

Thursday, July 23

Regulatory Excellence Training: Best Practices for Board Members and Staff – Sponsored by Federation of State Massage Therapy Boards



Dale J. Atkinson is a licensed Utah attorney who received his law degree from Northwestern School of Law in Portland, Oregon, and is now the sole managing member of The Atkinson Firm. Mr. Atkinson was admitted to the Illinois Bar in 1987. He founded the firm of Atkinson & Atkinson, LLC in Illinois with his father in 1989, with an emphasis of practice in the area of regulatory law. The Atkinson Firm moved to Utah in 2024. Mr. Atkinson represents associations in all matters relating to their operations as not-for-profit corporations, including regulatory activities, education and accreditation, disciplinary actions, model legislation and applications, and all phases of the development and administration of licensure examination programs, and licensure transfer programs, licensure credentials verification and storage. He is a frequent speaker before these association clients as well as other regulatory groups, agencies, and stakeholders, and produces numerous writings on these topics for publication. Mr. Atkinson was involved with the Federation of Association of Regulatory Boards for over 30 years, having served as the Executive Director of FARB for over 21 years, providing educational programs for board members, staff, investigators, and attorneys related to regulation in the interest of public protection. Mr. Atkinson continues to dedicate his career to representing not-for-profit associations that provide essential public protection services.

Ethics, Wellness, and Professionalism for Regulatory Law Professionals



Jon Tynjala, Esq., is the Executive Director of Lawyers Concerned for Lawyers. Jon received his B.A. in Business Administration from the College of St. Thomas in 1989, and his J.D. from the University of Minnesota Law School in 1995. Prior to his affiliation with LCL, Jon was engaged in private practice serving businesses and their owners at larger and medium sized law firms in Minnesota, and, most recently, at a two-person firm in Maple Grove. In addition to his practice, Jon has been actively engaged in recovery work as a volunteer through LCL, among other organizations, and is a prior Board member and past Treasurer of LCL.



Bradley Guye is a leader in compliance, ethics, and regulatory program development with more than 15 years of experience helping regulatory bodies, professional licensing boards, sport federations, anti-doping organizations, and healthcare entities strengthen accountability, ethical decision-making, and public protection. His work focuses on developing innovative assessment programs, compliance frameworks, and educational initiatives that measure professional judgment and integrity while supporting fair and transparent regulatory processes.

Drawing on experience across healthcare, international sport, and regulatory environments, Bradley helps organizations address complex ethical challenges, improve governance, and build public trust. He is passionate about translating ethical principles into practical solutions that promote accountability, reduce risk, and enhance regulatory effectiveness.



Mark Brengelman, Esq. holds Bachelor's and Master's degrees in Philosophy from Emory University and his law degree from the University of Kentucky. Working as an Assistant Attorney General in Kentucky in the area of administrative law, Mark was the assigned counsel and prosecuting attorney to numerous health professions licensure boards. He retired from state government and switched sides to represent licensees, but later continued his work with government agencies representing under contract two licensure boards having now worked for all three branches of state government and a local municipality's ethics commission.

Having been a presenter for over fifty organizations and private companies, Mark is a frequent participant in continuing education including FARB and nine of its current or former governing members.

Friday, July 24

Opening Plenary & Keynote - Leading Courageously During Times of Regulatory Challenge – Sponsored by Ethics Boundaries Assessment Services



Serving his second term as FARB President, **Michael Armstrong** is the Chief Executive Officer of the National Association of Architectural Registration Boards (NCARB), administering a staff of 120 and a budget of \$43 million. NCARB facilitates, in collaboration with its 55 U.S. jurisdictional licensing board members, architectural licensing as well as post-licensure reciprocity for U.S. and international venues through its Certificate program. Prior to joining NCARB in 2011, Mike held senior positions at the International Code Council (ICC), ICF International, the Federal Emergency Management Agency (FEMA), the Colorado Governor's Office of Energy Conservation, and the Aurora, Colorado, City

Attorney's Office. He holds a Bachelor of Arts in English and Bachelor of Science in Journalism from the University of Colorado at Boulder, and a Juris Doctorate from the Pepperdine University School of Law in Malibu, California.

His honorifics include: Honorary Membership in La Federacion de Colegios de Arquitectos de la Republica Mexicana (FCARB); Medals bestowed by FCARM and by the Mexican National Registration Council for Professional Certification of Architects (CONARC); Presidential Citations from the American Institute of Architecture Students (AIAS) and the American Institute of Architects (AIA) California Council; and U.S. Senate confirmation as FEMA Associate Director. He is also licensed to practice law in Colorado and before the U.S. Supreme Court.



Donald A. Balasa, JD, MBA, is the CEO and Legal Counsel of the American Association of Medical Assistants in Chicago. His areas of legal specialization include professional/occupational regulation and credentialing, testing accommodations under the Americans with Disabilities Act (ADA), the impact of the Trump Administration's diversity, equity, and inclusion (DEI) pronouncements on testing bodies and schools, and antitrust principles applicable to certifying and academic accrediting bodies.

