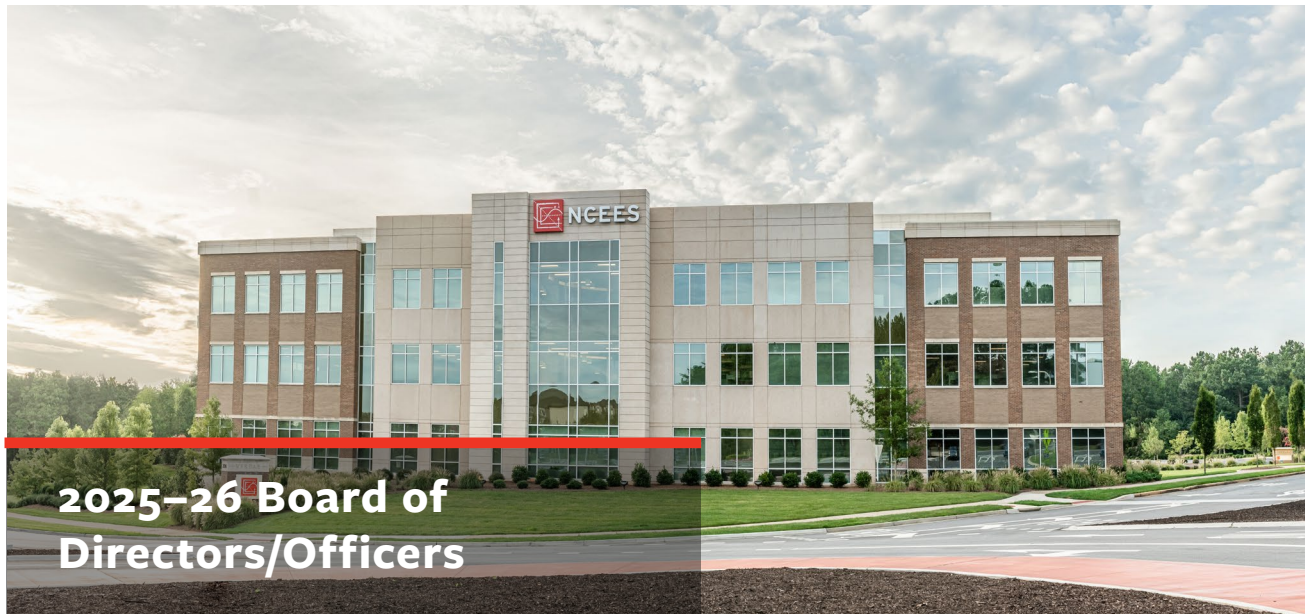


L I C E N S U R E

# EXCHANGE



## 2025–26 Board of Directors/Officers

PRESIDENT

**Elizabeth Beckett  
Johnston, P.E.**  
*Alaska*

PRESIDENT-ELECT

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Wilson, DBA, P.E.**  
*District of Columbia*

IMMEDIATE  
PAST PRESIDENT

**Andrew  
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WESTERN ZONE  
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OFFICER

**Davy McDowell, P.E.**  
*South Carolina*

## Highlights in this issue

**NCEES in the  
new year**

**Bias in  
investigations**

**Committee and  
task force agenda**

**MBA knowledge  
transfer**

# A new year at NCEES: A mix of old and new

DAVY MCDOWELL, P.E. | NCEES CHIEF EXECUTIVE OFFICER



NCEES President Elizabeth Beckett Johnston, P.E.; President-Elect Samuel Willson, DBA, P.E.; Advocacy and External Engagement Strategist Josh Twitty; and CEO Davy McDowell, P.E., attend the Interorganizational Council on Regulation meeting in Naples, Florida, in January 2026.

**W**e are just getting started into 2026, and the new year has begun with a steady barrage of standing committee meetings and exam meetings. Our staff and volunteers continue to push forward on new initiatives, all the while doing what we do on a daily basis—exams, Record transmittals, etc. All this work leads us up to the zone interim meetings in April and May.

## ZONES PREPARE FOR 2026 INTERIM MEETINGS

As spring nears, all four NCEES zones are gearing up for their respective zone interim meetings.

The member licensing boards of NCEES are divided into four geographic zones: Central, Northeast, Southern, and Western. The zones

meet twice a year—at the NCEES annual meeting in August and at the interim meetings in the spring.

This year, the Central and Northeast zones will hold a joint interim meeting. The Southern and Western zones will hold separate meetings. All meetings will include a welcome reception, professional forums, and multiple business sessions.

The dates and locations for each zone interim meeting are as follows:

#### **Southern Zone**

April 23–25 in Carolina, Puerto Rico

#### **Western Zone**

April 30–May 2 in Bend, Oregon

#### **Central and Northeast Zone**

May 14–16 in Columbus, Ohio

Representatives from member licensing boards will hear and discuss reports from current standing committees and task forces. The work of the committees and task forces results in motions that will be presented for the Council vote at the annual meeting in August. Zone meeting delegates can ask questions and discuss possible annual meeting motions, and they are encouraged to take information back to their boards for further discussion.

Forums for engineers, surveyors, and member board administrators will be available to discuss topical professional issues, and the Southern Zone will also hold a forum for law enforcement staff. Member boards will have an opportunity to provide activity updates.



