



2024-2025 ANNUAL REPORT

FISCAL YEAR 2025 ANNUAL REPORT

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ABOUT THE BOARD OF NURSING

Mission Statement

The mission of the North Dakota Board of Nursing (NDBON) is to assure North Dakota citizens quality nursing care through the regulation of standards for nursing education, licensure, and practice.

Goals

1. Safety: Promote public protection through licensure, regulation of nursing practice and oversight of nursing education.
2. Engagement: Engage and collaborate with nurses, the public, and stakeholders through communication, education, and leadership to foster trust and promote safe nursing practice.
3. Agility: Proactively respond and adapt to evolving healthcare environments, evidence-based practice trends, and legislative policy and initiatives by transforming regulatory practice.
4. Quality: Strive for organizational excellence through effective and responsible board governance, agency management, and customer service.

Vision

NDBON works creatively to address the public's need for safe and competent nursing practice. It accomplishes these actions through:

1. Openness to innovative approaches to regulation,
2. Monitoring and analyzing trends and changes in health care and regulation, and
3. Anticipating planned changes in nursing regulation.

Board Members

Kevin Buettner, APRN, President	Grand Forks, ND
Melodi Krank, RN, Vice President	West Fargo, ND
Joseph Vetter, RN, Treasurer	Bismarck, ND
Cheryl Froelich, Public Member	Bismarck, ND
Dana Pazdernik, RN	New Salem, ND
Brooke Giannonatti, LPN	Gascoyne, ND
Maggie Seamands, RN	Bismarck, ND
Samantha Richter, RN	Bismarck, ND
Sarah Friestad, LPN	Valley City, ND

Duties of the Board: North Dakota Century Code 43-12.1-08

The board shall regulate the practice of nursing. Regulation of the practice of nursing must ensure that a person may not practice or offer to practice nursing or use titles of advanced practice registered nurse, specialty practice registered nurse, registered nurse, licensed practical nurse, or unlicensed assistive person, or titles of a similar nature which denote the practice of nursing to the general public unless licensed or registered as provided in this chapter.

1. Enforce this chapter

2. Adopt rules necessary to administer this chapter after collaborating and consulting with North Dakota nursing associations and other affected parties.

- **Rule Promulgation:** Approved the following revisions to the N.D.A.C. Title 54 to address amendments to the N.D.C.C. Ch. 43-12.1-08 (2) enacted during the 68th legislative session. The rule promulgation process as outlined in the Office of Attorney General Administrative Rules Manual started in October 2024 with the implementation July 1, 2025, following Administrative Rules Committee consideration.
- **Chapter 54-4.2: Nursing Education Scholarship Program 10:** Established rules implementing a Nursing Education Program to address the language changes to 43-12.1-08 (2)(g) removing language referencing a loan program and adding language providing funding assistance for students and nurses pursuing nursing education.
- **Article 54-04.1 Nursing Education Loan:** Repealed as Nursing Education Scholarship Program replaced the loan format.
- **Section 54-02-11 Short Term Clinical Education:** Repealed to address the removal of N.D.C.C. Ch. 43-12.1-08 (2)(k) which removed redundant language already in exemptions.
 - **Fiscal Impact:** None of the adopted rule amendments were expected to have a fiscal impact on the regulatory community.
- **Legislative Session Interim Study:** Collaborated with the North Dakota Labor Commissioner and team on the mandated study of occupational licensure and continuing education. This effort included in-person meetings and the preparation of a comprehensive NDBON analysis addressing continuing education requirements, licensure of out-of-state practitioners, and the identification of potential licensing barriers and corresponding solutions.
- **NDBON Taskforce/Committee Participation to Promote Stakeholder Collaboration:**
 - College and University Nursing Education Administration (CUNEA): Provided updates at each NDBON Nursing Education Committee (NEC) meeting.
 - ND Tri-Regulator Collaborative: Collaboration with the ND Board of Pharmacy and ND Board of Medicine on joint regulatory matters.
 - North Dakota Nurses Association (NDNA): NDBON directors presented updates at the NDNA Annual Meeting.
 - ND Nurse Practitioner Association (NDNPA): NDBON directors provided a regulatory report at the Annual NDNPA Conference.
 - ND Prescription Drug Monitoring Program (PDMP) Advisory Board: NDBON member/directors participated in advisory discussions related to prescription data and safe prescribing of controlled substances.
- **Nurse Licensure Compact (NLC) Committees:**
 - Executive Committee
 - Rules Committee
 - Compliance Committee
 - Policy Committee
 - Research Committee
 - Technology Taskforce/Operations Network
- **National Council of State Boards of Nursing (NCSBN) Committees and Taskforces:**
 - Leadership Succession Committee
 - Model Act & Rules Committee
 - NCLEX Exam Committee

- Executive Officer Leadership Council
- **ND State Health Council and Primary Care Office Advisory Council: Executive Director appointed member.**
- **NDBON directors provided regulatory presentations at state and national conferences and events.**
- **Public Forums were held at each of the four regular Board meetings to allow for public input and stakeholder engagement.**

3. Appoint and employ a registered nurse to serve as executive director and approve any additional staff positions necessary to administer this chapter.

Stacey Pfenning, DNP, APRN, FNP, FAANP
 Tammy Buchholz, DNP, RN, CNE, FRE
 Melissa Hanson, MSN, RN, LNCC
 Maureen Bentz, MSN, RN, CNML
 Corrie Lund, MSN, RN
 Kyle Martin
 Sam Breen, MSN, RN
 Karen Hahn
 Michael Frovarp
 Christa Stayton
 Kimberly Kolling
 Norma Geiger
 Brian Bergeson
 Nicholas Simonson

Executive Director
 Associate Director, Education
 Associate Director, Compliance
 Associate Director, Licensing/Admin Services
 Associate Director, Practice
 Associate Director, Operations
 Nursing Consultant
 Administrative Services Coordinator
 Accounting & Licensing Specialist
 Licensing Specialist
 Licensing Specialist
 Administrative Assistant
 Special Assistant Attorney General
 Special Assistant Attorney General, General Counsel

4. Establish fees and receive all moneys collected under this chapter and authorize all expenditures necessary to conduct the business of the board. Any balance of fees after payment of expenditures must be used to administer this chapter.

- Reviewed and approved financial reports, audits, and budget projections to ensure responsible stewardship of public funds.
- Retained the policy to maintain a 30% reserve fund balance at the end of each fiscal year, with provision to consider licensure fee adjustments if the balance falls below this threshold.
- Adopted a comprehensive FY 2025 budget, including projected revenues and expenditures aligned with operational needs and strategic priorities.
- Approved updates to the fee schedule, including revised pricing for lists and the addition of retest administrative fees to help offset incurred costs and support ongoing operations.
- Provided oversight of financial accounts and internal controls through formal ratification of banking authorities and account management structures and review of financial statements quarterly.
- Approved expenditures necessary to carry out regulatory functions, including staffing, technology, and contracted services.

