	28.2%	1,723	499	29.0%	2,162	703	32.5%	2,182	695	31.9%	<b>8,117</b>	<b>2,475</b>	<b>30.5%</b>
Repeat, Internationally Educated	3,616	637	17.6%	3,157	478	15.1%	3,636	659	18.1%	3,740	757	20.2%	<b>14,149</b>	<b>2,531</b>	<b>17.9%</b>
<b>ALL CANDIDATES</b>	<b>33,843</b>	<b>17,636</b>	<b>52.1%</b>	<b>54,675</b>	<b>39,199</b>	<b>71.7%</b>	<b>69,165</b>	<b>51,740</b>	<b>74.8%</b>	<b>71,675</b>	<b>51,560</b>	<b>71.9%</b>	<b>229,358</b>	<b>160,135</b>	<b>69.8%</b>

## NCLEX® PASS RATES – PN

	OCT. – DEC. 2014			JAN. – MAR. 2015			APR. – JUN. 2015			JUL. – SEPT. 2015			TOTAL (FY15)		
	# TESTING	# PASSING	% PASSING	# TESTING	# PASSING	% PASSING	# TESTING	# PASSING	% PASSING	# TESTING	# PASSING	% PASSING	# TESTING	# PASSING	% PASSING
<b>Total - First-time, U.S. Educated</b>	<b>10,973</b>	<b>8,521</b>	<b>77.7%</b>	<b>11,881</b>	<b>9,669</b>	<b>81.4%</b>	<b>10,944</b>	<b>8,720</b>	<b>79.7%</b>	<b>18,030</b>	<b>15,165</b>	<b>84.1%</b>	<b>51,828</b>	<b>42,075</b>	<b>81.2%</b>
Repeat, U.S. Educated	4,271	1,449	33.9%	3,580	1,198	33.5%	4,370	1,405	32.2%	3,965	1,287	32.5%	<b>16,186</b>	<b>5,339</b>	<b>33.0%</b>
First-time, Internationally Educated	501	230	45.9%	461	219	47.5%	413	187	45.3%	430	202	47.0%	<b>1,805</b>	<b>838</b>	<b>46.4%</b>
Repeat, Internationally Educated	276	52	18.8%	217	48	22.1%	287	67	23.3%	330	71	21.5%	<b>1,110</b>	<b>238</b>	<b>21.4%</b>
<b>ALL CANDIDATES</b>	<b>16,021</b>	<b>10,252</b>	<b>64.0%</b>	<b>16,139</b>	<b>11,134</b>	<b>69.0%</b>	<b>16,014</b>	<b>10,379</b>	<b>64.8%</b>	<b>22,755</b>	<b>16,725</b>	<b>73.5%</b>	<b>70,929</b>	<b>48,490</b>	<b>68.4%</b>



## TOP FIVE COUNTRIES (WITH RESPECT TO VOLUME)

Pass Rates – Fiscal Year 2015 – First-time, Internationally Educated Candidates

	OCT. - DEC. 2014	JAN. - MAR. 2015	APR. - JUN. 2015	JUL. - SEPT. 2015	TOTAL (FY15)
<b>1</b>	<b>Philippines</b> 1,327	<b>Philippines</b> 1,183	<b>Philippines</b> 1,323	<b>Philippines</b> 1,304	<b>Philippines</b> 5,137
<b>2</b>	<b>India</b> 239	<b>India</b> 180	<b>India</b> 215	<b>India</b> 313	<b>India</b> 947
<b>3</b>	<b>Canada</b> 175	<b>Canada</b> 145	<b>Canada</b> 160	<b>Puerto Rico</b> 146	<b>Canada</b> 608
<b>4</b>	<b>Puerto Rico</b> 158	<b>Puerto Rico</b> 107	<b>Puerto Rico</b> 129	<b>Canada</b> 128	<b>Puerto Rico</b> 540
<b>5</b>	<b>South Korea</b> 94	<b>South Korea</b> 95	<b>South Korea</b> 100	<b>South Korea</b> 97	<b>South Korea</b> 386

In this table, the number of first-time, internationally educated candidates includes both RNs and PNs.









**NCSBN BOARD OF DIRECTORS**

*Fiscal Year 2015*

*Front row, left to right:*

**Julia L. George, Shirley A. Brekken, Katherine Thomas**

*Back row, left to right:*

**Ann L. O'Sullivan, Joe Baker, Jr., Gloria Damgaard,  
Lanette Anderson, Jim Cleghorn, Betsy Houchen,  
Nathan Goldman, Susan K. Odom**



A large, stylized graphic on the right side of the page depicts several hands in various colors (orange, blue, green) holding a globe. Arrows in blue and green point in different directions, suggesting movement and progress. The background is a mix of these colors with white and brown outlines.

