

Agenda Item # 5.3.1.a  
Submitted by: Katherine Thomas  
Board Meeting: July 22, 2021

National Council of State Boards of Nursing  
Virtual Annual Meeting and Delegate Assembly  
August 18-19, 2021

**Summary:**

The Annual Meeting and Delegate Assembly meeting of the National Council of State Boards of Nursing will be held virtually August 18-19, 2021.

The Summary of Recommendations to the 2021 Delegate Assembly and the 2021 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.

# Business Agenda of the 2021 Delegate Assembly

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## Wednesday, Aug. 18, 2021

2:10–2:40 pm

### Opening Ceremonies

- Introductions
- Announcements

### Opening Report

- Credentials Report

### Adoption of Standing Rules

### Adoption of Agenda

### Report of the Leadership Succession Committee

- Presentation of the 2021 Slate of Candidates
- Nominations from Floor

2:45–3:05 pm

### President's Address

3:05–3:25 pm

### CEO's Address

3:35–4:15 pm

### Candidate Forum

4:15–5:15 pm

### Committee Forums

## Thursday, Aug. 19, 2021

1:45–2:15 pm

### Elections

3:10–3:25 pm

### Election Results

3:25–4:00 pm

### Board of Directors' Recommendation

- Approve the proposed revisions to the NCSBN Model Practice Act & Rules.

### NCLEX® Examination Committee Recommendation

- Approve the Next Generation NCLEX® (NGN) test design and polytomous scoring methods.

### New Business

### Adjournment

**Note:** Business conducted during the Delegate Assembly will be continuous, advancing through the agenda as time and discussion permit.

# Summary of Recommendations to the 2021 Delegate Assembly

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## Board of Directors' (BOD) Recommendation:

### 1. Adopt the proposed revisions to the NCSBN Model Practice Act & Rules.

**Rationale:**

The proposed revisions to the Model Act and Rules are recommended by the Model Act and Rules Committee. These changes are sought to update and streamline content and ensure whatever possible that actions are based on sound evidence.

**Fiscal Impact:**

None.

## Leadership Succession Committee (LSC) Recommendation:

### 2. Present the 2021 Slate of Candidates.

**Rationale:**

The LSC has prepared the 2021 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 FY22 budget.

## NCLEX® Examination Committee (NEC) Recommendation:

### 3. Approve the Next Generation NCLEX® (NGN) test design and polytomous scoring methods.

**Rationale:**

The NEC reviewed and accepted the Next Generation NCLEX® (NGN) test design for incorporating clinical judgment items and case studies along with the new polytomous scoring methods to be approved by the Delegate Assembly.

**Fiscal Impact:**

Incorporated into the FY22 budget.

## Attachment B: 2021 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/application form. The Candidate Forum will provide the opportunity for candidates to address the 2021 Delegate Assembly.

### Board of Directors

#### President-elect

**Phyllis Johnson**      Mississippi, Area III      [page 26](#)

#### Treasurer

**Adrian Guerrero**      Kansas, Area II      [page 28](#)

#### Area I Director

**Susan VanBeuge**      Nevada, Area I      [page 30](#)

#### Area II Director

**Lori Scheidt**      Missouri, Area II      [page 32](#)

#### Area III Director

**VACANT**

#### Area IV Director

**Karen Evans**      Maryland, Area IV      [page 34](#)

### Leadership Succession Committee

#### Area I Member

**VACANT**

#### Area III Member

**Sandra Culpepper**      Mississippi, Area III      [page 36](#)

**Janice Hooper**      Texas, Area III      [page 37](#)

**Meredith Parris**      North Carolina, Area III      [page 38](#)

**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:**

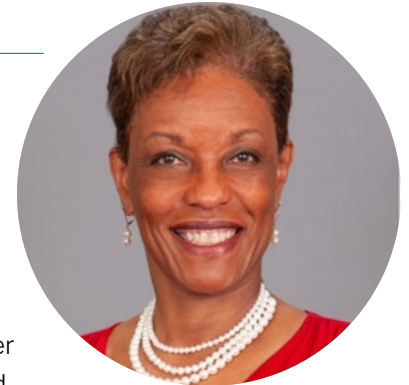
1. Describe your professional and community experience related to leadership succession planning and/or recruitment strategies.
2. What personal attributes and involvement with NCSBN (e.g. attending NCSBN meetings/conferences, subject matter expert panelist, participation on networking calls, and NCSBN 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

