

# MARK R. HAAS CMC<sup>®</sup>, FIMC



## CAPABILITIES SUMMARY

Mr. Haas grows enterprise value for small to mid-sized companies by creating an explicit business model, streamlining planning, providing for organizational agility and executing with discipline. He advises executives and boards in assessment, strategy formation and execution, process improvement, and performance management for private, public and nonprofit sector clients, with a specialty in science, technology and R&D-centric organizations. He brings consulting and facilitation skills along with analytical, research and management experience in technology and natural and social sciences to advise executives, boards and teams.

He holds the Certified Management Consultant<sup>®</sup> (CMC) designation in recognition of meeting global standards of technical competence, consulting skills, client satisfaction and ethics. He has applied these skills and experience to merge scientific organizations, train management consultants in emerging economies, revitalize a human service nonprofit, conduct quality assessments, advise a biotech startup, coach executives and boards, assess and restructure government research agencies, build streamlined planning and execution systems for businesses, and develop business strategies. He is a founding member of The Association for Enterprise Growth, a consortium of professional advisors that strengthens operational effectiveness to grow enterprise value in mid-market companies. He serves on several boards, including as national Chair of the Association for Enterprise Growth, the American Association for Big Data Professionals and the US Library of Congress Asian Division Friends Society

He also offers strong facilitation skills on topics ranging from technology (STEM) education, WWIV military strategy and CEO retreats to biomedical strategy for pandemics, response to nuclear terrorism and global naval science and technology. He also facilitates small groups through strategy development, conflict resolution and process redesign. Mr. Haas is an international trainer, recently training European and Asian business consultants in technical and management topics and Tanzanian executives in leadership and management. His effectiveness is recognized in his roles as expert witness and advisor to national task forces on a range of issues, including technology and markets, R&D policy, and technology education. He is a leader in his profession, serving as past national Board Chair/CEO and current Ethics Officer for the Institute of Management Consultants USA, the professional association and certifying body for US consultants.

## RELEVANT EXPERIENCE

***Research and Organization Management, Inc. (ROM), Bethesda, MD***  
*Founder and President*

***1994 to Present***

Mr. Haas advises private, public and nonprofit clients on performance improvement and organizational transformation ranging across healthcare, social services, finance, research, nonprofits, scientific trade associations, education institutions, and biomedical industries. He helps clients resolve performance improvement issues and transform their organizations through the alignment of strategy, operations, and culture. He leads consulting teams and conducts management and staff improvement projects ranging from several days to several years. He also provides team facilitation and coaching, focus groups and workshops, and individual and group interviews.

Mr. Haas' current and recent projects include integrating two clinical research networks; developing a business model for a biodiversity nonprofit; developing a business model and strategy for a healthcare company, revitalizing a human service nonprofit; developing a comprehensive curriculum and training management consultants in emerging European and Asian market economies; and developing a statewide health information technology roadmap. Other recent successes include consulting to the COO of a \$250 million biotech startup; facilitating strategy for the board of a national sports association; advising executives on communication strategies for a federal R&D enterprise; reorganizing state health information exchanges; advising leadership development and branding for an environmental organization; merging two ocean-oriented scientific associations; and management and operational improvements of federal biomedical research programs (including communications, workforce morale and productivity, grant making, and operations).

***ICF Resources, Fairfax, VA***

***1987 to 1994***

***Project Manager***

Recognized expert in natural resources and technologies, systems modeling, organization and program evaluation, decision analysis, R&D and strategic planning and technology transfer. Managed development of integrated engineering/economic/market systems computer models of North American energy sector. Assessed petroleum technology/markets for major industry research program, conducted confidential surveys of industrial R&D spending priorities, developed federal and industry technology R&D plans and management systems, and evaluated technical feasibility/markets for banks, legal and regulatory clients.

***Lewin and Associates, Inc., Washington, DC***

***1979 to 1987***

***Principal***

Mr. Haas developed a management support consulting practice for federal and commercial natural resource operations, including management information systems, decision support, and engineering analysis. He used analytical techniques and group decision software to measure federal agency program effectiveness and to conduct performance measurements. Mr. Haas conducted engineering and market analyses for major industry and government research programs, conducted surveys research of industry spending, and used risk analysis, simulation, decision analysis and other analytical tools to evaluate and redesign industrial technology R&D programs and management systems.

***Harvard University, Cambridge, MA***

***1978 to 1979***

***Teaching Fellow*** (Undergraduate classes in population and natural resource studies)

***Teaching Assistant*** (Graduate course on environmental technology, regulation and public policy)

***Education***

- MCRP, Master of City and Regional Planning, Energy and Environmental Policy specialization, Harvard Kennedy School (of Government), Harvard University, Cambridge, MA, 1979,
- BA, Biology, Colgate University, Hamilton, NY, 1976, Konosioni Senior Honor Society
- Additional coursework in petroleum engineering, groundwater management, mathematical economics

***Certification***

- Certified Management Consultant<sup>®</sup>, Institute of Management Consultants USA (recertified 2015), awarded to less than 1% of management consultants worldwide
- Commercial pilot's license (SEL), Instrument Rating

***Awards, Appointments, and Leadership Positions***

- Institute of Management Consultants USA, Past Board Chair/CEO, Current Ethics Chair
- Fellow of the Institute, Institute of Management Consultants USA (youngest fellow in IMC history).
- Distinguished Service Award, Institute of Management Consultants USA
- Lead Baldrige Examiner (seven years), Maryland Technology Enterprise Inst/U.S. Senate Product. Award
- Harvard University, Harvard Kennedy School (DC Alumni Council Member)
- Society of Petroleum Engineers (Young Member Outstanding Service Award (only non-petroleum engineer to win award), past Chair of Technical Information Committee and President of Washington, DC Chapter)
- Who's Who in Emerging Leaders; Who's Who in America, Triple Nine Society
- Director, Assoc. for Enterprise Growth; Board of Advisors, Amer. Assoc. of Big Data Professionals.
- Winner of several golf tournaments

***Publications and Teaching***

- Published more than 50 technical papers, book chapters and articles, including in peer reviewed journals
- Faculty member of the American Management Association, Georgia State University, EBRD and IMC USA
- Author of *Daily Tips for Consultants* (2005-2011) with subscribers in more than 100 countries
- Wrote the Code of Ethics and Enforcement Procedures used by the US management consulting profession
- Seminar leader for business simulation, decision making, ethics and management consulting
- Teaching Fellow in natural resource economics and policy for undergraduates, Harvard University
- Teaching Assistant for graduate students in energy and environmental policy, Harvard University