

MAX BACA

ABOUT ME

PRO SKILLS

- » Executive Problem Solver
- » Executive Leadership
- » Executive Decision Maker
- » Budget & Financial Management
- » Enterprise IT System Integration & Design
- » Effective Communicator
- » Analytical
- » Negotiator
- » Self-Aware
- » Empathic
- » Active Listening
- » Clear Thinker Under Stressful Environments A Decisive and Composed Thinker in High-Pressure Situations

HOBBIES

- » I have competed in over 26 Spartan obstacle races and 20 triathlons state wide across the country.
- » Avid runner and enjoy stream fishing.
- » Welder, Electrician, and Skill Artist in a variety of mediums.

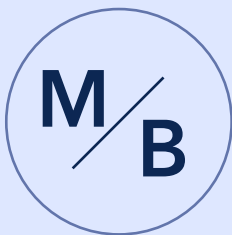
With extensive expertise in fiscal management, strategic planning, and government relations, I have a proven track record of driving growth, enhancing profitability, and ensuring strict compliance with regulatory standards. As the Executive Vice President for Finance, Administration, and Government Relations, I possess exceptional communication and leadership skills that enable me to build and motivate high-performing teams effectively. My ability to develop and implement innovative policies and procedures has consistently improved operational efficiency and streamlined processes. My unwavering commitment to excellence makes me a results-oriented executive positioned as a vital asset to any organization.

As a decisive leader, I possess a strong aptitude for stakeholder engagement, leveraging practical communication skills to foster consensus around shared objectives. I thrive in collaborative environments and excel at crafting mutually beneficial agreements that meet the diverse needs of all parties involved. My strategic thinking and analytical capabilities empower me to confront complex challenges directly and implement impactful solutions. Notably, my experience negotiating between management and labor has led to significant improvements in working conditions, compensation, and productivity through successful agreements with various unions. With a composed demeanor and extensive experience, I have established myself as a formidable negotiator in the field.

In the area of government relations, I possess a deep knowledge of the legislative process and the policies that shape it. By collaborating effectively with government officials and stakeholders, I develop impactful strategies that advance institutional goals and objectives.

As a seasoned budget and financial analyst, I have an in-depth understanding of New Mexico's overall budget and the funding mechanisms relevant to higher education and public sectors. I am well-equipped to navigate the policy decisions that determine funding levels and have a proven ability to create persuasive budget proposals that align with institutional priorities. Additionally, my thorough financial analyses identify key opportunities for cost savings and drive greater operational efficiency.

I am proud to have developed and implemented institution-wide priorities that support NMHU's strategic vision and ensure alignment with statewide higher education objectives and regulatory requirements.



MY EXPERIENCES

Executive Vice President for Finance, Administration & Government Relations (EVPFAGR)

at New Mexico Highlands University, July 2022 to June 2023

Vice President for Finance, Administration & Government Relations

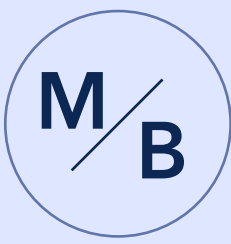
at New Mexico Highlands University, October 2013 to July 2022

As an executive leader, I held a pivotal role in finance, administration, and government relations at a prestigious institution of higher education. During my tenure, I deftly navigated a wide range of external challenges, including crisis management, natural disasters, financial downturns, governmental policies, and strategic planning with colleagues and other senior executives. My unwavering commitment ensured that the institution maintained an impeccable reputation and provided students with a top-notch education. I spearheaded developing and implementing policies that supported the institution's strategic goals. With the responsibility of projecting, implementing, and managing a \$127 million budget, I provided steadfast leadership for the institution regarding financial strategies and long-term vision, forecasting, and business operations. I was also responsible for overseeing several functional areas, including the business office (accounting, budgeting, cashier's office, and external audit), human resources and payroll, purchasing and receiving (procurement, leasing, contracts, credit cards, and risk management), information technology, campus police and security, and the financial operations for campus safety, government relations, auxiliary operations, and athletics.