In past years Mr. Balasa has presented at FARB conferences, the ATP Innovations in Testing Conference, the I.C.E. Annual Exchange, the Certification Network Group (Chicago), the Chicago Bar Association, and the CLEAR Annual Educational Conference and a CLEAR International Symposium.

Balasa received both his baccalaureate and law degrees from Northwestern University and his MBA in economics from the University of Chicago. Balasa has taught association management at the DePaul University Graduate School of Business and constitutional law at Trinity International University.

AI: Charting the Course from Principle to Practice



Veronica Meadows, CAE is the Chief Strategy Officer for the Council of Landscape Architectural Registration Boards. Veronica is responsible for the management and refinement of CLARB's strategy system in addition to the oversight of the organization's governance, membership, communications, and advocacy functions to promote stakeholder engagement and empower partners to defend commonsense regulation and licensure of landscape architecture in the public's interest. Her career in association management spans over 20 years and includes experience in marketing, communications, customer and public relations, strategic planning, leadership development and strategic governance systems. Meadows also serves as the Vice President on the Executive Board of the Federation of Associations of Regulatory Boards (FARB).



Dr. Leanna Fortunato, PhD, is a licensed clinical psychologist and Director of Digital Health and Innovation at the American Psychological Association. Her work centers on integrating technology into psychological practice to improve access, quality, and outcomes in mental health care, with a focus on advancing innovative digital mental health solutions and measurement-based care. Her previous experience spans clinical practice, administration, and consulting across university, private practice, and digital mental health settings.



Charlotte Martin serves as Executive Director of the Louisiana Physical Therapy Board, where she oversees the administration of the state's physical therapy licensing and regulatory programs. She has extensive experience in professional regulation, board governance, and public protection, and is committed to advancing regulatory excellence through effective licensure, enforcement, and stakeholder engagement. Charlotte is an active leader within the regulatory community and frequently collaborates with colleagues across jurisdictions to share best practices and strengthen occupational regulation.

Secondary Trauma in Investigations and Trauma-Informed Prosecution



Dr. Melissa Mork is Associate Professor of Forensic Psychology at Walden University. A clinical and forensic psychologist and international keynote speaker, she examines trauma, moral injury, and psychological durability. Drawing on years of work with first responders, caregivers, and survivors, she explores evidence-based approaches to sustain well-being in high-stress situations and professions. She works with survivors and families after mass shootings, but also performs stand-up in front of rooms full of strangers, which has made her uniquely qualified to recognize distress in all its forms. For more information, please read the article on her rise from homelessness to becoming a professor on NBC's [TODAY.com](https://www.today.com). You might also enjoy her [TEDx](#) called "How Does Dark Humor Help Us Cope?"



Dr. Christopher Greene brings clarity to challenging issues. Certified in auditing, documentation and compliance, Dr. Greene has assisted State and Federal Agencies in complex cases involving Fraud, Sexual Misconduct and Scope of Practice. For over 10 years, Dr. Greene has served chiropractic licensing boards in multiple states in the capacity of practice monitor and expert consultant. Fusing 30 years of clinical experience with unique skills in compliance and auditing, Dr. Greene has been a featured speaker for organizations including the Federation of State Medical Boards (FSMB) and the Federation of Chiropractic Licensing Boards (FCLB) on the issue of trauma-informed healthcare regulation.

Coalition Building and Public Engagement: Strategies for Building Trust and Influence, Presented by MultiState, FARB Supporting Member



As Director of Government Affairs for the Council for Interior Design Qualification, **Matt Barusch** supports and advances CIDQ's policy agenda at the state and provincial level. As part of this role, he is responsible for supporting the work of interior design regulatory boards, analyzing regulatory trends and assessing threats to the public from deregulatory efforts, and developing strategies to support our stakeholders in educating policymakers on the value of reasonable interior design regulation.

Before CIDQ, Matt held state advocacy positions with the National Association for Music Education and the National Court Reporters Association. He holds a master's in public administration from Arizona State University and a bachelor's in political science from the State University of New York.



Brock Ingmire is an Assistant Vice President for MultiState Associates, where he leads the firm's healthcare practice. In this role, Brock works with the country's largest healthcare provider systems, consumer advocacy organizations, and non-profit associations to help them navigate the complex health policy landscape with state regulators and legislators.

Before joining MultiState, he was Vice President at Centene Corporation, the largest Medicaid and Marketplace insurer in the country. At Centene, he led the build out of the company's state health policy division and also led government affairs for the company in Illinois, the company's fourth largest market. In leading the state policy efforts for Centene, he led the development and implementation of the company's state advocacy agenda across 30 plus states. Prior to Centene, Brock served as Director, State Policy & Advocacy at Ascension, the second largest hospital system in the country. Brock led state policy and government affairs for the health system, advising Ascension's state lobbyists on advocacy strategy and engagement. His additional experience includes advising state legislative caucuses on Medicaid policy, advising candidates for statewide office on healthcare policy, and having worked in government affairs on behalf of two associations, one inclusive of licensing boards. Brock is an alumnus of Kansas State University where he earned both a Master of Arts and a Bachelor of Science in Communication Studies.



