

Cultivating Courageous Leadership: Leading with Conviction, Collaboration, and Clarity

The FARB Summit on Regulatory Excellence is the premier gathering for regulatory law professionals, licensure board members and staff, and leaders of national and international regulatory associations. Designed to explore the intersection of **law, policy, leadership, and innovation**, the Summit offers timely insights and practical strategies to strengthen professional regulation in a rapidly evolving environment.

As scrutiny of licensure intensifies and public expectations continue to shift, **courageous leadership** is essential to uphold integrity, transparency, and trust. This year's Summit will focus on developing the mindset and skills needed to lead with confidence, whether navigating political pressures, guiding boards through change, addressing complex enforcement issues, or shaping national policy. Participants will leave empowered to champion regulation that serves the public interest with **foresight, conviction, collaboration, and clarity**.

Summit Format and Learning Tracks

The Summit features a combination of plenary sessions and concurrent breakout tracks designed to deliver targeted learning experiences for FARB's key audiences. Across both tracks, sessions are designed to strengthen courageous leadership and equip attendees to lead with conviction, collaboration, and clarity in service of the public interest.

Track 1: Regulatory Leadership & Practice (CAE Track)

Designed for licensure boards, regulatory agencies, and national and international regulatory associations. Track 1 sessions are structured to support up to 11 hours continuing education for Certified Association Executives. CAE accreditation details will be confirmed closer to the Summit.

Track 2: Regulatory Law & Enforcement (CLE Track)

Designed for regulatory law professionals and includes continuing legal education (CLE) content to support attorney licensure renewal requirements. Track 2 sessions are structured to support up to 11 hours continuing legal education credit. CLE accreditation details will be confirmed closer to the Summit.

***Please note:** Session titles, presenters, and descriptions are subject to change without notice. We appreciate your understanding as we work to provide the most timely, relevant, and engaging program possible.

Thursday, July 23

Midwest Occupational Licensing Collaborative Roundtable, Sponsored by the National Council of Examiners for Engineering and Surveying

Room – Planets

11:00 a.m. – 2:00 p.m.

The Midwest Occupational Licensing Collaborative Roundtable is a free session bringing together regulatory leaders and staff from neighboring Midwest states to strengthen regional relationships and **collaboration**. This facilitated discussion creates a dedicated space for participants to share common challenges, exchange practical insights, and build trusted peer connections across jurisdictions. The goal is to establish a network of regional colleagues who can serve as ongoing resources for consultation, coordination, and **collaborative** problem-solving among regulatory boards and agencies. Featured speakers are from within the region and representatives from states within the region are welcome to participate.

Pre-Summit Workshops

2:00 - 5:00 p.m.

Pre-summit workshops are optional professional development sessions designed to support regulators and legal counsel in their ongoing growth and pursuit of regulatory excellence. Each in-depth learning opportunity is available to Summit attendees for an additional fee of \$150 per session. As the workshops are offered concurrently, attendees may select one to attend.

Track 1: Regulatory Excellence Training: Best Practices for Board Members and Staff, Sponsored by Federation of State Massage Therapy Boards

Presenter: Dale Atkinson, The Atkinson Firm

Room – Galaxy

This interactive workshop provides a practical overview of core regulatory responsibilities and proven best practices for effective board and agency operations. Participants will explore key governance principles, decision-making frameworks, and strategies for **strengthening consistency, accountability, and public trust**. Designed for both new and experienced regulators, this session offers tools and insights that can be applied immediately in day-to-day regulatory work, supporting leaders in **making confident decisions with clarity and purpose**.

Track 2: Ethics, Wellness, and Professionalism for Regulatory Law Professionals

Presenter: Jon Tynjala, Esq., Lawyers Concerned for Lawyers

Bradley Guye, Ethics Boundaries Assessment Services

Mark Brengelman, Esq., Mark R. Brengelman, PLLC

Room – Planets

This workshop explores the ethical responsibilities and professional challenges faced by regulatory attorneys and legal staff, with a focus on maintaining sound judgment under pressure. Participants will examine how implicit bias, stress, and burnout can influence legal decision-making and professional conduct. The session will provide practical strategies for strengthening professionalism,

resilience, and ethical integrity, reinforcing the role of **courageous leadership** in high-stakes regulatory environments.

