

# Curriculum Vitae



## Mark Steven Katsouros

(717) 746-6275 (Google Voice)

Email: [mark@katsouros.com](mailto:mark@katsouros.com)

Web: <http://work.katsouros.com>, <http://linkedin.katsouros.com>,  
<http://blog.katsouros.com>

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### HIGH-LEVEL SUMMARY OF ACHIEVEMENT

- Worked four jobs simultaneously while attending college (Computer Science), often full-time, and graduated debt-free.
- Founded several businesses focused on IT consulting (MicroBrains and Visionary Automation Logic / [TechnologyHeroes.com](http://TechnologyHeroes.com)); served as Chief Technology Officer and Interim Chief Executive Officer for a Maryland dot-com startup specializing in patent-pending, phonetic-transcription-based, search engine technology (Hang40/Fo-net'ik™); and aided my brother in founding [Matthewmatics.net](http://Matthewmatics.net), a Maryland-based mathematics tutoring business. Developed keen business acumen along the way.
- Designed and developed some of the nation's first software applications that utilized speaker-independent speech recognition as the primary user interface, and ultimately licensed that technology to AT&T.
- Selected by the (Bill) Clinton Administration to design, develop, and implement public opinion polling software for the White House, which was utilized during President Clinton's first State of the Union Address and beyond.
- Was the first administrative employee at the University of Maryland to be named the Graduate Studies and Research **Outstanding Inventor of the Year**.
- NACUBO/USX Cost Reduction Incentive Award winner.
- Designed and managed the development of the University of Maryland's network monitoring software, including its communications architecture, which was eventually realized as a suite of commercial products and licensed to Cabletron Systems, Inc.
- Chaired many national consortia in the areas of communications technologies, data networking, and leadership.
- Recognized as a national expert on communications technology and emergency communications management.
- Many years of experience in directly managing / being responsible for an annual IT budget of 12-16 million dollars.

- Highly published on IT topics, including communications technology, emergency communications management, institutional collaboration, IT leadership, mobile application development, and IT service management.
- 30-plus years of experience working in higher-education IT (mostly in leadership roles), spanning three large research universities, and thus developed a broad awareness of how to effectively and efficiently deliver IT to such constituents.
- Designed, developed, and implemented the University of Iowa's [Hawk Alert](#) system for broad emergency notification on campus, including attribute design, backend processing/architecture, marketing, policy and procedure definition, training, and so on. (This was seen as a model by ENS implementers across the country.)
- Fostered LAN convergence, consolidation, and virtualization, and the strategic move towards a completely wireless user edge (sans big-data research, for which I led our grant-funded-research-network implementation), at Penn State, to increase cost savings, resource utilization, and service effectiveness and flexibility.
- Developed formal change management processes, service request fulfillment workflow, data stewardship practices, project and portfolio management standards, and the telecommunications service catalog, which dramatically improved my unit's effectiveness and efficiency.
- Co-authored a [thought piece](#) that ultimately led to Penn State's IT Transformation Program, towards formalizing IT service management (portfolio and resource management) for all of Penn State IT.
- Presently involved in a Pennsylvania dot-com startup, [CommunityVines.com](#), focusing on community development, commerce, and social responsibility.
- 2014 "Keeping It Positive" Information Technology Services Award winner for fostering a positive and productive work environment.
- I'm always hungry for victory—for myself, my team, my institution, and my customers—and I'll run through walls to achieve it.

## **CAREER ASPIRATIONS**

New opportunities in leadership that will enable me to continue utilizing and expanding my analytical, managerial, marketing, problem-solving, budgeting, and project management experience and skills, as well as my strong interpersonal skills. I also hope to apply my extensive knowledge of collaboration/communication systems integration, design, and development, and of enterprise IT services in general. In essence, I'm an energetic individual looking for the best opportunity to be truly relevant, grow, and make a difference. I consider myself to be a solid leader who (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. My ultimate career aspiration is to continue demonstrating these qualities, as well as my technical competence and hawk-like focus, to tackle new challenges and change the world for the better.

## 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)

## PROFESSIONAL HISTORY

### [Duquesne University, Computing and Technology Services](#)

(CTS), Pittsburgh, PA

January 2021 to Present

**Director, IT Support Services (ITSS)**



#### Summary:

- Report directly to the VP for IT and CIO as a member of the CTS Leadership Team.
- Responsible for implementing and overseeing the ITSS directorate within CTS, Duquesne University's central IT organization.
  - Service Management Office (IT Service Management processes, roles, artifacts, and overall portfolio)
  - Service Desk (physical/walk-up and virtual)
  - Computer Store (consumers and departments; Apple and Dell certified non-profit)
  - Learning Labs (digital classrooms) and Collaboration Commons
  - Technical Services (deskside support and endpoint operations)
  - Endpoint Engineering (enterprise configuration and mobility management)
- Responsible for developing and implementing an overall IT engagement, service, and support strategy that reflects the values of CTS and Duquesne University.

