Mark Katsouros

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PROFESSIONAL PROFILE

Award-winning, strategically-minded, human-centered, innovation-focused, and value-driven IT leader with extensive breadth *and* depth, across the IT stack, from networks to systems to applications to *people*, who promotes a culture of growth and development. Effective communicator/collaborator across organizational silos, with partners and vendors, and within various national and international consortia. Frequently cited and published. This passionate, purposeful, servant leader (1) keeps cool under pressure, (2) clearly explains missions, standards, and priorities, (3) sees the big picture, and provides context and perspective, (4) makes tough, sound decisions on time, (5) adapts quickly to new situations, (6) sets a high ethical tone, and (7) is positive, encouraging, and realistically optimistic. Finally, I have a solid appreciation for how working with people who are different from you—different backgrounds, different beliefs, different cultures, different personalities—challenges your preconceptions, maximizes results, and helps everyone grow.

EXPERIENCE

The Pennsylvania State University, Enterprise Information Technology, Enterprise Networking and Communication Services (ENCS), *University Park, PA*, January 2011 to October 2020

Director, Voice & Video, October 2018 to October 2020
- On September 30, 2020, Penn State Information Technology had to implement a management Reduction In Force due to crushing fiscal challenges. Unfortunately, many of my outstanding colleagues and I were permanently laid off as of October 31, 2020.
- Unit head responsible for design, development, provisioning, and operational support of all voice and video services (IP telephony, unified communications, Zoom remote work/instruction, video conferencing rooms, video transmission, CATV/IPTV/BYOTV, digital signage, video surveillance, etc.) across 23 campuses.
- Managed annual budget of ~$9.5 million (operations and capital), including 25,000+ VoIP endpoints and hundreds of video rooms across 23 campuses (and 67 extension centers), and approximately 30 support staff.
- Directed VoIP deployment to 23 campuses (secured resources, developed and managed training, built self-service portal, and provided people-leadership and communication), led strategic and contingency planning efforts, supported remote learning as the Zoom service manager (administration, incident response, white-glove VIP support, risk management, and security), developed growth paths for people in spite of resource constraints (including IT mentoring and peer-to-peer learning), and managed various legal, risk, and security issues and assets.

Director, Network Planning & Integration / Service Design & Development, January 2011 to October 2018
- Unit head responsible for design and development of networking and telecommunications services available across 23 campuses, including the University Enterprise Network that ties all of the various local area networks at all of the campuses together, connecting them to each other, and to the Internet and other national networks.
- Managed annual budget of $12-14 million (operations and capital), including approximately 30 support staff.
- Service owner of all telecommunication and networking services, upon which most every other service is delivered.
- Significantly contributed to the institution's move from decentralized, non-standard, duplicative IT services to a highly-coordinated, ITSM-best-practice-based "One IT," including the development of a service catalog framework.
- Participated on an NSF CC-NIE (Campus Cyberinfrastructure – Network Infrastructure and Engineering) grant acquisition that ultimately resulted in a half-million-dollar grant, which was further leveraged to negotiate the acquisition of ~$2M worth of equipment for building Penn State's first enterprise research network and "science DMZ" to support high-speed "big data" transport.
- Chaired the BTAA (Big Ten Academic Alliance) IT Networking Group and the EDUCAUSE CIA (Communications Infrastructure and Applications) Community Group.

Community Vines, *State College, PA*, February 2013 to present
Executive-level support and product design
Provide executive-level support and product design for a Pennsylvania dot-com startup focusing on community development, commerce, and social responsibility via a community networking platform that supports skills monetization, asynchronous bartering, crowd-sourced causes, and volunteerism.

The University of Iowa, Information Technology Services, **Telecommunication and Network Services**, *Iowa City, IA*, May 2006 to January 2011
Director, Telecommunication and Network Services
- Department head responsible for delivering all telecom and networking services on campus.
- Managed annual budget of $15-16 million (operations and capital).
- Led efforts in wireless LAN deployment, unified communications deployment, emergency communications management, change management, service lifecycle management, request fulfillment and problem management workflow, and other large-scale projects.
- Created employee recognition programs, improved applicant pool diversity, and focused on the much-needed cultural improvements I was hired to foster.
- Chaired the Committee on Institutional Cooperation IT Networking Group, the EDUCAUSE/Net@EDU Converged Communications Working Group, and the BOREAS-Net (Broadband Optical Research, Education, and Sciences Network) Operations and Management Committee.