Furthermore, I skillfully negotiated contracts with multiple unions to improve working conditions, increase compensation, and enhance performance. My unwavering focus on finding common ground between management and labor resulted in innovative solutions to complex problems.

Listed are a few of my direct accomplishments:

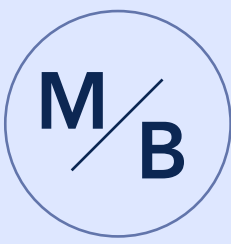
- » Increased reserves from \$1.1M in FY12 to \$18.7M in FY22
- » Established a new campus budget and planning committee with all stakeholders participating.
- » Presented, approved, and managed eleven straight balance budgets, and I provided the fiscal analysis and forecasts for nine of them. The NMHU's governing board approved all budgets, including the NM Higher Education Department and the NM Department of Finance and Administration.
- » Nine consecutive years of clean audits resulted in unmodified financial statements and federal awards.
- » Increased the university's overall financial indices from .012 to over 2.83
- » I prepared and lobbied for capital funding requests for NMHU over two and half decades.
- » Successfully lobbied for \$27 million (FY 2007 to FY 2024) in reoccurring funding and



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\$93.6 million in capital outlay (FY 2007 to FY 2024).

- » I managed over twenty-seven capital projects and three major IT conversions.
- » I worked and collaborated with numerous governing board members. I was appointed chair of the CFO ad-hoc committee for the statewide Council of University President and presented to the NM Higher Education Regents Coalition on budgets and financial best practices.
- » The university-wide executive is responsible for government relations, including state and federal lobbying efforts, coordination, and communications.
- » We increased faculty, staff, and administration salaries by over 35% during my tenure.
- » Implement a comprehensive compensation study staff.
- » Lead negotiator for all fiscal matters for the administration with NMHU's three utterly separate bargaining units: faculty, professional staff, and non-exempt staff. I negotiated three complete, separate bargaining agreements and two ultimately brand-new collective bargaining agreements.
- » I serve on the executive capital campaign cabinet to establish priorities for NMHU's first capital campaign;
- » Worked closely with the President and vice president for Advance to secure the highest name-right gift in NMHU history, over \$1M.
- » Worked with the Provost, deans of Education, Social Work, and College of Arts and Science to secure \$20,500,000 in endowments from the state of New Mexico legislature for faculty positions;
- » Lead executive for finance for the NMHU team to meet Higher Learning Commission requirements, resulting in the removal of probation.
- » Partnered with CIOs from the University of New Mexico (UNM), New Mexican State University (NMSU), and New Mexico Tech (NMT) to establish the Western Regional Network (WRN). NMHU was the first regional comprehensive university to join UNM GigiaPoP, thus providing the rural client with a business case. NMHU has been an active member of this consortium since 2010.
- » I co-created the NMHU Legislative Leadership Fellowship Program (LLFP) to groom future leaders and professionals. I lead the LLFP program for graduate and undergraduate students, along with others. The program provides practical experience in leadership, government, and legislative processes. One of the program's activities involves lobbying for an initiative to attract and retain students on campus and requesting one-time capital outlay funds to affect such improvements. Over the past five years, the students have successfully acquired funds via the legislative process to enhance the student experience at the main campus and centers. The program boasts diverse participants who have become Student Board of Regents and Student Senate Presidents, securing statewide and national internship opportunities and admission into law school beyond the program. The program has successfully lobbied for nearly 2 million dollars.
- » I spearheaded the development of the public education budget operating for



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fiscal year 2020 during the 2019 Legislative session at the New Mexico Lieutenant Governor's office. The budget allocated a revolutionary 6% pay raise for teachers and staff, marking the highest increase in decades. Additionally, we successfully funded numerous educational startup programs, including K-5, mentorship and professional development for teachers, a new Early Childhood Education and Care Department, extended learning time, a teacher pipeline, culturally and linguistically diverse materials and curricula, and funding for improved data collection and reporting. The budget totaled \$3.4 billion, reflecting an impressive increase of \$206 million or 6.4%.

