Summary:

The Annual Meeting and Delegate Assembly meeting of the National Council of State Boards of Nursing will be held in August 16-18, 2017 in Chicago, Illinois.

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,
  Kristin Benton, DNP, RN, Director of Nursing, Staff

The Summary of Recommendations to the 2017 Delegate Assembly and the 2017 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.
Summary of Recommendations to the 2017 Delegate Assembly with Rationale

Board of Directors’ (BOD) Recommendations

1. Approve proposed amendments to the NCSBN Bylaws.
   Rationale:
   Article XIV requires that any proposed changes to the bylaws be notified to members at least 45 days prior to the Delegate Assembly and that a two-thirds affirmative vote of the delegates present and voting is required to adopt any changes. Alternatively, upon written notice of five days prior to the Delegate Assembly a three-quarters affirmative vote of the delegates present and voting is required.
   Fiscal Impact:
   Minimal financial impact in the short term but potential for increased revenue from NCLEX® usage in the longer term.

2. Approve the proposed membership fee for exam user members.
   Rationale:
   Article III, Section 5 of the NCSBN Bylaws requires that the Delegate Assembly approve any changes to the annual membership fees structure. Should the Delegates vote to amend the membership categories to include the Exam User Member, the Delegate Assembly will need to set the appropriate membership fee. The proposed annual membership fee for an exam user member is $750 and shall be payable each October 1.
   Fiscal Impact:
   Initially, a maximum modest reduction in income of $2,250 should all present eligible associate members apply for and be approved as exam user members. In the longer term there is potential for increased revenue from NCLEX and membership fees.

3. Approve amendments to the model rules relating to prelicensure program simulation usage.
   Rationale:
   Boards of nursing (BONs) requested specific guidelines regarding requirements for simulation in prelicensure education and in response, an expert panel developed guidelines for BONs. Along with the guidelines are resources to assist in the adoption of the guidelines that boards can disseminate to nursing education programs to help them comply with the guidelines. Model legislative language for Nurse Practice Act Rules/Regulations has been produced to give boards the authority to enforce the guidelines.
   Fiscal Impact:
   None.

4. Approve the College of Registered Psychiatric Nurses of Alberta (CRPNA), as an associate member of NCSBN.
   Rationale:
   The NCSBN Bylaws state that an associate member is a nursing regulatory body or empowered authority from another country or territory. The bylaws require approval of the membership by a vote at the Delegate Assembly. The current application 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.
5. Approve the College of Registered Psychiatric Nurses of Manitoba (CRPNM) as an associate member of NCSBN.

Rationale:
The NCSBN Bylaws state that an associate member is a nursing regulatory body or empowered authority from another country or territory. The bylaws require approval of the membership by a vote at the Delegate Assembly. The current application 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.

6. Approve the Registered Psychiatric Nurses Association of Saskatchewan (RPNAS) as an associate member of NCSBN.

Rationale:
The NCSBN Bylaws state that an associate member is a nursing regulatory body or empowered authority from another country or territory. The bylaws require approval of the membership by a vote at the Delegate Assembly. The current application for associate membership meet the qualifications as stated in the NCSBN Bylaws.

Fiscal Impact:
Upon acceptance, the new associate member will pay a $1,500 annual fee.

Leadership Succession Committee (LSC) Recommendations

7. Adopt the 2017 Slate of Candidates.

Rationale:
The LSC has prepared the 2017 Slate of Candidates with due regard for the qualifications required by the positions open for election, fairness to all nominees, and attention to the goals and purpose of NCSBN. Full biographical information and personal statement for each candidate is posted in the Business Book under the Report of the Leadership Succession Committee. Candidates will present himself or herself at the Candidate’s Forum on Wednesday, Aug. 16, 2017.

Fiscal Impact:
Incorporated into the FY17 budget.
2017 Report of the Board of Directors (BOD)

Highlights of Business Activities
Oct. 1, 2016 through May 31, 2017

STRATEGIC IMPLEMENTATION

Strategic Plan 2017-2019: Based on the strategic initiatives approved by the 2016 Delegate Assembly, the Board of Directors (BOD) further elaborated the 2017–19 set of strategic objectives. These objectives ensure that NCSBN is guided by a clear set of common goals and enable the organization to focus its energy and resources to pursue agreed outcomes.

eNLC Activity: Building on the momentum from the fiscal year 2016 (FY16) year, work on the introduction and passage of legislation in 10 states this year has seen excellent progress toward the effective date target of 26 states. While it remains unclear whether the target of 26 states will be met this legislative cycle, it is clear that we will meet the 26-state trigger before the default effectiveness date of December 2018.

Regulation 2030: NCSBN hosted a meeting to examine global trends in regulatory reform that is providing insights into priority areas for further strategic work regarding how regulatory systems can be designed to meet the challenges of a highly mobile nursing workforce delivering services in a complex digital era.

Next Generation NCLEX®: Significant progress has been made in developing the scientific underpinnings for the next generation licensing exam. An introductory briefing on the work was presented at the Midyear Meeting and was enthusiastically received by members. A great deal of further work is still to be completed and regular updates will be provided in the coming years.

Membership Model: Based on the resolution adopted by the 2015 Delegate Assembly, a BOD subcommittee undertook extensive work to look at the implications of some of our associate members now using the NCLEX-RN® exam. This has resulted in a proposal to establish a new membership category (exam user member).

For a more comprehensive list of FY17 organizational achievements and actions see the FY17 highlights and accomplishments detailed later in this report.

Recommendations to the Delegate Assembly

1. Approve proposed amendments to the NCSBN Bylaws.

   Rationale:
   Article XIV requires that any proposed changes to the bylaws be notified to members at least 45 days prior to the Delegate Assembly and that a two-thirds affirmative vote of the delegates present and voting is required to adopt any changes. Alternatively, upon written notice of five days prior to the Delegate Assembly a three-quarters affirmative vote of the delegates present and voting is required.