5. Collect and analyze data regarding nursing education, nursing practice, and nursing resources.

- Reviewed and utilized data from multiple sources, including licensing reports, discipline statistics, workforce data, and national benchmarking reports, to inform regulatory decision-making.
- Provided ongoing analysis of nursing education program outcomes, compliance data, and workforce trends to support evidence-based oversight of nursing education and practice.
- Utilized data from audits, financial reports, and licensure activity to guide policy decisions and ensure alignment with public protection goals.
- Collaborated with the NCSBN and North Dakota nursing education programs to publish data in the Nursing Education Annual Report which is submitted to the Governor.
- Collected data related to nurse licensure by examination, renewal, endorsement, reactivation, and APRN licensure, and contributed to the NCSBN Board Membership Profile, which includes data collection from 59 Member Boards.
- Participated in ongoing planning and systems upgrades related to the launch of the new licensing system (ORBS) in June 2024. While ORBS will enhance long-term data tracking and reporting, data availability during the transition period will be temporarily impacted.

6. Establish a nursing student loan program funded by license fees to encourage individuals to enter and advance in the nursing profession.

- Administered nursing education funding programs designed to support workforce development.
- Supported initiatives aimed at recruitment, retention, and advancement within the nursing profession across North Dakota, including:
 - Approved funding allocations to support nursing students and advanced entry into the profession, including authorization of \$100,000 in nursing education funding disbursements.
 - Promulgated rules transitioning a loan-based program to a Nursing Education Scholarship Program, aligning with updated statutory requirements. Rules implemented July 1, 2025.
 - Approved the Nursing Education Scholarship Program Policy. Policy implemented July 1, 2025.
 - Approved Nursing Education Loan forgiveness for one active-duty military deployed nurse.

Nursing Education Loan Disbursements Per Fiscal Year

Nursing Education Loans	2021-2022		2022-2023		2023-2024		2024-2025	
LPN Certificate Program	3	\$3,000	2	\$2,000	2	\$2,000	0	0
LPN Associate Degree Program	1	\$1,375	0	\$0	0	\$0	0	0
RN Associate Degree Program	2	\$4,000	5	\$10,000	8	\$16,000	3	\$6,000
RN Baccalaureate Degree Program	10	\$19,143	10	\$27,102	11	\$19,776	8	\$22,654.68
Master's Degree Program	11	\$29,098	3	\$8,618	9	\$24,598	9	\$32,871.27
Doctoral Program	13	\$46,054	19	\$62,288	24	\$42,259	12	38,473.99
Refresher Course	0	\$0	0	\$0	0	\$0	0	\$0
Total	40	\$102,670	39	\$110,008	54	\$104,663	32	\$99,999.94

Nursing Education Loan Program Cancellations Per Fiscal Year

In FY 2024–2025, the Board repealed the Nursing Education Loan Program and implemented the Nursing Education Scholarship Program. As a result, all remaining loan balances were forgiven, eliminating repayment obligations for all recipients. This action represents a one-time programmatic transition and is not comparable to prior-year cancellation activity. Beginning in FY 2025–2026, reporting will shift to include scholarship disbursements by degree type.

Cancellations:	2024-2025
Nursing Education Loan Forgiveness	115
Cancelled – Military Deployment	1
Total	116

7. Establish a registry of individuals licensed or registered by the board.

Total Number of Licensed Nurses by Fiscal Year

Year	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Registered Nurse	17,349	17,979	18,719	18,937	18,872
Advanced Practice Only (RN held in other compact state)	443	596	779	964	1,105
3,742	3,742	3,641	3,499	3,350	3,176
Total Nurses Licensed	21,534	22,216	22,997	23,195	23,153

Total Advanced Practice Licenses By Fiscal Year

Year	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Certified Registered Nurse Anesthetists (CRNA)	434	451	471	491	495
Certified Nurse Midwife (CNM)	25	30	30	41	41
Clinical Nurse Specialist (CNS)	36	34	32	37	38
Nurse Practitioner (NP)	1,549	1,846	2,168	2,470	2,867
Total APRNs	2,044	2,372	2,727	3,3039	3,441

Total Specialty Practice Licensed By Fiscal Year

Year	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Specialty Practice RN	5	5	3	3	3

Total Unlicensed Assistive Person & Medication Assistant III Registrations By Fiscal Year

Effective April 1, 2004 unlicensed assistive person registration are subject to renewal on or before June thirtieth of the second year and every two years thereafter. The add-on Medication Assistant III registration is issued to correspond with the applicant registration as an unlicensed assistive person. The NDBON transferred the Medication Assistant I & II Registry to the North Dakota Department of Health effective July 1, 2011, as the result of a legislative mandate HB 1041.

Year	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Unlicensed Assistive Person Registry	1,108	1,179	1,269	1,349	1,431
Medication Assistant III Registry	206	244	302	320	342

Total Late Renewals By License/Registration Type Per Fiscal Year

Late renewal data is reported for the first time in alignment with NDBON’s “Late Renewal (No Practice)” policy. The policy outlines a 31-day grace period for renewal after expiration when no practice has occurred, with full reactivation requirements applying thereafter. Nursing licenses (LPN, RN, APRN) expire December 31, while UAP registrations expire June 30, which is reflected in the distribution of late renewals below. The table summarizes 2025 late renewal activity by license and registry type.

Year:	2024-2025
Licensed Practical Nurse	13
Registered Nurse	43
Advanced Practice Registered Nurse	8
Unlicensed Assistive Person	0
Medication Assistant III	5
Totals	69

8. Report annually to the governor and nursing profession regarding the regulation of nursing in this state.

The NDBON prepares an annual report and a nursing education report for the governor and publishes to its website at: www.ndbon.org

9. Conduct and support projects pertaining to nursing education and practice.

- Provided oversight of nursing education programs through conduction of surveys on in-state programs to monitor compliance with the administrative code.

- Approved and monitored innovative education models for nurse student apprenticeship to ensure compliance with administrative code requirements.
- Approved major programmatic changes, including expansion of program capacity and revisions to courses and degree pathways.
- Approved exceptions to allow for flexibility in faculty qualifications when appropriate to maintain program continuity.
- Collaborated with nursing education institutions to ensure that the programs maintain compliance while utilizing faculty development programs and educational innovation.
- Provided review and approval of pre-licensure distance education programs placing students in North Dakota facilities to ensure compliance with the administrative code requirements.
- Developed and revised practice guidance documents addressing emerging care settings, such as retail intravenous therapy services and aesthetic practices.
- Approved the Reactivation to Limited License or Registration Policy and issued 4 limited reactivations to retired or non-practicing nurses. All 4 successfully completed requirements for full reactivation of their licenses.
- Completed rule promulgation and policy development for the Nurse Education Scholarship.
- Continued program development, public outreach, and the formation of a standing ATD Committee.
- Supported the launch of ORBS, a new online licensing system, in June 2024. This multi-phase project streamlined licensure workflows, improved access for stakeholders, and increased data security.
- Provided state and national educational outreach presentations on topics such as nursing scope of practice, ATD, and CE compliance.
- Collaborated with PCI to produce and distribute the North Dakota Nurse Connection, providing regulatory updates and education to over 20,000 stakeholders.
- Continued work with CE Broker to support licensee tracking of continuing education requirements.

