

Agenda Item # 5.3.1.a
Submitted by: Katherine Thomas
Board Meeting: July 23, 2020

National Council of State Boards of Nursing
Virtual Annual Meeting and Delegate Assembly
August 12-14, 2020

Summary:

The Annual Meeting and Delegate Assembly meeting of the National Council of State Boards of Nursing will be held virtually August 12-14, 2020.

The Summary of Recommendations to the 2020 Delegate Assembly and the 2020 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 2020 Delegate Assembly

Board of Directors' (BOD) Recommendation:

1. Approve the proposed APRN Compact Language changes

Rationale:

Due to lack of progress and failure to reach the critical mass needed for implementation, changes are necessary to increase the likelihood of adoption by states. The APRN Task Force has recommended revisions that have subsequently been amended after consultation with members and stakeholders to the APRN language.

Fiscal Impact:

Part of the fiscal year 2021 (FY21) budget.

Leadership Succession Committee (LSC) Recommendation:

2. Present the 2020 Slate of Candidates

Rationale:

The LSC has prepared the 2020 Slate of Candidates with due regard for the qualifications required by the positions open for election, fairness to all candidates, and attention to the goals and purpose of NCSBN. Full biographical information and application responses for each candidate are posted in the Business Book under the Report of the LSC.

Fiscal Impact:

Incorporated into the FY21 budget.

Attachment C: 2020 Slate of Candidates

The following is the slate of candidates developed and adopted by the LSC. Each candidate profile is taken directly from the candidate's nomination form. The Candidate Forum will provide the opportunity for candidates to address the 2020 Delegate Assembly.

Board of Directors

President-elect

Jay Douglas	Virginia, Area III	page 77
Valerie Fuller	Maine, Area IV	page 79

Director-at-large (4 positions)

Amy Fitzhugh	North Carolina, Area III	page 81
Anne Coghlan	Ontario, Exam User	page 83
Cathy Borris-Hale	District of Columbia, Area IV	page 85
Jessica Estes	Kentucky, Area III	page 87
Mark Majek	Texas, Area III	page 89
Ruby Jason	Oregon, Area I	page 90
Susan VanBeuge	Nevada, Area I	page 91

Leadership Succession Committee

Area II Member

Tammy Buchholz	North Dakota, Area II	page 93
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Area IV Member

Georgina Howard	New York, Area IV	page 95
Jennifer Laurent	Vermont, Area IV	page 96
Linda Kmetz	Pennsylvania, Area IV	page 97

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

Detailed Information, as taken directly from application forms and organized as follows:

1. Name, Jurisdiction, Area
2. Present board of nursing position, board of nursing name
3. Application Questions:

Board of Directors:

1. Describe your professional, regulatory and community experience.
2. What characteristics make you a strong fit to fulfill the responsibilities of the Board of Directors?
3. Of the four strategic initiatives within the NCSBN 2020-2022 Strategic Plan, identify one initiative and describe how you would contribute to the organization's achievement of that initiative.

Leadership Succession Committee:

1. Describe your professional and community experience related to leadership succession planning and/or recruitment strategies.
2. What personal attributes and involvement with NCSBN (e.g. attending NCSBN meetings/conferences, subject matter expert panelist, participation on networking calls, and NCSBN committee member) make you a strong fit for the Leadership Succession Committee?
3. What does leadership mean to you and identify the attributes of effective leaders?

Board of Directors

President-elect

Jay Douglas, MSM, RN, CSAC, FRE
Executive Director, Virginia Board of Nursing



Describe your professional, regulatory and community experience.

My nursing career began following graduation from West Australian School of Nursing / Royal Perth Hospital a 1,000-bed facility, where I then worked as a Registered Nurse. Following a move across "the pond" in the late 70s, I worked in a variety of practice settings: med surg, SUD treatment, home health, and employee assistance, holding management and leadership positions for the majority of my career. I obtained a master's degree from Lesley University in Cambridge, MA and substance abuse counselor certification through Virginia Commonwealth University. Experience as a SUD treatment program director and administrator of a home care agency provided a solid foundation for entrance into nursing regulation. I joined the Virginia Board of Nursing as the Discipline Deputy in 1999 and was promoted to Executive Director in 2002, overseeing the regulation of approximately 240,000 nurses, advance practice nurses, assistive personnel, massage therapists and 350 pre-licensure nursing and nurse aide education programs. My consistent NCSBN involvement since 1999 includes, participating in meetings, NCSBN awards committee, NCSBN 25th anniversary committee and annual presentations at Delegate Assembly orientation for the last 9 years. In 2010, I was elected to the NLC Administrator Executive Committee and served in a variety of capacities for 6 years. I then served from 2017-2018 as the Vice Chair of the new Interstate Commission. I have participated in the ICN Global Nurse Leadership Institute, completed the NCSBN IRE Program, and the Center for Creative Leadership Executive Coaching Program. I have served on the Board of Directors as Area III director since 2018. I have represented NCSBN Board of Directors through presentations and outside meeting attendance. My community experience includes serving on a Board of directors for a halfway house, as a Parish Nurse, two terms as a Vestry Member at my church and Senior Warden for 2 years.

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

I have demonstrated that I am able to fulfill the responsibilities of the Board of Directors through my committed two years of service on the Board and my long tenure as a regulator leading a large board in, an innovative, agile and collaborative manner. I am fortunate to have the full support of my board, staff and agency head who value service to NCSBN and who recognize the benefit to the Virginia Board of Nursing. I believe I bring a broad, global perspective demonstrating strategic thinking, innovative problem solving and a commonsense approach to issues. I am not afraid of crucial conversations and I am accustomed to participating in professional dialogue in a manner that gets to the root of an issue. I am an active listener who looks for commonalities not differences in conversations, therefore identifying mutually agreeable solutions and a path forward. Through the years in my personal and professional life, I have demonstrated trustworthiness, fair mindedness and the ability to conduct myself in an ethical manner with confidence and resilience. If elected as President – Elect I realize I will be called upon to ensure the Boards governance role remains focused on the needs of the membership, individual board member and staff perspectives and NCSBN Strategic Initiatives. Looking up and out will remain an essential priority for me as I consider the work put before the Board and work together with the Board, the President and CEO in the pursuit of excellence in public protection.

