

CHRISTOPHER A. MARTIN

PROFILE

Experienced higher education leader with diverse and extensive experience developing strategies to enhance student success and meet community and industry needs through a collaborative, team-based approach. Deeply committed to community college mission and outcomes, ensuring economic and social mobility for all. Recognized for innovative thinking, creating effective communication strategies, relationship development and providing best-in-class solutions to internal and external constituents. A leader with the ability to analyze situations, develop solutions, communicate, and build team buy-in within dynamic, fast paced, changing environments. Demonstrated strengths include:

- Employee and Leadership Development
- Industry and Partnership Development
- Financial Forecasting & Analysis
- Facilities Planning and Funding
- Organization and Culture Development
- Strategic Planning, Analysis, and Implementation
- Operational and Capital Budgeting
- Operations Management
- Fundraising and Grant Development
- Change Management
- Financial and Regulatory Compliance
- Legislative Affairs and Advocacy

SELECTED HIGHER EDUCATION LEADERSHIP & EXPERIENCE

SALT LAKE COMMUNITY COLLEGE, SALT LAKE CITY, UT

2022-Present

Vice President for Finance and Administration, CFO

Chief Finance and Administrative Officer for a major, urban, public, community college with an annual budget in excess of \$300M. Key areas of responsibility include providing leadership to finance, accounting, budget, facilities, human resources, and public safety teams. Provide advice and counsel to the president, cabinet, and board of trustees on financial and administrative impacts of operating decisions and develop long-range forecasts and budget.

- Serve as member of institutional investment committee ensuring long-term growth and return of portfolio to support institutional scholarships and programs.
- Developed and spearheaded Early-Retirement Buy-Out in 2023 to reduce overall employee headcount, create efficiencies and free up resources for re-investment, reducing operating budget by \$3.0M
- Oversaw opening of new \$57M, 91,000 sq. ft. Juniper Building, a joint campus between SLCC and University of Utah allowing students a 2+2 experience in Southwest Salt Lake County, owned and operated by SLCC.
- Led restructure of employee relations and equal employment teams to improve response times of employee complaints and increase employee trust in reporting systems.
- Co-led Academic Reinvestment Plan with Provost to reallocate over \$5.0M in high demand, high outcome academic and technical program in compliance with HB265.
- Leading college-wide Ai Framework and Implementation Plan, launching integrated Ai portal and providing Ai literacy to all faculty and staff.
- Facilitated and developed key focus area of institutional strategic plan development centered on institutional strengths related to talent and capacity.

NORTH IDAHO COLLEGE, COEUR D'ALENE, ID

2014-2022

Vice President for Finance and Business Affairs

Chief Finance and Administrative Officer of a public, two-year community college with an annual budget in excess of \$70M. Key areas of responsibility: finance, accounting, budget, facilities, and human resources. Served as the executive sponsor and program officer for Head Start for the five-county service region and Area Agency on Aging of North Idaho. Advised the president and board of trustees on financial and administrative impacts of operating decisions and development of long-range forecasts and budget.

- Directed planning, programming, development, and construction of a new \$20M, 120,000 sq. ft. Career and Technical Education Center located on a new satellite campus.
- Engaged with State Board of Education and key legislators to advocate for line-item appropriations in excess of \$7M between 2020 and 2021 to expand programs and advance college initiatives.
- Directed planning, programming, development, and funding of \$8M joint college and university center on the North Idaho College campus with University of Idaho and Lewis-Clark State College.
- Served on Campaign Cabinet for NIC Foundation Building the Future Campaign, focused on raising \$5M in support of career and technical education.
- Led development of 10-year facility master plan with capital funding plan for adoption by Board of Trustees.
- Shepherded gift from Delta Dental of Idaho for \$250,000 in annual scholarships and funding of chairs and operatories for new on campus dental clinic and lab.
- Key member of Accreditation Executive Committee writing specific portions of the Self-Study and follow-up reports.

WICHITA AREA TECHNICAL COLLEGE, WICHITA, KS

2013-2014

Vice President Finance & Administration

Led the finance and operations of a public, two-year community college. Primary responsibilities included: serving as the Chief Financial Officer, developing long-term financial plans and budgets, and advising the president and board of trustees. Provided leadership for the finance, accounting, purchasing, budget, facilities, police, and auxiliary units.