10. Adopt and enforce rules for continuing competence of licensees and registrants

- Collaborated with CE Broker to support compliance tracking for Continuing Education (CE) as part of the multi-year implementation plan.
- Reviewed Renewal CE Audit data during the January 2025 meeting.
- Approved requests from licensees to apply nursing practice hours toward reactivation in accordance with NDAC 54-02-05-03, including time spent providing direct care to ill family members.
- Maintained oversight of continuing competence requirements through policy updates and audit processes to ensure ongoing professional competency of licensees.
- Monitored continuing education activities and compliance through regular reporting and approval processes.
- Enforced professional standards through review of disciplinary actions, reinstatements, and compliance monitoring to ensure public safety.
- Worked in collaboration with the Compliance Advisory Council and legal counsel to ensure consistent and fair application of regulatory standards.
- Issued 4 limited reactivations to retired or non-practicing nurses. All 4 successfully completed requirements for full reactivation of their licenses.

Year	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Approved Continuing Education Programs	99	127	94	99	100

Continuing Education Audit 2024

Continuing education was mandated in 2003 for license renewal in North Dakota. Nurses are randomly selected for CE audit annually. During the renewal period, a request for audit was generated through the CE Broker platform to obtain a random sample of 1% (approximately 100) nurses who renewed for the licensure period and verified completion of 12 contact hours of continuing education and/or 15 contact hours of pharmacology for prescriptive authority. The nurses were asked to submit documents through CE Broker to verify completion of the required contact hours for the previous two (2) years by furnishing a copy of the verification of attendance for the earned contact hours. The audit resulted in a disciplinary cease and desist for one licensee who failed to cooperate with the audit.

License Type	Total Audited
Licensed Practical Nurse	11
Registered Nurse	79
Advanced Practice Registered Nurse	13
Total Nurses Audited	103

LPN IV Therapy Courses FY 2024-2025

- Extended continued approval of Prairie Educational Services, LPN IV Therapy Course Survey through October 2024.
- Approved North Dakota State College of Science, Department of Nursing: LPN IV Therapy Course and granted Initial approval of the course through July 2028.

RN/LPN Refresher Courses FY 2024-2025

- Approved the Minnesota State Community and Technical College, Workforce Development Solutions, RN Refresher Course and granted continued Full Approval of the RN Refresher Course until July 2028.
- Approved the Minnesota State Community and Technical College, Workforce Development Solutions, LPN Refresher Course and granted continued full approval until October 2028.

11. Adopt and enforce rules for nursing practices

See page 3, “Adopt rules necessary to administer this chapter after collaborating and consulting with North Dakota nursing associations and other affected parties.”

12. Issue practice statements regarding the interpretation and application of this chapter

- Approved the Reactivation of Limited License or Limited Registration Policy.
- Revised the Role of the Nurse in Aesthetic Practices in Retail Settings and provided extended public comment period and public forums into 2026.
- Revised the Role of the Nurse in Retail IV Therapy.

43-12.1-09 Initial licensure and registration

The board shall license and register nursing applicants. The board shall adopt rules establishing qualifications for initial licensure and registration. The NDBON contracts with the National Council of State Boards of Nursing, Inc. to use the NCLEX-RN® examination and NCLEX-PN® examination.

Computerized adaptive testing is the method used to administer the NCLEX-RN® examination and NCLEX-PN® examination.

A biennial license cycle is followed for advanced practice registered nurses, registered nurses, and licensed practical nurses. Newly licensed nurses shall receive a license expiring on December thirty-first of the following licensure year. NDBON maintains a permanent electronic file of licenses or registrations issued to advanced practice registered nurses, registered nurses, licensed practical nurses and the unlicensed assistive person. The file is open to the public.

New Licenses Issued By Fiscal Year

Registered Nurse	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Examination	795	726	774	680	626
Endorsement	755	881	991	674	675
Total RNs	1,550	1,607	1,765	1,354	1,301
Licensed Practical Nurse	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Examination	315	289	212	209	216
Endorsement	80	68	84	59	52
Total LPNs	395	357	296	268	268

New Advanced Practice Licenses Issued By Fiscal Year

Fiscal Year	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Total	303	399	450	401	575

New Unlicensed Assistive Person Registrations Issued by Fiscal Year

Year	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Total	225	243	309	158	325

43-12.1-09.1 Nursing Licensure/Registration: Criminal History Record Checks

NDBON was granted the authority to require criminal history record checks (CHRCs) in 2007. The process was implemented July 2008. All initial applicants after July 2008 have been required to submit to a CHRC.

Year	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Completed CHRCs	2,670	2,828	2,915	2,432	3,078

Investigative And Disciplinary Statistics (RN/LPN/UAP) By Fiscal Year

Pending/Open Cases	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	34	28	31	47	54
Disciplinary Action	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Reprimand	11	27	21	13	18

Probation	11	14	5	12	3
Suspension	13	16	13	10	10
Emergency Suspension	12	8	9	1	1
Suspension Stayed	2	0	0	2	0
Surrender	3	4	7	3	4
Revocation	0	0	0	0	0
Denial of License/Reg	1	3	0	6	4
Cease and Desist	6	5	5	6	4
NLC Privilege	4	3	3	5	2
Total	75	80	63	58	46
Practice Categories	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Medication Administration	3	2	4	9	23
Documentation	4	6	4	3	0
Attentiveness/Surveillance	2	6	0	3	2
Clinical Reasoning	0	3	0	2	2
Interpretation of authorized provider's orders	0	0	1	0	0
Assessment	0	5	4	0	0
Intervention	2	5	4	2	4
Prevention	0	0	0	0	0
Professional responsibility/patient advocacy	10	13	5	4	8
Intentional Misconduct or Criminal Behavior	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Changed/falsified charting	0	4	6	5	4
Criminal conviction	2	2	1	2	1
Deliberately cover up error	0	0	0	0	0
Fraud	3	5	1	5	5
Patient abuse	0	0	0	0	1
Theft (include drug diversion)	1	3	5	3	3
Other	5	5	4	1	6
Other Violations	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Action in Another Jurisdiction	3	1	1	5	0
Alcohol/Drug Abuse/Dependency	17	22	16	13	3
Failure to Adhere to CE Requirements	0	0	0	0	0
Practicing Without a License/Registration	20	23	9	18	19
Violation of Board Order	6	3	3	5	2
Failure to comply with investigation	2	9	3	3	0
Other	5	4	7	4	1
Investigative/Non-Discipline Disposition	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Positive Response	263	229	351	292	511
PVR's Received	148	149	152	164	148
Dismissal	38	56	53	62	54