Jennifer Garrett is the deputy secretary at the Wisconsin Department of Safety and Professional Services, the cabinet agency responsible for occupational regulation. A gubernatorial appointee, she oversees external relations and policy, and she works to implement regulatory innovations to advance executive branch priorities. Under her leadership, DSPS has implemented voluntary workforce surveys for physician, dental and behavioral health renewals. She also implemented an interdisciplinary advisory council to clarify practice rules for licensed professionals working in emerging health care delivery settings. Prior to joining the administration, Jennifer worked in public affairs at the University of Wisconsin-Madison School of Nursing. She has a bachelor's degree in English and communication from Purdue University in West Lafayette, Indiana, and a J.D. from the Mauer School of Law at Indiana University-Bloomington.



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Speech vs. Conduct: Supreme Court and Constitutional Considerations



S. Wesley Tripp, III currently serves as Board Counsel for the North Carolina Board of Examiners for Engineers and Surveyors. Wes has held this position since November 2023.

Wes was named in the 2024 edition of Best Lawyers: Ones to Watch® in America in the categories of Administrative/Regulatory Law and Litigation-Trusts & Estates. He is also recognized among Business North Carolina's Legal Elite™ in the Young Guns category (2022, 2023). After graduating from Campbell University School of Law, Wes served as a law clerk for the Supreme Court of North Carolina as well as the North Carolina Court of Appeals, during which time, he had the opportunity to help draft nearly 50 appellate opinions. He is a cum laude graduate of the University of Tennessee with a bachelor's degree in history and a magna cum laude graduate of Johnson University earning an associate's degree in religious studies.

Building Accessible Exams: Simplifying Accommodation Decisions Through Design, Sponsored by Pearson



Matt Robinson works with teams across Pearson Professional Assessments to improve the accessibility of assessment platforms, products, and services and to support the accessibility and accommodation needs of test candidates. He oversees both the Accessibility Services and Accommodations Review teams, leading accessibility quality assurance efforts and collaborating with client program management and external partners to address accessibility questions and complex accommodation scenarios.

Prior to joining Pearson, Matt was a school psychologist in a K–12 setting for over 13 years, where he focused on clinical assessment and the use of technology to support students in their home school settings. He joined Pearson in 2013 and transitioned into a dedicated accessibility role in 2018. Matt has over 26 years of experience in assessment, disability, and accessibility and holds master's and specialist degrees in education. He is a Certified Professional in Accessibility Core Competencies.

Subtle to Stark: Regulatory Roles Resonate, Sponsored by Venable LLP



Ron Jacobs advises clients on political law, nonprofit organizations, and crisis management. Ron helps corporations, associations, campaigns, and charities navigate the complex intersection of law, politics, and public scrutiny. His practice spans congressional investigations, agency rulemaking, internal investigations, litigation strategy, and media relations. Ron is known for providing practical, strategic guidance that balances legal requirements with reputational and political risk. Ron co-chairs Venable's nationally recognized Political Law practice, advising Fortune 500 companies, trade associations, charities, campaigns, super PACs, and political vendors on compliance with campaign finance, lobbying disclosure, gift and ethics rules, pay-to-play laws, and tax implications of political activities.

Ranked by *Chambers USA* and *The Legal 500* as one of the nation's leading attorneys in political law and nonprofit organizations, Ron is widely recognized for his experience in government compliance, crisis management, and regulatory strategy. He has developed political compliance programs for major corporations and leading associations that lobby and make political contributions nationwide. Clients value his ability to interpret and harmonize the often-contradictory rules that apply across jurisdictions.

Ron also co-edits Venable's *Political Law Briefing* blog and leads the firm's 2025 webinar series, *Deregulation Nation*, while contributing to the *Transition Outlook* series examining key policy shifts under the new presidential administration.

As outside general counsel to numerous nonprofit organizations, trade associations, and professional boards, Ron advises on all aspects of tax exemption, corporate governance, mergers, leadership transitions, and international operations. He helps clients form new entities, navigate leadership changes, and negotiate

complex transactions. His work with associations of state regulatory boards includes advising on licensure matters, drafting amicus briefs, and developing model laws to strengthen professional regulation.

Ron leads clients through crises involving government investigations, litigation, and media exposure. He combines legal strategy with public communications insight to help clients manage high-stakes, high-visibility situations. His experience includes responding to enforcement actions, class actions, and congressional investigations, while coordinating multidisciplinary teams across Venable's litigation, lobbying, and communications practices.

Clients rely on Ron for his steady judgment, candid counsel, and ability to craft plans that protect both legal standing and reputation.

