And most importantly, including the development of licensing examinations in nursing. And that the activities of NCSBN serve to lessen the burdens of state government, to lessen the burdens of you members. So, in examining this and after looking at all the input we received from members, and the board of directors looking at this, and staff looking at this, we decided there would be no change to the purpose of this.

And moving along then to the vision. Once again, a close examination, and as I stand up here and talk about this, it sounds really simple. Yes, we looked at that and decided, you know, no change. But there was quite in-depth conversations and debates. And then there was memory of, well, didn't we talk about that last time?

Do you think we should change this? And then we would remind ourselves of what the rationale was at the time for no leaving it that way or having that particular word in. And I've heard the vision today stated many times by people, "Leading regulatory excellence worldwide." So, there is no change being recommended to the vision at this time.

We then moved on to look at the mission. And the mission of NCSBN is NCSBN empowers and supports nursing regulators in their mandate to protect the public. And this seemed to us and we didn't get any feedback otherwise that this was certainly in keeping with where we needed to be.

And there was not any need for change in regards to our mission. We did, however, in talking about the values, we did receive some really good comments, some very thoughtful comments with rationale. And the board of directors had some real discussion about a lot of these values stand up today very well. And we felt like a lot of the values needed to stay, but they just needed to be some enrichment, being mindful of the rapid pace of change.

The need for some increased agility. Also looking at an increased emphasis on diversity, equity, and inclusion. So, at the end of the day, we felt like the current values needed to be strengthened. And so you will see in blue the items that were changed or the words that we changed as we went through.

Under collaboration, adding the word inclusion. And in excellence, expanding on that a little to striving to be and do our best in a rapidly changing environment. We felt like in the current circumstance we were in, that needed to be emphasized. Innovation has always been a value of NCSBN that's held very important.

And I think, you know, as we've talked today and over the last few months, certainly, there's been a lot of innovation going on. And a change to that being the embracing change is an opportunity to better organize endeavors for all and turn new ideas into action.

So, there was reference to action, but we wanted that to be a fluid process and an active process. So, turning new ideas into action. There was no change made to integrity, doing the right thing for the right reasons through honest, open, and ethical dialogue. And that is very important to me and I think is very important to the discussions that the board of directors has.

Under the transparency value, once again, felt like this just needed to be strengthened. And in blue, you'll see we added the words, and equity. So it ends up being demonstrating and expecting openness, clear communication, and equity and accountability of process and outcomes. So, now I want to move to the strategic initiatives.

And you have already heard throughout this meeting, even though we've still got a couple of days to go, where examples of engagement and examples of through the ICRS program, that we are working on building the capacity and capability and the engagement of the membership. So, as we talked about this

NGN and explore further usage of the model and we'll continue the work on development of a remote proctoring system.

So, that is the ongoing work. And that work right there is not for the faint-hearted. And that is no small things. So, know that both the board of directors, the staff, and those of you that are engaged in some of this work, that will continue.

The new proposals that emerged throughout the process of the strategic initiative process, and we talked about this at midyear meeting and some of you are participating in focus groups at this meeting, new proposals include licensure process reform, workforce modeling, and data exchange, governance review and modernization, and a support worker regulatory model.

So, those are four new proposals that you will be hearing more about. You've already given us some feedback. And we are looking forward to getting additional information from you all, additional thoughts from you all the rest of this week.

There will be focus groups going on to generate ideas, identify outputs, and prioritize actions. So, we have really strived to involve you and engage you as much as you want to be in these processes. And really, I think the decisions on the board and the examination of all of this was really enriched by participation of the membership.

So, we hope we are bringing to you recommendations that you think are helpful. And if you could just move to the map to the future, the last slide, and you will know that...you know, David said we're doing this presentation as a partnership. Well, you know that Jay Douglas didn't do this slide. David Benton did this.

We all know David's famous for the mapping out the... But, you know, this gives you an overview. It's probably a little difficult for you to look at up there. But to give you a sense of, you know, this is not a one-and-done, this is not an activity that's over in a short period of time, you know, strategic planning and mapping for the future takes deliberate discussion involvement.

And you will see on this slide, it's spanning, you know, four years really as we move forward into the future. So, before I entertain questions, I just want to see if David has anything he would like to add or emphasize anything that I have said. David?

- So, the only thing that I would add is that really, the purposes of the forums tomorrow on Friday are to really identify the building blocks in terms of particularly in relation to licensure reforms. So, what are the things that would be most helpful to you in terms of how we can support you in your licensing efforts?

And, of course, in relation to support worker as well. It's a huge agenda and we recognize that there are many component parts. But by identifying those parts and then putting them into sequence, we will then have a plan for moving forward because these are critical elements in supporting yourselves. So, with that, I will pause and hand back to you, Madam President.

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- [Man] Yes, we have a question from Laura Lynn Jackson, "Will the workforce modeling be a template which others can use and adapt?"

- Can you repeat that because I had a little bit of a hard time hearing that?

- Sure. Will workforce modeling be a template for which others can use and adapt?

- Will workforce modeling be a template for which others can use and adapt, I think is what you said. Yes, David.

- So, we know from the work that I've been doing with WHO that one of the issues that we're going to have to look at is the whole workforce model. The current workforce model, which is basically an input-output model is predicated on physical location rather than new ways of working. So, there's new thinking that needs to come into how we plan a workforce for the future, etc., etc.

So, the idea would be that we would develop that, but we would develop it in partnership with our membership so that we can then support you in fulfilling the new mandates that will be coming your way probably in a couple of years' time in terms of how you help your health systems to address the future needs of the workforce.

So, yes, we will be developing something that you will be able to use, but we will do it in partnership, not just with yourselves, but with the wider nursing community as well because it's going to take a village to fix this one, I can tell you that.

- I think there was a second question, wasn't there? No, just two lights. Okay, thank you. Appreciate the heads back there. Is there anybody else in the room or anybody remotely that has a comment or a question? Yes, I think there's somebody coming to the mic.

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