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## Federation of State Medical Boards Names Sandra Waters Chief Operating Officer

*Operations and organizational development veteran will help advance  
FSMB technical and operational initiatives*

DALLAS – Sandra Waters, a veteran business leader with diverse experience in operations, research and development, will join the Federation of State Medical Boards (FSMB) executive leadership team as Chief Operating Officer Feb. 15.

Waters, who since 2009 has served as interim director of a major initiative to enhance and expand FSMB's Federation Credentials Verification Service (FCVS), will oversee management operations and strategic human resources. She will continue to play a supervisory role in managing improvements and enhancements to FCVS.

In making the announcement, FSMB CEO Humayun J. Chaudhry, D.O., FACP, noted Waters' extensive experience in managing complex strategic initiatives in a variety of settings.

"Sandra Waters brings a strong strategic orientation along with practical management capabilities that will serve FSMB very well as it enters a new era of growth and progress," he said. "Her passion for strategy, the integration of business functions and developing people and processes fits very well with our mission of delivering maximum value to the community of state medical boards that we serve."

"Identifying and strengthening strategic relationships and opportunities will be a key responsibility for this new FSMB position and we are delighted to have someone of Sandra's caliber to lead that effort," said FSMB Chair Martin Crane, M.D.

Prior to joining FSMB to lead the FCVS initiative, Waters held executive-level business development and operational positions in a variety of industries that ranged from chemical production to food and beverage, renewable fuels and manufacturing. During a nine-year engagement at Starbucks Coffee, she served as director of global research and

development, spearheading various initiatives that helped expand Starbucks' multi-billion-dollar food and beverage business. She started her career as an engineer and project manager at The Dow Chemical Company.

Waters holds a master's degree in Engineering Management from Northwestern University in Evanston, IL, and a bachelor's degree in Chemical and Biochemical Engineering from the University of Western Ontario.

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