Of the four strategic initiatives within the NCSBN 2020-2022 Strategic Plan, identify one initiative and describe how you would contribute to the organization's achievement of that initiative.

Strategic Initiative A: Promote agile regulatory systems for relevance and responsiveness for change. I have identified this initiative for discussion as I believe that agility of our regulatory systems and the study of relevance and preparation for change both immediate and in the future is critical for delivery of health care and protection of the public. We regulators learned this very quickly when the COVID-19 pandemic affected every facet of our regulatory and personal lives this year. Initiative A focuses on three objectives, an Accreditation System, Right Touch Regulation and use of Data and Block Chain Technology. I am contributing to the organizations achievement of this Initiative by serving as the Board Liaison to the Objective 1 project, which is focused on developing, piloting and evaluating a regulatory excellence accreditation system that will improve the effectiveness of nursing regulatory boards, enhance public protection and stakeholder confidence. I was directly involved with the staff Project Sponsor to determine the focus of the work, the approach to collecting the necessary data and work plan that provided for the development of quantitative and qualitative metrics. I participated in Board discussion, regarding the opportunity for membership involvement in this project, via Trello, a collaborative web-based project management platform. I have personally participated through Trello in reviewing Sunset and Sunrise reports, accreditation system reports and efforts from other professions and countries. Existing NCSBN Metrics resources such as CORE, TERCAP, and NPDB were identified for further review with the goal of developing summary materials for review by jurisdictional boards. Feedback will be used to revise potential metrics, aid in instrument development. The staff Project Sponsor and the Board Liaison have met periodically, and I participated in a kickoff meeting with the team. At Board Meetings the Board reviews and monitors progress on each objective and outcome, these discussions serve to keep me current on the work pertaining to other Initiatives and keeps me connected to this plan as a living and breathing piece of work. The COVID- 19 pandemic is a wakeup call for regulators just as it was for health care systems. The impact on regulatory processes and the lessons learned need to be incorporated into the objectives for Strategic Initiative A and may require us rethinking or adding to the data collected and metric resources to be used in the development of an accreditation system. In discussion with my colleagues in the height of this pandemic it is clear that regulatory practices, degrees of agility and responsiveness is on a wide spectrum and that it is time to take control of the things that we can control while working strategically on barriers that are difficult for us to directly address. More uniformity among jurisdictions and a right touch approach to development of regulations may be best practices that could have decreased the workforce issues and the barriers to the provision of health care in an unpredictable global situation that will occur again.

Board of Directors

President-elect

Valerie Fuller, PhD, DNP, AGACNP-BC, FNP-BC, FAANP Board President, Maine State Board of Nursing



Describe your professional, regulatory and community experience.

As a practicing APRN, nurse educator and nurse regulator, I've had the unique opportunity to serve the nursing profession in a myriad of ways. My knowledge and skills as a nurse leader, nurse educator and regulator are an excellent match to the position of Board President. I am eager to serve and to further advance the purpose, mission and values of NCSBN.

Regulatory Experience:

State of Maine:

- Maine State Board of Nursing, Board President 2013 to present
- Maine State Board of Nursing, APRN Member 2010 to present NCSBN
- Board of Directors liaison to the NCLEX Examination Committee 2019 to present
- Board of Directors, Region IV Director 2017 to present
- Board of Directors liaison to the Nursing Education Outcomes and Metrics Committee 2017 – 2019
- Chair, APRN Education Committee 2015 – 2016
- Member, APRN Distance Education Committee 2014 – 2015
- Member, APRN Consensus Committee 2012 – 2014

Professional Experience:

- Assistant Professor of Nursing & Director of the AGACNP program, University of Southern Maine 2017 to present
- Assistant Professor of Surgery, Tufts University School of Medicine 2009 to present
- Nurse Practitioner, Maine Medical Center, Department of Surgery 2003 to present

Community Experience:

- Fellows of the American Association of Nurse Practitioners - Fellows Selection Committee 2019 to present
- American Association of Nurse Practitioners, Maine Representative 2014 – 2020
- Maine Nurse Practitioner Association, Legislative Committee 2005 to present
- Maine Nurse Practitioner Association, President 2007 – 2010
- Maine Nurse Practitioner Association, Board of Directors 2005 – 2010

Education:

- PhD, University of Arizona - 2017
- DNP, MGH Institute of Health Profession - 2010

- MSN, Boston College - 1998
- BSN, Boston College - 1991
- Certifications - AGACNP, FNP, Advanced Practice Wound Ostomy Nurse, Foot Care RN and RN First Assist

Awards & Honors:

- Elaine Ellibee Leadership Award - 2017
- Fellow of the American Association of Nurse Practitioners – 2016

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

I have always had a strong desire to serve and have been fortunate to hold leadership positions in local, state and national nursing organizations. I would characterize myself as a servant leader who isn't afraid to roll up her sleeves to get the work done but also someone who inspires and empowers others to lead in order to reach their full potential. My students might tell you I'm a tough and demanding teacher but also their biggest cheerleader and the person who drives them to be their very best. I have a clear vision of what needs to be done, I am goal oriented and deeply committed to the mission and purpose of this organization. In addition to my work with NCSBN, my involvement with other state and national nursing organizations has allowed me to develop key relationships with academic associations, professional groups and other health care leaders. Through these connections I can continue to strengthen NCSBN's strategic alliances and initiatives. As your Area IV representative and as a member of the Board of Directors, I fully understand and appreciate the duties of the Board President and believe that I possess the necessary leadership skills to effectively serve NCSBN, its members and you.

Of the four strategic initiatives within the NCSBN 2020-2022 Strategic Plan, identify one initiative and describe how you would contribute to the organization's achievement of that initiative.

