



**Regulation Matters:  
a CLEAR conversation**

## **Episode 82: Telling Our Story – Reflections on Regulatory Excellence and Tomorrow’s Leaders October 8, 2024**

**Line Dempsey:** Welcome back to our podcast, Regulation Matters: a CLEAR conversation. Once again, I'm your host, Line Dempsey. I'm currently the chief compliance officer with Riccobene Associates Family Dentistry here in North Carolina. We also have practices in South Carolina and Virginia. I've also been a board member and past president of CLEAR.

As many of you are aware, the Council on Licensure, Enforcement and Regulation, or CLEAR, is an association of individuals, agencies, and organizations that comprise the international community of professional and occupational regulation. This podcast is an opportunity for you to hear about important topics in our regulatory community.

And in this month's episode we're going to continue our focus on sharing CLEAR's story with you. A few months ago, we talked with Staci Mason and Marc Spector about their stories of CLEAR connections, learning, and engagement. CLEAR's board is focused on encouraging involvement and engagement from a broad range of new people to help expand CLEAR's perspective.

And what better way to encourage new people to get involved than by current members sharing what they love about the CLEAR environment. Joining me today are CLEAR members, Paul Byrne and Micah Matthews. I'm glad to have both of you to speak with me today.

**Micah Matthews:** Thanks for having us.

**Paul Byrne:** Great to be here.

**Line:** So let's talk about connections, learning, and engagement you've experienced through CLEAR. What is the story of first getting involved with CLEAR? What is your story, and ultimately, what led to committee and board service? And let's start with Micah, if you would.

**Micah:** Sure. Thanks, Line. So, I'll just be upfront that I probably will mix dates up a little bit, and not months, but years [laughing]. There's been some debate in our organization about when exactly this

occurred. My recollection is, it was 2014 or 2015. My previous executive director was adamant, as she was going out the door, that we should get involved with CLEAR for the organization. And so, that led us to attend the Midyear Meeting, and it was in New Orleans. And this is where there's some debate on the year. I thought it was 2014, and it was there that I connected with Bruce Matthews, Cory Everett, Marc from the UK Medical Council, as well as Francis, who is a consultant in Canada.

And so, it was really clear the first day that there's this whole world of regulatory theory and practice that we just don't get instructed on in the US that much. It was very eye-opening to see the different approaches, and for me, it was inspiring. And so you know, the self-directed, experiential, and relational aspects of it were really appreciated.

So, I think that's why I found the Executive Leadership course so helpful, based off of the international exchange of ideas. And upon realizing what CLEAR truly is, I jumped into committee service with Regulatory Admin, Entry to Practice, International Relations, and the then called ALP [Administration, Legislation, and Policy] subtrack.

Not long after that, Adam approached me with an ask. A newly elected board member had taken a new job, and they had to resign. And so, per the bylaws, the Board could consider two candidates and vote on one to serve out the remainder of the term. I was selected at that time, and then I was successfully elected for two more terms. So, I guess I would say I wasn't looking for board service, but I was willing to and honored to be selected.

**Line:** And just for the record, I was the other candidate. But I didn't get picked that year.

**Micah:** I had not realized that. Okay, alright.

**Line:** No, but we all had our timing right, and all those things happened for a reason. And I actually think it was probably...especially my position at the Dental Board was a little bit more challenging, I don't know if I would have been able to do the heavy lift at the time that we needed for board service. So, it was actually serendipitous that you were selected. So, I'm glad that that's how it rolled out.

Now, Paul, what about you? You're fairly new, right?

**Paul:** I am; sure, I am. I am very new and how my journey here, Line, was thanks to initially Ginny Hanrahan, who previously was the CEO of CORU and heavily involved in CLEAR. And she was the one who could see the value that being involved in CLEAR would bring with some of the work I was doing in the Irish side of professional regulation. And I fully credit her for that. My involvement to CLEAR initially, because of Covid, a lot of it was virtual. And then I got to start meeting people in person. And my initial conference, I talked an awful lot about the dreaded C-word. We always bring up Covid, but the learnings and efficiencies that came up through that, and how that effectively became this catalyst for dramatic change in regulation.