Letter of Concern	21	28	68	38	25
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Nursing Education

Please refer to the Nursing Education Annual Report for the following:

- **NDCC 43-12.1-17 Nursing Education Programs.** The board shall adopt and enforce administrative rules establishing standards for nursing education programs leading to initial or advanced licensure. In-state programs must be approved by the board. Out-of-state programs must be approved by the state board of nursing of the jurisdiction in which the program is headquartered. The board shall approve, review, and reapprove nursing education programs in this state. The board may not require a statement of intent as part of the approval process under this section.
- **NDCC 43.12.1-04(12).** Upon written notification to the board by an out-of-state nursing program, a student practicing nursing as a part of a nursing education program preparing for initial or advanced licensure as a registered nurse or licensed practical nurse which is approved by a board of nursing and is located in an institution of higher education that offers transferable credit.

Nurse Licensure Compacts

NDCC 43-12.4 Nurse Licensure Compact. ND enacted legislation for the enhanced Nurse Licensure Compact (NLC) and Advanced Practice Registered Nurse (APRN) Compact in April 2017. The enhanced NLC was implemented on January 19, 2018. The APRN Licensure Compact legislation enacted with the 67th Legislative Session in 2021 revised the previously enacted compact and will be come into effect once 7 states enact legislation (see Duties of the Board number 2 on p.3).

NDCC 43-51-07 License compacts. FY 2025, North Dakota was one of 43 Nurse Licensure Compact jurisdictions with legislation enacted; North Dakota is also one of four members of the Advanced Practice Registered Nurse Compact (ND, DE, UT, and SD).

Appendix I Fee Schedule

Licensure & Registration		
Initial Licensure: LPN & RN		
Fee Title	Amount	Approval Date
License by Exam or Reapplication ¹	\$125.00	07/01/2020 NDAC 54-02-01-06
License by Endorsement ¹	\$150.00	07/01/2020 NDAC 54-02-06-01
Late Application Fee	Double the initial application fee	4/1/04 NDAC 54-02-07-09
Exam Retest	\$50.00	6/17/2024 Board Motion
¹ Plus \$30 CHRC processing Fee		
Renewal Fees – LPN & RN (Biennial)		
Fee Title	Amount	Approval Date
RN Renewal	\$140.00 (\$130 allocated towards renewal, \$10 towards NEL)	07/01/2020 NDAC 54-02-05-03
LPN Renewal	\$130.00 (\$130 allocated towards renewal, \$10 towards NEL)	07/01/2020 NDAC 54-02-05-03
Reactivation Fee ¹	\$50.00	07/01/2020

		NDAC 54-02-05-06
Late Renewal Fee ²	Double the renewal fee	9/1/94 NDAC 54-02-07-09
¹ Plus RN/LPN renewal fee & \$30 CHRC processing fee ² Occur in January for licenses expiring 12/31 of previous year		
Advanced Practice Licensure		
Fee Title	Amount	Approval Date
Initial APRN Licensure ¹	\$125.00	07/01/2020 NDAC 54-05-03.1-04
Biennial APRN Renewal	\$ 80.00	07/01/2020 NDAC 54-05-03.1-06
Initial Prescriptive Authority Application	\$ 75.00	07/01/2020 NDAC 54-05-03.1-09
Biennial Prescriptive Authority Renewal	\$ 75.00	07/01/2020 NDAC 54-05-03.1-11
Reactivation of APRN without RN license ²	\$ 50.00	07/01/2020 NDAC 54-05-03.1-06.1
Additional APRN Role or Population Foci Administrative Fee	\$125 per additional role \$75 per additional foci	07/01/2024 Board Motion
¹ Plus \$30 CHRC processing Fee ² Plus APRN renewal fee & \$30 CHRC processing fee		
Specialty Practice Registered Nurse		
Fee Title	Amount	Approval Date
Initial Specialty Practice RN ¹	\$125.00	07/01/2020 NDAC 54-05-03.2-04
Biennial Specialty Practice RN Renewal	\$ 80.00	07/01/2020 NDAC 54-05-03.2-05
Reactivation of SPRN w/o RN License ²	\$ 50.00	07/01/2020 NDAC 54-05-03.2-05.1
¹ Plus \$30 CHRC processing Fee ² Plus \$30 CHRC processing fee & RN Renewal Fee)		
Designated Fees to Other Programs		
Fee Title	Amount	Approval Date
Nursing Education Loan	\$ 10.00 of each renewal and reactivation fee	10/1/87 NDAC 54-04.1-01-01
Unlicensed Assistive Persons (UAPs)		
Fee Title	Amount	Approval Date
Initial UAP Application ¹	\$ 40.00	7/1/08 NDAC 54-07-02-01
Biennial UAP Renewal	\$ 40.00	7/1/08 NDAC 54-07-02-01.1
UAP Reactivation Fee ¹	\$ 30.00	7/1/08 NDAC 54-07-02-02.2
Medication Assistant III Registration ¹	\$ 40.00	8/1/05 NDAC 54-07-05-05
Biennial Medication Assistant III Renewal	\$ 40.00	8/1/05 NDAC 54-07-05-06
Medication Assistant Reactivation Fee ³	\$ 30.00	8/1/05 NDAC 54-07-05-07
Late UAP/Med Assist Renewal (If the registry expired on June 30 of the current year and the current month is July)	Double the renewal fee	1/1/03 NDAC 54-02-07-09
¹ Plus \$30 CHRC processing Fee ² Plus \$30 CHRC processing fee, \$40 UAP renewal fee ³ Plus \$30 CHRC processing fee, \$40 MAIII renewal fee		
Other Service Fees		
Criminal History Record Check Processing Fee	\$30.00 with all Initial Applications and Reactivations	7/01/2024 Board Motion
Verification Fee	\$35.00	7/01/2024 Board Motion