## NCSBN Board of Directors

*Fiscal Year 2015*

The work of the NCSBN Board of Directors remains focused on the implementation and execution of the organization's strategic initiatives and objectives.

**Shirley A. Brekken, MS, RN**

President

**Katherine Thomas, MN, RN, FAAN**

President-Elect

**Julia L. George, MSN, RN, FRE**

Treasurer

**Susan K. Odom, PhD, RN, CCRN, FRE**

Area I Director

**Lanette Anderson, JD, MSN, RN**

Area II Director

**Jim Cleghorn, MA**

Area III Director

**Ann L. O'Sullivan, PhD, FAAN, CRNP**

Area IV Director

**Joe Baker, Jr.**

Director-at-Large

**Gloria Damgaard, MS, RN, FRE**

Director-at-Large

**Nathan Goldman, JD**

Director-at-Large

**Betsy Houchen, JD, MS, RN**

Director-at-Large

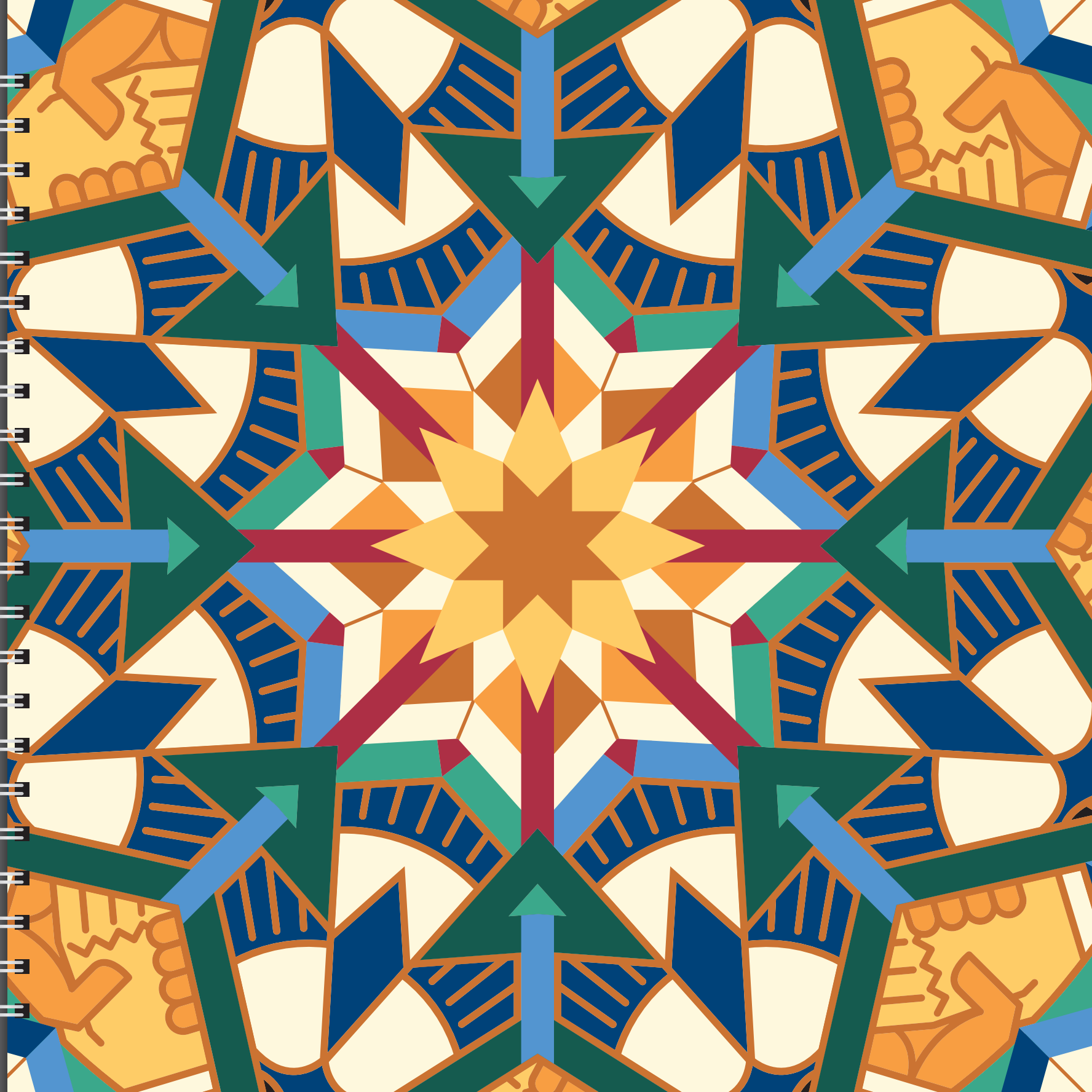
## NCSBN's Member Boards

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NCSBN Member Boards protect the public by ensuring that safe and competent nursing care is provided by licensed nurses. These boards of nursing (BONs) regulate more than 4.5 million licensed nurses.