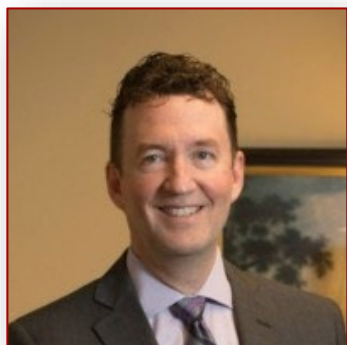


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Public Board Member Success Profile, Sponsored by Healthcare Regulatory Research Institute



Lorin Mueller is the Chief Research Officer at the Federation of State Boards of Physical Therapy (FSBPT), where he oversees the National Physical Therapy Examination (NPTE) and the Healthcare Regulatory Research Institute (HRRI), where he has been since 2011. Prior to joining FSBPT, Lorin was a Principal Research Scientist at the American Institutes for Research, where he specialized in assessment and workforce research. Lorin holds a PhD in Industrial and Organizational Psychology from the University of Houston, is a Fellow of the Society for Industrial and Organizational Psychology, and a former President of the Personnel Testing Council of Metro Washington.



Richard Woolf, PT, has worked for the Federation of State Boards of Physical Therapy (FSBPT) since 2008 and began to serve as Vice President of Professional Standards in 2019. Previously, he worked closely with the volunteers in the development of the National Physical Therapy Examination. Prior to joining FSBPT he worked as the Director of Rehabilitation at a hospital in the State of Arizona. He is also a Certified Strength and Conditioning Specialist with the National Strength and Conditioning Association. He received his Master of Physical Therapy from Northern Arizona University, his Doctorate of Physical Therapy from A.T. Still University-Arizona School of Health Sciences, and his Master of Business Administration from the Raymond A Mason School of Business at the College of William & Mary.



Eileen Linnabery joined Vantage in 2014, driven by a passion for helping leaders and organizations maximize their potential. She advises clients on leadership assessment, development, executive coaching, and talent strategy, applying evidence-based practices to strengthen leadership effectiveness and organizational performance. As a coach, Eileen helps leaders deepen their self-awareness and adopt new approaches that enhance their impact. As a Partner, she focuses on firm strategy, operations, and strengthening the Vantage brand. She also leads New Products for Client Success, driving innovation and the customization of services to meet evolving client needs. Eileen holds a Ph.D. in Industrial/Organizational Psychology from DePaul University, as well as graduate and undergraduate degrees in psychology. Outside of work, she volunteers with nonprofits, contributes to professional organizations, publishes articles, and presents at psychology conferences.



Mary Sullivan joined Vantage Leadership Consulting in 2022, where her work focuses on talent assessment, succession planning, and career transition coaching. She serves as the subject matter expert on executive success profiles and co-leads programs in leadership development and high performance team facilitation. Mary completed her doctoral research on leader charisma at The Chicago School of Professional Psychology in 2025, bringing cutting-edge, evidence-based practices to her client engagements. Her perspective is shaped by a Bachelor of Business Administration from the University of Wisconsin-Madison and a former career in experiential brand marketing — giving her a unique blend of business acumen and behavioral psychology expertise. Driven by a passion for continuous learning, Mary actively contributes to organizational science through research, published articles, and regular presentations at I/O and talent management conferences.

Unlicensed Practice: Enforcement Tools and Legal Strategies



Adam Grayson is a founding partner of Grayson & Grayson, a Missouri civil litigation firm. Adam has extensive experience in the areas of Healthcare Law, Administrative Law, Regulatory Compliance, Complex Personal Injury Law, and other litigation matters. He has represented Missouri licensure Boards for over twelve years including the Missouri Board of Registration for the Healing Arts, Missouri Nursing Board, Missouri Dental Board, Missouri Board of Pharmacy, Missouri Board of Podiatric Medicine, Missouri Real Estate Commission, and the Missouri State Board of Optometry. He has handled their litigation before the Administrative Hearing Commission, Circuit Courts, the Supreme Court, and various Federal Courts. In addition to litigation, he has also assisted boards through general counsel matters, sunshine laws, and rulemaking. Adam also represents other state agencies including the Missouri Department of Health and Senior Services - Division of Cannabis Regulation as their litigation counsel. Adam has a B. A. from Southwest Baptist University and received his J.D. from Saint Louis School of Law.



Janice Beller currently serves as Deputy General Counsel to Idaho's regulatory boards under the Division of Occupational and Professional Licenses. She joined the Division after serving nine years as a prosecutor; five years on a criminal calendar and four on a child welfare calendar. Child welfare has been a huge part of Janice's life, with almost twenty years serving in the field. The shift into Administrative Law is a new and exciting opportunity for Janice, but she is not new to public service, having worked in all areas of governance – state, county, and city. Outside of her legal service, Janice is a fifteen-year member of the Daughters of the American Revolution and enjoys watching her son on stage as part of the up-and-coming metal band, Reverie.



Jim Raines is a partner in the Baton Rouge office of Breazeale, Sachse & Wilson, L.L.P., where he focuses on administrative law, municipal law, elder law litigation, and real estate matters. He represents state licensing boards, agencies, political subdivisions, and individuals in complex litigation and administrative proceedings, and has extensive experience in compliance, ethics, and regulatory issues. Jim is active in community leadership and has served on numerous nonprofit boards. He earned his J.D./B.C.L. from the LSU Paul M. Hebert Law Center and holds multiple degrees in psychology, including master's degrees in marriage and family therapy and psychology from Abilene Christian University.

