

CARLOS R. RODRIGUEZ

University Administrator/U.S. Army Reserve Captain/O-3 (Retired)

As a seasoned financial and operational leader, I am deeply committed to fostering student success and advancing institutional goals. My strong orientation towards teamwork and collective success is demonstrated through my ability to effectively develop and lead diverse teams of professionals. I possess superior oral and written communication skills, with a particular emphasis on active listening and effective engagement.

My forward-thinking approach and innovative mindset have enabled me to navigate the evolving landscape of higher education successfully. I excel in problem-solving and have a proven track record of building positive and effective relationships across campus with administrators, faculty, staff, students, and external constituents. My collaborative interpersonal skills and comprehensive understanding of the interrelationships and dependencies between academic and administrative units have been pivotal in driving strategic initiatives and achieving organizational excellence.

~ SELECTED AREAS OF EXPERTISE ~

Financial/Budget Management	Strategic Planning & Analysis	Fiduciary Accountability & Ensuring Public Trust
Interagency Collaboration & Coalition Building	Policy Development & Implementation	Human Capital Management & Workforce Development
Enterprise Risk & Internal Control Processes	Resource Integration	Operations Management

PROFESSIONAL EXPERIENCE

08/2021–Present, Associate Vice President for Finance and Business Services, The Pennsylvania State University, Commonwealth Campuses, University Park, PA, Administrator

Dedicated and results-driven professional with extensive experience in financial management and business operations within higher education. Responsible for providing leadership for all financial and business operations across the University’s 20 commonwealth campuses. A strategic thinker with a track record of implementing effective financial strategies, optimizing resource allocation, and ensuring compliance with regulations. Strong leadership and communication skills with a proven ability to collaborate with diverse stakeholders and drive organizational success.

Executive Financial Planning: Lead the budget planning, forecasting, and revenue projection processes across the 20 commonwealth campuses, ensuring that financial resources are allocated optimally to support academic programs, research initiatives, and administrative functions. This includes collaborating with campus financial officers and chancellors to gather input, review budget proposals, and make strategic decisions to prioritize funding allocation. Utilize advanced financial analysis techniques to assess the performance of various programs and departments within the campuses. Prepare regular financial reports and presentations for university leadership and other stakeholders, highlighting key metrics, trends, and insights to inform decision-making and resource allocation.

Human Capital Management: Provide strong leadership and guidance to campus financial officers, directors of business services, and staff, fostering a culture of accountability, innovation, and continuous improvement. This involves mentoring and coaching team members, setting clear expectations and goals, and promoting professional development opportunities to enhance the skills and capabilities of the finance team.

Business Services: Provide oversight and serve as the chief point of contact for senior leadership across various administrative units within the university. Responsibilities encompass coordinating communication and efforts among critical functions such as Campus Crisis Management, Public Relations, Police and Public Safety, Government Affairs, Auxiliary and Business Services, Physical Plant, and more. I foster collaboration and alignment between commonwealth campuses and central

administration, promoting synergies to optimize operational efficiency and service delivery. I establish and maintain strong working relationships, facilitating communication channels, and driving initiatives that enhance overall effectiveness and cohesion, all in alignment with the university's overarching goals and mission.

Selected Accomplishments and Key Results:

- Revolutionized financial oversight with the implementation of dynamic campus financial dashboards, amplifying transparency, accountability, and efficiency through data-driven decision-making at every level.
- Elevated the standard of financial reporting with precise, timely reports that not only ensured compliance but also showcased the organization's commitment to excellence and professionalism.
- Implemented streamlined procedures, automation, and technology solutions, improving financial and business services efficiency and effectiveness.
- Galvanized finance and business services teams through inspirational leadership, fostering a culture of collaboration, professional growth, and unwavering commitment to excellence.
- Orchestrated precise forecasting, rigorous budget monitoring, and timely reporting mechanisms, empowering leadership with the strategic insights needed to drive the organization forward.
- Transformed team dynamics and performance by implementing cutting-edge processes, leveraging technology, and providing targeted training, resulting in streamlined operations and heightened stakeholder satisfaction.
- Spearheaded efforts to devise multiple comprehensive plans for managing a \$49 million budget reduction to the commonwealth campuses ensuring fiscal sustainability while safeguarding the quality of educational offering and services.
- Developed and implemented a comprehensive dashboard system to effectively manage hundreds of projects spanning across the 20 commonwealth campuses, ensuring streamlined communication, efficient resource allocation, and transparent progress tracking. The dashboard tracks project status, time to completion, and funding status, providing real-time updates to identify if projects are on track, delayed, and within budget.
- Led the reviewed of purchase contracts across all campuses and leveraged economies of scale to save \$1.2 million in FY24.

