

Profile

Deborah L.

First Name

Center

Last Name

Email Address

Are you a resident of the City of Colorado Springs?

☒ Yes ☐ No

In what City Council District do you reside? *

- ☒ District 1 ☐ District 4 ☐ I live outside City limits.
☐ District 2 ☐ District 5
☐ District 3 ☐ District 6

Use the following link to determine if you live inside City limits and to find your City Council District:

<https://coloradosprings.gov/city-clerk/page/city-council-districts>

Street Address

Suite or Apt

Colorado Springs

City

CO

State

Postal Code

Primary Phone

Colorado Center for Nursing Excellence – Chief Program Officer

Employer

Job Title

Which Boards would you like to apply for?

- ☐ Airport Advisory Commission
☐ Audit Committee
☐ Citizen Transportation Advisory Board
☐ City/County Drainage Board
☐ Civil Service Commission
☐ Council District Process Advisory Committee
☐ Downtown Review Board
☐ Fire Board of Appeals
☐ Historic Preservation Board
☒ Independent Ethics Commission
☐ Initiative Review Committee
☐ Law Enforcement Transparency and Advisory Commission
☐ Lodgers and Automobile Rental Tax Citizen's Advisory Committee
☐ Parks, Recreation and Cultural Services Advisory Board
☐ Planning Commission
☐ Public Art Commission
☐ Stormwater Advisory Committee

Briefly introduce yourself and state your interest in serving on a specific Board, Commission, or Committee

I am a nurse and leader in healthcare workforce for the state.

I have lived in Colorado Springs since 1997.

I have worked a variety of locations, served on Ethics Committees in healthcare, and consulted with an Ethic's training organization.

I hold a PhD in Organizational Development and Leadership Psychology and studied ethics, organizational risk management and a variety of topics relevant to serving the City of Colorado Springs.

I have served on the Independent Ethics Commission, initially as an Alternate and currently as a Commissioner. My term is set to end in September 2025.

I am requesting the ability to remain on the Commission for another term.

Relevant Experience and Community Involvement

Highlight any volunteer work, previous service on boards or committees, and community involvement that demonstrates your commitment to public service and the community.

I have served as a volunteer on a variety of non-profit Boards of Directors and have held numerous leadership positions for several state-based and national nursing organizations throughout my career. I typically volunteer on one or two groups at a time to ensure I am able to fully participate.

I am currently on the Independent Ethics Commission. I started as an alternate in 2020. I was moved to a commissioner for my 1st term on May 24, 2022 -September 9,2025 to fill a vacancy. My term expires September 9th unless extended.

I am also currently on the BOD for a non-profit in Denver, VitalHearts focused on reducing secondary and vicarious trauma. I volunteer for a non-profit called Shimmering Wings and support their Camp Erin (grief camp for children).

Supplemental Materials (if applicable) Please attach the document when sending your application.

Please see my Curriculum Vitae

Include any additional materials that may strengthen your application, such as a resume or examples of your work in the community.

Pronouns: She/Her/Hers

LinkedIn: http://www.linkedin.com/profile/view?id=32643711&trk=hb_tab_pro_top

Qualifications:

Over 40 years of clinical, education, and coaching expertise in adult health, critical care, healthcare leadership and workforce development. Outstanding employee evaluations demonstrating superior: customer relations; clinical ability; problem-solving and solution-focus; leadership skills, team facilitation, change management, and high standards for ethics, integrity, and inclusion. Evaluations by students, managers and peers reflect a highly organized, dedicated, and motivated educator, coach and nurse. Teaching and speaking experience spans from clinical settings and classroom to a variety of community and national/international conferences. An established leader with business and operational strategies; financial stewardship and budget management; ethic committee participation; marketing and programing; project development and sustainability; evaluation and process improvement. Consultant related to legal, ethical, team building, leadership development and work environment. Coach for executives, nurse leaders and teams. Facilitator with numerous collaborative projects between practice and education. Strengths: listening, coaching, mentoring, empathy, innovation, strong moral compass, and creativity.

Education:

- **Doctor of Philosophy in Organizational Development and Leadership Psychology** –*University of the Rockies/Forbes School of Business and Technology at University of Arizona Global* – (2020). Focus related to executive coaching for the development of healthy work environments and high efficiency within teams.
Dissertation: Center, D. L. (2020). *Leadership coaches' perception of the value of peer coaching: A case study* (Order No. 27832872). Available from ProQuest Dissertations & Theses Global. (2393742766).
- **Coaching Certificate Program** – *MindValley Coaches Certification* – (Completed May, 2025) and *Coaches Training Alliance*, Boulder, Colorado – (2010-2011 - completed Feb 2011.) Specialty focus: executive leaders and nurses. Additional course work on: - Neuroscience of Change - Creating Sustainable Change; Leadership Communication; Growing Emotional Intelligence; Coaching to the DiSC Profile - Identifying and Gaining Awareness of Blindspots; Coaching Groups/Teams; Creating a Vision/Mission; Coaching Coaches; and Coaching Culture Change; Administration of Emotional Quotient Inventory (EQ-I 2.0 and EQ-I 360); Coaching Leadership Practices Inventory – Kouzes & Pozner's LPI; Resiliency; Power of Vulnerability and Shame Resiliency
- **Master of Science in Nursing:** Adult Health, *Wright State University*, Dayton, OH, 1995. Clinical Focus - Adult Critical Care – Clinical Nurse Specialist
- **Bachelor of Science in Nursing:** *Xavier University*, Cincinnati, OH, 1989
- **Diploma,** *The Christ Hospital School of Nursing*, The Christ Hospital, Cincinnati, OH, 1980

Employment:

2009- Present

Independent Coach and Consultant – As a coach, I am fascinated daily by the amazing potential inside each of us, when we are given a chance to see it! As a coach, the vision I hold for each client is that they too will see their own amazing potential and begin to take action to achieve it! My passion is working with nurses, nurse leaders/healthcare executives and healthcare teams who have lost their way in the profession either because of change fatigue, burnout or compassion fatigue. Together, with intention, we can reconnect to reason everyone chooses their career and look for ways to re-engage to the role, profession, career and life! With my individual clients, we co-create and explore emotional and social intelligence, visioning, trust, personality/behavior (using profiles), integrity and authenticity to self along with personal discernment related to the gaps where there is a lack of congruency in one's life or work environment. I use Personality Profiles/Awareness Tools: DiSC, Enneagram, EI 2.0/EQ-I 360, Strength Finders, LPI & Colors.

As a consultant, I work with a high level of integrity in individual organizations related to team and other healthcare related topics. I act as a subject-matter expert related to nursing, nursing education, ethics and ethic education, civility, diversity, equity, and inclusion, team building, process improvement, and leadership for a healthy healthcare workforce and working environment. I do executive level coaching to support organizational culture change. I lead groups as a presenter, facilitator, or coach on topics within my expertise and scope of practice. I have a network of other consultants able to blend with my skills to provide comprehensive services.

Organizational clients include: Colorado Mesa University; Community College of Denver; Western Healthcare Alliance; EthicsGame; University of Wyoming and Wyoming Center for Nursing; National Home Health Care Council of Executives; New Mexico Center for Nursing Excellence; Presbyterian Healthcare Services in Albuquerque, NM, and Centura Health Physician Group

Individual clients include: Nurse Leaders, Health Care Executives, Physicians, Nurse Practitioners, Physician Assistants, Education and Human Resource Leaders and Executives and Entrepreneurs (healthcare, education and variety of industry business start-up/career changes).

August 2019-present **Colorado Center for Nursing Excellence** – Chief Program Officer – Report directly to the President, CEO.

Member of the executive team and responsible for development, implementation, evaluation, and sustainability of all Center programs. Work with the team to identify and develop innovative solutions for funding, collaborative, and growth opportunities to serve the Center's vision and mission. Directly responsible for the management of the Senior Project Directors, Project Directors, Assistant Project Directors, and external Consultants. Work with the President and CEO to support the Board of Directors and Advisory Council and represent the Center with a variety of our partners and stakeholders.

Jan 2018-August 2019 **Colorado Center for Nursing Excellence** – Senior Director for Education and Coaching – Report directly to President, CEO.

Oversee the curriculum development, design, implementation and evaluation of all educational and coaching programs provided by the Center. Work with Project Directors and Program Coordinators to ensure integrity of program design, integration of experiential learning best practices to ensure high-level knowledge transformation, and skill integration by participants. Provide 1:1 internal and external faculty feedback and support development of faculty meet educational standards and outcomes.

Coordinate the Center's coaching program. Responsible for orienting all new coaches to the role, precept the initial coaching sessions and support ongoing coaching team development and ongoing quality improvement. Review coaching evaluations to identify areas for process improvement. Support integration of 1:1, group and team coaching as part of educational offerings and for individual clients. Lead monthly coaching meeting to support ongoing coach mastery and development.

Continue as the lead for grant-funded programs focused on interprofessional collaborative practice and teaching in training programs.

July 2013 – Jan 2018 **Colorado Center for Nursing Excellence – Education Program Director and Lead Coach** - Report directly to the President, CEO.

Lead for two HRSA funded grants related to Interprofessional Collaborative Practice (IPCP). These grants include several year-long programs for interprofessional team building/coaching for federally qualified health centers and interprofessional students and leaders. Most current grant awarded as a five-year grant that started July 1, 2016 – from HRSA Primary Care Division for \$2.5 million. Responsible for start-up, development, coordination, evaluation and reporting on IPCP elements.

Responsible to develop, coordinate, and facilitate several other training programs including the Nurse Leadership Institute, Emerging Leader Program and Leader Coaching Program.

Lead Coach responsible for designing, implementing and sustaining a formalized coaching program, orienting new coaches to individual and group coaching, and formulating quality assurance program for coaches.

Group Facilitator/Coach – Work with a variety of organizations for short program facilitation and team coaching based on contract with the Center. Provide consultation, training and coaching for leaders and staff at all level within the organization for process improvement, leadership development and enhancing work culture and climate.

Faculty – subject matter expert for a variety of topics presented in all leadership and training programs provided by the Center. Focus: Emotional intelligence, civility and healthy work environment, team building and improving performance, change and change fatigue, resiliency and well-being, reflective practice, communication, coaching, healthy boundaries, power of influence, and quality and interprofessional teams and communication.

Support Grant-writing and Proposal development: Work with team members to develop innovative grant applications and proposals to support organizational sustainability.

August 2006 – July 2013 **Colorado Center for Nursing Excellence – Project Director**

Report to the President, CEO of the Center, and the funding sources for the grant project. Responsible for all aspect of the Grant Project development, finance, facilitation, implementation, evaluation and sustainability opportunities for the following projects:

- Cognitive Adaptive Program with UCCS Gerontology Center – funded by Caring for Colorado (2012-2014)
- Home Health Innovations Project – Nationally Funded by RWJ/NWHF/Caring for Colorado Sustainability funding (2010-present – completes July 2015)
- Nursing Education Recruitment and Retention Project – Funded by CO Trust (2009-2012)
- Adam's County Clinical Connection Project – Funded by Colorado Health Foundation (2008- 2013)
- Clinical Placement Project – Nationally Funded by RWJ/NWHF (2006-10)

Each project represents a start-up grant, requiring insights into the problems and the creation of innovative solutions. All require the need to facilitate the development of an advisory group and to facilitate growth and communication across all partners. Responsible for writing grants and leading initiatives to obtain additional funding for project sustainability and Center activities.

