



MARK A. PFISTER

Non-Executive Director, CEO, & Chief Board Consultant

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Core Leadership Traits

Character

- ✓ Act on morals & values
- ✓ Willing to act on and remain accountable for Board decisions
- ✓ Courage to pursue personal convictions

Communication

- ✓ Can articulate thoughts, opinions, rationales, and points in a clear, concise, and logical manner
- ✓ Flexible and willing to change stances when necessary or appropriate
- ✓ Cultural awareness, understanding, and appreciation of different cultural needs

Analytical

- ✓ Ability to think critically and diplomatically challenge proposals
- ✓ Understand issues from different perspectives and viewpoints
- ✓ Ask for and use information to make informed judgments/assessments

Strategic

- ✓ Can assess overall company strengths and weaknesses as well as how decisions will impact the business
- ✓ Ability to recognize wider trending and societal changes, particularly in the context of global markets
- ✓ Understand the difference between governance and management issues

Knowledge

- ✓ Full understanding of responsibilities as a Director and Member of the Board
- ✓ Ability to recognize legal, accounting, and regulatory requirements affecting the company
- ✓ Know-how to define key performance indicators of the company and its senior management

General

- ✓ A personal commitment to Values, Vision, Mission, and Purpose of the organization
- ✓ Entrepreneurial spirit & attitude
- ✓ Integrity in personal and business dealings

Board Biography

Non-Executive Director, CEO, & Chief Board Consultant

with focus in Strategy, Governance, & Technology/Cybersecurity

With a strong focus in Strategy, Governance, & Technology/Cybersecurity, Mark A. Pfister is CEO & Chief Board Consultant of M. A. Pfister Strategy Group, an executive advisory firm that serves as a strategic advisory council for executives and Boards in the public, private, nonprofit, and private equity (PE) sectors. He is the Founder & CEO of the *International Board Director Competency Designation* (IBDC.D) education and certification program, a Board Director certification course recognized globally, and was also Chairman & CEO of Integral Board Group, a specialized Board services and consulting company. Mr. Pfister is a *'Board Macro-Influencer'* and his success has been repeated across a wide range of business situations and environments. He prides himself on being a coach and mentor to senior executives and directors. In Board Director circles, Mr. Pfister has earned the nickname *'The Board Architect.'*

The overarching theme throughout his career has been his aptitude in leadership positions, passionate focus on people, unique governance models, and ability to create value for shareholders and stakeholders through innovative business strategies and operational excellence. Michael Lorelli, Executive Chairman of Rita's Franchise Company, has said, *"Mark's unusual combination of excelling at a macro and micro grasp of business, genuine interest in governance, and ability to coach and mentor a management team make him a terrific Independent Director."*

Mr. Pfister is a certified project management professional and frequently serves as an expert Project Executive, consulting on global programs/projects in their initiation and operational phases, as well as programs requiring remedial focus to bring them back on track. He has deep knowledge and experience in Board design & operations, strategic planning, business transformation, technology implementations, decisioning processes, certification & continuing education programs, executive coaching, and governance models.

Mr. Pfister was CEO of Pro4ia, Inc., an international consulting and professional services company specializing in a wide range of technology solutions utilizing formal project management as a proven and repeatable delivery method. With a Fortune 50 client list, Pro4ia was Citibank's Nominee for Crain's Magazine *'Entrepreneurship of the Year'* Award in 2005. He simultaneously served as CEO of Onit, Inc., a national sourcing company specializing in placements for all levels of technology skill sets. Mr. Pfister was also the Regional Program Office Leader for American Express leading some of the largest technology transformation initiatives in the company's history. He served as a Licensed Engineering Officer in the U.S. Merchant Marine, holds a B.S. from the State University of New York Maritime College in Facilities Engineering, and completed Harvard Business School's Executive Education Program for Board Directors.

Mr. Pfister is the creator of the *'Board as a Service'* (BaaS) engagement model, an industry he is credited with inventing. He is a Master Speaker and conducts international speaking tours, lectures, and seminars focused on effective leadership, strategy, Board architecture, becoming an exceptional Board Director candidate, professional project/program management, and entrepreneurship.

His popular book, *'Across The Board: The Modern Architecture Behind an Effective Board of Directors,'* an Amazon best-seller with circulation in over 70 countries, has influenced an entire new generation of Board Directors.

Mr. Pfister is a proficient Board Director and CEO with experience across multiple industry verticals. He is typically the Chair, or a member of the Strategic Planning Committee, Governance Committee, Technology & Cybersecurity Committee, and has deep Nominating Committee experience. Mr. Pfister's experience as a renowned Board Consultant, having guided and coached hundreds of Boards, Board Committees, and Board Members across public, private, nonprofit, and private equity (PE) verticals, additionally offers up unique and informed viewpoints to the companies he serves.

He holds an *International Board Director Competency Designation* (IBDC.D) through M. A. Pfister Strategy Group, is a certified *Project Management Professional* (PMP) through the Project Management Institute (PMI), earned a *Global ESG Board Certification* (GCB.D) through Competent Boards, holds a *Certified Cyber Intelligence Professional Board Certification* (CCIP) through the McAfee Institute, and previously held an *Executive Masters Professional Board Certification* through the American College of Corporate Directors (ACCD).