   Fiscal Impact:
   Minimal financial impact in the short term but potential for increased revenue from NCLEX® usage in the longer term.

2. Approve the proposed membership fee for exam user members.

   Rationale:
   Article III, Section 5 of the NCSBN Bylaws requires that the Delegate Assembly approve any changes to the annual membership fees structure. Should the Delegates vote to amend the membership categories to include the Exam User Member, the Delegate Assembly will need to set the appropriate membership fee. The proposed annual membership fee for an exam user member is $750 and shall be payable each October 1.
Fiscal Impact:
Initially, a maximum modest reduction in income of $2,250 should all present eligible associate members apply for and be approved as exam user members. In the longer term there is potential for increased revenue from NCLEX and membership fees.

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Rationale:
Boards of nursing (BONs) requested specific guidelines regarding requirements for simulation in prelicensure education and in response, an expert panel developed guidelines for BONs. Along with the guidelines are resources to assist in the adoption of the guidelines that boards can disseminate to nursing education programs to help them comply with the guidelines. Model legislative language for Nurse Practice Act Rules/Regulations has been produced to give boards the authority to enforce the guidelines.

Fiscal Impact:
None.

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Rationale:
The NCSBN Bylaws state that an associate member is a nursing regulatory body or empowered authority from another country or territory. The bylaws require approval of the membership by a vote at the Delegate Assembly. The current application 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.

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Rationale:
The NCSBN Bylaws state that an associate member is a nursing regulatory body or empowered authority from another country or territory. The bylaws require approval of the membership by a vote at the Delegate Assembly. The current application for associate membership meet the qualifications as stated in the NCSBN Bylaws.

Fiscal Impact:
Upon acceptance, the new associate member will pay a $1,500 annual fee.

FY17 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)
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
International Council of Nurses (ICN) congress
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)
National Patient Safety Foundation (NPSF)
Tri-Regulator Collaborative Meeting
Tri-Council for Nursing
American Nurses Association (ANA)
World Health Organization Pan-American Health Organization nursing strategic directions meeting

Governance and Policy

President Katherine Thomas facilitated a board member briefing and orientation with contributions from Rob Clayborne (Chief Finance Officer) and Tom Abram (Legal Counsel) covering issues of fiduciary responsibility, governance, not-for-profit finance and 501c3 status.

The BOD completed a review of all NCSBN Board Policies through examination of the various sections throughout the year.

The BOD appointed Shirley Brekken as an Ex-Officio member of the BOD Subcommittee on Expanded Membership to maintain momentum and her expert contribution.

The BOD resolved to include as an integral part of all proposals for new developments a statement describing how the development addressed the vision, mission and purpose of the organization.

The BOD appointed Nathan Goldman to the vacant BOD position resulting from the resignation of Mary Kay Goetter.

The BOD appointed Paula Meyer to the vacant Area I Member position and Kim Esquibel to the Vacant Area IV Member position on the Leadership Succession Committee (LSC).

The BOD approved proposals to develop a prioritization framework to support the work associated with the American National Standards Institute (ANSI) standards development.

The BOD appointed Joey Ridenour to the Bylaws Committee to fill a vacancy after the resignation of one committee member. The BOD also appointed Myra Broadway to the Bylaws Committee as an Ex-Officio member.

The BOD reviewed education and advocacy efforts in Washington, D.C. throughout the year including collaborative efforts with government relations firm Prime Policy Group.

The BOD reviewed and discussed various environmental issues at each meeting. Topics included the ongoing issues emerging from the decision of the Supreme Court regarding the Federal Trade Commission (FTC) case against the North Carolina Dental
Board, moves towards consolidation of regulatory boards, introduction of various active supervision approaches, opioid abuse, fraudulent credentials, team-based regulation and transnational cross-border practice.

- The BOD hosted a conference call/webinar for member boards during each BOD meeting. President 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 considered a legal analysis of the status of pro-tem members and resolved that such members are not eligible to run for NCSBN office or for appointment as committee members.
- The BOD determined the education session content for the Midyear and Annual Meetings.
- The BOD held a retreat in October to explore trends affecting NCSBN and its members and to develop the objectives associated with the new FY17–19 Strategic Initiatives.
- The BOD reviewed and discussed the annual environmental assessment report.
- The BOD set the initial FY18 Board meeting and retreat dates.

**Finance**

- The BOD approved the proposed budget for FY17.
- The BOD approved quarterly financial statements throughout the fiscal year.
- The BOD approved the proposed audit plan for FY16.
- 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, 2016.
- The BOD accepted the report of the independent auditors for the year ended Sept. 30, 2016.
- The BOD reviewed the 2016 IRS 990 form.
- The BOD met with NCSBN investments managers to review and discuss NCSBN’s investment portfolio and performance analysis.

**Testing**

- The BOD discussed and approved no-change to the NCLEX-PN passing standard and that the current standard would remain in place until March 31, 2020.
- The BOD discussed and approved no-change to the Medication Aide/Assistant Certification Examination (MACE®) passing standard and that the current standard would remain in place.
- The BOD considered and declined a request by CCRNR to translate the Information Services Division NCLEX preparatory course into French.
- The BOD reviewed the NCLEX update reports on the NCLEX examination program.
- The BOD monitored NCLEX implementation in Canada.
The BOD reviewed update reports on the National Nurse Aide Assessment Program (NNAAP®) and MACE examination programs.

The BOD approved minor revisions to various NCLEX policies.

**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 the initial results regarding an algorithm 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 resolved to enter into a 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 Optimal Regulatory Board System (ORBS) project and agreed to provide additional temporary consulting staff to support the timely implementation of the phase two rollout to member boards.

