MARK HENDRICKS

_____

PROFESSIONAL SUMMARY

Trusted, strategic, and collaborative higher education IT leader with ten years of senior IT leadership experience and 25 years of CSU system policy making, governance, administration, and technology advocacy across a broad range of IT disciplines. An innovative and fiscally judicious leader committed to advancing campus imperatives, and energized by what's possible through strategic investment in people, process, technology, and advancement. An empathetic, approachable executive adept at building strong collegial and industry relationships, and fostering an inclusive, team-oriented culture to achieve goals – core competencies that helped lead one of the largest CSU campuses through the rapid sea change of the COVID global pandemic, and digitally transform a once brick-and-mortar infrastructure into a future-thinking academic institution.

_____

EXPERIENCE

California State University, Sacramento – Division of Information Resources & Technology

Interim Vice President and Chief Information Officer (2019 - present)

Cabinet-level leader and presidential advisor responsible for prioritizing the strategic direction and governance of central and overall university IT operations, systems and software, data and information security, technology project management, procurement, and service and support. Manage a complex annual operating budget of $17M. Lead a professional IT team including 12 managers, more than 100 FTEs and student employees, and partner with distributed campus IT professionals to advance strategic campus imperatives including anchor university, anti-racism, and student success.

Crisis Leadership (COVID Response & Business Continuity)
- Led the rapid campus pivot to remote operations, and initiated campus disaster recovery and business continuity plans to safely transform academic and business operations and services to a virtual model.
- Focused academic technology and customer service efforts to provide stable services, extensive faculty outreach and resources, and expanded equipment and access programs to ensure the campus community had equipment and tools for successful remote operation.
- Leveraged emergency internal funding allocations and COVID HEERF emergency fund requests totaling an additional $21M to meet current and future needs/trends, including innovative internet access options, a laptop loan and purchase discount program, and hotspot checkout.
- Led website and mobile app enhancements to capture employee and student COVID-19 health reporting.
- Forecasting IT strategies beyond the sea changes brought on by the pandemic, including developing technology strategies and governance to achieve systemic, forward-thinking change.
- Communications and media relations – directed rapid website content updates and frequent broadcast communication to campus audiences during highly changeable circumstances.

- On-camera KCRA 3 interview "[Sac State parking garage becomes Wi-Fi drive-in](#)."
- Featured in the Sacramento State Newsroom article "*[Laptop discount program helps ensure new students have the tech they need](#).*"

Strategic & Collaborative Leadership

- Transformed campus perception of IRT by positioning the division as a trusted partner and champion in the service, mission, and imperatives of the university. Elevated and re-aligned divisional values beyond service provision towards partnership, collaboration, solutions, and IT leadership.
- Built trust by engaging in strategic planning efforts and developing a two-year IRT strategic plan highlighting open, regular communication with campus partners and transparency across campus divisions.
- Partnered with the President's Cabinet and campus leaders to break down historical barriers preventing collaboration by developing clear, delegated IT governance charters and groups to address security, data governance, IT procurement, web and mobile content, IT project prioritization, accessibility, and identity management.
- Unifying campus infrastructure and technology standards by working with distributed campus divisions, colleges, and departments, such as ECS, to support a consistent user experience and mitigate risk by migrating hardware, patching, and print services under a campus standard.
- Strengthened the IT project prioritization process through Cabinet engagement and feedback, and an improved, transparent annual IT project call process which now includes project sizing, estimated implementation, and support costs aligned with the UBAC annual budget call.
    - Redesigned internal procedures and developed a Total Cost of Ownership (TCO) model encompassing five-year IT service-based budget IRT spending by service to quantify strategic value and ROI. The budget model identifies ongoing and one-time costs to improve future projections and planning for major capital investments.
- Managed a complex $17M division budget with multiple funding sources including trust accounts, and cost recovery to support university operations. Successfully managed during lean and uncertain times, including a 10% budget contraction.
- Cultivated and leverage external partnerships with information technology consultants, vendors, and local community organizations such as Gartner and EDUCAUSE. National Cyber Security Awareness Month (NCSAM) activities including hosting "Women in Tech Leadership Forum" and NCSAM sessions with vendors HP Aruba and SHI. Partnered with UC Davis Cyber Security team for their annual program. Sponsored State of California Virtual Cyber Security Education Summit, technology support for the Renaissance Society of Sacramento.

