



REBECCA H. NEW

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SUMMARY

Global business executive with public, private equity and start-up experience. Proven CHRO track record outperforming benchmarks. Deep expertise in HR, Operations, M&A, and P&L optimization. Trusted partner to board of directors, CEO, senior executives, management teams, and employees, aligning strategy, culture, and growth while delivering exceptional business results.

KEY SKILLS

- *Proven ability to speak the language of the business and boards*
- *Understands commercial and operational playbook*
- *Data Analytics & Cost Optimization*
- *Deep Expertise in Compensation for Go-Private, Merger, #1 IPO of year, and SpinCo*
- *Scale & Growth expert of process and structure*
- *M&A assessment, stakeholder management, and synergy*
- *Cultural alignment & Employee Engagement*
- *Talent Assessment, Development & Design*
- *CHRO Trainer for Fortune 100 CHRO, Cornell, SHRM, and Littler on "HR's Role in M&A," "Cross-Functional Diligence," "Avoid Activism," and "Optimizing Synergies"*
- *Hogan Assessment Certified, Exec. Coach*

EDUCATION

Cornell University

Masters, Industrial Labor Relations

Cornell University

Bachelor of Science, Management, Economics, Marketing, Accounting

Harvard Business School

Exec. Ed.

Columbia University

Exec. Ed.

PROFESSIONAL EXPERIENCE

SNAP CPAP, LLC

Chief Executive and Advisor

December 2020-Present

Sleep Apnea Solution Start-up, High-net investor backed

- **Executive Leadership & Board Advisory** – Reduced operational and supply chain risk, optimized outsourced functions, and built infrastructure for a successful exit and for Founder re-assuming control.
- **Talent & Capability Building** – Closed critical gaps across Quality, Regulatory, Engineering, Finance, Legal, IT, and Supply Chain using targeted external partners.
- **Business & Financial Impact** – Managed P&L; delivered ~30% annual growth for two years and 65%+ in years 3–5; improved margins 42% and doubled Adj. EBITDA; secured \$1.7M NIH grant.
- **Market & Product Launches** – Led #1 DTC campaign and codesigned trial achieving top patient preference and health outcome claims.
- **Regulatory & Quality** – Completed FDA inspection and 4 year ISO with zero findings.

BioAgilytix

Fractional CHRO

August 2024 - September 2025

Contract R&D and Biologic Lab Services, Private Equity owned

- **Turnaround Leadership** – Advised executives and filled key talent gaps to stabilize and transform the business. Built KPI dashboards aligned with desired business outcomes.
- **Cost of Operations** – Cut benefits spend 14% and reduced headcount costs 18% while improving efficiency and retention.
- **Talent & Engagement** – Launched coaching, development programs, customer service training, and enhanced reward & recognition. Introduced PR and Internal Comms to align messages.
- **Process & Compliance** – Implemented Operations & Sales Net Promotor Score (NPS), strengthened HR/payroll compliance, aligned Works Council processes, and standardized HR.
- **Legal Risk** – Reduced ethics complaints 70% and legal fees ~50%; resolved major compliance issues across I9s, data privacy, vendors, immigration, and contracts.

YMCA, Triangle

Fractional CHRO role

August 2023 - August 2024

Camp, Fitness and Recreational Services, Non-Profit

- **Recruiting excellence**; deployed scalable tools to strengthen culture, engagement, safety, and compliance across dispersed teams, hiring 12,000 seasonal workers.
- **Built durable HR operations** with strong governance, compliance, and risk-mitigation frameworks, enabling long-term, executive-owned sustainability across 22 sites. Boosted attraction and retention while reducing operating costs by 3% within first four months.
- **Delivered 10% bottom-line improvement** through workforce efficiency and standardization.

RSR Partners

January 2019- November 2020

Managing Director, Human Capital, Board Assessment, Executive Coach

Board and Executive Search Firm, privately held

- **Relaunched recruiting and CEO coaching practice**, exceeding revenue targets by 18%; recognized as Diversity Leader of the Year.
- **Thought Leadership** & Speaking Engagements – Keynote speaker for ISPE-CaSA (International Engineering Organization), University of North Carolina Law School Board Readiness, and HR Professional Policy Organizations covering CHRO impact on business performance, Total Share Holder Return, and activism defense.
- **Advised CEOs and COOs** on talent strategy, org design, HR strategy, PR, M&A integration, site consolidation, and board/investor engagement, driving growth and efficiency.