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08/2017–08/2021, Budget Director, U.S. Department of Housing and Urban Development, Office of Administration, Washington, DC 20410; GS-0560-15

Executive Financial/Budget Management: Served as Budget Director and lead technical authority on budget/fiscal functions for all assigned program offices (POs) within the Office of the Assistant Secretary of Administration (OASA). Principal authority providing strategic planning and fiscal guidance and recommendations to the executive staff and all leadership throughout the Immediate Office, Office of the Chief Administrative Officer (OCAO), Office of the Chief Human Capital Officer (OCHCO), and Office of the Chief Procurement Officer. Accountable for all agency fiscal functions (e.g., payroll, travel vouchers, purchase cards, etc.). Expertly managed the budget formulation and execution functions of the annual operating budget supporting 65 Field Offices in the continental U.S. (CONUS).

Contract Management: Provided oversight of a portfolio consisting of several hundred contracts, demonstrating exceptional ability to manage a vast and diverse range of contractual agreements. Oversight encompassed a wide array of contract types, including vendor agreements, service contracts, lease agreements, and partnership arrangements. Role involved ensuring the proper execution and adherence to contractual terms and conditions across the entire portfolio. Monitored key milestones, deadlines, and deliverables, ensuring that all parties involved fulfilled their obligations in a timely manner. Through proactive approach, mitigated risks and addressed issues or discrepancies promptly, effectively minimizing potential disruptions or conflicts.

Policy Development: Developed the organizational spending plans and monitored the plans against available funding. Subject Matter Expert (SME) on all aspects of the federal budget process and its

impact on the budgets of other federal agencies, state, and local governments, and on systems for the protection, tracking, and analysis of funds available to the agency. Assisted in the formulation of the Department of Housing and Urban Development (HUD) and OASA policies, to include for program funding and internal control plans. Developed, monitored, and recommended appropriate internal OASA contracting and interagency agreement policies and procedures that were fiscally sound, feasible, and consistent with the budget environment. Kept the Assistant Secretary of Administration and executive staff abreast of all program activities.

Budget Formulation & Monitoring: Directed and managed all facets of the budget formulation, execution, and analysis functions and fund control activities (e.g., adapting budgetary policies, analytical methods, and regulatory procedures). Performed ongoing review and analysis of all budget/financial management actions to ensure that all data requirements were satisfied and met in a timely and efficient manner. Assisted POs throughout the Fiscal Year (FY) in implementing their program fiscal requirements. Implemented budget planning and monitoring programs synchronized with the financial goals and objectives of the OASA and its mission. Assisted with audit management activities and in formulating audit responses. Coordinated and disseminated information pertaining to department-wide Financial Management Systems upgrades, changes, and training. Drafted budget briefings and scheduled pre-briefings with senior leadership to prepare them for hearings, decision-making meetings, or budget-related discussions.

Analysis & Strategic Planning: Exercised impeccable independent judgement in all budget decision making. Provided leadership and advice on all budget policy issues, which cut across the full spectrum of OASA POs/business lines. Critically analyzed new or revised legislation or other issues affecting budget formulation and funds allocation to ascertain budgetary impact on agency operations and to ensure program requirements were aligned with budgetary resources. Advised and provided budgetary guidance to each PO on the financial implications of various policies, directives, and strategies throughout the formulation, presentation, and execution phases of a budget submission. Conducted a full review and analysis of OASA status of funds (weekly) to validate funding was properly allocated and executed, as well as to avoid financial deficiencies and/or over-obligations. Ensured the appropriate implementation of federal/departmental contracting instructions, directives, and regulations and ensured policies, programs, and budgets were coordinated with and in support of the OASA strategic plan.

Human Capital Management: Supervised a diverse staff of 11 personnel across three separate POs, each with their own administrative support offices (e.g., budget, contracts, etc.). Engaged in all aspects of budget formulation, execution, management, and oversight. Mentored staff personnel to new heights of professionalism; created professional development opportunities while cultivating an environment of continual knowledge sharing and development. Completed performance appraisals, established performance plans, and conducted midyear reviews. Delivered consistent leadership and guidance. Worked to align personnel assignments with goals and objectives while maximizing and developing individual strengths. Met or exceeded expectations in the areas of managing diversity and Equal Employment Opportunity (EEO) policies, goals, and objectives.

