NCEES introduces new FE practice exams

DAVID COX | NCEES CHIEF EXECUTIVE OFFICER

THIS SPRING, NCEES STAFF HAS BEEN HARD AT work developing all-new, interactive FE practice exams that will better align with today’s computer-based testing.

Each of the seven FE exams will have a corresponding 50-question practice exam. These seven exams are by discipline: Chemical, Civil, Electrical and Computer, Environmental, Industrial and Systems, Mechanical, and Other Disciplines.

The key distinctions of the new FE practice exams are their format, questions, and feedback—all of which will better prepare registrants for the real 110-question, six-hour FE exam.

Introducing the new interactive FE practice exam
Until now, FE practice exams were only offered in pencil-and-paper and e-book format with static multiple-choice and alternative item type questions that could be solved at leisure. While the printed and e-book formats will still be available, the new practice exams will be offered online, and the questions can be timed.

Once purchased, the FE practice exams will be available for the duration of an individual’s 12-month exam registration window.

To form the new practice exams, we inactivated 350 exam items from our live question bank.

Although these questions are no longer eligible for future FE exams, they are representative of the content and difficulty that examinees will experience on test day. These practice questions will appear in our traditional multiple-choice questions as well as our alternative item types, including fill-in-the-blank, enhanced matching, and point-and-click.

The practice exams will also have new feedback capability. Once an individual finishes an attempt, the practice exam will provide statistics according to the number of correct and incorrect answers in each content area.

For now, the seven FE practice exams are fixed form, meaning their questions are the same each time an individual takes the practice exam. We do have a long-term goal to increase the variability of the practice exams over time, but our priority is to launch them as soon as possible to support as many examinees as we can.

Increasing preparedness in examinees
The idea for the new FE practice exams came in the aftermath of COVID-19 as folks began to resume daily activities.

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IN FEBRUARY, I WAS ABLE TO ATTEND THE DISCOVERE Future City Competition Finals in Washington, D.C., and was honored to award some of the winners their trophies.

Future City has always been a competition for middle schoolers to design and build cities of the future, and this year’s theme was Electrify Your Future. A big part of each team’s model, presentation, and report focused on the different energy source possibilities for cities of the future. The students did their research and all had great ideas to implement into their future city.

But the 2024 Future City Competition was special for another reason. This year, the competition was expanded to the high school level. As a signature sponsor, NCEES partnered with DiscoverE to help the high school division get off the ground. In February 2023, the NCEES board of directors approved a funding request from DiscoverE for $1,012,000 to expand the competition in 2024. It was so rewarding to see how the Future City high school students responded to the challenge of creating a virtual reality project, and I am excited about introducing even more young people to engineering and surveying through this program in the years to come.

In February, the board of directors met for their third meeting of the fiscal year. The board approved a partnership with the American Society of Civil Engineers (ASCE) on the new *Cities of the Future* film, which imagines smart, sustainable cities of the future that engineers are already working on today. With “Jim” from *The Office* (John Krasinski) narrating the new movie, I am looking forward to seeing it in IMAX. I am sure it will be just as great as *Dream Big: Engineering Our World*—a movie that brought our top priority of safeguarding the public, coupled with the amazing engineering marvels of the world, to an audience of over 20 million.

Along with funding support for ASCE, the board of directors also voted to support Engineering Change Lab-USA and the Society of Military Engineers with their respective efforts to foster positive change in the engineering community and cultivate leadership in military engineering.

The inaugural NCEES Foundation board of directors was finalized in the February meeting as well. Thank you to all who applied and all who accepted the board positions. The Foundation board’s work will begin with an orientation meeting and then will move quickly into establishing how the board will work in accordance with the newly proposed financial policies. I am eager to see how our outreach efforts will evolve with the Foundation.

The board of directors also approved the upcoming mutual recognition agreement with the United Kingdom. This agreement will allow a state’s licensed engineer who has been...
approved by NCEES to join the International Registry to easily work through engineering institutes in the United Kingdom to become a U.K. chartered engineer (the U.K. equivalent of a U.S. professional engineer). Our member boards will also have the opportunity to allow chartered engineers who are on the International Registry to apply for a license in their respective states.

I am looking forward to seeing everyone at the zone interim meetings soon. Thank you to the committees and task forces for their work in reviewing and suggesting updates to our current Bylaws, procedures, processes, and policies.

