Mark A. Hoeting, MBA

Chief Information Officer & Digital Strategist

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OVERVIEW

Accomplished higher education executive specializing in leveraging technology to enhance the student experience, drive growth, performance, efficiency, and improved strategic outcomes. Strategy development and execution in complex environments. Results-focused, business-oriented, and effectual visionary with a proven ability to collaboratively build and lead organizations in technology transformation and to align the initiatives of IT with the strategic objectives of the institution it serves. *Additional strengths include:*

- Global IT Leadership
- Emerging Technology Evaluation & Selection
- Technology Portfolio Management
- Organizational Change Management
- Capital Budgeting & Cost Optimization
- IT Governance and Roadmap Development
- Digital Strategy Development & Implementation
- Service Management & Delivery (ITSM/ITIL)
- Single & Multi Instance ERP & CRM Transformations
- Cyber Security Administration & Leadership
- Academic & Learning Technology Leadership
- High Performance Computing & Research Support

EDUCATION

Master of Business Administration, Western Governors University
Bachelor of Arts & Science, *Communications/MIS*, Stephen F. Austin State University

CAREER SUMMARY

Strategic Leader who clearly conveys vision, attains buy-in, designs and implements strategic plans and guides high performing teams to consistently add value to the institution. Excellent communication skills at all levels within domestic and multinational environments.

Operational Excellence and Modernization through digital transformation in establishing initiative and strategic roadmaps that enable institutions to reinvent themselves while improving agility, increasing student and faculty satisfaction, and managing/reducing costs through modernizing technology stacks.
- Led consolidation of EHR for the Defense Health Agency and medical treatment facilities within the National Capital Region.
- Advised on major university system cloud migration strategy for nationally-ranked R-1 Institution in Texas.

Data Strategy and Enterprise System implementation expertise. Proven experience in developing data strategy aligned to strategic goals and subsequent acquisition and implementation of large, complex enterprise information systems, including financials, human resources, supply chain, and student information systems.
- Established enterprise data management strategy, governance, and platform for large, R-1 institution in Georgia.
- Sponsored the selection and implementation of cloud -based financials system (WorkDay) for large, R-1 public institution.
- Led the selection and implementation of hosted human capital management system (PeopleSoft) for large University system in Georgia.
- Sponsored migration of student information system (Banner) to cloud (AWS), increasing agility and uptime while reducing operating costs by 40%.

Strategic Portfolio Development & Implementation expertise. Demonstrated excellence in establishing enterprise-level technology portfolios that align strategic business priorities, KPI's, operations, and initiatives to provide the highest levels of visibility and alignment.
- Established the global technology portfolio to support and enable Institute and GTRI classified and non-classified sponsored (DoE, DoD) research catalogs totaling $1.7B in annual revenue.
- Sponsored, developed, and implemented enterprise technology portfolio to enable and sustain the merger and consolidation of two 30k student institutions, navigating public policy, technology integration, and organizational change management, to create a new, combined, 60k student institution of higher education in Georgia.

CAREER HISTORY

INFO-TECH RESEARCH GROUP   **2020 – Present**

    Chief Information Officer & Executive Counselor
London, Ontario
Information technology research and advisory firm that produces highly relevant research to guide CIO's and IT leaders in making strategic, timely, and well-informed decisions.

Provide leadership and strategic guidance to C-level clients regarding technology strategy, enterprise data management, operations, service delivery, portfolio management, infrastructure modernization, and budget development/cost optimization. Supported sectors include public sector, healthcare, and higher education.

- Lead consultant on IT Strategy development for Walter Reed National Military Medical Center.
- Lead consultant for Defense Health Agency Medical Technology Integration Program, establishing interoperability between 367 global military treatment facilities.
- Lead consultant for University of North Texas System cloud migration strategy for all ERP applications.

AMMUNITION AGENCY   **2019 - 2020**

    Chief Innovation Officer
Atlanta, GA
Full service digital agency automation firm that develops digital strategy, personalized CRM, and creative services that enable customer experience platforms.

Primary executive responsible for client portfolio of higher education, healthcare, and financial services sector engagements regarding CRM, enterprise integration advisory, and customer experience platform development services.

