

# KATHRYN R. KAUDIS, JD, LL.M., CPA

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## **Experience:** *(Selected Highlights and Accomplishments)*

### ***Fiscal, Budget, and Administrative Operations-***

- Over 17 years' experience leading teams in higher education fiscal management and budgeting as CCD CFO, RRCC Controller, and CCCS Interim System Deputy Controller. Designed, implemented, and ensured the operation of procedures to ensure the integrity and accuracy of financial and other data, and safeguarding of college assets.
- In almost 5 years, raised CCD unrestricted reserves by almost 80% to approximately \$30M-highest ever at the college.
- Restructured CCD budget to allow for FY23 annual increases in faculty/instructor salaries of 14%, other staff over 9%. Restructure also allowed CCD to reframe the budget to reflect strategic college priorities such as diversity, equity and inclusion initiatives including funding for EAB's Moonshot for Equity.
- Over 15 years' experience negotiating, drafting, reviewing contracts including: revenue sharing agreements, complex subaward of USAID funding to Jordanian public university, MOU with Saudi Arabian higher-education institution, non-disclosure agreements for confidential and proprietary data, and various other contracts.
- Successfully negotiated ten-year lease amendment for CCD's Advanced Manufacturing Center at below market rates.
- Spearheaded development of a data warehouse built on an Azure data lake and creation of first Power BI fiscal dashboards at CCD to ensure transparent, accurate, and timely financial data to inform decision making.
- Directed budget team to develop and implement automated monthly budget to actual reporting using Cognos for all orgs—general fund, auxiliary, and grants to ensure timeliness, accuracy, and transparency of budget information. Worked with individual auxiliary operations to develop a template for new entrepreneurial auxiliary operations within the college. Provided fiscal support and analysis to bookstore, parking, cafeteria/food service, childcare center, graphic design services, non-credit/corporate training solutions, and other revenue generating programs.
- Led implementation of SAP Concur to provide better administrative processes around purchase requisition and invoice approval routing and processing, travel and expense reporting.

### ***Data Informed Strategic Academic Planning Support-***

- At CCD, developed financial models for Bachelor's of Applied Science (BAS) in Cannabis Science and Operations, BAS in Healthcare Informatics, Licensed Practical Nursing to Bachelors of Science in Nursing, and Associate of Applied Science in Cannabis Business. At RRCC, developed financial models for the Masters of Physician Assistant Studies and the BAS in Water Quality Management.
- At CCD, worked closely with Provost to develop first ever Academic Program Health Assessments with fiscal analysis.

### ***College and Tri-Institutional Campus Leadership Teams-***

- Auraria campus Tri-Institutional leadership teams: Auraria Executives Council; Auraria CBO's Committee; Auraria Campus Master Plan Steering Committee and Architect Selection Committee; Auraria Campus Planning Committee; Auraria Campus Emergency Preparedness, Coordination, and Recovery Committee, other ad hoc groups.
- CCD 2020-2025 Strategic Plan committee; Executive Sponsor for Boulder Creek Strategic Initiative.
- Member of Budget Team transitioning RRCC from historical, incremental to collaborative, need-based budget model.
- Built and managed \$38M budget in the private sector at a government contractor and \$60M CCD general fund budget (approximately \$80M total revenue).
- Member of RRCC AQIP accreditation team which developed Common Learning Objectives college action plan during Chicago accreditation training. Member of CCD HLC accreditation assurance team.

### ***Grants and Other Compliance Functions-***

- Researched policy, designed, and implemented federal grants and contracts compliance program. Cited for excellence in multiple federal grant audits. At RRCC, negotiated largest federal indirect recovery rate among state community colleges.
- Co-presenter at national Community College Conference on Legal Issues with ACE General Counsel:  
*Preparing Your Federal Grants Program: A Roadmap to the International Landscape.*
- Prior certified Title IX investigator. Conducted factual investigations into sexual harassment and other allegations.
- Additional legal training in law school regarding human resources compliance: discrimination, labor law, Fair Labor Standards Act, and ADA compliance.
- Additional legal and continuing compliance training regarding federal regulations and compliance: Federal Acquisition Regulations (FAR), Uniform Grants Guidance, intellectual property, import/export.