Carolina, Puerto Rico



Bend, Oregon



Columbus, Ohio

Additionally, zones will hold the following elections:

- Central Zone—zone vice president, zone assistant vice president, and president-elect nominee
- Northeast Zone—zone secretary
- Southern Zone—zone secretary
- Western Zone—zone vice president and zone assistant vice president

*continued on next page*

Officers of the Council will also report on financial goals and outlook, the NCEES strategic plan update, and updates to NCEES services.

The main purpose of the zone meetings is to prepare for the business sessions at the annual meeting in August. The best way to prepare for your zone interim meeting is to review the materials distributed by NCEES in advance. A link to online registration, as well as more details on the meetings, is in the Board Resources section of [ncees.org/resources](https://ncees.org/resources) (see Zones under Board Resources).

#### INTERORGANIZATIONAL COUNCIL ON REGULATION

President Elizabeth Beckett Johnston, P.E.; President-Elect Samuel Willson, DBA, P.E.; NCEES Advocacy and External Engagement Strategist Josh Twitty; and I recently attended the 2026 Interorganizational Council on Regulation (ICOR) meeting in Naples, Florida.

What is ICOR? For over 50 years, ICOR has worked to share best practices and advocate on behalf of the important work performed by the licensing boards that regulate the professions of architecture, engineering, interior design, landscape architecture, and surveying.

Originally founded in 1972, ICOR is currently made up of the Council for Interior Design Qualification, the Council of Landscape Architectural Registration Boards, the National Council of Architectural Registration Boards, and NCEES. ICOR's collective mission is to support and advocate for sound regulation focused on protecting the public's health, safety, and welfare and to facilitate licensure.

## Interim zone meeting registration

A link to online registration of the upcoming zone interim meetings is available in the Board Resources section of [ncees.org/resources](https://ncees.org/resources) (see Zones under Board Resources).

In my years of attending ICOR meetings, which includes leadership and senior staff of the organizations, most of the time was spent—well spent—exchanging ideas and providing updates so that each of the organizations could learn from one another and implement similar strategies that were known to work. However, a few years back the organization decided to take on a collaborative project studying practice overlap, sometimes referred to as incidental practice.

As a result of this project, ICOR has developed the Practice Overlap Guidance document, a resource that provides a framework for identifying where professional competencies across architecture, engineering, interior design, landscape architecture, and surveying overlap—and where they remain distinct.

This resource is intended to serve as a reference tool for regulatory boards in evaluating scope-related questions, resolving overlap issues, and guiding updates to statutes, rules, and policies. It is not a prescriptive standard or legal

requirement, but rather a support for consistent, informed decision-making that reflects demonstrated competencies.

Across jurisdictions, inconsistencies in regulatory language and varied interpretations of incidental practice have led to confusion, professional conflict, and barriers to practice. The guidance was created to clarify how competencies align across professions and to help design professionals, licensing boards, code officials, and the public make better-informed decisions about professional qualifications based on consistent national standards.

Subject-matter experts from all five professions participated in detailed analysis through cross-profession subcommittees, using the following inputs to determine areas of overlap and differentiation:

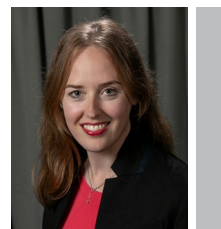
- Model definitions of practice used across the professions developed by the respective ICOR member organization
- Education standards and curricula established by each profession’s accrediting body
- Licensure and certification exam domains, which identify the competencies each profession is tested on
- Structured experience categories and practice areas required for licensure
- Results from a survey of ICOR member boards that identified real-world regulatory challenges related to incidental practice

At the State of the Council webinar on February 25, I will provide more information on the Practice Overlap Guidance document as well as the mechanism for improving it.

You can find more information at [icor-reg.org/practice-overlap](http://icor-reg.org/practice-overlap). A copy of the document was sent to all member boards in December 2025; your member board administrator should have a copy.

Speaking of the State of the Council webinars, you should have received an invitation to register for the series. If you did not receive an invitation, send a request to [meetings@ncees.org](mailto:meetings@ncees.org). Please take the time to register so that you can keep current with the happenings of NCEES.


# Committee and task force work is well underway for 2025–26



ELIZABETH BECKETT JOHNSTON, P.E. | NCEES PRESIDENT

There is a steady rhythm to the NCEES year, with exam development volunteers coming and going, exams being given, Records being transmitted, and all the everyday operational work happening, but our committees have less of a regular cadence and more of a flurry of work.

The time from committee orientation meetings to full committee meetings and collaboration, to prep for the zone interim meetings in the spring is really focused between September and February. I thank each committee member and staff liaison for their dedication during this critical time where their work is most concentrated. There is only so much work that can be accomplished in this limited time frame, and tackling bigger topics can often take several cycles of committee work to accomplish. This is both satisfyingly consensus based and can also feel slower than ideal at times. Looking backward, it is easier to see progress.

I would like to highlight some of the work I have charged this year's committees and task forces with, the results of which you will hear about at zone interim meetings, State of the Council webinars, and this year's annual meeting.