NCSBN's membership is comprised of BONs in the 50 states, the District of Columbia, and four U.S. territories — American Samoa, Guam, Northern Mariana Islands and the Virgin Islands. These BONs are charged with the responsibility of providing regulatory excellence for public health, safety and welfare, and protecting the public by ensuring that safe and competent nursing care is provided by licensed nurses. NCSBN is the vehicle through which these BONs act and counsel together on matters of common interest. There are also 24 associate members that are either nursing regulatory bodies or empowered regulatory authorities from other countries or territories.





# NCSBN Staff Members

AS OF MARCH 1, 2016

## EXECUTIVE OFFICE

**David Benton, RGN, PhD, FFNF, FRCN, FAAN**

Chief Executive Officer

**Cherish Barksdale**

Coordinator, Executive Office

**Alicia Byrd, RN**

Director, Member Relations

**Catherine Cantieri, SHRM-CP**

Project Specialist,  
Human Resources

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**Andrew Hicks**

Associate, Member Relations

**Lauren Izzo**

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**Dawn M. Kappel, MA**

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**Colleen Neubauer, CMP**

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Marketing & Communications

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(NLC), Executive Office

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Director, Performance  
Measurement and Standard Setting,  
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Compact (NLC), Executive Office

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Assistant to Chief Executive Officer

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Examinations

**Melissa Franke**

Product Development Manager,  
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Examinations

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Examinations

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Operations Coordinator,  
Examinations

**Xiao Luo, PhD**

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Research & Development,  
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Operations Coordinator,  
Examinations

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Psychometrician,  
Operations & Maintenance,  
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Examinations

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Examinations

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Examinations

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Examinations

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**Johana Arnold**

Senior Accounting Coordinator,  
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**Mary Trucksa**

Accounting Associate, Finance

**Mattie Williams**

Accounting Associate, Finance

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Services

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ORBS, Information Technology

**Rajeshwari Bommannavar, MS**

Senior Developer, ORBS,  
Information Technology

**Caitlin Brecht**

Product Support Coordinator,  
Information Technology

**Matthew Bunzol**

Nursys® Product Support Associate,  
Information Technology



## NCSBN Welcomes...

David Benton, RGN, PhD, FFNF, FRCN, FAAN, assumed duties as CEO on Oct. 1, 2015.

Benton was previously CEO of the International Council of Nurses (ICN), a post he held for seven years. Immediately prior to that appointment he served as an ICN consultant in nursing and health policy specializing in regulation, licensing and education. He has also served on the Editorial Advisory Board for the *NCSBN Journal of Nursing Regulation* since its launch in 2010.

Benton has held senior leadership roles for more than 25 years across a range of organizations including working as executive director of nursing at a health authority in London; as a senior civil servant in Northern and Yorkshire Region in England; as chief executive of a nurse regulatory body in Scotland; and as nurse director of a University Trust Health System.

Benton has a PhD Summa Cum Laude from the University of Complutense in Madrid, Spain. His area of research was an international comparative analysis of the regulation of nursing practice. He qualified as a general and mental health nurse at the then Highland College of Nursing and Midwifery in Inverness, Scotland.

He counts among his various awards and honors the inaugural Nursing Standard Leadership award in 1993 and the Fellowship of the Florence Nightingale Foundation in 2001 and was awarded Fellowship of the Royal College of Nursing in 2003 for his contribution to health and nursing policy.

Additionally, Benton has held several visiting appointments and is currently a visiting professor of nursing policy at the University of Dundee in Scotland.



**Shilpa Challam**

Quality Assurance Analyst,  
Information Technology

**Desiree Diaz**

Coordinator, Customer Experience

**P. J. Donahue**

IT Help Desk Administrator,  
Information Technology

**Megan Dunham**

Digital Media & Design Manager,  
Interactive Services

**Colleen Everett**

Business Analyst, ORBS,  
Information Technology

**Ben Gonzalez**

Manager, Infrastructure,  
Information Technology

**Fay Green**

Senior Product Associate,  
Customer Experience

**Jessica Hansen**

Associate Director,  
Customer Experience

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Project Specialist,  
Information Technology

**Albert Hincapie**

Senior Developer, Information  
Technology

**James Dean Hope**

Nursys® Senior Product Support  
Associate, Information Technology

**Shelly Howell**

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Information Technology

**Angela Johnston**

Business Analyst,  
Information Technology

**Christophel Kuizon**

Developer, Information Technology

**Ameena Lalani**

Senior Database Administrator,  
ORBS, Information Technology

**Joshua Lingwai**

Senior Lead Developer, Information  
Technology

**Heather Moyer**

Associate, Interactive Services

**Lavanya Pathak**

Quality Assurance Analyst,  
Information Technology

**Dave Raheel**

Business Analyst,  
Information Technology

**Sandra Rhodes**

Manager, Nursys® Operations  
and Business Analysts,  
Information Technology

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Content Manager,  
Interactive Services

