



FEDERATION OF  
STATE MEDICAL BOARDS

# 2025 ANNUAL REPORT





# MESSAGE TO OUR STAKEHOLDERS

**KATIE L. TEMPLETON, JD**  
Chair, Board of Directors

**HUMAYUN J. CHAUDHRY, DO, MACP**  
President & CEO

We are pleased to share with you the Federation of State Medical Boards' 2024-2025 Annual Report. Much of FSMB's success has been the result of well-established partnerships with individuals such as yourself — we are grateful for your ongoing support.

We hope you will take a few moments to explore our Annual Report to learn more about FSMB's activities and accomplishments during the past year and read about our shared achievements.

During the past year, we have attempted to emphasize the closely intertwined issues of the physician workforce and physician well-being. An often-overlooked aspect of public protection has been the negative impact burnout has on the physician workforce — both from a quantity and quality perspective.

FSMB continued our support of promoting the importance of physician well-being with medical boards, physician health programs, and organizations such as the Dr. Lorna Breen Heroes Foundation. Over the last several years, many medical boards have partnered with the Foundation to reduce the stigma associated with physicians seeking mental health care by revising or eliminating questions about impairment from licensing applications.

The growth of the international medical graduate (IMG) physician population in recent decades — to nearly one quarter of the more than one million physicians in the U.S. — has helped address increasing healthcare demands across the country. The appropriate licensing of IMG physicians will continue to contribute to access to quality healthcare.

The past year saw the continued rapid increase in states adopting legislation to improve access to care for underserved communities in their jurisdictions by provisionally licensing internationally-trained physicians (ITPs) who already completed their training overseas.

To guide best practices for regulating physicians licensed through these streamlined pathways, FSMB is co-chairing the Advisory Commission on Additional Licensing Models, working alongside the Accreditation Council for Graduate Medical Education (ACGME) and Intealth, which administers the Educational Commission for Foreign Medical Graduates (ECFMG). The Advisory Commission's first set of recommendations, released in February 2025, drew widespread interest from media and policymakers.

FSMB's Washington, D.C., advocacy team worked on many fronts to help state medical boards achieve their individual legislative and policy priorities. At the federal level, FSMB helped to introduce the bipartisan States Handling Access to Reciprocity for Employment (SHARE) Act. Introduced in March 2025, the SHARE Act (H.R. 2332 / S. 1101) adds a technical amendment to existing federal law to clearly authorize the FBI to conduct criminal background checks for state medical boards and other licensing agencies for the purpose of interstate licensure compacts. FSMB endorses this legislation.

FSMB continues to make major investments in technology and explore ways to leverage data capabilities to better serve state medical boards. The organization has undertaken a comprehensive reorganization of its customer support model, centralizing support services under a single team to position FSMB to better meet the evolving needs of the USMLE program, Federation Credentials Verification Service (FCVS), credentialing customers, and state medical boards.

FSMB's future is bright, driven by collaboration, engagement and partnership. It is a privilege to have worked closely with you.



This year, FSMB remained committed to delivering exceptional value to our members. Guided by your evolving needs, we expanded educational opportunities, strengthened our professional community through collaboration, and advanced our advocacy efforts. At the same time, we invested in technology upgrades to enhance services, streamline access to data, and ensure a more responsive and connected member experience. The pages that follow highlight the progress we've made and the collective impact of our shared commitment.



# BUILDING COLLABORATION AND COMMUNITY

## FSMB continues to foster collaboration among regulatory bodies through several key initiatives.

In response to increasing interest among state policy makers to improve patient access and reduce workforce shortages by modifying licensure requirements for physicians who have completed training outside the United States, FSMB partnered with the Accreditation Council for Graduate Medical Education (ACGME) and Intealth to establish the Advisory Commission on Additional Licensing Models.

In June 2024, the Advisory Commission hosted a one-day symposium with 175 representatives from state medical boards and organizations involved in medical education, accreditation, and certification. This forum facilitated the

exchange of ideas and discussions on how to best guide and advise state medical boards and other stakeholders on the development and implementation of additional pathways for medical licensure. In February 2025, the Commission released its first set of recommendations focusing on eligibility requirements for internationally trained physicians entering into additional licensure pathways. The Commission is continuing its work and will be releasing a second set of recommendations focused on assessment and supervision of internationally trained physicians in Summer 2025.