## COMMITTEE ON EDUCATION

With the successful launch of the NCEES Ethics 101 course, we now have a platform to offer continuing professional competency courses,

For more information and to access the Ethics 101 course, create or log in to your MyNCEES account at [ncees.org](https://ncees.org).

and the Education Committee will be proposing additional topics that we believe will be of value.

## COMMITTEE ON EXAMINATIONS FOR PROFESSIONAL SURVEYORS

EPS has the heavy lift this year of reviewing the findings of the 2025 Surveying and Mapping Sciences Licensure Task Force and making recommendations regarding a potential geospatial exam.

## COMMITTEE ON FINANCES

The Finance Committee is charged with reviewing alternative revenue sources and making recommendations. If competency transitions to being measured by other methods than exams, what would that look like for NCEES if we remain reliant on exams for the majority of NCEES income? Is now the time to be planning strategies to diversify revenue?

#### COMMITTEE ON MEMBER BOARD ADMINISTRATORS

NCEES values our many exam development and committee volunteers, and I charged the MBA Committee with proposing ways to showcase their efforts and express our gratitude.


#### MISSION INITIATIVES TASK FORCE

A task force is charged with a review of existing mission initiatives and proposing new areas of focus through both internal operational initiatives and strategic partnerships. It is looking at establishing an international partnership for the practice of surveying that is similar to the NCEES-International Engineering Alliance partnership for engineering.


More of this year's committee work is outlined in the Committee Focus article on page 10.

As all of our committees and task forces wrap up their work over the next month, I am looking forward to seeing the results of their efforts at the upcoming zone interim meetings and to moving the needle forward on some important issues.

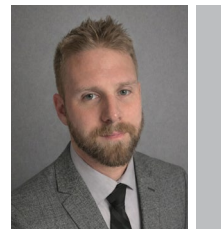
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**More of this year's  
committee work  
is outlined in the  
Committee Focus  
article on page 10.**



# Bias in regulatory investigations: Why neutrality is not optional



**BRET BIESENTHAL** | ARIZONA STATE BOARD OF TECHNICAL REGISTRATION INVESTIGATOR

**E**arly in my career as a regulatory investigator in the real estate sector, I was once asked during an interview, “Whose side are you on?” Looking back, the question likely arose from a misstep in tone, my inexperience at the time, or an unintended signal that may have been perceived as bias. That perception was certainly unintentional, but the moment marked the first time I consciously recognized a fundamental investigative principle: the importance of objectivity, neutrality, and the avoidance of bias.

I came to understand that even when an investigation is conducted properly and with integrity, the appearance of bias alone can undermine confidence in the outcome. Over the course of more than a thousand investigations since that early experience, I have made it a deliberate part of my investigative process to identify potential indicators of bias and to build safeguards into my approach, ensuring that my work remains credible, fair, balanced, and objective.

That question—“Whose side are you on?”—reflects a broader challenge within regulatory enforcement. Whether one is the party filing a complaint or the subject of a complaint, it must be understood that regulatory boards and their assigned investigators are not advocates for any side. Nor should they display favoritism or

prejudice toward any party. An investigator’s duty is to the truth, independent of opinions, emotions, or personal beliefs. Whether the evidence ultimately supports the finding of a violation or not should be irrelevant to the investigator, whose responsibility is to remain detached from the outcome and focused solely on the facts.

Most investigative bias is unintentional. Investigators may genuinely believe they are acting fairly while unknowingly allowing bias to influence how evidence is gathered, interpreted, or weighed. Bias often stems from psychological, cultural, emotional, and social factors that unconsciously shape decision-making. Warning signs may include treating allegations as established facts, making premature assumptions of guilt or innocence, or giving greater weight to evidence that supports an initial theory while discounting information that challenges it. A fair investigation requires pursuing exculpatory evidence with the same diligence as inculpatory evidence.

Emotional bias presents a particular challenge in regulatory investigations, especially those involving consumer complaints. Investigators routinely encounter anger, fear, confusion, frustration, and sadness. By the time an individual files a complaint, they may believe they have been financially harmed, misled, or taken advantage of, and those emotions may be projected onto the investigator as the

primary point of contact. While understandable, emotional influence can negatively affect credibility, behavior, and judgment if not properly recognized.

Acknowledging emotional bias is essential. Feelings of sympathy, frustration, or dislike toward a complainant or respondent can subtly shape investigative decisions. I have observed cases where external pressures or emotional attachment compromised the fairness, accuracy, and credibility of an investigation. Awareness, not suppression, of emotion allows investigators to respond professionally rather than impulsively.

To avoid bias, investigators should begin with a neutral presumption and treat all allegations as unproven until supported by evidence. Forming conclusions too early can influence what evidence is sought, what questions are asked, and which facts are emphasized. For example, in one real estate investigation drawn from my professional experience, a complaint alleged that a vulnerable adult had been exploited in a transaction. The narrative, as initially presented, evoked strong empathy and concern. As the investigation progressed, however, the evidence revealed that the allegations were unfounded and that the circumstances had been misrepresented. The case underscored the importance of allowing facts—not initial emotional reactions—to guide investigative conclusions.