- In partnership with the VP for IT and CIO, and the CTS Leadership Team, responsible for cultivating and maintaining excellent relationships with our user community, business partners, and higher education colleagues, utilizing continuous needs assessments, feedback loops, and prioritization.
- Responsible for leading, supervising, and managing all aspects of assigned departmental groups and activities as organized and operated by CTS.
- Work with CTS leadership, CTS staff, and key university stakeholders to assess, develop, and maintain a comprehensive suite of services that support the Duquesne University user community.
- Provide leadership in continuing a culture of innovation, and partner with appropriate campus constituencies and vendor partner in developing long-range planning for the suite of services that support the Duquesne University user community.
- Monitor new developments and current industry best practices and incorporate those as appropriate into the operational management and planning of the ITSS directorate.
- In partnership with key university stakeholders, oversee and assist with the definition of business and academic requirements (business process mapping, cost-benefit analysis, ROI, TCO, etc), propose solutions, and ensure that on-going and proposed projects remain consistent with the long-term direction of the university's technology support models. Work with these stakeholders to analyze potential new services and prioritize projects.
- Encourage innovation in the systems, applications, and services that support the administration, faculty, and students of the university, leveraging current investments while identifying and implementing best-of-breed solutions and current best practices to improve the efficiency and effectiveness of university operations, including the operations of CTS and the ITSS directorate. Work with CTS staff and key university stakeholders to develop solutions with a focus on the customer experience.
- Liaise with key university stakeholders and CTS team members to ensure the timely delivery of projects (including meeting estimates of timeframe, cost, and delivery), and assist in issue resolution, risk mitigation, and status communication when appropriate. This includes working closely with various business leaders to ensure effective development and execution of short- and long-term plans.
- Lead complex, institution-wide deployments of technology solutions and services, and assist in determining the most appropriate project implementation. Develop, manage, and lead large projects and programs that support the administrative, educational, and research needs of the University. These efforts require broad resources from across the institution and often outside of the University (contractors, vendors, peer institutions, and others).
- Direct resources (staff and outside consultants as needed) in the evaluation, prioritization, implementation, maintenance, replacement, and retirement of IT services. Ensure scalability and accessibility of those

services. Create and execute a roadmap for deliverables based on requirements, projects, and support functions.

- Participate as a creative, supportive peer in strategic planning and tactical reporting processes, in addition to specific financial, personnel, project, and service planning activities that occur on an annual basis.
- Assist in mentoring activities with personnel inside and outside areas of direct responsibility.
- Manage complex, long-term, and dynamic vendor relationships, including contract negotiations.
- Participate in external community outreach and professional activities related to my field and affected by relevance to key challenges for CTS and/or Duquesne University. Work with external organizations, e.g., EDUCAUSE, on projects and efforts that enhance the reputation of the university as well as maintain my own proficiency and/or contribute to my own professional development.

Oversee groups of technical, operational managers and staff.

Lead and supervise managers and professionals, lead and assume responsibility for all major financial and personnel decisions in service of the individual missions of assigned departmental groups and in context of the collective mission of CTS.

Lead, manage, and evaluate performance for all members of the ITSS directorate, including highly technically skilled full-time, part-time, and student employees.

Ensure delivery of IT infrastructure and services to the university community. Working with the CTS Leadership Team, develop and maintain a sense of confidence and trust in CTS across the campus community to include faculty, students, and staff.

Oversee and direct an end-user support organization and supporting systems that effectively and efficiently triages and addresses end-user support needs with special sensitivity to our academic mission and institutional strategic goals.

Effectively gather and utilize client satisfaction and service-use data to inform the work of CTS.

Set and manage expectations, standards, and protocols for problem resolution and escalation; actively monitor and measures service performance.

Maintain the CTS service catalog and service level agreements.

Communicate on behalf of CTS, including management of the CTS website and various newsletters, with a focus on keeping our community informed of our work; celebrating the innovative use of technology by faculty, students and staff;

maximizing the benefits of our service catalog; and maintaining a clear understanding of all IT-related policies and processes.

**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. Participated in Penn State University's Ben Franklin TechCelerator program, formed various partnerships, including with a large credit union consortium and Penn State's executive leadership, and presently leveraging the "Invent Penn State" Happy Valley *LaunchBox*, a no-cost business accelerator program with co-working space in downtown State College. Currently in the product development and early marketing phase.

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

October 2020

***Director, Network Planning, Service Design, and Voice & Video***



October 2018 to October 2020

***Director, Voice & Video (V&V)***

**Summary:**

- Mission-focused unit head responsible for design, development, provisioning, and operational support of all voice and video services (IP telephony, unified communications, Zoom, video conferencing rooms, video transmission, CA/IPTV, 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.
- Understand enterprise communication services from the ground up.
- Active in a wide variety of national networking and convergence contexts, often in a leadership role.
- Effectively communicated up and down the central IT organization, across the institution, with partners and vendors, and within various consortia.

- Passionate about customer service, employee well-being, creativity and innovation, proactive planning, operational excellence, process efficiency, and effective communication and execution.
- Continuously demonstrated a value-focused, data-driven, and human-centered mindset, and a solid “Plan, Do, Check” approach to problem-solving.

Head of unit responsible for evaluating, testing, developing, deploying, and supporting new communication and collaboration applications for University use, and for evolving all voice and video services. V&V’s mission is to...



- (1) Connect Penn Staters to each other and the world;
- (2) Develop the next generation of communication and collaboration services, including unified communications and collaboration platforms (and to continuously evolve them); and
- (3) Provide unparalleled customer service excellence by making customer feedback our number-one metric.

Led strategic roadmap for voice and video, including unified communications/messaging (with Cisco Jabber and Office 365), presence, end-to-end encryption, voicemail transcription, self-service portals, performance instrumentation dashboards, interoperable/cloud-powered videoconferencing rooms, CATV → IPTV → BYOTV, Vyvx wide-area video transmission, digital signage, video surveillance, various collaboration platforms, and more. **Zoom Service Manager**, responsible for all Zoom operations (account/subaccount provisioning, incident response, white-glove instructional support, and so on).

Helped found a national IT mentoring program within the EDUCAUSE ecosystem. Presently serving on the Penn State IT mentoring steering committee.

January 2011 to October 2018

***Director, Network Planning & Integration / Service Design & Development (SD&D)***

Summary:

- Mission-focused 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.
- Significantly contributed to the institution’s move from having very decentralized, non-standard, duplicative IT services to a highly-coordinated, ITSM-best-practice-based “One IT.”



- Service owner of all telecommunication and networking services.
- Frequently cited and published.

Head of unit responsible for evaluating, testing, developing, and deploying new communication underpinnings and collaboration systems for University use, and for designing expansions and evolving services. SD&D’s mission is to...



- (1) Connect Penn Staters to each other and the world;
- (2) Develop the next generation of enterprise networking and communication services, including datacenter and cloud services (and to continuously evolve them); and
- (3) Provide technical/engineering (“Tier 4”) support of our production services.