HEADQUARTERS UPDATE
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At this time, we noticed a large number of FE exam registrants were failing to schedule appointments to take the exam—more than 6,000. Through surveying this group, we found the root of the problem: Registrants were experiencing a lack of confidence and preparedness due to the isolating effects of the pandemic.

Faced with this knowledge, I tasked Chief Officer of Examinations Jason J. Gamble, P.E., with investigating an online interactive practice exam that is currently offered by the National Council of Architectural Registration Boards (NCARB).

After researching NCARB’s practice exam, Jason assembled a procurement team to interview vendors that could help us create a similar product. At the end of last year, we signed a contract with BenchPrep and have since been working with their team to bring our FE practice exams to life.

At this stage, all 350 of the inactivated FE exam questions are with our publishing group, which is working on editing and publishing the questions within the BenchPrep platform. Our plan is to launch the new practice exams in early June of this year.

We are excited to implement the new interactive FE practice exams in the coming months and better prepare our examinees as they work hard to join the ranks of professional engineers across the country.

New FE practice exam features

- Online
- Timed
- Inactivated FE exam questions
- Multiple-choice and alternative item type questions
- Performance feedback
DURING ONE OF OUR MORNING INVESTIGATION meetings, there was a discussion on protection in the regulatory arena—to be clear, not how to protect licensees but rather the public.

So, I wanted to examine what it truly means to protect the public. As the law enforcement component of each state’s regulatory boards, we are tasked with protecting the health, life, safety, welfare, and property of the public through fact-finding investigations and providing that information to the appropriate people for review. We are not in the business of protecting turf wars or covering up licensee issues.

Each independent investigation should start with a formal complaint followed by interviews, photographs, site visits, documents to include plans, calculations, historical documents, and technical review of the information per discipline, concluding with a final report. The entire investigation is insulated from outside interference so that it can be presented in a non-biased manner for evaluation. In our case, the Investigative Committee carries out that evaluation. The committee reviews all the case information and determines if a violation exists. If a violation does exist, then an appropriate action is taken. This could include a consent order or a full hearing in front of the state board or an administrative law judge. This allows for a formal process of charges as well as a means for the respondent to have the opportunity to defend themselves.

The independency of the investigative process is paramount for a fair and impartial presentation of the facts. The investigation should never be pressured by outside influences, such as current or previous board members, attorneys, governmental officials, associations, large influential companies, or the general public. If the investigation is influenced, then the question is are we really protecting the public, or are we giving in to those special interest groups that would sway an investigation to protect their interests?

We realize the majority of our licensees recognize the importance of independent investigations, as that is what keeps the public’s faith that our professions are indeed protecting and serving the community. However, a small percentage of our licensees are more worried about protecting their turf than protecting the integrity of the engineering and surveying professions. This is unacceptable. The public will not accept this as a normal operating practice and neither should the board. Such unethical practice will erode public confidence in the boards’ efforts to protect and serve their states.

The investigative staff of your organization takes great pride in providing the professional services that the board, licensees, and community require. Their role may be behind the scenes, but it is just as important for the success of the professions. A bad investigation can result in negative public opinion and a loss of confidence in the board, which can take years to overcome.

Every board and staff member should take ownership of our mission: to protect the health, safety, and welfare of the public—in other words, to protect and serve.

Herbert is chief special investigator for the Alabama board and chair of the 2023–24 NCEES Committee on Law Enforcement.
THE INTERPROFESSIONAL COUNCIL ON REGISTRATION (ICOR) is made up of the Council for Interior Design Qualification (CIDQ), the Council of Landscape Architectural Registration Boards (CLARB), the National Council of Architectural Registration Boards (NCARB), and the National Council of Examiners for Engineering and Surveying (NCEES). Within ICOR, these organizations collaborate on issues of shared interest, including member board support, best practices in regulation, and advocacy for the public protection role our member licensing boards play. ICOR also works together to harmonize policies, processes, and procedures between professions to reduce friction and create administrative efficiencies for the many boards shared by the ICOR organizations.

One of the key initiatives ICOR has been working on is the overlapping practice among the professions. Originally, the Incidental Practice Task Force was formed by NCARB, and it focused on areas of overlap between architects and interior designers. The task force soon realized that areas of overlap exist between all the represented professions, prompting ICOR to expand the task force into the current ICOR Practice Overlap Initiative. NCEES has three representatives on the initiative’s steering committee: Past President Chris Knotts, P.E., Past President Brian Robertson, P.E., and former Western Zone Vice President Scott Bishop, P.S.