Experienced investigators remain grounded through self-awareness and deliberate reflection. Asking simple but intentional questions can help safeguard objectivity: What assumptions am I making? Are past

## Feelings of sympathy, frustration, or dislike toward a complainant or respondent can subtly shape investigative decisions.

experiences influencing my perspective? Am I giving equal weight to all available information? Have facts been verified independently? Am I confusing opinion with evidence? Consistently applying these questions strengthens both the investigative process and the reliability of outcomes.

Effective enforcement depends not only on technical competence and statutory authority, but on the integrity of the investigative process itself. For engineers and surveyors, whose licensure carries significant responsibility for public safety, confidence in regulatory oversight is essential. That confidence is built when investigations are conducted with consistency, fairness, and impartiality. By recognizing bias and actively working to mitigate it, investigators and boards protect not only the individuals involved, but the credibility of the regulatory system and the professions it serves.

# NCEES committees and task forces begin work on 2025–26 agenda

**N**CEES committees and task forces have more than 130 charges to consider in 2025–26. President Elizabeth Beckett Johnston, P.E., has assigned the 12 standing committees charges that focus on a range of issues, including exams, member board support and engagement, and outreach. She has continued a Special Committee on Bylaws, which will propose amendments to the document that outlines the organization’s structure. President Beckett Johnston has also convened a Mission Initiatives Task Force and a Structural Practice Task Force to address charges regarding current NCEES outreach initiatives and structural engineering, respectively.

The following outlines the key issues that committees are addressing this year. A full list of charges and the membership of each group is available in the Board Resources section of MyNCEES. The committees and task forces will present preliminary findings at the 2026 zone interim meetings this spring and get feedback from NCEES delegates. They will publish their final reports in the annual meeting *Action Items and Conference Reports*. The Council will vote on any resulting motions at the annual meeting in August 2026.

## ADVISORY COMMITTEE ON COUNCIL ACTIVITIES

CHAIR | **CHRISTY VANBUSKIRK, P.E.**  
BOARD OF DIRECTORS LIAISON | **KARL TONANDER, P.E.**

ACCA makes recommendations on policy issues that are not assigned to another standing

committee or that involve several committees. It also reviews the *Manual of Policy and Position Statements* and recommends revisions.

This year, ACCA is reviewing the *Bylaws* to determine if past presidents should be eligible to serve as NCEES treasurer, to evaluate the current amendment approval process, and to consider if ex-officio committee members should be granted voting rights.

The committee is also reviewing the *Model Law* to assess citizenship requirements, the use of pro tempore members, and whether the authority to establish continuing professional competency requirements and to create exams should be added as board powers.

## COMMITTEE ON AWARDS

CHAIR | **MARLON VOGT, P.E.**  
BOARD OF DIRECTORS LIAISON | **ANDREW ZOUTEWELLE, P.L.S.**

The Awards Committee has collected nominations for NCEES service awards to be presented during the 2026 annual meeting and will recommend recipients to the board of directors. Nominations closed January 31, 2026.

## COMMITTEE ON EDUCATION

CHAIR | **BRIAN ROBERTSON II, P.E.**  
BOARD OF DIRECTORS LIAISON | **SAMUEL WILSON, DBA, P.E.**

The Education Committee serves in an advisory role for education issues related to

ABET, requirements prior to initial licensure, continuing professional competency (CPC), and foreign degree or unaccredited program evaluation.

This year, the committee is supporting NCEES staff with developing an educator summit scheduled for summer 2026 and drafting a list of recommended professional development topics for NCEES to offer in its CPC program.

The committee is reviewing the *Model Law* to evaluate the potential inclusion of a degree from a program accredited by the Engineering Technology Accreditation Commission of ABET. The committee is also reviewing various items in the *Manual of Policy and Position Statements* and *Model Rules* to determine relevance.

### COMMITTEE ON EXAMINATION AUDIT

CHAIR | **NICOLE GALAVOTTI, P.E.**  
BOARD OF DIRECTORS LIAISON | **CHIMIN (JIMMY)  
CHAO, P.E.**

The Exam Audit Committee conducts regular audits of the NCEES exam program. It observes standard-setting studies to update exam specifications. The committee also reviews the findings of previous audits to ensure that items were addressed appropriately.

This year, the committee is reviewing the exam audit findings from the 2024–25 audit cycle to ensure findings were appropriately addressed and audit the most recent administration of the FS, PE Civil, PE Metallurgical and Materials, and PE Structural exams.

The committee is also observing and/or receiving reports on the following exam standard-setting studies in accordance with the *Exam Development Procedures Manual*:

PE Architectural, PE Environmental, PE Structural, and PE Control Systems.

### COMMITTEE ON EXAMINATION POLICY AND PROCEDURES

CHAIR | **SHANNON STANFILL**  
BOARD OF DIRECTORS LIAISON | **JASON  
SUELTER, P.E., S.E.**

The EPP Committee reviews the effectiveness of the NCEES exam process and recommends revisions to policies and procedures when needed.

This year, the committee is reviewing Exam Development Policy (EDP) 7A to evaluate whether temporary suspension should be included as a potential recommendation for discontinuing an exam and assess how a suspended exam might be reinstated.

In addition to EDP 7A, the committee is reviewing a number of other EDPs to clarify the definition of the term format and to assess whether the board of directors should have additional options beyond approving or rejecting the recommendation to approve the professional activities and knowledge study that initiates development of a new exam.