Cultivated a workplace culture of accountability, transparency, mutual respect, and team success, and provide executive-level support and decision-making to the ENCS Administrative Unit as a whole, consisting of approximately 120 employees, with a constituency of over 120,000 people (students, faculty, and staff) across 23 campuses, and to the Associate Vice President and Chief Information Officer. Rigorously document policies and guidelines, and set clear expectations for staff. Garner needed resources, but, more importantly, garner needed *resourcefulness*.

Co-chaired the ECAR (EDCUAUSE Center for Applied Research) Communications Infrastructure and Applications Working Group and Constituent/Community Group, and chaired the Committee on Institutional Cooperation (a consortium of 15 large research universities, now the Big Ten Academic Alliance) IT Networking Group. Created and led the IT Connects – IT Learns – “Read to Lead” program. Served as an IT Mentor for the IT Mentors program. (Participated on the IT Mentors program steering committee, and providing “mentor training.”) Served on the President’s Commission on Racial/Ethnic Diversity (CORED), and actively participated on its Staff Issues Management Team.



Was one of the founding members of *ITSCollab*, a community of practice around IT leadership, consolidation/deduplication, managing change, resource utilization, and overall organizational effectiveness and efficiency. Served on the steering committee. Co-authored a [thought piece](#) that ultimately led to Penn State’s IT Transformation Program, towards formalizing IT service management (portfolio and resource management) for all of Penn State IT. Service Owner of (overall accountability for) the “Telecommunications Services” umbrella, responsible for business service strategy, service-specific customer engagement, and being the high-level point of contact.



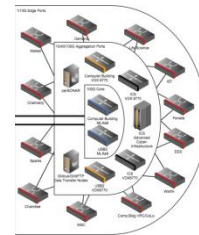


Fostered LAN convergence, consolidation, and virtualization, towards increased cost savings and service flexibility. Participated in various PSU IT endeavors, from IT strategic planning to service extensibility, all towards consolidation and standardization, and ultimately “One IT.” Expanded our VoIP service to the rest of the Penn State campuses, providing advanced features, cloud contact centers, self-service, and unified communications integrated with Microsoft Office 365.



Developed formal change management processes, service request fulfillment workflow, data stewardship practices, and project and portfolio management standards, and performance management feedback loops for self-improvement. Led the development of the IT service catalog, which was modeled after [The ECAR Higher Education IT Service Catalog](#), which I codeveloped with others across the country in the interest of promoting IT service collaboration and peer benchmarking.

Led the effort to obtain ~131,000 additional public IPv4 addresses from ARIN, which eliminated our need to implement Network Address Translation and invest hundreds of thousands of dollars in log storage. Instead, we were able to avoid unnecessary operational complexity that also would have created significant indirect costs. 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. Developed datacenter networking service (networking to, between, and within datacenters) in support of Penn State’s initiative to build two large enterprise datacenters.



As a contributing member of the Office 365 Implementation Team, I provided both telecom infrastructure integration guidance as well as boots-on-the-ground, white-glove, post-migration support for many of our customers, at both University Park and the Commonwealth Campuses.

**[The University of Iowa, Information Technology Services,](#)**  
**Telecommunication and Network Services, Iowa City, IA**  
May 2006 to January 2011  
***Director, Telecommunication and Network Services***



Summary:

- Mission-focused department head responsible for delivering all telecom and networking services on campus.
- Managed annual budget of \$15-16 million (operations and capital).

- Chaired the Committee on Institutional Cooperation IT Networking Group, the EDUCAUSE/Net@EDU Converged Communications Working Group, and the Broadband Optical Research, Education, and Sciences Network Operations and Management Committee.
- 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.

Head of department providing voice, data, and video to the state of Iowa’s largest university—essentially the “phone company,” Internet service provider, and cable television provider/station for the campus. Responsible for all aspects of engineering, operations, and customer/business services. Up to 15 direct reports, and total responsibility for the entire department of approximately 50 employees. Managed an annual operations budget of 12-13 million dollars and an annual capital budget of approximately three million dollars.

Provided vision for the department in terms of both tactical and strategic goals, developed customer service incentives and security access tracking methods, managed (and prioritized) large-scale projects (including initiating the charge for providing near-ubiquitous wireless LAN service to campus), fostered specific research and development efforts toward integrated communications / converged technologies (e.g., voice and video over IP, wireless convergence, etc.), and provided executive-level support and decision-making to the IT Services organization as a whole, consisting of approximately 250 employees, with a constituency of approximately 50,000 people (students, faculty, staff, and affiliates).

Designed, developed, and implemented the [Hawk Alert](#) system for broad emergency notification on campus, including attribute design, backend processing/architecture, marketing, policy and procedure definition, training, and so on. (This was seen as a model by ENS implementers across the country.) Developed formal change management and performance management processes. Actively sponsored the development of a service lifecycle framework to best manage the vast array of services provided by our central IT organization. Directly managed the network engineering group (10 network engineers).



Shadowed all staff members to become comprehensively familiar with all aspects of our operations, and provided both technical and leadership roles in the implementation of replacing all legacy “workflow” systems (work orders, trouble tickets [w/Remedy integration], cable management [facilities inventory], warehouse inventory [including asset management], costing/billing, call detail

record analysis, corporate directory [directory assistance], extension management, IP address and subnet management, customer interfacing, and more) with the same single, fully-integrated, normalized system I implemented at the University of Maryland. (See below.)

Chaired the Committee on Institutional Cooperation (a consortium of 12 large research universities) IT Networking Group, co-chaired the EDUCAUSE/Net@EDU Converged Communications (VoIP and mobility/wireless) Working Group, and chaired / served on the BOREAS (Broadband Optical Research, Education, and Sciences Network) Operations and Management Committee. (BOREAS is an upper Midwest Regional Optical Network). Reported directly to the Associate Vice President and Chief Information Officer.

