As my term as CLEAR’s president draws to a close, I look back with pride on our organization’s accomplishments over the past year. At a time when the role and value of professional and occupational regulation is being closely scrutinized, it has been my pleasure to lead the organization in its pursuit of regulatory excellence, for the benefit of the public we ultimately serve.

Central to our mission are the CLEAR Learning educational programs that equip us to better protect the public with efficiency and effectiveness. Over the course of the past year, CLEAR has trained over 1,000 regulatory stakeholders, representing numerous jurisdictions, professions and occupations. Recognizing that the opportunity to travel to CLEAR’s educational events can sometimes be limited, we have brought more educational programming to you, whether in the form of National Certified Investigator and Inspector Training Programs offered in 12 locations, Board Member Training programs offered in five cities or one-day symposia delivered in three North American cities. As we plan for 2015–16, we will continue to move in this direction, and welcome additional invitations from host jurisdictions and organizations.

This June I was proud to welcome 130 regulators, from across three continents, to Amsterdam where CLEAR held its Fourth International Congress. Content focused on three important themes: Global Mobility and Entry and Practice; Governance and Accountability in Professional Regulation; and Striving for Continuing Competence. Attendees were provided with a range of leading-edge presentations and numerous opportunities to engage with one another during roundtable discussions and networking events. Our attention now turns to 2017 and the exciting prospect of a Fifth Congress in Melbourne, Australia.

I am pleased to report that record numbers of regulatory colleagues have recognized the value of CLEAR and that, for a third year running, membership levels are at an all-time high. In addition to strong representation in North America and Western Europe, I am particularly pleased to note increased involvement from regulators in Australia and New Zealand.

Over the course of the past year, the organization has begun the redesign of its broad range of professional development offerings, a process that will continue through the coming year, ensuring that each continues to reflect the latest thinking in instructional delivery and design.

I would be remiss if I did not recognize the role my board colleagues have played in realizing these achievements. I particularly want to thank past president Darrel Crimmins whose time on the board of directors is coming to an end. His considerable and ongoing contributions and commitment have strengthened CLEAR considerably, and we owe him a tremendous debt of gratitude.

The year ahead holds many opportunities for the regulatory community and our organization alike. Please consider becoming involved with our work—on committees, working groups and the board, as together we serve our colleagues and the regulated public.

Robin Jenkins will be CLEAR’s 2015–16 president. I look forward to welcoming her to this new role and supporting her as CLEAR’s past president. Thank you for your support this past year; it has been my privilege to serve as CLEAR’s president.
2014–15

ACCOMPLISHMENTS

MEETINGS

- CLEAR participates in meetings as a member of the National Practitioner Data Bank Executive Committee.
- CLEAR participates in meetings as a member of the stakeholder committee of the American National Standards Institute (ANSI)/George Washington Institute of Public Policy credentialing initiative.
- CLEAR participated in a meeting convened by The Council of State Governments: Licensure in the States: A Preliminary Examination of the Issues.

ONGOING ACTIVITIES

- Track regulatory news and publish information to Regulatory News weblog.
- Send regular updates to membership regarding news and organizational activity.
- Track agency and organization key personnel changes.
- Recruit members.
- Conduct e-mail surveys for members.
- Provide inquiry and referral service to callers (notably to legislative staffers).
- Market the NCIT Basic and Specialized programs, Executive Leadership Program for Regulators and Board Member Training Program.
- Publish CLEAR News, an online newsletter.
- Publish CLEAR Exam Review, a semi-annual journal.
- Solicit and publish Resource Briefs.
- Expand and maintain comprehensive website.
- Coordinate annual conference.
- Hold midyear and annual business meetings—January 2015: Charleston, South Carolina.
- Offer online and in-person board member training: Introduction to Regulatory Governance and Advanced Concepts in Regulatory Governance.
- Sponsor CLEAR Webinar series.
2014–15 INITIATIVES

01 CLEAR WEBINAR SERIES

- Setting Precedents: The Top Ten Recent Cases You Need To Know About (October 2014)
- Creating Evidence-Based Continuing Competency Programs (November 2014)
- By-Products and Unintended Consequences of Professional Regulation (January 2015)
- What can research on expertise tell us about continuing competence? (March 2015)
- So how good a regulator are you? Assessing the performance of regulators (May 2015)
- Introduction to the Use of Ex Parte Seizure Orders to Combat Exam Piracy (July 2015)
- Introduction to LEAN Principles (August 2015)
- Research on Resilient Registrants (August 2015)

Regulatory Agency Administration: Information-sharing webinars (offered without charge as a service to the regulatory community):

- Learning from Experience: Improving the Process of Internationally Educated Nurses’ (IENs) Applications for Registration (December 2014)
- Relational Regulation: A New Approach (March 2015)

02 INTRODUCTION TO REGULATORY GOVERNANCE

Introduction to Regulatory Governance is designed to provide the proper foundation for effective regulatory board leadership. The program is offered in person, online, and via webinar. The curriculum features five modules:

- Foundations of Occupational and Professional Regulation; Roles and Responsibilities of a Board Member; Administrative Rulemaking; Professional Discipline; and Assessing Competence. In 2014–15, the program was offered via webinar on the following dates:
  - Foundations of Occupational and Professional Regulation (March 2015)
  - Roles and Responsibilities of a Board Member (April 2015)
  - Administrative Rulemaking (May 2015)
  - Professional Discipline (June 2015)
  - Assessing Competence (July 2015)

03 REGIONAL SEMINARS

In 2015, CLEAR provided a one-day symposium, Openness and Transparency in Professional Regulation: How Much is Too Much? which was attended by more than 175 regulators in three North American cities: Toronto, Ontario (March 2015); Raleigh, North Carolina (April 2015) and Vancouver, British Columbia (May 2015). The event examined right-touch regulation as a foundation and as a process, as well as the relationships between openness and risk mitigation and between transparency and risk mitigation. It also considered the unintended consequences of complete openness and transparency, publication issues—process information versus case-specific information and fairness to the member measured against the public interest. Discussion also focused on whether the public interest requires complete openness and complete transparency, information that is published or broadcast (push) versus information that is publicly available (pull), and whether disciplinary publication in the digital age is a more severe sanction than before.