Transcript	\$25.00	7/01/2024 Board Motion			
Notary Fee	\$20.00	7/01/2024 Board Motion			
Request Copy of Specific Record					
Nurse List	\$50.00 for RNs, \$30.00 for LPNs \$25.00 for APRNs	7/01/2024 Board Motion			
Open Record Request(s) <i>(Entity may impose a fee not exceeding \$25.00 per hour per request, excluding the initial hour, for locating records, including electronic records)</i>	minimum charge of 0.25 per page 1 st hour to locate & to redact not chargeable. \$25.00 per hour after 1 st hour.	7/1/06; 8/1/08 NDAC 44-04-18 (2)			
Education Division					
Nursing Education Program Survey Fees (Five-Year Approval)					
On-site School Survey Fee	\$750.00	4/27/19 Board Motion (prior 5/2004) In Policy			
Interim Paper/Focused Onsite Survey Fee	\$500.00	4/28/2022 Board Motions (prior 5/2004; 4/19), In Policy			
Out Of State Program Recognition Approval Fees					
Out of State Program Approval Recognition Fee	\$800: Graduate program \$500: RN program \$400: PN program	4/28/2022 Board Motion (prior 5/2017)			
Refresher Course Recognition Fee	\$200.00 two-year recognition	5/1/14 Board Motion Approved Guidelines			
Course Review Fees (Four-Year Approval)					
IV Therapy Course	\$300.00	9/1/99 Board Motion			
Refresher Course (RN/LPN)	\$500.00	9/1/99 Board Motion			
Contact Hour Approval Fees					
CE Approval Application Fee	\$200.00 (includes one contact hour) Plus \$40 for each additional CE	4/28/2022 Board Motion (prior 5/2017)			
Nursing Education Loan Fees					
NEL Application Fee	\$30.00	4/28/2022 Board Motion (prior 5/2016)			
NEL Reapplication Fee	\$30.00	4/28/2022 Board Motion (prior 5/2016)			
Education					
Educational Presentations	\$300.00 per contact hour plus mileage and hotel	5/2017 Board Motion			
Ethics Course	\$50.00	10/1/02			
Compliance Division					
Monitoring Fees					
Program Monitoring Monthly Fee (Discipline and Alternative to Discipline)	\$40.00	4/28/2022 Board Motion (prior 5/2005)			
Board Order Non-Compliance Administrative fee	\$150: 1 st Letter of Concern \$250: 2 nd Letter of Concern \$350: 3 rd Letter of Concern	4/28/2022 Board Motion (prior 5/2017)			
Discipline Penalty Fees <i>Per NDCC 43-12.1-14 Violation as indicated</i>	UAP	LPN	RN	APRN and/or RX Authority	
Reprimand fee (<i>per violation</i>)	\$300	\$600	\$700	\$800	4/28/2022 Board Motion (prior 5/2017)
Encumbrance fee (<i>per violation</i>) monitoring fees additional	\$300	\$600	\$700	\$800	4/28/2022 Board Motion (prior 5/2017)

Suspension or Emergency Suspension Fee (per violation)	\$500	\$850	\$1000	\$1200	4/28/2022 Board Motion (prior 5/2017)
Surrender	\$400	\$700	\$800	\$900	4/28/2022 Board Motion (prior 5/2017)
Revocation	\$550	\$900	\$1200	\$1500	4/28/2022 Board Motion (prior 5/2017)
Non-Disciplinary Fees – Practicing Without A Current License/Registration					
First month of unauthorized practice	Double licensure/registration renewal fee plus administrative fee				4/1/14 & 7/18/19 Board Motion (prior 3/2014 & 7/2019) Approved Guidelines
	UAP	RN LPN	APRN	RX Auth	
	\$100	\$200	\$300	\$400	
After first month of unauthorized practice	Double licensure/registration renewal fee plus administrative fee				4/1/14 & 7/18/19 Board Motion (prior 3/2014 & 7/2019) Approved Guidelines
	UAP	RN LPN	APRN	RX Auth	
	\$200	\$500	\$700	\$800	
Non-Disciplinary Fees – Letter of Concern					
Letter of Concern (Fee assessed at the discretion of CAC)	\$150: 1st Letter of Concern \$250: 2nd Letter of Concern \$350: 3rd Letter of Concern				4/28/2022 Board Motion (prior 3/2014) Approved Guidelines
Applicant Letter of Concern (Non-disclosure)	UAP	LPN/RN	APRN		4/28/2022 Board Motion (prior 5/2017)
	\$100	\$200	\$300		

Appendix II

Financial Reports – General Fund

Schedule of Revenues and Expenses - Budget and Actual Year Ended June 30, 2025				
		Actual	Budget	Variance
Revenues				
Initial Nursing License Applications				
	Exam - Registered Nurse	103,825	93,750	(10,075)
	Exam - Practical Nurse	30,325	30,000	(325)
	Endorsement - Registered Nurse	108,300	120,000	11,700
	Endorsement - Practical Nurse	9,450	12,000	2,550
	Initial APRN Licensure	78,750	50,000	(28,750)
	Initial Prescriptive Authority (RX)	44,400	27,000	17,400
Nursing License Renewals				
	Registered Nurse Renewal	1,009,060	962,000	(47,060)
	Practical Nurse Renewal	134,280	135,000	720
	APRN Renewal	99,200	103,200	4,000

Prescriptive Authority (RX) Renewal	76,950	77,625	675
Nursing Reactivations	11,400	8,750	(2,650)
Nursing Late Renewal Applications	10,420	8,000	(250)
Unlicensed Assistive Person (UAP)/Medication Assistant III (MAIII) Registry			-
UAP Registry Initial Application	16,400	12,000	(4,400)
UAP Renewal	17,920	16,000	(1,920)
MAIII Initial Application & Renewal Registry	8,520	6,800	(1,720)
UAP Late Applications/Reactivations	1,110	1,050	(60)
Miscellaneous Fees			-
CHRC Processing Fee	92,350	85,200	(7,150)
License Verifications, PLLC Forms, Misc Fees	4,670	5,000	330
List Requests	6,755	5,000	1,972
Interest	22,583	15,000	(7,583)
Unclassified Revenue	0	0	0
Compliance Fees			-
Penalty Fees	62,483	50,000	(12,483)
Encumbrance Monitoring Fees	8,250	8,000	(250)
Education Fees			-
School Surveys	1,500	1,500	0
Course Review Fee	0	1,300	1,300
Continuing Education Presentations	0	900	900
Continuing Education Approval	37,120	33,000	(4,120)
Program Recognition	34,000	36,000	2,000
NEL Applications	1,350	1,500	1,350
Designated Program Fees			
NEL Income	91,810	87,000	(4,810)
Total Revenues	2,123,181	1,992,575	(130,606)

**Detailed Statement of Revenues and Expenses - Budget and Actual
Year Ended June 30, 2025**

	Actual	Budget	Variance
Expenses			
Employee Compensation & Benefits			
Salaries	1,058,944	1,054,600	(4,344)
NDPERS Retirement Contributions	139,251	139,800	549
FICA Tax & Flex Comp Admin Expense	79,778	83,450	3,672
EAP Insurance Premiums	219	225	6
Health Insurance	233,317	237,000	3,683
Life Insurance	40	50	10
Workers Comp & State Unemployment Tax	264	2,100	1,836
Staff & Board Member Expenses			