Represent the Center across the state and nationally as part of the strategic plan for organizational visibility for both project specific presentations/meetings as well as national workforce initiatives. Involved in statewide initiatives related to the Institute of Medicines, Future of Nursing Report as a member of the Colorado Action Coalition.

Participate as faculty, coach and program developer for training programs hosted by the Center. This includes the following programs:

- CNE Clinical Scholar Program (Faculty and Facilitator)
- Leading the Way Leadership development program for Primary Care and Rural Critical Access Hospitals (Facilitator and Coach)
- Interprofessional Leadership Skills program for Provider-Level Students (Program Facilitator)
- Interprofessional Team Member Skills for Provider-level students (Program Facilitator)
- Coaching as a Leadership Skill – Lutheran Medical Center (Program Facilitator)
- Coaching for Retention – Valley Wide Health Systems (Course Facilitator)
- Deans and Directors Leadership Development Program/LEAD Program
- HRSA Diversity Mentor Training Institute
- Healthcare Advocates (HCA) Policy Leadership Development Program
- 40-Under-40 Leadership Development Program → Nurse Leadership Connection
- Preceptor Training Program
- Leadership Development BSET Program (Program Facilitator) for Community Health Clinics
- Building Skills for Effective Teams (BSET) (Program Facilitator) – Community Health Clinics year long program.

- Nurse Leadership Institute
- HRSA Frontline Leader and Coaching Program for Acute Care (included participants from Critical Access Facilities and Public Health)
- Colorado Trust Nursing Education – Leaving a Legacy
- Colorado Community Healthcare Clinic Network's – CCHN – Frontline Leader and Coaching Program for Ambulatory Care and Federally Qualified Health Care Clinics
- PIN Funded – Frontline Leader and Coaching Program for Home Health
- HRSA Frontline Leader and Coaching Program for Long-Term Care
- Department of Labor – Work Education and Life-Long Learning Simulation Center – facilitate Simulations.
- Department of Labor – Clinical Scholar Program – for Clinical Nurse Educators
- PIN Funded – Clinical Placement Collaboration Program

For all programs where there is a coaching element, I coach/lead a monthly coaching teleconference for small groups of leaders over six-months to one year (as determined by the project) to integrate leadership and coaching skills. This was originally developed by me as part of the program for Nurse Educators as a pilot after the participants "requested a formalized opportunity for networking." Based on the outcomes from this group, this has become standard practice for all our leadership programs. (This means I coach at least four to six groups per month depending on the number of programs in progress.)

Member of and leader for team-building activities within the Center's Team. Provided the team with "team agreements"; strengths-exercise; and trust-building activities. Responsible for fiduciary obligations of all grant/funder requirements for project directed. Responsible for evaluation and input into team member growth and development.

May 2005 – August 2006 **University of Phoenix, Colorado – Clinical Coordinator**

Responsible for coordinating all aspects of clinical courses within the LPN-BSN Nursing Program for the Colorado Campus. Responsible to ensure all aspects of accreditation are met. Participate in Site Visits related to accreditation. Develop, organize, and conduct Clinical Instructor Orientation and Training. Develop, organize, and facilitate Skills Lab and Skills Lab requirements for Colorado and UOP. Coordinate and schedule all clinical courses for the LPN-BSN Program. Ensure all compliance documentation, student orientation, Clinical Instructor agency orientation, clinical contracts/agreements are complete prior to start of each clinical course. Communicate and act as liaison for clinical agency and course faculty related to all clinical courses. Work directly with Campus College Chair in Colorado to develop and revamp/revitalize the nursing program within Colorado. Serve as representative for University of Phoenix on Nursing Committees and Taskforces throughout Colorado related to Clinical and Nursing. Participate in Curriculum development and improvement. Organize and maintain documentation related to NCLEX Review Courses and NCLEX Scores. Serve as Liaison with Students to ensure all documentation is sent to the appropriate Board of Nursing upon graduation to ensure smooth eligibility for NCLEX Exam. Work directly with any students unsuccessful with NCLEX to develop plan for retake. Participated in Teaming Groups and Curriculum Development with Phoenix related to LPN-BSN program. Participate in ensuring rigor and consistency within documented guidelines for program. Assist with student orientation, student discipline and advising. Participated in development of initial implementation of HESI testing requirements and NCLEX format testing within

DEBORAH L. CENTER, Ph.D., M.S.N., R.N., C.N.S., CTA-CC ~ Vitae

the Curriculum. Also member of the faculty for RN-BSN, RN-MS and BSN-MSN Programs.

Member of the following community groups as UOP Representative:

Alliance of Clinical Educators – (Denver) – Elected Secretary July, 2006

- Clinical Placement Taskforce
- Clinical Scholar Curriculum Taskforce
- Unit Orientation for Clinical Instructors Taskforce (Chair)
- ACE Clinical Request Forms Taskforce

Community Collaboration of Healthcare Providers and Educators (Southern Colorado - Colorado Springs/Pueblo)

Public Health Collaboration for Community Health Clinical Placement (Colorado-Regional and State)

Colorado AHEC – WSA Sphere Project

Omicron Delta

Colorado Center for Nursing Excellence – Advisory Board

March 2005 -2010

University of Phoenix, Colorado – Faculty/Facilitator

Faculty for local campus, FlexNet, and Online courses in Nursing. Completed required training, mentorship and faculty certification. Faculty in LPN-BSN and MSN Programs; Content: Leadership and Advanced Leadership, Medical-Surgical Nursing I and II; Pharmacology; Anatomy & Physiology; NCLEX-Review; Simulation Lab Coordinator; Physical Assessment

July 2004 – April, 2005 **Computer Labs, Inc. MySecurID™, Colorado Springs, CO – Vice President of Professional Services**

Start-up Division developed to address issues related to identity theft, privacy and security. Directly reportable to the President and CEO. Responsible for orchestrating all aspects of training and auditing of business clients related to Identity Theft Regulations and HIPAA compliance. Developed seminars, auditing tools, policy guidelines and executive reports related to findings. Conducts presentations for all levels of business and the individual/family population. Participated in marketing, business strategic planning, employee recruitment and retention activities. Focus of this work required completion of practice gap and needs analysis and action plans for small private dental and physician offices.

June 2003 – August 2004 **SemperCare Hospital, Colorado Springs, CO – Vice President of Patient Care Services** (changed names to Select Specialty Hospital)

Directly report to CEO of organization. Lead clinical position for the hospital responsible for ensuring daily functioning of the hospital is maintained. Responsible directly for budget, maintaining FTE's, salaries, evaluations, education and retention of employees. Directly responsible to ensure safety and quality patient care is maintained on a 24/7 basis. Facilitator of process improvement teams and team-building projects. Participated in numerous committees with host, institution and corporation. Facilitator of Clinical Council with Host. Accountable to ensure compliance with all regulatory agencies, including JCAHO, HIPAA, OSHA, CDC, and Medicare. Responsible for the local facility as well as corporate initiatives. Instructor for Critical Care Classes and EKG classes and Competency Based Education.

February 2002-June 2003 **SemperCare Hospital, Colorado Springs, CO – Education Consultant**

Acted as educator for EKG Classes for staff. Instructed and tested staff on EKG and telemetry patient care. Incorporated use of hospital equipment and ACLS protocols.

August 2000-August 2003 **Pikes Peak Community College (now called Pikes Peak State College), Nursing Program, Colorado Springs, CO.**

Nursing Faculty 2nd Year, Advanced Medical Surgical Nursing Coordinator

Responsible to the Director of the Nursing Program and Dean of Health and Sciences. Developed and coordinated all aspects of the courses assigned. This included overseeing all clinical faculty and participating in their teaching, mentoring and evaluations. Precepting new staff. Acted as Student Council Advisor and participated on several academic committees in department and institution. Participated in State Accreditation Process and Curriculum development. Actively mentored other faculty on use of creative teaching strategies and simulations outside normal lecture techniques. Adapted classroom to incorporate various learning styles and meet the needs of the students. Addressed areas of program to enhance critical thinking and retention of learning. Worked with students in LPN, AD and LP-AD programs.

August 1999-August 2000 **Pikes Peak Community College, Nursing Department, Colorado Springs, CO.**

Nursing Faculty, Coordinator of First Year RN Program and Medical-Surgical Nursing

Directly responsible to the Director of the Nursing Program and Dean of Math, Science and Health Division.

Responsible for coordinating all aspects of education in 1st year of program from classroom, laboratory setting and clinical. Mentor to new faculty. Update of curriculum and program standards to add medication calculations and critical thinking and assessment that had not been a focus prior. Participated on nursing and college committees.

Sept. 1998 – Feb. 2000 **CorVel Corporation, Colorado Springs, CO, Case Manager - Nurse Consultant & Legal Nurse Consultant**

Coordinate medical care for clients in workers' compensation, auto no-fault and liability cases. Work closely with physicians, other health treatment providers, attorneys and employers to assist clients to attain optimal wellness and return to work for patients. Coordinates and completes Life Care Plans for individuals with Spinal Cord Injury, Traumatic Brain Injury, Amputation, AIDS, and Burns for a variety of companies/referral sources. Responsible to evaluate cost effectiveness of care, quality of care and appropriateness of care with each Life Care Plan. (One life-care plan had trial implications through 2005)

1997 – May, 1999 **Roetzel and Andress, Canton, OH, Legal Consultant - Clinical Expert**

Responsible for reviewing medical records based on typical standards of nursing care; expressing professional opinion related to care rendered; participating in deposition and trial as indicated. Report directory to attorney assigned to the case. (There was one case that had trial implications through 2003.)

11/96 - 03/98 **Franciscan Health System of the Ohio Valley, Inc. (FHSOV), Mt. Airy Campus, Cincinnati, OH, Clinical Nurse Specialist**

Responsible to all clinical areas and education of staff and patients in two acute care facilities, with minor responsibility to two long-term care facilities (med-surg, rehabilitation and critical care). Consultant for clinical and/or educational needs in any entity within FHSOV. (Regional responsibilities included - three acute care facilities, four long-term facilities, and multiple patient care related locations/entities within the Cincinnati and Dayton region). Consultant for complex patient/family situations. Provide patient care as needed. Committee responsibility for Regional Problem-Solving and Standardization as a System.

Coordinator of Code Blue Taskforce for Mt. Airy Campus. Member of: Critical Care Committee; The Ethics Committee; Clinical Monitoring Committee; Institutional Review Board; Continuous Quality Critical Link Committee; Values Analysis - Blueprint Committee (Regional); and Co-chair of Clinical Support and Product Committee (Regional). Facilitator of change with team building communication project. Facilitator for Regional Patient Care Assistant education. Participate in orientation of new employees. Provide educational programs for FHSOV. Participate in research. FHSOV Representative and Speaker for the Greater Cincinnati Critical Care Program. Co-Leader/Member of FHSOV Domestic Violence Taskforce. Provide "Healing Touch" to in-patients upon request. Participated in Pain Rounds/Pain Management consults. Provided coverage for Skin/ET Clinical Specialist. Consultant for unit based and yearly competencies.