And what I found when I went to CLEAR was, and I think the first time I think, Line you're the first person I met in, was it, Louisville?

**Line:** Yeah!

**Paul:** When I arrived and what I found there was an entire organization, or the term I kinda use is this like 'regulatory village' of people who were experiencing the exact same challenges and problems as we were in Ireland, and a fantastic opportunity to learn and to get different perspectives. And I'll never forget, you know, being in one of the early board meetings and hearing conversations from the likes of Staci Mason, which blew my mind in regards to kind of DEI and how that aligned with not only the direction of travel in Europe, but some of these fantastic concepts and ideas that I could take back.

And I think because of my work historically in relation to kind of international engagement but also looking at digitization and the role of technology and how we can leverage that and regulation, I became much more involved in a number of committees. So initially, my work started on working with the Regulatory Agency Administration Committee and a lot of the insights I've done in relation to QMS and quality improvement, but hearing massive examples of really effective change that's been done by other regulators. And that morphed into maybe becoming involved in a lot more committees. Previously it was looking at kind of the executive leadership program and some of the work we did around that, the Mentor Committee and the working group, and then ultimately, where I am now, which is leading out on the Technology and Innovation Taskforce.

So, it's been a very long and winding journey where I have definitely spread my wings in relation to the level of engagement. But I think that's more reflective of the massive opportunity that comes from being developed and CLEAR, and to speak in a diverse amount of not only experts, but kind of really genuine people who care about the work we do, and regulation, and the value that brings, and the value from having those conversations.

And obviously in tandem with all that work, I did run for the board, and I got on the board, and that, too, has been a fantastic experience where it's great to be able to be in a position to hear just this global perspective in relation to regulation, and allows an opportunity as board members to deliver really effective change to the growth and development of CLEAR.

**Line:** Yeah, thank you, Paul. Sticking with you, I'd like to know - it's always interesting to hear how people got involved with CLEAR, their different stories. But one of the always common themes that we have is these connections and learning. So, how does CLEAR make you a better regulator?

**Paul:** That's a good question. I think CLEAR makes me a better regulator because it allows me the opportunity to listen and understand diverse perspectives. I think one of the challenges that we have as regulators is, we can sometimes be siloed, whether that's within our own organization or within our own country. But the benefit of CLEAR is, it enables us to have a conduit where we can have these fascinating conversations with a number of diverse stakeholders, because it's not just professional

regulators; there's companies, there's individuals, there's consultants from across the world that can challenge our preconceptions and to allow us to understand and listen, or to disagree agreeably. And you can't buy that experience. You can't buy that knowledge. That's worth more than its weight in gold and better than any consultant, because you can hear regulators who may have gone through the journey that you're about to start on.

And from a personal perspective, there have been initiatives that I have done, there have been departments I have set up, based on the learnings and the insights of other regulators that I would not have had if I hadn't have gone through CLEAR. And in a similar vein, I was on a call with a regulator in another jurisdiction, where they've been asking for my advice and support into developing a policy. And you know I'd welcome the chance to reciprocate and to support them in that, because I'd done the work and I could give them the insights, and I could give them the learnings. And that for me, is CLEAR. It's about that supportive community with diverse perspectives that really allows you to continuously learn and evolve and grow.

**Line:** That's fantastic! That's certainly one of the great things. You know, we just finished up with the Annual Educational Conference just very recently. And you know that there's really two conferences going on right? There's the conference where we get all the education, the discussions, the talks that just spark ideas and thoughts that maybe we again are siloed or were thinking only in one particular way. And then the second part of that conference is actually having these conversations that we get to have with each other in between sessions during the breakout, or getting a chance to have a drink or have dinner together, and carrying that conversation further, which we can do through communities [CLEAR Regulatory Network] as well as at CLEAR. So I heartily agree.