In March 2025, FSMB co-hosted the latest Tri-Regulator Symposium with the National Association of Boards of Pharmacy (NABP) and the National Council of State Boards of Nursing (NCSBN). This collaborative event addressed interprofessional cooperation and challenges facing state regulatory boards, with discussions covering FDA updates, recent Supreme Court cases, artificial intelligence applications, and workforce issues.

Following the symposium, members of the FSMB, NABP, NCSBN, and the American Association of Dental Boards joined together to hold the second Opioid Regulatory Collaborative Summit. The meeting provided attendees with updates on opioid treatment and prescribing policies, insights into administration policy impacts on regulatory efforts, and approaches to managing substance use disorders among licensees. The summit also explored emerging treatments such as ketamine, stimulants, and psychedelics, and how they are regulated.



# STRENGTHENING MEMBER ENGAGEMENT

FSMB continues to enhance support for state medical boards through the Office of Engagement and Member Services. This year, we provided:

**PERSONALIZED ORIENTATIONS** for new state medical board executive directors.

**A NEW BOARD MEMBER ORIENTATION**, consisting of three virtual sessions on the licensing and disciplinary processes, administrative law, roles and responsibilities of board members, professionalism, and important adjuncts to the medical regulatory system, such as Physician Health Programs.

**CUSTOMIZED PRESENTATIONS** and visits to state medical boards, including the Maryland Board of Physicians, Mississippi State Board of Medical Licensure, New Jersey State Board of Medical Examiners, New York State Office of Professional Medical Conduct, and New York State Board for Medicine.

To facilitate knowledge sharing and collaboration, FSMB established a bi-monthly virtual forum for medical directors, modeled on the successful board attorneys' forum launched in 2022, to discuss critical regulatory topics, enhance support and advance shared goals.

The Certified Medical Board Licensing Specialists Program, developed in partnership with Administrators in Medicine (AIM), successfully concluded its inaugural cohort in July 2024. This comprehensive training program for licensing specialists was made possible through FSMB's \$30,000 grant to AIM. A second cohort launched in January 2025.



I was thoroughly impressed with the workshop and will recommend my board members to consider attending these presentations. It is valuable for both new and seasoned members.

**PARTICIPANT**  
BOARD MEMBER TRAINING

# ENHANCING TECHNOLOGY FOR BETTER SERVICE

FSMB has made significant investments in technology and system-wide integration to improve services to member boards.

All state medical boards have been incorporated into the new Services Portal, providing centralized access to documents from FSMB services. FSMB also enhanced customer support by implementing Zendesk, a customer service platform, initially on the Physician Data Center and Docinfo physician information website. Work is underway to evaluate personnel needs and implement Zendesk as FSMB's customer service platform for all departments.

In response to emerging technologies, FSMB has also created an Office of AI Innovation to coordinate efforts in harnessing artificial intelligence to support internal operations and provide applications for state medical boards. Two AI-related platforms have been made available to senior staff and board members: Perplexity, an AI-powered search engine that prioritizes accuracy with cited responses, and Microsoft Copilot, which combines AI language models with contextual code analysis.



# IMPROVED CUSTOMER SERVICE AND EFFICIENCY

FSMB is reorganizing its customer support model from a product-focused to a user-focused approach, centralizing common support services under a single team to better serve the USMLE program, FCVS, credentialing customers, and state medical boards.

All state medical boards transitioned to FSMB's new Services Portal, streamlining access to key documents in one central location.

The Physician Data Center (PDC) serves as a central hub for state medical board data sharing, integrating licensure, discipline, and specialty certification information. In 2024, PDC delivered 229,084 detailed reports (up from 167,897 in 2023) and increased distribution of disciplinary alerts to 24,325 compared to 17,123 the previous year. The team processed an average of 148 license files monthly, matching over 20 million records.

