



Katrina Spencer joined the University of Colorado Boulder in June 2020 as Associate Vice Chancellor for Budget and Finance and became Deputy Chief Financial Officer in June 2021. In this role, Katrina is a key member of CU Boulder's financial leadership team, with core responsibility for providing leadership and broad strategic oversight for the University's \$2.1B operating budget and 10-year capital budget.

Before coming to CU, Katrina was the Associate Vice President of Finance and University Budget Director at the University of Chicago, where she reported directly to the Provost and was responsible for the University's \$2.6B operating budget and \$1.5B (5 year) capital budget. While at the University of Chicago she implemented a new budget model, partnered with the Provost to reform the financing of doctoral education, built stronger data and financial management tools, and implemented university-wide strategic budgeting initiatives.

Katrina has also held financial roles at the University of Connecticut, University of California - Office of the President, and University of California - Berkeley. In these roles she has been responsible for University-wide resource allocation, budgeting, capital finance, and strategic multi-year planning. She has successfully provided strategic thinking, leadership, and communications to support the financial portfolio and has a proven track record building inclusive and highly functional teams, while collaboratively implementing and moving strategic projects forward.

Katrina holds a Master of Public Administration from Columbia University where she

focused on economics, and a bachelor's degree in history from Brigham Young University.

Outside of work Katrina likes to hike, swim, read, and recently has developed a new enthusiasm for pickleball.

KATRINA M. SPENCER

PROFESSIONAL EXPERIENCE

UNIVERSITY OF COLORADO – BOULDER | Boulder, CO

2020-Present

DEPUTY CHIEF FINANCIAL OFFICER (started June 2021)

ASSOCIATE VICE CHANCELLOR FOR BUDGET AND FINANCE

Reporting to the Vice Chancellor and Chief Financial Officer, and a key member of CU Boulder's financial leadership team, with core responsibility for providing leadership and broad strategic oversight for the University's \$2.1B operating budget and 10-year capital budget. Responsibilities include managing approximately 70 employees within the Controller's Office (including approximately \$500 million grant and contract post-award management), Budget and Fiscal Planning, and Capital Finance to ensure appropriate monitoring, reporting, management and controls.

- Provide strategic and operational leadership for university-wide resource through the preparation, management and reporting of the University's annual operating budgets, including coordinating with CU System colleagues and peers, developing Board materials and presentations, assessing opportunities for new revenue generation, evaluating areas for streamlining costs, and leading the coordination of modeling and analyses to support senior leadership decisions.
- Implemented new university-wide budget model, with strong stakeholder engagement, communications, and feedback. Provided strong leadership and project management for all three governance committees.
- Ensured fiscal resiliency through the COVID pandemic by successfully implementing budget cuts, looking at other strategies (debt restructure), strategically utilizing federal COVID relief funds, and other measures.
- Moved the areas of Budget and Finance towards a "go-to" resource for campus.

UNIVERSITY OF CHICAGO | Chicago, IL

2018-2020

ASSOCIATE VICE PRESIDENT OF FINANCE AND UNIVERSITY BUDGET DIRECTOR

Reporting directly to the Provost, with a dotted line to the Vice President and Chief Financial Officer, with core responsibility for the University's \$2.6B operating budget and \$1.5B (5 year) capital budget. Other responsibilities include developing a balanced operating budget, building stronger management tools, providing university-wide data analytics, generating long- and short-range financial models, and implementing university-wide strategic budget and Provost initiatives.

- Implemented and operationalized new GAAP-based budget model, which includes undergraduate tuition allocation, space cost allocation (interest, depreciation, utility and O&M), establishment of a central bank, and the creation of communications, documents, FAQs and memos outlining policies and procedures to bring clarity to operational components of the new budget model for university budget and financial leadership.

- Partnered with Provost to reform the financing of doctoral education, which ensured that doctoral students, faculty, and programs had the structure, incentives, and resources to realize the purpose of a PhD and the support the ambitions of graduate students.
- Transformed the Budget Office from a more transactional unit to an analytical, strategic, data-driven, and customer-support center by increasing transparency, reducing unnecessary bureaucracy, establishing consistency, and improving departmental outreach to the university community.
- Reached University bottom-line GAAP performance improvement for FY18 and FY19, with goal to meet balanced operational budget by FY20.
- Implemented cost control measures including new position management system.

UNIVERSITY OF CONNECTICUT | Storrs, CT

2013-2018

ASSOCIATE VICE PRESIDENT FOR BUDGET AND PLANNING

Reporting directly to the Executive Vice President for Administration and Chief Financial Officer with responsibility for strategic planning, budgeting and management of the University's \$1.3 billion annual operating budget and \$1.5 billion (10 year) capital budget including developing a balanced budget; ensuring strong internal controls; maintaining positive and consultative working relationships; and providing data analytics, financial modeling and project management to support the teaching, research, and service mission of the university.

