



**NCSBN**  
Leading Regulatory Excellence



Welcome to the **FY18**  
**NCSBN Annual Report**

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## About **NCSBN**

Founded March 15, 1978, as an independent not-for-profit organization, NCSBN was initially created to lessen the burdens of state governments and bring together nursing regulatory bodies (NRBs) to act and counsel together on matters of common interest. It has evolved into one of the leading voices of regulation across the world.

NCSBN's membership is comprised of the NRBs 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 three exam user members. There are also 26 associate members that are either NRBs or empowered regulatory authorities from other countries or territories.

## The NCSBN **Mission**

NCSBN provides education, service and research through collaborative leadership to promote evidence-based regulatory excellence for patient safety and public protection.

## The NCSBN **Vision**

Advance regulatory excellence worldwide.

## The NCSBN **Values**

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

### **Collaboration**

Forging solutions through respect, diversity 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.





## 2017–2018 Board of Directors

Front row, left to right:

**Gloria Damgaard, Katherine Thomas, Julia L. George**

Back row, left to right:

**Adrian Guerrero, Elizabeth J. Lund, Karen Scipio-Skinner, Lori Scheidt, Valerie Fuller, Cynthia LaBonde, Valerie Smith, Jim Cleghorn**

# 2017–2018 Board of Directors

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

President

Executive Director, Texas Board of Nursing

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

President-elect

Executive Director, North Carolina Board of Nursing

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

Treasurer

Executive Director, South Dakota Board of Nursing

**Cynthia LaBonde, MN, RN**

Area I Director

Executive Director, Wyoming State Board of Nursing

**Adrian Guerrero, CPM**

Area II Director

Director of Operations, Kansas State Board of Nursing

**Jim Cleghorn, MA**

Area III Director

Executive Director, Georgia Board of Nursing

**Valerie Fuller, PhD, DNP, AGACNP-BC, FNP-BC, FAANP**

Area IV Director

Board President, Maine State Board of Nursing

**Karen Scipio-Skinner, MSN, RN**

Director-at-Large

Executive Director, District of Columbia Board of Nursing

**Valerie Smith, MS, RN, FRE**

Director-at-Large

Associate Director, Arizona State Board of Nursing

**Lori Scheidt, MBA-HCM**

Director-at-Large

Executive Director, Missouri State Board of Nursing

**Elizabeth J. Lund, MSN, RN**

Director-at-Large

Executive Director, Tennessee State Board of Nursing

# NCSBN Committees

During Fiscal Year 2018

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## 40th Anniversary Committee

**Julia L. George**, North Carolina  
**Elizabeth Lund**, Tennessee  
**Stacey Pfenning**, North Dakota

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## Awards Committee

**Kristin K. Benton**, Texas  
**Robin A. Lewis**, West Virginia RN  
**Ann Mann**, Nova Scotia PN  
**Cynthia York**, Louisiana RN

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## Bylaws Committee

**Vicki Lynn Allen**, Idaho, Chair  
**Mary Sue Gorski**, Washington  
**Jason Owen**, Pennsylvania  
**Joey Ridenour**, Arizona  
**Lori Scheidt**, Missouri, Board Liaison  
**Myra Broadway**, External Consultant

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## Commitment to Ongoing Regulatory Excellence (CORE) Committee

**Vicki Lynn Allen**, Idaho, Chair  
**Mary Sue Gorski**, Washington  
**Sara A. Griffith**, North Carolina  
**Stacey Pfenning**, North Dakota  
**Sharyl Toscano**, Alaska  
**Ann Oertwich**, Nebraska  
**Julie Sabo**, Minnesota  
**Margaret A. Sheaffer**, Pennsylvania  
**Brett B. Thompson-May**, Mississippi

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## Finance Committee

**Gloria Damgaard**, South Dakota, Chair  
**Gayle Bellamy**, North Carolina  
**Lois E. Hoell**, Washington  
**Karen C. Lyon**, Louisiana RN  
**Shan Montgomery**, Mississippi  
**Lorena M. Silva**, Massachusetts  
**Randolph L. Smith**, Kentucky

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## Institute of Regulatory Excellence (IRE) Committee