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ORBS, Information Technology

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Information Technology

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Information Technology

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Information Technology

**Damon Short, MA**

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**Tammy Spangler**

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Information Technology

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Business Analyst, ORBS,  
Information Technology

**Mark Tarkowski, MBA**

Business Analyst,  
Information Technology

**Marise Thadani**

Coordinator, Customer Experience

**Saule Trainys**

Senior User Experience Developer,  
Interactive Services

**Diana Valenzuela Allen, MBA**

Manager, Business Analyst &  
Operations, ORBS, Information  
Technology

**Sanjeev Yarlagadda**

Senior Quality Assurance Analyst,  
Information Technology

**NURSING  
REGULATION****Maryann Alexander, PhD,  
RN, FAAN**

Chief Officer, Nursing Regulation

**Jill Budden, PhD, MA**

Associate, Research

**Maureen Cahill, MSN, APN,  
CNS, RN**

Associate, Nursing Regulation

**Lindsey Erickson, MS**

Manager, Special Projects, Research

**Rebecca Fotsch, JD**

State Advocacy Associate,  
Nursing Regulation

**Lindsey Gross**

Coordinator, Research

**Qiana Hampton, MBA, MHRM**

Coordinator, Regulatory Innovations

**Laura Jarosz**

Project Specialist,  
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State Advocacy Associate,  
Nursing Regulation

**Carey McCarthy, PhD, MPH, RN**

Director, Research

**Linda Olson, PhD, RN,  
NEA-BC, FAAN**

Associate, Nursing Regulation

**Kathleen Russell, JD, MN, RN**

Associate, Nursing Regulation

**Josephine Silvestre, MSN, RN**

Associate, Regulatory Innovations

**Richard Smiley, MS, MA**

Statistician, Research

**Nancy Spector, PhD, RN, FAAN**

Director, Regulatory Innovations

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Coordinator, Nursing Regulation

**Elizabeth Hua Zhong, PhD, MEd**

Associate, Research



# NCSBN Committees

DURING FISCAL YEAR 2015

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## NCLEX® EXAMINATION COMMITTEE

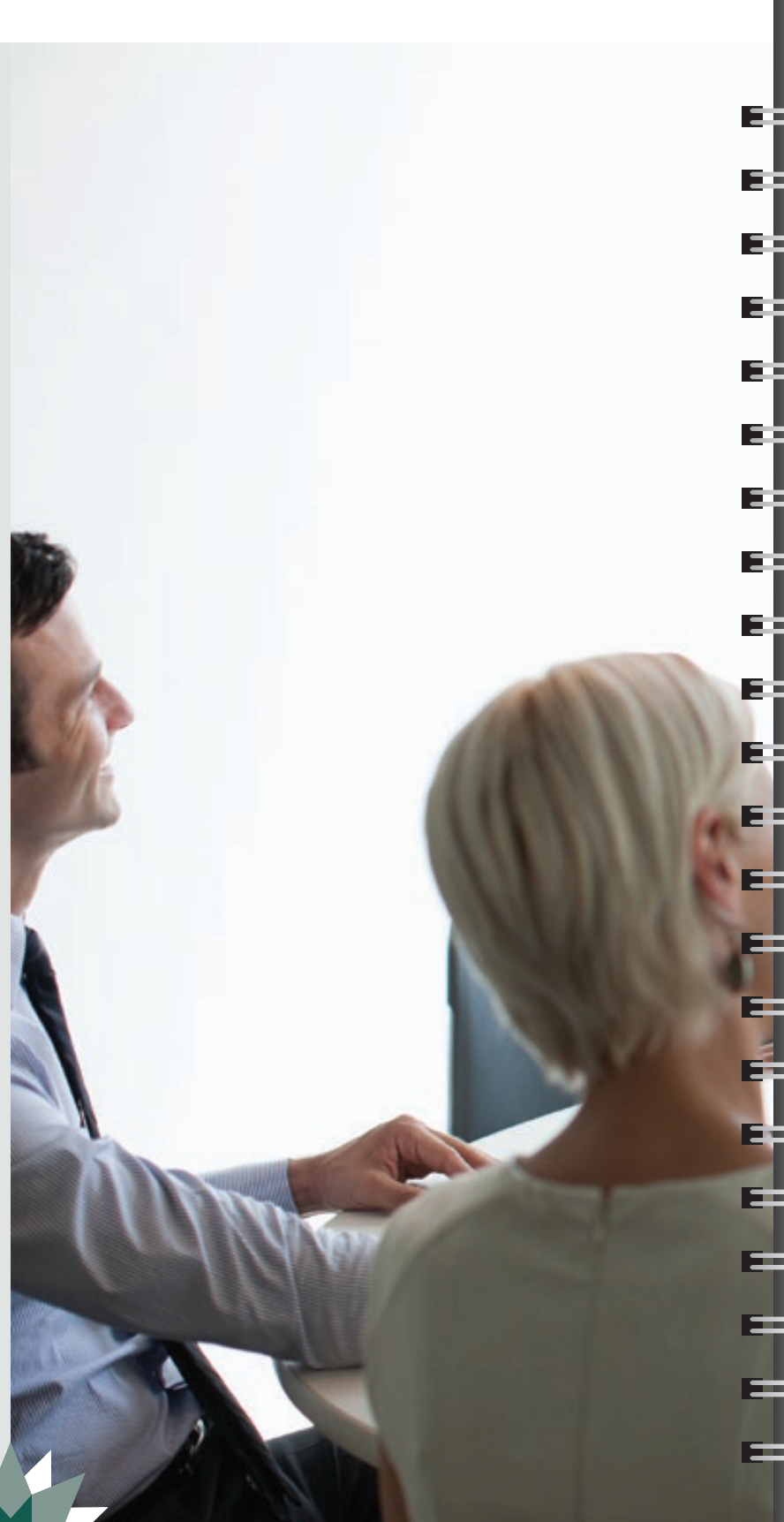
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**Joy Ingwerson**, Oregon  
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**Peter Dennehy**, Ireland