University of Maryland, Office of Information Technology, Networking and Telecommunications Services, *College Park, MD*, May 1991 to April 2006
Numerous Roles, from *Communications Integration Engineer* to *Acting Manager, Design and Development (formerly Core Systems and Infrastructure)*
- Grew within organization from telecom engineer and developer to manager of several large engineering teams.
- Award-winning developer in the area of speech recognition applications and operations center management.
- Managed network engineering and development group responsible for the campus' core systems and infrastructure.
- Developed/Formalized employee growth paths, business workflow processes, funding models, software development lifecycles, and other procedures.
- In-depth understanding of the operational, engineering, and financial endeavors of the entire department.

SKILLS AND AREAS OF EXPERTISE

- IT leadership, servant leadership, strategic alignment, and fostering a "fail fast, learn faster" culture
- Contextualization, decision-making, and adaptability
- ITSM (IT Service Management) / ITIL (IT Infrastructure Library)
- Project/Portfolio Management
- Resource planning/management
- Written and oral communication, presentation, storytelling, and documentation
- Strategic, contingency, and pandemic planning
- IT finance, funding models, and governance, and overall business acumen
- IT security and risk management
- Enterprise and systems architecture
- Database and application architecture
- Emergency communications management / notification
- Mentoring and coaching
- Teamwork / Teambuilding / Team leadership
- Performance/Talent management
- Employee growth and development
- Training/Teaching/Instruction
- Remote instruction/work infrastructure and applications design and support
- Customer service/support/satisfaction
- Business Process Analysis/Improvement
- Higher education and research support
- Zoom administration and risk mitigation
- IT Research and Development
- Agile/Iterative design and development processes
- Innovation/Entrepreneurialism/Creativity
- Positivity and calm

- Cloud applications and infrastructure
- Infrastructure and network architecture (LAN, WAN, RON, I2, Wi-Fi, DDI, FW, DMZ, IoT, QoS/DSCP, etc.)
- Telecommunications (VoIP, contact center, IVR, CTI, videoconferencing, unified communications)
- Audio/Visual
- Emotional intelligence, empathy, and self-awareness
- Productivity tool expertise (Office 365, G Suite, Adobe Creative Cloud)
- Familiarity with Go, R, Python, C(++), FORTRAN, Pascal, PHP, JavaScript, HTML/CSS, SQL, and other programming/scripting/markup/query languages

EDUCATION

- **Penn State Excellence in Executive Management, a six-week (48-hour) certificate program for senior IT leaders at Penn State**, Penn State University. (January 2016 – February 2016)
- **Various ITIL (IT Infrastructure Library) and ITSM (IT Service Management) courses**. (June 2011 – May 2013)
- **MOR Associates Senior IT Leaders Program, a nine-month (64-hour) certificate program for senior IT leaders in higher education**, Dallas, Boston/MIT, University of Minnesota, and Indiana University. (February 2008 – October 2008)
- **Leadership Development Institute,** *Foundations of Leadership***, a ten-week (107-hour) certificate program for effective University leadership**, University of Maryland, College Park. (September 2003 – December 2003)
- **Postgraduate studies (6 credits) in advanced Computer and Information Science** at the University of Maryland, University College. (February 2000 – December 2000)
- **Postgraduate studies (13 credits) towards Cross-Disciplinary M.S. in E.E./Telecommunications** from the University of Maryland, College Park. (September 1996 - December 1997)
- **B.S. in Computer Science** from the University of Maryland, College Park. (December 1988)

COMMITTEES

- **BTAA (Big Ten Academic Alliance) / CIC (Committee on Institutional Cooperation) IT Networking Directors Group**, Former Chair
- **EDUCAUSE CIA (Communications Infrastructure and Applications) Constituent/Community Group**, Former Chair
- **EDUCAUSE IT Mentoring Program**, Steering Committee
- **ECAR (EDUCAUSE Center for Analysis and Research) IT Service Catalog Working Group**, Steering Committee
- **ACTI (Advanced Core Technologies Initiative) MWF (Mobile Web Framework) Working Group**, Steering Committee
- **[BOREAS-Net (Broadband Optical Research, Education, and Sciences Network)](#) Operations and Management Committee**, Networking Directors
- **Net@EDU (Converged Communications Working Group)**, Former Chair
- **Penn State IT Mentors** (Steering), **Peer-to-Peer Learning** (co-founder), **"Read to Lead"** (founder), and the **President's Commission on Racial/Ethnic Diversity**.