**Mary A. Baroni**, Washington, Chair  
**Natalie Baker**, Alabama,  
**Cynthia Bienemy**, Louisiana RN  
**Christine Penney**, British Columbia RN  
**Sue Petula**, Pennsylvania  
**Patricia A. Sharpnack**, Ohio  
**Susan S. VanBeuge**, Nevada  
**Pamela Zickafoose**, Delaware

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## Leadership Succession Committee (LSC)

**Tony Graham**, North Carolina, Chair  
**Kaci Bohn**, Arkansas  
**Patricia Dufrene**, Louisiana RN  
**Kim Esquibel**, Maine  
**Melissa Hanson**, North Dakota  
**Tracy Rude**, Washington

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## Marijuana Regulatory Guidelines Committee

**Rene Cronquist**, Minnesota, Chair  
**Cathy Borris-Hale**, District of Columbia  
**Holly Fischer**, Ohio  
**Diana Heywood**, Manitoba RN  
**James (Dusty) Johnston**, Texas  
**Sherri Sutton-Johnson**, Florida

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## NCLEX® Examination Committee (NEC)

**Betsy Houchen**, Ohio, Chair  
**Shirley Brekken**, Minnesota  
**Lisa Renee Johnson**, Florida  
**Kimberly Miller**, Minnesota  
**Deborah Swartz**, Vermont  
**Rhigel "Jay" Tan**, Nevada  
**Crystal Tillman**, North Carolina  
**Anne Coghlan**, Ontario, Ex-Officio  
**Cynthia Johansen**, British Columbia RN, Ex-Officio

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**NCLEX® Item Review Subcommittee (NIRSC)**

**Janzie Allmacher**, Virgin Islands  
**Tammy Vaughn**, Arkansas  
**Tracey Blalock**, Georgia  
**Teresa Corrado**, Washington  
**Ann Michele Coughlin**, Pennsylvania  
**Diana O. Forst**, Florida  
**Becky Gladis**, Minnesota  
**Ruth Ann Go**, North Carolina  
**Myra Goldman**, Kentucky  
**Steven Higginson**, Utah  
**Georgina R. Howard**, New York  
**Keva S. Jackson-McCoy**, Maryland  
**Marilyn Krasowski**, Minnesota  
**June McLachlan**, Minnesota  
**Teresita McNabb**, Louisiana RN  
**Tammie Napoleon**, Hawaii  
**Lewis L. Perkins**, Kentucky  
**Catherine Prato-Lefkowitz**, Nevada  
**Sherry Richardson**, Tennessee  
**Darlene (Yolonda) Schulz**, Montana  
**Pamela Trantham**, North Carolina

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**NCSBN Active Supervision Committee**

**Greg Harris**, Arizona, Chair  
**Kim Arguello**, Nevada  
**Tom Dilling**, Ohio  
**Kim Glazier**, Oklahoma  
**Alice Henley**, Alabama  
**Amy Fein**, Massachusetts  
**Stephen Feldman**, North Carolina  
**Amigo Wade**, Virginia

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**NCSBN Standards Development Committee**

**Nathan Goldman**, Kentucky, Chair  
**Peggy Benson**, Alabama  
**Amy Fitzhugh**, North Carolina  
**Ruby Jason**, Oregon  
**Linda Kmetz**, Pennsylvania  
**Barbara McGill**, Louisiana RN  
**Linda Young**, South Dakota

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**Nursing Education Outcomes and Metrics Committee**

**Janice I. Hooper**, Texas, Chair  
**Brenda Bolen Rowe**, Georgia  
**Bonita Jenkins**, District of Columbia  
**Carol Moreland**, Kansas  
**Sabita Persaud**, Maryland  
**Mindy Schaffner**, Washington  
**Bibi Schultz**, Missouri  
**Joan M. Stanley**, External Consultant from the American Association of Colleges of Nursing (AACN)  
**Elaine Tagliareni**, External Consultant from the National League for Nursing (NLN)