### ***Facilities Master Planning, Bond Financing, and Construction Management-***

- Rewrote program plan, led tours, presented to, and interfaced with state Capital Development Committee legislators resulting in CCD's first ever award of state capital construction funding for the Boulder Creek Center of Excellence in Health and Wellness Education – a \$38.6M win. Phase 1A construction complete, Phases 1B and 2 are in design.
- Rewrote program narrative, presented project to members of the state Joint Technology Committee (JTC), resulting in CCD's first multiyear award of state JTC funding for Classroom and Conference Room Technology – a \$5.5M win. This plan updates technology in all CCD classrooms and conference rooms, including lecture capture. Lecture capture ensures all students can access recordings of classes and is particularly important to non-native English speakers.
- Responsible for all CCD facilities on three campuses including ensuring building security, operations, and maintenance.
- Developed complex new student fee revenue model for funding bond issue needed to build RRCC Student Rec Center.
- Program Plan teams-RRCC Student Rec Center, CCD Boulder Creek Center of Excellence in Health and Wellness Educ.
- Collaborated with RRCC Facilities Director and Construction Project Manager for capital construction/controlled maintenance project accounting; ETC Building expansion, \$21M Arvada campus expansion, \$16M Student Rec Center.
- Over 15 years' experience partnering with, and advising, regional builder/developer regarding fiscal and tax impact of various land development and construction development strategies.

### ***Emergency Preparedness –***

- Responsible for directing CCD's emergency preparedness efforts on the Auraria campus, in collaboration with the Auraria Campus Police Department, on the Lowry campus in collaboration with Colorado Community College System security, and at the Advanced Manufacturing Campus in collaboration with the Denver Police Department.
- Ensured each department suite has an occupant emergency safety plan in place for various scenarios, that is reviewed and exercised each term, in collaboration with the respective campus police or security authority.
- Ensured the timely update of the CCD Emergency Operations Plan.
- Implemented an effort for all faculty and adjunct instructors to review emergency information with their classes each term and certify completion through a semi-automated process using SmartSheet.

### ***Supervision, Training, Mentorship-***

- Direct reports/indirect reports-6 Directors; 48 FTE; additional staff-hourly/workstudies-4-8 FTE additional, seasonally.
- Provided mentoring to 2 members of the CU Denver Higher Education Ph.D. cohort on community colleges and higher education fiscal issues.
- Provided annual ethics training. Directed team to provide monthly training to campus in Budget 101, Pcard Usage and Compliance, Purchasing and Contracts, Grants 101, and other topics.

### ***Community Involvement, Fundraising, & Outreach-***

- Member of national American Legion Auxiliary Foundation board, supporting veterans, military, and families.
- Charter member and first Chapter President-Mile High chapter of American Association for Women in Community Colleges (AAWCC). Served two-year term as Chapter President; grew membership to 65 men and women across metro area community colleges. Reached out and arranged speakers such as CEO and President of Denver Metro Chamber.
- Member of Academic Management Institute (Colorado Network of Women Leaders); AMI Leadership Institute.
- Participant in Leadership Jefferson County. As Fundraising Team Lead for class project: during the Great Recession, raised over \$25,000 for a memorial / experiential garden for severely handicapped children.
- During half-year appointment as Interim Executive Director of CCD Foundation-coordinated over \$700k in contributions.
- Special Advisor to the Board-Grant and Regulatory Compliance-Alliance to Lead Impact in Global Human Trafficking.

### **Work History:**

- 2018-2023      **Vice President for Administrative Services/Chief Financial Officer**—Community College of Denver  
Provided college-wide vision, leadership, and strategic direction for all fiscal functions and compliance, budget and financial planning, grants and fiscal compliance, tax and regulatory compliance, information technology, facilities and capital construction, emergency preparedness including COVID and pandemic response. Direct reports have also included the CCD Foundation and Human Resources.
- 2006-2018      **Controller**—Red Rocks Community College, Lakewood, CO  
Provided leadership and direction for all accounting and financial reporting, payroll, procurement, tax and regulatory compliance, grants/sponsored programs, all functions of the Bursar/Cashier's Office.
- 2005-06      **Interim Deputy System Controller**—Colorado Community College System, Denver, CO
- 2004            **Subcontracted Senior Auditor**—Deloitte, Touche, Tohmatsu Limited, Denver, CO  
(International Big-4 professional services firm.) *Clients:* international airport, regional power authority.
- 2001-02      **Contracted Acting Controller**—Flight International, Newport News, VA  
Supervised staff and prepared all “catch-up” SEC filings, including 10K's, 10Q's, and MD&A's.