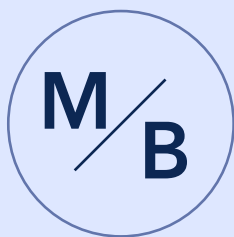
- » I was fortunate to be one of the founding members of the Safe Schools Summit in New Mexico. This summit offered professional development opportunities to all levels of the educational system, including public and higher education, law enforcement, local and state governments, and federal agencies. Our goal, developed with Governor Michelle Lujan Grisham and Lieutenant Governor Dr. Howie Morales, was a proactive approach to combating school shootings and, if possible, establishing a new nationwide model.

Director of Information Technology Services Department

at New Mexico Highlands University, March 1999 to September 2013

Led the Information Technology Services Department at New Mexico Highlands University, overseeing the overall functionality of all technology systems. Developed a dedicated team focused on providing exceptional customer support to faculty, researchers, staff, and students as they navigated the complex technological landscape of higher education. Emphasized continuous improvement, outstanding customer service, and highly available enterprise systems, ensuring that the deployment of technology that did not interrupt day-to-day operations and providing the latest advancements to enhance the user experience without compromising day-to-day operations.

In response to the evolving landscape, I guided the team to explore new service enhancement opportunities while prioritizing creating a secure and user-friendly environment. Recognizing the paramount importance of innovation and growth in the success of any higher education institution, we cultivated a vibrant culture of creativity in all our endeavors. This unwavering commitment led us to implement dynamic projects and strategies that fostered innovation and growth while strengthening our security measures. Consequently, NMHU achieved significant competitive advantages over its peers, effectively reducing operational costs. A key focus was ensuring seamless access to essential resources and tools for all users. Notably, NMHU achieved a milestone by becoming the first institution in the state to implement enterprise-level single sign-on, setting a benchmark for excellence in user accessibility.



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Contributing to this vital mission is a privilege, and I feel fortunate to serve in this capacity. Our work was challenging and rewarding, continuously inspiring me through the dedication and passion of the team I assembled. Together, we remain committed to positively impacting our users' lives and shaping the future of higher education.

Network Manager for the Information Technology Services Department at New Mexico Highlands University, July 1989 to March 1999

I had the privilege of spearheading IT technical services across our entire enterprise, where I provided strategic leadership, expert management, and comprehensive guidance for all aspects of IT technical operations. My commitment to fostering a culture of continuous improvement was reflected in my initiatives to train and mentor our talented IT technical staff, creating an environment driven by performance excellence.

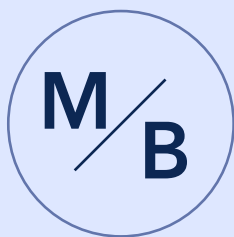
I actively championed professional development opportunities, ensuring our team was well-versed in emerging technologies that could enhance our offerings. My role encompassed extensive project management support, where I emphasized collaboration, meticulous organization, and technical acumen, all aimed at achieving outstanding outcomes for our clients.

Among my proudest achievements was the successful implementation of the first single sign-on process at any higher education institution in New Mexico. This groundbreaking initiative transformed accessibility across critical enterprise applications, including our main enterprise resource program (ERP), Banner, the learning management system (Blackboard), email, directory services and other add-on systems.

New Mexico Highlands University (NMHU) proudly stood as the first campus in the state to fully embrace wireless technologies. I managed the essential network services, overseeing wireless, cellular, voice, data circuits, and emerging technologies with an unwavering focus on maintaining seamless university network operations.

By applying industry best practices, I proactively mitigated risks and ensured absolute adherence to contractual service level agreements. I not only implemented and managed change processes but also provided oversight to ensure readiness for any transitions. My collaborative approach brought together NMHU faculty, staff, students, vendors, external stakeholders, and service providers to fortify our network infrastructure operations.