In the fall and winter of 2022–23, the steering committee worked to identify a list of specific topic areas of practice overlap using each organization’s model law, model rules, exam specifications, and education standards as a basis. This list was then narrowed to 128 potential overlaps for deeper review by subject-matter experts from each profession in May and November 2023. In these review meetings, subject-matter experts dug deep into the specifics and nuances of each profession’s practices, essentially working out dozens and dozens of Venn diagrams.

A few themes emerged from these focused meetings: There are some areas of acceptable overlap; there is inconsistent use or definition of the same terms among professions; and within some topics, the distinction needs to be made between active and passive systems. For example, a fire protection engineer is licensed to design active fire protection systems (sprinklers, alarm and detection, etc.), while structural engineers, architects, and interior designers can be responsible for passive components of fire protection (fire-resistant materials, intumescent coatings, fire-rated spray insulation, etc.). The results of this work have been summarized into areas of distinction, which are currently being refined and clarified.

A consistent goal throughout these meetings was to ensure the discussions focused on issues that protect the health, safety, and welfare of the public—and steered clear of historic “turf protection” struggles.

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MBA: Must be adaptable

WAY BACK IN THE 1980S, I HAD A MATH TEACHER who taught me the phrase “lazy smart,” and it’s a concept that I have grown to appreciate.

My teacher believed in not wasting time with reinventing the wheel, and he loved a good hack. Lazy smart is an approach I often employ when I am faced with a new task. In my role as the member board administrator (in NCEES acronym-speak, that’s MBA) for the Delaware engineering board, my number one lazy-smart hack has been to poll my fellow MBAs for advice. So far, with every issue I have put up for discussion, I have found at least one other board that has faced the same question and can offer stellar advice.

So when I volunteered to write a newsletter article focused on the wide variety of responsibilities and roles filled by MBAs, I naturally turned to this group to tell me more about themselves. My fellow MBAs and I know that no two of us have the same job description. I think many of our board members would be surprised to learn how many different staff and board configurations fall under the NCEES umbrella of member boards.

You can find a breakdown by jurisdiction of the number of licensed resident and non-resident professional engineers and professional surveyors (and dual licensees) in the NCEES Squared publication. The story that those numbers don’t tell is that many of the MBAs who reported those numbers are serving other professions as well, including technical and design-oriented groups such as architects, professional landscape architects, and geologists. Others have an even broader scope, working with home inspectors, the alarm industry, dentists, and travel agents. An MBA may report to multiple boards. In some cases, a board has representatives from several professions in addition to members of the public.

Daily responsibilities for MBAs often include planning and attending board and committee meetings, hiring and managing staff, overseeing the processing of applications and renewals, implementing law enforcement and discipline, developing training for licensees and staff, advocating with state legislators, reaching out to future licensees, preparing the budget and managing financials, and attending national meetings. More than a few MBAs are licensees themselves. One MBA noted that “acting as a diplomat/politician should be part of the job description, in addition to budget analyst, rule writer, report writer, state liaison, human resource specialist, and office party planner.” In short, an MBA Must Be Adaptable, constantly adjusting to different responsibilities and the occasional crisis.

A current challenge facing several MBAs is implementing new licensing software for their websites. Boards vary in size from three to 20 members, and another common challenge faced by MBAs is dealing with empty board seats.

A few recurring themes popped up in most of the MBA responses. NCEES has fostered a community that encourages MBAs to collaborate and learn from each other. Connections made at zone and annual meetings have transformed into friendships around the country. Speaking as a relative newbie—at least compared to many of the MBAs who have served 20-plus years—the opportunity to learn from mentors at these meetings and via online message boards is invaluable.

MBAs thoroughly enjoy the challenging roles they fill. While some may dismiss licensing boards as unnecessary red tape, MBAs take great pride in our primary role of protecting the public.

Wootten is the member board administrator of the Delaware engineering board and a member of the 2023–24 NCEES Committee on Member Board Administrators.
CEO succession plan: Upcoming COO Jason J. Gamble

NCEES WILL PROCEED WITH ITS CEO SUCCESSION plan later this year. With the retirement of current Chief Executive Officer David Cox in October, Chief Operating Officer Davy McDowell, P.E., will succeed Cox, and Chief Officer of Examinations Jason J. Gamble, P.E., will assume the role of COO.