Strategic Initiative B: Champion regulatory solutions to address borderless health care delivery. As I write this response, our nation is facing one of the worst health care crises of this century. The COVID19 pandemic has put an unprecedented strain on our health care system and our nursing workforce. Now, more than ever, the regulatory solutions to address borderless health care delivery are of paramount importance. Our nursing workforce (both RN and APRN) needs to be agile, able to function to the full scope of their education and licensure and evolve with the new and innovative ways in which health care is being delivered. Over the last several weeks, we have seen many states issue emergency declarations to provide the expedited licensure of nurses from other jurisdictions, to allow nurses to provide telehealth services and to suspend APRN supervision and/or collaboration requirements. These are the very issues that the Nurse Licensure Compact (NLC) and the APRN Compact seek to address on a permanent basis! We need to reengage with key stakeholders in non-compact states to address how the NLC can improve access to care, lower the cost of care and allow nurses to cross state borders and provide vital services in the event of a disaster without needing to wait for an emergency declaration. In addition, we need continue to advance and promote the work that has been done on the APRN Consensus Model and the APRN Compact. The burdensome, redundant and confusing patchwork of APRN licensure and regulation across the US demands change. A renewed push to implement the Consensus Model will allow jurisdictions and stakeholders to move forward with APRN Compact legislation.

Board of Directors

Director-at-large

Amy Fitzhugh, JD

Chief Legal Officer, North Carolina Board of Nursing



Describe your professional, regulatory and community experience.

As an attorney for the last twenty-two years, I have focused my entire career on the protection of the public. The first fifteen of those as a criminal prosecutor prosecuting drug crimes and homicides and the last seven it has been my privilege to serve as counsel for the North Carolina Board of Nursing ("Board"). First, as staff attorney for the Board, I worked with the investigators to advise them on investigations of complaints and I prosecuted the cases before the Board in hearings. In this role, I worked closely with staff to provide guidance on focusing on evidence gathered in investigations and resolutions that were founded in the Just Culture principles. I transitioned into the Chief Legal Officer role after hiring another attorney and began to serve the Board in a more General Counsel role. In this role I now manage a department of investigators, compliance, and legal proceedings staff in addition to providing counsel to the various other areas of the Board staff, CEO and the Board. This role has given me a wide view of the variety of areas in which the Board protect the public in the regulation of nursing. Currently my role has required me to lead my staff and advise the CEO and Board on how we can provide additional nursing workforce into the community of our state amidst the novel coronavirus (COVID-19) crisis by relaxing licensure requirements for certain eligible applicants.

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

The experience I bring as an attorney serving in public protection and most currently in my role as the Chief Legal Officer of the North Carolina Board of Nursing would be a strong asset to the Board of Directors. Additionally, I have served on committee's with NCSBN that have developed my broader knowledge of the variety of issues shared among the member boards of the US and associate member boards. As a member of the Standards Development Committee that was transitioned to the Model Act and Rules Committee, the NLC Policy Committee, and NLC Rules Committee, I supported the work to be based on best practice and evidence-based changes. This foundation is important but must be balanced with the understanding that while we are all a part of nursing regulation, each member board faces its own challenges in their respective jurisdictions with legislators and other competing health care regulatory initiatives. My work on the Board of Directors would continue to be focused on the good of the whole of the membership while balancing needs of the individual jurisdictions.

Of the four strategic initiatives within the NCSBN 2020-2022 Strategic Plan, identify one initiative and describe how you would contribute to the organization's achievement of that initiative.

One of the strategic initiatives is to promote agile regulatory systems for relevance and responsiveness to change.

As the member of the Model Act and Rules Committee, it was our challenge to take the current model and make changes to reflect the evolving and dynamic world of nursing regulation. As chair it was my goal to accomplish this important work while keeping us focused on best practices and evidence-based changes balanced with the movement across the country for regulatory reform. Throughout that process we looked to various stakeholders to help guide our decision making. Additionally, as the Chief Legal Officer in North Carolina I worked diligently for six

years to effectuate the same types of changes to the North Carolina Nurse Practice Act. In 2019, we were able to modernize our law to add provisions to better enable us to effectively and efficiently protect the public in ensuring safe nursing care. It would be my intention to bring those experiences into my work on the Board of Directors to accomplish this strategic initiative.

Board of Directors

Director-at-large

Anne Coghlan, MScN, RN

Executive Director and Chief Executive Officer, College of Nurses of Ontario



Describe your professional, regulatory and community experience.

Throughout my 40-year career in nursing I have held leadership roles in practice, education and administration. In every role I have found ways to pursue my passion for enhancing nursing's accountability to the public. My 20 years as CEO of the regulatory body for nursing in Ontario have provided opportunities for me to learn and contribute to regulatory collaboration and leadership provincially, nationally and internationally. As a founding member of the Canadian Council of Registered Nurse Regulators I served as the Council's President from 2012 to 2016. I led the team that introduced the use of NCLEX-RN as the licensure exam for registered nurses in Canada in 2015 and served on NCSBN's NCLEX Exam Committee from 2015 to 2019. I currently serve as a member of Ontario's Advisory Group for Regulatory Excellence, the International Nurse Regulator Collaborative, the International Relations Committee of the Council for Licensure, Enforcement and Regulation, the Editorial Advisory Board of the Journal of Nursing Regulation, NCSBN's International Center for Regulatory Scholarship Education Committee and Director-at-Large on the NCSBN Board of Directors. I am honored to lead an organization that strives to protect the public by promoting safe nursing practice.

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

My goal as a leader is to inspire and motivate people to achieve a vision about which I am passionate. NCSBN's vision of "Leading regulatory excellence worldwide" reflects my personal passion for contributing to regulatory innovations that advance safe nursing care regardless of the location of the recipient. I bring a collaborative style, commitment to evidence informed decision making and a curiosity about what might be possible to board and committee work. I believe that boards provide strategic advice and support to capable teams that carry out the operational work of an organization. While nursing is my profession, my role as a regulator focuses me on the needs of the public we have the privilege to serve - this is the lens that I bring to regulatory decision making.

Of the four strategic initiatives within the NCSBN 2020-2022 Strategic Plan, identify one initiative and describe how you would contribute to the organization's achievement of that initiative.