Selected Accomplishments and Key Results:

- Developed an internal operating plan to allocate funding from multiple Continuing Resolutions (CRs) effectively, ensuring that the Office of the Assistant Secretary for Administration (OASA) stayed within budget despite limited funding.
- Processed and responded to requests for information (RFIs) regarding the OASA President's budget requests, submitting adjusted budgets promptly. Collaborated with other OASA offices to ensure timely submission of annual budget requests.
- Produced comprehensive budget justifications for complex funding issues, facilitating management decisions within tight timelines.
- Managed a Year-End Countdown report to reallocate and expend available funds efficiently, resulting in the nearly complete execution of allocated salaries and expenses without budgetary shortfalls.
- Developed a new Payroll Formulation tool to enhance accuracy in forecasting payroll expenses, including projections for new hires.

- Reviewed and determined the closure of over 700 funding obligations totaling \$6.9 million, identifying \$1.8 million for de-obligation to redirect funds to unfunded priorities.
- Implemented a Spend Plan Template to enhance transparency and facilitate decision-making on budget allocations and reductions.
- Established a Training Data Call report to facilitate staff training requests.
- Collaborated with the Chief Financial Officer (CFO) to prepare timely Congressional Budget submissions for the Secretary, meeting Office of Management and Budget (OMB) requirements.
- Introduced a new Status of Funds (SOF) system to automate processes and reduce user errors.
- Conducted quarterly comparative analyses of funding allotments versus availability.
- Provided oversight of travel authorizations and vouchers for over 500 employees.
- Participated as a voting member of the Working Capital Fund (WCF) Subcommittee, recommending realignment of department-wide business lines to the WCF.
- Led the realignment of the Records Management Office from OASA to HUD, consolidating Inter-Agency Agreements (IAAs) with NARA and yielding approximately \$2.3 million in savings in the first year.

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07/2014–08/2017, Budget Manager, U.S. Office of Personnel Management, Office of the Chief Financial Officer | Budget and Performance | Budget Office, Washington, DC 20415, GS-0560-14

Budgeting & Financial Management: Managed, consolidated, and coordinated the formulation, justification, presentation, and execution of the U.S. Office of Personnel Management (OPM) annual budget submission to the OMB and Congressional Budget Justification. Provided advice and counsel to senior officials on complex financial management activities to include guidance on budget formulation and financial operations; managed audits, established and maintained internal controls, and institutionalized best practices.

Policy Development: Recognized as authoritative expert on complex matters and problems involving budget formulation and execution. Applied and interpreted fiscal strategy, policies, and instructions to all operating levels of OPM. Assisted with the development of policies and guidelines governing the formulation, preparation, presentation, and execution of budget and budget presentations for the authorization and appropriations process for all POs and senior agency leadership. Coordinated and delivered all external budget reporting requirements (e.g., OMB, Government Accountability Office, and Congressional Budget Office requests; Budget Data Requests; and other congressional inquiries). Analyzed and applied legislation, regulations, and guidance to formulate, execute, advise, and report on budget activities to improve the organizational access/effective use of resources to fulfill mission, responsibilities, and priorities.

Budget Management & Oversight: Engaged across all 21 POs within OPM to identify requirements and the costs to effectively formulate the agency's annual budget. Managed execution and formulation of multiple funding types, to include Discretionary Appropriation, Trust Fund Annual, Trust Fund Mandatory, and No-Year Funds; Mandatory Administrative Funds (retirement, dental and vision, and long-term care); Revolving Funds; and Advances and Reimbursements. Reviewed, analyzed, verified, and validated all enterprise program budget requests. Expertly forecast resource needs and recommended strategic actions concerning fund allocations and allotments. Reviewed funding requests and proposed alternatives to mitigate/solve resource challenges related to annual and multiyear funding, including preparing/reviewing issue papers and briefing senior leadership.

Communication & Interagency Coalition Building: Empowered to represent the OCFO in meetings, discussions, and decision-making forums within OPM and to other governmental agencies, representatives from Congress, and other external organizations. Built and maintained a broad network of stakeholders (internal/external to the agency), encouraging two-way communication to further information sharing related to strategic financial management and emerging and cross-cutting issues. Provided timely, flexible responses to customers.

Human Capital Management: Performed the full spectrum of personnel, performance, and human capital management, including addressing disciplinary cases, performance deficiencies, and grievances. Set daily priorities and workflow for a team of six (6). Provided oversight and executive leadership for a variety of assignments in connection with administrative activities, including managing all employee relations, hiring, payroll, leave/benefits, and training. Encouraged professional development by fostering a results-oriented performance culture balanced with a focus on ensuring a supportive, productivity-enhancing environment.