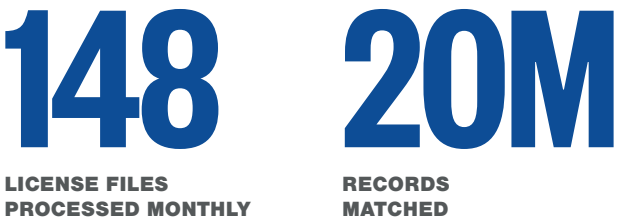
The Federation Credentials Verification Service (FCVS) delivered 73,060 profiles to state medical boards in 2024, and improved cycle times to 14 days. Overall cycle time improved by three-and-a-half days compared to 2023, while initial cycle time improved by five days.

The Uniform Application for Medical Licensure (UA) has been adopted by 27 state boards, with 19,811 applications processed in 2024.

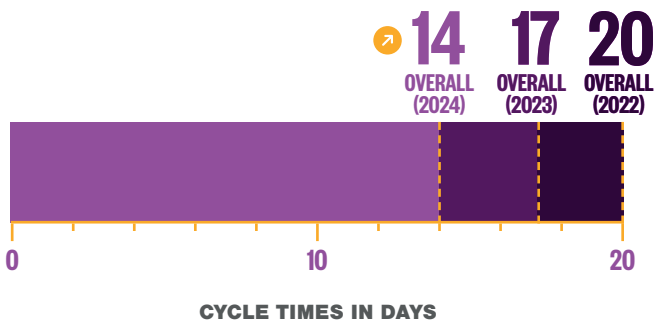
## UA



## PDC



## FCVS



# DELIVERING TARGETED EDUCATIONAL PROGRAMMING

FSMB's Education Department develops innovative programming that directly responds to the needs of state medical boards. Through surveys, site visits, and analysis of board materials, the Education Committee identifies key topics for educational opportunities and appropriate learning formats.

The 2025 FSMB Annual Meeting (FSMB AM25) in Seattle, themed "Innovating Together," welcomed more than 600 attendees and featured over two dozen sessions, including keynote presentations from healthcare thought leaders:



**ERIC TOPOL, MD,**  
on artificial intelligence's  
impact on healthcare delivery  
and medical regulation



**TIMOTHY CAULFIELD, LL.M.,**  
on evidence-based decision-  
making in health policy



**ALI INGERSOLL,**  
who shared her perspective  
on navigating the healthcare  
system as a patient and  
disability advocate during the  
FSMB Foundation Luncheon



The meeting also offered role-specific forums addressing unique responsibilities within state medical boards and lunch-and-learn sessions on professional competency, capacity, and the changing political landscape's impact on healthcare policy.

The 16th annual Board Attorneys Workshop held in November 2024 hosted 70 attendees representing 26 state medical boards. The workshop covered legislative updates relevant to state medical boards, implications of recent Supreme Court rulings, the PA Licensure Compact, and the regulatory landscape of IV hydration therapies.

In addition to offering workshops and courses to member boards, FSMB collaborated with individual boards to deliver CME courses to their licensees. In Fall 2024, FSMB accredited live webinars for the Washington Medical Commission, titled "Addressing Vaccine Hesitancy in Rural Communities." During these webinars, rural healthcare providers were introduced to motivational interviewing, a way to help patients choose trustworthy sources of information about vaccines. More than 550 physician and non-physician learners participated in this two-part series.

FSMB joined the FSMB Foundation and the AIM Foundation in developing and launching a CME-accredited educational video series on physician professional boundaries. This innovative series features concise, scenario-based videos depicting real-world challenges physicians may face in maintaining appropriate boundaries with patients. The educational activity is intended for a wide audience, including medical students, practicing physicians, and patients. It is available for free to all state medical and osteopathic boards to offer their licensees as an opportunity for CME.



Is there a better word beyond “excellent” to describe this phenomenal Annual Meeting? This has truly been the best conference I have ever attended in all my years as a practicing physician attending conferences all my career. FSMB is truly led by the membership and it shows when you present the topics and presenters that you had this year. Wow!

