

# William Bradley Baca

## Vita

### Overview

For nearly 20 years I have been a member of Western's senior administration. During this time, I have developed a reputation as creative and trustworthy, someone who can convene stakeholders, facilitate problem solving, and accomplish tasks. Whether that is serving on a statewide task force, leading campus-wide strategic initiatives, representing Western at the State Capitol, or serving as Interim President, I have demonstrated passionate stewardship and commitment to supporting Western's mission and values.

The presidential leadership profile identified an array of professional qualifications and personal characteristics necessary to be a successful candidate. Most of those qualifications and characteristics I have honed with great intention within my various roles and throughout my time at Western.

I have used *[italicized, underlined parentheticals]* in this Vita to delineate matches between the qualifications outlined in the leadership profile and my experiences at Western. In each section I have listed my experiences in chronological order from most recent.

### Selective Professional Experience and Qualifications

#### **Western Colorado University, Gunnison, Colorado**

##### ***Executive Vice President/ Chief Operating Officer (2012-2013; 2014-Present)***

Responsible for the oversight of the University's major business and administrative functions, including finance and accounting (2012-2013, 2014-2015, and 2021-present), budget (2012-2013, 2014-2015, and 2021-present), human resources, information technology, and business services/procurement (2012-13 and 2014-2015). Supervisor of the University's athletic director and University representative to the Rocky Mountain Athletic Conference's President's Council from 2013-present. Primary advisor to the University President on legislative issues and provides management of Western's governmental relations operations. In collaboration with the President, responsible for setting Board of Trustee meeting agendas and managing Board activities/operations. Serves as Treasurer to the Board of Trustees. Provides regular reports and makes regular presentations and recommendations to the Board on issues of finance and general administration. Serves on the University's senior administrative team and reports to the President of the University.

Appointed by the Board of Trustees to serve as Western's representative on the Role and Mission Task Force per Colorado General Assembly House Bill 21-1330 with the directive to preserve and strengthen Western's positioning within the statewide system of higher education. (2021-present)  
*[Governmental Relations/Western Advocacy]*

Chair of the Salary Assessment Task Force, an ad hoc committee charged with assessing faculty and administrative salaries against peer comparisons, identifying areas of equity concern, and making recommendations on salary adjustments for certain positions. The Task Force is also charged with developing a proposal to fund a comprehensive compensation plan for the campus. Task Force members include faculty, staff, and senior cabinet representation. (2021-present)  
*[Shared Governance & Leadership/Management]*

Panelist for a discussion between legislative leaders and higher education Chief Executive Officers on proposed collective bargaining legislation. Collected and presented estimated financial impacts associated with the proposed bill. (2021) [*Governmental Relations/Western Advocacy*]

Panelist on a presentation to the Colorado Trustee Network on the higher education funding model. Provided information on components of the model, offering a rural institutional perspective. (2021) [*Revenue/Resource Development & Governmental Relations/Western Advocacy*]

Coordinated and led discussions between the statewide Chief Financial Officers (CFO) group and the Colorado Commission on Higher Education (CCHE) on the establishment of a process that engages and incorporates feedback from institutions of higher education in the development of the annual higher education budget request. (2021) [*Revenue/Resource Development & Governmental Relations/Western Advocacy*]

Developed a proposal to provide Western debt relief through a capital appropriation. The proposal would defease \$26 million of Western's debt and allow for a \$1,200 reduction in the facility fee per full time student per year. The concept of allowing institutions to submit debt relief projects through the capital construction process is being considered by the Colorado Commission on Higher Education. (2021) [*Innovation and Revenue/Resource Development*]

Member of the senior COVID cabinet. Directly responsible for the following: (2020-2021) [*Innovation & Leadership/Management*]

- Developed a financial model to furlough employees who would gain from state and federal unemployment benefits. Saved Western operational dollars while providing furloughed employees greater income.
- Led discussions to identify expenditure reductions to balance the budget. Drafted several phased plans that would address varying levels of revenue losses.
- Oversaw federal grant awards from the CARES Act, CARES Act II and the American Recovery Plan Act. Responsible for ensuring compliance and timely reporting of fund use.
- Negotiated and introduced Western's first COVID testing regime. Worked to bring tests to campus in fall 2020 prior to being widely available.