Day 1 Closing Plenary: Policy Maker Panel, Sponsored by Council for Interior Design Qualification



Dr. Marlon I. Brown serves as director of the Michigan Department of Licensing and Regulatory Affairs. In this role, he is a member of Governor Gretchen Whitmer's Cabinet and leads the state agency responsible for licensing and regulating nearly two million individuals and entities across various professions and industries. Marlon previously served as the department's chief administrative officer and director of policy and legislative affairs. He has also held positions at the Michigan Supreme Court and the State Budget Office. Marlon earned a bachelor's degree in political science from American University, a master's degree in public administration from the University of Delaware, and a doctorate in public administration from Valdosta State University.



Beth Camp serves as State Representative for Georgia's 135th District, representing Pike County and portions of Lamar and Spalding counties. She is Chair of the House Judiciary Juvenile Committee and also serves on the Ways & Means, Energy, and Agriculture Committees. She serves on several local and national boards that influence public policy.

Representative Camp is a leading advocate for children, families, and rural communities, bringing a results-driven approach shaped by real-world experience as a 911 operator, EMT, farm manager, real estate broker, and small business owner.

She holds a bachelor's degree from Clayton State University and a master's degree from the University of Alabama.

Representative Camp resides in Concord with her husband, Mark. They are avid travelers and enjoy managing their farm, which includes cattle and pine timber, reflecting a deep connection to Georgia's agricultural heritage.



Dr. Alice Mann is a former State Representative and current State Senator for Minnesota's 50th district. She was the chief author of the 2023 legislation that created Minnesota's Paid Family and Medical Leave program. Mann serves as the vice chair of the Health and Human Services committee. She did her residency at Mayo Clinic and received her MPH from Johns Hopkins University. Along with serving as a state Senator, Dr. Mann is a practicing ER physician.



Senator John Fredrickson is a father, husband, mental health provider, and State Senator representing District 20 in the Nebraska Legislature. He is the first openly gay man ever elected to the Nebraska Legislature. He currently serves on the Transportation & Telecommunications Committee, the Executive Board, the Committee on Committees, and as the Vice Chair of the Health & Human Services Committee. His legislative priorities have included mental health policy, education, food security, and workforce development, and he has successfully passed bipartisan legislation in each of these areas. He has received a number of recognitions for his legislative work, including being named a 2026 Rodel Fellow, 2024 Toll Fellow, 2023 Bohnett Fellow, and 2023 Bowhay Institute Fellow. He and his husband established the Fredrickson-Formanek Scholars Fund in 2023, which provides tuition assistance to LGBTQ+ Nebraskans and allies seeking higher education in the state. Outside of his work in the legislature, Senator Fredrickson serves on the Board of One World Community Health Center, a

local Federally Qualified Health Center, and as an Adjunct Professor at Columbia University. Prior to his public service, Senator Fredrickson worked as a Clinical Social Worker in Private Practice. His areas of expertise include emotion dysregulation, suicide prevention, and LGBTQ+ mental health. He lives with his husband and son in Omaha, Nebraska.



Ken Clouston, PT, DPT is the founder and president of Gillette Physical Therapy, P.C., where he has served the Gillette, Wyoming community since 1993. A passionate physical therapist and advocate for healthcare policy reform, Ken earned his Doctor of Physical Therapy degree and has dedicated his career to improving patient care, advancing professional standards, and strengthening access to quality services.

Since 2022, Ken has represented House District 32 in the Wyoming Legislature. His committee work at the state level has included being on the Education Committee and the Labor, Health, and Social Services Committee. He is also Wyoming's appointed delegate to the Education Commission of the States and the National Conference of State Legislatures. In 2025, he completed the Milbank Program for Emerging Leaders in Healthcare.

Representative Clouston has led significant healthcare legislation in Wyoming, including reforms on provider credentialing, prior authorization, insurance repayment, and accessibility for individuals with disabilities. His legislative efforts also span criminal justice, energy policy, and mental health initiatives.

Ken's prior public service includes appointments to the Wyoming State Board of Education, the Campbell County School Board—where he was named Wyoming's 2022 School Board Member of the Year—and the Campbell County Healthcare Board. He was recognized as Campbell County's Healthcare Provider of the Year in 2012.

A long-time leader in the profession, Ken has served as both President and Vice President of the Wyoming Physical Therapy Association and was the state's Federal Affairs Liaison for the APTA Private Practice Section from 2012 to 2020. His unique perspective blends clinical insight, administrative leadership, and public policy expertise.

Ken and his wife Chris have been married since 1993 and are proud parents to their son, Cordell, a financial analyst with YETI in Austin, Texas.

Saturday, July 25

Atkinson Lecture – Leading Through Discomfort: Why Courage is Essential in Today's Regulatory Landscape – Sponsored by the Council of Landscape Architectural Registration Boards



Courtney Arbour serves as Director at the Texas Department of Licensing and Regulation (TDLR) in Austin, Texas. In this role, she provides strategic leadership and oversight to support the agency's mission of protecting public health, safety, and consumer confidence through effective licensing and regulation.