- Developed FY14 operating budget of more than \$28M, working across the organization to minimize impacts of anticipated 4% reduction in state funding.
- Oversee the operations of the new \$54M National Center for Aviation Training.
- Charged with implementing college-wide efficiencies and developing on-going tracking and accountability metrics to measure efficiency for use in management decisions.
- Gained Board approval for strategic operating contingency and capital reserves to insulate the college against further funding reductions.
- Developed model and implemented plan to address impacts of Affordable Care Act on adjunct and part-time employees across the college.
- Key member of TAACCCT Grant Leadership Team for Aerospace Training Consortium. Leading fiscal program review and accountability reporting and training,

THE ART INSTITUTES, LENEXA, KS

2010 – 2013

Director of Administrative and Financial Services

Led the finance and operations of a private, for-profit, art and design college. Primary responsibilities included development of forecasts, ongoing analysis and providing advice and counsel to the president and other executive directors regarding the fiscal impact of operating decisions. Other key duties included developing the business and finance processes of a start-up campus to ensure operational efficiency and compliance with Sarbanes-Oxley, accreditation, and federal Title IV standards.

- Oversaw FY10 highest year Revenue and EBITDA growth of the 17 Art Institute locations in the Central Region.
- Hiring and development of employees in Accounting, Finance, Financial Aid and Auxiliary Services units.
- Earned unqualified internal and external annual audits.
- Maintained high accuracy of monthly/quarterly financial forecasting within 2% margin.
- Utilization of Hyperion, Essbase, and Planview for all forecasting and budgeting functions.
- Adjunct Instructor for associate and bachelor level accounting and finance courses.

HOUSTON COMMUNITY COLLEGE – SOUTHEAST

2009-2010

College Operating Officer

Provided leadership as the finance and operations officer of the fastest growing college in the six-college HCC system. Responsibilities included providing leadership to facilities, financial aid, and bursar, human resources, finance, and accounting teams. Development and oversight of operating budget more than \$30M.

- Oversight of construction and opening of new 90,000 square foot Learning Hub, October 2009.
- Oversight of construction and opening of new 65,000 square foot Felix Fraga branch campus, January 2010.
- Developed business continuity and contingency plan for Southeast College.
- Implemented new recruiting and outreach team within Financial Aid division to partner financial aid advising with admissions and recruiting efforts to meet 35% growth target.
- Adjunct Instructor for associate level accounting courses.

SELECTED INDUSTRY LEADERSHIP & EXPERIENCE

WACHOVIA FINANCE, CENTRAL REGION, STATES

2006-2009

Regional Executive

Top performing business development executive for the education division of the nation's fourth largest bank at that time. Primary responsibilities included consulting with college and universities C-Suites regarding finance products, enrollment and financing strategies, and business and technology services solutions.

- Advanced client portfolio in excess of \$100M to an annual growth rate of 59%.
- Executed effective sales plan taking the Texas market to one of the fastest growing regions in the country.
- Selected to launch new product initiatives in Texas, Oklahoma, and Kansas.
- Prepared customized proposals and presentations to secure future business resulting in multi-million residual loan volume from key clients.

- Produce and deliver trainings across the region for financial professionals.
- 2007 Rookie Banker of the Year; Award for Volume and Growth
- 2008 President's Club Award; Highest Percentage Growth for Western United States

BANK ONE, AUSTIN/HOUSTON, TEXAS

2003-2005

Southeast Texas Market Manager

Leading market manager for the central U.S. market. Developed and maintaining continued business relationships with university, banking center, and community clients. Responsible for the management, direction, strategic planning, and growth of a portfolio and client base in highly competitive Houston market sector. Other assignments included developing and presenting training focused on technology application, systems development, financial strategy, increased efficiency, and regulatory adherence.