Report to the Director of Patient Care Services - Mt. Airy Campus.

02/92 - 11/96

The Christ Hospital School of Nursing, The Christ Hospital, Cincinnati, OH, [Diploma Program affiliated with Xavier University and the University of Cincinnati], Instructor - Critical Care

Responsible for four areas of development in: Clinical and Theoretical Education of approximately 80 nursing students annually (Courses: Critical Care/Advanced Med-Surg, Fundamentals in Nursing, and Trends in Nursing/Leadership); Computerization of the school of nursing (coordinated initiation of a computer center, orientation, and education of students and faculty. Orchestrated access to a computer learning program in all nursing courses within one year of opening the Computer Center); Operations and Student Advocacy Committees essential to the functioning of the school; acquired financial support and student body retention (FULD Grant; initiated Stress Management Brown-bag Luncheon Series; and Student Council Advisor). Participated as Member and Chair of several committees in school and hospital. Report to the vice-president of the School of Nursing and the Division Director.

04/79 - 02/92

The Christ Hospital, Cincinnati, OH, Head Nurse/Unit Director - 7 South Cardiovascular-Thoracic Surgical Telemetry/Step-Down Unit

Responsible for: 24 hour-a-day accountability for a 38 bed high-acuity telemetry unit; Quality Assurance and Risk Management; scheduling and staffing; recruitment and retention for a total of 43.7 FTE's; budget and budget maintenance for a budget line of approximately \$3.7 million gross revenue and \$1.5 million expenses; instrumental in budget redesign; staff development and education; initiation of research; staff management - evaluations and discipline; re-evaluation and upgrading of Phase I Cardiac Rehabilitation Program; unit based care delivery system; customer service and team building/empowerment and conflict resolution; and the development of the first critical pathway for the hospital with multidisciplinary input for the coronary artery bypass client. Multiple Committee responsibilities including the Ethics Committee. Reported to Director of Nursing (July 1989 - February, 1992).

Assistant Head Nurse - Medical Intensive Care Unit - Charge Registered Nurse of the 16-bed unit - days

Responsible for: coordination of the preceptor and orientation program; re-organized the quality assurance program; unit in-services and staff development/education; facilitated teams and conflict resolution; development of the unit-based standards of care; participated in recruitment activities; and staff management - evaluations, discipline, and assisted with maintenance of the budget. Several Committee appointments. Reported to the Head Nurse. (February 1988 - July 1989).

Assistant Head Nurse - Medical Intensive Care Unit - Charge Registered Nurse on Night Shift

Responsible for: delegating care for all patients in the unit; updating the standards of care and cardiac rehabilitation program for the ICU; staff management - evaluations, discipline, and staff development/education for the night shift staff. Reported to the Head Nurse and Night Shift Supervisor. (December, 1986 - February, 1988).

Registered Nurse - Preceptor - Medical Intensive Care Unit

Responsible for: collaborating to organize the initial program for precepting for orienting all new RN's, acting as the main preceptor. Progressed to expert level with clinical practice as a Registered Nurse. Oriented Medical and Surgical Residents to the ICU. (1985 - December, 1986).

Registered Nurse - Staff Nurse - Medical Intensive Care Unit

Mastered clinical competence in critical care; acted as staff representative; performed charge nurse responsibilities; communicated and collaborated effectively with physicians; functioned as a team-player; prioritized care and work-load; developed time management and organizational skills; participated in several hospital based committees. Assisted with orientation of new staff. (February, 1983 - 1985).

Registered Nurse - Staff Nurse, 6-West, Medical-Telemetry Unit

As a member of the staff of a 26-bed unit, responsible for: development of advanced beginner level nursing skills and provided total patient care, performed charge nurse duties, collaborated to form Cardiac Rehabilitation Phase I Program. (December, 1980 - February, 1983).

Student Nurse Aide - 6-West/Floater

Developed novice level clinical skills and time management. Functioned as a team member. (April, 1979 - December, 1980).

Professional Presentations:**Presentations as a representative of the Colorado Center for Nursing Excellence (2006-present):**

- Colorado Organization of Nurse Leaders Keynote and Closing Speaker; Keynote- *One Leader's Journey: Finding the Leader Within* and Closing - *Curiosity: An Untapped Leadership Skill* at Empower Field at Mile High, Denver, CO – September 15, 2023.
- Poster Presentation National Forum in Washington DC on "Collaborating Across State lines" June 12-14, 2023.
- Closing Keynote Speaker at the Colorado AWOHNN Conference in Colorado Springs, April 14, 2023.
- Plenary Speaker for the Northern Colorado Well-being Conference at the Budweiser Event Center, Loveland, CO February 2, 2023.
- Closing Keynote – *Topic: Workforce Resiliency for Equity* - Omicron-Delta Sigma Theta Tau Annual Conference – Golden Colorado, November 5, 2022.
- Diversity Summit – *Weaving the Threads from 2020-21: Reflecting, Honoring, Celebrating, and Action* – November 4, 2022.
- Children's Hospital Case Management Leadership Group – Presentation November 1 2022.
- Caring for the Caregiver Webinar Series for the GWEP program – November-December 2022 – Speaker/Facilitator.

- CDPHE's Colorado Baby Friendly Hospital Collaborative Annual Workshop – *Mindset is Everything: First Step for Lasting Change* - speaker September 22, 2022.
- Colorado Organization of Nurse Leaders Annual Conference – Speaker Empower Field, September 16, 2022.
- Nurse Educator Conference in the Rockies – July 2022 – *Ripple Effect: It starts with You!*
- Association of Public Health Nurses –April 2022 - Co presentation with Susan Moyer – Coaching as Leadership Skill
- National Forum of Nursing Workforce Centers – Annual Conference in June 2022 – presentation on resiliency and program overview
- NWRPCA Annual Virtual Conference – *Ripple Effect: Spreading Resiliency within Teams* co presented with Michelle Cheuvront and Marti Schulte (as follow-up for PTCE) October 25, 2021.
- Wyoming Nurse Leadership Institute (WNLI) Conference – all day speaker – customized “Coaching as a Leadership Skill” training – September 23, 2021.
- High Plains Community Health Clinic Executive Leadership Retreat in Lamar – September 8, 2021
- Wyoming Board of Nursing – Customized Team Facilitation and DiSC for Communication– July 20, 2021
- National Forum Presentation *Ripple Effect: A Three-Part Innovative Workforce Resiliency Response to the Pandemic and Changing World*– June 10, 2021.
- Nurse Leadership Connection Annual Conference – *Temperature Checks: A Leadership Vital Sign to Ensure a Culture of Belonging*– May 2021.
- University of Colorado Bridge Program – Civility in Nursing – February 17, 2021.
- Using Coaching Conversations in times of Rapid Change and Uncertainty, Clinica Family Health System Leadership Group, February 4, 2021.
- Leadership Development Program for the Northwest Regional Primary Care Association –November, 2020 -January 2021 – delivered virtually
- University of New Mexico Mentor and Coaching Institute Annual Conference: Title: Case Study Research: Using Peer Coaching as a Leadership Coach Development Strategy –delivered virtually. October 22, 2020.
- Leadership Development Program for Northwest Colorado Health Community Clinics –October, 2020-December, 2020 –delivered virtually
- Leadership Development Program for High Plains Community Clinic –August 19, 2020 – October 2020.
- Moderator for the State Nightingale Event – May 2020 – Delayed until October 10, 2020 delivered virtually
- Public Health in the Rockies Annual Conference, *Peer Coaching: A Valuable Development Strategy* - to be delivered Virtually. September 2020
- RIHEL Women and Leadership Reconnect – virtual conference, speaker and breakout facilitator. Topic: Leadership Confidence, Voice and Presence. July, 21, 2020.
- Colorado Center for Nursing Excellence Ripple Effect Program, began August, 2020.
- Northwest Regional Primary Care Association Annual Conference: Virtual Breakout: Clarity and Agility: Leadership Strategies for Engaging Teams During These Times of Rapid Change. Virtual HR Round-table – faculty presenter – July 7 and 14, 2020.
- Understanding Differences in Teams to Improve Communication, Brightstar Home Health, Denver, CO, June 29, 2020.
- Coaching as a Leadership Skill for Lutheran Medical Center and St. Joseph Hospital, June 17, 2020.
- Team Building Communication Strategies, Colorado Center for Nursing Excellence Project Coordinators, April 27, 2020. (virtual)
- Resiliency through Change for the University of Colorado School of Dental Student Association, April 15, 2020. (Virtual)
- Preceptors for RNs in Primary Care, UTAH Program, Asking Powerful Questions, March 25, 2020. (Virtual)

- Preceptors for Interprofessional Clinical Placements, Asking Powerful Questions, March 18, 2020. (Virtual)
- Interprofessional Team Education for the GWEP Program, for Stride Health Systems, March 12, 2020.
- Leadership for Teams for Boulder Valley School District Healthcare Leadership, March 9, 2020.
- Coaching for Retention for River Valley Health Systems in Montrose, CO, March 3 and 4, 2020.
- Interprofessional Team Skills, Denver Colorado February 22 and 29, 2020.
- Leadership Development Program for Leading Teams for Pueblo Community Clinic, in Pueblo, CO December and February, 2020.
- Clinical Scholar Course, February 10-14, 2020, variety of topics.
- Nurses Leading the Way in Primary Care, speaker on a variety of topics January 27, 28 and February 24, 2020.
- RIHEL's Women and Leadership Conference: Leading with Confidence, Voice and Presence. Topic: Leadership Presence. October 4, 2019 in Golden, CO and December 9, 2019 in Denver, CO>
- Northwest Regional Primary Care Association (NWRPCA) Fall Conference –October, 2019 Seattle Washington – Presentation of two breakouts – Interprofessional teams and Coaching as a Leadership Skill
- Nurse Educator Conference in the Rockies, Vail Colorado, July 10-13, 2019 – Presenting in two sessions. One on Coaching as a Leadership Skill in Clinical (2 hr Skill-building Session); and one on Creating Healthy Boundaries (1 hr breakout).
- Nursing Leadership Connection Annual Conference, Denver Colorado, Speaker for breakout session on Developing Emotional Intelligence, Civility and Resiliency and Closing Speaker on Coaching as a Leadership Skill, May 15, 2019.
- Colorado Community Health Network, Triannual Meeting – HR Division – Coaching as a Leadership Skill – May 9, 2019, Colorado Springs, CO.
- Denver Chapter of AORN – Closing speaker. The Sweet Music of Civility and Resiliency: Finding Joy at Work. April 26, 2019, Lowry Conference Center, Denver Colorado.
- Nurses Leading the Way: RN's in Primary Care Leadership Development Program. Speaker multiple topics, April 8, 9, May 6, 7 and Coach for EQ-I and Leadership, Denver, Colorado.
- Denver Regional Nightingale Luminary Awards Ceremony, Keynote Speaker – Power of Interprofessional Teams, March 9, 2019, Denver, Colorado.
- Lutheran Medical Center - Coaching as a Leadership Skill Series, February 6, 2019-October 2, 2019 – Denver, Colorado
- Coaching for Retention – 2-day training, Valley Wide Health Systems, Alamosa Colorado, January 28-29, 2019.
- Emily Griffith School of Nursing – Student Presentations, Creating a Culture of Civility in Nursing, Denver, CO, January 24, 2019
- Colorado State University – School of Nursing Convocation Speaker – Civility in Nursing – Pueblo, CO, January 17, 2019
- Colorado State University – Faculty Retreat – Emotional Intelligence, Civility and Resiliency, Pueblo, CO, January 9, 2019
- Organization of Associate Degree Nursing Programs (OADN) Annual Conference – Preconference Leadership Development with Susan Moyer, MS, Pittsburg, Philadelphia – November 8, 2018
- Centura Health Evidence-Based Practice Conference – Closing Keynote, Igniting Resiliency – Denver, CO, December 2, 2018
- Northwest Colorado Health – Leadership Development – Craig, CO – October 23, 2018
- University of Colorado School of Dental Medicine – Interprofessional Collaborative Education, presentation with Callie Anne Bittner, September 14, 2018
- Leadership Networking Program – (old 40-under-40) – Speaker: Creating Healthy Boundaries – Denver, CO, September 12, 2018
- University of Colorado School of Dental Medicine – Civility, Emotional Intelligence, and Resiliency: Is there a Link – co presented with Callie Anne Bittner, MS – Denver, CO, July 18, 2018