**Nursing Regulation and Research**

- The BOD considered and agreed to undertake a new research pilot-study into BON Conduct Case Measurement.
- The BOD reviewed and discussed the updated report on Taxonomy of Error, Root Cause Analysis and Practice-responsibility (TERCAP®) usage and 4,000 cases of practice breakdown.
- The BOD reviewed and approved a proposal to conduct a study into the use of collaborative practice agreements between advanced practice registered nurses (APRNs) and physicians.
- The BOD reviewed and discussed the annual environmental scan.
- The BOD reviewed and discussed performance outcome data derived from the uploading of Board Actions to the National Practitioner Database (NPDB).
- 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 approved a proposal to develop a CORE portal that would enable members to run their own reports of their data.
Attachment A

2017 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 2017 Delegate Assembly.

Board of Directors

Treasurer
Gloria Damgaard, South Dakota, Area I .................................................. 69

Area I Director
Vicki Allen, Idaho, Area I ........................................................................ 71
Cynthia LaBonde, Wyoming, Area I ......................................................... 73

Area II Director
Adrian Guerrero, Kansas, Area II ........................................................... 75

Area III Director
Jim Cleghorn, Georgia, Area III ............................................................. 77

Area IV Director
Ann Coughlin, Pennsylvania, Area IV ..................................................... 79

Director-at-Large (one position)
Elizabeth Lund, Tennessee, Area III ....................................................... 81

Leadership Succession Committee

Member-at-Large (three positions)
Kaci Bohn, Arkansas, Area III ................................................................. 83
Patricia Dufrene, Louisiana, Area III ....................................................... 85
Tracy Rude, Washington, Area I ............................................................ 87

Note: Candidates’ responses were edited to correct for formatting and have not been altered in any other way.
Treasurer

Gloria Damgaard, MS, RN, FRE
Executive Director, South Dakota Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

My nursing career started in 1975, following graduation from an associate degree nursing program. I worked in the clinical areas of medical-surgical and psychiatric nursing. In 1978, I earned a Bachelor of Science degree in nursing from Moorhead State University and in 1988, I completed a Master of Science Degree in Adult Health Nursing with a focus on nursing education from South Dakota State University. Nursing education was my field of practice for more than 13 years in South Dakota, teaching in associate degree, diploma and bachelor’s degree programs. I was appointed to the South Dakota Board of Nursing and served as a board member and President from 1982-86. In 1991, I was hired as the Nursing Education Specialist for the Board, a position that I held for 11 years. In 2002, I was promoted to the position of Executive Director. 2017 marks my 15th year in the Executive Director position. I maintain active membership in the American Nurses Association, South Dakota Nurses Association and Zeta Zeta Chapter of Sigma Theta Tau. I have been actively involved in NCSBN over the course of my 26 year career with the South Dakota Board of Nursing. I have served two terms on the Board of Directors as a Director at Large and most recently, one year as the organization’s Treasurer. I was elected in 2016 to fill a 1 year vacancy in the Treasurer position. I am now seeking election to a full two year term as Treasurer. As Treasurer this past year, I have served as the Chair of the Finance Committee. I am oriented to the position and ready to serve a full term in this capacity. Additionally, I have served as a Board Liaison and member of the CORE committee and various other short term committees. I served in a leadership capacity for the Nurse Licensure Compact Administrator’s organization as President and Director at Large.

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

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

My perspective on borderless health care delivery is that nursing regulation should be an integral part of ensuring the safety of the public as it relates to nursing practice. To me, this means that we need to be flexible and innovative in how we license our professionals. We need to have licensing laws in place that maximize the use of our nursing workforce through the use of technology and other emerging models of health care delivery while at the same time uphold the standards that offer assurance that only qualified individuals are allowed to practice nursing. We need to have systems in place that quickly identify and remove those practitioners from practice that pose a threat to public safety.

B. REGULATION OF NURSING EDUCATION

My perspective on the regulation of nursing education is that it is an essential component of the work of Boards of Nursing. I also believe that regulators need to work closely with educators and accreditors to achieve the goal of setting and maintaining standards that prepare our graduates to enter the profession of nursing safely. I also believe that there should be consistent metrics by which programs are evaluated by Boards of Nursing.

C. THE ROLE OF REGULATION IN EVOLVING SCOPE OF PRACTICE

My perspective on this issue is that boards of nursing are continuously being asked to make scope of practice determinations. I believe strongly that any determination must be made using an evidence based or evidence informed process. A scope of practice decision model was published in the Journal of Nursing Regulation to assist boards, employers and individual nurses with a tool to make scope of practice determinations. This model was a joint effort with
NCSBN and other national organizations. We need to work closely with our practice experts and researchers in assessing the safety of scope of practice changes.

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

I am seeking re-election to the position of Treasurer for the NCSBN. I have served in this capacity for one year, fulfilling part of a term that was vacated. I have served in the capacity of chair of the finance committee long enough to learn the role. I would now like to continue to serve a full 2 year term of office. I also believe that my experience on the Board of Directors as a Director at Large has prepared me to serve in one of the three elected officer positions on the Board. I see this as a highly responsible position, one that is achieved through experience and skill development in board governance. I have greatly appreciated the support of the NCSBN membership in my desire to serve the organization in the capacity as a member of the Board of Directors and will continue to uphold your trust in the position of Treasurer.
Area I Director

Vicki Allen, RN, CLNC
Board President, Idaho Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

My professional experience began over forty years ago. I have been an active member of the nursing community in Wisconsin, Minnesota, and Idaho. I practiced as a staff nurse in Level III NICUs, MICUs, and SICUs. I have been the manager of an Urgent Care, Chief Nursing Officer of a ‘boutique’ hospital and Chief Process Officer in a Critical Access Hospital. I became a certified legal nursing consultant (CLNC) in 2006. I am currently an Instructor and Director of Clinical Site Development for the Physician Assistant Program at Idaho State University.

My regulatory experience began in 2006 as a member of the Idaho Board of Nursing; serving as Vice Chair for 6 years and Chairperson since July 2016. My exposure to NCSBN began my first year on the Idaho Board as a first-time attendee at NCSBN’s Annual Meeting. In 2010, I was appointed to the NCSBN CORE committee, serving two terms. I returned to the CORE committee in 2015 and currently serve as chairperson. In addition, I have served on multiple community committees and governing boards.