- Direct budget and planning teams to provide strategic, efficient, and effective leadership for university-wide resource allocation of operating and capital budget while managing and mitigating financial and capital risk exposure.
- Evaluate administrative operations and processes to ensure the organization is delivering services in the most efficient way possible. Implemented university-wide budgeting tool to standardize and streamline the annual budget submission, approval, and loading process.
- Develop, generate and present budget and planning information, presentations, and other communications for senior management, various university forums, state hearings, Board of Trustee meetings, etc.

BUDGET DIRECTOR

Responsible for management and strategic planning process for the University's \$1.3 billion operating budget, including provided analysis and recommendations for the best allocation of the University's resources to support the strategic goals of the University, and for all aspects of the operating budget including ensuring compliance with policies, procedures, regulations, and statutes.

- Closed a \$30 million structural budget gap within two years by working closely with university leadership to implement deficit mitigation strategies, including cuts to unit across the university, fringe management, external revenue enhancements, expense reductions, and operational efficiencies
- Implemented position management system to facilitate more accurate, consistent, and trend analysis data and reporting with respect to hires, vacancies, and changes in positions.
- Provided accurate and timely financial, personnel, and budget information to university leadership, state agencies and other entities (including in response to Freedom of Information requests).

ASSISTANT DIRECTOR OF STRATEGIC INITIATIVES

Reported directly to the UC Office of the President CFO with the charge to support and promote system-wide strategic initiatives. Major projects included setting up the UCPath Shared Service Center (in Riverside), research and blueprint for a central bank, procurement transformation, and other Working Smarter Initiatives.

- Hired and managed a team of 18 UC employees and 3 vendor/consulting teams to secure and build out facilities; procure, configure and implement required technology; and staff, hire, and train initial UCPath Center employees. Successfully transitioned management to newly hired UCPath Center Executive Director.
- Drove decision-making for new Working Smarter Initiatives. Presented information, elevated issues, and provided communications for Executive Sponsors, Executive Leadership Team (Vice Chancellors from all UC campuses), Project Director, the UC community, and the general public.

MANAGER, FINANCE AND ADMINISTRATION – HUMAN RESOURCES

Responsible for day-to-day operations of \$14 million central Human Resources division including finance, budgeting, human resources, purchasing, and facilities. Responsible for analyzing financial and human resource data, and providing recommendations to the Assistant Vice Chancellor and Executive Leadership Team.

- Conducted complex data-driven analysis to support strategic decision-making for campus-wide Human Resources policies and initiatives. Provided project management, financial management and/or administrative support to initiatives including implementing new timekeeping system, updating reclassification system, Human Resources website overhaul, HRIS upgrade, and updated talent acquisition system.
- Managed the creation of the \$1.8 million pilot shared service center for Administration, Information Services, and the Chancellor's units at the University. Created the financial model, designed and implemented a web-based workflow system with benchmark metrics, responsible for space management and set-up, and led the migration to a new timekeeping system for the newly formed Shared Service Center, which serves 2,500 campus employees.

SENIOR FINANCIAL ANALYST – OFFICE OF FINANCIAL PLANNING AND BUDGET

Managed the budgets and financial processes for 25 Administration units as a member of the Immediate Office of the Vice Chancellor of Administration. Advised and consulted the Vice Chancellor on campus-wide initiatives, strategic plans, modeling, forecasting, and special projects.

- Administered recharge certification process, \$8 million salary provision pool, and all discretionary funds for the Vice Chancellor of Administration.
- Reviewed and analyzed quarterly financial reports, end of year budgets, and business plan submissions for more than 25 departments, with budgets close to \$200 million.
- Conducted high-level financial analysis and provided strategic and tactical recommendations to the VC Administration and other executives. Drafted communications, created presentations, and provided materials to the Vice Chancellor for executive meetings.

UNITED STATES SENATE Washington, D.C. LEGISLATIVE CORRESPONDENT – OFFICE OF SENATOR ROBERT F. BENNETT	2001-2002
UNITED STATES SENATE Washington, D.C. STAFF ASSISTANT – OFFICE OF SENATOR ORRIN G. HATCH	2000-2001

EDUCATION

Columbia University New York, NY <i>Master of Public Administration</i> <ul style="list-style-type: none">• Foreign Language and Area Studies Fellowship• Graduate Fellowship, Economics	2004
Brigham Young University Provo, UT <i>Bachelor of Arts, History</i>	2000