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- Nurse Educator in the Rockies Annual Conference – 2 Breakout Topics: Coaching as a Leadership Skill and Emotional Intelligence: Is there a link to Civility? – Vail, CO, July 11-13, 2018
- National Forum Annual Conference – Breakout presentation with Ingrid Johnson, DNP and Susan Moyer, MS – Partnering: The Missing P – Chicago, IL, June 6, 2018
- Wyoming Center for Nursing Excellence Nursing Education Summit, Keynote Speaker – Collaboration: The Next Phase of the Journey, Casper, WY – May 22, 2018
- Regional Health Connectors Training – Webinar presentation: Change Fatigue, Burnout and Resiliency: Awareness to Action – May 3, 2018
- Integrated Pathways Students, University of Colorado – Creating Civility – Denver, CO, April 4, 2018
- Colorado Community Health Network – Leadership Webinar Series – Speaker: Effective Team Communication with the Patient in Mind – March 14, 2018
- Colorado Springs Nightingale Event – Keynote speaker – Igniting the Flame Within – March 8, 2018
- Emily Griffith School of Nursing – Student and Faculty Presentation – Creating an Educational Culture of Civility – Denver, CO, January 10, 2018
- Colorado Medical Society Physician Leadership Skill Series, Presentation with Kathy Kennedy, PhD, Best Practices in Meeting Management – Denver, CO – December 9, 2017.
- Organization of Associate Degree Nursing Programs (OADN) Annual Conference- 1 day Leadership Preconference with Susan Moyer, MSN, Scottsdale, AZ, November 16, 2017
- Colorado Community Health Network – QI Peer Group – Interprofessional Teams in FQHCs – Denver, CO – October, 12, 2017
- Colorado Medical Society Annual Conference – Breakout Presentation: RIHEL Physician Leadership Skill Series – Creating Civil Teams: Awareness to Action, Breckenridge, CO – September 16, 2017
- Regis University Leadership Institute – Coaches Training – Denver, CO – September 11, 2017
- Colorado Community Health Network Leadership Retreat – 4 hr Facilitator - Coaching as a Leadership Skill – Denver, CO, June 29, 2-17
- Heart of the Rockies Medical Center – Nurse Appreciation Celebration, Keynote Speaker – Resiliency: Reconnecting with the Joy in Nursing – Salida, CO – May 11, 2017
- National Jewish Hospital – Nurse Appreciation Week Keynote Speaker – Creating Civility – Denver, CO - May 10, 2017
- RIHEL Annual LIFE Program Leadership Event – Keynote speaker – Creating Civility: The Three A's – Awareness, Authentic Conversations and Accountability – Westminster, Colorado, April 21, 2017
- Northwestern State University – 2-day Leadership Development Program – Shreveport, LA – March 20-21, 2017 (Elements of the Center's LEAD program)
- Colorado Nurses Association – District 3 – Presentation – Civility: Stopping Nurse-to-Nurse Hostility – Cultivate a Workplace Culture to Improve Patient Outcomes – Colorado Springs, CO March 13, 2017
- Summit Community Health Center – Team-Building Facilitation – Frisco, Colorado - March 9, 2018
- Integrated Pathway Students, University of Colorado, Creating a Culture of Civility – March 1, 2017
- Interprofessional Collaborative Quality Conference – Keynote speaker: Creating Civility and Improving Quality – 2/16/17 – Denver, Colorado.
- District 3 – Colorado Springs – Colorado Nurses Association – Topic: The Future of Nursing, 2/11/17
- Sam Houston University, Huntington, Texas - Faculty and Full-Student Body full-day workshops – Civility 1/27/17
- State Fair Community College – Sedalia, Missouri – Leadership Development Retreat (8 hour) 1/18/17
- OADN National Conference – 6 hour Preconference on Leadership Development (Co-presenter) 11/2/16 in Dallas, Texas
- AACN-OLN National Conference – 6 hour Leadership Development on Civility and Leadership – (Keynote Co-presenter) – October 28-29, 2016 Washington, DC
- Good-Samaritan SHINE Conference – Keynote presenter – Resiliency and the Quadruple Aim 10/25/16
- Sunrise Community Health Center – Physician Leadership Retreat – Facilitator - two 5 hour sessions scheduled 10/18 and 11/15/16 in Greeley, Colorado

- Mentor Training Institute for Utah – Health Insight – Virtual Training on Healthy Boundaries and Vulnerability as a Mentor – 9/28/16
- 2016 CHAMPS/NWRPCA Fall Primary Care Conference – Denver, CO Topic: Beyond Team-Building: Creating a Culture of Value and Connection- Lead Presenter, 9/18/16
- Colorado Nurses Association Annual Conference – Speaker: Civility and Quality – 9/23/16
- Regis University Leadership Institute Coaches Training 9/13/16 - 4 hour mini-training
- Emily Griffith Health Sciences Faculty Retreat – Creating a Culture of Civility In and Out of the Classroom – Denver, CO 8/17/16
- Regis University – Guest Speaker – Video Record – Healthcare Administration Program – Topic – Value of Interprofessional Teams in Healthcare – 8/5/16
- Kids First Health Care Center – Full Team Retreat Speaker – Change Resiliency and Self-Care – Commerce City, CO - 8/3/16
- Nurse Educators in the Rockies International Nursing Conference – Speaker on Coaching as a Leadership Skill - 7/15/16
- Shalom Park – Long-term Care – Resiliency and Self-care – Denver, CO 6/24/16
- ClinicNet Annual Conference – Keynote Speaker Leadership Development – Change Fatigue and Resiliency -6/9/16
- Home Care Association of Colorado Annual Conference in Keystone Colorado – Breakout Session – Overwhelm versus Resiliency: It is your choice! 5/6/16
- Presbyterian/St. Luke Medical Center – Nurse Networking Event – Resiliency –5/5/16
- High Plains Community Health Clinic – Lamar Colorado – Leadership and Team Development – 5 hour team-building 3/23/16
- Community College of Aurora –Integrated Pathways Nursing Program, Civility and Your Role as a Nurse 3/16/16
- Colorado Student Nurses Association Conference at Colorado State University in Pueblo – Developing Resiliency 3/5/16
- ClinicNet Practice Administration Quarterly Meeting – Creating Interprofessional Teams and Leadership, at Doctor's Care in Denver, CO 3/3/16
- Centura Health Physician Group Statewide Quality Conference– Closing Keynote – Interprofessional Teams 2/19/16, Denver Colorado
- Health Teamworks Winter Symposium, Keynote Speaker, Interprofessional Teams 1/29/16, Denver Colorado
- Colorado Mental Health Institute of Pueblo Nursing Leadership Experience – 16 hour training 11/16-11/17/15 in Pueblo Colorado
- Regis University Leadership Institute Coaches Training 10/26/15 - 4 hour mini-training
- National Primary Care Conference, Seattle Washington, Building Interprofessional Teams breakout session 10/20/15
- Northwest Colorado Visiting Nurses Association Team-building and Team Facilitation Training, Craig, CO, 10/1/15
- Health Teamworks BC3 Workforce Development Training Program – 4 hour leadership development program 9/17/15
- CCHN Healthcare Team-building Exercise Facilitation – 5/5/15
- Creating the Ripple Effect -a four hour event for Mountain Family Health Center in Glenwood Colorado – on February 11 and 12, 2015 on Civility, Communication and Resiliency within Teams – the program was repeated to include all staff from four clinics over two days as part of an organizational change project.
- Regis University Leadership Institute – presented a four hour coaching overview (11/14) and a lunch/learn on Civility in the Workplace (1/15)
- Nurse Mentor Program – presentations on vulnerability, boundaries, resiliency and civility 2014 to present.
- CCHN's C-Suite Executive Team Quarterly Meeting – Presentation of Leadership and Strengths for Growing Staff – December, 2013

- Deans and Director Program – Civility, Resiliency and Introduction to Coaching (2013-present)
- Using DISC as a Coach
- Interprofessional Teams Program speaker for Team Reflective Practice; DiSC for Teams; and Pulling it all together, Civility, Resiliency, Healthy Boundaries, Team-building and facilitation of BSET program (2013 to present)
- Nurse Leadership Institute speaker on Self-regard, Emotional Intelligence, Influencing Civility, and Influence as a Leadership Skill and Resiliency (2013 to present).
- Partners Investing in Nursing's Future Annual Conference – 2008, 2010, 2012, 2014, 2015 – presenter related to project outcomes, hosted breakfast conversations and small group dialogues.
- Colorado Home Health Care Association Annual Conferences – 2011, 2012, 2013, 2014, 2015, and 2016 – speaker for home care project, home care leadership, civility and workforce retention strategies, emotional intelligence and resiliency.
- Facilitator and Panel Presenter for the *Improving Transitions of Care for Geriatric Population in Colorado Springs*, April 5, 2013.
- Co-facilitator for Simulation Events for Home Health Care Nurses – 3-day simulation event for nurses transitioning to home health. (2011-2015)
- Guest speaker for Nursing Education Programs – related to home health, resiliency and civility. (Regis University (pre-licensure, student-nurse groups, AD-BSN, and MSN students; Colorado Christian University, and Community College of Aurora – participate in 6-8 presentations per year.)
- Nurse Educator Conference in the Rockies –multiple years speaker r/t home health in education, clinical placements and collaboration. (break-out and pre-conferences)
- Speaker: Multiple presentations related to *Safe Handoffs in and out of Home Health Care* – local, state and national.
- Faculty for the Nursing Leadership courses for Acute Care, Long-term Care, Clinics, Nursing Education and Home Health Care – teaching Civility, Teams, Emotional Intelligence, Coaching as a Leadership Skill, Resiliency and Healthy Boundaries. (Teach in every course since 2008).
- Coach – work as the lead coach to teach and facilitate group coaching calls for coaches and faculty related to the leadership development program and nursing education leaving a legacy program. (coach for groups since 2009)
- Developer for the Frontline Leader in Home Care – Leading by Example to Move Mountains – Leadership and Coaching Course – March 2011.
- Developer for the Nurse Educator Leadership – Leaving a Legacy – three day course. (Presented 4 times for Recruitment and Retention Grant)
- Overview Clinical Placement Technology Platform Data-Entry Process
- Multiple Stakeholder presentations related to the Clinical Placement Project, Home Health Innovations Project, and the Adam's County Clinical Connections at - (examples:
 - Board of Directors
 - Advisory Council and Various Partner Advisory Council Committees
 - Colorado Board of Nursing – for Clinical Placements, Faculty Shortage and Home Health
 - Alliance of Clinical Education Committee
 - Northern Front Range Consortium Committee
 - Colorado Organization of Nurse Leaders
 - Colorado Nurses Association, District 3
 - Colorado Foundation for Medical Care – Quality Conference (Safe Handoffs)
 - Partners Investing in Nursing's Future National Meetings
 - Workforce Collaborative
- Training sessions - for all partners related to the Clinical Placement Project – throughout Colorado
- Faculty at the Clinical Scholar Program - Participation in Faculty Development Course by Colorado Center Nursing Excellence – Clinical Scholar Project related to Student Evaluations (formal and informal), Student Characteristics, Post-Conferences and Reality Shock (teaching content three times a year since 2005)