### COMMITTEE ON EXAMINATIONS FOR PROFESSIONAL ENGINEERS

CHAIR | **SEAN ST. CLAIR, PH.D., P.E.**  
BOARD OF DIRECTORS LIAISON | **JASON  
SUELTER, P.E., S.E.**

The EPE Committee oversees the development and scoring of the FE and PE exams. Its recurring charges include conducting content reviews to update exam specifications, reviewing exam development committee data to ensure

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appropriate volunteer diversity, monitoring training of exam development volunteers, and recommending changes to exam policies and procedures as needed.

This year, the committee is examining the overlap between PE Structural breadth sections and PE Civil: Structural exam specifications to determine whether the PE Structural breadth sections adequately and independently support P.E. licensure.

The committee is also reviewing various items in the Exam Development Procedures Manual regarding pretest item quantities, opportunities to expedite the process for launching new exams, and standard-setting subcommittee membership.

### **COMMITTEE ON EXAMINATIONS FOR PROFESSIONAL SURVEYORS**

CHAIR | **JOSEPH WICHERT, L.S.**  
BOARD OF DIRECTORS LIAISON | **AARON  
BLAISDELL, P.L.S.**

The EPS Committee oversees the development and scoring of the FS and PS exams. It reviews item performance, monitors the training of exam development volunteers, and recommends changes to exam policies and procedures.

This year, the committee is reviewing the findings of the 2025 Surveying and Mapping Sciences Licensure Task Force report and will make recommendations regarding a potential PS Geospatial exam.

The committee is reviewing various items in the *Exam Development Procedures Manual* regarding pretest item quantities, opportunities to expedite

the process for launching new exams, and standard-setting subcommittee membership.

The committee is also reviewing the surveyor education classifications used in FS/PS performance evaluations to determine whether they accurately reflect the educational backgrounds of examinees.

### **COMMITTEE ON FINANCES**

CHAIR | **KELLY FEDELE, P.E., P.S.**  
BOARD OF DIRECTORS LIAISON | **KARL  
TONANDER, P.E.**

The Finance Committee studies the financial needs of NCEES and recommends sources of income and ways and means of securing adequate funds for the Council's operation. The committee is reviewing the results of the 2024–25 audit and the organization's current financial condition and is working with NCEES leadership to recommend the operating and capital budgets for 2026–27.

This year, the committee is developing a process and calculation for automatically adjusting future exam prices and considering models such as the Consumer Price Index, providing recommendations as appropriate.

The committee is reviewing the calculation of the data breach reserve in accordance with Financial Policy (FP) 1C.3 to assess its sufficiency and other FPs to determine whether exam pricing should be approved by the full Council or solely by the board of directors, and FP 3 to assess the feasibility of funding incoming committee and task force chairs to attend the annual meeting.

The committee is also establishing a budgetary goal for gain from operations, including mission initiatives, expressed as a percentage of total annual revenue, reviewing the funding structure for all volunteer travel and evaluating whether a uniform approach should be adopted, and collaborating with NCEES staff to research alternative revenue sources.

### COMMITTEE ON LAW ENFORCEMENT

CHAIR | **TIFFANY CRISWELL**  
BOARD OF DIRECTORS LIAISON | **KARL TONANDER, P.E.**

The Law Enforcement Committee promotes greater uniformity and cooperation between member boards in the enforcement of licensure laws. The committee maintains the *Investigation and Enforcement Guidelines and Investigative Training Manual*, best practice manuals for enforcement activities and training. It also conducts a law enforcement program at the NCEES annual meeting and submits articles for inclusion in *Licensure Exchange*.

This year, the committee is reviewing the *Investigation and Enforcement Guidelines* to evaluate whether current guidance to member boards on handling and reporting sealed and/or expunged records is sufficient.

For member boards, the committee is developing guidelines for addressing work-for-hire websites offering engineering and surveying services and for providing directions for revising drawings originally sealed by a professional engineer or surveyor who is no longer in responsible charge of the document.

The committee is also reviewing the *Model Law* to develop a clear definition of *good character* and determine whether it sufficiently addresses disciplinary actions unrelated to professional practice, and it is reviewing the *Model Rules* to determine whether it adequately addresses rules of professional conduct and member board sealing requirements.

### COMMITTEE ON LICENSURE

CHAIR | **LANCE KINNEY, PH.D., P.E.**  
BOARD OF DIRECTORS LIAISON | **ELIZABETH BECKETT JOHNSTON, P.E.**

The Licensure Committee provides an ongoing holistic review of the engineering and surveying licensure systems and responds to licensure issues and concerns as they arise by developing and recommending licensure processes and amendments to position statements, the *Model Law*, and the *Model Rules* as necessary.

This year, the committee is reviewing the *Model Law* to propose language that offers clear guidance on the use of digital signatures and to evaluate the feasibility of removing *Model Law* 140.30. The committee is reviewing *Model Rules* 230.20 in its entirety, providing recommendations as appropriate, as well as *Model Rules* 230.30 to evaluate the feasibility of incorporating a seven-year period for required references.

The committee is also reviewing jurisdictional practices regarding waivers of the FE exam and member boards' statute language related to incidental practice, providing recommendations for corresponding *Model Rules* and *Model Law* language as necessary.

