

# ROSE T. VILLANDRY

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## SUMMARY

Trusted Human Resources executive with leadership and collaborative skills in life sciences and technology startups. Experience includes building and leading teams, positioning and scaling companies for significant growth and product launches. Leading strategy and execution for:

- Talent acquisition, Total rewards & HR systems
- Culture & values development and integration
- Developing branding for talent acquisition
- Organization design, restructure & M&A
- Talent management & Employee engagement
- Training and compliance

## PROFESSIONAL EXPERIENCE

**MICROMEDICINE**, Waltham MA

**2020 –**

**VP HUMAN RESOURCES (Part Time Contract)**

**ELOXX PHARMACEUTICALS**, Waltham MA

**2018 – 2020**

**VP HUMAN RESOURCES**

Executive team member of a clinical-stage biopharmaceutical company engaged in the research and development of therapeutics for rare genetic diseases for patients in need. Company downsized to preserve cash runway.

- Established the HR department and developed the HR infrastructure.
- Directed talent acquisition plans to double in size within one year, launched applicant tracking platform.
- Improved benefit offerings while reducing overall costs by 2%. Led upgrade and integration of payroll platform.
- Developed total compensation structure for competitiveness in hiring.
- Created Culture Committee and incorporated leadership behaviors tied to company's values.
- Co-led initiative to create a Woman's Leadership Development Training.
- Partnered with the CEO and the Comp Committee on executive and Board compensation.

**FLEXION THERAPEUTICS**, Burlington MA

**2015 – 2017**

**VP HUMAN RESOURCES**

Executive Committee Member focused strategically to transition company from development to commercialization and formed and led an HR team of eight and managed a \$3M budget.

- Led initiative to build the company culture and values resulting in placing #5 out of 20 companies to win Boston Business Journal's 2017 'Best Places to Work' for Medium Size Companies. Also placed #11 out of 25 in Boston Globe's 'Best of Boston' for Small Companies.
- Created talent branding campaign to raise Flexion's visibility, increasing LinkedIn followers by 39% in first three months of launch.
- Talent Management and Talent Acquisition: Implemented processes and systems to support 500% growth in headcount, including:
  - On boarding process and Applicant Tracking System.
  - Implemented Behavioral Based Interviews, Goal Setting, and Giving and Receiving Feedback Training to ensure Talent Acquisition and Retention effort aligned with culture and values.
  - Re-designed Compensation structure in partnership with CEO and Compensation Committee, encompassing company's philosophy on base, bonus, equity: CIC and non-CIC severance.
  - Scaled up Massachusetts-only benefits program to cover all US sales force, upgrading the benefits to be nationally competitive in anticipation of additional growth in sales people.
  - Implemented performance review process.
  - Directed the talent acquisition effort in partnership with Sales to prepare for hiring an additional 103 sales people in preparation of FDA acceptance and commercial launch.
- Launched Mindfulness Program to support company's work-life balance value.
- Managed facilities and the build out of office space due to expanded growth.

**INTERLEUKIN GENETICS**, Waltham MA

**2013 – 2015**

**VP HUMAN RESOURCES**

Sr. Management Team Member collaborating on developing and implementing the company's strategic objectives for new product launch.

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**Interleukin Genetics** (continued)

- Managed operations for total rewards, employee relations, talent acquisition, and implemented ATS to facilitate hiring.
- Initiated and directed reorganization to better align needs of the business and for eventual fundraising.
- Partnered with Compensation Committee to develop compensation and bonus structure to support achievement of company objectives.

**RAINDANCE TECHNOLOGIES**, Bedford MA

**2011- 2013**

**HEAD OF HUMAN RESOURCES**

Leadership Team Member helping the organization transition from development to commercialization to achieve business and HR goals in preparation for product launch, including building a new sales force.

- Developed and managed company's strategy on talent acquisition, employee development, and retention.
- Scaled and implemented cost effective benefits programs to better attract and retain top talent nationally.
- Supported CEO with compensation strategy and made recommendations to the Compensation Committee.

**ROGARIS LAW OFFICE**, Waltham MA

**2010 - 2011**

**HR CONSULTANT**

Worked with CEO to provide services for employee relations, compensation and benefits, compliance and retention.

**ALTUS PHARMACEUTICALS**, Waltham, MA

**2004 – 2009**

**SENIOR DIRECTOR, HUMAN RESOURCES**

Member of Executive Management Team focused on building an organization ready for commercial launch.

- Created HR function and hired staff using business partner model in pre- and post-IPO environment to meet strategic business needs for short- and long-term growth of company, enabling consulting with departments on: employee relations; training and performance management; conflict resolution; retention.
- Partnered with the Board and Sr. Management to lead, manage and implement the company's first comprehensive total compensation structure to increase competitiveness for hiring and retention.
- Re-engineered recruiting and talent acquisition function which increased employee population 128% in 2.5 years, while reducing costs per hire by 70% through outsourcing with contract recruiters.
- Introduced and launched technology, including: on-line benefit enrollment program and on-line applicant tracking system, maximizing technology to enable greater efficiency and productivity.
- Led wind-down restructuring of the company and successfully managed a 75% reduction in staff.

**D&B SALES & MARKETING SOLUTIONS**, Waltham, MA (*formerly iMarket, Inc.*)

**2002 – 2004**

**HUMAN RESOURCES DIRECTOR**

**IMARKET, INC.**, Waltham, MA (*acquired by D&B Sales & Marketing Solutions*)

**1997 – 2001**

**DIRECTOR OF HUMAN RESOURCES**

Supported Prospecting Solutions group and D&B merger teams in the e-business division with revenues of \$20M.

- Selected as a member of the pre team merger acquisition group preparing for the Hoovers' acquisition.
- Chosen Team Leader for post-acquisition focused on enrolling Hoovers key constituents into D&B with respect to benefits, compensation and culture transition.
- Facilitator and key contact for employees with respect to culture changes of organization, layoffs, and subsequent reorganization and realignment into parent company. Managed company's first restructure.
- Partnered with new parent company to convert benefits, payroll and policies; implemented company's first EAP Program and conversion of two health benefit plans resulting in a 15% savings.

**EDUCATION/CERTIFICATION**

**Certification in Human Resources**

Northeast Human Resources Association (NEHRA) and Boston University

**B.S., College of Criminal Justice**  
Northeastern University