With extensive experience in public service and regulatory administration, Courtney is known for her collaborative leadership style, commitment to operational excellence, and focus on continuous improvement. She works closely with stakeholders, policymakers, and agency teams to ensure regulatory programs are efficient, transparent, and responsive to the needs of Texans.

Courtney is dedicated to fostering a culture of accountability and innovation within TDLR while advancing policies that promote fairness, compliance, and economic opportunity across the state.

The Burden and the Benefit: Balancing the Occupational Regulation Equation



Christina Curnow, PhD, is the President of SkillEdge Research and Consulting. With more than 25 years of experience, she specializes in workforce research and consulting, with expertise in occupational licensing, skills-based practices, job and practice analysis, competency modeling, assessment development and validation, and training evaluation. Christina has led studies across a wide range of occupations in healthcare, professional services, and the skilled trades. She has also examined occupational licensing policy and practice for more than 120 occupations across all 50 states. She earned her PhD in Industrial-Organizational Psychology from The George Washington University, and her work has been presented at national conferences and published in peer-reviewed journals.

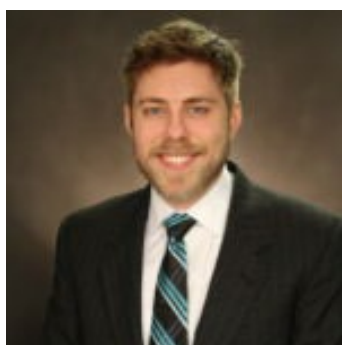


Ryan Nunn is the Director of Research for the Budget Lab at Yale. In prior roles, he has worked in economic research and policy at the Federal Reserve Bank of Minneapolis, U.S. Treasury Department, and the Hamilton Project at the Brookings Institution. He has also served as a senior economist at the White House's Council of Economic Advisers. His work covers a broad array of economic policy issues, with a focus on labor markets and public finance. He has commented on these issues at the Wall Street Journal, NPR, CNN, and other news outlets. Ryan received his Ph.D. in public policy and economics from the University of Michigan, Ann Arbor.

Education, Advocacy, Lobbying....Oh My!



Sarah Werner is the Deputy Division Director for Policy and Communications for the Division of Professions and Occupations within the Colorado Department of Regulatory Agencies. In this role, Sarah manages policy review, communications, rulemaking and open records for the division. Sarah has nearly 20 years of experience working with governmental and quasi-governmental agencies on topics related to communications and policy - including more than 10 years with the State of Colorado.



Clayton Weems is an attorney in the Governmental Affairs Division of the Missouri Attorney General's Office, where he specializes in professional licensing and administrative law. His practice includes advising on licensing matters, defending state regulatory actions, and representing the state in constitutional and administrative law challenges. Prior to joining the Attorney General's Office, Clayton served as General Counsel for the Missouri Division of Alcohol and Tobacco Control, where he developed extensive experience in alcohol regulation and agency legal counsel.

Clayton earned a Bachelor of Science in Business Administration from Thomas Edison State University, a Master of Business Administration from Drury University, and a Juris Doctor from Saint Louis University School of Law with a concentration in International and Comparative Law. He is admitted to practice in Missouri state courts and the U.S. District Court for the Western District of Missouri and is a member of the Missouri Bar Association and the Cole County Bar Association.

Evolving Considerations in Licensing Examination, Sponsored by Strasz Assessment Systems



Rory McCorkle, PhD, has 23 years of experience in the assessment industry, driving growth across certification, licensure, education, and talent verticals. He currently serves as Vice President of Business Development for Strasz Assessment Solutions, managing go-to-market functions for this assessment technology provider. Past roles include SVP of Business Development & Client Success at PSI Services, President of International Credentialing Associates, and positions at IEEE, PMI, and Prometric.

Rory is deeply involved in the testing community. He currently serves as a Public Board Member for the Competency and Credentialing Institute and on the ANSI National Accreditation Board Personnel Certification Accreditation Committee. Past leadership includes chairing the 2024 Association of Test Publishers (ATP) Board of Directors and the 2019 ATP Innovations in Testing Conference, along with service on numerous industry boards, committees, and credentialing advisory and research groups.

Rory holds a Ph.D. in Organizational Leadership, an MBA, and a B.A. in Psychology, and maintains the CAE, ICE-CCP, SPHR, and PMP certifications.



Dr. Adrienne Cadle, Vice President, Credentialing and Senior Psychometrician with Professional Testing Inc. has worked in licensure and certification testing for over 25 years. She manages a team of psychometricians, test developers, and project assistants and oversees all psychometric and accreditation activities for a number of Professional Testing's Licensure and Certification clients.

Outside of her work with Professional Testing, Dr. Cadle serves in several volunteer positions including serving on the Board of Directors for CLEAR, various leadership positions with CLEAR (ERAC, Testing and Examinations Program Committee, DEI Committee), and serves on the I.C.E. DE&I Committee. In 2023, Dr. Cadle was selected to serve on the ISO CASCO Working Group 30, the international working group charged with revising ISO/IEC 17024:2012. Lastly, in 2013 Dr. Cadle became a Psychometric/Lead Assessor for the ANSI National Accreditation Board's Personnel Certification Program based on the ISO/IEC 17024 Standard.

