

# CATHERINE W. WRIGHT

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Montgomery AL 36106

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## EDUCATION

### DEGREES

Doctorate, Education Leadership (Incomplete)

MBA, Auburn University

BS, Accounting, Alabama State University

### CERTIFICATIONS

Certified Chief Financial Officer, Ala State Dept of Education

Certified Defense Financial Manager, Department of Defense

Certified Cost Analyst, Institute of Cost Analysis

Executive Quality Leadership Certificate

Instructor Certification, Academic Instructor School, Maxwell AFB

### PROFESSIONAL DEVELOPMENT

Financial Management Professional Development Institute

Executive Development Seminar

Management Executive Seminar

Dept of Defense Professional Military Comptroller School

Quantitative Methods in Cost Analysis

Management Analysis Officers' Course

### MAJOR APPOINTMENTS

Salvation Army of Montgomery Advisory Board

Women In Business Inaugural Board, Montgomery Chamber of Commerce

Chemical Addiction Program Board of Directors

Leadership Montgomery Board of Directors

Goodwill Industries of Central Ala, Inc Board of Directors

Montgomery County Public Library Board of Trustees

Board of Directors, Montgomery Chamber of Commerce

Alabama State University Board of Trustees

Gift of Life Investment Board

United Way Board of Directors

American Red Cross Central Alabama Board of Directors

Air Force Civilian Personnel Recruiter

Instructor, Dept of Defense Professional Military Comptroller School

## PROFESSIONAL EXPERIENCE

**1989 – Current      Owner/Partner – CEO of Professional Development Services (PDS), LLC**

Our Company, PDS, was established in 1989 and incorporated in 2000. We provide a myriad of consulting services in education and business for multiple state, local school systems, private, and non-profit entities. The Company is certified by the Alabama Department of Economic and Community Affairs

(ADECA) as a *Woman Owned/Minority Business*.

Has over 40 years of experience and executive level leadership in planning, organizing, monitoring, and evaluating programs; developing management and financial analyses; and facilitating culture and climate assessments. Has multiple years of executive level leadership in managing and directing accounting functions to include payroll, purchasing, accounting, budgeting, and business office operations.

Specializes in developing strategic business plans and stakeholder analysis to provide critical decision points of business processes and practices to enhance economic opportunities and to improve business and management effectiveness.

Has provided specialized training and mentoring for executive and senior level personnel for multiple entities both private and governmental.

Has provided Work Force Development training on implications of diversity in the workplace; soft skills development; effective communication; and culture/climate sensitivity assessments.

Our Company has executed multiple contracts with State agencies, local school systems, corporate entities, non-profits, and school systems.

### **2018 – 2019 Executive Director, Chemicals Addiction Program (CAP)**

Served more than 15 years on the Board of Directors of CAP. Appointed by the Board to serve as Executive Director to improve the declining fiscal position, deteriorating management, and service delivery of the organization.

Successfully led the Agency through two critical certification cycles with the State governing body which prevented sanctions and the threat of closure and permitted the continuation of services to clients suffering from chemical addictions.

Developed and brought online a state-of-the-art electronic medical reporting (EMR) system which advanced the dictation and digital recording of medical services. The EMR resulted in improvement of capturing revenue from services, thus improving the Agency's financial stability through improved reporting of billable services. Reformed business and management strategies to improve operations.

Developed Budget Status Report to track expenditures and expenses. Streamlined and prioritized spending to balance the budget and meet vendor pay obligations. Improved facilities to enhance aesthetic environment for clients.

Expanded outreach services to promote availability to thousands suffering from chemical addition in the regional area. Collaborated with sister agencies to cross-feed initiatives and opportunities.

### **2008 – 2018 Dean of Finance and Administrative Services, Trenholm State Community College**

Performed the duties of chief financial officer as specified in conformity with policies established by the Board of the Alabama Community College System, and the Alabama State Code. As Dean of Finance and Administrative Services supervised and coordinated Accounting and Finance; Budget; Procurement; Human Resources; Auxiliary Services; and Facilities Management and Maintenance of Buildings and Grounds.

Served as the Chief Liaison for the Alabama State of Examiners audit team. Met all compliance requirements to meet State Code.

Implemented Budget Prioritization System (BPS) to prioritize and streamline the budget process. This

process facilitated executive level review of budgeting and expending resources to the highest priorities. It greatly reduced unbudgeted, unplanned expenditures and increased opportunity to reallocate funds to add millions of dollars for capital expenditures. Over \$100 million dollars of building renovations resulted from this process when combined with other targeted resources.