- Developed and grew client portfolio in excess of \$75M.
- Executed growth plan to capture increased market volume for saturated Houston Market.
- Met with C-Suite executives to determine business needs and develop customized solutions.
- Prepared and presented customized business proposals to secure client business.
- 2004 Rookie Banker of the Year for Volume and Client Growth

EDUCATION

M.B.A.; Strategic Leadership, Amberton University, Garland, TX

B.B.A.; Accounting, Financial Management, Abilene Christian University, Abilene, TX

BOARDS

Northwest Commission on Colleges and Universities, Finance Committee	2023-Present
Idaho VEBA Group, Vice Chair, Board of Directors	2018-2022
City of Hayden, Planning and Zoning Board, Commissioner	2018-2020
Coeur d'Alene Regional Chamber of Commerce, Leadership CdA Committee	2017-2022

SELECTED COMMUNITY & PROFESSIONAL ENGAGEMENT

PROSCI Certified Change Practitioner	2026
Harvard Graduate School of Education Institute for Management and Education	2024
Executive Leadership Institute, League for Innovation in Community Colleges	2019
Evaluator, Northwest Commission on Colleges and Universities	2022-Present
5 Big Moves Capital Campaign Committee, First Presbyterian Church	2019-2021
Family Promise of North Idaho, Volunteer, Set-up and Host	2016-2022
Leadership Coeur d'Alene Speaker and Volunteer	2017-2022
Kootenai County Young Professionals	2018-2021
National Association of College and University Business Officers	2009-Present
Western Association of College and University Business Officers	2014 -Present
Central Association of College and University Business Officers	2009-2014
Governmental Finance Officer Association	2009-Present

SELECTED LEGISLATIVE EXPERIENCE

State of Utah: Infrastructure and General Government Appropriations Subcommittee

Presented capital requests for new facilities, additions, and upgrades.

Co-Presenter- Fiscal Year 2024: \$18.0M for Gail Miller Business School Addition

Presenter - Fiscal Year 2025: \$10.0M for South City Campus Seismic Upgrades

Presenter - Fiscal Year 2026: \$14.6M for Aviation Maintenance Building and Hanger

State of Idaho: Permanent Building Fund Advisory Committee

Presented institutional report on facilities and request for legislative funding for capital requests, deferred maintenance, and ADA requests.

Presenter – Fiscal Year 2015 Project Review and Requests

Presenter - Fiscal Year 2016 Project Review and Requests

Presenter - Fiscal Year 2017 Project Review and Requests

Presenter - Fiscal Year 2018 Project Review and Requests

Presenter – Fiscal Year 2019 Project Review and Requests

Presenter – Fiscal Year 2020 Project Review and Requests

Presenter – Fiscal Year 2021 Project Review and Requests

Presenter – Fiscal Year 2022 Project Review and Requests

State of Idaho: Joint Finance and Appropriation Committee

Supported President's presentation for request for appropriation; Answered questions relative to Fiscal Report and Requests.

Speaker – Fiscal Year 2015

Speaker – Fiscal Year 2016

Speaker – Fiscal Year 2017

Speaker – Fiscal Year 2018

Speaker – Fiscal Year 2019

Speaker - Fiscal Year 2020

Speaker – Fiscal Year 2021

Speaker – Fiscal Year 2002

State of Idaho: Senate Education Committee

Presented in place of North Idaho College President with other two-year college Presidents, annual report to the Education Committee.

Speaker – Fiscal Year 2020

Speaker – Fiscal Year 2021

State of Idaho: House Education Committee

Presented in place of North Idaho College President with other two-year college Presidents, annual report to the Education Committee.

Speaker – Fiscal Year 2020

Speaker – Fiscal Year 2021

SELECTED PRESENTATIONS

Utah Association of Government Accountants Annual Conference, 2025, Salt Lake City, UT.

Presenter: Responding to an Audit.

UBUG Conference, 2025, Salt Lake City, UT. Keynote Speaker: The Future of Higher Education.

NACUBO Annual Conference, 2023, Orlando, FL. Presenter: Building the Finance & Budget Muscles of Your Governing Board.

WACUBO Annual Conference, 2023, Phoenix, AZ. Co-Presenter: A Campus-Based Approach to Thinking About Wellbeing and Sustainability.

SLCC 360 Annual Conference, 2024, SLC, UT. Facilitator: Institutional Differentiation related to Talent and Capacity.

SLCC 360 Annual Conference, 2024, SLC, UT. Co-Presenter: Why Gratitude Matters.