Most importantly, provided positive “by example” leadership, with a core mission of maintaining motivated employees and totally satisfied customers, while aligning fully with the institution’s mission and goals.

**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)*



Summary:

- 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.
- Active in several national communication and convergence contexts, and a featured speaker at numerous conferences and symposiums.
- In-depth understanding of the operational, engineering, and financial endeavors of the entire department.

Provided both technical and leadership roles in the implementation of replacing all legacy “workflow” systems (work orders, trouble tickets [w/ITSM integration], cable management [facilities inventory], warehouse inventory [including asset management], costing/billing, call detail record analysis,

corporate directory [directory assistance], extension management, IP address and subnet management, customer interfacing, and more—well over a dozen disparate systems in all, with much data redundancy and little data validation) with a single, fully-integrated, normalized system capable of making our “best practices” a reality. This required a comprehensive familiarity with all of our data stores, processes, and, perhaps most importantly, hard-working staff, thus I possessed a unique working knowledge of the entire organization, from customer liaisons to technicians to engineering/architecting to accounting to executive management. Also served on EDUCAUSE’s/Net@EDU’s Integrated Communications Strategies (VoIP) Working Group Steering Committee. Occasionally taught/lectured for various professors on campus.

Managed a team of engineers and programmers responsible for the campus’ core communications (voice and data) infrastructures, PBX administration, CDR processing (call costing), data network architecting, application integration, domain name servers (including the Internet’s D Root Server), E-911, VoIP, voice processing research and development, voice response services, the development and management of the Operations Control Center (a comprehensive telecommunications monitoring and control system), and automation/integration support. Developed complete documentation guidelines, employee growth paths, project tracking mechanisms, software development and outsourcing lifecycles, and other policies and procedures.

Played lead role in advanced voice processing interface research and in the development of numerous unique voice response applications, including adaptive/predictive algorithms, advanced communication methods, database systems, emergency services, fault tolerance (computer and telecommunication systems), office communications automation, toll fraud detection and elimination, voice printing/verification, and so on. (Many of these applications were realized as commercial products and licensed to AT&T, as well as others.) Frequently collaborated with AT&T Bell Laboratories in designing and testing new voice response technologies.

Selected by the Clinton Administration to design, develop, and implement public opinion polling software for the White House, which was utilized during President Clinton’s first State of the Union Address and beyond.

Designed and managed the development of the Operation Control Center’s network and software, including its communications architecture. (The software was eventually realized as a suite of commercial products and licensed to Cabletron Systems, Inc.) Developed communications and system programs in the UNIX environment. Maintained and managed a variety of production servers. Developed various applications on the World Wide Web.

Taught a wide range of computer classes, including computer architecture and database theory. Was a featured speaker at numerous conferences and

symposiums. Served as an academic advisor to freshman students on a voluntary basis.

Designed and developed an E-911 CTI application for tracking caller locations. Developed LDAP applications in a production telephony environment. Deployed and maintained a variety of Voice (and multimedia) over IP systems.

Managed all aspects of department automation and headed various programming teams in all phases of design, development, implementation, installation, and training. Assisted in defining/refining administrative policies. Manager of Communications Automation, often reported directly to the Executive Director of Networking and Telecommunications Services, responsible for all facets of design and development, and hardware and software support, including procurement, installation and maintenance, needs assessment, standardization and quality control, inventory control, training, first-aid, network administration, and so on.

**Visionary Automation Logic /**  
**[TechnologyHeroes.com](http://TechnologyHeroes.com), Glenwood, MD**  
May 1988 to April 2006  
***Free-lance Consultant/Programmer and***  
***Founder/Owner***



Designed, implemented, and installed custom microcomputer hardware and software systems. Projects included office automation, communication and database systems, network installation, general PC support, interactive voice response, and Web development. Taught Windows, Word, WordPerfect, and various other microcomputer topics on an hourly basis. Eventually converted the business to utilize a “network” of consultants (as subcontractors) and a coordinator/scheduler, thus taking on an owner-only role.

**Hang40, LLC, Ellicott City, MD**  
August 1999 to November 2001  
***Co-Founder / CTO / Interim CEO***



Served as Chief Technology Officer and Interim Chief Executive Officer for dot-com startup specializing in patent-pending search technology that promised to improve the results of search requests in library, database, intranet, and Internet searches through complex, rules-based, phonetic transcription.

Described the product idea to a level of detail sufficient to file a patent application (see below). Sought and obtained financial support from the University of Maryland’s Office of Technology Commercialization. Helped develop a robust [business plan](#), and briefly sought funding from venture capitalists. Though ours

was a good idea, the bursting of the dot-com bubble limited funding opportunities just as we were getting off the ground.

**MicroBrains Consulting, Crofton, MD**  
June 1985 to June 1995  
**Free-lance Consultant/Programmer and Partner**



Developed and installed custom microcomputer software systems under contract. Projects included office automation, large database systems, general PC support, and local area networks.

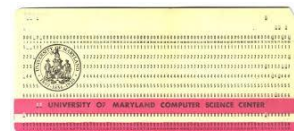
**University of Maryland, Department of Physical Plant,  
Automation Unit, College Park, MD**  
October 1984 to April 1991  
Numerous Roles, from **Programmer/Developer to Manager  
(Senior Systems Analyst)**



Managed programmers and headed various programming teams in all phases of design, development, implementation, installation, and training. Assisted in defining/refining administrative policies. Designed and developed state-of-the-art client server software for an Ethernet, TCP/IP network that I installed. Unit Manager of Automation, reported directly to the Assistant Director of Administration, responsible for all facets of design and development, and hardware and software support.

Developed system programs in a real-time data acquisition and control environment. Developed and installed several automated scheduling and recording database systems to handle deferred maintenance funding, all campus locks and keys, labor costs, material control, personnel, work orders (network), requisitions, and other functions. Designed and implemented automatic data transfer between various systems. Developed communications and system programs in the UNIX environment. Maintained and managed a UNIX-based minicomputer. Taught a wide range of computer classes, such as database theory.