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## COMMITTEE ON MEMBER BOARD ADMINISTRATORS

CHAIR | **KATHY HART**  
BOARD OF DIRECTORS LIAISON | **AZUANUKA (AZU) ETONIRU, P.E., P.L.S.**

The MBA Committee coordinates MBA meetings, including those at the NCEES annual meeting and zone interim meetings. The committee facilitates cooperation between MBAs and assists with any member board efforts to address licensure processes and practices. It also mentors new MBAs and submits articles for inclusion in *Licensure Exchange*.

This year, the committee is reviewing the *Bylaws* to evaluate the feasibility of adding an MBA to the NCEES board of directors.

The committee is reviewing and comparing NCEES CPC Tracking against individual state requirements to assess the feasibility of universal adoption across jurisdictions.

The committee is also reviewing the *Model Rules* to determine if language regarding the retention period for applicant and firm information should be added, to evaluate the necessity of the deadline for destroying denied applications, and to propose language to address the use of the NCEES CPC Tracking service.

## COMMITTEE ON UNIFORM PROCEDURES AND LEGISLATIVE GUIDELINES

CHAIR | **COLIN MAYNARD, P.E., S.E.**  
BOARD OF DIRECTORS LIAISON | **AARON BLAISDELL, P.L.S.**

The UPLG Committee looks for ways to strengthen the licensure process and proposes

any necessary changes to the *Model Law* and *Model Rules*, documents that provide member licensing boards with models for their own practice laws to regulate the engineering and surveying professions.

This year, the committee is reviewing various revisions of the *Model Rules* as presented by both the Licensure Committee and the MBA Committee and approved by the Council at the 2025 annual meeting, recommending revisions as necessary.

The committee is also reviewing the *Model Rules* to evaluate if all employment periods should have references, to address military orders and not just deployments as a condition of accommodation, to determine if the reference to pencil-and-paper exams is still appropriate, to determine if NCEES should be the only source of foreign degree evaluations, and to evaluate the definition of *dual licensee* to determine if it applies to specific disciplines within engineering and surveying.

## MISSION INITIATIVES TASK FORCE

CHAIR | **ANDREW RITTER**  
BOARD OF DIRECTORS LIAISON | **ELIZABETH BECKETT JOHNSTON, P.E.**

President Beckett Johnston has convened the Mission Initiatives Task Force to review current NCEES outreach initiatives and activities and propose revisions and new initiatives that support the NCEES mission and updated strategic plan.

The task force is assisting NCEES staff with reorganizing the Participating Organizations Liaison Council to improve structure and engagement.

The task force will provide recommendations to the board of directors regarding NCEES participation in international organizations and is also identifying proactive strategies to support member boards facing threats to professional licensure.

### SPECIAL COMMITTEE ON BYLAWS

CHAIR | **JON WILBECK**

BOARD OF DIRECTORS LIAISON | **ANDREW ZOUTEWELLE, P.L.S.**

President Beckett Johnston has continued the Special Committee on Bylaws to amend the *Bylaws* to incorporate several changes to NCEES governance that the Council approved at the 2025 annual meeting, including various ACCA, EPE, and EPP motions.

The special committee is also reviewing the *Bylaws* to consider whether the term *agency director* is appropriate or should be revised; whether member board administrators would be able to serve out their appointment to a committee if their employment with a member board ends; if concurrent service on a committee and the NCEES Foundation board of directors should be addressed; if representatives from the EPE and EPS committees can be appointed as consultants to the Exam Audit Committee in lieu of the chairs; and if notification, quorum, and voting requirements should be added for standing committees.

The special committee will also propose revisions to the *Bylaws* to replace the term *Member Board Administrator* with *Member Board Executive* throughout.

### STRUCTURAL PRACTICE TASK FORCE

CHAIR | **CHUN LAU, P.E., S.E.**

BOARD OF DIRECTORS LIAISON | **JASON SUELTER, P.E., S.E.**

President Beckett Johnston convened the Structural Practice Task Force to develop a definition of *significant structures* for the *Model Law* and *Model Rules*; evaluate whether construction oversight, commissioning, critical analysis, and inspections of significant structures should be included within the definition of the practice of engineering in *Model Law* 110.20 A.3; and to review *Model Law* 130.10 and Appendix D to assess the need for distinct structural engineering licensure requirements separate from those for initial professional engineering licensure.

The task force is identifying jurisdictions that reference the 16-hour structural exam and have not updated their language to reflect the current PE Structural exam.

The task force is also reviewing and comparing post-P.E. licensure requirements in jurisdictions that offer an S.E. credential and developing a white paper that addresses post-P.E. licensure for structural engineers.

# Transfer of knowledge to new MBAs

**JENNIFER WOOTTEN** | DELAWARE ASSOCIATION OF PROFESSIONAL ENGINEERS EXECUTIVE DIRECTOR



**W**hen I started as executive director of the Delaware engineering board, I had the great advantage of having worked with my predecessor for six months. Even with all of that on-the-job training, it took at least another 18 months before I came close to understanding the full scope of my job. There are still occasional surprises! That learning curve was definitely shortened with a little help from my friends—fellow member board administrators (MBAs).

The onboarding process in any new job can be challenging. With that in mind, here are some ideas to get current MBAs and member boards thinking about transferring knowledge to the next MBA.