### Phyllis Johnson, MSN, FNP-BC

Executive Officer, Mississippi Board of Nursing



#### Describe your professional, regulatory and community experience.

Phyllis Polk Johnson is the CEO/Executive Director of the Mississippi Board of Nursing. She brings 40 years of experience in nursing and health care leadership to her role. Board-certified as a Family Nurse Practitioner, she has held numerous clinical and managerial responsibilities. Phyllis is a member of several professional organizations, including the Mississippi Association of Nurse Practitioners, Mississippi Nurses Association, American Nurses Association, and Sigma Theta Tau International Nursing Honor Society. She currently serves on the Board of Directors of the National Council of State Boards of Nursing (NCSBN) and the American Red Cross Mississippi Region Southwest Chapter. In July 2018, she was selected as one of the 50 Leading Businesswomen in the state of Mississippi by the Mississippi Business Journal. This culminated in her being selected as the 2019 Mississippi Business Journal Businesswoman of the Year in February 2019. As recognition of her leadership, the Mississippi Legislature honored her with a Resolution in April 2019. Appointed to the Governor's Opioid and Heroin Drug Task Force in December 2016, Phyllis has been instrumental in developing rules and regulations at the Board pertaining to the prescribing practices of Advanced Practice Nurses. Other appointments include the Governor's COVID-19 Advisory Board, the NCSBN National Licensure Compact Executive Committee, the Mississippi Board of Medical Licensure's Advisory Committee for Physician Assistants, and the Advisory Committee for the Project Change Initiative of My Brother's Keeper. In 2013, Phyllis retired from the United States Navy Reserves at the rank of Commander. She is a proud member of Delta Sigma Theta Sorority, Inc., where she is active in the Jackson Mississippi Alumnae Chapter.

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

I've had the distinct pleasure to serve as the Area III Director on the NCSBN Board of Directors (BOD) since October 2020. Additionally, I have served as a member of the Nurse Licensure Compact (NLC) Executive Committee for two years (2018-2020). Through my participation on the BOD and the NLC Executive Committee, I feel that I demonstrate the characteristics needed to fulfill the responsibilities of the Board of Directors and the position of President-Elect. The Board and staff of the Mississippi Board of Nursing are supportive of this endeavor and understand the commitment that it entails. I embody the core values of honor, courage, and commitment in all my endeavors personally and professionally. These values coupled with integrity are the epitome of any leadership position and these are characteristics I strive to display daily.

#### 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.

Of the four strategic initiatives within the NCSBN 2020-2022 Strategic Plan, Strategic Initiative A is one that I have a vested interest in. The focus of this initiative is to promote agile regulatory systems for relevance and responsiveness for change. Currently, I am contributing to the organization's achievement of this initiative by serving as the Board Liaison to Objective 1. Objective 1 focuses on the development, piloting, and evaluation

of a regulatory excellence accreditation system to improve the effectiveness of nursing regulatory boards and strengthen public protection. My involvement also includes meetings with the Project Sponsor to review the focus of the work, data collection, and to provide input related to the quantitative and qualitative metrics received. Utilizing the Trello collaborative web-based project management platform, I've been able to participate in discussions with members of other BON agencies who are involved in this project. Progress on each objective is reported at each Board meeting which allows the opportunity to keep abreast of the work on the other initiatives in the strategic plan. Clearly, uniformity among jurisdictions in the development of regulations and best practices will have a significant impact on decreasing the workforce issues for regulatory entities.