Elected to two, two-year terms by the statewide Chief Financial Officer (CFO) group as the CFO advisor to the Colorado Commission on Higher Education (CCHE). Actively participates in CCHE meetings and represents the CFO position(s) on financial matters and other policy topics to the CCHE. (2019-present) [*Governmental Relations/Western Advocacy*]

Creator and co-director of Western's Strategic Resource Allocation (SRA) study. Collaborated with senior cabinet, faculty and staff in the development and execution of a comprehensive assessment of Western's revenue and expenditure budgets to ensure resources are aligned with the University's strategic plan. The assessment led to the creation of recommendations, many of which were adopted by the Board of Trustees and are currently being implemented. (2019-2021) [*Leadership/Management, Shared Governance, & Innovation*]

Served on the Department of Higher Education working group to establish the current higher education funding allocation model which was implemented in FY2020-21. Successfully advocated for model components that would allow small, rural institutions to achieve more

equitable gains in state funding. (2019) *[Revenue/Resource Development & Governmental Relations/Western Advocacy]*

Member of Western's financial aid strategy team. The team works with a third party consultant, Ruffalo Noel Levitz, to assess financial aid awarding practices and make data-informed adjustments to packaging policies in order to achieve enrollment targets and shape incoming classes. (2019-Present) *[Student Success, DEI Success, & Innovation]*

Cabinet member for the Elevate Western Campaign. The cabinet helps to identify, cultivate and solicit prospective donors on behalf of all campaign initiatives. As appropriate, assumes responsibility for fundraising for a specific core campaign objective. (2019-Present) *[Revenue/Resource Development & Leadership/Management]*

Conducted analysis of potential peer institutions for an appropriation study conducted by the Colorado Department of Higher Education. Identified and submitted for inclusion those institutions with which Western most favorably compared. This peer set is to be used as a determining factor in state appropriations for future years. (2019-2020) *[Revenue/Resource Development, Innovation, & Governmental Relations/Western Advocacy]*

Oversaw the development of a gift analysis for the Paul M. Rady School of Computer Science and Engineering. Analysis argued that recognition of the full gift within Western's financial statements could occur subsequent to the transfer of the Rady School to the University. The Office of the State Auditor accepted the analysis which will bolster Western's balance sheet. (2019-2020) *[Innovation & Revenue/Resource Development]*

Chaired a rural institutions study group, including Adams, Fort Lewis, and Western, that developed recommendations to strengthen these institutions' enrollment and financial standing. Recommendations included additional base funding of \$2.6 million and changes to the capital construction cash-fund match criteria. The funding recommendation was considered for inclusion in the CCHE budget request and the cash fund match criteria was favorably adjusted. (2018) *[Innovation, Revenue/Resource Development & Governmental Relations/Western Advocacy]*

Coordinated advocacy work among Colorado's small, rural institutions to gain enhanced funding through Colorado General Assembly House Bill 14-1319. Led discussions with Joint Budget Committee staff that resulted in creation of a new factor, the rural base adjustment factor, which provided an additional \$1.5 million in annual appropriations for rural institutions, \$500,000 each for Adams, Fort Lewis, and Western. (2018) *[Revenue/Resource Development & Governmental Relations/Western Advocacy]*

Led the development of an Implementation Plan for Western's *2018-2023 Strategic Plan*. The Plan invested over \$1.1 million in the creation and expansion of programs, including Peer Mentoring, Cheer, eSports, Mountain Sports, a BA in Nutrition, the Outdoor Industry MBA, and an MS in Ecology. (2018) *[Student Success, Athletic Support, Shared Governance & Leadership/Management]*

Conducted visits with Colorado high school principals within the Denver-metro area to promote Western and develop relationships that could lead to enrollment pipelines. (2018-2019) *[Enrollment Management]*

Coordinated the development of the fundraising pillars and case statements for Western's Elevated Campaign. Convened members of the campus community to solicit ideas and worked with a third-

party consultant to refine concepts. (2018-2019) [Shared Governance & Revenue/Resource Development]

Assisted in the development of a Memorandum of Understanding (MOU) between the University and the Western Colorado University Foundation. The MOU outlines the roles and responsibilities of each party related to institutional fundraising. Also assisted in drafting the first annual Service Agreement stipulating the services the Foundation would provide to the University in exchange for operational support. (2018) [Partnerships]

Participant in the National Association of College and University Business Officers (NACUBO) Advocacy Days in Washington DC. Along with Chief Financial Officers (CFOs) from across the nation, visited with multiple congressional offices regarding issues important to higher education (e.g., Pell Grant funding, the Higher Education Reauthorization Act, Tax Cut and Jobs Act, etc.) (2018 and 2016) [Governmental Relations/Western Advocacy]