Strategic Initiative D: Pioneer competency assessments to support the future of health care and the advancement of regulatory excellence

There are exciting opportunities to leverage NCSBN's "best in class" competency assessment expertise to influence public protection worldwide. I will continue to contribute the knowledge I have gained through my work on NEC and as a regulator using the NCLEX in Canada to the achievement of this initiative. There are strategic opportunities to support regulatory bodies in their needs for competency assessment tools for use with nurses demonstrating practice deficits. I bring my knowledge of the current needs of nurse regulators to the work underway on this initiative. My goal is to ensure that the outputs of this initiative are practical and meet the needs of

regulatory bodies across jurisdictions. I will continue to encourage and support input from and broad collaboration across all NCSBN member groups - members, exam user members and associate members. At the board table, I will look for synergies across strategic initiatives and opportunities to support the success of all four initiatives.

Board of Directors

Director-at-large

Cathy Borris-Hale, MHA, RN

Nurse Specialist II, District of Columbia Board of Nursing



Describe your professional, regulatory and community experience.

A commitment to serving others is what motivated me to become a nurse over 37 years ago. Throughout my nursing career I have worked to bring meaningful change and improvement to the delivery of healthcare and nursing practice. I have served in a variety of leadership roles in diverse settings including acute and long-term acute care hospitals, health departments and national nursing boards. In my current role I manage nurse discipline as Nurse Specialist II with the DC Department of Health. Prior to joining the Board staff, I was appointed to and served as Chair of the District of Columbia Board of Nursing (BoN), 2012 – 2014. With collaboration from the BoN I helped to institute several innovative changes to streamline regulatory processes for nursing assistive personnel, including certified nursing assistants, patient care technicians, medication aides, and dialysis technicians. I regularly take advantage of continuing education opportunities which have enhanced my understanding of current trends, best practices and changes within the industry. During the 2017 delegate assembly of the National Council of State Boards of Nursing (NCSBN), I served from 2018 – 2020 as Chair of the Resolutions Committee in addition to serving on NCSBN's Medical Marijuana Regulatory Guidelines Committee. This committee established guidelines for marijuana use and its relationship to nursing regulation for Boards of Nursing. I currently serve on the NCSBN's Board of Directors as Member-At-Large. Other career roles have included serving as Chief Nursing Officer and CEO of a sub-acute care hospital located in one of the most medically underserved areas of Washington, DC. A native of Washington, DC, I recently celebrated my 25 years of marriage. I am a proud mother and grandmother. My community engagement activities include serving as a Lector at Nativity Catholic Church, Mid-Atlantic Regional Chair and Health Chair of the National Hook-Up of Black Women, Inc., District of Columbia Chapter. I also work with the Saving Promise Campaign to bring awareness to Domestic Violence.

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

I was elected as the At-Large Member on the Board of Directors in 2018. This position has provided me with the opportunity to work side by side with the industry's best regulators as well as providing insight as we prepare for the next generation NCLEX exam and supporting borderless healthcare with the Nursing Licensure Compact (NLC). To be able to serve with visionaries for the future of nursing regulation at all levels and points of care has been an invaluable experience. I am a known person-centered and bottom-line-focused healthcare executive with 25 plus years of experience improving operations, regulatory compliance, maintaining portability and transforming organizational culture for the better. My expertise is unparalleled due to the wide range of roles I have held as a healthcare executive, former chair of the DC Board of Nursing, former educator and currently nurse specialist for discipline and practice. In each of these positions I successfully improved operations, introduced safety improvements and regulatory compliance ensuring a positive influence on population health. My work success is directly related to a career-long determination to bring innovative, creative, progressive approaches to team building, and visionary leadership for the improvement of healthcare delivery management to vulnerable populations. Through experience, my skill set has expanded to includes progressive leadership, initiative, innovation, vision, and interpersonal skills but the ability to bring compassion and ignite passion in the face of fear and uncertainty is my gift.

Of the four strategic initiatives within the NCSBN 2020-2022 Strategic Plan, identify one initiative and describe how you would contribute to the organization's achievement of that initiative.

I was very proud to be a part of the development of the NCSBN 2020 Strategic Plan and the four initiatives designed to move the organization forward. While all the initiatives are essential parts of the whole, the third initiative “expand the active engagement and leadership potential of all members”, absolutely resonates with me and my goals to increase member participation in the leadership of the organization. It remains my belief that organizations meet with success when leaders recognize efforts must include cultural changes and participation of as many members as possible. The National Center for Healthcare Leadership conducted a study on the systematic failure of healthcare organizations and the findings indicated that not nearly enough attention is paid to talent management (Zaballero, 2019). How will we continue to find dynamic and effective leaders? It is my belief that leadership includes education, training and nurturing talent in our members. By creating a path or rather of a journey of increased activity in the organization we can expect more members willing to accept the responsibility to assume a leadership role. By being honest, transparent and unafraid to admit we don't have all the answers is crucial to developing a trusting relationship with members. Just as important is recruiting new faces for positions on committees and the Board requires that leadership teams get to know our members. It more than just making an announcement of a vacant position or seminars, we must continue to lay more groundwork. With the new initiatives, NCSBN has turned the microscope on itself in an effort to ensure we reach our full potential. Implementing new ways for members to participate in and serve in key positions and roles on a short- and long-term basis can develop its leadership team from its ranks. A very exciting proposition. Source: Zaballero, A. (2019, December 13). Making the Case for Succession Planning in Healthcare. Retrieved March 29, 2020, from <https://www.td.org/insights/making-the-case-for-succession-planning-in-healthcare>.

Board of Directors

Director-at-large

Jessica Estes, DNP, APRN-NP Executive Director, Kentucky Board of Nursing



Describe your professional, regulatory and community experience.