1988-2004 **Kathryn R. Kaoudis, CPA**—sole proprietor  
*Clients:* real estate developer, contractors, homeowner’s associations, small retailers.

1986-88 **Supervising Senior Auditor**—KPMG, Norfolk, VA (International Big-4 professional services firm.)  
*Audit Clients:* Publicly traded savings bank, large public school district, large retail chain, hospitals and healthcare, not-for-profits.

1986 **Staff Accountant**—FORVIS (formerly Dixon, Hughes, Goodman - national professional services firm.)  
*Audit and Tax Clients:* real estate developers, contractors, real estate limited partnerships, individuals.

**Education:**

**University of Denver, Sturm College of Law**

**Juris Doctor, Master of Laws in International Business Transactions**

- 3.33 GPA, while working *full-time*
- Highest grade award—Corporate Drafting, Fall 2014
- *Race to the Bottom*, DU business law blog—contributor
- *Race to the Bottom*—Technology Editor, 2015-16
- Phi Delta Phi, legal honor society—Magister, 2016-17
- Hartje Objective Writing Award finalist—best office memo
- Recipient of multiple named merit scholarships
- Winner—DU Vis Moot international arbitration competition
- Corporate and Commercial, International law certificates
- Legal Research certificate, Spring 2014
- CU / DU Transactional Moot—Best Draft award
- CU / DU Transactional Moot—semi-finalist, negotiations
- STLA Trial Competition Moot Court litigant
- Figa Motions Competition, semi-finalist
- Winner—Brussels, Belgium Vis Pre-Moot, April 2017
- Federal Judicial Intern to Judge Elizabeth Brown

**Old Dominion University**

**Bachelor of Science—Business Administration / Accounting, cum laude**

- Early graduate, while working *part-time*; GPA 3.57
- Beta Alpha Psi—accounting honor society

**Presentations, Awards, Professional Licenses:**

**National Center for Inquiry and Improvement** – one of seven colleges profiled for best practices in Student Financial Stability, Fall 2022, both quoted and cited- <https://ncii-improve.com/wp-content/uploads/2022/09/CCD.pdf> .

**Harvard Law School Forum on Corporate Governance: SEC Rule 14a-8(i)(5): Is it still Relevant?**, both quoted and cited in article *SEC Resets the Shareholder Proposal Process*, December 23, 2021.

<https://corpgov.law.harvard.edu/2021/12/23/sec-resets-the-shareholder-proposal-process/>

**KUNC Radio:** Interview on CCD COVID response and use of CARES Act funding—September 2020.

**Confucius Institute Global Conference** Chengdu, China and presenter for CI Annual Report-Jinan, China—December 2018.

**The Community College Conference on Legal Issues** national conference, co-presenter—Jan 2014.

**Higher Education for Development:** Broader Middle East North African (BMENA) region conference—Istanbul, Oct 2012.

**Leadership Jefferson County participant:** Team Lead for fundraising project team—2012-13.

**President/Charter Member:** American Association for Women in Community Colleges (AAWCC) Chapter—2011-13.

**Academic Management Institute:** Colorado Network of Women Leaders Leadership Institute—2010-11.

**American Association of Community Colleges** national conference: Higher Education for Development session presenter—*RRCC’s Jordan Grant*—New Orleans, April 2011.

**Community College Business Officer’s Association (CCBO): Outstanding Business Officer**—one of 4 selected nationally, peer nominated—2009.

**CCBO Leadership Academy:** attended 2008-09; graduated Nov 2009.

**CCBO** national conference, co-presenter—*ERP Implementations: Planning and Pitfalls*—Palm Springs, Nov 2009.

**Certified Public Accountant**—Virginia License #13372, Colorado #33928.

**Licensed Attorney**-Colorado Attorney Registration #51326.

**Colorado Post-Secondary Teaching Credential—Accounting**, credentialed in Colorado since 2010.

2010-2020 **RRCC Adjunct Accounting and Business Law Instructor:** on-campus and online; one class each term.  
*Courses:* Accounting Fundamentals, Intermediate Accounting, Legal Environment of Business.