Spearheaded the creation of a partnership with Gunnison Valley Hospital, Go Orthopedics, and Alpine Orthopaedics for the provision of medical and athletic training services for Western's NCAA athletic program and assistantships for the Master's program in High Altitude Exercise Physiology. Estimated value is \$250,000 annually to the University. (2017-Present) [Partnership & Athletic Support]

Oversaw and successfully managed a Performance Audit conducted by the State Auditor's Office to review Western's overall financial position and the University's efforts to ensure future financial stability. (2017) [Governmental Relations/Western Advocacy]

Oversaw the reformation of Western's administrative performance evaluations to a Career Conversations model. The Career Conversations model reflects industry trends of transitioning away from traditional performance evaluation systems towards systems that promote professional growth and collaboration through a process of continual feedback. (2017) [Innovation & Shared Governance]

Assisted in the development of an economic impact study by the Enterprise Research Institute. The study demonstrated Western's importance in the economic and cultural vibrancy of Gunnison County. Total economic impact was \$70.5 million and 640 workers. (2017) [Innovation & Community Relations/Western Advocacy]

Co-developer, along with Western's Chief Information Officer (CIO), of an IT Fiber Redundancy request to the legislative Information Technology Committee. Met with Gunnison City Council to secure endorsement of the project and assistance in its advocacy with the Colorado General Assembly. (2016) [Innovation, Revenue/Resource Development, & Governmental Relations/Western Advocacy]

Collaborated with the Office of Student Financial Services and the Dean of the School of Environment and Sustainability in the development of a financial aid model for Western's 3+2 academic programs. Model ensures that students are able to maximize federal, state and institutional aid through progression from undergraduate to graduate studies. (2016) [Innovation & Student Success]

Directed the refinancing of \$27.0 million of institutional debt. The refinance achieved over \$4.6 million in cash flow savings (over \$203,000 annually) without extending the amortization dates of the existing bonds. (2016) [Innovation & Revenue/Resource Development]

Collaborated with Academic Affairs and Institutional Research in the development of an academic program cost model that identifies the expenses, both direct and indirect, of every academic discipline offered at Western as well as the revenues generated. Information can be used for program assessment, planning, and prioritization. (2015) [*Innovation & Enrollment Management*]

Collaborated with Institutional Research on the development of a tuition discount tracking tool. The tool tracks both the overall discount rate and the unfunded discount rate and calculates a net tuition per student FTE. This tool provides critical data for establishing financial aid budgets and ensuring long term fiscal sustainability. (2015) [*Innovation & Enrollment Management*]

Member of the Project Leo team which conducted a feasibility study on an engineering program at Western. Responsible for the development of the financial pro-forma that outlines revenues and expenditures and identifies the external resources necessary to operate the program. An engineering program was ultimately developed in collaboration with CU-Boulder. (2015- Present) [*Innovation, Enrollment Management, & Partnerships*]

Developed, in conjunction with the President and the Board of Trustees, an Administrative Annual Report that tracks progress against identified Strategic Plan metrics. Oversees the report's compilation on an annual basis. (2015-Present) [*Leadership/Management*]

Leads the drafting of legislative talking points. Identifies key topics of interest or concern to Western and provides information that allows for Trustees to engage in meaningful conversations with legislators during the annual visit to the State Capitol. (2014-Present) [*Governmental Relations/Western Advocacy*]

Appointed by the Colorado Department of Higher Education to serve on the Funding Allocation Model Expert Team (FAMET) during the formulation of a new funding model as established by Colorado General Assembly House Bill 14-1319. Represented rural institutional interests and worked to ensure the incorporation of funding factors that recognize and reward the unique characteristics and contributions of rural campuses. (2014) [*Revenue/Resource Development & Governmental Relations/Western Advocacy*]

Serves on the Rocky Mountain Athletic Conference (RMAC) President's Council. The Council governs the conference and sets policies for the good order and operation of athletic programs, as well as supervises the conference Commissioner. (2013-present) [*Athletic Support*]

Led the development of a Higher Learning Commission (HLC) Financial Recovery Plan Report in response to a drop in the University's Composite Financial Index score. Report was accepted by the HLC without qualification, requiring no further review or check-in. (2013) [*Leadership/Management*]

Authored, along with Colorado Parks and Wildlife and the U.S. Fish and Wildlife Service, a Candidate Conservation Agreement- Certificate of Inclusion for the protection of Gunnison Sage-grouse habitat on University property. (2012) [*Sustainability & Innovation*]

Developed a marginal cost model for the Board of Trustees. Model considers factors such as type of student, method of educational delivery, ratios of students to faculty/staff, and revenue generated per additional student to determine Western's capacity for enrollment growth under existing infrastructure. (2012) [*Enrollment Management & Innovation*]