**University of Maryland, Computer Science  
Center, College Park, MD**  
January 1985 to December 1988  
**Part-time Consultant**



Solved students' system and programming problems. This position required extensive knowledge of every computer system supported by the University.

University of Maryland, College of Business and Management, College Park, MD  
January 1987 to December 1987  
Teaching Assistant



Taught students programming and various other aspects of data processing. Wrote and administered quizzes, and was responsible for all grades.

### FORMAL ACCOLADES

- 2014 “Keeping It Positive” Information Technology Services Award for fostering a positive and productive work environment
- “The Smartest Iowan” (PATV game show) winner, both appearances (1/5/2011 and 10/14/2009)
- 1993 NACUBO/USX Cost Reduction Incentive Award for Telephone Fraud Detection/Elimination System
- 1992 UMCP, Graduate Studies and Research, Office of Technology Liaison, **Outstanding Inventor of the Year** Award for *The Connect Family of Innovative Voice Response Applications*

### PATENTS PENDING

- [Lockable Quick Release Connection Mechanism](#)
- *Method, System, and Computer Program Product for Using Lingual Rules to Optimize a Search Engine*

### PUBLICATIONS

- [“Diversity as a Core Value = Social Progress + Organizational Productivity”](#) (November 23, 2020)
- [“Yesterday Was a Good Day”](#) (November 14, 2020)
- [“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 \(Spring 2011 - Vol. 15, No. 1\)](#)
- [“Navigating Today’s Complex Voice Roadmap,” ACUTA Journal of Information Communications Technology in Higher Education \(Spring 2010 - Vol. 14, No. 1\)](#)
- [“The Multi-Dimensional Nature of Emergency Communications Management,” EDUCAUSE Review \(January/February 2009; co-author\)](#)
- [“Convergence is Real,” EDUCAUSE Review \(March/April 2007; contributor\)](#)
- [“IT Networking in Higher Education: Campus Commodity and Competitive Differentiator,” ECAR Research Study \(Volume 1, 2005; contributor\)](#)
- [“Voicing my IPinion,” ACUTA Journal of Telecommunications in Higher Education \(Vol. 4, No. 3 - Fall 2000\)](#)
- [Voice Over IP: Policy and Regulatory Issues \(May 10, 1997\)](#)
- [Telecommunications in the State of Maryland: Regulation and Competition \(December 2, 1996; co-author\)](#)



## CITATIONS

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- [“Mentoring – Love and Invisibility,” MOR Insights \(April 2, 2019\)](#)
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- *The Chronicle of Higher Education* ([APRIL 21, 2014](#), [April 11, 2008](#), and [March 24, 2008](#))
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- *The Daily Iowan* ([9/30/10](#), [3/23/10](#), [10/9/08](#), [3/5/08](#), [2/22/08](#), [8/27/07](#), [7/20/07](#), [6/14/07](#), and [6/8/06](#))
- [Law Enforcement Technology Magazine \(June 2009\)](#)
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- [EDUCAUSE Review \(September/October 2004\)](#)
- *Network World* ([04/07/03](#), [02/25/02](#), May 8, 2000, and [VOLUME 11, NUMBER 14 – APRIL 4, 1994](#))
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- *Business Connections* (Winter 1998, Volume 2, Issue 2, and Summer 1998, Volume 1, Issue 4)
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- *Voice ID Quarterly* (Volume 1, Number 1, July 1, 1997)
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- *TELECOM & NETWORK SECURITY REVIEW* (February 1997)
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- [ACUTA NEWS \(December 1995\)](#)
- *Imagination* (Fall 1995; Fall 1993; and April 1993)
- *BUSINESS COMMUNICATIONS REVIEW* (VOLUME 25, NUMBER 11 - NOVEMBER 1995)
- *TELECOM & NETWORK SECURITY REVIEW* (VOLUME 3 - Number 11 - November 1995)
- *AT&T Technology* (VOLUME NINE, NUMBER ONE - SPRING 1994 and VOLUME SEVEN, NUMBER TWO, 1992)
- *THE WASHINGTON POST* (JANUARY 18, 1994)
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- *The Baltimore Sun* (SEPTEMBER 6, 1993)
- *InfoText* (VOL 6, NO. 3, JULY 1993)
- *VOICE PROCESSING MAGAZINE* (VOLUME 5 No. 7, July 1993)
- *he Definitive Edge* (Issue Number 23, June 1993)
- *NEW YORK NEWSDAY* (FEB 19 1993)
- *SOLUTIONS* (ISSUE 2, SUMMER, 1992)
- *INFORMATIONWEEK* (FEBRUARY 10, 1992)
- *411* (Vol 12. No. 19 - October 7, 1991)

#### **INVITED SPEAKER**

- Communications Infrastructure and Applications Workshop 2020 Part 2: COVID-19 Edition, “Working from Home like a Rock Star (while preserving your sanity),” Online (11/20)
- Communications Infrastructure and Applications Workshop 2020 Part 1: General Topics, “CATV to BYOTV: Enabling ‘Entertainment Video’ While Cutting the Cord,” Online (10/20)
- 2020 EDUCAUSE Annual Conference, “[Communications Infrastructure and Applications Community Group](#),” Online (10/20)
- 2019 EDUCAUSE Annual Conference, “[Communications Infrastructure in a Cloudy World: Second Annual Update](#),” Chicago, IL (10/19)
- Penn State Tech Pros 2019, “IT University, ‘Of, By, and For the Geeks,’” Hazleton, PA (5/19)