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- Nursing Leadership Presentation - for various nursing programs and collaborative groups related to Nursing Workforce and Center Projects (Metropolitan State College, Platt College School of Nursing, University of Phoenix, Regis University (Student), Workforce Collaborative, Adams County Education Consortium).
- Simulation Core Clerkship – Multidisciplinary Simulation Experience – participant in debriefing with students at the WELLS Center (Work Education and Life Long Learning Simulation Center)

Presentation/Courses/Projects for University of Phoenix (2005 -2011)

- Developed and Presented Clinical Instructor Orientation for Colorado
- Developed and Presented Student Orientation to the Clinical Setting – NUR 300 – for Colorado
- Developed Medical Surgical Skills Laboratory for Colorado and Competency Requirements
- Provided Clinical Instructor Training for Skills Laboratory
- Medical-Surgical Skills Laboratory and Competency Review
- Participated in development of Clinical Instructor Handbook
- Participated in development of Student Clinical Handbook
- Participated in Course Development – NUR 499 – Critical Synthesis
- Developed NCLEX Review for LPN-BSN Version 1 Students and Plan for NCLEX Success for Students unsuccessful with NCLEX exam
- Care of the Medical-Surgical Client – Acute – On Ground
- Leadership and Management in Nursing and Health Care - FlexNet
- Developed Competencies for Physical Assessment Skills Lab for Colorado
- Physical Assessment LPN-BSN Class and Lab – On Ground and Directed Study
- Developed Orientation Presentation for Information Sessions related to LPN-BSN
- New Student Orientation to LPN-BSN Program
- Nursing Leadership – MSN Program – Flex-Net
- Health and Disease Management NUR 425 – RN-BSN FlexNet
- Pharmacology – HCS 260 – On-Ground
- Anatomy and Physiology – HCS 250 – On-Ground and directed study
- Overview Nursing LPN-BSN Program for the Veterans' Affairs Organization with Darren Adamson
- Overview Nursing LPN-BSN Program for Wyoming Campus and Local Hospital Marketing
- Participation in Faculty Development Course by Colorado Center Nursing Excellence – Clinical Scholar Project related to Student Evaluations (formal and informal), Student Characteristics, Post-Conferences and Reality Shock – Summer 2005, Winter 2006, and Summer 2006.
- Advanced Medical-Surgical Nursing – LPN-BSN

Presentations with Computer Labs, Inc. (2004 – 2005)

- Identity Theft Prevention For the Business Owner and Senior Level Manager Survey
- Identity Theft Prevention for the Business Manager/Supervisor Seminar
- Identity Theft Prevention for the Employee Seminar
- Identity Theft Prevention for the Individual and Family Seminar
- HIPAA+ - Answering the Questions Related to the HIPAA Security Rule and Beyond
- HIPAA+ - Implementing the HIPAA Security Rule –Protecting Privacy and Security
- HIPAA+ - Compliance with the HIPAA Security Rule – Protecting Privacy and Security

Presentations with SemperCare Hospital (February 2003 to August 2004)

- EKG Class – with AACN recommended program (18 hour course)
- Critical Care Classes for the LTAC setting (30 hour Course)
- Grand Rounds – Cardiac
- Wound Care and Wound Care Documentation
- AED/Pacer Defibrillator Hands-on training
- Infection Control overview
- Stop that Crazy Alarm – quick overview of EKG (3 hour Course)

- Skills and Competency Training

Presentations with Pikes Peak Community College (1999-2003)

The following are semester courses:

- Introduction to Nursing
- Fundamentals in Nursing
- Medical Surgical Nursing
- Advanced Medical Surgical Nursing
- Pharmacology
- IV Certification for LPN's
- Physical Assessment and Critical Thinking
- Medication Administration and Drug Calculations
- Clinical Simulations - Time Management and Priority Setting in our Simulated Hospital
- Ethics in Nursing
- Professionalism and Leadership in Nursing
- Bridge Program for LPN to RN
- On-line Support with Blackboard for all courses 2000-2003.

Presentation for CorVel Corporation (September 1998 to Present):

- Review of Life Care Plans with various roles, process and costs - testimony for mediation on settlement of claim
- Presentation/Marketing for Life Care Plans with Power Point Presentation
- Marketing, process and statistics for the "Pre-certification Program" with Power Point presentation
- Orientation to the "Pre-certification Program"

Franciscan Health System Presentations: (November, 1996 - March, 1998)

- "Advanced Assessment and Critical Thinking Series" - Coordinated the 1998 program and responsible for Pulmonary and Head-to-toe topics. (Included a critical thinking approach with case scenarios for Med-Surg, Critical Care and Rehabilitation Units.)
- "Code-Blue for Med-Surg/Rehab Nurses"
- "Code Blue Documentation - Don't Gamble with Your Patient's Life - Join the Code Blue Team!"
- "Get the RAID Out: Resistance to Antibiotics and Infectious Diseases"
- "Will the Puzzle Ever Fit Together? Multiple Organs Failing"
- "The A,B,C's of ABG's" (Arterial Blood Gases) - Review of treatments and indication for ventilator support
- "Airway Management - Pulmonary Assessment" - Review of Ventilator and alternative methods of ventilation.
- Advanced Skills Day - "Care of Central Lines" and assisted with demonstration/return demonstrations on all other skills/competencies
- "MI's - Pharmacological and Interventional Treatments"
- "Communication - It is more than Listening!"
- "Communication - the TEAM Project: Together Everyone Achieves More!"
- "Domestic Violence - Screening and Intervention"
- "Domestic Violence and Hospital Violence for the Annual Review"
- "Critical Care - Putting the Pieces Together" - Pulmonary, Cardiac, and Multiple Organ Failure
- Advanced Cardiac Life Support - open to the entire Cincinnati community [paramedics, registered nurses, respiratory therapists, and physicians] (1992 - March, 1998 - at The Christ Hospital and Franciscan Health System).
- Basic Cardiac Life Support - classes open to the community (1992 - March, 1998 at The Christ Hospital and Franciscan Health System).

Other Presentations: Coach/Consultant/Speaker

- Presbyterian Healthcare Services in Albuquerque, NM– two day leadership bootcamps to develop entire leadership team – planned for June 27-28, 2016 and July 28-29, 2016 for estimated 60 participants.
- Presbyterian Healthcare Services in Albuquerque, NM– two day leadership bootcamps to develop entire leadership team – conducted in April and June, 2015. This Leadership Development Program – was repeated twice for a total of 95 participants.
- University of Wyoming – ASPIRE Program – one-day workshop scheduled Saturday January 31, 2015.
- Wyoming Nurses Association Annual Conference – Keynote Speaker and closing – Rock Springs, WY - September 25-26, 2014
- Good Samaritan's Compassion Fatigue Conference – Keynote with 3 hour activity – Emotional Intelligence & Civility – Impact on Compassion Fatigue and Resiliency –Loveland, CO - 9/12/14
- New Mexico Center for Nursing Excellence's Leadership Bootcamp – one-day leadership development program for 85 nurse leaders. Presented 7 hours of content related to leadership, emotional intelligence, civility, healthy boundaries, holding authentic conversations, and resiliency – 5/14/14
- AWHONN Annual Conference – Dinner Speaker on Resiliency and Compassion Fatigue 4/24/14 and Keynote Speaker on Civility scheduled 4/25/14.
- Two Poster Presentations at the VNAA 32nd Annual Meeting in Las Vegas, Nevada - April 3-5, 2014 on Home Health Simulation and the Cost of Instability in Home Health.
- Nursing Collaborative Quality Conference – (AACN, Infusion-Nurses, ANNA, ANIP, and CNE) – Closing Speaker on Civility and Quality – 2/13/14
- Colorado Student Nurses Association Annual Conference in Colorado Springs, - Keynote speaker on Civility in Nursing –2/22/14
- Preconference Presenter for a 3-hour session at the International Sigma Theta Tau Biennial Conference on Civility. Held November, 15, 2013 in Indianapolis, Indiana.
- Keynote speaker for Tri-County Health Departments Annual All-staff Meeting, "Putting Your Best Self Forward" – combined leadership, civility and resiliency topic. (450-500 participants) October 9, 2013, in Aurora, Colorado.
- Co-presenter for 1-day conference Ethics and Civility Awareness for the Arizona Nurses Association Annual Education Event for Practice and Education October 4, 2013 in Phoenix, Arizona.
- Keynote Presenter for a 3-hour Civility in Education program for the Community College of Colorado System Faculty 2+2 Annual Program. September 27, 2013, in Denver, Colorado.
- Executive Bootcamp – Co-Speaker for the entire two-day Executive Leadership Program for the National State Council of Home Care Association Executives – Vail, Colorado August 4 and 5, 2013 with Diane Pisanos.
- Co-Presenter for 1-day Ethics and Civility Awareness for the University of Phoenix Nursing Faculty in Phoenix, Arizona, June,6 2-13 with Catharine Baird.
- Preconference Presenter: Home Care Association of Colorado Annual Conference in Keystone Colorado, 3 hour - Leadership Reform: Relationships, Engagement and Transformation – May 15, 2013.
- Keynote Speaker: "The Light Within and Candle-lighting" at the Durango, Southeastern Colorado Nightingale Celebration Event – Luminary Award Ceremony – March 22, 2013 (approximately 90)
- Keynote presenter, and conference panel discussion and action groups facilitator for the Colorado Nurses Association District 3 – Safe Transition of Care Summit, March 5, 2013.
- Keynote Speaker: Sigma Theta Tau Omicron Delta Chapter – Ethics and Civility Conference – October, 2012 with Catharine Baird
- Leading Age Conference – 2012 – Presentations on Leadership and Civility
- Keynote Speaker: "The Light Within and Candle-lighting" at the Central Colorado Nightingale Celebration Event – Luminary Award Ceremony, 2011 (approximately 450 people)
- Home Health Care Annual Conference – 2012 – Presentations on Leadership and Civility