Gamble has been with NCEES since 2012. He was hired as an exam development engineer (EDE) to manage the development of four of the national licensing exams. His prior experience as a structural engineer made him a particularly good fit for the structural exam development committee, which, at the time, had just transitioned away from the SE I and SE II exam to the combined structural exam.

To give further insight into the next COO, Licensure Exchange sat down with Gamble to discuss his new role.

Q&A with Chief Officer of Examinations Gamble

How has your time as chief officer of examinations prepared you for the role of COO?
I have spent my entire NCEES career in Exam Services, first as an EDE and then as chief officer of examinations. As an EDE, I was trained to understand every aspect of developing, administering, scoring, and analyzing our exams—everything from knowing the specifications of the lead in NCEES pencils during our paper exam administration days to interpreting the complex forensic breakdown of results in our current computer-based testing (CBT) administration. When I was promoted to chief officer of examinations, I quickly recognized how important it was for me to advocate for the Exam Services staff (exam development, publishing, and compliance and security). I understood then how hard my predecessor had worked to ensure I could focus on developing the exams as an EDE.

Do you have any immediate priorities for when you take over as COO in October?
Yes, spend as much time with Davy McDowell as I possibly can and learn from him. Apparently, I love difficult challenges because I became chief officer of examinations following a 14-year veteran, and now I intend to follow a 20-plus-year veteran into the COO role. However, I count myself fortunate that the person who held the COO position longer than anyone will now be my supervisor. Who better to learn from?

Do you anticipate any unique challenges NCEES may face in the coming years?
I think the nature of what we do always has the challenge of the next piece of legislation, but now that we have transitioned all our exams to CBT, making sure we remain relevant in that space will be very important.

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NCEES seeks licensed environmental engineers’ professional expertise and advice

NCEES IS CURRENTLY SEEKING LICENSED environmental engineers to participate in a professional activities and knowledge study, or PAKS, for the PE Environmental exam. The results of this online survey will be used to update the content of the exam, which is used throughout the United States for licensing purposes.

NCEES requires a cross section of licensed professional engineers practicing environmental engineering—including those working in industry, consulting, the public sector, and academia—to complete the online survey about the tasks and knowledge required of a licensed environmental engineer with four to six years of experience to practice in a manner that safeguards the health, safety, and welfare of the public. The survey can be completed in 15–20 minutes.

“These studies help NCEES ensure its licensing exams remain relevant to current professional practice,” explained Chief Officer of Examinations Jason J. Gamble, P.E.

“The value of this PAKS depends on the number of people who participate, so NCEES is eager to get a large response from P.E.s across all areas of environmental engineering.”

For access to the online survey, visit ncees.org/ENVRPAKS. Responses must be received by May 5, 2024. For more information, contact NCEES Exam Development Engineer John (Andy) Bindewald, P.E., at abindewald@ncees.org.

While the steering committee has made significant progress identifying and analyzing areas of overlapping practice during the last few years, there is still a lot of work to be done to prepare for the project’s presentation and dissemination to member boards, licensees, building officials, and other stakeholders.

Goals for 2024 include drafting model language and sharing information about the process and initial analysis with licensing board members, as well as seeking feedback on what an ultimate solution would need to look like to be most useful for all stakeholders in the design and construction process.

Robertson is an emeritus member of the Colorado State Board of Licensure for Architects, Professional Engineers, and Professional Land Surveyors; Bishop is an emeritus member of the Utah Professional Engineers and Professional Land Surveyors Board; and Knotts is an emeritus member of the Louisiana Professional Engineering and Surveying Board.
State of the Council series in 2024

THE STATE OF THE COUNCIL VIRTUAL MEETINGS that began in March 2021 are continuing this year. These meetings are designed to keep member boards informed about recent and upcoming Council activities and to provide members the opportunity to ask questions on any updates.

Recordings and registration
The first two State of the Council meetings of 2024 were held on February 14 and March 20.

Recordings of these two meetings as well as other past State of the Council meetings are available in the Board Resources section of MyNCEES (ncees.org/resources) under “State of the Council meetings.” Future recordings will be posted here as well.