Centralized Regulatory Agency Leaders Circle Reception (Invitation Only), Sponsored by the National Council of Architectural Registration Boards

Room – Jolliet House, The Marquette Hotel

5:30 p.m.

Join fellow central agency leaders for an evening networking reception. This informal gathering offers a unique opportunity to connect with peers navigating the complexities of multi-board oversight, share approaches to common challenges, and build relationships that strengthen coordination, consistency, and regulatory impact across jurisdictions.

Optional Dinner Circles

6:45 p.m.

Meet new regulatory colleagues or join old friends in one of our optional dinner circles. FARB leadership will serve as hosts at a variety of local restaurants, allowing you to connect with fellow Summit attendees. Sign up for the restaurant of your choice at the registration desk throughout the day.

Friday, July 24
2026 FARB Summit on Regulatory Excellence

8:00 – 8:50 a.m. Networking Breakfast with Sponsors
Room – Galaxy

9:00 – 10:00 a.m. Opening Plenary & Keynote - Leading Courageously During Times of Regulatory Challenge, Sponsored by Ethics Boundaries Assessment Services
Presenter: Donald A. Balasa, JD, MBA, American Association of Medical Assistants
Room – Galaxy

Courageous leadership includes the willingness to challenge oneself and those around us to do better. Leaders also provide foresight on ways to navigate during times of challenge while being humble and open to critiques. Recent public debate over occupational licensing has intensified as arguments are presented stating that licensing restricts workforce participation and increases costs for consumers.

In this keynote session, Donald Balasa will examine major critiques of occupational licensing, acknowledging where reform conversations may have merit while also highlighting where key assertions are not supported by law, fact, or economic theory. The session will explore how regulators can courageously and thoughtfully respond to the growing movement toward deregulation and articulate the value of regulation and its critical role in public protection.

This presentation will help regulators **lead with clarity and conviction** in policy discussions about professional regulation, while remaining grounded in the public protection mission.

10:00 – 11:00 a.m. Breakout Sessions (Concurrent)

Track 1: AI: Charting the Course from Principle to Practice
Presenter: Leanna Fortunato, American Psychological Association
Charlotte Martin, Council on Licensure, Enforcement and Regulation
Room – Galaxy

This session will examine how establishing principles of use can help regulators navigate the introduction of artificial intelligence into professional practice and their own work. Then, this session will highlight the difficulty of regulating a technology that intersects with professional practice but is quickly evolving outside of current occupational licensing frameworks. Discussion will include recommendations for responsible use by licensees and regulators, misuse by unlicensed individuals, and implications for enforcement, consumer protection, and evolving standards. Participants will gain practical insights into how boards can better anticipate AI-related issues and respond to them more **proactively** and **consistently**—all while maintaining **transparency** and public trust as technology rapidly evolves. Participants will also gain a better understanding of the limits of current regulatory frameworks and the need for new policies to address emerging threats and the largely unregulated digital professional services.

Track 2: Secondary Trauma in Investigations and Trauma-Informed Prosecution

Presenters: Melissa Mork, PsyD, CHP, Mental Health Matters
Christopher Greene, D.C.

Room – Planets

This session will examine the impact of secondary trauma on regulatory attorneys and investigative teams and how trauma-informed approaches can strengthen outcomes. Discussion will include wellness considerations, effective communication strategies, and how trauma-informed principles intersect with licensing questions, enforcement, and due process. Participants will gain practical tools for supporting both professional resilience and fair regulatory practice, reinforcing the importance of leading with **integrity and sound judgment** in difficult circumstances.

11:00 a.m. – Noon Breakout Sessions (Concurrent)

Track 1: Coalition Building and Public Engagement: Strategies for Building Trust and Influence, Presented by MultiState, FARB Supporting Member

Moderator: Matthew Barusch, Council of Interior Design Qualifications

Presenters: Brock Ingmire, MultiState
Jennifer Garrett, Midwest Occupational Licensing Collaborative
Veronica Meadows, Interorganizational Council on Regulation

Room – Galaxy

This session will explore practical strategies for building effective coalitions and engaging the public in ways that **strengthen trust** in regulation. Participants will examine how regulatory boards, agencies, and associations can **collaborate** with stakeholders, **communicate with clarity**, and navigate competing interests while remaining grounded in the public protection mission. The session will provide tools and real-world approaches for building alignment, increasing transparency, and **strengthening credibility** in today's evolving regulatory environment.