- 2018 EDUCAUSE Annual Conference, “[Communications Infrastructure and Applications Community Group Session](#),” Denver, CO (10/18)
- 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)
- Penn State Tech Pros 2018, “Update on New ENCS Services: Converged LANs and the Cisco Jabber Client,” Carlisle, PA (5/18)
- 2017 EDUCAUSE Annual Conference, “[Lessons in Leadership](#),” Philadelphia, PA (10/17)
- 2017 EDUCAUSE Annual Conference, “[Communications Infrastructure and Applications Constituent Group Meeting](#),” 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 2017, “ENCS Services Roadmap,” DuBois, PA (6/17)
- 2016 EDUCAUSE Annual Conference, “[Communications Infrastructure and Applications](#),” Anaheim, CA (10/16)
- Penn State Tech Pros 2016, “TNS Service Strategy,” Abington, PA (6/16)
- IT Share the Knowledge Conference, “Lessons in Leadership,” State College, PA (4/16)
- 2015 EDUCAUSE Annual Conference, “[Communications Infrastructure and Applications](#),” Indianapolis, IN (10/15)
- 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)
- [2014 ECAR Annual Meeting, “ECAR-CIA Projects and Futures,” Tempe, AZ \(1/14\)](#)
- [2013 EDUCAUSE Annual Conference, “Emergency Communications Constituent Group,” Anaheim, CA \(10/13\)](#)
- [2013 ACTI Annual Meeting, “IT Communications: Trends in Higher Ed,” St. Louis, MO \(4/13\)](#)
- [EDUCAUSE Live! Webcast, “Emergency Communications Management and the Clery Act,” University Park, PA \(2/13\)](#)
- [2012 EDUCAUSE Annual Conference, “Unified Communications: The New Paradigm and a Panel Discussion,” Denver, CO \(11/12\)](#)
- [Winter 2012 Joint ACTI and CSG Meeting, “ACTI-CCM Working Group Status Report,” Stanford, CA \(1/12\)](#)
- 2011 EDUCAUSE Annual Conference, “ACTI-CCM Integrated Communications Technology Survey,” Philadelphia, PA (10/11)
- [2010 EDUCAUSE Annual Conference, Converged Communications Working Group Meeting, “Integrated Collaboration with Microsoft OCS/Lync,” Anaheim, CA \(10/10\)](#)

- [“This is Not a Test: Event Notifications & Your Campus Community” Symposium, Indianapolis, IN \(8/09\)](#)
- [Net@EDU Annual Meeting 2009: Cyberinfrastructure for E-Research, “Converged Communications Working Group Meeting,” Tempe, AZ \(2/09\)](#)
- [Big Ten Law Enforcement Directors Conference 2008, “Hawk Alert Emergency Notification System: Implementation and Lessons Learned,” Iowa City, IA \(12/09\)](#)
- [EDUCAUSE ’08, “Net@EDU Converged Communications Working Group Meeting,” Orlando, FL \(10/08\)](#)
- [EDUCAUSE Summit on “The Role of IT in Campus Security and Emergency Management,” Washington, DC \(8/08\)](#)
- [Net@EDU Annual Meeting 2008: The Next Ten Years, “Emergency Communications Management,” Tempe, AZ \(2/08\)](#)
- [EDUCAUSE ’07, “I’m Building a Converged Network – Now How Do I Leverage Free Services?” and “Emergency Notification Systems in Higher Ed,” Seattle, WA \(10/07\)](#)
- Missouri Research and Education Network (MOREnet) Video Conference presentation, “Emergency Notification Systems for a Mobile Community,” Iowa City, IA (6/07)
- [EDUCAUSE Live! Webcast, “Emergency Notification Systems for a Mobile Community,” Iowa City, IA \(5/07\)](#)
- EDUCAUSE Live! Webcast,
- EDUCAUSE/Net@EDU ICS Meeting, Tempe, AZ (2/02)
- ACUTA Webcast on VoIP, College Park, MD (9/00)
- ACUTA Spring Seminars, Miami Beach, FL (4/00)
- Survival Course & Conference for Successful Telecommunications Professionals, Williamsburg, VA (9/97)
- PBX 2000, Washington, DC (2/97)
- National Association of Educational Buyers DC-MD-VA Regional Meeting, College Park, MD (11/96)
- PBX ’96, Washington, DC (2/96)
- Annual PBX Conference, BUSINESS COMMUNICATIONS REVIEW, Crystal City, VA (2/95)
- AT&T National DEFINITY Conference, Orlando, FL (11/94)
- AT&T Global DEFINITY & National DEFINITY Eastern Region Conference, Cambridge/Boston, MA (8/94)
- AT&T Spring DEFINITY-85 Conference, Chicago, IL (4/94)
- BCR’s 4th Annual Conference on PBXs in the 1990s, Crystal City, VA (3/94)
- VOICE’93/Fall conference, Atlanta, GA (11/93)
- AT&T National DEFINITY Conference, San Antonio, TX (11/93)
- VoicePower Solutions ’93, Washington, DC (10/93)
- AT&T September/Fall Regional Consulting Council, La Jolla, CA (9/93)
- AT&T Regional Definity Users Group Meeting, Hershey Park, PA (8/93)
- AT&T Spring DEFINITY-85 Conference, New Orleans, LA (5/93)

- AT&T Spring Eastern Region Consultant Council (RCC), Parsippany, NJ (4/93)
- ComNet '93, Washington, DC (2/93)
- AT&T DEFINITY/85 AND NATIONAL SYSTEM 75/DEFINITY USERS GROUPS NATIONAL FALL CONFERENCE, Orlando, FL (11/92)
- AT&T System Management Conference, Denver, CO (12/91)
- AT&T LOCAL SYSTEM 85 USERS GROUP MEETING, College Park, MD (6/91)



## RECOMMENDATIONS

“I had the pleasure of working with Mark for several years. Mark always brought high energy technical expertise and a strong forward-leaning vision of how to apply technology to business solutions. Mark was a technical business leader who was very comfortable rolling up his sleeves and becoming a hands-on technical expert, regardless of the technology. Mark excelled at conceiving commercial solutions utilizing pre-commercialized technology, prior to the platforms being on the market.”