Board of Directors

## Treasurer

### Adrian Guerrero, CPM

Director of Operations, Kansas State Board of Nursing



#### Describe your professional, regulatory and community experience.

I've had the honor of serving as the Director of Operations of the Kansas State Board of Nursing (KSBN) for over twenty-one years. I serve as an agency Budget Finance Officer and am responsible for the strategic direction and implementation of advanced technology and business solutions. Additionally, I am responsible for the primary oversight over the Licensing, Human Resources, and Information Technology departments. I have leveraged my knowledge of technology along with my leadership skills to institute innovative solutions to streamline regulatory processes that increased operational efficiency. NCSBN has provided me with numerous opportunities to develop my leadership skills and enhance my knowledge of nursing regulation. Serving in a second term as your NCSBN Treasurer, I pledge to continue to be focused on how we can work TODAY... TOMORROW and TOGETHER... to continue to lead and prepare our organization towards a strategically sound financial future.

#### NCSBN Experiences:

- NCSBN Board of Directors Treasurer 2019-Present
- NCSBN Board of Directors Area II Director 2015-2019
- Finance Committee Chair 2019-Present
- NCLEX Exam Committee Board Liaison
- CORE Committee Board Liaison
- NLC Policy Committee
- NLC Technology Taskforce
- Nursys® Committee Chair
- Fraud Detection Committee
- Midyear Meeting, 2019 Presenter Alexa, A Regulator's Tool for Voice Enabled A.I.
- Annual Meeting Presenter 2020 Finance Committee Forum, 2008 Nursys®/NPDB
- IT/Operations Conference Presenter 2005, 2006, 2007, 2008, 2010, 2011, 2012, 2013, 2014, 2018, 2020
- Nursys® Users Conference Facilitator 2006, 2007

#### State Boards & Committees:

- State of Kansas IT Advisory Board
- FOCUS Committee for State Accounting Systems
- IT Executive Project Management Team
- IT Security Council - Architecture Standards Committee
- Health Workforce Committee
- HR Policy Committee

#### Certifications & Awards:

- 2020 NCSBN Meritorious Service Award
- Topeka's Top 20 Under 40
- University of Kansas Public Management Center
- CPM

#### Community Experience:

- USD #345 School District IT Committee/Debate Judge
- Church Volunteer

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

As the current NCSBN Treasurer and during my two terms as Area II Director, I have demonstrated that I am willing and able to fulfill the responsibilities of the Board of Directors. I remain focused on serving 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 finance, operations, technology, and office automation. I make personal connections with those around me and when working in groups, can bring diverse teams together to accomplish a common goal; moreover, I understand complex real-world organizational processes and envision ways to reinvent and streamline those processes. I can recognize when there is a need to change direction to address organizational challenges and stay relevant to those 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 new opportunities while keeping a sharp focus on remaining fiscally secure and sound. I have been asked to present and serve as moderator at many conferences and led committees on the state and national level over my seasoned career. In Kansas, I have worked with board members and staff to make the KSBN become a model for others to follow both within our state and across the nation. During my tenure, the KSBN has won several awards including national recognition for e-government licensing, which was innovative, saved time, increased efficiency, and got nurses to work quicker. I am honored to serve the membership on the NCSBN Board of Directors! I remain committed to our mission and to the needs of our membership as we further our vision of Leading regulatory excellence worldwide.

