

# CHRISTINE L. HORVATH, CFE, CICA, CCEP

Chief Financial Officer | Strategic Leadership | Financial & Operations Management | Risk Management  
(520) 200-7302 • [christine@christine-horvath.com](mailto:christine@christine-horvath.com) • [linkedin.com/in/christinehorvath/](https://www.linkedin.com/in/christinehorvath/) • [www.christine-horvath.com](http://www.christine-horvath.com) • Marana, AZ

## Summary

**Strategic Financial Executive** with demonstrated expertise in mission-driven financial management and operational leadership. Excels in aligning financial strategies with organizational goals, using data-driven insights to optimize performance and ensure long-term sustainability.

At **Western National Parks Association**, led financial and operational strategies that **increased annual net income by 500%** and **boosted operating cash reserves by 204%**, ensuring long-term sustainability. Fostered **cross-functional collaboration**, enhanced internal controls, and drove financial planning initiatives supporting **organizational growth and mission fulfillment**.

Recognized for **transforming financial operations**, implementing **enterprise resource planning (ERP) systems**, and securing sustainable funding through strategic partnerships. A trusted **advisor to boards, executives, and stakeholders**.

## Skills

### Strategic & Mission-Driven Leadership

- Corporate Governance, Strategic Planning & Execution, Change Management, Stakeholder Engagement & Collaboration, HR Management, Team Recruitment & Development, Communication.
- Nonprofit Accounting & Financial Management, Governance, Accounting Principles & Practices, Board Advisory, Donor Cultivation & Engagement, Grant Management (Direct & Indirect Cost Reporting), Philanthropic Reporting.

### Financial Planning & Analysis (FP&A) & Management

- Business Processes, Budgeting, Forecasting, Cash Flow Management, Debt Management, Multi-Year Planning, Financial Analysis & Reporting, P&L Analysis, Accounting Management, Integration Planning.
- Resource & Capital Allocation, Investment Strategy & Portfolio Management.

### Advanced Analytics and Technology

- Enterprise Resource Planning (ERP) Systems, Data, Migration, Financial Software System Conversions, IT Strategy & Execution.
- Predictive Analytics, Financial Modeling, Process Optimization, Cybersecurity Risk Mitigation, Data-Driven Financial Modeling Tools, Key Performance Indicator (KPI) Tracking, Objectives and Key Results Tracking.
- Software: Financial Management Software, Board Management Software, Legal Compliance Software, Project Management Software, Human Resources Information System (HRIS), Raiser's Edge, Bloomerang.

### Regulatory Compliance and Risk Management

- Generally Accepted Accounting Principles (GAAP), Uniform Guidance (2CFR Part 200), Internal Controls, Audit & Tax Compliance, Risk Assessment, Tax Law.
- Contract Negotiation & Oversight, Data Privacy, Legal & Ethical Governance, Contract Negotiation & Oversight.

## Experience

### Western National Parks Association

Chief Financial Officer | Executive Vice President of Operations

Tucson, AZ

09/2017 – 12/2024

Recognized for outstanding financial leadership and **promoted** to Executive Vice President of Operations in November 2022.

### Strategic Nonprofit Financial Leadership, Financial Planning & Analysis (FP&A), & Growth

- Led **financial, operational, IT, HR, and retail strategies** across 72 national parks, driving a **47% increase in park partner aid** and ensuring long-term sustainability for this 501(c)(3) nonprofit organization.
- Spearheaded financial, operational, and reporting oversight of a National Park Service Cooperative Agreement, achieving zero audit findings, surpassing compliance standards, and strengthening key partner relationships.
- Managed a **\$30M budget**, implementing a collaborative annual budgeting and forecasting process and multi-year planning to support nonprofit organizational goals. Developed and implemented account management strategies for budget development and review process, resulting in an **11% improvement in budget accuracy**.
- Achieved **500% growth in annual net income** and **204% increase in cash reserves** through data-driven financial strategies, disciplined cost management, and effective resource allocation.
- Strengthened internal controls, streamlined financial reporting, adhered to relevant GAAP accounting standards, and earned six consecutive clean audits while ensuring regulatory compliance.