In June 2015, CLEAR hosted 130 regulators from three continents at its Fourth International Congress, held in Amsterdam in June. Discussion focused on three key areas of inquiry: Global Mobility and Entry to Practice; Governance and Accountability in Professional Regulation; and Striving for Continuing Competence. A keynote presentation by Professor Rhona Flin, chair of Applied Psychology at the University of Aberdeen, entitled Demonstrating Competence: The Role of Non-Technical Skills began two days of high-level content and discussion.

04 MEMBER ENGAGEMENT

Recognizing a need to involve new members more effectively in the work that is underway across the organization, CLEAR has instituted a New Member website and New Member Orientation program, focused on the way the organization can help its members Connect, Learn and Engage with the regulatory community. This initiative includes a mentoring system for new committee members and a series of targeted communications to new member interests.
2014–15
CLEAR LEARNING & OTHER TRAINING

1. BOARD MEMBER TRAINING
   - Introduction to Regulatory Governance
   - Advanced Concepts in Regulatory Governance

2. NATIONAL CERTIFIED INVESTIGATOR & INSPECTOR TRAINING
   - Basic
   - Specialized

3. EXECUTIVE LEADERSHIP PROGRAM FOR REGULATORS

4. OTHER TRAINING
   - Annual Educational Conference
   - Drug Diversion Investigations Training
   - CLEAR Learning Presentations
1

BOARD MEMBER TRAINING

Introduction to Regulatory Governance
Introduction to Regulatory Governance is a program designed to provide the proper foundation for effective regulatory board service. The program is offered in person, online and via webinar; and the curriculum features five modules: Foundations of Occupational and Professional Regulation; Roles and Responsibilities of a Board Member; Administrative Rulemaking; Professional Discipline and Assessing Competence.

- Washington, D.C. (March 2015)
- Washington, D.C. (June 2015)
- Boston, Massachusetts (September 2015)

Advanced Concepts in Regulatory Governance
Advanced Concepts in Regulatory Governance is a two-day workshop for seasoned regulatory board members that builds on their experience with board service. The program highlights strategies for dealing with specific challenges faced by board members and provides opportunities for peer-to-peer learning, engagement and development. Content emphasizes the relationships that are integral to regulatory functions, including dealing with transition, identifying the roles of governance versus management and facilitating positive communication; and the accountability and evaluation role of regulatory board members.

- Winnipeg, Manitoba (March 2015)
- Toronto, Ontario (March 2015)
- Boston, Massachusetts (September 2015)
NATIONAL CERTIFIED INVESTIGATOR & INSPECTOR

National Certified Investigator & Inspector Training (NCIT) Basic and Specialized programs are three-day, hands-on training and certification programs in investigation and inspection techniques and procedures. Since the programs’ inception in 1984, more than 19,000 investigators and inspectors have participated in the training. In 2014–15, these programs were offered in the following locations:

<table>
<thead>
<tr>
<th>Basic</th>
<th>Specialized</th>
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<tr>
<td>Sacramento, California (October 2014)</td>
<td>Sacramento, California (October 2014)</td>
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<td>Portland, Oregon (October 2014)</td>
<td>Portland, Oregon (October 2014)</td>
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<td>Winnipeg, Manitoba (November 2014)</td>
<td>Austin, Texas (April 2015)</td>
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<td>Toronto, Ontario (November 2014)</td>
<td>Los Angeles, California (May 2015)</td>
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<td>Topeka, Kansas (January 2015)</td>
<td>Boston, Massachusetts (September 2015)</td>
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<td>Northampton, Massachusetts (March 2015)</td>
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<td>Austin, Texas (April 2015)</td>
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<td>Raleigh, North Carolina (April 2015)</td>
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<td>Norman, Oklahoma (July 2015)</td>
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<tr>
<td>Boston, Massachusetts (September 2015)</td>
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</table>
The Executive Leadership Program for Regulators is a comprehensive workshop covering a broad array of leadership topics relevant to regulatory administrators. Topics include issues and problems associated with creating a positive public relations program, building an appropriate relationship with stakeholders, mastering the art of negotiation, identifying and understanding the numerous types and styles of regulatory leadership and organizational culture and change. In 2014–15, the program was offered in the following locations:

- Boston, Massachusetts (September 2015)
Annual Educational Conference Program in Four Tracks
Accompanying opportunities:
- Introduction to Regulatory Governance
- Advanced Concepts in Regulatory Governance
- Executive Leadership Program for Regulators
- NCIT Basic and Specialized Programs
- Preconference Workshops
- Getting the Most Out of CLEAR
- Discussion Group Sessions
- Regulatory Expo and Exhibitor Showcase

Drug Diversion Investigations Training
In order to conduct an effective drug diversion investigation, investigators must have specialized knowledge and an understanding of the accountability system for controlled substances. This session discusses how to follow the trail to ensure accountability in pharmacy audits, long-term care audits, acute care systems, and anesthesia records. Attendees look at accountability from automated dispensing systems to individual dosage units, and discuss appropriate documentation for the licensee. The training concludes with strategies for writing an audit report that is both understandable and clear, and provides strategies when interviewing a suspected diverter. In 2014–15, the program was offered in:
- Boston, Massachusetts (September 2015)