## 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 believe that we must keep sharp focus on Strategic Initiative A - Promote agile regulatory systems for relevance and responsiveness to change. Increased fiscal constraints and continued scrutiny of occupational licensing boards continues to challenge nursing regulators. The ever-increasing pressure to "right-size" governmental regulation and do more with less, may result in budget cuts, consolidation with other agencies, or regulation by other professions. Each of these factors can impact a board's ability to perform the critical functions and services that are essential to protecting the public. NCSBN's creation of a government affairs office based in Washington, D.C. has been tremendously helpful in keeping a pulse on current events happening on Capitol Hill and supporting the membership's ability to be informed and responsive. Another important aspect to remember is that the mission of our nursing regulatory bodies is public protection, which must be the driving force at the center of developing borderless healthcare delivery policies. Through modern technology, state and national borders are becoming invisible. The advances in technology have improved the ability to assure safe nursing care across borders and efficient licensing by the adoption of the nurse licensure compact. This adds to the challenge for regulators due to the ever-increasing use of technology to deliver services to our licensees. Technology can provide real-time information, but safeguards and security measures must be taken to prevent data breaches or fraud. Nursing regulatory bodies have become increasingly dependent on creating, collecting, and analyzing data obtained through the use of technology. Our dependence on technology and access to sensitive information has the potential to place agencies at risk for intrusion and theft. As these threats continue to grow, we will need to continue to analyze our operations to ensure we protect our information assets and maintain public trust in our operations. NCSBN is uniquely able to assist by providing resources, technology, and research to develop and implement strategies to increase operational efficiency and regulatory effectiveness. The CORE program is an example of how we can provide evidence of the effectiveness of the self-regulatory model of nursing regulation. The next few years will continue to present both challenges and opportunities for nurse regulators. NCSBN is in a unique position to assist nursing regulatory bodies with fiscally responsible research, public policy, legislative responses focused on patient safety, and assisting the membership in remaining agile, responsive and relevant. Exciting times are ahead of us! We should continue to seize these opportunities!



Board of Directors

## Area I Director

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



#### Describe your professional, regulatory and community experience.

I am humbled and honored to submit my application for the position of Area I Director on the National Council State Boards of Nursing (NCSBN). My experience and leadership in professional, regulatory, and community settings make me an ideal candidate for this position. I have served the Nevada Board since 2006, appointed to the advanced practice advisory committee, then appointed as Board Member in 2015 and recently reappointed to the board until 2024. As the current Board President of the Nevada State Board of Nursing (NSBN), I have the regulatory experience and leadership acumen to be an area director. As Area I Director, I will represent our western geographic diversity while serving as a representative for all members of the NCSBN. My 27-year career as RN and APRN demonstrate depth of experiences from bedside nursing to outpatient clinics, leadership and much in between. I have practiced in the US and in Japan (US civilian), with experiences visiting medical clinics in Africa and the United Kingdom. I teach and practice as an APRN, giving me the experience and knowledge of education, practice, and direct patient care. This knowledge and experience provides the well-rounded depth for me to be your Area I representative. I will work hard for you and serve the entire NCSBN on the Board of Directors.

Below are highlighted leadership experiences representing regulation, education and community engagement.

- President, Nevada State Board of Nursing
- Vice-President, NSBN
- Secretary, NSBN
- Vice-Chair, Primary Care Advisory Council, Nevada Department of Health and Human Services
- Member, Institute of Regulatory Excellence – NCSBN
- Program Director: Doctor of Nursing Practice, University of Nevada, Las Vegas
- Program Director: Master's Program, University of Nevada, Las Vegas
- State Representative, American Association of Nurse Practitioners
- American Association of Nurse Practitioners Certification Board, Content Expert
- Lead Parish Nurse, Desert Spring United Methodist Church

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

My personal leadership style is a servant leadership philosophy with a goal to serve others. My philosophy is to put people first and work so others may achieve their very best. This drives me in my roles as a regulator, educator, practitioner, and community leader. I believe this type of leadership philosophy will serve all members of the NCSBN. This type of leadership style blends well with the three duties of a Board of Directors: Duty of Loyalty, Duty of Care, and Duty of Obedience to consistently meet the organizations mission and goals (Leifer & Glomb, 1997). I believe characteristics that describe me include strong leadership skills, collaborative, empathetic, trusting, 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. Over the last year of the COVID-19 pandemic, we have had to flex this muscle often! Being able to remain nimble, creative, innovative, and support nurses has been rewarding and challenging. In my own community, I was able to continue teaching and

graduate students on schedule to further fill our nursing workforce with safe, licensed health care providers. As a volunteer, I am the lead parish nurse working with church leaders to plan our shutdown while simultaneously planning for reopening. When vaccines became available, I worked to obtain immunization appointments for our most vulnerable and have been a regular volunteer at state vaccine clinics. I am honored to be an American Association of Nurse Practitioners Fellow (FAANP), and Leadership for Academic Nursing Fellow (LANP). My strong work ethic, record of publications and presentations over the last 27 years demonstrates my ability to communicate, collaborate, and innovate.