- Established the agency's higher education, healthcare, and financial services practice unit and associated portfolios.
- Lead agency business operations and technical delivery services.
- Technology strategy development to streamline technology services offerings into a homogenous product and service offering platform for all agency clients.
- Responsible for the agency's new business acquisition in higher education, public, health care, and financial services sectors.
- Advise and guide customer technology roadmap and service delivery/change management implementations, especially in the areas of enterprise data integration, legacy/ERP integration, and CRM platform deployments.
- Achieved portfolio growth >$9M in first 120 days.
- Led agency product and services portfolio buildout.
- Streamlined agency cloud hosting services to reduce cost and increase overall performance and integrity.
- Managed agency engagement with private institution in Virginia to build out online academic portfolio, strategy, marketing automation plan/implementation, and student success architecture.
- Led digital strategy development and implementation for Vapotherm (Medical Device Manufacturer).

GEORGIA INSTITUTE OF TECHNOLOGY   **2016 - 2019**

    Vice President & Chief Information Officer
Atlanta, GA.; Savannah, GA; Lorraine, France; Shenzhen, China.
Urban research university (GT) and research institute (GTRI) of 28,000 undergraduate and graduate students, 750,000 online students, an operating budget of $1.7B, and 4 global campuses on 3 continents and 53 global research centers.

Primary executive responsible for technology strategy, governance, infrastructure, classified and non-classified cyber security/compliance, research computing, networking/telecom, enterprise information systems, and customer experience strategy and platforms.

- Led the development of Institute-wide Digital Strategy which provides the integrated technology roadmap to enable the Institute Strategic Plan, by partnering with executive peers and coordinating with faculty/staff/students and public constituents.

GEORGIA INSTITUTE OF TECHNOLOGY (cont.)

- Re-oriented, restructured, and rebuilt the IT division through defining a new strategic vision, unifying distributed resources, developing a consistent leadership methodology, and forming a consistent culture across the new organization.
- Developed and implemented GT OneIT, the integrated program of a new IT governance and advisory model for the Institute.
- Formalized Institute cyber-security and compliance program to achieve privacy and federal compliance (NIST, HIPPA, FedRAMP, etc) by establishing a new cybersecurity organization that included staffing, policy development, and control implementation for both the institute and the federal defense research entity (GTRI).
- Developed and implemented the "Planning in Parallel" operating model for aligning Institute technology priorities with University System objectives by building consensus with University System executives and integrating system priorities and personnel into Institute planning and programming.
- Sponsored reduced operating costs by $4.8M by migrating Financials, Human Capital Management, Supply Chain, and Student Information Systems to cloud platforms.
- Sponsored decreased business process overhead by over 20% across all business and academic units by using lean methodology for process redesign.
- Increased sponsored research revenue from $1.2B per year to $1.7B per year by expanding the Institute high performance computing (pace.gatech.edu) capacity from 36,000 to 56,000 cores.
- Expanded research capacity to include data management/storage infrastructure to enable SmartCities initiative through the GT Institute for People And Technology (IPAT).
- Led the technical program buildout for the Georgia Tech MOOC/EdX program and 3 new online masters degrees in Computational Science, Analytics, and Cyber Security.
- Led and facilitated increased giving to the institute by expanding the Institute's technological reach, including the relocation of NCR headquarters adjacent to the main campus to connect the GT innovation hub with the FinTech sector.
- Reduced the Institute risk exposure by modernizing the security posture through implementation of a software-defined firewall architecture.
- Partnered with the Provost to increase enrollment and efficiency by implementing enterprise CRM (SalesForce.com) to enable marketing, recruitment, admissions and support of online undergraduate/graduate programs and MOOCs (750,000 students) for the GT global presence.
- Expanded the role of the Institute in the regional and national technology and civic communities by speaking and writing on the intersect of technology, education, and quality of life.
- Increased exposure for the Institute and Office of the CIO by serving in advisory capacities to federal and state legislative committees on subjects regarding cyber-security in national defense.
- Decreased support costs by over $1M across all business and service units by partnering with business owners to implement a unified service catalog (ITIL) and a common service delivery platform (ServiceNow).
- Established the enterprise portfolio through the development and implementation of the Institute Portfolio and Project Management Office, enabling executive insight into Institute operations for improved planning and decision-making.
- Streamlined data management and created visibility into enterprise data through the establishment of the Institute enterprise data management organization, governance model, and platform (Oracle) and toolset (Tableau).
- Identified over $1.5M in cost-reduction initiatives by establishing the Institute-wide Technology Cost Optimization program that focuses on minimizing duplication and maximizing utilization of technology assets.
- Oversight of the organization, design, business model, and technology program development for CODA, a 645,000 sq. foot innovation space and 80,000 sq. foot data center in midtown Atlanta. CODA is designed to facilitate innovation between technology researchers of the Institute and high-tech innovation firms leasing space within the facility.