	Staff Development	3,573	10,000	6,427
	Staff Expenses	3,552	7,000	3,448
	Board Meetings	16,064	26,000	9,936
	Operating Expenses			
	Rent	42,744	43,000	(256)
	Phones	7,885	8,000	115
	Internet Service & Hosting	2,790	4,500	1,710
	Office Maintenance	1,620	1,620	0
	Office Insurance	2,281	2,000	(281)
	Postage & Mail Pickup	2,756	2,750	(6)
	Office Supplies	826	2,000	1,174
	Document Disposal	100	300	(200)
	Publications & Subscriptions	7,097	7,600	503
	Equipment & Software	22,528	31,000	8,507
	Repairs & Parts	0	250	250
	Technology Maintenance	7,448	8,000	552
	Online System Payments	35,108	34,000	(1,108)
	Database & Website Hosting	13,328	13,000	(328)
	Bank Charges	420	150	(270)
	Disciplinary Process	143	2,500	2,357
	Legal Fees	88,455	89,200	746
	Audit Fees	27,300	26,000	(1,300)
	Consultant	8,140	10,000	1,860
	Nurse Licensure Compact (NLC) Fee	6,000	6,000	0
	Rule Revisions	2,914	3,500	586
	Unappropriated Expenses	0	400	(400)
	Designated Program Expense			
	NEL Transfers	91,810	87,000	(4,810)
	Total Expenses	1,906,695	1,942,995	36,300
	Revenues Over Expenses	220,117	21,280	198,837

Appendix III

Statewide Statistics

Beginning in 2024, the NDBON transitioned to the NCSBN Optimal Regulatory Board System (ORBS). Due to differences in data structure, definitions, and reporting methodologies, the data presented in this section reflects the current reporting year only and is not directly comparable to prior annual reports.

Additionally, certain data elements are not mandatory for licensees to report. As a result, reported statistics may not fully align with cumulative totals.

Categories	2022-2023		2023-2024		2024-2025	
	LPN	RN	LPN	RN	LPN	RN

Licensed Nurses	3499	18719	3315	18718	3185	18901
Advanced Practice RN	0	2727	0	2990	0	3442
Prescriptive Authority	0	2248	0	2248	0	2629
Gender Statistics	LPN	RN	LPN	RN	LPN	RN
Male	196	1742	190	1767	196	1825
Female	3303	16977	3125	16951	2988	17076

Ethnicity & Employment		
Ethnicity	LPN	RN
American Indian or Alaska Native	144	384
Asian	57	1169
African American	272	789
Choose not to answer	24	106
Native Hawaiian or Other Pacific Islander	5	38
Other	52	261
White/Caucasian	2680	16340
Employment	LPN	RN
Employed Outside Nursing: Full-Time	57	129
Employed Outside Nursing: Per Diem	7	21
Employed Outside Nursing: Part-Time	25	59
Employed in Nursing: Full-Time	1617	12782
Employed in Nursing: Per Diem	157	1014
Employed in Nursing: Part-Time	272	1465
Retired	27	181
Survey Not Completed	1221	4090
Unemployed - Not Seeking Nursing Work	23	140
Unemployed - Seeking nursing Work	91	283
Volunteer (Nursing Only)	12	59
Employment/Clinical Setting	LPN	RN
Acute Care/Critical Care	35	1067
Administration (non-nursing)	0	34

Adult Health	88	381
Anesthesia	0	373
Area Not Reported	320	1471
Cardiology	24	427
Case Management	9	295
Community	21	123
Cosmetic	5	59
Dermatology	28	110
Dialysis	4	93
Emergency/Trauma	8	756
Family Health	248	922
Geriatric/Gerontology	566	1061
Home Health	53	328
Hospice	9	86
Infection Prevention	4	51
Maternal-Child Health/Obstetrics	17	547
Medical Surgical	72	1289
Neonatal	3	327
Nephrology	16	125
Nursing Administration	9	220
Nursing Education	8	254
Occupational health	8	91
Oncology	16	450
Orthopedics	37	206
Other-Clinical specialties(Please specify)	167	1174
Other-Non-clinical specialties (Please specify)	34	255
Pain management	2	53
Palliative Care/Hospice	6	106
Pediatrics	67	429
Perioperative	6	604
Postoperative/PACU	0	156
Pre-operative	4	164

Primary Care	108	294
Primary/Secondary School	1	12
Private Duty	0	2
Psychiatric/Mental Health	19	141
Psychiatric/Mental Health/Substance Abuse	68	488
Public Health	34	246
Quality Improvement	5	157
Regulatory	1	58
Rehabilitation	54	145
Sales	2	2
School Health	14	86
Substance Abuse	12	24
Telehealth	11	205
Urgent Care	39	113
Women's Health	32	196
Practice Area	LPN	RN
Ambulatory Care Setting	476	2412
APRN Office	4	237
Assisted Living Facility	108	171
Community Health	36	154
Correctional Facility	15	48
Dialysis Center	11	136
Extended Care	6	18
Home Health	60	351
Hospice	15	180
Hospital	147	6055
Infusion Therapy center	2	126
Insurance Claims/Benefits	8	590
Medical Device/Sales	3	4
Non-Nursing Setting	6	61
Nurse Consulting	1	36
Nursing Home/Extended Care	378	652

Nursing Home/Long Term Care	142	294
Occupational Health	5	75
Other (Please specify)	144	1139
Pain Clinic	4	27
Palliative Care	0	10
Personal Care	2	16
Pharmaceutical Sales	1	3
Physician's Office	178	409
Policy/Planning/Regulatory/Licensing Agency	2	36
Practice owner with employees	3	22
Psychiatric/Mental Health	44	295
Public Health	34	278
Rehab Care	26	86
School Health Service	12	121
School of Nursing	3	235
School of Nursing/Nursing education	2	124
Self Employed/Independent contractor	3	49
Setting Not Reported	320	1471
Staffing Agency nurse	7	9
Travel Nurse	12	82
Urgent Care	24	105
Veterans/Military Facility	50	139
Nursing Position	LPN	RN
Advanced Practice Registered Nurse	0	1947
Case Manager	9	754
Chief Executive Officer	0	32
Chief Nursing Officer	0	37
Chief Operating Officer	1	8
Consultant	6	73
Medical Review	10	225
Nurse Consultant	7	126
Nurse Director	5	317

Nurse Executive	4	89
Nurse Faculty/Educator	6	386
Nurse Manager	57	976
Nurse Researcher	1	26
Office Nurse	173	392
Other-Health Related (Please specify)	72	460
Other-Not Health Related	10	62
Position Not Reported	320	1471
Public Health Nurse	16	152
Quality Nurse	12	167
School Nurse	12	85
Staff Development/educator	3	81
Staff Nurse	1522	8105
Travel Nurse/Agency Nurse	48	285
Education	LPN	RN
Baccalaureate Degree-Nursing (BSN)	12	7802
Associate Degree-Nursing (ADN)	54	3671
Associates Degree (LPN)	956	2182
Master's Degree-Nursing (MSN)	0	1247
Diploma-Nursing (RN)	1	504
Doctoral Degree-Nursing Practice (DNP)	0	462
Diploma – Nursing (LPN)	377	183
Master's Degree-Other Field	0	50
Post Masters Certification	0	43
Vocational/Practical certificate (LPN)	20	42
Other	0	30
Baccalaureate Degree - Other Field	1	22
Doctoral Degree – Other field	0	11
Doctoral Degree-Nursing (PhD)	0	4
Doctoral Degree-Nursing Other	0	2
Vocational/Practical Certificate-Nursing	872	1
Associate Degree – Other Field	1	0

Appendix IV

Fiscal Year County Distribution of Licensed Nurses

The statewide statistics presented in this section were generated from NDBON's previous licensing system, which was decommissioned on June 7, 2024. As a result, this data does not include updates, new licenses, or changes processed between June 8 and June 30, 2024.