**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 the Area I Board of Directors member representative, I will contribute to the entire strategic plan, but will focus on initiative B here – 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 34 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. Contributions to this initiative have been ongoing in my own state as stakeholders bring forward the NLC legislation in the current session. Previous legislative experience prior to being a board member will provide context, knowledge, and the lived experience to the NCSBN board of directors. Work to make change takes great courage, innovation, and an 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. For example, 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. The APRN licensure compact passed by the delegate assembly in 2020 is an excellent example! 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. We have seen a wide expansion of telehealth in the last year, learning valuable lessons while honing the skills of delivery and technology. 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 maintain the highest level of integrity for patient protection. As a board-certified practicing APRN, I welcome the opportunity to serve as the Area I Director 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. Please accept my application for Area I Director for the NCSBN.

Board of Directors

## Area II Director

**Lori Scheidt, MBA-HCM**  
Executive Director, Missouri State Board of Nursing



### Describe your professional, regulatory and community experience.

During my tenure, I was afforded the opportunity to perform nearly every position within our Board due to vacancies. These varied leadership experiences, along with my determination to improve nursing regulation and public protection led to my tenure as the Executive Director of the Missouri State Board of Nursing; a position I have served in since 2001. I earned an Associate in Arts from Columbia College in 1997, a Bachelor of Science in

Computer Information Management from William Woods University in 2000 and an MBA in Healthcare Management from Western Governors University in 2012. I also became Just Culture certified in 2013. I have taken 13 ICRS courses. I currently serve on the NCSBN Board the Area II Director. I had the privilege to serve two years as vice-chair of the Nurse Licensure Compact Administrators. I have served on numerous NCSBN committees as follows:

- Chair, NLC Compliance Committee 2020-Present
- NLC Technology Task Force 2020-Present
- Chair, Fraud Detection Committee 2015
- Discipline Effective Practices Subcommittee 2014-2015
- Chair, Member Board Agreement Review Committee 2013
- Nurse Licensure Models Committee 2011- 2012
- Awards Panel 2004-2006
- CORE 2005
- Nursys Advisory Panel 2003-2004
- Test Service Technical Subcommittee 2001-2002
- Examination Committee 1997-2000
- NCLEX Evaluation Task Force 1996
- Committee for Special Projects (CAT) 1995

I am active on the Center for Patient Safety, having served as chair and now a member of the advisory panel. I am a member of the Missouri Healthcare Workforce Coalition. Through my leadership, our Board has been awarded a Governor's Award for Quality and Productivity for improvements in nursing investigations and NCSBN's Regulatory Achievement Award in 2012. In 2001, I received the NCSBN Outstanding Achievement Award and Meritorious Service Award in 2016 and the R. Louise McManus Award in 2020.

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

An adverse health event in my family fueled my passion for public protection work. I believe in what we do and our ability to make a difference. I am motivated and actively engaged in the organization. I possess the duty to care, duty of loyalty and duty of obedience to continue to be a contributing member of the board. I am a strategic thinker and believe my strong and varied board operations background adds perspective and balance to the Board. I am also very driven. If there is a challenge, I will work hard to find a solution. I had my first job when I was 12 years old and haven't stopped working since that time. I am a hard worker and will continue to work hard to further the mission of the National Council of State Boards of Nursing. I pledge to continue to actively listen to the membership and remain engaged with all aspects of the organization.

