



2026 FARB Summit on Regulatory Excellence

July 23-25, 2026
The Marquette Hotel
710 Marquette Ave
Minneapolis, MN

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 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 CLE 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

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

Presenter: Dale Atkinson, The Atkinson Firm

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

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.

Optional Dinner Circles

6:00 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
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8:00 – 8:50 a.m. Networking Breakfast with Sponsors

9:00 – 9:50 a.m. Opening Plenary & Keynote - Leading Courageously During Times of Regulatory Challenge

Presenter: Donald A. Balasa, JD, MBA, American Association of Medical Assistants

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.

9:50 – 10:10 a.m. Networking Break

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

Track 1: AI: Charting the Course from Principle to Practice

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

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.

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

Track 1: Coalition Building and Public Engagement: Strategies for Building Trust and Influence

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: Speech vs. Conduct: Supreme Court and Constitutional Considerations

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

1:10 – 2:00 p.m. Partner Breakout Sessions (Concurrent)

Track 1: Exam Development: Getting it Right for Regulation

This partner-led session will provide insight into examination development and the role of assessment in supporting competency-based licensure. Participants will explore best practices in test design, validity, security, and modernization strategies. The session is designed for regulators and board staff seeking a deeper understanding of the licensure pipeline and how strong assessment systems support **public trust and professional accountability**.

Track 2: The Legal Issues Everyone's Watching

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. Additional details will be announced as the Summit program is finalized.

2:10 – 3:00 p.m. Breakout Sessions (Concurrent)

Track 1: Public Board Member Success Profile

This session will focus on what makes an effective public board member and how boards can better recruit, onboard, and support public participants. Discussion will explore expectations, governance dynamics, and strategies 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

This breakout will focus on the legal and practical challenges of addressing unlicensed practice, including investigative approaches, 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 Discussion

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

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

9:00 – 9:50 a.m. **Atkinson Lecture**
Presenter: Courtney Arbour, Texas Department of Licensing and Regulation

This lecture series offers perspectives on the state of regulation to inspire and provoke important discussions throughout and beyond the summit.

9:50 – 10:10 a.m. Networking Break

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

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

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: Who Can Represent? Representation Challenges and Pro Se Issues

This session will examine common issues related to representation in administrative proceedings, including unauthorized practice of law concerns and challenges when respondents appear pro se. Participants will discuss procedural fairness, risk management, and strategies for maintaining orderly and defensible hearings. The session will provide guidance for navigating complex representation scenarios in regulatory settings while **upholding integrity and due process**.

11:10 a.m. – Noon **Partner Breakout Sessions (Concurrent)**

Day 2 partner sessions will focus on industry leaders presenting ideas and solutions that address current legal and regulatory challenges that all regulators face. Learn from current and potential future partners to help you solve your most pressing concerns.

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

1:10 – 2:00 p.m. **Breakout Sessions (Concurrent)**

Track 1: The Future of Workforce Wellbeing

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 some national 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 of Disciplinary Databases

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: Agency Leadership Panel

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. Agency Leadership Roundtable (Invitation Only)

The Agency Leadership Roundtable is an invitation-only session convening 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.

3:30 – 5:00 p.m. FARB Governing Council Meeting (Invitation Only)

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.