While the data provides a reliable snapshot of licensure and registration activity for the vast majority of the fiscal year, minor discrepancies may exist between totals reported here and those found in other sections of this report.

	2022-2023			2023-2024			2024-2025		
County	LPN	RN	APRN	LPN	RN	APRN	LPN	RN	APRN
Adams	12	49	6	12	50	6	8	37	7
Barnes	44	134	6	42	135	6	36	120	9
Benson	19	46	4	20	47	5	19	37	5
Billings	3	11	1	2	11	1	1	1	0
Bottineau	19	103	13	23	102	15	19	100	18
Bowman	5	39	6	4	39	5	5	33	3
Burke	6	25	0	4	25	0	2	25	0
Burleigh	249	2416	261	243	2492	274	238	2175	294
Cass	834	4437	481	796	4531	507	751	3632	543
Cavalier	27	50	5	29	56	5	26	43	8
Dickey	33	84	8	31	83	9	32	81	9
Divide	8	30	3	5	29	3	4	24	2
Dunn	15	39	6	13	39	6	12	24	4
Eddy	17	43	3	13	39	2	11	35	3
Emmons	12	54	4	12	56	5	12	51	5
Foster	10	70	2	10	72	3	14	74	1
Golden Valley	7	23	4	7	23	4	5	24	4
Grand Forks	355	1198	155	341	1230	164	332	1265	168
Grant	10	43	5	9	42	5	8	35	7
Griggs	15	22	2	15	25	2	14	24	2
Hettinger	6	20	1	5	21	1	4	26	1
Kidder	6	34	5	4	33	5	4	29	4
Lamoure	25	62	9	22	60	8	21	61	8
Logan	4	31	2	4	31	2	1	25	2
McHenry	12	78	9	10	74	9	12	87	10
McIntosh	25	115	6	24	113	11	18	55	7
McKenzie	23	42	9	18	41	6	22	110	11
McLean	25	141	12	25	150	16	25	158	18
Mercer	19	111	11	19	112	11	22	125	12
Morton	119	641	57	110	638	59	106	654	62
Mountrail	16	56	6	18	60	6	19	60	7
Nelson	19	54	4	21	52	4	24	55	5
Oliver	3	21	3	3	26	3	0	14	0
Out of State	567	5018	1254	532	4825	1438	531	4767	1768

Pembina	32	70	8	32	70	7	28	72	9
Pierce	19	73	10	15	73	8	17	78	10
Ramsey	61	184	22	57	193	24	63	198	26
Ransom	28	76	4	28	79	4	26	83	4
Renville	4	26	3	4	28	3	3	31	4
Richland	70	222	24	71	225	24	70	221	32
Rolette	50	129	7	47	135	11	49	131	11
Sargent	18	44	3	17	41	4	17	38	4
Sheridan	3	22	2	2	20	2	1	12	2
Sioux	9	16	0	8	14	0	7	18	1
Slope	2	5	0	2	5	0	1	1	0
Stark	132	389	35	122	381	38	104	399	48
Steele	8	34	1	6	36	2	3	23	2
Stutsman	93	326	41	86	324	43	75	310	47
Towner	11	36	4	10	34	4	9	29	4
Traill	47	125	10	43	127	9	44	146	9
Walsh	61	141	10	57	141	10	54	142	10
Ward	160	1030	130	156	997	136	148	998	139
Wells	19	67	8	16	68	8	14	67	8
Williams	103	364	42	90	365	46	85	367	46
Total	3499	18719	2727	3315	18718	2990	3176	18,877	3423

Appendix V

ND Board of Nursing Strategic Plan 2024-2026

Strategic Goal 1: Safety		
Promote Public Protection through Licensure, Regulation of Nursing Practice, and Oversight of Nursing Education		
Initiatives	Strategies	Operational Plan
1. Ensure competency and qualifications of licensure and registration applicants.	<ol style="list-style-type: none"> 1. Ensure accurate and efficient licensure and registration processes. 2. Provide education about electronic licensure notification to employers, licensees, and registrants. 3. Comply with state and federal laws, rules, procedures, and policies regarding Federal Bureau of Investigation (FBI) Criminal Background Checks (CHRC) required for licensure or registration. 	<p>Provide notification related to licensure and registration renewal.</p> <p>Promote and monitor use of National Council of State Boards of Nursing (NCSBN) E-notify.</p> <p>Ensure compliance with ND Bureau of Criminal Investigations and FBI CHRC requirements and audits.</p>

	<ol style="list-style-type: none"> 4. Monitor continued competency through licensure audits for continuing education and practice hours per Nurse Practices Act (NPA) and ND Administrative Code (NDAC). 5. Collaborate with state and national entities to contribute licensure and registration data. 	<p>Provide continuing nursing education approval of offerings which may be used to meet initial or continued competency.</p> <p>Conduct continuing education audits in collaboration with CE Broker.</p> <p>Participate in national and state data collection.</p>
<p>2. Ensure nursing education programs meet standards.</p>	<ol style="list-style-type: none"> 1. Monitor and evaluate prelicensure nursing education programs. 2. Collect and evaluate data from approved nursing education programs. 3. Monitor and review distance nursing education programs through recognition guidelines. 4. Monitor and analyze trends and issues related to nursing education. 5. Collaborate with state and national entities to contribute nursing education data. 	<p>Survey and evaluate approved nursing education programs, nurse refresher courses, and LPN Intravenous (IV) Therapy courses.</p> <p>Facilitate and evaluate the Nursing Education Program Survey Process.</p> <p>Facilitate and evaluate the distance nursing education recognition process.</p> <p>Monitor and facilitate use of the faculty developmental program rules.</p> <p>Facilitate the Nursing Education Committee (NEC).</p> <p>Participate in national and state data collection.</p>
<p>3. Maintain evidence-based comprehensive compliance processes.</p>	<ol style="list-style-type: none"> 1. Implement and evaluate compliance and disciplinary processes related to licensure and practice. 2. Monitor and analyze trends and issues related to investigative processes, disciplinary action procedures, and encumbrance monitoring programs. 	<p>Facilitate and evaluate Compliance Division processes.</p> <p>Collect and evaluate data from Compliance Division related to investigative cases and disciplinary action.</p>