Anti-Racism & Diversity Equity and Inclusion (DEI)

- Participated as a Cabinet member and campus leader to develop, model, and champion DEI strategies:
    - Assisted in the development of the framework for the [Antiracism and Inclusive Campus Plan](#).
    - Champion equity as the executive sponsor for the Sacramento State Accessible Technology Initiative (ATI) which stewards campus accessible technology practices.
    - Participated in campus listening and learning activities, including focus time circles and Cabinet EAG meetings.
- Prioritize personal and IRT division efforts to address DEI including:
    - Lead the development of the IRT DEI strategic goals, roadmap, and IRT Diversity Council. Facilitate DEI leadership retreats and exercises, providing resources for employees and

managers within IRT onboarding and reference manuals, and implementing actionable strategies focused on adopting, operationalizing and advancing DEI and anti-racism initiatives.

- Personal and organizational support of DEI by signing the Educause CIO DEI Pledge.
- Developed a DEI presence on the IRT website, including race and gender information.

- Implementing strategies to recruit and retain diverse and high-performing staff through inclusive hiring processes, factoring in DEI practices for developing position descriptions and postings, advertisements, and forming intentional hiring committees.

Student Success, Technology Equity & Instructional Technologies

- Champion, lead, and partner with university units to innovate, implement, and support technologies and projects to improve student success and reduce time to graduation:
    - Served on the Student Success Graduation Initiative Committee.
    - Collaborate with the Academic Senate AITC focused on academic technology.
    - Partner with Academic Affairs and Student Affairs to launch student transfer credit articulation and automation enhancements, including Student Planner powered by Civitas, and Hornet Launch automation to reduce time to graduation.
    - Partner with the Office of Research, Innovation, and Economic Development, College of ECS, and Anchor University initiative to mature academic research technology and request state and federal earmarks for high performance computing infrastructure and a data analytics lab.
- Supported campus efforts to remove academic and administrative barriers to student success and expand universal access:
    - Digital transformation of more than 150 student forms and workflows.
    - Championing University Design for Learning (UDL) and collaboration with SSWD to increase captioning and other assistive technology services. Launched BlackBoard Ally within Canvas to remediate academic materials.
    - Achieved a 90% faculty adoption of the Canvas learning management system (up from pre-pandemic 60%) to ensure remote learning continuity.
- Technology equity solutions
    - More than 2,500 students benefitted from IRT's long-term equipment loans of laptops, web cams and internet hotspots/access. Faculty, adjunct faculty, and staff also received equipment support during remote operations.
        - Co-developed the Hornet Laptop Discount Program with the Hornet Bookstore that assisted nearly 8,000 students purchase an instruction-ready laptop at no or low cost.
    - Led a campus-wide effort to identify a university device standard to successfully replace every faculty and staff computer with a standard laptop and docking station to support current and future remote work/instruction, and facilitate efficiency, security, and support.
    - Leveraged a Microsoft remote desktop solution to provide student access to campus resources while learning remotely.
    - Implemented emergency Internet connectivity measures including:
        - Converted a parking structure into a drive-in Wi-Fi hotspot.
        - Added 143 new locations of outdoor Wi-Fi connectivity to support safe outdoor studying and learning.
        - Developed and leveraged industry programs for low-income students to receive no-cost cable internet and free cellular hotspots for all requesting students.