Participated in and assisted with Higher Learning Commission (HLC) reaccreditation, including meetings with on-site reviewers to discuss financial matters. (2010) [Leadership/Management]

Responsible for annual financial surveillance reporting to Moody's Financial Services, Western's bond rating agency. Led the preparation and presentation of a requested rating upgrade in 2015 which resulted in an improved ratings outlook. (2010-present) [Leadership/Management]

Serves as the Plan Administrator for Western's Optional Retirement Plan (ORP) for faculty and administrative staff. Collaborates with other plan administrators to make necessary plan amendments, oversee third party assessments of plan performance, and help Western's Board manage all of its fiduciary responsibilities related to the plan. (2002-Present) [Leadership/Management]

Led the planning for visits from the following key constituents, decision makers and opinion leaders. This included leading strategy sessions on presentational material, preparing materials, developing visit itineraries, and coordinating any necessary follow-ups: [Governmental Relations/Western Advocacy]

- Joint Budget Committee Staff
- Former Lieutenant Governor Donna Lynn
- Former Congressman Scott Tipton
- Capital Development Committee Members and Staff
- Various State Representatives and Senators
- Members of Governor's Cabinet
- Colorado Commission on Higher Education and Staff

Prepared and presented information on important statewide and local ballot initiatives to the Board of Trustees for consideration of support. These initiatives had direct or indirect impacts on Western's fiscal operations: [Revenue/Resource Development, Governmental Relations/ Western Advocacy]

- Prop 5A (local transportation initiative) (2015)
- Hospital Provider Fee (reclassify fee as an enterprise fund) (2015)
- Proposition CC (retain excess revenue for transportation and education initiatives) (2019)
- Amendment B (repeal Gallagher amendment) (2020)

Key contributor in the development and execution of legislative advancement strategies for the following pieces of major Western initiatives: [Innovation & Governmental Relations/Western Advocacy]

- Colorado General Assembly Senate Bill 21-191: Removal of residency requirement for student trustee
- Colorado General Assembly House Bill 19-1178: Western name change to Western Colorado University
- Colorado General Assembly House Bill 16-1083: Western's role and mission—selectivity and professional degrees

**Western Colorado University, Gunnison, Colorado**  
*Interim President (July 2013 – March 2014)*

Charged with implementing the mission of the University and providing effective leadership and management over all aspects of the University, including academic programming, student services, and administrative operations. Responsible for policy implementation, budget management, external

relations, and fund-raising and for effective pursuit of the Board's goals and objectives. Responsible for keeping the Board of Trustees informed regarding University matters in a timely manner. Reported to the Board of Trustees.

Led the Board of Trustees through a process of establishing institutional values. The values established—Quality, Achievement, Innovation, Growth, and Fiscal Responsibility—were used to support an action plan that guided the institution through a successful leadership transition. [Leadership/Management]

Directed the creation of a dashboard that tracked key metrics associated with each institutional value: [Leadership/Management, Student Success, Innovation, Enrollment Management, & Shared Governance]

- Quality: retention rate, student satisfaction survey data (e.g., quality of course offerings, quality of career preparation, quality of graduate school preparation, etc.)
- Achievement: graduation rate, numbers of graduating students, student satisfaction survey data (e.g., employment rates, graduate school attendance rates, etc.)
- Innovation: employee engagement survey data on questions of innovation, comparing Western's results to the statewide average.
- Growth: enrollment—headcount and FTE, undergraduate and graduate, state funded and cash funded, incoming and continuing— and admissions data.
- Fiscal Responsibility: composite financial index, total revenues and expenses, fund reserves, average financial aid and net tuition by student FTE.

Established an Action Plan that guided the campus during the interim and prepared the institution for a successful leadership transition. The Action Plan included the following goals: [Leadership/Management, Shared Governance, Partnerships, Student Success, & Enrollment Management]