Micah, what about you? And you've been in regulation for quite some time. You've been involved with CLEAR for quite some time. Thinking back, how has this made you a better you?

**Micah:** Well, I think you know, I would agree with a lot of what Paul's saying. There is that informational exchange of idea. Being in a medical regulator who's sort of quasi-independent, there's been a couple of things that have been educational for me. The first is understanding the structure of organizations internationally. In the US, there's just been this trend to absorb everything into the umbrella agency and have big, huge agencies. And you know, in some states, that's worked. And you know, we in Washington kind of did the opposite where we went from the umbrella agency and clawed our way out. And so that was obviously against the trend. And we got a lot of scrutiny based off that. But the thing that really got me with CLEAR, with the information exchanges, is it made me start to take a really skeptical eye towards US medical regulation, specifically, you know, why are we doing what we're doing? Harry Cayton with right-touch regulation, [Malcolm Sparrow](#), tipping points, and that sort of thing really helped us examine why were we making the choices we were making.

And I have a phrase that I typically use (and not to be pejorative), but for US regulators, there is a vibe that happens when we're doing stuff, it seems. And we're 'regulating for regulation's sake'. We're not asking why we're doing something. It's just, you know, we've done this this way for 20-30 years and

this is the way we're gonna keep doing it. And it's not about, we're trying to change behavior. And so the real learnings that came was again the exposure to the research. And Ginny Hanrahan is one of those research luminaries that I'm talking about, where, even though it didn't completely apply to what we did, her work on the social council at CORU and how many lay members need to be or should be on a board was huge for us. Cause it's something we actually did consider.

And so, having that outside perspective and being able to bring it back and bring it to bear on the formation of our organization or the reformation of our organization and the direction of staff, and not so much directing them, but sort of pointing them in a direction, and say, 'go - learn as much as you can, and bring back the best you can be' really is what CLEAR has helped us do as an organization and to be as innovative and as cutting edge as we've been able to be.

**Line:** That's awesome, Micah. Well, Micah, sticking to you for a moment longer. So obviously CLEAR has lots of different programs and offerings that are given throughout the year. Obviously, I was involved in a lot of things with the NCIT, the National Certified Investigative Training. I went through all those things. I was an instructor with them. So that obviously has a dear place in my heart. But has there been a specific, or can you give me a maybe specific example of a program or offering that CLEAR has given that you've been able to basically apply right to your regulatory work?

**Micah:** Yeah, I think I mentioned the Executive Leadership Committee is one that we got our first year. And that was, again, eye opening. Because you're with these executive leaders from all over the world. And on some aspect, like Paul was saying, you know, we're all dealing with similar problems. But then, on the other aspect, you know, you absolutely are not. It's like, 'why are you able to do this,' and then you find that there's these rules or restrictions in the other jurisdictions that are either hampering what you're trying to do or enabling what you're trying to do.

I will say just as far as service and committees and that sort of thing, just as a PSA for everyone listening - Be careful when you're signing up for those, because if you have a lot of interest, CLEAR staff are happy to let you sign up for every single one that you want. So, my first year, I didn't know that. I thought it was more of a, if there's room, we'll let you on. And so, I checked a lot of boxes that first time, and CLEAR set me up for every single one of them. So, just be thoughtful on which ones you select, because they'll put you on every committee you ask for.

**Line:** That brings up a great point, Micah. And Paul, you know, as newly elected president-elect, I would encourage you to do exactly the opposite - meaning, don't sign up for anything. It's exactly what I did that year [as president], but it allowed me to float between different committees and see what they're about. And that way I think it's really helpful.

So, Paul, what about you? What stuff have you been involved in, or programs or offerings that CLEAR has had that have had an impact immediately, that you've been able to take right back to work?