- Keynote Presentation for both the for Wyoming Center for Nursing Annual Meeting – Choosing a Culture of Civility and their ReNEW Kick-off Event – 2011/2012 – in Wyoming for Wyoming Center for Nursing
- Colorado Student Nurse Convention (CSNA) Breakout Speaker – 2003, 2005, 2010, 2012
 - ABC's of ABG's – Acid Base Balance
 - Is My Patient's Heart Failing?
 - Civility
 - Resiliency
- Multiple topics for the Greater Cincinnati Critical Care Program (GCCCP) - [A Multi-hospital/organizational program, affiliated with the Greater Cincinnati Chapter of the American Critical Care Nurses Association] - topics include: cardiac; pulmonary; hemodynamic; and multiple organ dysfunction. Developed and coordinated the Pulmonary lecture series for 1998. (November, 1996 - March, 1998).
- "2nd Annual Critical Care Feud", sponsored by the Greater Cincinnati Chapter of the American Association of Critical Care Nurses. Held at The Jewish Hospital. (November, 1997).
- "Critical Care Feud", sponsored by the Greater Cincinnati Chapter of the American Association of Critical Care Nurses held at The Christ Hospital. (November, 1996).
- Lecture Topics for The Christ Hospital School of Nursing (1992 - November, 1996): Chronic Obstructive Pulmonary Disease; Pulmonary Embolism; Peripheral Vascular Disease; Nursing Diagnosis; Introduction to Critical Care Nursing; Completing and documenting a head-to-toe assessment; care of the client with a Myocardial Infarction; EKG Interpretation; Preload and Afterload - A Case Study Review; basic and advanced cardiac life support overview/review; basic cardiac life support for certification of students and faculty; spinal cord injury; cardiac rehabilitation; emergency nursing; multi-system organ failure; conflict resolution; Trends: Politics and Nursing Organizations; chest-tubes; smoking cessation counseling; care of the client with a Tracheostomy; care of Central Lines; computer informatics for students and faculty; stress management; and Inspirational/Motivational presentations at the student spring events.
- Facilitator of "Smokeless" Program - smoking cessation program for employees and the public offered at The Christ Hospital (1995 - November, 1996).
- American Association of Critical Care Nurses Symposium - Research Presentation on *Hospital Staff Nurses' Knowledge, Attitudes, and Behaviors related to Smoking Cessation Counseling* (April, 1996).
- American Association of Critical Care Nurses Symposium - Moderator for "Homeward Bound - Home Care Panel" with a multidisciplinary team discussion (April, 1996).
- The Greater Cincinnati Chapter of American Association of Critical Care Nurses Monthly Program - "Computers in Critical Care Education" (May, 1996).
- Nursing Update, The Christ Hospital - "Smoking Cessation" (July, 1996).
- "Critical Pathway Overview for the Coronary Artery Bypass Graft Surgery Patient" presented for train-the-trainer manager group on 7-South and the Cardiovascular Surgery Mortality & Morbidity Physician Group, The Christ Hospital (1991).
- American Heart Association/American Association of Critical Care Nurses - Annual cardiac rehabilitation workshop - "Cardiac Rehabilitation in Critical Care" (1990).
- Xavier University, "Overview of the Accelerated Program of Study" (1990).
- "Budget Overview - What does all this mean to us?" - for staff on 7-South, The Christ Hospital, (1990).
- Management Workshop, The Christ Hospital, "Situational Leadership" (1989).
- Nursing Update, The Christ Hospital, "Nursing Research" (1989).
- Multiple Unit Based In-services for the Medical Intensive Care Unit at The Christ Hospital for the staff and medical residents on: new equipment; EKG's; stress management; communication; conflict resolution; and heart sounds (1986 - 1989).
- "Preceptor Program - How To's of Precepting" - The Christ Hospital (1987 - 1990).
- Staff Education on Hemodynamic Monitoring in the Critical Care Course at The Christ Hospital (1987 - 1988).

Publications:

Submitted for publication – under review– Organizational Development Review (ODR) (peer-reviewed journal.) Title: *Peer Coaching: A Valuable Leadership Coach Development Strategy*

- Center, (2020). *Case Study Research: Using Peer Coaching as a Leadership Coach Development Strategy*. University of New Mexico Mentoring Institute Annual Journal.
- Center, D. L. (2020). *Leadership coaches' perception of the value of peer coaching: A case study* (Order No. 27832872). Available from ProQuest Dissertations & Theses Global. (2393742766).
- Center, D. (2018). Knowing oneself: The first step to be an effective member of an interprofessional team. *Journal for Continuing Education in Nursing*, 49(9).
- Center, D. (2018). Fulfilling a Promise to Transform Healthcare Together: A Call to Action for the Next 15! *Colorado Nurse*, May-June.
- Center, D. (2016). Finding your confidence through coaching. *Colorado Nurse*, May-June.
- Center, D; Faragher, J., Bittner, C.A., and Chevront, M. (2014) Simulated Home Care Increases Confidence and Improves Care Transitions. *Journal of Continuing Education in Nursing*, 45(7).
- Center, D. & Adams, T.M. (2013) Developing Confidence Decreases Guessing & Increases Competency. *The Journal of Continuing Education in Nursing*, 44(9), 389-390.
- Center, D. (2012) Safe Transitions of Care: Safe Handoffs In and Out of Home Health, *Colorado Nurse*.
- Center, D. (2011) Mandates for Patient Safety: Are They Enough To Create A Culture Of Civility in Healthcare? *Journal of Continuing Education in Nursing*.
- Center, D. (2011) Whitepaper: Safe Transitions of Care – written in collaboration with the Home Health Collaborative.
- Center, D. (2010). The Three A's of Civility: Awareness, Authentic Conversations and Accountability. *Journal of Continuing Education in Nursing*, 41(11), 488-489.
- *Colorado Nurse* – Several Articles 2006-2010 on Clinical Placements and Project Outcomes – Call for Preceptors.
- Druva Horner, M; Center, D.; Pulse Strauss, W.; Kowalski, K.; Foss, K. (2009) Childbearing Families Implementation of the Clinical Scholar Model for Clinical Teaching. *Journal of Perinatal and Neonatal Nursing*; Vol 23, No 3, pp, 230-240.
- Jarrett, S.; Horner, M.; Center, D.; Kane, LA (2008) Curriculum for the Development of Staff Nurses as Clinical Faculty and Scholars. *Nurse Educator* Vol. 33, No. 6, pp. 268-272
- Clinical Placement Project Overview, *Colorado Nurse*, August 2007
- Contributor to the *Advancing Nursing Excellence* Newsletter for the Colorado Center for Nursing Excellence – 2006-2007
- Publication Committee with Faculty Development – Clinical Scholar Project – Kowalski, K; Horner, M; Carroll, K.; Center, D; Foss, K; Jarrett, S; Kane, L A. (2007) Nursing Clinical Faculty Revisited: The Benefits of Developing Staff Nurses as Clinical Scholars. *The Journal of Continuing Education in Nursing*, March/April 38:2, 69-75.
- Author of White Paper for GIAC/GHSC HIPAA Security Certification Requirement – *Security Awareness and Training related to the HIPAA Security Rule* (January 7, 2005) – HONORS Certificate – link: http://www.giac.org/certified_professionals/practicals/ghsc/0030.php
- Author of Policy and Procedure Manual for Identity Theft Prevention, Privacy and Security for MySecurID™ and Clients
- *SemperCares Matter – Hospital Newsletter* –articles monthly for content and staff awareness (February 2004-present)
- *Questions & Answers - Nursing Newsletter* for the Mt. Airy Campus - Franciscan Health System (1997 - March, 1998)
- Editor of *Books & Bytes Newsletter*, Learning Resource reference published bi-annually (1995 - November, 1996).
- *GCC-AACN Monitor Newsletter*, Legislation and Education Updated (1995 - January, 1998)

- *Hospital Staff Nurses and Smoking Cessation Counseling*, Master's Thesis and Research, Wright State University (August, 1995).
- "The Collaborator", The Christ Hospital Nursing Publication, *Research - The Smoking Cessation Survey* (July, 1995).
- *The Cincinnati Enquirer* - Letter to the Editor, "Stress" (October, 1995).
- Participated in Total Quality Management Research Publish in *Quarterly Management in Health Care*, 1993, 1 (2), "Enhancing Hospital Cash Flow Through Improved Medical Records Processing."

Professional License and Certifications:

- EQ-I 2.0 /EQ 360 Certificate Program (2016 – to Present)
- Coaching the DISC Tool Certificate (2011 – to Present)
- Coaches Training Alliance – Coaching Certificate (2011)
- GIAC (Global Information Assurance Certificate) for HIPAA Security Implementation *SANS Training completed 10/18/04 in Boston MA, Paper and testing completed January 20, 2005. Received HONORS for scholarly paper.*
- Registered Nurse, State of Colorado (1998 - Present) (Advanced Practice Licensure)
- Registered Nurse, State of Ohio (1981 -2000)
- Certificate of Authority - Clinical Nurse Specialist, State of Ohio (August, 1997 - 2000)
- Advanced Cardiac Life Support Instructor, American Heart Association (1992 - 1999)
- Basic Life Support, American Heart Association (1978 – 2010)
- Basic Life Support Instructor, American Heart Association (1992 - 1999)
- Critical Care Registered Nurse (CCRN) Certification, American Association of Critical Care Nurses (1989 – Present [Alumni Status since 2003])

Professional Memberships and Board Assignments:

- VitalHearts – Board of Directors (accepted March 2022).
- Johnson and Johnson Resilience Collaborative (Jan 2022-present) (national meeting)
- CDPHE (Colorado Department of Public Health and Environment) Healthcare Worker Resilience and Retention Advisory Group – 2021 to present
- THEARI – The Health Education and Resources Institute (formerly Central CO AHEC) – Board of Directors (2021-2023) Serve of Finance, Education, and Diversity committees
- Colorado Springs Independent Ethics Commission – Commissioner (Began as Alternate in 2020- Commissioner May 2022-Present) – appointed by City Council.
- Center for Health Equity Steering Committee – (2020-2022) – Community Member
- Child Community Services – Board Member, Secretary – (2020-to 2021) – organization shifted to for profit in 2021 – dissolved the BOD.
- Denver Regional Nightingale Committee (2018-present)
- Collaborative Bootcamp – University of Colorado – Interprofessional Teams and Patient Centered Medical Home Transformation (June 2016- 2018)
- Golden Key International Honour Society (2016-present)
- International Coaching Federation – (2016-present)- Member ID 0090862231
- Community Living Long-Term Support Services Advisory Committee – Workforce Sub-Committee (Facilitated by Healthcare Policy and Financing (HCPF) as Governor-appointed initiative) – (December 2013- completed September 2014)
- Journal Article Review Board - Reviewer – Nursing Education Today (2012 to present) – expert topics
- Center for Health Progress (formerly Colorado Coalition for the Medically Underserved) – Policy Board Member (Legislative Committee) (2012- 2019)
- Colorado Springs Safe Transitions of Care Taskforce (2012-2015)