Selected Accomplishments and Key Results:

- Led organizational restructuring, delegated authority, and reallocated staff and financial resources to continuously improve agency financial performance.
- Acted as Program Manager for the development and rollout of a multimillion-dollar Budget Management System (BMS) across the agency.
- Introduced a technological solution to modernize outdated manual budget processes reliant on Microsoft Excel spreadsheets. Collaborated with a vendor to select a system suitable for all 21 Program Offices (POs) and oversaw its implementation. The system now provides essential budget data instantly, significantly reducing manual workload. Once all offices input their justifications and budgets, the system generates standardized documents, saving hundreds of hours.
- Fostered collaboration between political appointees and career employees, aligning budget office operations and driving organizational change. Developed a budget oversight framework that catalyzed performance improvements across the agency, identifying and reallocating \$2 million to unfunded requirements. Standardized financial tools and reports, streamlining reporting processes and enabling a renewed focus on other areas.
- Identified excessive spending within the National Background Investigations Bureau (NBIB), surpassing allotted budgets by \$80+ million monthly. Conducted a comprehensive review and standardized financial procedures, collaborating with NBIB leaders to de-obligate and close 95% of open purchase orders, freeing up over \$100 million to be reallocated within their Budget Authority. Recognition for leading this initiative was received through a Special Act Award.

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08/2010–07/2014, Budget Analyst | Management and Program Analyst, Department of Homeland Security, U.S. Citizenship and Immigration Services, Washington, DC 20415, GS-0343-13

Executive Operational Planning: Served as a Budget Analyst and Management and Program Analyst for the U.S. Citizenship and Immigration Services (USCIS). Lent expertise to the development, justification, and execution of the enterprise's Annual Operating Plan (AOP) in alignment with congressional appropriations and fee spending authority. Critically analyzed complex enterprise-wide budget issues, crafted innovative strategies and/or enhancements and cost efficiencies, and aligned the AOP to the agency's mission, goals, and objectives.

Strategic Budget Program Planning & Collaboration: Monitored the agency's budget execution; developed and maintained accurate forecasts of agency obligations and expenditures. Advised senior leadership on resource issues and recommended options to improve the agency's budget position. Created and presented special enterprise-wide budget and outlay analyses and reports. Executed special and controversial assignments for the USCIS that arose from new or proposed legislation, changes in program emphasis, emergencies, or other matters affecting the management, functions, and activities of the USCIS. Collaborated effectively with managers to prepare and explain individual sections' budget for inclusion in the overall agency budget.

Budget Monitoring & Change Management: Continuously analyzed obligations against approved financial plans; resolved forecasting challenges and recommended solutions, to include financial planning, funds control, cost control, and expenditure control. Reviewed and analyzed budget trends to determine the effectiveness of programs and operating activities. Applied SME knowledge to assist in the requirements definition, design, testing, and implementation of Information Technology (IT) solutions to improve budget execution efficiency and effectiveness.

Human Capital Management: Established priorities and provided authoritative technical guidance, planning, coordination, and direction for a diverse and multifunctional staff of three personnel. Provided guidance on all significant developments, trends, and patterns related to a variety of complex, controversial, or sensitive matters with high-level visibility internal and external to the enterprise, requiring immediate assessment, control, mitigation, and response. Created and led individual and group training to USCIS resource managers on budget execution techniques and best practices.

Selected Accomplishments and Key Results:

- Made recommendations on the design, implementation, and maintenance of the agency's system of funds control to ensure USCIS executed its budget within program, project, and activity and quarterly apportionment limitations to prevent Anti-Deficiency Act violations.
- Organized and presented monthly/quarterly budget and performance reports. Analyzed root causes of variances from the AOP and recommended resource reallocation or programmatic actions to bring spending in line with the plan.
- Assisted in drafting/updating budget execution Standard Operating Procedures and manuals.

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Education:

MBA, Project Management, Grantham University, 2011

BS, Business Administration (Management and Marketing), Penn State Fayette, The Eberly Campus, Uniontown, PA, 2002

Additional Professional Experience:

2009-2010: Requiring Financial Manager, Joint Strike Fighter Program, Wyle Laboratories, Inc.

2002-2009: Applied Research Lab/Penn State University, PA | Business/Financial Manager, Undersea Weapons Office (2006–2009) and Facility Manager/Business Analyst, Distributed Engineering Center (2002–2006)

Military Experience:

1999–2020: U.S. Army Reserve Engineer O-3 (RETIRED) (enlisted 1999–2005 | officer 2005-2020)