- Modernized University Classrooms
    - Secured funding and led the $8M campus-wide, cross-divisional effort to update more than 450 instructional rooms with a common audio/visual technology standard supporting mixed instructional modes responsive to current and future faculty and student needs.
        - Upgrading campus learning spaces and buildings to Wi-Fi 6 to support modern network capability, which will become the campus standard.

Catalyst for Digital Transformation

- As Executive Sponsor, secured more than $750k to develop and implement a campus-wide digital transformation strategy which highlighted rapid transformation of critical campus forms and processes to facilitate remote support for administrative processes with an eye to proactive, systemic change beyond reactive automation.

- Leveraged and optimized cloud technology solutions – Canvas learning management system, Microsoft 365 suite, Zoom, mobile app, campus portal and websites, among others – to support remote and in-person business processes and teaching and learning. Launched Adobe Sign to digitally process documents.

- Led the initiative that automated more than 150 student forms addressing every major impact of the student journey, with a commitment to collaborate with campus units to evaluate all campus business processes, forms and workflows to remove administrative barriers and improve access.

Optimized Customer Services

- Integrated service-orientation and user experience within each customer touch point by unifying IRT departments and teams to commit to comprehensive, one-stop service – from project management and consultation, backend system support, communications, and education/support provided by the IRT Service Desk team.
- Implementing industry-leading ITIL and ITSM practices to optimize end-to-end service, resource, and project management.
- Implemented soft phones to manage customer service inquiries remotely. Leveraged online chat, email and scheduled Zoom drop-in hours to provide campus virtual support during campus closures.

University Service & Memberships

- CSU Chief Information Officer, Chief Research Officer Collaborative (2022 – present)
- Graduation Initiative 2025 Committee (2021 – present)
- Chair, Data Security Governance Group (2020 – present)
- CSU CIO Committee and Executive Committee (2019 – present)
- Chair, IT Advisory Committee (2019 – present)
- CSU Information Security Advisory Executive Committee (2018 – 2019)

California State University, Sacramento, Division of Information Resources & Technology

Sr. Director Information Security Office, Identity Management, and Systems Infrastructure (2018 – 2019)

Member of the IRT executive leadership team, responsible for campus and CSU system-wide cybersecurity leadership. Expanded existing campus information security processes with proven thought leadership and strategic implementation of an integrated and comprehensive cybersecurity program and tools such as MFA and SSO to protect the confidentiality and integrity of campus cyber-infrastructure, and remediate risk to the

university and campus community. Steward of campus account management and the 24x7 operation of campus data center systems. Managed an annual operating budget of $3.3M, and three teams with 15 FTEs.

Cybersecurity Leadership

- Developed information security priorities and goals supporting the structure, operations, strategic objectives, regulatory issues and cultural environment specific to academia.
- Responsible for incident management, e-discovery, and forensics.
- Led the campus-wide implementation and change management of proactive tools and processes to address data, device, and access vulnerabilities including:

    o One of the first in the CSU system to implement Duo multi-factor authentication (MFA) security for all students and employees.
    o Workstation encryption and server vulnerability management.
    o Implemented a payment card industry (PCI) compliance program.
    o Data security/records retention governance through the Data Owners group.

- Partnered with campus units to implement mandatory web-based information security and awareness training for all employees, and launched Cofense PhishMe anti-phishing training.

Audit, Business Continuity & Disaster Recovery (BCDR), and Compliance

- Managed cybersecurity and BCDR audits, working closely with CSU CO auditors and campus partners to ensure HIPAA/FERPA/PCI compliance, and resolve audit findings.
- Collaborated with campus partners to define critical services and develop a campus cyber infrastructure recovery plan.
- Updated IT business continuity and disaster recovery plans, and performed simulated desktop exercises to test BCDR plans.

Securing Identity Management

- Responsible for managing the automation of Single Sign-On (SSO) access for more than 100,000 identities to provide employees and students secure and consistent access to thousands of university systems and services.
- Worked with campus partners to document business processes that control automated identities and accounts for campus and other federated systems.