I have been a Psychiatric Mental Health Nurse Practitioner since 2004. I graduated with an MSN from Vanderbilt University School of Nursing in 2004, and completed my Doctorate of Nursing Practice from the University of Kentucky in 2013. As a PMHNP, I have worked in multiple settings, inpatient, outpatient, long-term care, and telehealth. I served on the KY Board of Nursing APRN Council and Controlled Substances Formulary Development Committee from 2007-2013. I served as a Board Member at Large for the Kentucky Association of Nurse Practitioners and Nurse Midwives from 2013-2016, then as the President-elect from 2016-2017, and President from 2017-2019. During that time, I co-chaired the Conference Development Committee, served as the CE administrator, and worked on the Legislative Affairs Committee. In 2014, we successfully passed legislation to phase out collaborative agreements for non-scheduled medications after 4 years of practice. As President, we worked alongside the Kentucky Board of Nursing to decrease regulatory burdens on APRNs. During that time, I also opened a private practice in Lewisport, KY that consisted of APRNs and psychotherapists. We provided mental health services across the lifespan for patients in 15 Kentucky and Southern Indiana counties. I served on the ACEN Board of Commissioners from 2014-2019, resigning after I accepted a position as the Executive Director at the Kentucky Board of Nursing in June 2019. While working at the Kentucky Board of Nursing, I continue to volunteer on the Behavioral Health Advisory Committee for Passport Health, as well as co-teaching a Sunday School Class at Chestnut Grove Baptist Church.

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

For the last decade, I have been involved in a number of agencies that rely on volunteer relationships to conduct business. On a State level, I have held membership (2004 to present) in the Kentucky Association of Nurse Practitioners and Nurse Midwives, where I served in leadership from 2013-2019. KANPNM is a non-profit organization that represents APRNs in Kentucky. I was responsible for fiscal decision making and the financial integrity of the agency. We advocated, drafted policy, and communicated with multiple stakeholders in private and governmental agencies. I have also participated at a National level for ACEN (2014-2019) as a Board of Commissioner. I served as one of the clinicians on the Board. In that capacity, we were the final level of review for accreditation standard of the accredited programs. We ensure that the standards were applied consistently and equally. As a servant leader, participation within NCSBN, builds upon my other leadership roles, this time in the regulatory arena.

Of the four strategic initiatives within the NCSBN 2020-2022 Strategic Plan, identify one initiative and describe how you would contribute to the organization's achievement of that initiative.

Considering all of the strategic goals, I have the greatest potential to assist in the expansion of active engagement and the leadership potential of all members. As the President at KANPNM, one of our greatest challenges was having 10% of the membership, doing 90% of the work. It resulted in burnout and frustration for those members

who give up their time for the organization. One of our initiatives, was to assess the potential for leadership among the membership, and to create succession planning, but adding leadership roles that would feed into the Board at a larger level. Everyone has the potential to lead, the key is orienting them to the process and allowing them to work within their skillset. One of the key methods in facilitation of that goal, is to identify early on who has the skills an agency needs. NCSBN is fortunate to have a large pool of member organization from which to recruit. The development of tools that ask those members for areas of expertise would assist in moving additional leaders into Key roles.

Board of Directors

Director-at-large

Mark Majek, MA, PHR, SHRM-CP
 Director of Operations, Texas Board of Nursing



Describe your professional, regulatory and community experience.

National Council of State Boards of Nursing:

Special Services Division Group, 1994; Delegate Assembly Page, 1995-2000;

Licensure Verification Task Force, 1995-1997; Licensure Verification Task Force, Chair,

1996-1997; Information System Users Group, 1998-1999; Phase II User Group Nursys,

1999-2000; Nursys Advisory Panel, 2000-2001; NCSBN Board of Directors, Area III Director,

2001-2005; Member Board Leadership Development Advisory Panel, 2006-2007; Finance Committee, 2008-

2011; Leadership Succession Committee, 2012-2015; and Bylaws Committee, Chair, 2015-2017; NCSBN Board of

Directors, Director at Large, 2019-2020. Professional Organizations: Society for Human Resource Management

Texas State Human Resource Association Texas Small Agency Task Force, Chair Community Involvement: Burke

Center for Youth, Volunteer Knights of Columbus Council 11695, Dripping Springs, Texas

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

Resilience, Confidence and Accountability After 33 years of working in the regulatory arena, I've learned to expect the unexpected and achieve outcomes with limited resources. We've all faced hurricanes, terrorism and pandemic outbreaks. Each time, we were called to respond quickly in very difficult scenarios. We did that by collaboration, mentoring and guts. We had to roll up our sleeves, lead with conviction, remain calm and focus on solutions. The founding members of the NCSBN forged the way and I'm the benefactor. My favorite NCSBN book is the "The First 25 Years, 1978 - 2003". It is a reminder on how our organization evolved, took risks and succeeded in difficult times and is a blueprint for future decision making. The next leaders will need to be resilient, produce great outcomes in difficult times, have confidence in our organization to achieve important goals and be held accountable for the decisions made.

Of the four strategic initiatives within the NCSBN 2020-2022 Strategic Plan, identify one initiative and describe how you would contribute to the organization's achievement of that initiative.

Expand the Active Engagement and Leadership Potential of All Members

The success of the NCSBN relies on the competencies of our current members and preparing leaders for the future. Succession planning should be a priority of our organization and the new International Center for Regulatory Scholarship will move us in that direction. It is also important to engage the entire organization so we can expand the base of potential leaders and bring more diversity in leadership positions. This should be at all levels of the NCSBN and include international partners. We made a bold move in approving the Exam User Membership Category and we've benefited greatly from this bylaw change. I would like to see us broaden the vision of leading regulatory excellence by engaging the international regulatory community in greater depth that would be mutually beneficial to all involved.

Board of Directors

Director-at-large

Ruby Jason, MSN, RN, NEA-BC
Executive Director, Oregon State Board of Nursing



Describe your professional, regulatory and community experience.

Over 30 years of nursing administration experience in 3 different states and 6 different healthcare systems. 6 years of regulatory experience as the Executive Director. Awarded FRE certification in 2018. Represented the state's academic medical center for implementation of the 2010 IOM report The Future of Nursing. Multiple public presentations throughout career on a variety of topics including budgeting, staffing allocations, aspects of successful patient triage, and currently presenting the Nurse Practice Act to multiple audiences mostly consisting of CNOs, HR administrators, Nurse Managers, and staff nurse leaders.

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

I have over 30 years of operations experience in the implementation of strategic plans, evaluation of quality indicators, and what works and what is difficult to achieve. I have worked with Board of Nursing both as a licensee, a nurse administrator and, now, Board staff. I have participated on the Model Act and Rules committee because I believe those documents are the foundation of the nursing regulatory industry.