My involvement as a hospital administrator and Chair of multiple local organizations has provided me the opportunity to appreciate regulation from the recipients’ point of view. My experiences on the Idaho Board of Nursing and the NCSBN CORE committee have provided me an understanding from the regulator’s perspective. I have a strong base on how to think from the legal/legislative perspective being mindful of the potential unintended consequences of the well-intended regulation. All of my experiences, local, state, and national have focused on protection of the public.

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

A. BORDERLESS HEALTH CARE DELIVERY

Mobility of the health care workforce as well as the recipients of the care coupled with changes in delivery styles, (e.g., telehealth, organizations with facilities in multiple states), makes borderless health care the delivery model required to provide the seamless care needed by the public both nationally and globally. NCSBN has been instrumental in addressing the need for borderless health care delivery by championing the eNLC and the APRN compact. These innovative compacts meet the mission of protecting the public while decreasing barriers to those needing and those providing health care in the 21st century.

B. REGULATION OF NURSING EDUCATION

Boards of Nursing, through education regulation, ensure nursing programs provide didactic and clinical experiences needed to prepare nurses to enter the health care field with a base knowledge and skill set enabling them to provide safe effective care. Their mission to protect the public requires Boards to regulate in partnership with institutional and program accreditors as well as other interested stakeholders to ensure parity in the nation’s educational programs. Boards must be mindful of emerging issues and trends and the accompanying necessary changes if they are to facilitate successful entry and progress within the health care field for nurses.

C. THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE

Where health care is provided, how the health care is provided, and who provides the health care are all evolving at a rapid pace. Regulators need to have a sharp eye on the changing environment in order to ensure evolving scopes of practice do so within regulatory parameters.
that safeguard the public while not creating unnecessary barriers. Strong interprofessional relationships within the regulatory community will support evolving, complementary scopes of practice in and among the health professions. These interprofessional relationships are necessary to address issues of workforce shortages and the vital need for accessible, affordable health care.

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

My health care leadership experience inside and outside of the nursing profession provides me a unique perspective that I am confident will contribute to the work of NCSBN. I have spent most of my career working to remove health care silos and embrace the team concept to provide the best-evidenced based care to protect the public. I have worked as a regulator and health care administrator to allow health care providers to function to the full extent of their educational preparation and scope of practice. I continue to provide essential leadership when health care workers are concerned about encroachment of others into their specific healthcare discipline.

NCSBN’s success in promoting the eNLC, the APRN Consensus Model and the APRN Compact, tirelessly working with stakeholders to ensure they feel respected, heard and remain an integral part of the change process, is an example of the type of collaborative innovation where I excel. I am an enthusiastic listener, genuinely interested in the views of others. I am unquestionably a lifelong learner and believe I have the finesse necessary to work with the diverse group of stakeholders I will represent in Area 1.

NCSBN is a leader both nationally and internationally in the regulatory field. As an organization, I have found NCSBN to be attentive to the changing health care arena ever mindful of the mission to promote evidenced-based regulatory excellence for patient safety and public protection. I have a passion to be part of an organization that works in the present and plans for the future. I want to contribute to the exciting future of NCSBN.
Area I Director

Cynthia LaBonde, MN, RN
Executive Director, Wyoming State Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I have been a RN in Wyoming for the last 36 years w/ one year as an RN in Idaho Falls, ID after graduation from nursing school at Montana State University. The bulk of my nursing experience has been in Perioperative Services, including the Operating Room, Central Sterile, Outpatient Services, Post-Anesthesia Care Unit and Management with forays into Staff Development, Patient Education and Instructor for high school Health Occupations classes. As a Wyoming resident for the past 36 years, my professional nursing career has been shaped by practice in small, rural communities. Though the hospital and surgery centers I worked in may have had limited budgets and technology, we offered quality patient care and utilized available resources to stay abreast of trends and technologies. We learned to be “scappy” and resourceful! In a small community, it is important to communicate clearly with stakeholders including patients, community leaders, physicians and fellow nursing staff. We were encouraged by nursing administrators to “question everything! “This “scappy”, “question everything” mentality carried over to my work at the Wyoming State Board of Nursing, starting in 2011, first as a Nurse Investigator then as the Executive Director. I am fully integrated into the world of regulatory nursing and the importance of “protecting the public through nursing education and practice.” Collaboration with Wyoming licensees, nursing educators, employers, legislators and professional nursing groups has been essential to promote the mission of WSBN. In the community, I believe it is important to be involved and to give, not just money, but time and expertise for personal causes. I have volunteered and raised donations in Wyoming for Multiple Sclerosis Bike Rides, Ride for Sight, Master Gardeners and multiple “walk” fundraisers. My participation projects a willingness to be involved and committed to others.

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

A. BORDERLESS HEALTH CARE DELIVERY

Borderless health care delivery within the United States has been actualized with the current Nurse Licensure Compact. The enhanced Nurse Licensure Compact expands the current compact model. The new model was achieved by developing standards acceptable to all stakeholders. Borderless health care delivery amongst different countries will require cooperation and standardization/acceptance among regulatory agencies.

B. REGULATION OF NURSING EDUCATION

The health care world is rapidly evolving! How do we ensure our graduating nursing students are prepared to provide competent nursing care upon graduation? Nursing regulation should be mindful of nursing education programs utilizing creative/resourceful methods to achieve nursing program outcomes.

C. THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE

Registered nurses are frequently asked to engage in skills beyond their scope of practice in a variety of healthcare settings. Nursing regulators must determine if the requested skill set is safe and can be supported by evidence. In Wyoming, we recognize practice decisions at the Board level will determine practice across the state. It is important to find that balance between perceived practice restriction and safe, evidence-based nursing care.

