

Curriculum Vitae



Mark Steven Katsouros

(814) 470-7379 (Mobile)
(717) 746-6275 (Google Voice)

Email: mark@katsouros.com

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

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

[The Pennsylvania State University, Enterprise Information Technology, Enterprise Networking and Communication Services \(ENCS\)](#), University Park, PA, January 2011 to Present



October 2018 to October 2020
Director, Voice & Video (V&V)

Summary:

- **On September 30, 2020, Penn State Information Technology had to implement a management Reduction In Force due to crushing fiscal**

challenges. Unfortunately, I and many of my amazing colleagues were permanently laid off.

- 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.
- Manage 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 communicate 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 demonstrate 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.

Lead 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.

Cultivate 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*.

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.

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 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.

[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.

FORMAL ACCOLADES

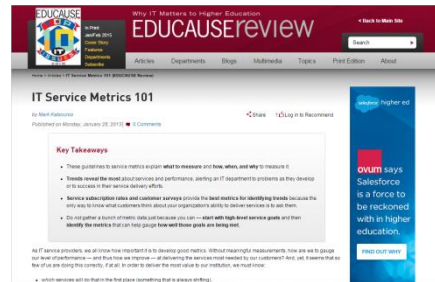
- 2014 “Keeping It Positive” Information Technology Services Award for fostering a positive and productive work environment
- “The Smartest Iowan” (PATV game show) winner, both appearances (1/5/2011 and 10/14/2009)
- 1993 NACUBO/USX Cost Reduction Incentive Award for Telephone Fraud Detection/Elimination 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

- [“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 \(Volume 1, 2005; contributor\)](#)

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, [“Charting the Course for IT Service Management”](#) (half-day seminar that I taught), Philadelphia, PA (10/17)
- 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)

ADDITIONAL PUBLICATIONS, CITATIONS, ADDITIONAL SPEAKER ENGAGEMENTS, RECOMMENDATIONS, REFERENCES, AND ARTICLES

Furnished upon request.

Last updated 03 October 2020.