- Stabilize institutional leadership: filled vacancies in academic affairs (VP and AVP roles), restructured academic council to achieve greater effectiveness and focus on faculty and academic success, eliminated the VP for Enrollment Management position to reduce administrative costs, and charged the development of an enrollment management plan and an institutional marketing plan.
- Restore communication and collaboration within decision making processes: provided campus community with regular email updates on Action Plan progress and important initiatives; developed a coordinated program of University outreach including editorials, stakeholder-specific communiques, and occasional letters; created opportunities for regular, meaningful interactions between the senior team and various campus departments and staff; held topic-driven convocations to ensure campus collaboration on important initiatives (e.g., Action Plan, enrollment management plan and marketing plan); developed processes to gather feedback to improve program delivery; developed opportunities for Board engagement in campus activities through revision of Board schedules and agendas (e.g., class attendance, meetings with students, faculty, and staff); creation of a new Board member orientation program.
- Build strong and positive internal and external relationships: identified important local initiatives to participate in (e.g., Community Foundation Strategic Planning, Gunnison Valley Leadership Program, County-Wide Economic Prosperity Task Force, etc.); visited and presented at Gunnison City Council meetings and Board of County Commissioner meetings to share information and secure support for important initiatives (e.g., electronic marketing campaign); invited members of Gunnison City Council and Board of County

Commissioner to attend Board of Trustee meetings; collaborated with the Foundation to reassess the guidelines to giving and established a list of project priorities for fundraising; developed a proactive legislative agenda including involvement in pending teacher education initiatives and a Quigley Hall capital funding strategy.

- Create a culture of shared stewardship and accountability: challenged faculty and staff to identify ways to improve educational experiences, institutional reputation, enrollment/marketing, and public-private partnerships and established an environment of innovation; created a process to prioritize initiatives consistent with the University's strategic needs; began implementation of the Higher Learning Commission (HLC) continuous improvement processes.

Led legislative negotiations for Western on Colorado General Assembly Senate Bill 14-004: 'Concerning the Role and Mission of Community Colleges' and achieved expanded remedial education authority for Western. [*Governmental Relations/Western Advocacy*]

Initiated expansion of Western's Concurrent Enrollment program which broadened the University's presence within high schools across the Western Slope and enhanced the University's engagement in meeting statewide goals around credential attainment and equity gaps. [*DEI Success & Enrollment Management*]

Oversaw the creation of a School of Business in collaboration with business faculty and Academic Affairs. Initiated, through Board approval, a business school fee to support the hire of a Dean and supplementation of faculty salaries that elevated the breadth and quality of curricular offerings. Resulted in trending enrollment growth within Business School academic disciplines. [*Innovation, Revenue/Resource Development, Enrollment Management, & Student Success*]

Directed the development of a business plan for the Professional Land and Resource Management program (now Energy Management program) in collaboration with the program's external advisory committee. Initiated increased institutional investment to strengthen the program's operational capacity. [*Innovation, Enrollment Management, Student Success, & Revenue/Resource Development*]

Worked with the Executive Director of the Crested Butte Music Festival to bring programming of the summer-long series to Western's campus. [*Partnerships & Innovation*]

Member of the search committee that hired a new Commissioner for the Rocky Mountain Athletic Conference. [*Athletic Support*]

Successfully negotiated a resolution to a potential trademark infringement by Regis University. In 2012, Western had registered with the United States Patent and Trademark Office the tagline "Learning, Elevated." In 2013, Regis launched a major advertising campaign that included the tagline "Education, Elevated." Worked with the Attorney General's Office and the administration of Regis University to have them cease use of that tagline. [*Leadership/Management*]

Led the Board through a review of existing policies on presidential job responsibilities and the performance evaluation process which included examination of policies of other institutions. [*Leadership/Management*]

Initiated the following revisions/additions to the *Trustee Policy Manual*: [*Shared Governance & Student Success*]



- Amorous Relations: codified modifications to the University's amorous relations policy in order to ensure that such relationships do not impair a student's educational opportunities or create hostile or inappropriate educational or work environments.
- Remedial and Supplemental Academic Instruction (SAI): adopted a policy that allowed Western to offer SAI in accordance with requirements outlined in *Colorado Revised Statute 23-1-113.3* and the Colorado Department of Higher Education's Statewide Remedial Education Policy.

Declared the 2013-14 academic year as the "*Year of Mountaineer Spirit.*" Upheld and led the *Western Spirit* charge and supported the campus Spirit Committee in their endeavors to maintain Western traditions and instill new ones. Encouraged the University community to celebrate spirit and declared Fridays as *Mountaineer Spirit Days*. [*Leadership/Management*]

Delivered presentations to and gathered feedback from the Student Government Association, Gunnison City Council, the Mayors & Managers Council, League of Women Voters, Gunnison Kiwanis, Gunnison Rotary, and the American Association of University Women on Western's Action Plan. [*Community Relations/Western Advocacy*]

**Western Colorado University, Gunnison, Colorado**  
***Vice President for Finance and Administration (2002 – 2012)***

Responsible for the overall financial management of the University's operating budget as well the administration of the University's general, non-academic operations. Direct reporting lines included: accounting, budget, procurement and contracts, human resources, information technology, facility services and construction management, mail center, and bookstore. Provided leadership and strategic direction on matters related to the financial management of the University and the effective and efficient operation of campus administration. Chaired campus committees related to budget and construction and served on occasional ad-hoc committees supporting the University's strategic initiatives. Served as Treasurer to the Board of Trustees. Provided regular reports and made regular presentations and recommendations to the Board on issues of finance, construction and general administration. Served on the University's senior administrative team and reported to the President of the University.