**Paul:** Thanks, Line. I think one of the big conversations that's come up over recent years in CLEAR,

particularly around the Annual Educational Conference and a lot of the presentations, has been not only on diversity, equality, inclusion, but on the challenges of increased global mobility. And in recent years this has been a significant issue in Europe, particularly in light of the Ukraine conflict and other challenges we're seeing throughout the world, for example, in relation to Sudan and in relation to Palestine. And what I've been able to leverage from the information that I've gotten from CLEAR and the connections I've made from the Annual Educational Conference is to put in place mechanisms, policies, and learnings to support those who are, you know, maybe seeking protection at the State, or looking at ways that we, as a regulator, can support those who are moving around the globe and who are experiencing challenges. And what can we do through that lens of kindness, compassion, empathy.

The other big area, I suppose, and that has really stimulated a lot of the work I've started to do now is in relation to kind of AI and AI policy. And I had the pleasure of doing a panel with Professor Barney Maccabe and Jennifer Garrett from the Wisconsin regulator on kind of the ethical challenges with AI. And I've been able to take learnings away from that, and not only include them in the Technology and Innovation Taskforce for CLEAR, but also looking at how we in Europe would address those challenges in healthcare regulation, particularly in light of the new EU AI act.

**Line:** Well, thank you guys for talking about those. You know, CLEAR has a lot of different offerings, whether that be the conferences, going to webinars, Executive Leadership, our CLEARinghouse chat sessions, forums, publications. There's a lot of different ways for us to get learning and be able to take it back to work. So I appreciate you bringing those aspects in.

You know, one of the missions of CLEAR is to share best practices and support the international regulatory community. You know, CLEAR's overall mission is focused on promoting regulatory excellence. That's our tagline. So, what characteristics or elements do you think of when you think about regulatory excellence from like a global perspective? Paul?

**Paul:** Yeah, I think it's a good question that has a very kind of challenging answer. At the Annual Education Conference this year myself and Michael Carpenter had a very robust debate on qualitative versus quantitative analysis.

**Line:** I was there, wasn't I?

**Paul:** Yeah. And that's how you measure kind of that regulatory effectiveness component. And I think when it comes to excellence, the biggest challenge as a regulator is, What are you benchmarking against? And that can be very difficult depending on your jurisdiction. Some jurisdictions are very politicized; others aren't, and sometimes there's no right answer. For me, I think it's dependent on the outcomes of how effective you are as a regulator and the criteria in which you work against. And how I would measure regulatory excellence and regulatory effectiveness is that you do it in a way that is built around concepts like transparency, like kindness, like compassion. Empathy is a big, huge one for me, one of the things that I've taken away and based on learnings from CLEAR from relation to some academic papers, such as one by Anna van der Gaag and Zubin Austin and Susan Biggar in Ahpra on

[kindness and compassion in regulation](#). In the Medical Council, we've actually built a liaison on Support Services Department, and the idea is that would empower and support our teams and how they engage with our stakeholders, and to do it through those lenses.

So for me, to measure that success, to measure that excellence, I think it's to look at the values that we have and judge yourselves against them. But mindful of the more global challenges and more global perspectives, because I don't think there's any one right answer. And I think it has to be subjective. But I think you only get to that subjective understanding by listening to your stakeholders, both domestically, nationally, and internationally.

**Line:** That's great. Thanks, Paul. Micah, same question to you. What characteristic elements do you think of when you think about regulatory excellence?

**Micah:** Yeah, I think I would agree with a lot of what Paul said. The thing that I've had to pivot with with my organization and just starting with the compassion piece is, you know, we were able to bring some of those concepts that we learned from British Columbia and their peer review peer inspection program, and we were able to leverage that into what has become a very popular and successful program, both with the licensees as well as the commissioners, called practitioner support. And it's really just humanizing and inserting that human-centered design aspect to the complaint process.

But I think the other piece, when I think about regulatory excellence, is that it depends on the audience. I don't think that the public is ever gonna think that we're excellent, because their standard is always did someone get hurt, and if someone got hurt, that's our fault. Whether that can be accurate or not, I think is up for some debate. And it's as we say here in our regulatory community, 'If you've seen one case, you've seen one case,' simply because the details matter when it comes to prosecution.