Supporting Critical Systems Infrastructure

- Responsible for campus infrastructure teams managing approximately 1,000 servers and almost 2 petabytes (PB) of storage.
- Managed critical system backup infrastructure and remote disaster recovery site.

California State University, Chico Information Resources (IRES)

Director, Information Security and Information Security Officer (2013 – 2018)

Managed the campus Information Security Program and 4 FTEs. Responsible for aligning security initiatives with enterprise programs and business objectives to protect the confidentiality, integrity, availability, and privacy of individuals and systems, and identified, mitigated, and managed risk in support of the university mission and objectives.

Security and Risk Management
- Developed and administered campus security and risk management programs and processes:
  - Information Security Plan as part of the campus Information Technology Strategic Plan and the CSU Chico Strategic Plan.
  - Data Governance Program in coordination with the data owner governance group to update data classification and protection standards.
  - Records retention plan coordinated with stakeholders including developing governance, providing training for administrators and records custodians, and maintaining annual certifications.
  - Information Security Risk Management Program.
- Managed and addressed campus audits, and performed regular risk assessments of all kinds and developed formalized assessment processes where appropriate.
- Broadcast information security goals, awareness, and education to the campus community.

Technical Controls Framework
- Bridged campus and central IT to formalize system standardization and hardening goals. Oversaw efforts to manage, patch, and encrypt all campus desktops.
  - Developed and communicated the CSU system's first campus Cloud Security Policy.
  - Developed CSU system-wide workstation security standards.
  - Oversaw and reviewed systems and network architecture and security design, and supported electronic discovery efforts for campus records.
- Oversaw the implementation of campus-wide security, threat detection and prevention tools:
  - Splunk for security event analysis.
  - Palo Alto Network's state of the art network threat detection and prevention tools.
  - Qualys continuous system and web application vulnerability detection and reporting.
- Developed and communicated polices, standards and practices related to the implementation of technical and administrative controls.

University Service
- Member, CSU ISO Executive Committee (2013 - 2018)
- Chair, Campus Data Owner Governance Group (2013 – 2018)

Humboldt State University Information Technology Services (ITS)

Information Security Office
Lead Information Security Analyst (2008–2013)

Led the development and maintenance of the campus information security program. Created campus and CSU security policies, provided cybersecurity leadership and education, and managed technical security monitoring and risk mitigation.

- Implemented the first comprehensive campus-wide information security program.
- Authored/co-authored CSU Identity Management and CSU Digital & Electronic Signature Policies.

- Chaired the CSU Identity Management committee and served on the executive committee for the CSU Information Security Officer committee.

Computing Science Department
Adjunct Faculty (1997-2005 and 2009)

Developed curriculum that provided theoretical and hands-on network instruction related to physical and logical networking including routing, critical infrastructure, and security.

- Designed and built CS department Network Lab.
- Provided CS department faculty technical criteria to earn National Science Foundation (NSF) grants.

System Administrator (2004–2008)

Information Technology Consultant
Systems/Network Manager (1997–2003) and *Lab Staff Manager* (1995–1997)

Telecommunications & Network Services
Student & Staff Equipment Technician (1992–1995)

_____

ADDITIONAL EXPERIENCE

United States Navy
Submarine Interior Communications Electrician
(1986-1990)

Commercial Fisherman Captain
Alaska   (1979-2012)

_____

EDUCATION & CERTIFICATIONS

BA, English
Humboldt State University, 1996

Master's in Public Administration
CSU San Bernardino (in progress)

Certifications
- Certified Information Systems Security Professional (CISSP), 2010
- Prosci Change Manager

_____

PROFESSIONAL AFFILIATIONS, PRESENTATIONS & ACKNOWLEDGEMENTS
- EDUCAUSE member
- (ISC)² CISSP -
- InfraGuard Member
- Change Management
- Chair IT Council
- EC: ISO, IAM, CIO