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

I would like to serve on the Board of Directors at NCSBN because I want to “give back” at the national level. I have enjoyed my last 6 years in the world of regulatory nursing. Though
Wyoming is a small state in terms of nursing provider numbers, I believe we have much to offer. I understand the needs of stakeholders be it patients, nurses and educators who are separated from one another by an expanse of geographical emptiness. I have learned to “question everything!” I understand the unique needs of the healthcare communities in our rural state. I desire to represent Area 1 in order to collaborate with other regulators, to assist in directing the future of NCSBN and to share the knowledge/experiences I have gleaned as a nurse, regulator and resident of Wyoming.
Area II Director

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

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I started my state government career in 1997 with the Kansas Department of Social and Rehabilitation Services. After three years of gaining valuable experiences, in 2000 I made the move and began my journey with the Kansas State Board of Nursing as an Information Technology Professional. In 2011, I was promoted to the Director of Operations. I oversee the Licensing Division, IT, HR, Procurement, and help with the creation of the agency’s budget. I was elected to the NCSBN Board of Directors as the Area II Director in 2015.

Board & Committees:
State of Kansas IT Advisory Board – Board Member
Statewide FOCUS Committee for Accounting & HR Systems
Statewide IT Security Council
Statewide Architecture and Standards Committee
State Health Workforce Partnership Committee
IT Services Wireless Committee
Statewide E-Mail Consolidation Committee
Statewide Managed Print Services Committee
Small Agency HR & Policy Team
Statewide Training Services Committee
INTERFACE Technology Advisory Council
Influence ImageNow Advisory Council
Electronic Records Committee

NCSBN Experiences:
NCSBN Board of Directors – Area II Director – 2015-2017
NCSBN CORE Committee – Board Liaison
Nursys® Committee – Chair
Fraud Detection Committee
Nursys® Advisory Panel
2014 IT/Operations Conference – Fireside Chat on Social Media | eTranscripts – Presenter
2013 IT Conference – Paperless Board Meetings – Presenter
2012 Operations Conference – Paperless Systems – Presenter
2011 IT Summit – Network Exchange Moderator
2010 IT Summit – Fingerprint System Criminal History Check – Presenter
2008 IT Summit – Proactive Information Distribution – Presenter
2008 Annual Meeting – Breakout Sessions: Nursys®/NPDB – Presenter
2007 IT Summit – Presenter
2007 Nursys® Users Meeting – Facilitator, Moderator & Presenter
2006 IT Summit – Presenter
2006 Nursys® Users Meeting – Presenter
2005 IT Summit – Presenter

Certifications & Awards:
2014 – Topeka’s Top 20 Under 40
2013 – George Askew National Award- Top CPM Capstone Project
2012 – University of Kansas Public Management Center – Certified Public Manager
2000 – Alpha Beta Kappa Honor Society
Community Experience:
USD #345 School District – IT Advisory Committee, Band Boosters, Debate & Forensics Judge
Boy & Cub Scouts – Parent Volunteer
March of Dimes – Volunteer Topeka Rescue Mission – Volunteer
Previous children’s Soccer & Baseball Team – Parent Coach

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

A. BORDERLESS HEALTH CARE DELIVERY

With modern technology, state and national borders are becoming invisible. The advances in technology have improved the ability for quicker licensing by the use of the enhanced nurse licensure compact or by electronic licensing in non-compact states. One important aspect to remember, is that the mission of states boards of nursing is public protection, and that must be the driving force and should remain the center of developing borderless healthcare delivery policies.

B. REGULATION OF NURSING EDUCATION

Clinical sites, faculty and distant learning continue to be an issue for many states. Nursing regulation should be involved in the approval of nursing education programs to ensure quality education for public protection. This approval process should also include distant learning to assure nursing students are meeting the minimum requirements to be a safe and effective nurse. Because of the advancement of information technology in nursing education, simulation can now enhance clinical learning for nursing students. The nursing faculty shortage is due to many factors such as retirements and salaries. State input is important to help develop strategies and policies to assist with recruitment and education of nursing faculty.

C. THE ROLE OF REGULATION IN EVOLVING SCOPES OF PRACTICE

Scope of practice for health care professions has overlapped for many years. The demand for health care continues to bring scope of practice issue to the front for nursing regulators. Standards should be reviewed by nursing regulators to assure quality-nursing care to the public. The nursing regulators should assure that everyone working in the nursing realm should be safe to practice and are qualified for their role.

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

As the current NCSBN Area II Director, I have made great efforts to serve the entire membership by being accessible and ready to listen to the issues and concerns of the membership. I am proud of the reputation that follows me as being a go-to person in areas of technology and office automation. One of my most valuable leadership skills, is that I thrive being around people, and have done many things in my personal and professional life that have exposed me to those with different personalities, backgrounds and cultures. I have the ability to make personal connections with those around me and when working in groups, can bring diverse teams together to accomplish a common goal; moreover, I have the ability to understand complex real-world processes and envision ways to reinvent and streamline those processes. I am able to recognize when there is a need to change direction to address internal or external organizational challenges and stay relevant to the customers we serve. I understand the necessity to think strategically and as the world continues to change around us, I am someone who keeps my eyes on the horizon, ready to engage in new opportunities. I have been asked to do presentations, moderate conferences and lead committees on the state and national level. Over the past 17 years, I have helped our small agency become a model for other state agencies to follow both within our state and across the nation. I am proud of the many awards that we have won for our efforts and one of which helped our entire state win the top government award citing that model e-government licensing for state governments across the country. I am proud to serve as the Area II Director. If re-elected, I will continue to focus on the needs of our membership. I am honored to serve you on the NCSBN Board of Directors!
Area III Director

Jim Cleghorn, MA
Executive Officer, 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 the 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 ardentely over the last three years to learn the essential elements of representing the membership and the organization. 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.
WHY DO YOU WANT TO SERVE IN THE ROLE YOU ARE APPLYING FOR?