With respect to excellence, I have to focus number one on our staff and making sure that they're knowledgeable and empowered to do what they believe is the best that they can do within the legal structure of what our constraints are, our authorizing environment is. And at that point, it expands out to stakeholders, to make sure that the transparency is there, that they know what our abilities are and have clear expectations for us with respect to what we are able to do and what we're going to do.

And then finally, it comes down to our regulatory actions and how we're treating the licensee like an actual person. Because at the end, you know, a small action by us can have a huge consequence to them. And the question of, Is it appropriate? Is it well designed? Is it well thought out, or is it just sort of ham-fisted? This is what the law says, we think, and we can't get any more creative than that. And so, I think, you know, really comes down to the, I would say, expectations, creativity, and innovation. And that's where I look at anything, at excellence.

**Line:** That's fantastic, I mean, I know from my experience as a recovering regulator, the big misconception, if you would, was the public's understanding of what the board was doing. And often

it is just the negative stuff that they see - that we took another license, or we sanction somebody. You know, they don't see all the good things that they do. On that kind of theme, Micah, what would you say are some of the greatest challenges to regulators in just achieving that excellence that we're sought after?

**Micah:** I would say, technology and database upgrades are absolutely a challenge for us currently, right now. And I have to think that if we're experiencing something like this with what is supposed to be a premier platform, then I have to imagine that many other regulators are experiencing the challenges as well.

Getting the word out, I think, is something that is not really inherent to most regulators, the communications aspect. I think if you go to a lot of regulators and you ask, do they have a public information officer - yeah, it's usually someone that is doing six other jobs and not a dedicated let's-get-our-story-out type of person.

So I think, to my experience, that the biggest challenge is number one having someone who can put that out in a channel, having those channels developed and people be aware of them, but also having... we've got a performance manager, and so they help us track all of our performance metrics on a monthly and quarterly basis and then annual. We've just completed our fiscal year performance reports. And so, we go through every single unit to show, this is what you did last year, this is your performance metric. This is how much you did. And it's helpful because the line staff are able to understand, this is what I accomplished. This is what my unit accomplished. This is what it looks like on the organizational scale. And being able to get that information out to the Medical Society, to the media, on our web page. It's helpful for folks to understand.

And here's an example. You know, you get folks who you know their top gripe is licensing timelines. We just finished our busy season with residents and fellowships, and we got those things out within four to five weeks. And you know, on its own, it's like, Oh, four to five weeks? Can't you go faster? Well, not without the technology. But when you look at our neighboring peers, when you look at everyone on the West coast, we're less than half the timelines that it takes for them to issue licenses. And so getting that word out is excellent. But you also don't want to put too much negative pressure on all of our neighbors, either. So, I'd say in the end, it's about knowing what your performance is, knowing what your excellence is, having those channels developed, and then having some awareness of if you could put out that you're an amazing regulator, what's that gonna have as an effect on everyone else? Is it going to inspire them? Is it going to shame them? Is it gonna cause standoffishness? Or is it gonna cause collaboration? And so that's really the stuff that we have to think about as we're trying to get that regulatory excellence message out there.

**Line:** That's great. Thank you. Paul, what about you? What do you think is the greatest challenge we're facing right now?

**Paul:** I think that's like, you look at all the challenges that's happened over the last number of years.



And you look at what we're gonna face into the future, and whether it's social media, whether it's Covid and whether it's the future AI. And I think, having gone through some of those experiences with different regulators, for me the biggest challenge is mindset. And what I mean by that is, it's sitting down with your people, it's realizing that it's all about the team that you have, that to bring about change and effective change and to evolve isn't always easy. And I think something that I've learned over the years as a regulator is, you can look at the theory, and you can look at the percentage of people who will be disenfranchised when you deliver change. But it's to understand that the best way to deliver change is by listening to your people. That it's engaging with them in a really proactive and positive way. And it's hardwiring that into the culture. And if you build that engine room, you don't have to worry too much about what's further down the road.