—Daniel Burns, *Manager, Automation Services, University of Maryland*

“I first met Mark when I joined the UMD engineering team in 2005. Mark was always an energetic, enthusiastic, and creative engineer. He was equally pleasant and engaging. At the time, Mark was leading several high profile software and telecom projects at UMD quite successfully. Mark soon moved onto a promotion as a director at the University of Iowa. I have been fortunate to see Mark again at an Industry event where he was chairing one of the working group committees and thoroughly enjoyed his discussion of the latest UC solutions for [campuses]. His enthusiasm for incessant improvements is surpassed only by his genuine concern for others.”

—Timothy Shortall, *Manager Design and Development, University of Maryland, College Park*

“Mark Katsouros is a highly experienced, engaged and committed team member. I would never hesitate to recommend Mark for virtually any assignment. He would approach any challenge with resolve, insight and drive for a solid, successful solution that works for people.”

—Marc Franke, *Dir. ITS-Campus Services, University of Iowa*

“I enjoyed working with Mark during his tenure as the Director of Telecommunications & Network Services at the University of Iowa. Mark is an optimistic and enthusiastic individual who has sincere compassion for his colleagues. Mark believes in lifetime learning, evident by his strong commitment to professional development for himself and his employees. Mark is active in IT initiatives spanning Higher Ed institutions, and I look forward to working with him on these initiatives when the opportunity arises.”

—Rex Pruess, *IT Director, The University of Iowa*

“I was mentored by Mark Katsouros the 1st year in the [PSU IT Mentors] program. The time spent with Mark was nothing short of transformational for me. It has been hard to get a comprehensive understanding of the structure of IT at the university as a new hire a few years back. Mark helped a great deal to show me how IT works and is structured at Penn State and how best to interface with other units especially in central IT. He provided a great feedback loop for me to bounce ideas and questions off of. I have a good bit of corporate IT experience and a lot of that translates over to academic IT but there are some very distinct differences between the two realms. Mark helped me greatly understand the differences in



approach and philosophy between the two paradigms. Mark still remains' a strongly influential force in my life and I feel truly blessed to have had the opportunity to be paired with Mark in a mentor/mentee relationship. I can't even put a dollar value on how much this experience has positively transformed not just my professional life, but I have learned many personal lessons from Mark and his experiences."

—Mark Kepler, *IT Consultant, College of Liberal Arts, Penn State University*

**Unsolicited Recommendations (mostly from my team members, past and present):**

"I have thoroughly enjoyed working under you. It is so rare to find someone with your qualities as a Director who truly has brought so much happiness, laughter, a caring personality with such professionalism to the organization. You have brought so much joy to all of us. You have been such a positive influence on everyone."

—Mary Bracken, *Network Systems Specialist, Voice & Video, Penn State University*

"I personally would like to thank you for all you have done for me and for allowing me to be me. I will forever be grateful for all you have done for me and for all of us and for your honesty. You have challenged me to become a better me and always [offered] a listening ear [whether] it be work or life related. I have never worked with or for someone who actually valued their employees as much as you did. I will truly miss your leadership, guidance, support, and most of all you! I will take your 'Seven Reason for Being' with me in my everyday life. You know I am not great with words and you have always understood what I am trying to say."

—Tonia Kephart, *Network Systems Specialist, Voice & Videos, Penn State University*

"I wanted to tell you how much I enjoyed working with you and how much your support has meant to me. When I started working on your team, after working [elsewhere], my confidence took a major hit. You encouraged me, believed in me, valued my opinion, and gave me so many opportunities to grow and expand my skills. I don't know if I can fully express how much that meant to me."

—Amy Tegeder, *Admin Assistant, Penn State Information Technology, Penn State University*

"Although this past year was very stressful at times, it was some of the most rewarding and fun times I have had here at PSU. V&V has some truly great people from top to bottom and your leadership shaped us into an awesome team that accomplished so much. I am very proud of what we accomplished as well. I am also very sad that you won't be here leading us through these times. I cannot thank you enough for your leadership and coaching. You were the one that gave

me the confidence I needed to bring the Provisioning team together when I wasn't quite sure how it was all going to work. As someone that is more on the introverted side it is sometimes a challenge to really put myself out there, but knowing I had your full support made it so much easier. You helped and supported me in so many ways and I will always be grateful."

—Joe Kresovich, *Provisioning Manager, Voice & Video, Penn State University*

"I don't think it's an exaggeration to say that you have always been one of the key people in our merry BTAA/CIC band over the years. I can always count on you to have a thoughtful and reasoned opinion on any topic, and even more importantly you are always open and receptive to other points of view for your careful consideration."

—Julian Koh, *Associate Director, Telecommunications and Network Services, Northwestern University*

"You are an amazing force in the BTAA and in EDUCAUSE through your leadership, wisdom, and industry knowledge. The CIA group will miss your insight, thoughtfulness and humor."

—Adrienne Esposito, *Director, Network Operations and Architecture, Rutgers University*

"I started my career at the University of Maryland working with you and then throughout the years collaborating from afar. I learned so much from you when you were here at Maryland. You are one of the most talented energetic engineers I have ever had the pleasure to work with."

—Jane Hopkins, *IT Network Engineer, University of Maryland*

"You have been (and I have no doubt in saying, will continue to be) an amazing colleague through EDUCAUSE. Whether it be on collaborative work – such as our EDUCAUSE CG Peer Mentorship effort – or communications via email or at a conference... your work and passion has continually inspired myself and countless others. You were one of the very first people I met at my first EDUCAUSE conference a few years back, and that chance meeting got me to attend the COMMTECH CG meeting. That experience shaped a lot of what I have done in forming my own CG (YoungProfs) and fostering community there. I have an immense amount of respect for you."

—Jonathan Hardy, *IT Director, Enterprise IT Services, University of Georgia*

"Thanks for your outstanding leadership to everyone in your department over the past years. You provided copious amounts of encouragement, wit, and common sense to every person in the group, regardless of their position."