National Council of State Boards of Nursing (NCSBN) was created to lessen the burdens of state government and provide boards of nursing an opportunity to work together on matters of common interest. Over the past thirty-nine years, NCSBN has set the standard for regulation. I want to work with the membership to continue to build on that legacy. I would like to serve as Area III Director for three reasons: First, I want to work with member boards and the organization to identify common challenges and concerns and use available resources to provide solutions. NCSBN will be able to help lead the initiative by collecting and sharing research data that allows boards to make informed, evidenced based decisions; facilitating collaboration with other organizations with common responsibility to share ideas and promising practices; providing toolkits and resources to streamline processes; and by continually encouraging boards to aim for regulatory excellence. Second, I want to continue to grow my personal leadership skills through the invaluable experience provided by serving on the board of directors. Every opportunity that I have encountered with NCSBN has led to significant learning and development. My involvement has enabled me to become a better regulator and a more confident leader. This position has challenged me to think at a different level and has deepened my understanding of nursing regulation. As I prepare for each board meeting I find that there are new things to learn and new ideas to consider. Finally, I want to give back. NCSBN and member boards have been by my side throughout my career as a nursing regulator and serving on the board of directors has been the highlight of my regulatory journey. It is a great privilege to serve the organization that has provided so many opportunities to me.
Area IV Director

Ann Coughlin, MSN, MBA, RN
Member, Pennsylvania State Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I have over 23 years’ experience in the healthcare 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. 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 am dedicated to continuing my commitment and passion for regulation in order to enhance the development of regulation to promote public safety and advance the role of nursing in the healthcare environment. I look to support the NCSBN and will lend the skills and knowledge I have gleaned from my diverse background to advance the mission and vision. It would be an honor to continue to work with this talented group of professionals to identify and nurture leadership in nursing that is pivotal to the advancement of nursing regulation and the safety of the public.

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

A. BORDERLESS HEALTH CARE DELIVERY

Technological innovation is driving treatment options in the health care market. Virtual tools to monitor and maintain health are utilized across the world. Telehealth and telerounding are utilized in many venues and impact borderless delivery. We will continue to see tremendous growth in this industry. It will be crucial for nurses to work together to maintain high standards and generate regulations that lead the activities rather than follow them. Borderless healthcare can assist with efforts to improve multidisciplinary collaboration and the ability to share resources, information and knowledge. This method of delivery will need to be monitored and closely regulated in order to maintain professional standards and patient safety. In the current health care setting, borderless health care delivery is vital and will continue to expand across the globe. Policymakers, stakeholders and practitioners working together must strive to implement creative solutions when crossing borders. The necessity for access to health care continues to grow so we must consider factors that address health care delivery on a national and global level to be able to meet those needs.

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

We must regulate nursing education in order to standardize the preparation necessary to qualify for the profession. We need to maintain quality, evidence based standards of education and ongoing nursing research to promote excellence in nursing practice. Nurses must hold one another accountable for safe patient care and the highest standards of professional practice. Nurses must be the able 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 since it provides the foundation for practice. Nurses
must commit to being 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 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.

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

I have many qualities that will contribute to advance the NCSBN organization. I bring emotional intelligence, critical thinking, flexibility, problem-solving skills, systems thinking, and the ability to listen and openly communicate to diverse groups. I am passionate about excellence in nursing regulation. I am also personable and collaborative in my approach. In attaining both my MSN and MBA I have expanded my academic and professional knowledge of nursing and the healthcare industries. My diverse work experiences and education have assisted me with developing my leadership skills competencies. The experience on the PA BON has nurtured my visionary leadership abilities in the profession of nursing with a focus on regulation. I obtained focused experiences, knowledge, skills, and abilities by serving on the LSC for 3 years. A crucial skill set I possess is the ability to remain committed, proactive and build consensus during change processes. I will strive to share my energy, enthusiasm and passion for nursing regulation within the organization. I am ready, willing and able to contribute to advance the mission and vision of NCSBN. I have reviewed the responsibilities of the position, qualifying information, eligibility requirements, and believe I am highly qualified to serve and hope to attain your support.
Director-at-Large

Elizabeth Lund, MSN, RN
Executive Director, Tennessee State Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

My experience as a nurse regulator began thirty-two years ago when I was appointed executive director of the Tennessee Board of Nursing after nine years in academic nursing. I jumped at 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, thus beginning the journey that led to the interstate nurse licensure compact. Later, I chaired the 25th Anniversary Planning Committee which began 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 membership on the Finance Committee, the 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 over the years. Currently I serve 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.

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

A. BORDERLESS HEALTH CARE DELIVERY

Partnerships with international colleagues have helped us appreciate that we share the common goal to deliver health care more safely and efficiently irrespective of borders. We recognize the value in congruent standards for delivery and expectations for providers. Health care delivery continues its transformation at a breathless pace and our traditional regulatory model challenges us in advancing nursing regulation worldwide. Our primary challenge is to remain relevant and bring value in a consumer and entrepreneurial driven world teeming with technological advances such as wearable artificial intelligence devices and robotics that have potential for enhancing health outcomes and enjoyment of life.

B. REGULATION OF NURSING EDUCATION

With a rise in schools struggling to achieve mission, now is not the time to retreat from regulating nursing education. We need to foster research in promising pedagogical efforts such as the NCSBN Simulation Study. It is time to explore best practices in measuring program outcomes to reduce reliance on NCLEX pass rates for measuring quality. We need to support efforts to reduce redundancies in data collection among boards and accrediting bodies to reduce the burden for schools and to standardize data collected. Let us continue the effective teamwork to support students impacted by abrupt school closures.

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.

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

I have never been more optimistic about the potential for actualizing NCSBN’s vision to
advance regulatory excellence worldwide. Ground breaking initiatives such as Nursing 2030,
Next Generation NCLEX, the e-NLC and the new APRN compact add to NCSBN’s solid
foundation of programs that ease the regulatory burden to protect the public. Leadership is
vital to innovation. It is imperative that we have information informed by evidence and made
useful for us to successfully navigate challenges such as the opioid epidemic, APRN consensus
and borderless practice.