In the regulator I worked in before, I brought in this concept - one of my team and we nicknamed the Yellow Brick Road Approach. And the idea was, you build these foundations, you build these systems, and you hit those results. And in that example, what we introduced was, we aligned to this quality management system approach where we didn't just have a risk register, we had an opportunities log. Anybody could suggest changes, and we put in mechanisms where we could be very agile in delivering those changes. And what we found was when we implemented these changes, we saw dramatic reduction in processing times; we saw increased positive sentiment from stakeholders' engagement. But we had a really engaged and motivated team, which to me was the biggest success story from it.

And if you put those systems in place, you will achieve regulatory excellence, or you'll get pretty damn close to it. And when those challenges come down to it, you've built such an agile system and an agile team that can be very adaptive, adaptive that they will welcome the opportunity for change. And not everybody will. But for me, not having a mindset like that, and not having an approach, and being too rigid and not supporting innovation and not supporting those concepts, such as Micah mentioned – right-touch regulation with Alan Clamp, or being more agile as a regulator - that is a barrier to regulatory excellence because you can't be a proactive regulator; you've become a reactive regulator, and that means you were always on the back foot and means your stakeholders, who may never be happy, well, they will continue to be less happy because they feel that you're reacting to problems as opposed to going out and meeting them, listening and saying, 'Okay, well, how can we fix this.'

**Line:** That's a great approach. Well, let me kind of circle back up as we kind of finish out this conversation today. You know one of the things that Marc Spector, our immediate past president had kind of put forth was this idea of telling CLEAR's story. He spearheaded this. And now, as we start to look to the future, how do we take CLEAR's story forward? You know, how are we positioning this organization to equip regulators of tomorrow as well as contribute to the success of a new generation of regulatory leaders? Paul, how do we move forward?

**Paul:** How do we move forward? I think we've already started an element of that journey, and that's through the Elevate mentorship program. I was on the committee who brought that in, and I think the benefit of having a mentorship program like that is (and you know I've been a mentor the past year)

it's invaluable where you can work with tomorrow's future leaders, where they don't have to make the same mistakes necessarily that you or I have, and you can inform them. There's such value; there's a tremendous value out of that.

But also, I think where CLEAR is well positioned is we continue to expand through the globe. I think we have in the region of 550 regulators involved, and that's across North America, Asia, Europe, Africa. There's such a diverse range of stakeholders. And I think what that enables CLEAR to do is become a global thought leader in the regulatory space, to become that global regulatory village, a hub where we can share information, share knowledge, and where CLEAR can be an organization that can really enable positive change across all professional regulation. And I think CLEAR is positioned in a unique way, based on diverse representation and its culture. And to have those conversations and to be like the tip of the spear when it comes to regulatory policy and regulatory engagement across the world.

**Line:** That's awesome. Thanks for that, Paul. Yeah, I've been able to participate in the mentorship program as well. I think it's been a tremendously valuable tool, especially working with somebody that isn't in my area of expertise and getting that diverse perspective. Ultimately, we're still all trying to do the same thing, protect the public, but being able to get different ideas, even if it's not even specifically related to that particular field, has been invaluable.

So Micah, how about you? How do we take this story forward?

**Micah:** Well, I think the first thing to acknowledge is that those that came before in CLEAR have really helped position CLEAR to be well on its way. So I think, acknowledging that. I'll go into some specifics that I've been watching and I think that are important for the organization. The first one is, when I'm talking with the Board and to a larger degree, Adam, specific certifications outside of what we currently offer. And one that I'll give an example of is licensing. I think it's important that the licensing or credentialing (whatever you wanna call it in your district and your jurisdiction), it's important to have those best practices established, because it's too often that you hire someone who just has to train up on that. And there's such a depth of knowledge already that's required. But when we're considering the speed of technology, fraud, AI, those sorts of abilities to fool the system to get a license - those are important considerations that the folks that are in licensing typically are not getting trained on. And you know, some of my folks who just went through a piloted certification program, it came up pretty lacking. And so, there's an area there in the market that CLEAR, I think, is perfectly poised to fill.