DEBORAH L. CENTER, Ph.D., M.S.N., R.N., C.N.S., CTA-CC ~ Vitae

- Colorado Improving Value in Health Care's (CIVHC) Safe Transition Committee (2011-December, 2013)
- Bighorn Fellowship – Alumni (2009 – present)
- Colorado Workforce Collaborative Member – (2008-2013)
- University of Phoenix Nursing - Advisory Board (September, 2006 – 2012)
- Colorado Center for Nursing Excellence – Advisory Board (November, 2005- 2006- prior to hire)
- Colorado Organization of Nurse Leaders, Colorado AONE – (2006 – present)
- Colorado Council for Nurse Educators (2005-present)
- Alliance for Clinical Education (2004 – present)
- Sigma Theta Tau – Omicron Delta Chapter – (2005 – present)
- Colorado Nurses Association (CNA) Member (1998 - Present)
- American Nurses Association (ANA Member (1996-Present)
 - Advisory Member of the National Taskforce on Violence in the Workplace 2015-2016
- American Association of Critical Care Nurses (AACN), National Member (1985-2011)
 - National Volunteer - Membership Greeter (1997 - 2011)
 - Greater Cincinnati Chapter of the AACN (GCC-AACN) - Local Member (1985 - 1999)
 - Board Appointments:
 - President - Elect (1997 - January, 1998)
 - Workshop Chairperson (1995-1997)
 - Workshop - Elect (1994-1995)
 - Legislative Representative (1995 - January, 1998)
 - The Franciscan Health System Organizational Rep (November, 1996 - January, 1998)
 - The Christ Hospital School of Nursing Organizational Representative (1994 - November, 1996)

Research:

- Center, D. L. (2020). *Leadership coaches' perception of the value of peer coaching: A case study* (Order No. 27832872). Available from ProQuest Dissertations & Theses Global. (2393742766).
- Cost of Instability – Nursing Shortage in Home Health Care – the cost of instability and turnover – with Janet Houser, PhD – as part of the Home Health Innovations Project – 2014)
- Nursing Faculty Recruitment and Retention Project – Analysis of Colorado's Nursing Faculty Shortage – 2009 – 2012 – in Collaboration with the Center for Research Strategies and Janet Houser, PhD.
- Participation Faculty Development Clinical Scholar Grant Project
- Clinical Placement Analysis for Colorado
- Case Study Process for Dental Office HIPAA Compliance
- Identity Theft – Facts and Statistics correlation of all studies
- HIPAA Security Rule Implementation Requirements
- Acuity Tool measures in comparison to Case Mix Index
- Cost Analysis related to Life Care Plans
- Cost-effectiveness of appropriate care related to Fee-Schedule Billing and Life Care Plans
- Statistical Analysis of the Precertification Program for CorVel Corporation
- Member - Nursing Representative on the Institutional Review Board for FHSOV (November, 1996 - January, 1998)
- One of two FHSOV Clinical Nurse Specialists to be Nurse Coordinator for Normiflo Studies sponsored by Wyeth Pharmaceuticals - responsible for record keeping, participant and staff education, and patient follow-up. (1997 - January, 1998).
- Coordinator/Facilitator for Team Building/Empowerment Project of Two Nursing Units - *TEAM PROJECT* (March, 1997 - January, 1998)
- Consultant to Wholistic Center for Healing Touch Research Protocol (April, 1997 - January, 1998)
- *Surviving Nursing School* - a health promotion, stress management, learning style, and retention study to involve the entire student body. (Initiated May, 1996).

- Assisted with the candidate selection for *Smoking Research - Physiologic Changes as a result of Nicotine Withdrawal* in collaboration with Ph.D. at University of Cincinnati - (1995).
- Developed multidisciplinary clinical study related to Enteral Tube Feedings for University Hospital with Preceptor - Karen Allard, CNS (Summer, 1995).
- Participated in *Community Outreach Project of Advanced Practice* while at Wright State University (1993-1995).
- Total Quality Management "*Enhancing Hospital Cash Flow Through Improved Medical Records Processing.*" (1992).
- Initiated *Critical Pathways for the Coronary Bypass Patient* (1991).
- *Weight Study* - Customer service initiated to change weight times for the cardiovascular surgery patients (1990).
- Multiple projects as Manager and Educator - not documented in research format - including TQM, QA, and Budget.
- Participated in data collection, client assessment, and follow-up related to multiple pharmaceutical cardiac clinical trials [i.e.TPA] (1984-1992).

Professional Recognition:

- Colorado Nightingale Award, Non-traditional Leadership – May 2018
- Denver Regional Luminary Award Recipient – March 2018
- Nominated for the Nightingale Award, Central Colorado, 2017 (Award recognition 4/1/17)
- Central Colorado Area Health Education – "Hero Award" – September 2010
- Bighorn Fellowship – Rural Health Policy Leader - 2009
- "Honors" Recognition for GIAC Certification Scholarly paper – January 2005
- Nominated for Colorado Nightingale Award – Colorado Springs – 2002
- Faculty Recognitions at Pikes Peak Community College – Class Speaker for graduation 2002 and 2003
- Completed "Nurses in Washington Internship" - March 1996 (sponsored by NFSNO).
- The Christ Hospital Medical Staff Employee of the Year, Nursing - December 1994.

Profile

James

First Name

Brogan

Last Name

Email Address

Are you a resident of the City of Colorado Springs?

☒ Yes ☐ No

In what City Council District do you reside? *

☒ District 6

Use the following link to determine if you live inside City limits and to find your City Council District:

<https://coloradosprings.gov/city-clerk/page/city-council-districts>

Street Address

Suite or Apt

Colorado Springs

City

CO

State

Postal Code

Primary Phone

Dexis Consulting Group

Employer

Assessment, Monitoring, and Evaluation Analyst

Job Title

Which Boards would you like to apply for?

Independent Ethics Commission: Submitted

Introduction

Briefly introduce yourself and state your interest in serving on a specific Board, Commission, or Committee

I am a retired U.S. Army Lieutenant Colonel with over 24 years of service as a Military Intelligence Officer. Originally from Massachusetts, my family and I chose to relocate to Colorado Springs after my retirement, having fallen in love with the community while serving at Fort Carson and U.S. Northern Command. I’ve had the privilege of leading intelligence operations at the tactical, operational, and strategic levels, with deployments to Iraq and Afghanistan, as well as assignments at the U.S. Indo-Pacific and Northern Commands. After retiring in 2024, I joined Dexis Consulting Group as the Combatant Command Coordinator for Assessment, Monitoring, and Evaluation at U.S. Northern Command. I hold advanced degrees in Business and Organizational Security Management and National Security and Strategic Studies. I’m interested in serving on the city’s Independent Ethics Committee because I have a strong desire to continue serving my community and to help uphold the principles of integrity, transparency, and accountability in local government.

Relevant Experience and Community Involvement

Highlight any volunteer work, previous service on boards or committees, and community involvement that demonstrates your commitment to public service and the community.

Serving as a board member of the Stetson Hills Master Home Owners Association has been a meaningful way for me to stay engaged and give back to my community. In this role, I've worked collaboratively with fellow board members to ensure responsible stewardship of neighborhood resources, fair enforcement of community standards, and open communication with residents. This experience has reinforced my belief in the importance of transparent governance and community engagement, and it reflects my ongoing commitment to creating a safe, respectful, and well-managed living environment for all residents.

Supplemental Materials (if applicable)

[Brogan Resume SEP 2024 .pdf](#)

Include any additional materials that may strengthen your application, such as a resume or examples of your work in the community.

James M. Brogan

Leader and Administrator

[LinkedIn](#) • 

Analytical and detail-oriented professional with extensive experience in military intelligence, project management, and curriculum development. Proven track record of enhancing team efficiency and leadership capabilities through effective mentoring and training. Strategic thinker adept at streamlining data collection processes and integrating multidisciplinary intelligence efforts. Skilled in community engagement and public advocacy, with a demonstrated ability to represent organizational values and mission at various levels. Experienced in providing actionable intelligence and managing complex security programs, ensuring operational success and informed decision-making.

Areas of Expertise

- Intelligence Analysis
- Strategic Planning & Implementation
- Military Intelligence Operations
- Leadership Training & Mentoring
- Security Program Management
- Project Management
- Cross-Functional Team Leadership
- High-Level Briefing & Communication
- Process Improvement

Professional Experience

University Of Texas At El Paso, El Paso, TX
Chair - Military Science Department

June 2021 — Present
Full-time

Develop and deliver comprehensive Military Science curriculum at state university, equipping over 75 students each semester with critical leadership skills. Coach and mentor college students, fostering development of future U.S. Army Officers. Build and maintain strong relationships with local community organizations and educational institutions, promoting advantages of military service. Represent U.S. Army at public events, effectively communicating mission and core values to community. Oversee commissioning of Officers into various branches of military, ensuring seamless transition from academic to military leadership.

- Designed and delivered a comprehensive curriculum for nine undergraduate courses, enhancing the educational experience at a state university.
- Successfully guided and commissioned more than 60 officers into the U.S. Army, U.S. Army Reserve, and Army National Guard, contributing to the growth of military leadership.

U.S. Army Mission Command Training Program, Fort Leavenworth, KS
Intelligence Chief Observer, Coach & Trainer

August 2019 — June 2021
Full-time

Directed team of 13 Intelligence Observer, Coach, Trainers, enhancing operational readiness and performance. Developed and implemented observation templates to streamline data collection and reporting, ensuring consistency across large scale exercises. Provided expert training and mentorship to Division intelligence staffs, fostering adherence to current military doctrine and operational techniques. Conducted thorough analysis of training processes, offering actionable insights during after action reviews and comprehensive reports. Served as go-to expert for Military Intelligence operations, contributing to continuous improvement of team efficiency through effective communication strategies.

- Elevated team performance by delivering clear and actionable findings to colleagues and supervisors, resulting in improved collaboration and productivity.

Revamped standard operating procedures (SOPs) by integrating feedback from stakeholders, customers, and team members, enhancing clarity and utility for end-users. Established effective tracking systems and processes through collaboration with eight department heads, streamlining internal and external information flows. Orchestrated and facilitated high-level briefings for VIPs to elevate their understanding of operational activities. Led cross-functional meetings to address operational challenges, presenting actionable solutions to management and stakeholders.

- Redesigned and disseminated SOPs, incorporating comprehensive input, which significantly improved instruction quality and user engagement.
- Developed and implemented robust tracking mechanisms in partnership with department heads, ensuring efficient information exchange and enhancing operational coordination.
- Managed intelligence equities during the Joint Exercise Life Cycle for numerous joint and multi-national training exercises.

Train Advise Assistant Command - East, Jalalabad, Afghanistan
Senior Intelligence Officer

September 2015 — June 2016
Full-time

Integrated multiple intelligence collection assets to bolster host nation advisory and combat operations. Synthesized full motion video, human, signal, and geospatial intelligence, ensuring comprehensive support and operational decision-making. Identified and addressed intelligence gaps, advising commander on effective collection strategies. Oversaw command security programs, ensuring strict adherence to physical, personnel, and information security protocols.

- Developed force protection measures across seven provinces and 73 districts in eastern Afghanistan, enhancing the safety of U.S. and Allied forces.
- Provided zero-fault oversight of command security programs, resulting in no security violations during tenure.