**PARTICIPANT**  
FSMB AM25



# CME BY THE NUMBERS

FSMB, an accredited CME provider through the Accreditation Council for Continuing Medical Education (ACCME), regularly assists state medical boards with accredited educational program development and management. In 2024, FSMB's CME program:

# 3,500+ LEARNERS

## PARTICIPATED IN EDUCATION PROGRAMS



# 39 ACTIVITIES DELIVERED

# AWARDED 61.25

## AMA PRA CATEGORY 1 CREDIT HOURS

# INCREASED BY 48%

## PARTICIPATION IN EDUCATIONAL PROGRAMMING

# IMPROVING COMMUNICATION AND ADVOCACY

This fiscal year, FSMB finalized its visual branding and messaging to better communicate available products and services to member medical boards, and to better articulate how FSMB assists boards in their mandate to protect the public.

A public awareness campaign has launched using video and social media to direct viewers to CareMatters.org, a website educating the public about state medical boards, physician licensing, physician information search tools, and how to contact their state medical boards.

On the advocacy front, FSMB's Board of Directors participated in the annual Hill Day in Washington, DC, meeting with 30 Congressional offices to advocate for the States Handling Access to Reciprocity for Employment (SHARE) Act (H.R. 2332 / S. 1101), which proposes a vital update to the licensing process by authorizing the FBI to conduct criminal background checks for state licensing agencies for interstate licensure compacts. FSMB also worked closely with federal agencies to provide input on policies affecting medical regulation and endorsed key federal legislation supporting healthcare provider wellness and telehealth service expansion. FSMB continued to track major legislation passed by Congress, providing updates to state medical boards on relevant developments.



FSMB's official public policies are intended to give guidance and encourage consistency among state medical boards to protect the public and improve the quality, safety and integrity of health care. During the 2025 House of Delegates meeting in Seattle, FSMB adopted several significant reports and best-practice recommendations:



**RECOMMENDATIONS** from FSMB's Ethics and Professionalism Committee on professionalism related to examinations due to their importance in the licensing process.



**UPDATED GUIDANCE** for state medical boards when considering potential reentry to practice requirements for physicians seeking to resume active practice following a significant absence.

Learn more about these and other policy recommendations at [FSMB.ORG/ADVOCACY/POLICIES-AND-REGULATORY-RESOURCES/](https://www.fsmb.org/advocacy/policies-and-regulatory-resources/).



# SUPPORTING THE USMLE PROGRAM

The United States Medical Licensing Examination (USMLE) program continues to benefit from state board participation.

In 2024, 44 individuals from 26 boards participated in USMLE activities, including representatives from Alabama-Medical Licensure Commission, District of Columbia, Florida-Medical, Hawaii, Idaho, Illinois, Indiana, Iowa, Maine-Medical, Massachusetts, Michigan-Medical, Minnesota, Mississippi, Missouri, Montana, New Hampshire, New Jersey,

New York-Licensure, North Carolina, Oklahoma-Osteopathic, Pennsylvania-Medical, Texas, Vermont-Medical, Washington-Medical, Washington-Osteopathic, and West Virginia-Medical.

FSMB and the National Board of Medical Examiners (NBME) co-hosted the 18th annual USMLE orientation for state medical board members and staff. The State Board Advisory Panel to USMLE, consisting of representatives from nine state boards, provided guidance on issues impacting the program.

The USMLE program continued to enhance its communications efforts by hiring a Communications Manager responsible for creating and executing communications plans and social media efforts in coordination with NBME's marketing team. The program continues to see growth in its social media following, strengthening communication and outreach to the more than 130,000 examinees taking the USMLE each year, as well as medical educators and state medical board members and staff.