Dr. Cadle obtained her Doctoral degree in Educational Measurement and Evaluation, with an emphasis on Psychometrics and I/O Psychology, from the University of South Florida.

The Legal Issues Everyone's Watching, Sponsored by Venable LLP



Ron Jacobs advises clients on political law, nonprofit organizations, and crisis management. Ron helps corporations, associations, campaigns, and charities navigate the complex intersection of law, politics, and public scrutiny. His practice spans congressional investigations, agency rulemakings, internal investigations, litigation strategy, and media relations. Ron is known for providing practical, strategic guidance that balances legal requirements with reputational and political risk. Ron co-chairs Venable's nationally recognized Political Law practice, advising Fortune 500 companies, trade associations, charities, campaigns, super PACs, and political vendors on compliance with campaign finance, lobbying disclosure, gift and ethics rules, pay-to-play laws, and tax implications of political activities.

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Clients rely on Ron for his steady judgment, candid counsel, and ability to craft plans that protect both legal standing and reputation.

Ron Jacobs

The Future of Workforce Wellbeing



Michael Stadler, MD FACS serves as physician lead for Advancing a Healthier Wisconsin Endowment's (AHW) 2024 "Health Workforce Well-Being" Landmark Initiative. He is an Associate Professor of Otolaryngology – Head and Neck Surgery at the Medical College of Wisconsin (MCW) where he has provided head and neck cancer care to patients since 2012.

Prior to serving in his current role within AHW, Dr. Stadler served as Chief Medical Officer at Froedtert Hospital and Associate Dean for Clinical Affairs at MCW from 2019 – 2024. Prior to this, he served as Chief of Otolaryngology at the Veterans Administration hospital in Milwaukee and Chief of Head & Neck Oncologic Surgery and Reconstruction at MCW. Currently, Dr. Stadler divides his time between this role within AHW, as well as teaching medical students, and clinical practice.



Stefanie Simmons, MD is the Chief Medical Officer at the Dr. Lorna Breen Heroes' Foundation and a board-certified emergency medicine physician. She was the primary advisor to CDC NIOSH for the *Impact Wellbeing™* guide for healthcare leaders, leads multi-state programs to improve the operational environment of care and remove barriers to mental health care, and serves as a national thought leader in healthcare worker wellbeing. Stefanie served as the Vice President of Patient and Clinician Experience for Envision over 7 years, serving 26,000 physicians and advanced

practice providers with a focus on professional wellbeing, including translational research and programs designed to bring wellbeing best practices to clinical environments. She served as lead clinical faculty for the Clinician Experience Project Wellbeing program.

Collateral Consequences v. Criminal Justice Reform



Since November 2019, **Sarah A. Bradley** has been the Deputy Executive Director at the Nevada State Board of Medical Examiners. Prior to that, she spent twelve and a half years in the Boards and Open Government Division at the Office of the Attorney General where she represented multiple state agencies and licensing boards, primarily in administrative law matters. Sarah grew up in the Seattle area and graduated from the University of Idaho, College of Law in 2006. After completing law school, she clerked for the Honorable Dan L. Papez and the Honorable Steve L. Dobrescu in the State of Nevada's Seventh Judicial District Court. Sarah has served as the Nevada's State Bar's Public Lawyers' Section Chair since 2018. She lives in Reno with her dogs Atticus and Poe. In her free time, Sarah enjoys mentoring law students, undergraduate students, and new lawyers, volunteering with Res-Que to help dogs find forever homes, spending time with her niece and nephews, and playing board games.

Closing Plenary Session: Centralized Regulatory Agency Leaders Panel



Debra Persinger, PhD, CAE brings a rare combination of management experience, examination expertise, and national and state legislative know-how to the FSMTB. She has directed all psychometric aspects of examination development and was instrumental in offering award-winning quality assessment services for examinations for four professional certification and licensure programs.

Debra frequently presents at national regulatory and credentialing conferences and more recently has provided trainings for local and federal law enforcement agencies about the intersection of massage therapy with human trafficking. She is the recipient of the Distinguished Association Executive Award in recognition of outstanding leadership and achievement in association management. She has served as the treasurer of the Kansas City Society of Association Executives (KCSAE) and currently serves as treasurer of the Federation of Associations of Regulatory Boards (FARB).



Courtney Arbour serves as Director at the Texas Department of Licensing and Regulation (TDLR) in Austin, Texas. In this role, she provides strategic leadership and oversight to support the agency's mission of protecting public health, safety, and consumer confidence through effective licensing and regulation.

With extensive experience in public service and regulatory administration, Courtney is known for her collaborative leadership style, commitment to operational excellence, and focus on continuous improvement. She works closely with stakeholders, policymakers, and agency teams to ensure regulatory programs are efficient, transparent, and responsive to the needs of Texans.

Courtney is dedicated to fostering a culture of accountability and innovation within TDLR while advancing policies that promote fairness, compliance, and economic opportunity across the state.