Chaired the Ad Hoc Committee on Benefit Incentives as charged by the *2009-2014 Strategic Plan*. Committee reviewed current policies and practices related to employment incentives and recommended changes that would position Western to better recruit and retain employees. Initiatives launched from this project included increasing the employer contribution towards health insurance premiums, dependent tuition waivers and expanded maternity leave benefits for faculty. (2012-2013) [*Leadership/Management, Innovation, & Shared Governance*]

Collaborated with the Vice President of Enrollment Management on University rebranding efforts after passage of name change legislation in 2012. Jointly managed a third-party contract to develop new institutional logos and taglines, filed trademarks for logos and taglines, developed new licensing agreements, and managed the budget for brand conversion (e.g., building signage, letterhead, business cards, diploma stock, etc.) (2012) [*Leadership/Management*]

Lead negotiator for Western's Fee-For-Service contract. Worked with state officials on an annual basis to identify and report the classifications of uses of state appropriations. (2005-2012) [*Governmental Relations/Western Advocacy & Revenue/Resource Development*]

Developed the budget models and supported the adoption of a women's soccer program and the reintroduction of the women's swim and dive program, both NCAA Division II-sponsored sport

programs. The programs have combined to increase female student enrollment by 50+ students. (2012) [Athletic Support & DEI Success]

Drafted an Education and General Fund Reserve policy that was approved by the Board and incorporated into the *Trustee Policy Manual*. Policy sets a goal for reserve maintenance and stipulates the parameters and approval queues for use of the reserve. (2006; updated in 2012) [Leadership/Management]

Directed the refinancing of \$12.7 million of institutional debt. The refinance achieved over \$1 million in cash flow savings (~ \$75,000 annually) without extending the amortization dates of the existing bonds. (2011) [Innovation & Revenue/Resource Development]

Directed the issuance of \$58.8 million in enterprise revenue bonds for the construction of a new apartment-style residence hall and a field house / recreation center as well as fund various energy efficiency projects. The financing achieved historically low net interest rates by utilizing federally-subsidized Build America Bonds and Qualified Energy Conservation Bonds. The new facilities serve as a centerpiece to the recruitment and retention of students, and the project erased millions of dollars in deferred maintenance through the demolition of dilapidated buildings. (2010) [Innovation, Sustainability, & Enrollment Management]

Member of the Ad Hoc Committee to Study Intercollegiate Athletics. Chaired the subcommittee that authored the financial cost and benefit analysis of the report—“The Full Picture: A Report on the Review of Intercollegiate Athletics at Western State College of Colorado.” (2010) [Athletic Support]

Directed the establishment of an independent risk management program for Western per authority provided in *Colorado Revised Statutes §24-30-1503.5*. Achieved approximately \$150,000 in annual premium cost savings, more comprehensive coverage, and the ability to better manage risk and reduce exposure. (2010) [Innovation & Leadership/Management]

Chaired the High Risk Confidential Information (HRCI) committee. Through the committee, oversaw a risk assessment by a third party, developed policies on data protection and acceptable use of HRCI, and implemented training programs for all faculty and staff. (2010) [Innovation & Leadership/Management]

Served as Western’s representative to the Southern Colorado Higher Education Consortium (SCHEC). The SCHEC was formed to address regional goals of economic development and workforce needs by working collaboratively across all sectors of institutions—community colleges, four-year regional institutions and research institutions. Received grant support for technological connectivity between campuses and explored opportunities for shared services. (2010) [Partnerships, Student Success, & Revenue/Resource Development]

Oversaw two economic impact studies conducted by Development Research Partners. The studies demonstrated Western’s importance in the economic and cultural vibrancy of Gunnison County. Total economic impact in 2005 was \$56.6 million and 719 workers; total economic impact in 2010 was \$56.1 million and 575 workers. (2010 and 2005) [Innovation & Community Relations/Western Advocacy]

Led the development of the *2010 Facility Master Plan*. Oversaw the work of Paulien and Associates, coordinated data gathering, and worked with campus constituents to assess needs and develop concepts and projects that supported the institutional strategic plan. Most projects in the

plan were accomplished. (2009-2011) [Leadership/Management, Shared Governance, Innovation, & Enrollment Management]