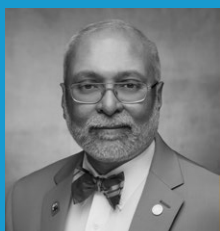


# 2024-2025 BOARD OF DIRECTORS

## Leadership



**KATIE L. TEMPLETON, JD, CHAIR**  
Oklahoma State Board of  
Osteopathic Examiners



**GEORGE M. ABRAHAM, MD, MPH, CHAIR-ELECT**  
Massachusetts Board of  
Registration in Medicine



**SHAWN P. PARKER, JD, MPA, TREASURER**  
North Carolina  
Medical Board



**HUMAYUN J. CHAUDHRY, DO, MACP, SECRETARY**  
FSMB President and CEO



**JEFFREY D. CARTER, MD, IMMEDIATE PAST CHAIR**  
Missouri Board of Registration  
for the Healing Arts

## Directors



**ANDREA A. ANDERSON, MD, MED**  
District of Columbia  
Board of Medicine



**ALEXIOS G. CARAYANNOPOULOS, DO, MPH**  
Rhode Island Board of  
Medical Licensure and  
Discipline



**KENNETH E. CLEVELAND, MD**  
Mississippi State Board  
of Medical Licensure



**EDWARD O. COUSINEAU, JD**  
Nevada State Board of  
Medical Examiners



**MAROULLA S. GLEATON, MD**  
Maine Board of  
Licensure in Medicine



**DENISE PINES, MBA**  
Osteopathic Medical  
Board of California



**CHRISTY L. VALENTINE THEARD, MD, MBA**  
Louisiana State Board of  
Medical Examiners



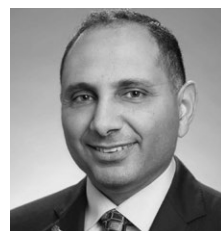
**J. MICHAEL WIETING, DO, MED**  
Tennessee Board of  
Osteopathic Examination



**JOSEPH R. WILLETT, DO**  
Minnesota Board of  
Medical Practice



**MARK B. WOODLAND, MS, MD**  
Pennsylvania State Board  
of Medicine



**SHERIF Z. ZAAFRAN, MD**  
Texas Medical Board



# 2024-2025 AWARD WINNERS

## The Leadership Award

Presented in recognition of outstanding and exemplary leadership, commitment, and contribution in advancing the public good at the medical board level.



**CRAIG H. CHRISTOPHER, MD**  
*Commission Member*  
Medical Licensure Commission  
of Alabama

Dr. Christopher served Alabama with distinction for 45 years as a respected obstetrician and gynecologist. After retiring from his private practice, he mentored OB/GYN students and residents for over 10 years as a volunteer faculty member at UAB Hospital. Along with his contributions to medicine as a highly respected physician and teacher, Dr. Christopher also protected and advocated for Alabama patients as a member of Alabama's State Committee on Public Health, which he chaired from 2005-2006. In recognition of his exceptional leadership skills, Dr. Christopher's peers elected him to serve as president of Alabama's largest county medical society and the Medical Association of the State of Alabama. Dr. Christopher's 23 years in medical regulation began when he was elected to the Alabama State Board of Medical Examiners (ALBME) in 1995. His 11 years on the ALBME included service as Vice Chairman and Chairman. Dr. Christopher was first appointed to the Alabama Medical Licensure Commission by Governor Robert Bentley in 2012, and he was reappointed to serve additional five-year terms in 2017 and 2022. He served as the Commission's Vice Chairman from 2019 until his election as Chairman in 2022. Before stepping down as Chairman in June 2024, Dr. Christopher directed significant updates to the Commission's policies and procedures, which have improved the agency's ability to fulfill its mission to protect Alabama's patients.

## The Award of Merit

Presented in recognition of an activity or contribution that has positively impacted and strengthened medical licensure and discipline and helped enhance public protection.



**MARSHALL SMITH, MPA**  
*Executive Director*  
Interstate Medical Licensure  
Compact Commission

Mr. Smith is a dynamic leader with over 35 years of experience in government and health administration. He has led the Interstate Medical Licensure Compact Commission (IMLCC) for the last eight years, transforming it from a startup to a streamlined process for licensing physicians across state lines. Under his leadership, the IMLCC has expanded from 17 member states in 2017 to 42 in 2025, with a projected 2025 gross revenue exceeding \$40 million. Before joining IMLCC, Mr. Smith served as the Professional Standards Manager with the Colorado Department of Health and as the Program Director for the Colorado Medical Board. His focus on efficiency and stakeholder engagement has strengthened operations, increased revenues, and ensured sustainable services. Mr. Smith holds an M.A. in Public Administration from the University of Colorado and a B.A. in Political Science and History from Drake University.