DSPS Secretary Dan Hereth has spent his career in public service. He was appointed Secretary of the Department of Safety and Professional Services in August 2022. He had previously served as the agency's Assistant Deputy Secretary since January 2019. Before that, had he served as the Deputy District Director for Congresswoman Gwen Moore since 2007.

In 2023, Secretary Hereth was named as one of the *Council on State Governments 20 under 40*, a list of up and coming appointed and elected public officials who exemplify strong leadership skills and demonstrate a true commitment to serving the citizens of their state.

He is a Watertown, WI native and has a Bachelor of Arts degree in Political Science with a Minor in Public Administration from the University of Wisconsin-Oshkosh, and a Master of Arts degree in Human Resources from the University of Wisconsin-Milwaukee.



John Price is a Bureau Chief for the Idaho Division of Occupational and Professional Licenses, which contains 44 Boards and Commissions, 3 Safety Programs, and 8 Advisory Committees. Mr. Price oversees all Division investigations, the Occupational Licensing Bureau, and is the executive director for 4 Boards and Commissions. Prior to joining the Division of Occupational and Professional Licenses, Mr. Price retired as an Assistant Chief of the California Highway Patrol after 28 years in law

enforcement. Mr. Price also currently serves as a Board member for the Federation of State Massage Therapy Boards.



A proud native of Eastern Montana, **Sarah Swanson** brings decades of experience in both the private and public sectors to her service as Commissioner of Montana's Department of Labor & Industry (DLI). Prior to her appointment in August 2023, she served as the Department's Director of Strategic Engagement, where her primary focus was innovation at the intersection of education and workforce. Sarah previously served as Chief of Staff at the Montana Office of Public Instruction before joining DLI.

Before government service, Sarah was an owner and the General Manager of Farm Equipment Sales, Inc. (FES), a prominent Montana John Deere dealer organization. During her tenure at FES, they achieved remarkable milestones. Sarah oversaw the company's expansion in adding three new locations, hiring over 100 new employees, and achieving an astounding 1,300 percent growth in sales.

Following the successful sale of FES, Sarah helped develop Build Montana in collaboration with the Montana Contractors and Equipment Dealers Associations. This groundbreaking effort centered on providing Montana high school students access to the industry classroom and curriculum on the exclusive John Deere University training platform. Build Montana established active programs in high schools throughout Billings, Missoula, Kalispell, and Great Falls, and continues to host dozens of Build Montana pop up events in other schools each year. Today's participants earn industry recognized credentials from John Deere, Volvo, Caterpillar, or CaseIH, providing direct access to high-skill high-wage jobs across Montana.

During her tenure as DLI Commissioner, Sarah has led historic reforms to modernize Montana's workforce and occupational licensing systems, expand registered apprenticeship opportunities, and strengthen partnerships with employers, educators, and tribal nations. She championed and implemented 26 licensing reform bills, streamlining nearly 200,000 professional licenses, and launched Montana's first Registered Teacher Apprenticeship program. In August 2025, Governor Gianforte signed the 406 Jobs Executive Order – a capstone of Sarah's tenure – aligning all state workforce efforts under a unified strategy to increase labor force participation, eliminate duplication, and ensure every Montanan has a pathway to a career and a plan to achieve it.



Mario Treto, Jr. was appointed by Illinois Governor JB Pritzker to serve as Secretary of the Illinois Department of Financial and Professional Regulation on April 1, 2021. In this role, he leads the State of Illinois' primary regulatory agency, with a \$190 million budget, overseeing the licensing of more than 1.2 million professionals and the regulation of banking and financial services. Under his leadership, IDFPB has streamlined operations, modernized regulatory frameworks, reduced unnecessary licensure barriers, enhanced license portability for veterans and their spouses, and advanced equity initiatives to expand access to professional opportunities.

A committed civic leader, Treto serves on the Board of Directors of the Conference of State Bank Supervisors, the Illinois Supreme Court Committee on Professional Responsibility, the Poetry Foundation Board of Trustees, and the Indiana University Maurer School of Law Alumni Board. He previously chaired Howard Brown Health and served on the Association of Real Estate License Law Officials Board of Directors. His work has earned recognition from the International Municipal Lawyers Association, the Hispanic National Bar Association, and the National LGBT Bar, along with leadership honors from Crain's Chicago Business, Business Equality Magazine, Chicago Scholars, and Negocios Now. He has also received the Cook County State's Attorney's Humanitarian Award (2018), the Illinois REALTORS® Presidential Medallion (2020), the Hispanic Lawyers Association Government Lawyer of the Year Award (2022), and the SAFER Foundation Justice Award (2024).

Treto holds a Bachelor of Arts in Biology and Psychology from Washington University, a Juris Doctor from the Indiana University Maurer School of Law, and an Executive Certificate in Public Leadership from the Harvard Kennedy School. He is a Leadership Greater Chicago Fellow, an Edgar Fellow, a David Bohnett Leaders Fellow, and a member of the Leyden Township High School Alumni Hall of Fame.