Developed a Financial Accountability Plan (FAP) per the provisions of Colorado General Assembly Senate Bill 10-003 which provided institutional tuition flexibility over a five year period during the Great Recession. Permitted the University to outline and employ a 5-year budget plan that set enrollment and operational targets while controlling for revenue and expenditure variables. (2009) [Revenue/Resource Development & Governmental Relations/Western Advocacy]

Directed the establishment of independent procurement codes and rules for Western per authority provided in *Colorado Revised Statutes* §24-101-105(1) and §23-5-129(4). Achieved administrative efficiencies as well as flexibility to revise codes and rules to meet changing institutional needs. (2009) [Innovation & Leadership/Management]

Oversaw a new student price sensitivity analysis and the development of financial aid awarding strategies as conducted by Scannell and Kurz, Inc. The analysis used econometric modeling to determine the price elasticity of varying populations and offered financial aid strategies for enrollment growth. The implementation of those strategies resulted in a sustained growth of Western's nonresident student enrollment. (2009) [Enrollment Management & Student Success]

Directed the issuance of \$19.5 million in enterprise revenue bonds for the construction of a new University Center. The new building centralized student programming and food services which enhanced student engagement. Project included an additional \$6.0 million through an innovative financing mechanism that "condominiumized" spaces which allowed the Western Foundation to separately finance and retain ownership of sections of the Center. (2009) [Innovation, Sustainability, & Enrollment Management]

Negotiated an additional \$170,000 in annual fixed commission within Western's contract with Sodexo Campus Services to help fund the construction of the University Center. (2007) [Innovation & Revenue/Resource Development]

Served as Western's Co-Project Manager for the Borick Business Building construction project (\$7.5 million) and the Kelley Hall renovation project (\$5.5 million). These buildings were the first on Western's campus to receive LEED (Leadership in Energy and Environmental Design) Certification. Oversaw the Request for Proposal (RFP) process and hiring of both architectural and general contracting services; managed institutional input into the design phases; worked to establish the guaranteed maximum price (GMP) and managed contract amendments; facilitated weekly owner-architect-contractor (OAC) meetings, including faculty and staff participation; and coordinated facility services input throughout the projects. (Borick: 2006-07 and Kelley: 2007-08) [Shared Governance, Sustainability, & Leadership/Management]

Assisted in the establishment of a ground lease and building lease for the Borick Business Building. This represented an innovative approach to the construction and operation of a privately funded facility, allowing the Western Foundation to maintain ownership and record the asset on their balance sheet. (2007) [Innovation & Leadership/Management]

Member of the Higher Education Fiscal Coordinator (HEFC) Executive Committee. Responsible for the supervision and annual performance planning and evaluation of the HEFC, a position employed by all governing boards to support system-wide financial reporting and policy advocacy (2006-2018) [Governmental Relations/Western Advocacy]

Provided guidance and support to students in the conversion of an alternative energy fee into a campus sustainability fee. The change in purpose allowed the Student Government Association to allocate the fee revenue to projects that support sustainability across campus. Since adoption, multiple projects have been initiated that have improved energy efficiency and campus sustainability practices. (2006) [*Sustainability*]

Directed the issuance of \$5.5 million in enterprise revenue bonds for the renovation of the Escalante Residential Complex. Achieved contemporary upgrades (e.g., bathroom pods, upgraded common spaces, etc.) and improved energy efficiency (e.g., decentralized boiler system, new windows, etc.) (2003) [*Innovation, Sustainability, & Enrollment Management*]

Chaired the Institutional Budget Committee. Regularly convened a group of faculty and staff to provide budget information and to solicit ideas and gather feedback on budget proposals such as tuition rate increases, compensation increases, and operational budget changes. (2002-2012) [*Shared Governance & Leadership/Management*]

Contributed to a state college floor funding study that was conducted by the Colorado Department of Higher Education as directed by Colorado General Assembly House Bill 02-1165. The study recommended a base funding increase of \$14.7 million distributed among Western, Adams State University and Colorado Mesa University. The Colorado Commission on Higher Education approved a request of \$7.4 million and funding was provided in FY2006-07. Western's share was \$2.7 million. (2002) [*Revenue/Resource Development & Governmental Relations/Western Advocacy*]

Key contributor in the development and execution of legislative advancement strategies for the following pieces of major Western initiatives: [*Innovation & Governmental Relations/Western Advocacy*]

- Colorado General Assembly House Bill 12-1331: Western name change to Western State Colorado University
- Colorado General Assembly House Bill 07-1014: Western's role and mission—reintroduction of graduate programs

**Colorado Community College System, Denver, Colorado**  
*Director of Budgets (1998 – 2002)*

Served as Director of Budgets for the Colorado Community College System. Responsible for the allocation of over \$200 million in state appropriated revenue to 13 community colleges as well as manage the System Office's \$13 million operating budget. Reported to the Vice President of Finance and Administration.