# 2024-2025 AWARD WINNERS

## The Distinguished Service Award

Presented in recognition of the highest level of service, commitment, and contribution to FSMB; the advancement of the profession of medical licensure and discipline; and the strengthening and enhancement of public protection.



**GERALDINE T. O' SHEA, DO**

*Past Chair*  
Osteopathic Medical Board  
of California

Dr. O'Shea is an Osteopathic Internist in private practice who has served in the licensing community for over 20 years. In 2005, California Governor Arnold Schwarzenegger appointed her to the Osteopathic Medical Board of California. Within a year she became Chair, a position she held until July 2012. Within this time, she served as a delegate to the Federation of State Medical Boards and participated in its Audit and Finance Committees. Joining her fellow Osteopathic delegates, she served the American Association of Osteopathic Examiners sequentially as Secretary, Vice President, President and Immediate Past President between 2009 to 2017. Dr. O'Shea was also a member of the Practicing Physician's Advisory Council for CMS between 2004 to 2008. In 2011 she was elected to serve on the FSMB Nominating Committee. Elected in 2013, Dr. O'Shea is currently a member of the American Osteopathic Association's Board of Trustees. In 2022, the AOA recommended her for membership on the FSMB's Physician Reentry Task Force which recently concluded their assigned duties.



**LAWRENCE JAY EPSTEIN, MD**

*Past Chair*  
New York State Board for Medicine

Dr. Epstein is a lifelong New Yorker, born in New York City and raised in Queens. He attended the University of Delaware and later completed medical school through the New York State Physician Shortage Program at Tel Aviv University. He completed his residency and fellowship at SUNY Downstate in 1987 and has practiced in New York ever since. He is a Professor of Anesthesiology and Neurology at the Icahn School of Medicine at Mount Sinai. Dr. Epstein served on the Board of Medicine from 2014 to 2024, completing his second five-year term. The Board selected him as Chair in his second year and reappointed him every year thereafter. He will continue to serve on the "Extended Board" and will soon join the New York State Board for Professional Medical Conduct. He has also served on multiple FSMB committees, beginning with the Committee on Emergency Preparedness during the first year of the COVID-19 pandemic. Dr. Epstein has more than 25 years of leadership experience in the profession, including serving as President of the New York State Society of Anesthesiologists and Chair of the American Society of Anesthesiologists Committee on Bylaws.



**DANNY TAKANISHI, JR, MD**

*Chair*  
Hawaii Medical Board

Dr. Takanishi is a Professor and Associate Chair for Academic Affairs in the Department of Surgery at the John A. Burns School of Medicine in Hawaii. A graduate of the same institution, he completed his General Surgery Residency and Surgical Critical Care Fellowship in Hawaii, followed by a Surgical Oncology Fellowship at the University of Chicago, where he later held leadership roles in surgical education and clinical programs. Dr. Takanishi has been a member of the Hawaii Medical Board since 2006, serving as Chair for multiple terms, including his current tenure. He has been actively involved with the Federation of State Medical Boards, contributing to various committees and task forces, including chairing the Workgroup on Physician Impairment. He also serves on the Advisory Commission on Additional Licensing Models. Beyond medical regulation, Dr. Takanishi has played a significant role in medical education, serving in leadership positions with the United States Medical Licensing Examination and the Accreditation Council for Graduate Medical Education. He is also an oral examiner for the American Board of Surgery and has held leadership roles in multiple national surgical organizations.

# 2024-2025 AWARD WINNERS

## The JMR Award for Distinguished Scholarship

Presented in recognition of an outstanding objective, scholarly contribution to the FSMB's *Journal of Medical Regulation*.