PUBLICATIONS

- ["Thank You, Best Wishes, and a Small Parting Gift" (October 1, 2020)](#)
- ["Maximizing Zoom Performance from Home / when Bandwidth is Constrained" (August 28, 2020)](#)
- ["Mentoring: Love and Invisibility" (September 13, 2018)](#)
- ["My Top-10 Leadership Lessons: From My Hindsight to Your Foresight" (August 18, 2017)](#)
- ["Demonstrating Value Through IT Service Management in Higher Education" (ECAR Working Group Paper, August 29, 2016; co-author)](#)
- ["Unified Communications in Higher Education: Responding to New Risks" (ECAR Working Group Paper, November 15, 2015; co-author)](#)
- ["The Higher Ed IT Service Catalog: A Working Model for Comparison and Collaboration" (ECAR Working Group Paper, April 10, 2015; co-author)](#)

- "Improving Institutional Collaboration through Unified Communications: A Study of Current Implementations" (ECAR Working Group Paper, December 15, 2014; co-author)
- "The Unified IT Service Catalog: Your One-Stop Shop," EDUCAUSE Review Online (August 11, 2014; co-author)
- "An Introduction to BYOE Mobile Data Collection" (ECAR Mobile Strategy and Application Development Working Group Paper, April 24, 2014; contributor)
- "Emergency Notification Strategy" (ECAR Publication; April 8, 2014)
- "IT Service Metrics 101," *EDUCAUSE Review Online* (January 28, 2013)
- "Developing a Campus Mobile Strategy: Guidelines, Tools, and Best Practices" (ACTI Publication, January 24, 2013; co-author)
- "Lessons in IT Leadership: Doing Less with Less and Failing for Success," *ACUTA Journal of Information Communications Technology in Higher Education* (Spring 2011 - Vol. 15, No. 1)

CITATIONS

- "Mark Katsouros Shares how to [Save] Teachers and Students From [Zoom-Bombing]," Leaders in Cloud Podcasts, Ring2Cloud Technologies (May 20, 2020)
- "Mentoring – Love and Invisibility," MOR Insights (April 2, 2019)
- Kinetic Vision (April 7, 2015)
- *The Chronicle of Higher Education* (APRIL 21, 2014, April 11, 2008, and March 24, 2008)
- *WWCP-TV, FOX 8 News* (7/24/2012)

INVTIED SPEAKER

- EDUCAUSE Communications Infrastructure and Applications Community Group Workshop 2020, Online (10/20)
- Penn State Tech Pros 2019, "IT University, 'Of, By, and For the Geeks,'" Hazleton, PA (5/19)
- 2018 EDUCAUSE Annual Conference, "Communications Infrastructure in a Cloudy World" (full-day workshop that I led), Denver, CO (10/18)
- Penn State Tech Pros 2018, "TEP-VSE (Telephony Evolution Program – Voice Service Expansion) MyVoIP Portal Update," Carlisle, PA (5/18)
- 2017 EDUCAUSE Annual Conference, "Lessons in Leadership," Philadelphia, PA (10/17)
- 2017 EDUCAUSE Annual Conference, "Charting the Course for IT Service Management" (half-day seminar that I taught), Philadelphia, PA (10/17)
- Penn State Tech Pros 2016, "TNS Service Strategy," Abbington, PA (6/16)
- IT Share the Knowledge Conference, "Lessons in Leadership," State College, PA (4/16)
- Penn State Tech Pros 2015, "The Future of Telephony/Voice/UC at Penn State: A Roadmap," York, PA (6/15)
- 2014 EDUCAUSE Annual Conference, "Caffeinated Ideas and Ideals: A Highly Decentralized IT Organization's March toward *One IT* and *One ITSM*" and "Aligning IT with the Institutional Mission: Finding the Right Balance (Run, Grow, Transform)," Orlando, FL (9/14)

PERSONAL

Devoted husband and father, runner, cyclist, hack musician, composer/songwriter, visual/graphic artist, photographer, audiophile, cinephile, foodie, techie, traveler, adventurer, science enthusiast, occasional blogger, and entrepreneur.

ADDITIONAL MATERIAL

Additional publications, citations, and speaker engagements, as well as recommendations, references, and articles, furnished upon request, or see full resume at "http://resume.katsouros.com".

Last updated 11 October 2020.