# A United Mission

For Regulatory Excellence



## 2015 Annual Theme

The NCSBN 2015 theme, “**A United Mission For Regulatory Excellence**,” is at its surface deceptively simple — unity equals excellence. The unity evoked by the illustration of this year’s theme, however, reveals a far more complex concept.

Unity as an ideal is not so homogeneous that individuality is sacrificed; rather, it is the strength of the individuals who comprise the whole that make excellence achievable. NCSBN Member Boards embody this virtue in action.

Viewed at a distance, a mosaic tile or a stained glass window may appear as a singular work of art. Examined close-up, the intricacies of every piece that makes up the whole become apparent — it is the convergence of each element that makes the finished design a thing of beauty.

Drawing inspiration from ancient Roman mosaic panels, medieval stained glass and modern kaleidoscopes, the illustration features interwoven lines and angles combining both classical and modern rhythmic motifs. This concentric, interlocking design graphically depicts the theme, with all points merging into a central point of union. While not immediately apparent, the design contains several facets that exemplify the theme. Clasped hands ringing the outside of the circle represent collaboration. Abstract bird figures symbolize hope and the ability to soar to new heights. Arrows direct toward the center point; the zenith being a star. Movement is also suggested through the elements that travel inward, outward and in a circular direction, as ideas, dialogue and innovation are given wing to flow freely.

All the intertwined pieces reflect the relationship that member boards have with each other and NCSBN; their unity allows nursing regulatory leaders the foundation from which to influence and shape the health care environment. Their individuality ensures the public’s safety and welfare remain protected.



## 2015 Annual Meeting

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NCSBN met in Chicago Aug. 19–21, 2015, to consider pertinent association business with its member boards of nursing. There were 54 member boards represented by delegates.

“Our inspiring keynote speaker, Polly Letofsky, the first woman to walk around the world, reminded us that big things are sometimes accomplished one step at a time,” commented NCSBN Board of Directors President Shirley A. Brekken, MS, RN, executive director, Minnesota Board of Nursing. “This very successful meeting brought together boards of nursing from the U.S. and across the globe to network and discuss important issues affecting nursing regulation. We also had the opportunity to honor retiring CEO Kathy Apple and to welcome David Benton, who will take over as NCSBN CEO Oct. 1.”

Highlights of some of the significant actions approved by the member boards of nursing include:

- Approved the Association of Registered Nurses of Prince Edward Island, Ordre des Infirmières et Infirmiers du Québec and Registered Nurses Association of the Northwest Territories and Nunavut as Associate Members of NCSBN.
- Adopted the 2016 NCLEX-RN® Test Plan.
- Elected new members of the NCSBN Board of Directors and Leadership Succession Committee.
- Decided to explore development of a procedure and criteria for eligibility for full membership by a non-state or U.S. territory nursing regulatory body that uses a licensing examination developed by NCSBN.

NCSBN will meet Aug. 17–19, 2016, in Chicago for the 2016 Annual Meeting and Delegate Assembly.





# Member Achievements: Individual Awards

NCSBN recognized its 2015 award recipients during the Annual Meeting and Delegate Assembly held in Chicago on Aug. 20, 2015.

## R. LOUISE McMANUS AWARD



### **Rula Harb, MS, RN**

*Former Executive Director,  
Massachusetts Board of Registration in Nursing*

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

## MERITORIOUS SERVICE AWARD



### **Elizabeth Lund, MSN, RN**

*Executive Director, Tennessee State Board of Nursing*

The Meritorious Service Award is granted to a member for significant contributions to the mission and vision of NCSBN.