—Ron Hoy, *A/V Services, Voice & Video, Penn State University*

“I have only worked with a few people that have worked as hard and who is as dedicated as you.”

—James Moore, *Former Director, Information Technology, Penn State University*

“You are an influential Leader with great aspirations and dedication to your staff. The work that you lead has helped Penn State stay on Mission and I am proud to say that I had the opportunity to work for you. I will never forget the uplifting career support you gave to me, the fun picnics, Christmas parties, Halloween costume competitions, your affinity for all kinds of music, and especially the fact that you remembered my birthday every year. Thank you.

Harmony is something that is needed in the workplace. This past week, that has taken a significant hit.”

—Tom Bayly, *Cyber Security Systems Engineer, Penn State University*

“Who else has such an incredible work ethic, knows so much about all of the various telecom issues affecting Higher Ed, and is so well-networked among colleagues?”

It is a rare person who can be so technically capable, yet so personable when it comes to interacting with people. Wow, I still remember being at one of the National Definity User Groups and reporting back to my team that ‘if you ever get the chance to hear this guy Katsouros speak from the University of Maryland, you really need to seize the opportunity. Seriously.’ You were so far ahead of your time, Mark, and not by yards – by miles.

I will forever be thankful for you, Mark, when I reflect on the 10 years that we were able to work together. There are 2 major things that you did for me that I will never forget. The first was this – when you solicited the team for input on ‘career path goals,’ you actually listened to my response, and then, using your influence, you made my desire come to fruition. You were only the 2<sup>nd</sup> manager/director in my time at PSU who took such a vested interest in my success.

Secondly, and I can remember this incident like it was yesterday, you walked past my office in the early days of [the Telephony Evolution Program (Voice Service Expansion)], and you could see that I was not doing well. (One of my lesser qualities – wearing my poor emotions on my sleeve.) You stopped, you inquired, and then, as usual, you acted. Within a week I had [another resource] on site to help me pick up the load of such an aggressive design campaign. Nobody else seemed to care that I was drowning. But you did.

There are probably other behind-the-scenes things that you did for me that I don’t even know about. So thank you, Mark. Thanks for having my back

professionally. Thanks for ‘looking out for the interest of others.’ It seems to be one of the foundational principles of your life.”

—Tim Bastian, *Systems Design Specialist, Voice & Video, Penn State University*

“If I may take a moment to talk about my time with Mark Katsouros. It’s hard to find dedicated, honest, or smart people these days. Any one trait is a plus. Mark has these qualities and much more.

Work Ethic.

Mark Cares about people.

He Never yells, and Never talks down to anyone.

I have never heard him say, that’s a bad idea, or that’s not relevant. He kindly addresses it and makes the person feel safe.

He is respectful of others, more than any person I have met. He has never spoken a bad word about anyone in the department, or at Penn State. Other departments may have a different process, and Mark would always say something regarding their pair of dimes : ) (paradigms), and how ENCS policy would differ and how we could benefit utilizing each other’s methods. He was Never a ‘My way or the Highway’ person.

He is agenda-driven. He would always have an agenda for a meeting. This perhaps was something that we took for granted, as the first three days without him, we are a fluster - not utilizing our time. Mark would even keep an agenda moving by parking-lotting an item, or getting the right people to follow up off-line from the meeting and bring the notes back the following week.

He had office hours, and they were actual office hours. I could stop in and address work concerns, and even personal concerns. I do not know anyone else who was such a package. He truly, honestly, and morally had an interest in all his team. He remembered people’s birthdays, celebrated successes in their lives, and was even respectful if people did not want family things addressed in a meeting. He would always get permission prior to sharing in a team meeting.

He would share a movie, a song, or a nice thought. This did not mean that he was a relaxed party person at work. He was all work, often changing his evening schedule to accommodate a user who was concerned about their 9:00pm Webinar.

He never treated anyone special. I worded it that way, because he treated everyone as Extra Special. Many times Penn State may find itself jumping extra high for certain people within the organization, because they are special and deserve respect. Mark went above and beyond for the grad student, undergrad, and any level of Faculty or Staff. He went above and beyond for underrepresented members. One example I know of, was his dedication to finding [solutions] for Liberal Arts [re: ‘Center for Black Digital Research’ and ‘World in Conversation’] and working with [their support staff]. He spent time working

with [Office of Physical Plant] and developing creative ways for people with less-than-required home accessibility.

This gets into his creativity. He is not just structured, but he has an ingenious mind. Perhaps it's because he embraced his teams' skills and expertise, that permitted an environment to solve users' or technical issues in, not only an efficient, but successfully and economical way.

He also did all of these things with a knowledge of the end-user. While he could write the book about technology and networks, he had a way of explaining it to end-users that made them understand and feel they were not being talked at. I still don't know how he did it, being so smart in every area.

Every meeting that I had the pleasure of attending with him, he spoke intelligently about the topic. He was not like the 'typical' manager, who just throws around terms, but does not really understand the process. He often related a process to another, confirming that he understood, and they could move forward.

His leaving hit me really hard. He was a mentor to me. He expressed every great trait you would hope to have in a manager, and moreover a human being. Hard working, dedicated, intelligent, pride, honesty, fiscal awareness, and humility. I looked up to him, to acquire those amazing skills that made up an amazing human being, to find they are eventually let go. While I remain dedicated to my job and my values as a human that Mark instilled, like the military person who suffers from, 'Why them,' I will carry this loss for quite some time. My only hope is that he finds a new home to enlighten, enrich, and grow - and knowing Mark, that won't be focused on himself regarding those aspects, but on every team member he has the opportunity to Advance.

I am available if you have any further questions about this amazing human being.”

—Joe Pelick, *Network Systems Specialist, Voice & Video, Penn State University*

## **REFERENCES AND ARTICLES**

Furnished upon request.

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*Last updated 16 August 2021.*