**SIDNEY ZISOOK, MD**

Professor of Psychiatry  
University of California San  
Diego Department of Education,  
Development and Research

Dr. Zisook is a University of California San Diego (UCSD) Distinguished Professor of Psychiatry. He completed medical school at the St. Louis School of Medicine, residency at Massachusetts General Hospital and a clinical fellowship in psychiatry at Harvard University. Dr. Zisook was the founding Director of the UCSD Healer Education, Assessment and Referral (HEAR) program, dedicated to preventing/reducing nurse and physician mental health stigma, burnout, and suicide. He currently directs the UCSD Physician Peer Support Program and serves on the Scientific Council of the American Foundation for Suicide Prevention, Scientific Advisory Board of the Depression and Bipolar Support Alliance, Board of Directors of the American College of Psychiatry, and Editorial Board of *FOCUS: The Journal of Lifelong Learning in Psychiatry*. Dr. Zisook's key academic interests include suicide prevention with a special focus on healthcare workforce suicide, grief and prolonged grief disorder, treatment resistant depression, and medical education. He has published over 400 scientific articles, chapters and books in these areas.

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## The JMR Award for Excellence in Editorial Writing

Presented in recognition of an outstanding editorial contribution to the *Journal of Medical Regulation*.



**JUSTIN L. BULLOCK, MD, MPH**

Clinical Researcher  
University of Washington  
School of Medicine

Dr. Bullock is a clinician researcher in Nephrology at the University of Washington School of Medicine and the Co-director of the Docs with Disabilities Initiative. He is passionate about creating safe environments in medicine where everyone in the hospital can bring their authentic selves to work in the spirit of healing. His primary research centers on how educators can foster identity safety in the learning environment, where all members of the healthcare team can be their authentic selves in the workplace. In addition to his education scholarship, Dr. Bullock is outspoken about his lived experience as a gay Black bipolar physician. Drawing on his dual identities as a patient and provider with serious illness, he believes deeply that medicine is a lifelong journey of healing as much for providers as it is for patients.

# IN MEMORIAM

As we reflect on the past year, we mourn the loss of extraordinary individuals whose lasting influence shaped our field. Their vision, dedication, and impact will be remembered, and we honor their enduring legacies.

**SUSAN E. WERNICK**

1949-2024

Connecticut Medical Examining Board

**ROBERT E. PORTER, JR., MD**

1934-2024

New Hampshire Board of Medicine

**JOHN F. GADDIS, DO**

1946-2024

Maine Board of Osteopathic Licensure

**REV. DANIEL W. MORRISSEY, OP**

1936-2024

New Hampshire Board of Medicine & New York State Office of Professional Medical Conduct

**DONALD L. LEBRUN**

1936-2025

New Hampshire Board of Medicine

**BURTON T. MARK, DO**

1938-2025

Pennsylvania State Board of Osteopathic Medicine



# STANDING COMMITTEES

## AUDIT COMMITTEE

Joseph R. Willett, DO, Minnesota (Chair)  
Milton C. Bond, Jr., Wisconsin  
Maroulla S. Gleaton, MD, Maine Medical  
Alexander S. Gross, MD, Georgia  
Sherif Z. Zaafran, MD, Texas

### Ex Officio:

Katie L. Templeton, JD, Oklahoma Osteopathic  
George M. Abraham, MD, MPH, Massachusetts  
Shawn P. Parker, JD, MPA, North Carolina

## BYLAWS COMMITTEE

Heidi M. Koenig, MD, Kentucky (Chair)  
Elizabeth A. Huntley, JD, Minnesota  
Massoud E. Mian, MBBS, New York PMC  
Peter P. Michaud, JD, RN, Maine Osteopathic  
Leonard Weather, MD, RPH, Jr., Louisiana

### Ex Officio:

Katie L. Templeton, JD, Oklahoma Osteopathic  
George M. Abraham, MD, MPH, Massachusetts

## EDUCATION COMMITTEE

Katie L. Templeton, JD, Oklahoma Osteopathic (Chair)  
George M. Abraham, MD, MPH, Massachusetts  
Jeffrey D. Carter, MD, Missouri  
Christine Blake, Washington Medical  
Christine M. Khandelwal, DO, North Carolina  
Ed C. Lopez, PA-C, Washington Medical  
Denise Pines, California Osteopathic  
Shelly L. Wang Bandago, MPA, New York PMC