Election to the NCSBN Board of Directors would fulfill a professional goal to serve NCSBN
in a new and important role. The opportunities derived from by membership in NCSBN have
been the source of a great deal of the success we have had in our jurisdiction. Over the years,
I have developed treasured relationships across the membership. These friends represent a
diversity of background that has enriched my perspective across a multitude of issues. I will
bring the skills and knowledge obtained through thirty-two years of nursing regulation to the
position as director at large. My values mirror those of NCSBN. I pledge to serve with integrity,
collaborate with all in seeking solutions, to always strive to do my best and to remain open and
accountable. It would be an honor to be given the opportunity to serve NCSBN in the director
at large role and join the ranks of those who have served and whom I have admired over the
years. It is exciting and humbling to consider serving as a director at large to serve the purpose,
mission, vision and values of NCSBN to the betterment of public protection and patient safety.
Leadership Succession Committee
Member-at-Large

Kaci Bohn, PhD
Secretary, Arkansas State Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I was appointed as the consumer member of the Arkansas State Board of Nursing in 2015, and now serve as the Secretary of the board and the Nursing Education Committee Chair. I received my bachelor’s degree in biology education from West Texas A&M University and a PhD in Pharmaceutical Sciences from Texas Tech University. I currently teach pharmacology at Harding University College of Pharmacy where I am the director of the Harding University drug take back program, Medication Cleanout**, in partnership with the Searcy Police Department and White County Sheriff’s Department. This program has collected more than 1000 lbs of medication which not only protected the community but the environment as well. I am passionate about protecting our community and children from both illegal and prescription drugs of abuse. As a result, I have written a children’s book teaching medication safety and am in the process of developing a full curriculum for children 12 years and under.

In addition, I have recently been appointed to the NCSBN Marijuana Regulatory Guidelines Committee and am honored to be taking a role in this regulatory capacity. I plan to use my background in pharmacology to advise the committee in regards to the pharmacokinetics and pharmacodynamics of marijuana and how they relate to regulation and education of nurses.

While serving on the Arkansas Board of Nursing, we have overseen the implementation of an alternative to discipline program which was recently signed into effect by the governor. I believe this program will help our board to better protect the public while supporting nurses as well.

I am passionate about my service on the board and look forward to serving on the NCSBN leadership succession committee.

WHAT ARE YOUR STRATEGIES FOR THE ONGOING SUSTAINABILITY AND ADVANCEMENT OF THE ORGANIZATION?

I believe the NCSBN is the perfect umbrella agency to unite the different state boards in this country. I feel the future of our organization is dependent upon identifying and training future leaders capable of engaging with and guiding the organization and various state boards. We must identify members with vision, experience, and action in order to ensure effective leadership. For this reason, the leadership succession committee is critical to identify these future leaders. This means networking, getting out of our comfort zone, and staying up to date with current issues effecting nurses and the nursing profession.

Technology is changing the face of nursing and I feel we must stay abreast of the innovative ideas to further communication, presence, and running of our organization. This includes consistent review of the NCLEX examination, supporting local boards of nursing, and effective assessment of the efficacy of the organization as a whole. As a consumer member, pharmacologist, and educator, I feel I bring a unique perspective for serving on the leadership succession committee and am honored to be considered.

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

I have always been a driven and outspoken individual and am incredibly honored to be chosen to serve on the Arkansas State Board of Nursing as the consumer member. I am passionate about the health sciences and feel I have served as an important resource for the Arkansas board in regards to pharmacology, drug information, and toxicology facts. And due to my background in both the health sciences and education, I have experience in curriculum design and assessment.
Since I am not a nurse, I feel my consumer perspective gives me different insight to situations involving the protection of the public. When in attendance at the NCSBN, I have been in awe of the running of the organization and how effective NCSBN is in regards to uniting the different boards of nursing for a common goal. I want to be a part of the organization and serve on the national level while taking in as much as I can and becoming a more effective board member and leader. One must always be in pursuit of opportunities to improve character, advance leadership skills, and most importantly to serve others.

My husband and I stay involved not only in our local church but in the community as well. I want to be an example to my children of setting goals and working hard to reach them while also teaching them that serving others and the community is not only a responsibility but an honor.
Leadership Succession Committee
Member-at-Large

Patricia Dufrene, PhD, RN
Director of Education and Licensure, Louisiana State Board of Nursing

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

I have over 30 years’ experience as a Registered Nurse. During my career I advanced my education from a Diploma RN to a PhD in Nursing Education and Administration. I have served in many leadership roles throughout my nursing career in the areas of clinical, nursing education, simulation, and regulation. Since 2009, I have served as the Director of Education and Licensure at the Louisiana State Board of Nursing. My role includes overseeing the Registered Nurse and Advanced Practice Registered Nurse Education Degree Programs operating in or offering distance education clinical experiences in Louisiana. My role focuses on program compliance, approval of undergraduate students applying for clinical, approval of candidates for licensure by examination, and monitoring criminal background checks of these applicants. Additionally, I oversee the Board approved continuing education providers and RN refresher course providers, and assist in evaluation of applications for licensure through endorsement.

My background with NCSBN spans my entire career in regulation through attending conferences, participating in webinars, serving as the Education Consultant for Louisiana RN Board, and the serving on the Leadership Succession Committee from 2014-2016.

I have served on boards and committees for several specialty related organizations on the local, regional and national level throughout my career. I continue to serve on advisory committees. I remain active in professional and specialty nursing organizations including Sigma Theta Tau International, Society of Pediatric Nurses, and the American Nurses Association.

Over the years, I have been active with several local community and church agencies. I particularly enjoy participating in activities for Gods special children with Down Syndrome.

WHAT ARE YOUR STRATEGIES FOR THE ONGOING SUSTAINABILITY AND ADVANCEMENT OF THE ORGANIZATION?