GEORGIA STATE UNIVERSITY & GEORGIA PERIMETER COLLEGE   **2013 - 2016**
Chief Information Officer
Atlanta, GA
Urban, higher education institution of 55,000 students, 6 campuses, and an extensive online degree program.

Provided executive leadership to the IT division by partnering with executive peers and aligning technology strategy, resources, and initiatives with institutional strategy.

- Oversight and responsibility for the technology consolidation of enterprise applications and infrastructures between Georgia Perimeter College and Georgia State University to create a new, consolidated (merged) 55,000 student institution in the state of Georgia while reducing operating costs by 25%.

GEORGIA STATE UNIVERSITY (cont.)

- Partnered with the Vice President for Student Success to development and implementation of the university student success platform that enables streamlined admissions, centralized advising and integrated learning analytics. The program increased first-year retention rate from 51% to 83% and an overall increased on-time graduation rate of 68%.
- Developed a balanced IT budget within the first 30-days, reversing a 3-year trend of deficits and overspending.
- Drove 20% cost reduction and performance improvement through infrastructure simplification, virtualization, and remediation of data technologies with cloud-based solutions.
- Led the development and implementation of the IT Operating model that stabilized availability and established a baseline of services to begin strategic program development.
- Sponsored and guided the institution in implementing and leveraging a modern CRM (SalesForce) to reverse negative trends in enrollment and retention. This initiative has produced an average 18% continuous growth rate through marketing automation and customer engagement.
- Established service management program to scope and implement ITIL across all IT units throughout the institution.

ARKANSAS STATE UNIVERSITY & UNIVERSITY SYSTEM   **2000 - 2013**
Chief Information Officer
Jonesboro, AR; Newport, AR, Mountain Home, AR, Beebe, AR, Queretaro, Mexico
Comprehensive, regional university system of 20,000 students with 5 campuses throughout the State of Arkansas, Mexico, and extensive online programs.

Oversight and responsibility for the strategic technology development of the institution and University System over a 13-year period, through two complete strategic program cycles, increasing enrollment over 40% and growing sponsored research from less than $1M to over $26M.

- Led the technology expansion to support the establishment of the university system from 1 campus to 6 campuses throughout the State of Arkansas and Queretaro, Mexico.
- Co-sponsor and founder of Astate Online, the ASU Online campus for the Institution that offers 34 undergraduate and graduate degrees.
- Executive sponsor for the institution's ERP implementation of financials, human capital management, and student records systems (Oracle/Banner).
- Executive sponsor for the implementation of converged voice, data, and video network producing annual cost savings of over $500,000.
- Established the IT portfolio and governance model that is directly aligned with the strategic objectives of the institutions.
- Created and executed plan delivering 30% year-over-year revenue gain for $20 million division of $250 million sales/marketing company, developing actions against each major segment.

HAMPDEN-SYDNEY COLLEGE   **1997 - 2000**
Executive Director of Computing, Hampden-Sydney, VA
Private, Liberal Arts College for Men, 3,000 Students.

Responsible for building out the campus network and systems infrastructure to support administrative functions and emerging instructional technologies. Managed the implementation of Jenzabar ERP solution, implemented the college's first ethernet and fiber network, and developed a custom point of sale system for student accounts.

STEPHEN F. AUSTIN STATE UNIVERSITY   **1989 - 1997**
Assistant Director, Systems & Network Administration, Nacogdoches, TX
Comprehensive, regional public university of 15,000 students.

Managed centralized enterprise computing platforms and network resources for the University, including large-scale OpenVMS systems and the University computing network. Led the systems implementation in support of the IA/SCT Plus Enterprise Computing System after serving in desktop support and programmer analyst positions.