In addition, I delivered dynamic training sessions on a wide array of Microsoft courses,



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leveraging my certification as a professional instructor to empower IT staff, students, faculty, and external contractors. My offerings included the comprehensive Microsoft Certified Systems Engineer (MCSE) suite, encompassing Windows NT 3.51/4.0, 2000 Server, Advanced Server, Domain Controller Server, 2003/R2, Windows 3.x-7, and internet support technologies (Web, FTP, etc.).

Through these efforts, I cultivated a robust, innovative, and resilient IT environment that not only met but exceeded the needs of our university community.

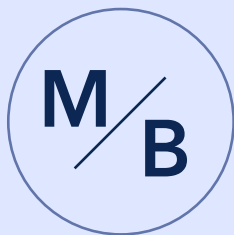
Vivid Solutions SMJ LLC.

In Las Vegas, NM, August 1984 to Current

As an enterprise information technology consultant, I bring a wealth of expertise cultivated through my experience with a Fortune 500 company. My core competency lies in managing the multifaceted IT projects of large enterprises, consistently delivering successful outcomes that resonate with both business and contractual goals. I excel in analyzing business requirements and unearthing innovative technological and practical solutions tailored to achieve specific objectives. My strength lies in executing these solutions seamlessly while ensuring they integrate harmoniously with existing systems.

Over the years, I have polished my communication skills, enabling me to craft compelling executive-level presentations and communications. I am adept at translating complex technical concepts into clear, engaging narratives that resonate with any audience, be it through oral or written communication. This skill has been instrumental in forging robust relationships with stakeholders at all levels of an organization. I thrive on connecting with individuals from diverse backgrounds and adeptly adapting my communication style to meet their unique needs. I firmly believe that effective communication is the cornerstone of success.

In addition to my IT consulting prowess, I am a passionate entrepreneur in the property management arena. My journey has been dotted with challenges, each met with unyielding confidence and determination. Every obstacle has imparted invaluable lessons, shaping my approach to business and significantly contributing to my success. My expertise spans acquiring select properties, overseeing rent collection, managing maintenance, filling vacancies, and administering budgets for a dynamic portfolio of properties statewide. My unwavering commitment to excellence ensures that I provide exceptional service to my clients, keeping the properties I manage in high demand. Witnessing my company not only meet but exceed my expectations has been an incredibly rewarding experience, fueling my passion for continued growth and achievement.



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EDUCATION

New Mexico Highlands University

Master in Business Administration (MBA) in Management - 2014

New Mexico Highlands University

Bachelor in Business Administration - in Management Information Systems - 2010

New Mexico Highlands University

Associate Degree in Electronic and Electrical Engineering Technology - 1988

United State Army

Commission Officer - Concentration in Air Defense 1986 - Distinguished Military Graduate Recipient, Airborne School Graduate, and Aid to Brigadier General of the 111th Air Defense Brigade
Enlisted in NM Army National Guard - Concentration in Air Defense, and Transportation

Microsoft Corporation

Microsoft Certified Trainer, Microsoft Certified Systems Engineer, Charter Member of Microsoft Certified Administrator, and Microsoft Certified Internet Professional. 1999 - 2008

International Foundation of Employee Benefits Plans

Completed New Trustees Institute - Level I and II - Core Concepts - October 2023, February 2025



BOARDS

Los Alamos National Laboratory Foundation (2024 - 2027)

» Committees: Executive, Finance and Investments

New Mexico Education Retirement Board (2022 - 2026)

» Committees: Chair Alternative Retirement Plan (2022 -)

» Elected Secretary for the Board (2025 -2026)

Alta Vista Regional Hospital - Private (2022 - 2026)

Founding Member of New Mexico Reforestation Center / Board (2022 - 2023)

Northern New Mexico Citizens Advisory Board - National Board for Department of Energy (2015 - 2021 Chair 2019 - 2020)

» Committees: Executive Committee 2019 - 2020

Founding Member New Mexico Technology In Education - Statewide (2005 - 2025)

Immaculate Conception Parish Council, Las Vegas, NM Finance

» Elected Vice Chair for the Council (2023 -)