Sustainability and advancement of NCSBN is dependent on leadership that is engaged in the strategic plan of the organization. Leaders need to anticipate issues and opportunities that may impact the organization’s sustainability. Leaders must develop strategies and implement action plans that will address those issues and opportunities. An issue to address is leadership development and succession planning. Members of the organization must be inspired and stimulated to develop their own capabilities to become leaders.

Leadership development involves strategies to identify leaders and those to retain and advance leaders within the organization. Development of a diverse group of mentors, coaches, and leaders committed to advancing members in the organization is essential for success. Equally important is the reduction of barriers to service. Strategies implemented must support the integration of service with multiple life commitments. Educational opportunities for leadership development through virtual workshops and modules and increasing the availability of virtual meetings can address this need.

Performance of an annual needs assessment to determine alignment of the organization’s strategic plan with the expertise and engagement of the current Board allows for identification of gaps in expertise and provides for enriched recruitment efforts. Similarly, annual self-evaluation by current Board members can reflect the effectiveness of fulfilling duties and identify needs for further development.
WHY DO YOU WANT TO SERVE IN THE ROLE YOU ARE APPLYING FOR?

I had the fortunate opportunity and honor to be elected by the House of Delegates to serve as the Area III representative on the Leadership Succession Committee form 2014-2016. The Leadership Succession Committee serves to respond to the identified needs of the organization and strives to empower members to become leaders. Leadership is an integral component of my professional role. I strive for evidence based excellence in my endeavors. I have served in leadership capacities in employment and organizations and bring the many competencies to reflect support of the mission, vision and values of NCSBN. I am goal oriented and remain driven and focused in my regulation role. I meet challenges as opportunities for growth and learning. I embrace change as a chance to improve processes and move organizations forward. My varied experiences in clinical, education and regulation have allowed me to develop the ability to analyze issues from different focal points to determine a clear course of action. I possess integrity and value the principles of honesty, fairness, equality and diversity.

It is my sincere desire to serve on the Leadership Succession Committee for 2017-2019. It would be a privilege and an honor to represent the membership in this capacity and be involved with development of future NCSBN leaders. I will be committed to carrying out the charge of the committee to the best of my ability.
Leadership Succession Committee
Member-at-Large

Tracy Rude, LPN
Commissioner, Washington State Nursing Care Quality Assurance Commission

DESCRIBE ALL RELEVANT PROFESSIONAL, REGULATORY AND COMMUNITY EXPERIENCE.

An active LPN since 1981 and was an officer in North Dakota Licensed Practical Nurses Association until moving to Washington in 1986. Work experience includes using my license to the full scope of practice allowed in my state regulations. In Long Term Care, specialty practice to include general, vascular surgery and ENT office based setting, acute care clinic setting and in-patient hospice facility. Educator in public school, K -12. I continue to teach 11th and 12th grade applied medical sciences and nursing assistant certified (NAC) classes. I obtained my Career and Technical Education teaching certificate in Washington in 2011. This certification enables me to teach health and health occupations. I served in a leadership role and continue membership with Washington Association of Career and Technical Educators.

Regulatory:

2013 Governor Inslee appointed me to Washington Nursing Care Quality Assurance Commission as a Commission (board) member. This term expires June 30, 2017 and I am eligible for reappointment for 4 additional years. Leadership roles include: Nursing Assistant Program Approval Panel Chair, mentor for new Commission members, reviewing commission member and panel chair, hearing panel chair, active member on the sub committees for Discipline and Consistent Standards of Practice as well serve on the Legislative Panel and Nominations Panel. These roles include acting as chair when necessary. I work with commission attorneys, staff and other commissioners with discipline cases to provide recommendations for nurse discipline. This also includes chairing hearing panels for respondents when they choose to have their cases heard before a health law judge and the Commission panel. What an honor it was for Washington to be awarded with the 2015 NCSBN regulatory excellence award! At that same meeting, I was elected to LSC and was inspired to become more involved with NCSBN.

Community:

WA state Clark County Public Health Advisory Committee member since 2014
Medical Reserve Corps since 2007, charter member
Health Occupations Student Association
Trauma Intervention Program since 2011

WHAT ARE YOUR STRATEGIES FOR THE ONGOING SUSTAINABILITY AND ADVANCEMENT OF THE ORGANIZATION?

Strategies for Ongoing Sustainability: In my long-term plan for continued sustainability NCSBN should work toward NCLEX as the internationally accepted competency examination for nurses. Being recognized by the international community, I would like to see global expansion of NCSBN’s proven influence in education and regulation. Providing opportunities for and offering an atmosphere of inclusion will encourage dialog from all corners of the world. I believe keeping the focus on similarities rather than differences will result in developing a cohesive coalition for excellence in education and regulation.

The current plan is to continue to access within NCSBN leadership programs already established. We still need to strongly advocate for early engagement from states for their board member since they generally have term limits. Securing leaders from a broad swath will provide a well-rounded and much deeper view of nursing and nursing education. Inclusion of board members
is so important because they are working industry leaders and have a different perspective
from staff. Board members see firsthand the impact of technology on our profession and must
quickly adapt to the ever-changing environment.

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

WHY DO I WANT TO SERVE? I have had the pleasure of serving “At Large” with the Leadership
Succession Committee and have been able to expand my leadership skills and horizon beyond
my dreams and expectations. It has been a short couple of years and I want to continue to
work with the leaders from all over to move NCSBN forward. I am just now beginning to get
my feet under me, so to speak, and can see the direction more clearly from Delegate Assembly
and NCSBN BOD. I want to light the way for other leaders to take the leap of faith they have
before them to move this wonderful organization into the future with pride and determination.
It will take all of us to do it and I am proud to be able to be a small part of it. To inspire others
to be active in NCSBN Leadership roles. The joy I feel when I see someone be successful in
what they have sought out and fought hard for is immeasurable. We have these leaders in our
organization and I want to see them collaborate and share their ideas to take NCSBN into the
future.