Track 2: The Legal Issues Everyone's Watching, Presented by Supporting Member Venable LLP

Presenter: Ron Jacobs, Venable LLP

Room – Planets

This session will provide an in-depth exploration of a timely legal issue affecting professional regulation and board operations. Content will be designed to support regulatory attorneys and agency counsel with practical guidance and emerging trends.

Noon – 1:00 p.m. Networking Lunch with Sponsors

Room – Galaxy

1:00 – 2:00 p.m.

Partner Breakout Sessions (Concurrent)

**Track 1: Building Accessible Exams: Simplifying Accommodation Decisions Through Design,
Sponsored by Pearson**

Presenter: Matt Robinson, Pearson

Room – Galaxy

Test sponsors are experiencing a growing volume and wider range of accommodation requests, including those involving assistive technologies, alternative presentation formats, and modified testing conditions. As a result, many exam programs are making high-stakes accommodation decisions late in the process, without the benefit of accessibility having been fully addressed during exam design and development. This session examines how integrating accessibility and accommodation considerations throughout the exam development lifecycle can reduce the complexity of accommodation requests once an exam is live. By ensuring that exam delivery platforms are accessible and by addressing accessibility within exam forms throughout development, programs can streamline accommodation decision-making, improve consistency and defensibility, and support valid, reliable measurement for all candidates.

**Track 2: Subtle to Stark: Regulatory Roles Resonate, Presented by Supporting Member
Venable LLP**

**Presenters: Ron Jacobs, Venable LLP
Dale Atkinson, The Atkinson Firm**

Room – Planets

This interactive session will engage attendees and facilitators in a dialogue about the respective roles of those involved in professional regulation. Included are the roles of counsel, regulatory boards, board members & staff, associations of boards, academia, and trade. Facilitators and attendees will challenge each other to distinguish between the important roles played while respecting the need for professional expertise that contributes to the efficiency of administrative systems. Legal issues related to delegation, conflicts of interest, statutory interpretation, and the role of counsel during and between board meetings will be emphasized. You won't want to miss this stimulating session.

2:00 – 3:00 p.m.

Breakout Sessions (Concurrent)

**Track 1: Public Board Member Success Profile, Sponsored by Healthcare Regulatory
Research Institute**

**Presenters: Lorin Mueller, Federation of State Boards of Physical Therapy
Richard Woolf, Federation of State Boards of Physical Therapy
Eileen Linnabery, Vantage Leadership
Mary Sullivan, Vantage Leadership**

Room – Galaxy

This session will focus on what makes an effective public board member and how boards can better recruit, onboard, and support public members. Through structured small group discussions and facilitated reflection, we will examine what effective public board members look like in practice, and what boards can do to help them succeed. Drawing on the expertise and experience in the room,

discussions will explore the expectations, governance dynamics, and challenges that shape public member experience. Attendees will have the opportunity to share perspectives and collaboratively develop solutions for maximizing public member contributions to board decision-making. Participants will leave with practical tools for strengthening board performance and public trust by fostering **accountability, clarity, and shared leadership**.

Track 2: Unlicensed Practice: Enforcement Tools and Legal Strategies

Moderator: Adam Grayson, Grayson & Grayson LLC

Presenters: Janice Beller, Idaho Division of Occupational and Professional Licenses
James R. Raines, Breazeale, Sachse & Wilson, L.L.P.

Room – Planets

This breakout will focus on the legal and practical challenges of addressing unlicensed practice, including identifying the different kinds and harms of unlicensed practice, enforcement options, and litigation considerations. Participants will explore strategies for **improving compliance** while ensuring due process and appropriate public communication. The session is designed to strengthen consistency and confidence in enforcement decision-making under increasing public and political scrutiny.