## ETHICS AND PROFESSIONALISM COMMITTEE

Christy L. Valentine Theard, MD, MBA, Louisiana (Chair)  
Jimmy W. Adams, DO, West Virginia  
Kenneth E. Cleveland, MD, Mississippi  
Gerard F. Dillon, PhD, Pennsylvania Medical  
Sumeet Goel, DO, Wisconsin  
Anjali Gupta, MBBS, MPH, Minnesota  
Paul A. Vazquez, JD, Florida Medical  
J. Michael Wieting, DO, MED, Tennessee  
Osteopathic  
Blake R. Denley, MD  
Alex J. Mechaber, MD, MACP

### Ex Officio:

Katie L. Templeton, JD, Oklahoma Osteopathic  
George M. Abraham, MD, MPH, Massachusetts

## FINANCE COMMITTEE

Shawn P. Parker, JD, North Carolina (Chair)  
Jorge A. Alsip, MD, MBA, Alabama Commission  
Paul J. Carniol, MD, MPH, New Jersey  
Mark A. Spangler, MA, West Virginia Medical  
Swadeep Nigam, MSc, MBA, Nevada Osteopathic

### Ex Officio:

Katie L. Templeton, JD, Oklahoma Osteopathic  
George M. Abraham, MD, MPH, Massachusetts

## JOURNAL OVERSIGHT COMMITTEE

Andrea A. Anderson, MD, MEd, District of Columbia (Chair)  
Shawn P. Parker, JD, MPA, North Carolina  
Mark B. Woodland, MS, MD, Pennsylvania Medical  
Harry Cayton, BA  
Gail M. Sullivan, MD  
Maria A. Michaelis, MD  
Anna van der Gaag, MSc, PhD

## NOMINATING COMMITTEE

Jeffrey D. Carter, MD, Missouri (Chair)  
Scot N. Ackerman, MD, Florida Medical  
Clarence P. Chou, MD, Wisconsin  
Koomarie (Shoba) Gaymes, Mississippi  
Shami Goyal, MD, MMM, Illinois  
Mavis L. Matthew, MD, MPH, Virgin Islands  
Danny M. Takanishi, Jr., MD, Hawaii

# JOINT COMMITTEES WITH OTHER ORGANIZATIONS

## ACCREDITATION COUNCIL FOR CONTINUING MEDICAL EDUCATION (ACCME)

Jon V. Thomas, MD, MBA, Minnesota  
Jacqueline A. Watson, DO, MBA, District of Columbia

## ACCME ACCREDITATION REVIEW COMMITTEE (ARC)

Lois E. Krahn, MD, Arizona Medical  
Hemesh M. Patel, DO, MS, California Osteopathic  
Anne N. Perch, MBA

## ACCREDITATION COUNCIL FOR GRADUATE MEDICAL EDUCATION (ACGME)

Katie L. Templeton, JD, Oklahoma Osteopathic

## AMERICAN BOARD OF MEDICAL SPECIALTIES (ABMS)

Jeffrey D. Carter, MD, Missouri

## NATIONAL BOARD OF MEDICAL EXAMINERS (NBME)

Ralph C. Loomis, MD, North Carolina  
Kenneth B. Simons, MD, Wisconsin  
Gregory B. Snyder, MD, DABR, Minnesota  
Jon V. Thomas, MD, MBA, Minnesota  
Cheryl L. Walker-McGill, MD, MBA, North Carolina

## NATIONAL COMMISSION ON CERTIFICATION OF PHYSICIAN ASSISTANTS (NCCPA)

Melissa J. Michaud, PA-C, BS, Maine Osteopathic

## USMLE BUDGET COMMITTEE

Katie L. Templeton, JD, Oklahoma Osteopathic  
George M. Abraham, MD, MPH, Massachusetts  
Shawn P. Parker, JD, MPA, North Carolina  
Humayun J. Chaudhry, DO, MACP  
Todd A. Phillips, MBA

## USMLE COMPOSITE COMMITTEE

Humayun J. Chaudhry, DO, MACP  
Jeffrey D. Carter, MD, Missouri  
Kristin A. Spanjian, MD, Montana  
Sarvam P. TerKonda, MD, Florida Medical  
Cheryl L. Walker-McGill, MD, MBA, North Carolina  
Danny M. Takanishi, Jr., MD, Hawaii (Alternate)

# ADVISORY GROUPS AND WORKGROUPS

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