The second thing is technology education. And I think that's just generally moving organizations from the old ways and understanding and making that evolutionary leap to something where they're more automated or digital or paperless and incorporating intelligent tools into what they use. And again, that can be something that's with licensing or credentialing.

Quality associations with industry leaders is another one. I think the work that CLEAR is doing with its CAMS program is pretty much fantastic. The synergy on display at the last educational conference

where we had CPE, [Coalition for Physician Enhancement](#). And then, of course, [IAMRA](#) [International Association of Medical Regulatory Authorities] at the end. Those are great pairings with CLEAR. I know that they're in medical. But when you're talking about organizations that are truly leaders in the field, you know, having those bookend the Annual Educational Conference is a fantastic opportunity for CLEAR membership as well as the membership of those organizations.

And then finally, relationships with thought leaders. I think it's important that the Harry Caytons of the world, as well as others who are up and coming with respect to research and concepts, The Professional Standards Authority is a good example of that. Just having the innovative best practices and, frankly to some degree, inspiration, is that X factor, I think, that's important with respect to thought leaders in the industry. Having them constantly coming and providing that in those talks, whether it be a podcast, webinar, a keynote, but making sure that their information, their DNA is within the organization and helps carry that forward, I think, is incredibly important for CLEAR moving forward.

**Line:** Well, excellent! Well, thank you so much. Some great reflections from fellow board members and regulatory colleagues, but people I call friends. It was great to see you guys. And so thank you, Paul and Micah, for sharing your stories - this CLEAR journey - and making these connections of learning and engagement with us today.

**Paul:** Thanks, Line.

**Micah:** Thank you.

**Line:** Absolutely. It's been a pleasure. And for our CLEAR members interested in being engaged with CLEAR, the [invitation to CLEAR committee service](#) is going on right now. CLEAR members can go to the CLEAR website under the membership tab and click on committee participation to sign up. You can also read about each committee's initiatives, projects, and responsibilities as well as a committee participation FAQ. And you can always reach out to staff or any current committee member for more information. We welcome your involvement.

You know, another way to engage with CLEAR colleagues is through our [CLEAR Regulatory Network](#), where members can post questions and discussions. We invite CLEAR members to share your own CLEAR story with us on the CLEAR Regulatory Network. This podcast will be posted there with an invitation for members to post your comments and make further CLEAR connections. And if you haven't already joined that CLEAR Regulatory Network, we invite and encourage you to join and take part in these online discussions.

And finally, I did want to point out that we've now sent out our proposal for presentations for the next [CLEAR Annual Educational Conference](#). We encourage you to get those together and get them out. We'd love to hear what you have to say about what's important in our topic of regulation.

I also want to thank our listeners for tuning in for this episode. We'll be back with another episode of Regulation Matters: a CLEAR conversation very soon. And if you're new to the CLEAR podcast, please subscribe to us. You can find us on Podbean or any of your favorite podcast services. And if you've enjoyed this podcast episode, please leave a rating or comment in the app; those reviews help us to improve our ranking and make it easier for new listeners to find us.

Feel free also to visit our website at [www.clearhq.org](http://www.clearhq.org) for additional resources as well as a calendar of upcoming programs and events.

So finally, I'd also like to thank our CLEAR staff, specifically Stephanie Thompson. She is our content coordinator and editor for this program. Once again, I'm Line Dempsey, and I hope to be speaking to you again very soon.

*The audio version of this podcast episode is available at [https://podcast.clearhq.org/e/clear\\_regulatory\\_excellence\\_story/](https://podcast.clearhq.org/e/clear_regulatory_excellence_story/).*