*All photos from the 2015 Annual Meeting were taken by Tricia Koning Photography.*





### ELAINE ELLIBEE AWARD



#### **Deborah Haagensohn, RN**

*President, Minnesota Board of Nursing*

The Elaine Ellibee Award is granted to a member who has served as a board president within the past two years and who has made significant contributions to NCSBN.

### EXCEPTIONAL CONTRIBUTION AWARD



#### **Janice Hooper, PhD, RN, FRE, CNE**

*Board Staff, Texas Board of Nursing*

The Exceptional Contribution Award is granted for significant contribution by a member who is not a president or executive officer.

## REGULATORY ACHIEVEMENT AWARD



### Washington State Nursing Care Quality Assurance Commission

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



## DISTINGUISHED ACHIEVEMENT AWARD

### Patricia "Tish" Smyer, DNSc, RN, CNE

*Past President, Nevada State Board of Nursing  
(posthumously)*

Smyer posthumously received the Distinguished Achievement Award, which is given to an individual whose contributions or accomplishment has impacted NCSBN's mission and vision. Debra Scott, MSN, RN, FRE, former executive director, Nevada State Board of Nursing is pictured (center) with Smyer's family (left to right): Zack Olson (son-in-law), Sarah Smyer (daughter), Deborah Smyer (daughter) and Deborah King (sister).

## FOUNDERS' AWARD



### **Kathy Apple, MS, RN, FAAN**

*Retired NCSBN CEO*

After 14 years of distinguished service as the CEO of the National Council of State Boards of Nursing (NCSBN), Kathy Apple, MS, RN, FAAN, retired at the end of September 2015. Throughout her tenure, Kathy worked diligently to support the important work of U.S. boards of nursing (BONs), steadfastly promoting the mandate to protect the public through the regulation of nursing practice at the state, national and international levels.

Apple has lived the NCSBN purpose, mission, vision and values throughout her executive tenure providing BONs with programs, products, and services needed for effective and efficient public protection. Apple has ensured that the NCLEX Examinations have met the highest levels of psychometric soundness and legal defensibility when assessing the competence of entry-level nursing practice. She oversaw the expansion of Nursys, NCSBN's national licensure and discipline database, to a fully functional data exchange system utilized by BONs in their daily public protection activities.

She brought forth the viability of a professional, peer-reviewed journal for the purpose of publishing nursing regulation research with the launch of the *Journal of Nursing Regulation* in 2010.

Under Apple's collaborative direction, NCSBN's national presence was increased through the building of effective working relationships with major national nursing and other health care organizations. Apple established the Tri-Regulator Leadership Collaborative composed of the Federation of State Medical Boards and the National Association of Boards of Pharmacy to address issues of mutual concern and to model interprofessional leadership.

Apple established NCSBN's leadership presence internationally with the International Council of Nurses, expanded the associate membership of NCSBN to 24 nurse regulatory bodies from other countries and launched the International Nurse Regulator Collaborative, a seven-country diplomatic collaborative for respective nurse regulatory bodies to work on issues of common interest.

Apple was honored at the NCSBN 2015 Annual Meeting with the Founders' Award. This prestigious award is given only upon occasion that an individual with ethics, integrity and sincerity has demonstrated the highest regard for the ideals and beliefs upon which NCSBN was founded.

# Institute of Regulatory Excellence (IRE) Fellows

The IRE began in 2004 with the purpose of providing boards of nursing with high quality regulatory education, expanding the body of knowledge related to regulation through research and scholarly work, developing the capacity of regulators to become expert leaders, and developing a network of regulators who collaborate to improve regulatory practices and outcomes.

NCSBN inducted its ninth group of Fellows of the NCSBN Institute of Regulatory Excellence (IRE) during its Annual Meeting and Delegate Assembly in Chicago Aug. 19–21, 2015.

The IRE Fellowship Program which begins a four-year comprehensive educational and professional development program designed for current regulators who want to

enhance their knowledge of and leadership in nursing regulation. The program includes experiences in analyzing issues involving public policy and regulation, strategic planning, patient safety, and communication. It also requires the application of evidence-based concepts in decision making and leadership.





## 2015 INSTITUTE OF REGULATORY EXCELLENCE FELLOWS



*Left to right:*

**Linda L. Olson**, Associate Nursing Regulation, NCSBN and IRE Committee Chairperson, **David MacDonald**, **Jackye Ward**, **Farah Ismail**, **Joyce Winstead**, **Joan Libner** and **Mary Fanning**

**Mary Fanning, DNP, RN, NEA-BC, FRE**

*Board Member, West Virginia Board of Examiners for Registered Professional Nurses*

**Farah Ismail, MScN, RN, LLB, FRE**

*Board Staff, College of Nurses of Ontario*

**Joan Libner, EdD, RN-BC, CNE, FRE**

*Board Member, Illinois Board of Nursing*

**David MacDonald, MN, RN, FRE**

*Board Staff, College of Registered Nurses of British Columbia*

**Jackye Ward, MS, RN, NEA-BC, FRE**

*Board Staff, Oklahoma Board of Nursing*

**Joyce Winstead, MSN, RN, FRE**

*Board Staff, North Carolina Board of Nursing*



# Executive Officer Service Recognition Awards

Service awards are given to the executive officers of boards of nursing to honor their commitment to nursing regulation and public protection.