Developed and implemented a formula for the allocation of revenue to system colleges.

Assisted in directing monthly business officer meetings and provided leadership on several budgetary issues.

Coordinated various system reports including: staffing patterns, student fee policies and budget and expenditure reports.

Analyzed legislation for fiscal impacts.

Served as the community college representative to the Budget Advisory Group, a statewide higher education advisory group.

Made periodic presentations to the State Board for Community Colleges and Occupation Education System.

**Governor's Office of State Planning and Budgeting, Denver, Colorado**  
***Budget/Policy Analyst (1997-1998)***

Served as a budget/policy analyst for Colorado Governor Roy Romer. Responsible for analysis of annual budget requests from various Colorado state departments and recommending adjustments or approvals. Reported to the Executive Director of the Office of State Planning and Budgeting.

Developed and presented budget and policy recommendations to the Governor concerning funding for the Colorado Department of Education, the Colorado Department of Human Services, common statewide budget policies for classified and exempt employee compensation and risk management.

Tracked legislation for fiscal impact and made recommendations to the Governor on the approval of legislation.

**Education**

Master's: University of Colorado  
Boulder, Colorado  
MA Public Policy (May 1997)  
Master's Thesis: "Assessing the Impact of Hispanic Representation in the Educational Decision Making Process on Hispanic Student Achievement: A Case Study of Three Public High Schools"

Bachelor's: Dartmouth College  
Hanover, New Hampshire  
BA Government (June 1994)

**Associations**

Proud member of the Mountaineer Athletic Association. (2013 – Present)

Member, National Association of College and University Business Officers (NACUBO). (2002 – Present)

Member, Western Association of College and University Business Officers (WACUBO). (2002 – Present)

Member, Community College Business Officers (CCBO). (1999 – 2002)

**Special Achievements/Recognitions**

Elected President of the Western Association of College and University Business Officers (WACUBO). This membership organization is the premier provider of professional development and networking for business officers serving higher education in the west. Membership includes over 300 colleges and

universities in 14 western States, three Canadian Provinces, Mexico and other Pacific Rim nations. (October 2021- Present)

Appointed to the Board of the National Association of College and University Business Officers (NACUBO). This membership organization provides professional development, networking opportunities and consulting services to higher education business officers throughout the United States as well as strong federal advocacy on higher education issues. Serves on the Ad Hoc Committee on Membership. (July 2021- Present)

Served as 3<sup>rd</sup> Vice President and Program Chair for the 2021 Western Association of College and University Business Officers (WACUBO) Annual Conference. This required leading a volunteer committee in the creation of 3 days of professional development content, including keynote speakers Tara Westover, Adam Braun and Shola Richards. (2019-2021)

Elected Chair of the Small Institutions Committee of the Western Association of College and University Business Officers (WACUBO). Led a group of volunteers in promoting professional development activities that target issues of interest for small colleges and universities in the west. (2016-2019)

Recipient of a proclamation from Western's Mid-Managers Council declaring the week of March 10-14, 2014, as "Brad Baca Appreciation Week."

Received the Business Officer of the Year – Region 3 award from the Community College Business Officers (CCBO) association. (2001)

### **Community Service**

Volunteer for Gunnison Trails Spring Cleanup. (2021)

Volunteer for campus voter registration drive. (2020)

Member of the Gunnison County Library Foundation Board. Assisted in development of a campaign initiative to support a new facility and increased library services. The measure passed in 2019. (2018-2019)

Interview panelist for the Gunnison City Manager search. (2016)

Interview panelist for the City of Gunnison Chief of Police search. (2008)

Member of Gunnison Watershed School District RE1J Mill Levy Override and Oversight Committee. Assisted in the development of a ballot measure to provide additional local funding for the school district. Once passed, served on an oversight committee to ensure that the additional funds provided were being utilized as outlined in the ballot measure. (2005-2008)

President, North Elk Meadows Home Owners Association, Filing II. Represented the homeowners on topics of interest and concern, including the paving of the subdivision roads and the extension of pedestrian/bike trails from Gunnison to the subdivision. (2008-2010)