Of the four strategic initiatives within the NCSBN 2020-2022 Strategic Plan, identify one initiative and describe how you would contribute to the organization's achievement of that initiative.

I am currently a contributor for Strategic Initiative A, Objective 2.

Given my experience on both sides of the regulatory "fence" I have noted the wide variety of ways the Boards arrive at decisions regarding discipline. That variety, while taking into consideration aggravating and mitigating circumstances, at times feel arbitrary and can vary as the makeup of a Board changes. A strategic plan, however, is not based on one objective. I would like to be on the decision-making body that would determine how the work of all the teams come together to bring the strategic plan into reality.

Board of Directors

Director-at-large

Susan VanBeuge, DNP, APRN, FNP-BC, FAANP Board Member, Nevada State Board of Nursing



Describe your professional, regulatory and community experience.

I have been a nurse over 26 years: BS (1986), BSN (1993), MSN- Family Nurse Practitioner (2003), and DNP (2009). My RN experience is in acute care, working in the emergency department. I have practiced in the US and in Japan (US civilian), with experiences visiting medical clinics in Africa and the UK. I currently practice as an APRN in endocrinology and as full-time Associate Professor and Director of Clinical and Community Partnerships at the University of Nevada. I have been engaged with the Nevada Board of Nursing since 2006 when appointed to the APN advisory committee. I was appointed to the Board in March 2015 as an RN member, elected Secretary in 2016, then Vice-President in 2017-2019. I served on the Institute of Regulatory Excellence from 2015-2019. I have been engaged in writing policy, the legislative process, testifying at the legislature, and creation of regulations. My board experience includes numerous committees and work groups in policy and legislative process. In my academic role, I have held positions of leadership in the school and university: elected faculty senate executive committee (2 terms), faculty senate representative (3 terms), graduate faculty and students issue committee, Presidents Tier One Steering Committee, Public Safety Advisory Board, Nursing Faculty Organization President (elected 2 terms), Masters coordinator (elected), DNP coordinator (elected), and chaired multiple years of admission committee. I have experience chairing, directing and charging multiple programs, committees, strategic planning and curriculum development and revision. Community leadership includes American Association of Nurse Practitioners (AANP) elected 2 terms as Nevada State Representative, chairing the national and specialty conferences 2 years each, multiple committee appointments. I current serve on the CDC diabetes education committee, appointed by AANP. I have held multiple leadership roles in state NP organizations and currently serve as adviser to a regional group.

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

As a practicing APRN and educator, I know the value of having excellent leadership skills. I believe characteristics that describe me include strong leadership skills, collaborative, innovative, data driven, team player, evidence-based decision maker, ability to get along with others, excellent communication skills, and a good listener. Leaders in nursing must possess dynamic skills to be flexible in our ever-changing environment. I have had advanced leadership training (2017 LANP fellow) and inducted as a fellow in the AANP (2013). My strong work ethic, record of publications and presentations over the last 20 years demonstrate my ability to communicate, collaborate and innovate. I have worked in policy leadership to modernize laws in Nevada and in the US. The teamwork and leadership brought Nevada forward to full practice authority (2013) and full signature authority (2017, 2019). As a doctoral prepared nurse, ability to utilize evidence to make sound decisions is imperative for the NCSBN as we utilize skills of collaboration, innovation, communication, and leadership to meet the strategic initiatives in the years to come. My commitment and leadership are part of my fabric as a person. Not limited to roles in nursing, I am active volunteering in my community as lead in our church health ministry, a volunteer for the police department, new NP mentoring program, and concerns of police survivors. These roles and experiences form me as the person I bring to NCSBN leadership as a well-rounded, community minded, diverse, and active participant in community. I will bring

this same open-mindedness, drive and leadership to the NCSBN Board of Directors representing all members with a clear, strong, collaborative voice.

Of the four strategic initiatives within the NCSBN 2020-2022 Strategic Plan, identify one initiative and describe how you would contribute to the organization's achievement of that initiative.

As a Director-at-Large board member, I would contribute to strategic initiative B - Champion regulatory solutions to address borderless health delivery system by assessing current structure in place to promote a borderless system.

We have a perfect example in the nurse licensure compact (NLC) in place and adopted by over 33 states with more states pending legislation. NCSBN has been a pioneer in this concept of a borderless system and will continue to lead the way with full implementation of the NLC. My contributions to this initiative have been ongoing in my own state as stakeholders bring forward the NLC legislation at the next session. My legislative experience prior to being a board member is providing context, knowledge and the lived experience to the NCSBN board of directors. Work to make change takes great courage, innovation and ability to work with others. My experience working with diverse groups of stakeholders is my strength. I can engage with other professions and use the nursing process to assess, diagnose, plan, implement and evaluate using critical thinking skills. While these skills are taught to respond to health and/or crisis, it serves working through problem solving processes. I believe to have change one must be open to new ideas and be innovative. Utilizing disruptive technology to imagine, conceptualize and implement a borderless system is possible. We should be looking at how to expand APRN practice that allows these valuable providers to practice at the highest level of their license and education to provide better access to care across borders. I would champion research to collect data and patient outcomes for APRN practice in states with full practice authority vs those with limited practice and publish findings. I would work to further expand technology utilized in telehealth across borders to allow for exchange of knowledge and skills to improve health care where expertise could be utilized for the improvement of patient care and outcomes. Organizations do not need to be everything to every person, utilizing telehealth would allow concentration of highly specialized people in one center to provider care across a borderless system for all. In striving for a borderless system, a top priority is the protection patient safety. We would need to analyze credentials carefully, decrease fraud and look at ways to make the system seamless yet with the highest level of integrity for patient protection. As a board-certified practicing APRN, I welcome the opportunity to serve on the Board of Direction as a Director-at-Large to represent and serve all members of the NCSBN. I bring over a quarter century of nursing practice to the table, experience in the legislative process, leadership experience, and a diverse set of skills in service to the board. I respectfully submit my application for a Director-at-Large on NCSBN Board of Directors.