**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 Area II Director, I remain actively engaged in working on the strategic initiative to champion regulatory solutions to address borderless health care delivery. Specifically, I have been working with the NCSBN team to analyze education credentials for internationally-educated nurses to determine gaps in fraud detection and how we might address those by utilizing an exchange of nurse licensure, discipline and education information beyond borders. I am seeking re-election to continue this important work! We have surveyed nursing regulatory bodies to get a snapshot of current requirements and processes. I participated in the review and revision the Fraud Detection Manual and Resource Manual on the Licensure of Internationally Educated Nurses. The next steps will be to review credential evaluation agency processes including how identity, education and international licenses are verified. Ultimately, we should be able to determine any gaps in processes. The final outcome would be to enhance public protection and streamline licensure processes for internationally educated nurses. Regulatory boards need to continue to rise to the challenge to offer flexible regulatory options without sacrificing public protection. We need to continue to develop strategic alliances with other agencies and international partners. Having a more thorough understanding of how education and licensure works in other disciplines and countries will widen our body of knowledge and potential solutions. By thinking outside the traditional box, NCSBN can help form these alliances and research various regulatory options to keep the public safe while increasing numbers in the workforce. For NCSBN to accomplish these goals, they need experienced members on the Board of Directors, like myself, with vast regulatory experiences and a strong work ethic to continue moving NCSBN forward.

Board of Directors

## Area IV Director

**Karen Evans, MSN, RN-BC, SD-CLTN, CLC**  
Executive Director, Maryland Board of Nursing



### **Describe your professional, regulatory and community experience.**

I have always had a passion for healthcare and mentoring. My passion for healthcare led to me becoming a registered nurse. Throughout my 37-year nursing career, I have worked to bring significant change to the delivery of nursing practice via education, regulatory, and community avenues. I have served in a variety of leadership, faculty and consultant roles in diverse settings including acute and long-term care, nursing education programs and community advisory boards (health in underserved communities and nursing education programs). In my current role as the Executive Director, I lead the largest of 23 health occupations boards in the State of Maryland. I implemented programs and processes that have been instrumental in renewing the Maryland Board of Nursing's status as an accrediting body recognized by the United States Department of Education. I initiated the Practice and Education Committee at the Board to review all Education, training programs, and practice concerns. I have been recognized with several awards from the community as well as from long-term care organizations and universities. In 2013, I received the Maryland Nurses Association Mentoring Award and the Stellar Exemplary Service Award in 2017 for my work in the association and nursing practice. I received the 2011 Nursing Spectrum Excellence Award in Mentoring for the Maryland/District of Columbia/Virginia area. In 2014, I received the Coppin State University Visionary Award for developing the Mary Eliza Mahoney Nursing Honor Society. I currently serve on the NLC Compliance Committee. My Community engagement activities include speaking with high school and nursing students in various districts in Maryland, including underserved communities, about leadership and nursing. I am a frequent presenter at Maryland Nurses Association's annual conventions and Education Day. Other career roles include corporate director of clinical education where I developed education programs, education consultant, and assistant professor of nursing.

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

I am an experienced trailblazer whose perseverance and integrity has led to success in empowering and guiding others. I am a transformative leader with a strong focus on accountability. I am dedicated to instilling confidence in my team as well as mentoring and molding future leaders in healthcare. I have learned that in order to achieve outcomes you must always expect the unexpected and be prepared to work hard at conquering insurmountable tasks. I currently oversee the largest health board in the state of Maryland. The Board not only regulates RN, LPN, Advance Practice Nurses and RN Expanded roles, it presides over certificate holders including Certified Nursing Assistants, Geriatric Nursing Assistants, Certified Medicine Aides and Medication Technicians, as well as other license holders such as Electrologists and Direct Entry Midwives. I have worked to bridge the gaps between the Board and the communities we serve by connecting with the community via collaboration, presentations and customer service. In my three years as Executive Director, I have been successful at meeting the Board's strategic initiatives by improving the Board of Nursing's image in the community through innovation, transformation and transparency. My roles and experiences have shaped me to become a well-rounded member of NCSBN's leadership body who is open minded and motivated. I will bring this same open mindedness and drive to NCSBN representing Area IV with a strong, clear, diverse, and 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 the Area-IV member, I would contribute to Strategic Initiative B: "Champion regulatory solutions to address borderless healthy delivery systems". The Covid 19 pandemic has created an urgent need to improve access to healthcare delivery beyond our borders. Maryland has been on the cutting edge with the Nurse Licensing Compact (NLC) since it became the first state to implement the compact over 34 years ago. My contributions in my own state have been ongoing as our Board is currently working with stakeholders to support implementation of the APRN compact. This will allow these valuable practitioners to provide better access to care across the borders, especially in underserved and rural communities. As an Executive Director, NLC Commissioner and participating member of the Compliance Committee, I am primed to move this initiative forward. I will leverage my experience and knowledge with the legislative process to further expand legislation, assist newly enacted states with the implementation process, and work with credentialing. I will at all times continue to ensure protection of the public through safe nursing practice. It would be my intention to bring my experiences to my role as the Area IV member to accomplish this strategic initiative.