## **FIVE YEARS**

*Left to right:*

### **Joe Baker, Jr.**

*Executive Director,  
Florida Board of Nursing*

### **Jim Cleghom, MA**

*Executive Director,  
Georgia Board of Nursing*



*Left to right:*

### **Cynthia Gustafson, PhD, RN**

*Executive Director,  
Montana Board of Nursing*

### **Aurelia G. Long, RNC, WHNP, FNP**

*Past Board Chairperson,  
Northern Mariana Islands  
Board of Nursing*

## **NOT PICTURED**

### **Linda Davidson, APRN**

*Executive Director, Vermont  
State Board of Nursing*

### **Linda Stanger**

*Executive Director/Registrar,  
College of Licensed Practical  
Nurses of Alberta*

Awards presented by NCSBN President, **Shirley A. Brekken.**





## **FIVE YEARS (CONTINUED)**

*Left to right:*

**Sue Tedford, MNSc,  
APN, RN**

*Executive Director, Arkansas  
State Board of Nursing*

**Lee Ann Teshima**

*Executive Officer,  
Hawaii Board of Nursing*



*Left to right:*

**Diane Wilson-Maté,  
MED, RN**

*Executive Director, College  
of Registered Nurses of  
Manitoba*

**Pamela Zickafoose,  
EdD, RN, NE-BC, CNE**

*Executive Director,  
Delaware Board of Nursing*



## **TEN YEARS**

*Left to right:*

**Rula Harb, MS, RN**

*Former Executive Director,  
Massachusetts Board of  
Registration in Nursing*

**Betsy Houchen, JD,  
MS, RN**

*Executive Director,  
Ohio Board of Nursing*



## TWENTY YEARS

*Left to right:*

**Laura Rhodes, MSN, RN**

*Executive Director, West Virginia Board of Examiners for Registered Professional Nurses*

**Joey Ridenour, MN, RN, FAAN**

*Executive Director, Arizona State Board of Nursing*



**Katherine Thomas, MN, RN, FAAN**

*Executive Director, Texas Board of Nursing*



## THIRTY YEARS

**Elizabeth Lund, MSN, RN**

*Executive Director, Tennessee State Board of Nursing*

# Centennial Celebrations

NCSBN is proud to acknowledge the following member boards that celebrated their 100th anniversary in 2015. We honor the many contributions they have made to nursing regulation in service to public welfare and safety.

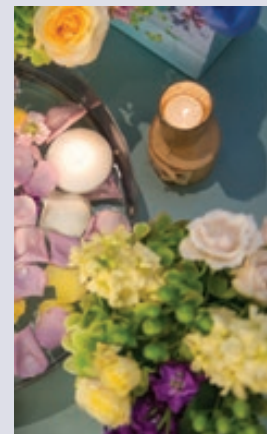
## 100 YEARS OF NURSING REGULATION IN 2015



Alabama Board of Nursing



Maine State Board of Nursing



North Dakota Board of Nursing



Ohio Board of Nursing





# Timeline

## 1978

First NCSBN Delegate Assembly called to order.

NCSBN office opened in Madison, Wisconsin.

## 1979

Delegates adopted plan to revise NCLEX-RN® Test Plan.

First LPN voting member recognized.

## 1981

Criterion-referenced scoring for NCLEX® examination implemented.

## 1982

First NCLEX-RN® administered under new test plan.

First LPN appointed to the Board of Directors.

## 1983

Nursing Practice Act and Model Administrative Rules developed.

## 1984

NCLEX-PN® Test Plan adopted.

## 1994

Computerized adaptive testing (CAT) implemented.

## 1996

NCSBN website launched.

## 1997

NCLEX®, NCLEX-RN® and NCLEX-PN® registered.

Nurse Licensure Compact (NLC) adopted.

## 1998

First online NCLEX-RN® preparation course launched on NCSBN Learning Extension.

## 1999

Uniform licensure requirements adopted.

## 2000

Utah became first state to adopt the NLC.

## 2002

Public access to Nursys® implemented.

## 2004

First Institute of Regulatory Excellence held.

Utah adopted the Advanced Practice Registered Nurse (APRN) Compact.

## 2005

International NCLEX® examination testing launched.

## 2008

Published *The First 25 Years: 1978–2003*, which explores the organization's formative years.