Leadership Succession Committee

Area II Member

Tammy Buchholz, MSN, RN, CNE, FRE
Associate Director for Education, North Dakota Board of Nursing



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

I currently serve in the role of Associate Director for Education with the North Dakota Board of Nursing; responsible for oversight of ND Nursing education programs, Nurse Refresher Courses/IV Therapy Programs, Distance education recognition, Continuing education approval, NCLEX RN and PN testing issues, Nursing Education Loan program. I have worked continuously as a nurse for the past 29 years. My practice area has changed several times, and I have experience in the areas of medical/surgical, urology, out-patient surgery, case management, obstetrics/gynecology/newborn nursing, and nursing research. Prior to joining the North Dakota Board of Nursing in 2015, I was an assistant professor of nursing for a baccalaureate program for 9 years. I believe it is important to be involved and serve in many capacities as a professional nurse. I have had the honor of being involved with many organizations and committees throughout my career and continue to serve in that capacity as opportunity presents. I served on several college committees while working in nursing education, and I currently serve on committees for the NDBON, ANA, NDNA, NLN, a private university in ND and the ND Center for Nursing. I have published at the state level and have presented on nursing education topics at the state, regional, and national levels. In 2015 I earned the designation of certified nurse educator (CNE) from the National League for Nursing (NLN). I will complete a Doctor of Nursing Practice (DNP) in Educational Leadership degree in spring 2020.

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

The leadership attribute descriptors I find most fitting for me, are authentic, servant, transformational, adaptive, team, and ethical. In August 2019 I was awarded the status of Fellow of the IRE after completing fellowship program requirements as a member of the 2018 cohort. Poster presentation of IRE research study, Board of Nursing Rules Permitting use of Educationally Underqualified Nursing Faculty: An Exploratory Study of Use and Possible Impact on Outcomes at the 2019 NCSBN Annual Meeting. NCSBN Subcommittee for the Role and Competencies of the Education Consultant, Member January 2019 – February 2019. Presented as part of the IRE Panel: Hot Topics in Nursing Education at the 2018 IRE Annual Conference and Scientific Symposium regarding the Faculty Shortage. Participate in monthly Education Knowledge Network meetings, Discipline Knowledge Network meetings, APRN Knowledge Network meetings and Practice Knowledge Network meetings monthly or as able. Attend Mid-year, Annual, Scientific Symposium, NCLEX meetings each year or as schedule allows. Attended 2019 Antitrust and Regulation Forum, the Basic Board Investigator training in 2018.

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

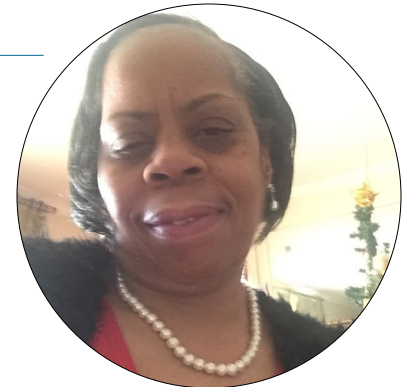
I would describe leadership in terms of the five principles of ethical leadership discussed by Northouse (2016). They are: 1) respect, 2) service, 3) justice, 4) honesty, and 5) community. Respect for others entails respect for the decisions and values of others with no intent to treat them as a means to our own goals. A leader is considered

respectful when they commit to being present and listening to followers, exhibit empathy, and are accepting of contrasting viewpoints. Service as a leader is an example of altruism and is primarily concerned with the wellbeing of others. Some examples of altruistic servant behavior as a leader include mentoring and team building. Exhibiting justice as a leader is reflected by treating all followers in the same way. Decision making as a leader requires that fairness always be the central component. Honesty is not just about being truthful but in a broader sense being “real” with others as completely as possible. If leaders are not honest, they are viewed as unreliable and undependable and followers lose faith in their leadership ability. Finally, a sense of community can be described from a leadership perspective as being concerned with a common goal that aligns with all followers. The two principles that I consider most important are respect and honesty. Having integrity or being viewed as being honest is one of the qualities identified in extremely effective leaders. I see it as being fearless from an ethical point of view because I feel it takes great courage, to be honest in difficult situations or during ethical dilemmas. To practice with respect is to have no tolerance for disrespect of anyone whether a patient, family member or colleague. As a leader, it also takes courage to demand that there is absolutely no place or acceptance of disrespect within an organization and to role model that principle. Last, I appreciate describing leadership as a process because it allows for different approaches and styles as is needed for the situation encountered.

Leadership Succession Committee

Area IV Member

Georgina Howard, MPA, MSN, RN-BC, NE-BC
Board Member, New York State Board of Nursing



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

I am the senior leader in my organization for the ambulatory care department. As part of my role I recruit new frontline professional and ancillary staff. I have also developed succession plans for my middle managers. Through coaching and mentoring, I strategically plan for future leadership roles for staff nurses in my department. I have participated in search committee for administrative and clinical Chief of the department. This included developing standard questions for interview and a template for ranking candidates. In the community I am a board member for a community-based organization. I have served as treasurer and secretary and my current position is Chairperson. I have collaborated with the Executive Director to recruit new board members and program staff.

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

Since 2011 I have several appointments to NCLEX-Nursing Item Review Committee. I continue in my current appointment to serve in reviewing questions for relevance to nursing practice. I am a servant, transformational leader who continues to support development of leaders in the nursing field. My vision is to create the next generation of nursing leaders to advance the profession. Nursing must lead the way to support healthcare transformation and advocate for improved quality outcomes.

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

A leader must not only have managerial skills. A leader must be a visionary. They must approach leading with a bold, holistic vision. Their critical thinking skills must be keen to assess, plan and evaluate. Leadership also requires the desire to serve others. Servant leadership is key to building successful teams. Sharing power and shifting the norms benefits employees personal and professional growth.

Leadership Succession Committee

Area IV Member

Jennifer Laurent, PhD, APRN, FNP-BC
Board Member, Vermont Board of Nursing



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

Over the last two years I have been fortunate to serve on the National Council of State Boards of Nursing (NCSBN) Leadership Succession Committee (LSC) as the Area IV member. During this time, I have been involved in identifying and vetting candidates with my co-committee members to put forth two years of qualified slates of candidates for leadership positions within NCSBN. In the past year, in addition to working on the LSC, I have been increasingly involved in leadership succession at my University. I was appointed to Chair the Search Committee for the Graduate Vice Chair of Nursing position at the University of Vermont, Chair the Search Committee for tenure line Nursing faculty positions, as well as elected to serve on the Search Committee for the Dean of the College of Nursing and Health Sciences. Collectively, these experiences have enhanced my ability to identify essential leadership attributes, competencies, and employ successful recruitment strategies to ensure successful leadership succession.