# NCSBN Staff

As of Dec. 1, 2018

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## Executive Office

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

**Maggie Bieniek**  
Senior Coordinator, Nurse Licensure Compact

**Alex Hernandez**, MA  
Executive Assistant to the Chief Executive Officer

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

**Elliot Vice**  
Director, Government Affairs

**Kaitlynn Ward**, MIA  
Coordinator, Government Affairs

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## Operations

**Philip Dickison**, PhD, RN  
Chief Officer, Operations

**Alyson Brenton**, MSN, RN, CNL  
RN Test Development Associate, Examinations

**Julie Burgett**, PMP  
Test Development Associate, Examinations

**Alicia Byrd**, RN  
Director, Member Relations

**Bridget Byrne**  
Coordinator, Marketing & Communications

**Catherine Cantieri**, SHRM-CP  
Human Resources Generalist, Human Resources

**Tim Connolly**  
Operations Coordinator I, Examinations

**Jacklyn Currier**  
Operations Manager, Examinations

**Joseph Dudzik**, MSC, SPHR, SHRM-SCP  
Director, Human Resources

**Jennifer Gallagher**  
Director, Business Operations, Examinations

**Michael Grossenbacher**  
Associate, Communications,  
Marketing & Communications

**Andrew Hicks**  
Associate, Business Administration &  
Office Services

**Daniel Hydzik**  
Test Development Associate, Examinations

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

**Jennifer Keating**  
Operations Coordinator I, Examinations

**Chelsea Kelley**  
Senior Manager, Operations

**Doyoung Kim**, PhD  
Senior Psychometrician, Examinations

**Danielle Lee**, PhD  
Psychometrician I, Examinations

**Andrea Mihuta**  
Project Coordinator, Examinations

**Renee Mula**  
Manager, Member Relations

**Colleen Neubauer**, CMP  
Senior Meetings Manager,  
Marketing & Communications

**Ryan Novak**  
Operations Coordinator I, Examinations

**Kalona Owens**  
Manager, Marketing & Communications

**Celeste Peake**  
Operations Coordinator I, Examinations

**Dalilah Perello**  
Operations Coordinator I, Examinations

**Greg Pulaski**, MS, PMP  
Director, Performance Measurement &  
Standard Setting

**Rachel Pupiromrat**  
Coordinator, Member Relations

**Hong Qian**, PhD  
Lead Psychometrician, Operations &  
Maintenance, Examinations

**Nich Radcliffe**, MFA  
Coordinator, Business Administration &  
Office Services

**Ashby Rosenberger**  
Senior Manager, Business Administration &  
Office Services

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**Betty Sanders, MBA, PMP, CAE**

Test Development Manager, Examinations

**Dean Santiago**

Facilities Coordinator, Business Administration &amp; Office Services

**Gretchen Schlesinger, PMP**

Project Manager, Examinations

**Kristin Singer, MSN, RN**

RN Test Development Associate, Examinations

**Amanda Wagner**

Office Services Coordinator, Business Administration &amp; Office Services

**Christine Walsh, PHR, SHRM-CP**

Senior Manager, Human Resources

**Wei Xu, PhD**

Psychometrician I, Examinations

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**Finance**
**Robert Clayborne, MBA, CPA, CGMA**

Chief Financial Officer

**Johana Arnold**

Senior Accounting Coordinator, Finance

**Gloria Evans-Melton, CPA**

Director, Finance

**Rocio Hernandez**

Accounting Manager, Finance

**Mary Trucksa**

Accounting Associate, Finance

**Mattie Williams**

Accounting Associate, Finance

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**Information Resources**
**Nur Rajwany, MS**