Developed an Instructor Pay Tracking System which was a valuable tool to manage both the budget for instructor pay and the ability to plan for filling instructor vacancies. It also provided a tool to manage the budget for adjunct instructors.

Responsible for all building and grounds maintenance. Created a management task matrix to manage the workflow. Coordinated duties between College staff and a supplemental work crew of State In-Mate labor. Served as the Executive Liaison between the College and the Alabama State Department of Corrections.

Responsible for planning, organizing, directing, and evaluating the financial operations of the College, including accounting and reporting in compliance with generally accepted accounting principles and National Association of Colleges and University Business Officer (NACUBO) standards.

## **2004 – 2008 Principal CSFO Liaison for Alabama State Department of Education**

Principal Liaison Consultant for the Alabama State Department of Education and local education agencies specializing in organizational management; Organizational Culture/Climate Assessment; assessment audits of personnel qualifications, knowledge, skills, and abilities (KSAs) relative to assigned duties; review of job descriptions and clusters of job descriptions; and review and analysis of school finance operations and accountability.

Developed a comprehensive *Internal Controls and Accountability System (ICAAS)* for accountability of resources and compliance with applicable state and federal guidelines to ensure sound program and business practices.

Developed a *Resource Management Process Guide* for key stakeholders to ensure sound management and effective execution of all programs and business practices.

## **1988 – 2006 Deputy Comptroller/Executive Financial Manager Headquarters (HQ) Air University Maxwell AFB, Alabama**

Senior Executive Level Manager in the Financial and Management Career field. Had authority for all financial and management decisions for formulation, presenting, reporting, and defending to high-ranking military commanders and corporate staff. Executive responsibility for guiding, directing, planning, execution, and accountability of finance and budget activities directly related to the execution of the Air Force mission at HQ Air University.

Directed and coordinated the operating budget of approximately **\$1 Billion** to support the Air Force professional and continuing education mission and infrastructure which impacted over **350,000** military and civilian students worldwide.

Also managed multiple major financial systems that interfaced with the Defense Finance and Accounting Service supporting over \$300M in military and civilian pay along with supporting over a thousand vendor pay accounts. Ensured prompt payment of thousands of vendor pay vouchers to prevent interest penalties and to take advantage of prompt payment discounts.

Executive authority for decisions and recommendations regarding the preparation and justification of budget estimates and the administration and allocation of funds in compliance with financial limitations prescribed by U.S. Congress, U.S. Office of Management and Budget, Office of the Secretary of Defense, and Headquarters United States Air Force.

Prepared, justified and defended budgets to high-ranking military officers, Pentagon officials, chief executive officers (CEO), and corporate level executives to include Congressional delegations, Board of Visitors Advisory Council consisting of university and college presidents, corporate CEOs, retired general officers, state, and local elected officials

Responsible for the analysis of cost and related variables, and the impact on competing resources. Directed the development of comprehensive financial plans, and cost analyses to support resource allocation decisions. Coordinated the integrated financial management information system in support of corporate level managerial decision making. Aligned available financial resources with strategic plans and recommended adjustments and/or reprogramming based on analyses of program priorities.

Served as the principal executive to implement a system of internal control standards in compliance with the Federal Managers' Financial Integrity Act and to report results, through the senior level executive, to the U.S. Secretary of the Air Force. Responsible for development of local internal control standards, policies, and procedures to safeguard organizational assets; ensuring the accuracy and reliability of accounting data; promoting operational efficiency; and for ensuring adherence to prescribed managerial policies.

Developed a unique Funding Allocation Prioritization System (FAPS) to effectively allocate fiscal resources to the highest priority needs. The FAPS was widely adopted by financial managers to effectively manage budgets. The System provided financial managers the information needed to assess the level of need and to assure that top priorities were funded first, in priority order. It afforded executive level decision makers the opportunity to reallocate funds to highest priorities, and to minimize the practice of spending end-of-cycle funds on non-prioritized requirements. Millions of dollars reallocated to capital improvements versus non-planned, end-of-cycle expendables.

Significant portion of duties required interface with the Pentagon in Washington D. C. and the major command component of the Air Force for Education and Training

### **1985 – 1988 Director/Instructor, Department of Defense Professional Military Comptroller School**

Served as Instructor, Financial Management, Department of Defense (DOD) Professional Military Comptroller School, at HQ AU at Maxwell AFB, Alabama. Served as the principal instructor for Budget, Cost Analysis, Resource Management, Accounting, Finance, and Comptrollership. Principal authority to select high-ranking external experts from DOD and other governmental agencies to provide supplemental subject matter expertise.