Selected Governance & Committee Service

University System of Georgia, CIO Advisory Council
Executive Committee, 2014-2019
Next-Gen Enterprise IT Committee, Chair, 2017-2018
Academic Excellence & Degree Completion Committee, Chair, 2015-2016
Knowledge Management & Communications, 2015
Efficiencies & Accountability Committee, 2015-2016
Consolidation Committee, 2014-2016

Southern Universities Research Association (SURA)
Trustee, 2016 – 2019
Information Technology Committee, 2016 – 2019

Educause
Core Data Service, Finance & Organization Chair, 2016
Fellowship Advisory Committee, 2014-2015
Educause Quarterly Editorial Review, 2013
Southwest Regional Conference Program Committee, 2005-2005
Educause Leadership Institute – June 2003
Educause Management Institute – May 2001

Georgia State University
Consolidation Implementation Committee, 2015-2016
Information Technology Committee, Chair, 2015-2016

Governor Appointee
State of Georgia, Governor's Committee on High-Demand Career Initiatives, 2016-Present

Professional Associations

Educause ([www.educause.edu)](www.educause.edu)
Technology Business Management Council - *Principal*
CIO Executive Council, CXO Media
American Management Association
Georgia CIO Leadership Association
Atlanta Technology Professionals – *Board of Directors*
Technology Association of Georgia – *Society for Information Management*

Selected Publications and Addresses

"Facing the Future: Learner Data & The Lifelong Experience." February 18, 2020, APPA. Tucson, AZ. Invited Speaker.

"Cloud Together: Managing the Risks & Realities of Enterprise Transformation". January 13, 2020, Atlanta, GA. Invited Speaker.

"Legality & Morality. Lessons in Ethical Leadership". Kettering. November 8, 2019, Atlanta, GA. Invited Speaker.

"Higher Ed Workforce of the Future: Preparing for New Work, Workers, and Workplaces". NACUBO, July 23, 2018, Long Beach, CA. Panelist and Speaker.

"Disrupting the CyberSecurity Status Quo". Palo Alto Networks, March 27, 2018, Atlanta, GA. Invited Speaker

"Balancing: CyberSecurity & Innovation". Atlanta CIO Forum, March 13, 2018, Atlanta, GA. Keynote Speaker.

"Agility in Leadership". MOR Associates, June 14, 2017, Atlanta, GA. Invited Speaker

"Creating the Next: IoT and SmartCities". Atlanta Technology Professionals, February 7, 2017, Atlanta, GA. Invited Speaker.

"Give me Truth". Values & Culture Summit. Fulton County Government, June 13, 2016, Atlanta, GA. Speaker and Facilitator.

"Give Me Truth". Values & Culture Summit. Georgia State University, January 5, 2016, Atlanta, GA. Speaker and Facilitator.

"A Roadmap for Transformation through Customer Journeys". SalesForce.com World Tour, December 9, 2015, Atlanta, GA. Invited Speaker.

"Life as an Applicant is Hard Enough". Gartner Executive Programs, November 19, 2015, Atlanta, GA. Invited Speaker.

"Higher Education CRM Strategies". Gartner Symposium, October 8, 2015. Orlando, FL. Panelist.

"The Future of the Software-Defined Infrastructure". TechTrends, Georgia State University. July 8, 2015, Atlanta, GA. Invited Speaker.

"Customer Engagement as an Outcomes Strategy. The Art of Connecting Information with Citizens and Government". Georgia Technology Authority Technology Summit, May 11, 2015, Atlanta, GA. Invited Speaker.

"Building Energy Around Your SalesForce Initiative with Scrum". SalesForce Higher Education Summit, February 13, 2015, Miami, FL. Invited Speaker.

"Collaborative iPad project between University and Concurrently Enrolled High School Social Studies Students," The National Social Science Technology Journal, Spring, 2013. Co-PI, author.

"CoExist. Agile as a Platform for Enterprise Change." CIO Leadership Forum, January 16, 2013, Dallas, TX. Invited Speaker.

"Using iPads to Enhance Student Learning in K-12 Education", National Alliance of Concurrent Enrollment Partnerships, July 29, 2012, Lake Tahoe, CA. Presenter.

"Communications Programming for Institutional Technology Planning", Apple Executive Summit, September 12, 2012, Cupertino, CA. Invites Speaker.

REFERENCES

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