3:00 – 3:20 p.m. Networking Break

3:20 – 4:30 p.m. Day 1 Closing Plenary: Policy Maker Panel, Sponsored by Council for Interior Design Qualification

Moderator: Director Marlon Brown, DPA, Department of Licensing and Regulatory Affairs

Presenters: Representative Beth Camp, Georgia
Senator Alice Mann, Minnesota
Senator John Fredrickson, Nebraska
Representative Ken Clouston, Wyoming

Room – Galaxy

This moderated panel will bring together policymakers and regulatory stakeholders to discuss current legislative trends affecting professional licensure and oversight. Panelists will explore emerging reform efforts, political pressures, and the evolving expectations placed on regulatory bodies. Participants will leave with greater **clarity** on how to engage effectively and **lead with conviction** while remaining grounded in the public protection mission.

5:30 – 6:30 p.m. Networking Reception

Room – Jolliet House, The Marquette Hotel

Join fellow Summit attendees for an evening networking reception designed to foster connection and **collaboration** across the regulatory community. This informal gathering offers an opportunity to build relationships with regulatory peers, exchange ideas, and strengthen cross-jurisdiction partnerships that support courageous leadership and regulatory excellence.

Saturday, July 25
2025 FARB Summit on Regulatory Excellence

8:00 – 8:50 a.m. Networking Breakfast with Sponsors
Room – Galaxy

9:00 – 10:00 a.m. Atkinson Lecture – Leading Through Discomfort: Why Courage is Essential in Today's Regulatory Landscape, Sponsored by the Council of Landscape Architectural Registration Boards

Presenter: Courtney Arbour, Texas Department of Licensing and Regulation
Room – Galaxy

Leadership in regulation often requires making decisions that create tension. While stakeholders may seek consensus, many of the most important decisions affecting public protection, workforce access, and agency effectiveness involve competing interests and difficult tradeoffs.

Drawing on her experience transitioning into regulatory leadership, Courtney Arbour will share lessons learned from navigating complex challenges, managing disagreement, and leading through uncertainty. Through real-world examples and interactive discussion, attendees will explore practical strategies for evaluating competing interests, communicating tradeoffs, and remaining focused on mission when consensus is not possible. Participants will leave with actionable insights for leading with **courage, clarity, and purpose**.

10:00 – 11:00 a.m. Breakout Sessions (Concurrent)

Track 1: The Burden and the Benefit: Balancing the Occupational Regulation Equation

Presenters: Christina Curnow, PhD, SkillEdge Research and Consulting
Ryan Nunn, The Budget Lab at Yale

Room – Galaxy

This moderated fireside chat will feature two leading researchers examining both the benefits and the costs of occupational regulation. Through an engaging dialogue, the session will explore how licensure supports public protection and professional accountability, while also considering the societal and workforce impacts of restrictive entry requirements. Participants will gain a balanced, evidence-based perspective to support **thoughtful policy discussions and confident decision-making**.

Track 2: Education, Advocacy, Lobbying....Oh My!, Sponsored by the Association of Social Work Boards

Presenters: Sarah Werner, Colorado Department of Regulatory Agencies
Clayton Weems, Missouri Attorney General's Office

Room – Planets

This session will explore the distinction (if any) between education, advocacy, and lobbying in the regulatory landscape, including the legal and ethical boundaries. Participants will examine the origin of such restrictions (real and perceived) on regulators' ability to engage with stakeholders, communicate policy positions, and respond to legislative activity. Are limitations on such communications due to ethical considerations, legal advice, statutory interpretation, court

decisions, or separation of powers considerations? The session will provide practical strategies for advancing regulatory efficiency and public protection, while maintaining compliance, **transparency, and public trust.**

11:00 a.m. – Noon Partner Breakout Sessions (Concurrent)

Track 1: Evolving Considerations in Licensing Examination, Sponsored by Strasz Assessment Systems

**Presenters: Rory McCorkle, PhD, Strasz Assessment Systems
 Adrienne W. Cadle, PhD, Professional Testing, Inc.**

Room – Galaxy

This session explores how licensure examinations are adapting to change, including leveraging data management, use of artificial intelligence for task automation in testing and education, and the growing sophistication of candidates' use of proxy services and technology to cheat on examinations. Presenters will address considerations for deterring and detecting cheating to protect the validity of licensure decisions that both test publishers and licensing boards need to address. This session will also examine how these changes are helping licensing organizations evolve toward more flexible, data-informed, and continuous competency models.