	<ol style="list-style-type: none"> Collaborate with state and national entities to contribute disciplinary process and action data. 	<p>Participate in the national and state data collection.</p> <p>Report disciplinary actions to state and national databanks.</p>
<ol style="list-style-type: none"> Develop and support an Alternative to Discipline (ATD) program. 	<ol style="list-style-type: none"> Maintain a coordinator and standing committee to guide and oversee program implementation. Initiate policies and processes to implement and support an ATD program utilizing best practices. Collect and evaluate data and monitor trends. 	<p>Monitor progress and facilitate NDAC rule promulgation for ATD program.</p> <p>Provide outreach and education.</p> <p>Recruit at-risk nurses to participate in the program.</p> <p>Utilize tools for trend analysis to measure outcomes.</p>

Strategic Goal 2: Engagement		
Engage and Collaborate with Nurses, the Public, and Stakeholders through Communication, Education, and Leadership to Foster Trust and Promote Safe Nursing Practice		
Initiatives	Strategies	Operational Plan
<ol style="list-style-type: none"> Enhance collaborative relationships. 	<ol style="list-style-type: none"> Provide educational outreach. Promote utilization of resources. Seek opportunities to network promote and facilitate the advancement of education for nurses. 	<p>Participate in state and national initiatives and collaborate with stakeholders.</p> <p>Update and provide continuing education presentations related to nursing regulation.</p> <p>Provide written or verbal reports to associations, committees, and stakeholders.</p>

		<p>Promote and facilitate the Nursing Education Loan (NEL) Program</p> <p>Review the nursing education loan program and consider revisions to align with NDAC.</p> <p>Approve contact hours for continuing education to meet initial and continued competency.</p> <p>Invite nurses and stakeholders to participate in public forums, volunteer for committee appointments and activate Advisory Panels as needed.</p>
<p>2. Develop and maintain a comprehensive communication platform.</p>	<ol style="list-style-type: none"> 1. Provide timely and relevant updates via various communication mediums. 2. Implement cohesive communication design standards to enhance communication strategies. 3. Analyze communication trends to broaden outreach efforts. 	<p>Share news and updates within website, newsletters, and social media.</p> <p>Publish communications and regulatory information in the quarterly ND Nurse Connection.</p> <p>Research and evaluate communication platforms for best practices.</p> <p>Redesign the website.</p>

Strategic Goal 3: Agility

Proactively respond and Adapt to Evolving Healthcare Environments, Evidence-Based Practice Trends, and Legislative Policy and Initiatives by Transforming Regulatory Practice

Initiatives	Strategies	Operational Plan
<ol style="list-style-type: none"> 1. Reduce barriers in 	<ol style="list-style-type: none"> 1. Promote a safe, competent, and mobile workforce. 	<p>Maintain membership in the Nurse Licensure Compact (NLC) and</p>

<p>nursing regulation.</p>	<ol style="list-style-type: none"> 2. Monitor and analyze trends and issues in state and national nursing regulations. 3. Collaborate with policy makers and agency officials to evaluate regulatory standards for efficiency and public safety. 4. Align regulation to support current and evolving nursing and health care policy. 5. Monitor legislation and provide education and data as evidence to support independent agency status. 	<p>participate in state, national, and international nursing workforce initiatives.</p> <p>Finalize implementation of the APRN compact.</p> <p>Conduct ongoing review of the NPA and NDAC.</p> <p>Utilize a broad range of resources and stakeholders to shape regulatory decision-making.</p> <p>Participate in national and state data collection.</p> <p>Conduct ongoing assessment and dissemination of performance indicators.</p> <p>Facilitate and review practice division processes.</p> <p>Monitor legislation that impacts functioning or oversight of boards during the session.</p> <p>Provide testimony and educate legislators.</p>
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Strategic Goal 4: Quality		
Strive for Organizational Excellence through Effective and Responsible Board Governance, Agency Management, and Customer Service		
Initiatives	Strategies	Operational Plan

<p>1. Ensure sufficient budget to support current and future operations.</p>	<ol style="list-style-type: none"> 1. Monitor licensing statistics. 2. Ongoing evaluation and forecasting of agency financial status. 3. Monitor fiscal impact of compacts and initiatives. 	<p>Monthly reviews of financials and quarterly Board review.</p> <p>Annual Eide Bailey audit.</p> <p>Facilitate the Finance Committee in making recommendations related to the annual budget and reserve funds.</p> <p>Establish a replacement plan to identify equipment that needs to be purchased, updated, or replaced to support new and existing technology.</p>
<p>2. Develop Succession plans to recruit and retain key board members and qualified agency staff.</p>	<ol style="list-style-type: none"> 1. Implement succession planning for Board members and agency staff positions. 2. Monitor workloads and need for additional staff. 3. Optimize orientation for new staff and appropriate education to enhance knowledge. 4. Evaluate current orientation content and processes for new board members for needed change. 	<p>Annually review board member terms.</p> <p>Fill key positions in the agency with qualified staff.</p> <p>Create a sound orientation process for new employees that includes agency-wide orientation used consistently for all new staff.</p> <p>Create a sound orientation process for new board members.</p>
<p>3. Seek opportunities and promote leadership development of board members and agency staff.</p>	<ol style="list-style-type: none"> 1. Support leadership roles within and at the state, regional, and national levels. 2. Promote growth and development of board members and staff. 3. Maintain and evaluate the orientation process for new board members to include mentorship. 	<p>Facilitate and support board members and staff attendance and active participation in meetings, committees, and initiatives at the state, regional, and national levels.</p> <p>Provide annual Retreat for continued training, education, and development of board members and staff.</p>

	<p>4. Promote NDBON member role development.</p>	<p>Facilitate new board member and staff orientation to include completion of orientation day, NCSBN resources, and mentorship.</p>
<p>4. Support and promote a superior information technology infrastructure.</p>	<ol style="list-style-type: none"> 1. Review and evaluate existing technology and explore ways to incorporate improvements. 2. Proactively monitor technology trends to bolster databases, forms, and the website to enhance operations and collaboration. 3. Strengthen, maintain, and enforce policies and infrastructure for data privacy and system security. 4. Develop processes for real-time sharing, updating, and processing of data with agency partners. 5. Implementation of the Optimal Regulatory Board System (ORBS). 	<p>Ongoing evaluation of staff equipment needs.</p> <p>Ongoing assessment of IT system security and capabilities to align with industry best practices.</p> <p>Conduct ongoing security awareness training and updates for staff.</p> <p>Participate in technology and operational training at state and national levels.</p>