- Introduce your MBA to NCEES staff as soon as possible and encourage participation in zone and annual meetings as well as the MBA Basecamp discussion board. One of the MBA Committee's ongoing charges is to mentor new MBAs, but that only works when we know they are out there.
- Create a big-picture timeline (this could be for one, two, or three years, depending on your renewal schedule). What are the month-by-month tasks that an MBA needs to accomplish to stay on track? When are regularly occurring meetings? When is your state legislature in session? When are renewals?
- Have a plan for setting up access to online accounts as well as a contact list. This will vary by board, of course, but may include the attorney general's office, building maintenance, tech support, payroll, banking, online payment processor, website content, communications to licensees, public calendars, and affiliate organizations/associations.
- Develop a policy for document retention and archiving. While the institutional memory of staff and board members is invaluable, a good system for archiving makes researching past similar issues easier.
- Create email templates. Do not reinvent the wheel when it comes to answering frequently asked questions from applicants, licensees, and members of the public. Keep a central list of email templates that can be used for FAQs. This will help new staff members get up to speed quickly and ensures consistent responses.
- Document all office procedures. This can range from ordering toner to processing applications. Encourage staff to review and update this documentation periodically. We changed many procedures due to COVID, and some of our documentation did not



Delegates participate in the MBA Forum on August 20, 2025, during the NCEES annual meeting in New Orleans, Louisiana.

keep pace. Other MBA responsibilities that should be documented to help a new MBA get started include

- An overview of how your jurisdiction's legislature operates
- Complaint/investigation procedures
- Board appointments
- Reporting requirements, including deadlines
- Onboarding and offboarding staff

- Use today's technology. Record training on Zoom. Consider AI tools to help with documentation.

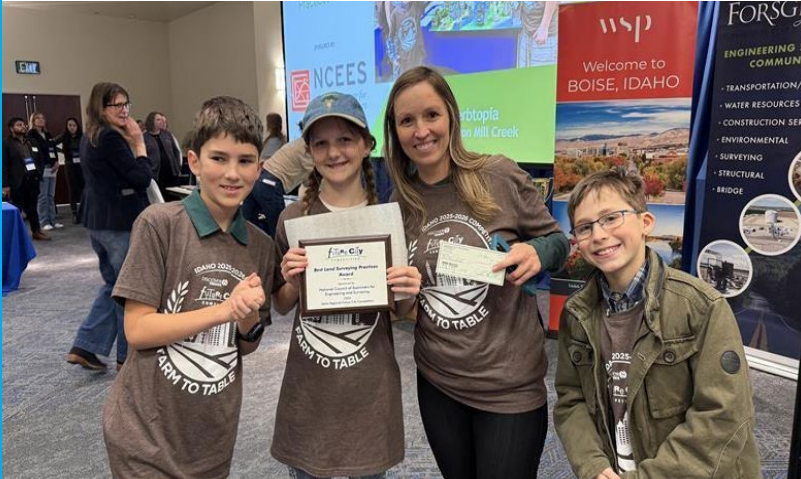
- Finally, prepare your MBA to pivot and deal with crises, such as legislative proposals, annual budget, staff turnover, website/server issues, office equipment malfunctions, and lease negotiations.

MBA's play a key role in protecting the public, acting as a bridge between board members (focused on policy) and staff (focused on day-to-day operations). Your board can take steps now to set up your next MBA for success.



N C E E S

# OUTREACH



## DISCOVERE FUTURE CITY COMPETITION

The DiscoverE Future City regional competitions for the NCEES Special Award for Best Practices in Land Surveying took place in January. Judging for the NCEES Professional Licensure Special Award also took place in early January. The Future City national finals for both middle school and high school will take place in Washington, D.C., February 14–17.



## NSBE ANNUAL CONVENTION

NCEES will participate in the National Society of Black Engineers 2026 annual convention, held March 18–22 in Baltimore, Maryland.

## WERC ENVIRONMENTAL DESIGN CONTEST

The Waste-management Education and Research Consortium (WERC) Environmental Design Contest, hosted by New Mexico State University, is a national competition that brings students, industry, and government together to solve real-world environmental challenges. NCEES Chief Officer of Examinations Lehmon Dekle, P.E., will provide a licensure webinar for WERC Environmental Design Contest participants on February 27 at 1:00 p.m. The webinar is open to both faculty and students on participating teams.

The Purple Sage Elementary team receives the NCEES Special Award for Best Practices in Land Surveying at the DiscoverE Future City regional competition in Idaho in January 2026.

*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. Visit [ncees.org](https://www.ncees.org) for links to its social media pages.*



# NCEES opens 2026 Engineering and Surveying Education Award competitions

**N**CCEES is now accepting applications for the 2026 Engineering Education and Surveying Education awards.

## ENGINEERING AWARD

The NCEES Engineering Education Award recognizes college engineering programs for engaging their students in collaborative projects with licensed professional engineers. It was established to promote understanding of the value of licensure and to encourage partnerships between the engineering profession and education.

Entries are due by May 1. EAC/ABET-accredited programs from all engineering disciplines are invited to compete for

- Grand prize: \$25,000
- Up to seven awards: \$10,000 each

Profiles of the 2025 Engineering Education Award winners are posted at [nces.org/2025engawardprofiles](https://nces.org/2025engawardprofiles). For details on competing for this award, visit [nces.org/award](https://nces.org/award).