Registration for upcoming State of the Council meetings is required and is by invitation. If you did not receive an invitation and would like to register for a meeting, send a request to meetings@ncees.org. Please include your name and board affiliation.

Upcoming State of the Council meetings

- **June 5** | 2:00–3:30 p.m. (EDT)
- **July 10** | 2:00–3:30 p.m.
- **August 28** | 2:00–3:00 p.m.
- **October 9** | 2:00–3:00 p.m.

CEO SUCCESSION PLAN

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**What are you most excited about for the future of NCEES?**
The advances in technology. How will we work with AI to assist us in protecting the health, safety, and welfare of the public through developing of nationally normed exams? I am not saying we must be at the front of the pack, but we cannot be left behind. If AI is going to be an available tool, we must address how to use it responsibly to continue carrying out our mission.

**How would you describe your leadership style?**
One that promotes open and effective communication. Effective communication is essential to the success of any undertaking, and it is a two-way street that starts with listening. There is a reason we have two ears and one mouth. I listen, observe, take notes, and trust the professionals around me to excel in their roles and capitalize on their strengths. I do not believe in micromanaging anyone. NCEES staff is among the most professional and skilled I have ever worked with; having that much trust in them comes easily.

**What does this new role mean to you?**
Wow, the answer to that is probably more complicated than you have room to print, but it means a lot! I was the first person in my family to attend college, and since then, all those younger than me have attended—two even followed me to Clemson University. To be promoted to this position represents the hopes, prayers, and sacrifices of family who 1) could not imagine this for themselves, 2) would never have this opportunity for themselves, and 3) would not be around to see me in this role, yet they were willing to invest the necessary resources in me so that I could have this opportunity.
The following are recent and upcoming NCEES outreach activities to promote engineering and surveying licensure. For the latest outreach news, follow NCEES on Facebook, LinkedIn, and X, formerly known as Twitter. Visit ncees.org for links to its social media pages.

**ABET Symposium**
NCEES is sending representatives to the 2024 Accreditation Board for Engineering and Technology (ABET) Symposium on April 4–5 in Tampa, Florida. David Whitman, Ph.D., P.E., NCEES past president and emeritus member of the Wyoming board, and Rhonda Young, Ph.D., P.E., a member of the NCEES Fundamentals of Engineering Exam Committee, are presenting on using FE exam results as one tool to assess ABET student outcomes.

**Advance: An NCEES podcast series**
The April 2024 episode features a conversation with NCEES Chief Operating Officer Davy McDowell, P.E., and NCEES President Laura Sievers, P.E., about all the latest news and updates related to NCEES. Advance is available on the NCEES website at ncees.org/licensure/success-stories and anywhere you get your podcasts.

**ASCE Carolinas Student Symposium**
NCEES is sponsoring this year’s Quizbowl at the American Society of Civil Engineers Carolinas Student Symposium. The symposium will be hosted by the University of North Carolina at Charlotte on April 4–6.

**FE and FS honor cords**
Students who pass the FE or FS exam prior to their graduation from an ABET-accredited program are eligible to receive a free NCEES honor cord to wear at their graduation ceremony. Honor cords will be mailed by April 15 to participating institutions with a spring graduation ceremony. For more information, visit ncees.org/outreach/ncees-graduation-honor-cords.

**iMAGINE STEAM Festival**
NCEES is sponsoring the iMAGINE Upstate STEAM Festival in downtown Greenville, South Carolina, on April 6. The festival is an annual opportunity for NCEES to showcase engineering, surveying, and professional licensure to thousands of the next generation and their parents.

**P.E. and P.S. profiles**
Darrell Krueger, P.E., discusses his work at BNSF Railway where he leads a team to develop, test, and evaluate new systems and technologies to improve railroad safety and efficiency. He also investigates derailments and serves on technical committees within BNSF and the railroad industry at-large. Krueger is also active in the Society of Automotive Engineers. To read this profile and others, visit ncees.org/licensure/success-stories.

**NSPS student competition**
NCEES is sponsoring the 23rd annual National Society of Professional Surveyors Student Competition on April 21–24 in Arlington, Virginia. The competition will be held in conjunction with the NSPS spring meeting.
**CALIFORNIA**
Cristina Garcia and Fermin Villegas are new appointees.