Served as Program Liaison for high-ranking dignitaries from the Department of Defense, National Intelligence Agency, U.S. Office of Personnel Management, U.S. General Accounting Office.

Interfaced with over 240 students each year representing mid-level managers, both military and civilian, from all branches of DOD and other state and federal agencies.

Served as Financial Executive Liaison for high-level officials with Department of Defense (DOD) officials, Office of Personnel Management and Budget, Defense Intelligence Agency, and other federal agencies and civilian institutions to interact with subject matter experts and to obtain information regarding emerging financial issues for program content development.

### **1979 – 1985 Deputy Director/Cost Analyst, Maxwell AFB/Gunter Annex**

Served as Senior Resource Team Evaluator to review and analyze resource requirements for major and complex computer information systems to include funding, personnel, training, and facilities in terms of

cost. Served as key participant in independent cost analyses to evaluate related economic analyses, contractor furnished information, and contract cost performance reports.

Developed plans to estimate resource requirements considering such factors as time constraints, organizational level, source, scope, and definition of requirements. Assessment and impact of availability of critical information, development criteria, test and implementation phase, operational and functional requirements, procurement procedures, financial resources, and time-phasing.

Developed resource requirement estimates, supported by full documentation of all data sources examined, cost techniques employed, and rationale used.

## **1972 – 1979 Management and Cost Analyst, Maxwell AFB, AL**

Developed program cost analyses, and estimating factors necessary to determine basic costs, cost trends, start-up and production costs and variances for Air Force professional military education and continuing education impacting over 350,000 military and civilian students and trainees annually.

Primary responsibility for the development of the Air Force Formal Training Course Cost Report which was critical to developing the U.S. Air Force budget allocation in support of military education.

Developed management reports for senior level managers as decision tools in the assessment of the effectiveness and efficiency of the use of resource allocations, both human resources and budget allocations.

## **AWARDS AND RECOGNITION**

- Alabama Community College System – Outstanding Senior Manager, 2014
- Alabama State University Board of Trustees Recognition for Distinguished Service, 2010
- Office of the Mayor of Montgomery Certificate of Recognition for Distinguished Service, 2006
- State of Alabama House of Representatives Commendation for Outstanding Professional Accomplishments, 2006
- Air Force Special Acts Award for Outstanding Service, 2003 & 2004
- Financial Analysis Civilian of the Year, 2001
- Delta Woman of the Year for Exemplary Service, 2000
- Dr. Martin Luther King Legacy Award for Outstanding Performance in Government, 1999
- Alabama State University Alumni of Distinction, 1993
- Montgomery Advertiser Woman of Achievement for Outstanding Community Support, 1994
- Air Force Sustain Superior Performance Awards, 1991-1994
- Air Force Sustained Meritorious Performance Awards, 1986-1992
- Certified Cost Analyst, Institute of Cost Analysis Certificate, 1986
- Air Force Civilian Meritorious Performance Award, 1984
- Air Force Meritorious Performance Award, 1983
- Air Force Sustained Superior Performance Award, 1983
- Montgomery Outstanding Young Woman of the Year, 1981
- U.S. Air Force Meritorious Performance Award, Program Evaluation, 1981
- U.S. Air Force Outstanding Performance Award, 1977, 1980, 1981

## **COMMUNITY SERVICE**

- Chair, Advisory Board, Salvation Army
- Montgomery Chamber of Commerce Women in Business Board
- Chemical Addictions Program Advisory Board
- Goodwill Industries of Central Alabama Board of Directors
- Montgomery County Public Library Board of Trustees
- Chair, Alabama State University Board of Trustees
- Board of Directors, Montgomery Chamber of Commerce
- Leadership Alabama
- Central Alabama American Red Cross Board of Directors
- Gift of Life Investment/Endowment Board
- Delta Sigma Theta Sorority, Inc. (Vice-President, Executive Board)
- United Way Council Executive Board
- United Way Budget Committee
- National Consultant - Youth Motivation Task Force
- Leadership Montgomery (Program Director, Executive Board)
- Girl Scouts of America Executive Board
- St John Resurrection PTO Executive Board (Treasurer)
- American Society of Military Comptrollers (President, Committees)
- Black Employment Program Executive Committee (Chair)
- First Baptist Church (Auxiliary Committees)

## **REFERENCES**

Provided upon request