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

Optimal leadership successful planning and succession requires a group of committed individuals, who bring diverse backgrounds together to strategically identify candidates with high potential for leadership positions. My continuous involvement over the last few years at National Council of State Boards of Nursing Annual and Midyear Meetings and my participation on the Leadership Succession Committee has significantly increased my knowledge of the mission, vision, and strategic goals of NCSBN that is essential to the work of the LSC and the success of the Organization. As a clinician, educator, regulator, and researcher I bring a diverse skill set to the LSC. As a clinician I have learned to be flexible, empathetic, and understanding. As an educator I have learned patience, how to effectively communicate, deal with difficult situations, and maintain an optimal learning environment for a diverse group of adult learners. As a regulator, I have come to embrace the methodological, unbiased approach for matters before the Board whilst maintaining roots in a just culture. As a researcher I bring continuous curiosity, adaptability, strategic thinking, and always having a “Plan B” if things don’t go your way. As an individual I bring these attributes, a strong work ethic, and a commitment to serve to the best of my ability.

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

To me, a leader may be very well an individual that does not carry the title as “leader” - but one who has gained the confidence, respect, and trust of others, that is sought out for his or her ability to achieve a common goal by effectively harnessing the capabilities of others and thus, harnessing the best for all. Effective leaders inspire and motivate those with whom they work. They are innovative, strategic, and forward thinking. They mentor and challenge their team towards a shared vision.

Leadership Succession Committee

Area IV Member

Linda Kmetz, PhD, MN, RN
Board Member, Pennsylvania State Board of Nursing



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

In my role as Executive Director, UPMC Schools of Nursing, I created a Faculty Succession Plan in response to the need to recruit and retain qualified faculty and administrators in the midst of a nationwide faculty shortage. This plan identifies faculty with talent and interest in being promoted, either within the faculty ranks or to a formal administrative position. Succession planning begins with the generation of a Professional Portfolio. After portfolio review by the executive Committee, the candidate is interviewed by the Committee. Those faculty not ready for promotion are coached by a Director and a Developmental Plan for promotion is jointly created. Once faculty are selected for promotion, they are assigned a senior faculty member or a Director as a mentor. Collaboratively, a Gap Analysis is conducted relative to: institutional values, school specific goals, leadership competencies and functional areas within the schools. An individualized developmental plan is designed with a 1-2 year time frame for completion. Another initiative I created is a Faculty Joint Appointment Model. As it is a challenge to recruit and retain qualified adjunct clinical faculty, this model offers full-time employment, with benefits, to Appointees. Potential candidates are identified by full time faculty and or by clinical unit leaders. Once interviewed and hired, the Appointee works 3 days a week in the school and the remainder of their hours are worked in the hospital. With a 2 day a week clinical teaching assignment, the third day in the school allows the Appointee to learn the faculty role through mentorship with a experienced faculty member and attendance at committee and faculty meetings. The model allows the Appointee to "test the waters" while offering students a solid clinical learning experience taught by a clinical expert.

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

My single greatest attribute that makes me a strong fir for the LSC is the fact that I am an experienced Board Member with over five and a half years remaining in my second term. I give my time and talents to NCSBN and the Pennsylvania State Board of Nursing voluntarily. My rewards for my service are a sense of personal and professional fulfillment for having influenced the practice of nursing on a state and national level. Since my appointment to the Pennsylvania State Board of Nursing in 2013, I have attended almost all NCSBN Mid-year and Annual Meetings, IRE Conferences, APRN Roundtables, the 2019 Leadership and Public Policy Conference and the 2017 Discipline Case Management Conference. I have been a member of the Model Act, Rules and Standards Committee since 2016. I have had the honor of being featured in a video produced by the LSC in 2019 highlighting my involvement in NCSBN as a Board Member. For the last two years, I have met my goal of participating in Networking Calls 3 times per year. I my service as a Board Member to the 314,000 nursing and dietetic licensees in Pennsylvania, I have served as Chair, Co-Chair an Chair of the following Board Committees: RN/PN Practice, Education an Regulation; Advanced Practice Education, Regulation and Application and the Applications Committee. I have also served as a member of the Probable Cause Screening Committee. I was elected by my peers to the Governor's Executive Order Advisory Board "Review of State Professional ad Occupational License Board Requirements and Processes" 2017-18. This Board

reviewed all licenses and associated requirements to identify barriers to employment in Pennsylvania. Additionally, I was appointed to a Committee to develop "Treating Non-Cancer Pain" Guidelines in 2018, under the direction of the State Secretary of Health, Dr. Rachel Levine.

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

To me, leadership is an amalgam of knowledge, skills and attitudes. It is expected that we as leaders possess the requisite knowledge of the science of leadership. Great leaders are ones who are mindful and continually reflect on how to improve their inter-personal skills. Exceptional leaders embody attitudes that motivate and empower others. Throughout my 25 years as a leader in nursing, I have learned how to lead (and how not to lead) from a variety of leaders and mentors. If I had to identify two common attributes of effective leaders who have shaped me as a leader they would be: an attitude of kindness and a good listener. A kind, compassionate and caring leader who listens, makes me feel valued and promotes a relationship built on mutual respect. I believe that leaders who project a sense of calmness, control and inclusion create cultures that inspire others to voice their opinions without the fear of being judged. Also, I maintain that optimistic, visionary leadership is contagious and has always inspired me personally to develop a positive, proactive attitude. Two additional attributes of effective leaders may seem a bit more controversial: humility and a healthy sense of humor. The ability to share one's shortcomings and mistakes in a tasteful, humorous fashion is the ark of a humble leader. The practice of humble leadership involves recognizing and giving credit to others for their successes rather than selfishly taking credit for someone else's work. All of these leadership characteristics are necessary to mentor and develop the next generation of nursing leaders.