Chief Information Officer

**Ali Baig**

Business Analyst I, Information Technology

**Jeyalakshmi Balachandran, MS**

Lead Quality Assurance Analyst, ORBS, Information Technology

**Rajeshwari Bommannavar, MS**

Senior Application Support Developer I, ORBS, Information Technology

**Tony Born**

Product Support Coordinator I, Operations

**Matthew Bunzol**

Product Support Associate I, Operations

**Heather Chamberlain**

E-Learning Course Development Manager, Interactive Services

**Desiree Díaz**

Product Support Associate I, Customer Experience

**P. J. Donahue**

Helpdesk Administrator I, Information Technology

**Megan Dunham**

Senior Web &amp; Production Manager, Interactive Services

**Alma Friar**

Quality Assurance Analyst I, Information Technology

**Ben Gonzalez**

Manager, Infrastructure, Information Technology

**Fay Green**

Senior Product Support Associate, Customer Experience

**Kenessa Green**

Product Support Coordinator I, Customer Experience

**Jessica Hansen**

Associate Director, Customer Experience

**Debbie Hart, MBA**

Associate, Information Technology

**Albert Hincapie**

Senior Developer II, Information Technology

**Frank Hinchey**

Developer I, Information Technology

**Dean Hope**

Senior Product Support Associate, Operations

**Shelly Howell**

Senior Associate, Interactive Services

**Mark Huffman, MBA, PMP**

Manager, Business Analysts and Project Management, Information Technology

**Richard Hughes**

System Engineer I, Information Technology

**Angela Johnston**

Senior Business Analyst I, Information Technology

**Jeff Kendall, MBA**

Director, Customer Experience &amp; Operations

**Christophel Kuizon**

Developer I, Information Technology

**Ameena Lalani**

Senior Database Administrator, ORBS, Information Technology

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**Joshua Lingwai**

Senior Lead Developer, Information Technology

**Lavanya Pathak**

Quality Assurance Analyst I, Information Technology

**George Potacki**

Business Analyst II, ORBS, Information Technology

**Angeli Primplani, MSJ**

E-Learning Associate, Interactive Services

**Dave Raheel**

Business Analyst I, Information Technology

**Sandra Rhodes**

Manager, Operations

**Robert Russell**

System Administrator II, Information Technology

**Chandra Sadhangiri**

Lead Developer, ORBS, Information Technology

**Narender Saraswati, MBA**

Program Manager, ORBS, Information Technology

**Zach Sears**

Senior System Administrator I, Information Technology

**Sachin Sharma, MA**

Business Analyst II, ORBS, Information Technology

**Damon Short, MM**

Senior Database Administrator, Information Technology

**Nick Smith**

Senior System Engineer I, Information Technology

**Stephenie Southard, MS**

Manager, Information Security Assurance, Information Technology

**Tammy Spangler**

Director, Interactive Services and Information Security Assurance

**Matthew Sterzinger**

Senior Manager, Application Development, Information Technology

**Saule Trainys**

Senior User Experience Developer, Interactive Services

**Sanjeev Yarlagadda**

Senior Quality Assurance Analyst I, Information Technology

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**Nursing Regulation**
**Maryann Alexander, PhD, RN, FAAN**

Chief Officer, Nursing Regulation

**Maureen Cahill, MSN, RN**

Associate Director, APRN, Nursing Regulation

**Rebecca Fotsch, JD**

Director, State Advocacy &amp; Legislative Affairs, Nursing Regulation

**Lindsey Gross**

Senior Coordinator, Nursing Regulation

**Laura Jarosz**

Associate, Nursing Regulation

**Nicole Livanos, JD, MPP**

Senior Associate, State Advocacy &amp; Legislative Affairs, Nursing Regulation

**Greg Mannix**

Project Specialist, Regulatory Innovations

**Brendan Martin, PhD**

Research Scientist II, Nursing Regulation

**Qiana McIntosh, MBA, MHRM**

Senior Coordinator, Regulatory Innovations

**Kyrani Reneau, MA**

Senior Coordinator, Nursing Regulation

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

Associate Director, Nursing Regulation

**Josephine Silvestre, MSN, RN**

Associate, Regulatory Innovations

**Richard Smiley, MS, MA**

Senior Statistician, Research

**Hannah Snyder, MA**

Senior Coordinator, Policy, Nursing Regulation

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

Director, Regulatory Innovations

**Elizabeth Hua Zhong, PhD, MEd**

Research Scientist I, Research

# FY18 Operating Statements

Year Ended Sept. 30, 2018

Sources Of Revenue	\$	%
Examination fees	<b>67,559,927</b>	74
Investment earnings	<b>12,683,798</b>	14
Membership fees	<b>45,025</b>	<1
Other program services	<b>11,075,368</b>	12
<b>Total</b>	<b>\$ 91,364,118</b>	<b>100</b>
Program Services	\$	%
Nurse competency	<b>59,247,957</b>	67
Nurse practice and regulatory outcome	<b>13,762,905</b>	16
Information	<b>10,370,811</b>	12
Management and general	<b>5,185,901</b>	5
<b>Total</b>	<b>\$ 88,567,574</b>	<b>100</b>
<b>Net Surplus</b>	<b>\$ 2,796,544</b>	