U.S. Army - Brigade Combat Team, Fort Johnson, LA
Senior Intelligence Officer

September 2014 — September 2015
Full-time

Directed comprehensive intelligence support for Brigade Combat Team operations, ensuring robust information collection and analysis. Supervised team responsible for production and dissemination of intelligence products across seven battalions and Military Intelligence Company. Orchestrated multidisciplinary intelligence integration, providing actionable insights to support command operations. Offered expert advice on intelligence considerations to commanders and staff, influencing decision-making process. Administered security programs encompassing personnel, physical, and information security, along with foreign disclosure protocols.

- Streamlined intelligence processes, enhancing the timeliness and relevance of intelligence products for command decision-making.
- Employed cutting-edge commercial intelligence analysis software for the first time at a combined training center.

Education & Certifications

Master of Arts: National Security & Strategic Studies
United States Naval War College, Newport, RI

Master of Arts: Business & Organizational Security Management
Webster University, Webster Groves, MO

Bachelor of Arts: Marketing
University of Massachusetts, Amherst, MA

Certificate: Joint Operational Planner
Maritime Advanced Warfighting School (MAWS), Newport, RI

Profile

Wynetta

First Name

Massey

Last Name

Email Address

Are you a resident of the City of Colorado Springs?☒ Yes ☐ No

In what City Council District do you reside? *☒ District 1

Use the following link to determine if you live inside City limits and to find your City Council District:

<https://coloradosprings.gov/city-clerk/page/city-council-districts>

Street Address

Suite or Apt

Colorado Springs

City

CO

State

Postal Code
Primary Phone

After June 30, 2025, I will be
retired from the City of
Colorado Springs

Employer

(City Attorney)

Job Title

Which Boards would you like to apply for?

Independent Ethics Commission: Submitted

Introduction

Briefly introduce yourself and state your interest in serving on a specific Board, Commission, or Committee

I am a municipal attorney with over 35 years of local government practice. I have had considerable experience with attorney, elected official, and administrative official ethical issues, and have regularly presented ethics education for local government lawyers and elected officials for the Colorado Municipal League and the International Municipal Lawyers Association's since 2014. Although retiring from the City of Colorado Springs on June 30, 2025, I will continue to practice municipal law in an of counsel position with a private firm based in Centennial, CO. I have a wealth of knowledge and practical experience with the City's Code of Ethics and would like to continue to contribute to the ethical operation of our local government. As the application deadline is June 13, I would expect that if selected, my service to the City in this volunteer capacity would not commence until after my retirement on June 30, 2025, to avoid any conflicts with my current position.

Relevant Experience and Community Involvement

Highlight any volunteer work, previous service on boards or committees, and community involvement that demonstrates your commitment to public service and the community.

As a result of my attorney-client relationship with the City of Colorado Springs, I have not engaged in significant volunteer work with community organizations to avoid any appearance of bias or impropriety. I have, however, volunteered with and lent support to some United Way agencies and my church.

Supplemental Materials (if applicable)

[2025Resume.docx](#)

Include any additional materials that may strengthen your application, such as a resume or examples of your work in the community.

Wynetta Massey
City Attorney and Chief Legal Officer
City of Colorado Springs, Colorado
30 S. Nevada Avenue, Suite 501
Colorado Springs, Colorado 80903

SUMMARY OF QUALIFICATIONS:

- Licensed attorney with 35 years of municipal and public law experience
- Reputation for excellent client relationships, professional reliability, and leadership
- Responsible for providing legal advice and services to the City of Colorado Springs, the 39th largest city in the United States, its Mayor, City Council, Colorado Springs Utilities, Memorial Health System, the municipal enterprises, boards, commissions, departments, agencies, and staff
- Supervise and manage an office of 35 attorneys and 25 legal and real estate support staff
- Broad, working knowledge of local government law including: the Colorado Open Records Act, Colorado Open Meetings Law, intergovernmental agreements, governmental immunity, contracts, legislative drafting, government real estate practices, First Amendment issues, utility regulations, risk management
- Counsel of Record, *City of Trinidad v. Hamer*, US Sup. Ct. Case No. 19-283, "Brief for *Amici Curiae* International Municipal Lawyers Association and Colorado Municipal League in Support of Petitioner"
- Counsel for *Amicus Curiae* City of Colorado Springs, *City of Grants Pass v. Johnson, et al.*, US Sup. Ct. Case No. 23-175, "Brief of International Municipal Lawyers Association, National League of Cities, National Association of Counties, North Dakota League of Cities, Cities of Albuquerque, Anchorage, Colorado Springs, Henderson, Las Vegas, Milwaukee, Providence, Redondo Beach, Saint Paul, San Diego, Seattle, Spokane, and Tacoma, the City and County of Honolulu, and the County of San Bernardino as *Amici Curiae* in Support of Petitioner"

EDUCATION:

- University of Kansas, 1989
 - Juris Doctor
 - Moot Court Council
- University of Missouri-Columbia, 1986
 - BA, Speech Communications with Honors
 - Honors Thesis: "The Speech that Never Was: Harry Truman's 21-Point Message"
 - BA, Political Science
 - General Honors Certificate

LICENSED TO PRACTICE:

State of Colorado, Federal District Court for the District of Colorado, 10th Circuit Court of Appeals, U.S. Supreme Court

LEGAL EXPERIENCE:

- 2014-Present City Attorney and Chief Legal Officer, City of Colorado Springs
- 2012-2014 Corporate Division Chief/Legislative Counsel, City of Colorado Springs
- 2005-2012 Deputy City Attorney/Municipal Operations, City of Colorado Springs
- 1994-2005 Senior Attorney, City of Colorado Springs
- 1990-1994 Prosecutor, City of Colorado Springs
- 1989-1990 Associate, Hayes, Phillips & Maloney, P.C., Denver, CO

KEY DUTIES AND RESPONSIBILITIES:

- Manage a legal office responsible for the delivery of legal advice and services to the Mayor, City Council, Utilities Board, municipal government activities, and enterprise operations:
 - o Public Safety (Police Department, Fire Department, Emergency Management)
 - o Colorado Springs Utilities (electric, gas, water, wastewater, streetlights)
 - o Colorado Springs Airport
 - o Public Works (engineering, traffic engineering, streets, capital projects)
 - o Financial Services (sales tax, payroll, accounting, budget, procurement)
 - o Planning (real estate, land use, development review, comprehensive planning, zoning enforcement)
 - o Parks (recreation, cultural services, trails, open space, parks)
 - o City Clerk (elections, business licensing, records management)
 - o Water Resources Engineering (stormwater)
- Evaluate litigation, develop and recommend strategies
- Manage work of outside counsel involving diverse areas of expertise
- Represent the City on legislative, executive, and administrative projects
- Oversee maintenance and updates to the City Code, City Charter, Real Estate Manual, Personnel Policies and Procedures Manual and other administrative rules and regulations
- Manage Colorado Springs' response to requests under the Colorado Open Records Act

PROFESSIONAL MEMBERSHIPS/AWARDS:

- Colorado and El Paso County Bar Associations
- American Bar Association
- Metro City Attorneys Association
 - o Outstanding City Attorney, 2014
 - o Chair, 2015
- Colorado Municipal League
 - o Executive Board President 2024-2025
 - o Executive Board Vice President 2023-2024
 - o Executive Board Secretary-Treasurer 2022-2023
 - o Executive Board Member 2020-2025
 - o Budget, Audit and Management Committee, 2020-2024
 - o Amicus Committee Chair, 2017-2020
 - o Policy Committee Member 2015-2019
- International Municipal Lawyers Association
 - o Board of Directors, 2017-Present
 - o IMLA Local Government Fellow, 2018-2028
 - o IMLA Amicus Service Award, 2020
 - o Epps Award for Longevity of Service to a Community, 2022
- University of Missouri Griffiths Leadership Society for Women

LEGAL OPINION TOPICS:

Open meetings, open records, home rule, council-mayor form of government, separation of powers, ethics, ordinance and statutory interpretation, ethics in government, TABOR, land use and planning, real estate transactions including condemnation procedures, elections matters, personnel policies and procedures processes, contracts, intergovernmental agreements, First Amendment issues, governmental immunity, public safety and emergency management, liquor and medical/retail marijuana licensing, managing complex litigation

CONTINUING EDUCATION TOPICS AND PRESENTATIONS:

- Local Land Use Authority, Partnership for Community Design, Community Planning and Design Workshop, 2005-2010
- Real Estate Development 101, Lorman Education Service, 2006
- Zoning and Land Use, Lorman Education Service, 2007
- Maintaining Integrity in the Process: Ethical Considerations for Planning Commissioners, Colorado APA Convention, 2007
- Medical Marijuana Citizen Petitions, Colorado Municipal League Annual Seminar on Municipal Law 2010
- Council-Mayor Form of Government, El Paso County Estate Planning Council, 2011
- Colorado Bar Association, COBALT Leadership Training Program, Speaker, 2014 & 2015
- Ethics, Colorado Municipal League Annual Seminar on Municipal Law, 2014
- Ethics, International Municipal Lawyers Association Annual Seminar, 2017
- Ethics, Arkansas Municipal Lawyers Association Annual Conference, 2017
- Open Meetings, Colorado Municipal League Annual Conference, 2017
- Ethics, Missouri Municipal Attorneys Association Summer Seminar, 2017
- Leadership, International City/County Management Association Annual Conference, 2017
- Ethics, American Bar Association National Legal Malpractice Conference, 2017
- Open Meetings, Colorado Municipal League Elected Officials Workshop, 2018
- 10 Things I Wish I'd Known, Colorado Municipal League Annual Conference, 2018
- The Benefit of Friends: Your Amicus Committee, Colorado Municipal League Annual Seminar on Municipal Law, 2018
- Getting Ahead of the Game: The Argument for a Real Estate Manual, International Municipal Lawyers Association Annual Seminar, 2019
- Real Estate Manuals, International Municipal Lawyers Association Webinar, 2019
- Let the Sunshine In: Colorado's Open Meetings Law, Colorado Municipal League Effective Governance Workshop, 2020
- Caught in the Middle: Ethics and Government Practice, Institute for Local Government Lawyers, International Municipal Lawyers Association Annual Conference 2020, 2021, 2022, 2023, 2024
- Municipal Real Estate Manuals, Colorado Municipal League Annual Conference, 2022
- Open Meetings, Colorado Municipal League Elected Officials Workshop, 2022
- Ethics and Government Practice, Utah Municipal Attorneys Association, 2023 Spring Conference
- When Things Go South: Navigating Client Conflict as a Municipal Attorney, Colorado Municipal League Annual Seminar on Municipal Law, 2023
- Demystifying the Role of the Municipal Attorney, Colorado Municipal League Annual Conference, 2024
- New Government Lawyer Bootcamp: Ethics 101, International Municipal Lawyers Association, 2024
- Practice Pointers for Managing Complex Litigation, Colorado Municipal League Annual Seminar on Municipal Law, 2024
- Ethics and Government Practice, International Municipal Lawyers Association Institute for Local Government Lawyers, 2024

- Practice Pointers for Managing Complex Litigation, International Municipal Lawyers Association Annual Conference, 2024
- Maximizing Leadership: Being a Strong Mayor in a Council-Manager System, Mayors Leadership Academy, 2025
- Tackling Sticky Situations in Local Government, Mayors Leadership Academy, 2025