Leadership Succession Committee

## Area II Member

### **Sandra Culpepper, LPN**

Board Member, Mississippi Board of Nursing



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

Being diligent, proactive, transparent, and enthusiastic is of utmost importance when attempting to engage others to become involved either in their associations or in the community setting. I have been fortunate to have the ability to recruit at nursing programs for the facility I am employed with, am active in recruitment for NAPLN where I am currently a Director, currently I also serve as Secretary for the Mississippi State Board of Nursing, Chair of Office of Nursing Workforce for MSBON that involves working with leaders in Healthcare from across Mississippi as well as Colleges in providing assistance for educational opportunities, and I am also very involved within my own community educating on information regarding healthcare and as always our local youth and High School Athletic Teams in any way that is needed of me. I also volunteer my time with the elderly, just sitting and providing company to them.

#### **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?**

I have since my tenure with MSBON to attend every Annual and Mid-Year Meeting, I attend other various meetings when offered, I have also assisted with Pearson Vue as a member of both the Nurse Aide division to write test questions and with NCLEX in 2019/2020 as a question reviewer. I have thoroughly enjoyed each one of these endeavors and have learned so much from NCSBN that will enhance my knowledge base. I look forward to continuing to assist and learn as much as possible from great people!

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

Leadership is a very important role because without strong leaders that are willing to put in just as much work as their team, it simply would not be successful. Leadership means being able to provide an atmosphere that encourages "free thinking" to allow for greater idea population, encouraging others, providing assistance to colleagues, acknowledging ones own or others weaknesses and developing a plan to obtain optimum performance, always being available to listen and give feedback, planning, and most importantly being a person of great character.

Leadership Succession Committee

## Area III Member

**Janice Hooper, PhD, RN, FRE, CNE, FAAN, ANEF**  
Lead Nursing Consultant for Education, Texas Board of Nursing



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

I served on the previous Nominating Committee years ago for the two-year term (2006-2008). I also have past experience as a member of the Nominating Committee for the Missouri Nurses Association. I have been involved with other NCSBN committees: Innovation in Nursing Education, NCLEX Examination Committee (Chair), and Education Outcomes and Metrics Committee (Chair). I have found that the best way to grow in leadership skills is involvement with organizations (especially NCSBN) and through committee participation. This has also helped me to become a more effective Board staff member.

### **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 involvement with NCSBN has been strong for 14 years. The benefits I have gained from this association have motivated me to encourage others to extend themselves and volunteer for service. I have been given the opportunity to attend most major meetings of NCSBN and to participate in presentations at meetings. The most memorable one was being in the "Shark Tank" for an innovative ADN program in a high school! Thank you, NCSBN.

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

I realized a few years ago how desperately leaders want to know how to be good leaders. At one of our orientation workshops for new program directors (to familiarize them with education rules), I realized the need when a new director remarked after the meeting, "That was good, but I thought you were going to tell us how to be a director!" I decided to add a session on "being an effective director," that has been well-received. We learn from watching others and reflecting on ineffective leaders, but training, mentoring, and encouragement is most helpful. I have seen the Leadership Succession Committee focusing on these aspects and would like to be a part of this movement. What do followers want in an effective leader? They want a leader whom they can trust and is worthy of their following. Important attributes include: a good listener, integrity, honesty, humility, courage, pleasant personality, adaptable to change, seeking to help followers grow, and caring. Being an effective leader is an aspiration for all.