Track 2: Speech vs. Conduct: Supreme Court and Constitutional Considerations

Presenter: S. Wesley Tripp III, North Carolina Board of Examiners for Engineers and Surveyors

Room – Planets

This session will explore recent legal developments affecting the regulation of professional conduct, with attention to constitutional boundaries and First Amendment considerations. Attendees will review key case examples and discuss how courts interpret speech versus conduct in professional regulation. The session will provide practical guidance for legal counsel advising boards and agencies as they navigate complex legal landscapes with **clarity and confidence.**

Noon – 1:00 p.m. Networking Lunch with Sponsors

1:00 – 2:00 p.m. Breakout Sessions (Concurrent)

Track 1: The Future of Workforce Wellbeing

**Presenters: Michael Stadler, MD, FACS, Advancing a Healthier Wisconsin Foundation
 Stef Simmons, MD, Dr. Lorna Breen Heroes' Foundation**

Room – Galaxy

Burnout is not an individual problem. When systems do not support—or perhaps even actively undermine—workforce wellbeing, individuals, systems, and the public suffer. In an era of vast workforce shortages across myriad sectors, ignoring the systemic challenges to workforce wellbeing will only exacerbate shortages and further limit or delay access to services and healthcare. This session will explore some of the systemic challenges to healthcare workforce wellbeing and will highlight efforts that are transforming healthcare regulation and practice on a state and national level. Participants will learn about how phased, strategic initiatives can lead to meaningful change and measurable positive outcomes.

Track 2: Collateral Consequences v. Criminal Justice Reform

Presenter: Sarah Bradley, JD, MBA, Nevada State Board of Medical Examiners

Room – Planets

This session will explore the downstream impacts of public disciplinary reporting, including how databases influence licensee mobility, employment outcomes, and public perception. Discussion will include legal and policy considerations related to transparency, accuracy, and fairness in reporting. Participants will examine how boards can **balance public protection with proportional consequences**.

2:10 – 3:30 p.m. Closing Plenary Session: Centralized Regulatory Agency Leaders Panel

Moderator: Debra Persinger, PhD, CAE, Federation of State Massage Therapy Boards

**Presenters: Executive Director Courtney Arbour, Texas Department of Licensing and Regulation
Secretary Dan Hereth, Wisconsin Department of Safety and Professional Services
Bureau Chief John Price, Idaho Division of Occupational and Professional Licenses
Commissioner Sarah Swanson, Montana Department of Labor and Industry
Secretary Mario Treto Jr., Illinois Department of Financial & Professional Regulation**

Room - Galaxy

This plenary session will feature senior agency leaders sharing lessons learned from managing regulatory systems through reform, modernization, and heightened public accountability. Discussion will focus on governance models, organizational leadership challenges, and strategies for maintaining trust and operational effectiveness. The session is designed to provide practical takeaways for both board leadership and staff.

3:30 – 5:00 p.m. Centralized Regulatory Agency Leaders Circle (Invitation Only)

Room – Planets

The Agency Leadership Roundtable is an invitation-only session convening central agency directors and senior regulatory staff for candid discussion on shared challenges and emerging issues impacting regulatory agencies nationwide. This facilitated dialogue provides a confidential space to exchange perspectives, explore innovative approaches, and identify opportunities for **collaboration** across jurisdictions. Participation is limited to invited agency leaders to support focused peer-to-peer engagement.

4:00 – 5:00 p.m. FARB Governing Council Meeting (Invitation Only)

Room – Galaxy

The FARB Governing Council Meeting convenes representatives from FARB's member organizations to conduct official Council business and advance shared priorities. This working session provides an opportunity to discuss emerging regulatory issues, coordinate cross-organizational **collaboration**, and guide strategic initiatives supporting regulatory excellence. The meeting is intended for Governing Council members and invited participants.

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