**DELAWARE PS**
Robert Wijkowski is a new appointee.

**GUAM**
Zenon Belanger is a new appointee. Masoud Teimoury is no longer a member.

**HAWAII**
Howard Lau is a new appointee.

**ILLINOIS PS**
Rebecca Popeck and Derek Twente are new appointees. Brian Lounsbury and Carol Sweet-Johnson are no longer members.

**ILLINOIS SE**
Alicia Kamischke is a new appointee. Steven Bishop is no longer a member.

**MISSISSIPPI**
Monica Gilmore is the new member board administrator, replacing Mark Humphries.

**MISSOURI**
Jane Earnhart is a new appointee. Eric Davis is no longer a member.

**MONTANA**
Anders Fiske, Amy Galt, Shane Jackola, and Dan Stahly are new appointees. Ruhul Amin, Ronald Drake, Raymond Gross, and Thomas Pankratz are no longer members.

**NEW YORK**
Sreenivas Alampalli, Frank Flanagan, and Gary Marcus are new appointees.

**NORTH CAROLINA**
Timothy Bowes is a new appointee. Andrew Zoutewelle is no longer a member.

**NORTH DAKOTA**
Kimberly Gullickson is the new member board administrator, replacing Darcie Handt.

**OHIO**
Jonathan Link is a new appointee. David Cox is no longer a member.

**SOUTH DAKOTA**
Jodi Aumer is the new member board administrator, replacing Sherrie Dyer. James (Mike) Coleman and Alex Fisher are new appointees. Michael Albertson and John Peters are no longer members.

**VIRGINIA**
John Claytor and Kevin Shreiner are new appointees. Doyle Allen and Mike Zmuda are no longer members.

**ASSOCIATE**
The NCEES board of directors approved the following associate members at its February 2024 meeting.

- **Illinois PE, PS, and SE:** Camile Lindsay
- **New Mexico:** Jessie James; **North Carolina:** Samuel (Wesley) Tripp III; **Ohio:** Lisa Dodge; **Oklahoma:** Ryan Daniels, Taylor Aizenman, and Sherrie Dyer; **Rhode Island PE and PS:** Matthew Santacroce, Sharlene Flores, and Joshua Nault; **West Virginia PE:** Tiffany Coleman

**EMERITUS**
The NCEES board of directors approved the following emeritus members at its February 2024 meeting.

- **Minnesota:** Daniel Baar
- **Montana:** Thomas Pankratz and Ruhul Amin
- **North Carolina:** Andrew Zoutewelle

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**UPCOMING EVENTS**

- **April 4–6**
  - Southern Zone Interim Meeting
  - Asheville, North Carolina

- **April 5–6**
  - PE Civil Exam Meeting
  - Greenville, South Carolina

- **April 9–10**
  - PE Fire Protection Exam Meeting
  - Greenville, South Carolina

- **April 19–20**
  - PE Architectural Exam Meeting
  - Greenville, South Carolina

- **May 2–4**
  - Northeast Zone Interim Meeting
  - Washington, D.C.

- **May 3–4**
  - FE Exam Committee Meeting
  - Greenville, South Carolina

- **May 16–18**
  - Western Zone Interim Meeting
  - Bozeman, Montana

- **May 17–18**
  - PE Chemical Exam Meeting
  - Greenville, South Carolina

- **May 19–20**
  - NCEES Board of Directors Meeting
  - Bozeman, Montana
NCEES released two annual publications in February to tell the story of 2022–23: the annual report and Squared.

With the theme of “Forward,” the 2023 annual report provides a review of the organization’s strides to advance licensure throughout the 2022–23 fiscal year, including its leadership in determining licensing standards, its commitment to supporting the engineering and surveying professions, and its evolving outreach efforts.

Squared, a companion piece to the annual report, is the official NCEES guide to engineering and licensing statistics, and it is designed to make licensure data more available to a wide audience, including educators, employers, and the general public. Squared presents various figures and graphs on exams, Records, Credentials Evaluations, advocacy, and more.

Together, these two publications offer a comprehensive picture of the 2022–23 year at NCEES.

“The annual report and Squared are helpful tools for member boards to grasp what we are doing on the national and international levels as an organization,” said NCEES CEO David Cox. “And these publications also inform the public on important licensure developments in the engineering and surveying professions.”

Explore the annual report and Squared online at ncees.org/annualreport.