### Operational Excellence, Technology Integration, & Data-Driven Decision-Making

- Developed **predictive analytics financial models**, increasing forecasting accuracy by **25%** and enhancing decision-making.
- Introduced **daily financial reporting** using point-of-sale data, enabling real-time business insights.
- Revitalized the company's IT infrastructure by spearheading a comprehensive modernization strategy that boosted overall system performance by **43%** and enhanced data security protocols, protecting critical business data.
- Revamped employee benefits administration, including 403(b) retirement plans and other fringe benefits, ensuring compliance and employee satisfaction. Streamlined onboarding and offboarding processes, improving employee experience and **reducing the administrative burden by 5%**.

### Risk Management, Crisis Response, Cash Management, & Financial Sustainability

- Secured two **Paycheck Protection Program (PPP) loans** and an **Employee Retention Credit**, safeguarding jobs and

maintaining entire mission operations during the pandemic.

- Pioneered new cash and investment management strategies, optimizing cash flow and ensuring adequate liquidity to support a \$30M budget, protecting **100%** of the organization's mission.

#### Leadership & Stakeholder Engagement

- Integrated diversity, equity, and inclusion initiatives into financial and planning, engaging 100% of management in DEI efforts.
- Cultivated strong relationships with board members, park partners, and stakeholders to support project success.
- Led and mentored a team of **6 finance professionals and 4 IT professionals**, boosting productivity by **34%** through staff supervision, talent management, and mentorship.
- **Advised board members and executive leadership** with strategic insights to guide long-term planning, while collaborating with the board, finance, and audit committees to ensure financial transparency, accountability, and strong governance practices

### Tucson Orthopaedic Institute

Tucson, AZ

Chief Financial Officer

03/2016 – 09/2017

- Led financial operations for a \$35M orthopedic practice, overseeing five high-volume clinics and 52 providers. Delivered financial reports and analyses to drive strategic decisions while ensuring compliance with healthcare regulations and financial standards.
- **Engaged in Strategic Growth:** Partnered with the CEO in strategic planning and corporate growth initiatives, including partnering with a durable medical equipment supply company, **adding four new providers**, and **launching an emergency clinic**.

### BroadPath

Tucson, AZ

Vice President – Finance & Internal Operations

04/2015 – 03/2016

- **Financial and Compliance Operations:** Strategically led a \$380M healthcare enterprise processing outsourcing company in managing finance and compliance operations, ensuring adherence to all healthcare, federal, state, and local regulations.
- **Delivered Actionable Financial Analysis:** Prepared financial statements, variance analysis, and KPIs that guided pricing decisions and contract negotiations, generating a **12%** increase in client relationships.

### Miraval Resorts

Tucson, AZ

Director of Finance

07/2014 – 04/2015

- **Managed Accounting and Finance Operations for Inclusive Resort & Spa:** Played an integral role in directing accounting operations for a destination resort through the successful acquisition by a larger hospitality group.
- **Partnered on Cost Control and Revenue Optimization:** Teamed with department heads to implement cost control measures, reduce expenses, and enhance revenue management, resulting in a **4% increase** in margins.

### Pavilion Advisory Group

Chicago, IL

Vice President | Chief Compliance Officer

04/2001 – 4/2014

- **Led Targeted Decision-Making:** Directed all aspects of financial management investment advisor regulatory compliance, human resources, technology, and operations for institutional investment advisor managing **\$31 billion** in assets under advisement.
- **Established Compliance Program:** Created a comprehensive compliance framework that aligned regulatory requirements with operational objectives; achieved **zero non-compliance incidents** by reinforcing a company-wide commitment to ethical conduct.

## Volunteering

Perimeter Cycling – El Tour de Tucson (501(c)(3) nonprofit organization)

Tucson, AZ

Board of Directors – Director

07/2023 – Present

Cascade Foundation of Southern AZ (501(c)(3) nonprofit organization)

Tucson, AZ

Board of Directors – Treasurer

07/2016 – Present

## Education

DePaul University – Kellstadt Graduate School of Business

Chicago, IL

Master of Business Administration (MBA), Advanced Degree Graduate with Distinction

Winona State University

Winona, MN

Bachelor of Science (B.S), Business Administration

## Certifications

Certified Fraud Examiner (CFE) – Association of Certified Fraud Examiners

Certified Internal Controls Auditor (CICA) – The Institute for Internal Controls

Certified Compliance & Ethics Professional (CCEP) – Society of Corporate Compliance & Ethics

CFA Institute Investment Foundations Certificate – CFA Institute