NCSBN acquired exclusive ownership of NNAAP® and MACE®.

NCSBN celebrated its 30th anniversary.

## 2009

Published *Nursing Pathways for Patient Safety*.

## 2010

Published first issue of *Journal of Nursing Regulation*.

## 2011

Implemented the Memorandum of Understanding among eight international nursing regulatory bodies.

Proposed consensus model for APRN regulation.

## 2012

NCLEX-RN® selected by Canadian regulators for license requirement in Canada.

## 2013

NCSBN celebrated its 35th anniversary.

## 2014

Results of the award-winning "NCSBN National Simulation Study" published.

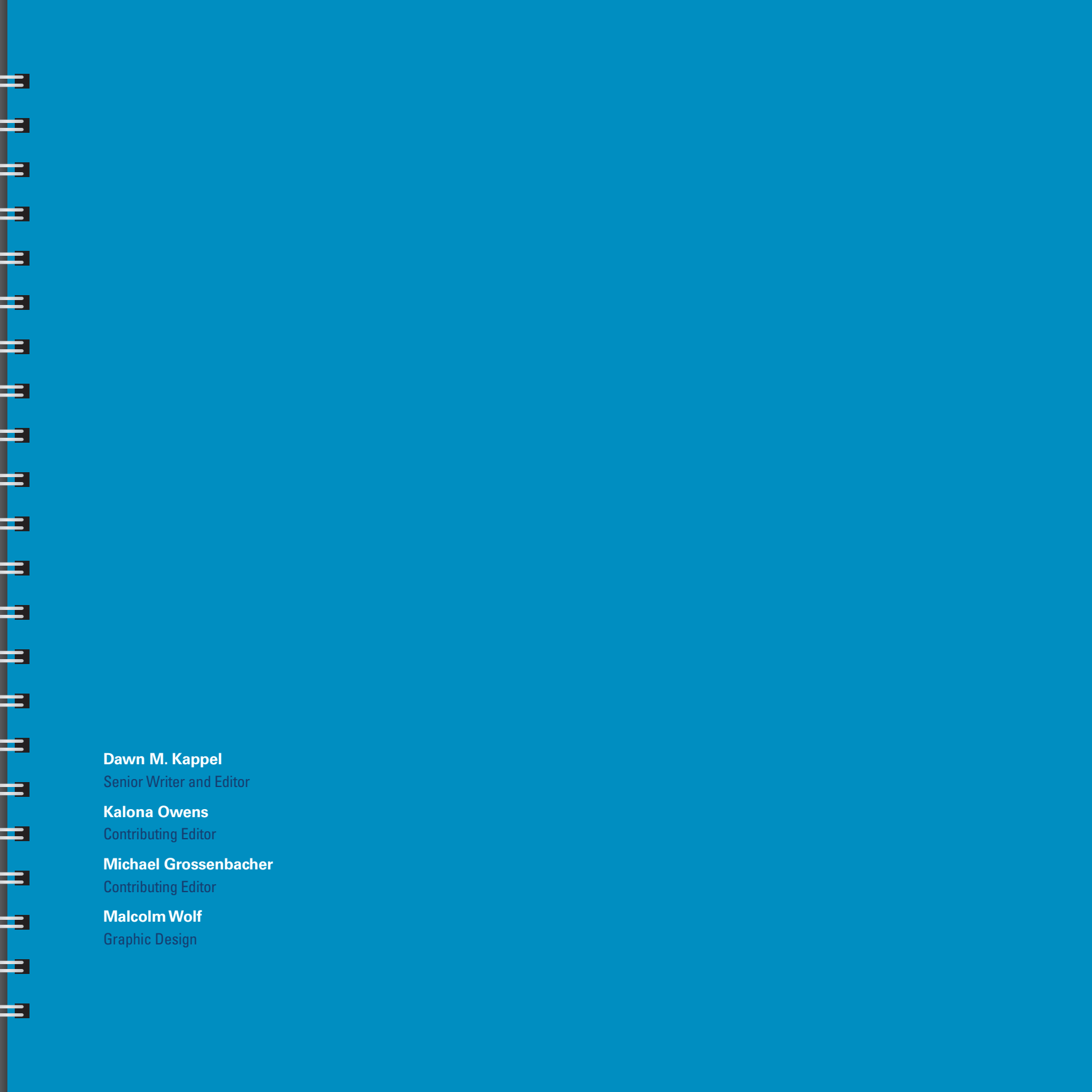
## 2015

Enhanced Nurse Licensure Compact and APRN Compact adopted.

NCLEX-RN® Examinations begin in Canada for Canadian licensure.







**Dawn M. Kappel**

Senior Writer and Editor

**Kalona Owens**

Contributing Editor

**Michael Grossenbacher**

Contributing Editor

**Malcolm Wolf**

Graphic Design



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