Leadership Succession Committee

## Area III Member

### Meredith Parris, JD

Staff Attorney, North Carolina Board of Nursing



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

Both my professional and personal experiences have allowed me to be engaged in leadership succession planning. In my tenure as a prosecutor, as I advanced into more senior roles in the office, I mentored and encouraged less-experienced attorneys to fulfill the responsibilities of the roles from which I was promoted. It was important to identify the strengths of these individuals and match them with the specific duties assigned to handling certain cases. Observing the way individuals conducted themselves with their colleagues and the public, as well as working directly with them in preparation for trials and in court, enabled me to make informed decisions on who should be promoted into positions requiring more responsibility. As a trial attorney, I am constantly assessing, or “interviewing,” witnesses to evaluate their potential testimony – how does this person present? Are they credible? In this administrative setting, I work with nurses and investigators to bridge the gap of their professional knowledge with the laws and rules of the nursing practice act. As a staff attorney, I have also provided assistance in the hiring process for investigators, legal assistants and other staff. Additionally, in my personal life I have volunteered through the Junior League of Raleigh (“JLR”) for the past ten years to promote and strengthen several different organizations in the community. Through the JLR, I have co-chaired the Stop Abuse for Every Child (SAFEChild) committee and been involved with other committees including Heritage Park Mentoring Students, Brentwood Boys and Girls Club and Government Relations and Public Affairs. In each of these settings, I worked with other volunteers and staff to recruit contributing members for future committees.

#### **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 dedication and commitment to the mission of protecting the public, team approach and communication skills along with my participation in NCSBN activities combine to present me a strong candidate for this Committee. The work of NCSBN connects state boards of nursing to help promote public safety through regulation and I want to be a part of building these connections. I can work to ensure that nurses practicing in North Carolina follow the laws and rules of practice act, but the mission is further strengthened when other state boards are informed of licensees who struggle in their practice so they can evaluate if that individual needs to be restricted in their practice within that state. I recognize the work I do is reliant on a strong team. I collaborate with nurses, investigators, rulemaking coordinators and even other boards to advance the mission of protecting the public. I am able to efficiently multitask and effectively prioritize my work, which would be an asset to working on the Leadership Succession Committee. Specifically, with NCSBN, I attended a Discipline Case Management conference and a Nurse Licensure Compact training workshop. I have sat in on numerous Discipline Network calls. I refer to the training materials on the website and, particularly with my work during the pandemic, have used NCSBN resources to examine how other boards are handling contested cases in a virtual setting.

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

Leadership is the manner in which a person or group of people work together to promote and build the mission of an agency from within. Effective leadership starts with knowledge of oneself and the agency. An effective leader must be a person who understands the vision of the agency and helps advance this vision at every level of involvement. Leadership to me doesn't mean "I, alone" but rather is a "we, together" mentality. One cannot work independently to achieve the best results. A leader should understand the value that others bring to the group in advancing the vision of an agency and recognize that no one person can do everything alone. Effective leaders excel in areas of communication. To be a good communicator, one must not only be able to convey ideas but must also listen and incorporate what you learn from others as well. The concept of active listening is crucial from a leadership perspective because it conveys the leader is engaged and recognizes the value of hearing from others. In turn, once others see that their contributions are heard and recognized by leaders within an agency, they are more inclined to participate and step outside their comfort zone. An effective leader sparks this voluntary participation and encourages increased involvement. A good leader exemplifies the enthusiasm they want to see in others. Honesty and Integrity are at the forefront of the manner in which a leader conducts themselves in all aspects of business. Those around a great leader know, based on how the leader has conducted themselves along the way, that the leader is looking to advance the mission of the public. In turn, a leader who is honest and displays integrity helps to build the public's trust and confidence in the mission of the agency. Being reliable helps promote this trust and advance the mission of the agency. A leader must be willing to make difficult decisions and step out of their comfort zone. Especially when looking at advancing the mission of an agency, a leader must be brave in their approach into the unknown. With respect to decision-making and outcomes, a leader should hold themselves accountable for their decisions in addition to acknowledging the contributions of others. In working towards promoting the mission of the agency, a leader should be able to identify issues and work with others towards solutions surrounding these issues.