## SURVEYING AWARD

NCEES is also preparing for the 2026 NCEES Surveying Education Award competition, which includes a new path. The competition is now comprised of two categories: one for two-year schools and one for four-year schools. Both

Entries for the Engineering and Surveying Education awards are due by **May 1.**

recognize surveying/geomatics programs that best reflect NCEES' mission to advance licensure for surveyors in order to safeguard the health, safety, and welfare of the public.

Entries are due by May 1 for both categories.

NCEES invites all two-year surveying/geomatics programs to compete for

- Grand prize: \$25,000
- Up to two awards: \$15,000 each
- Up to two awards: \$10,000 each

NCEES invites all four-year surveying/geomatics programs to compete for

- Grand prize: \$25,000
- Up to two awards: \$15,000 each
- Up to two awards: \$10,000 each

Profiles of the 2025 NCEES Surveying Education Award winners are posted at [nces.org/2025surveyawardprofiles](https://nces.org/2025surveyawardprofiles). Entry information is available at [nces.org/surveyingaward](https://nces.org/surveyingaward).



# U P C O M I N G

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# EVENTS

## FEBRUARY 6-7

EPP Committee Meeting  
*Atlanta, Georgia*

FE Exam Meeting  
*Greenville, South Carolina*

## FEBRUARY 11

Budget Review Meeting  
*Greenville, South Carolina*

## FEBRUARY 13-14

PE Electrical and Computer Exam Meeting  
*Greenville, South Carolina*

PLSS Exam Meeting  
*Greenville, South Carolina*

## FEBRUARY 16-17

PE Agricultural and Biological Exam Meeting  
*Greenville, South Carolina*

## FEBRUARY 19-20

Board of Directors Meeting  
*Washington, D.C.*

## FEBRUARY 25

State of the Council Meeting  
*Virtual*

## FEBRUARY 26

Budget Review Meeting  
*Greenville, South Carolina*

## FEBRUARY 26-27

PE Metallurgical and Materials Exam Meeting  
*Virtual*

## FEBRUARY 27-28

PE Industrial and Systems Exam Meeting  
*Greenville, South Carolina*

PE Mechanical Exam Meeting  
*Greenville, South Carolina*

## MARCH 12

Investment Advisory Group Meeting  
*San Antonio, Texas*

## MARCH 12-14

PE Structural Exam Meeting  
*Greenville, South Carolina*

## MARCH 13

Finance Committee Meeting  
*San Antonio, Texas*

NCEES Foundation Board of Directors Meeting  
*San Antonio, Texas*

PE Chemical Exam Meeting  
*Virtual*

## MARCH 14

POLC Meeting  
*San Antonio, Texas*

# Member Board News

## MARCH 19-20

PE Mining and Mineral Processing Exam Meeting  
*Virtual*

## MARCH 25

State of the Council Meeting  
*Virtual*

## MARCH 26-27

PE Naval Architecture and Marine Exam Meeting  
*Greenville, South Carolina*

## MARCH 27-28

PE Control Systems Exam Meeting  
*Greenville, South Carolina*

PE Nuclear Exam Meeting  
*Virtual*

Subject-Matter Expert Training  
*Greenville, South Carolina*

## California

Desirea Haggard and Tom Hallinan are new appointees. Mohammad Qureshi is no longer a member.

## Florida PS

Jennifer Cannon and David Keith Cramer are new appointees. Eugene Collings-Bonfill and Keith Fountain are no longer members.

## Iowa

Randall Rattenborg and Matthew Sorensen are new appointees. Rose Gillen and Jack Jones are no longer members.

## Kentucky

Clint Goodin and Michael Vickers are new appointees. Nicole Galavotti and Michael McGhee are no longer members.

## Montana

Drew Pearson and Shannon Wilson are new appointees. Byron Stahly is no longer a member.

## U.S. Virgin Islands

Sarah Maynard is the new board administrator.



# Save the date for the 2026 NCEES annual meeting



**T**he 105th NCEES annual meeting will take place August 18–21 in Henderson, Nevada, at the Westin Lake Las Vegas Resort and Spa. The annual meeting is the culmination of the Council’s work for the year.

Delegates will meet to decide key licensure issues and explore a melting pot of cultures throughout the city. The agenda offers opportunities to

- Vote on issues at the business sessions, including the election of a new president-elect and treasurer, as well as motions

presented by the 2025–26 committees and task forces

- Discuss professional issues at the forums for engineers, surveyors, member board administrators, and enforcement staff
- Network and share ideas with delegates and guests at social events

Registration will open in the spring for member board members, emeritus members, and staff. More meeting details will become available in the Member Resources section of [ncees.org/resources](https://ncees.org/resources) (see “Annual meeting” under Board Resources).

## L I C E N S U R E EXCHANGE

A PUBLICATION OF THE NATIONAL  
COUNCIL OF EXAMINERS FOR  
ENGINEERING AND SURVEYING

COMMENTS OR QUESTIONS CAN BE  
DIRECTED TO [EDITOR@NCEES.ORG](mailto:EDITOR@NCEES.ORG).

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