Patheon

Chief Human Resources Officer and Enterprise Operations

August 2011- November 2018

#1 Contract Manufacturing and Development Partner for Pharma and Biologic Companies

Public on Toronto Exchange, then Private Equity owned, then Public on NYSE

- **Scaled revenue** from ~\$250M to \$3B across 42 global sites, serving 850+ customers in 70+ countries and delivering 10x shareholder return.
- **Transformed culture** and incentives, improving leadership effectiveness and SG&A by 300+ bps, driving 1,800 bps gross margin expansion and 100% EBITDA CAGR.
- **Led compensation, PR/IR, and board strategy** for go-private and IPO (#1 Healthcare IPO of the year), generating a 70% investor premium within 10 months with 100% culture alignment.
- **Rebuilt leadership bench** and board, integrated 6 acquisitions, reducing purchase price multiplier ~40% and creating \$260M+ value while exceeding synergy goals by 150–225%.
- **Managed 1B+ procurement** and launched OneSource P&L outsourcing model, doubling revenue and expanding EBITDA margin from 18% to 37%; achieved #1 Customer Choice ranking with 110+ launches and 165 tech transfers (6x more than top 6 competitors combined). Implemented Company Net Promotor Score. Created PMO leading outsourcing of back-office IT and Finance.

**PROFESSIONAL
EXPERIENCE**

Bausch + Lomb, Inc.

Global Vice President Human Resources

2007-2011

Public then PE Backed Ophthalmic Surgical, Medical Device, Consumer Goods and Pharmaceuticals

- **Business Transformation** – Carved out 3 BUs, built HR strategy, resulting in 14% revenue growth and 24% EBITDA growth and 3 exits for investors.
- **Restructuring & Cost Optimization** – Led pharma division restructuring, delivering **\$45.5M** in annual savings. Designed people strategy and site optimization plans enabling double-digit growth.
- **Regulatory & Risk Management** – Upgraded Global Regulatory Affairs processes and infrastructure, improving agency interactions, talent capabilities, and compliance.
- **Enterprise HR Leadership** – Reducing HR spend by 35%. Designed and implemented enterprise HR strategy. Reduced U.S. Clinical employee turnover from 75% to 12%.

Novo Nordisk, Inc.

Director, Human Resources

2003-2007

Public, Danish based Biologic Company

- **Enterprise HR Leadership** – Doubled Sales Force, Launched Med Education, built \$1b Biologic BU.
- **Strategic Growth & Org. Design** – Co-led business case, record leading state incentive package, and design of new \$100M headquarters, first US R&D site as well as Comp and Org Design.
- **Drug Development Strategy** – Developed 5-year plan, creating KOL Database with year 1 ROI.
- **Process Optimization** – Six Sigma Regulatory Affairs, eliminating backlog, digitizing files, reducing call times by 30%, and automating reports that saved \$290K annually.

Bristol-Myers Squibb

Assoc. Director Human Resources, Technical Ops & Pharma Research Institute

1997-2003

Public NYC based Pharmaceutical and Consumer Goods Company

- **Talent Strategy**, achieving a 3-year low in turnover and stronger succession, built sourcing and rotational development program reducing orientation time, strengthening succession readiness, and improving clinical trial management.
- **Academic & Industry Partnerships** – Initiated University degree talent feeder programs leading to creation of their Clinical Development degree program. Designed global scientific training and launched NJ “Science in the Classroom” with Healthcare Institute of NJ.
- **Operational & Contract Leadership** – Co-Led site sale, delivered 3-year contract manufacturing agreement ahead of plan. Oversight spanned Cap Ex, EHS, HR, Training, and Compliance

RECOGNITION

- Top 25 Women Leaders in Medical Device 2022 (NCBJ)
- Top Leaders in Diversity 2019 (NCBJ)
- 2018 Influential Women in Manufacturing (Putnam Media)
- 2018's Fiercest Women in Life Sciences (Fierce Pharma)
- Speaker: BIO, PharmaExec, SHRM, HRPA
- Supplier of the Year (Resilink, 2016)
- NC Businesswoman of the Year, 2015; Company of the Year 2015; Employer of Year (2017)
- CEO Award Bausch & Lomb
- Presidents Award Novo Nordisk
- Impact Award Bristol-Myers Squibb
- Innovation in Recruiting 2004
- Business Transformation Published and taught at NCState Business School

**BOARD
EXPERIENCE**

- 3x Founding Member:
 - American Health Policy Institute;
 - Pharma & Biotech Outsourcing Association; and
 - NC State Women in Tech
- SNAP CPAP
- Patheon Attendee: Board Agenda, minutes, CEO goals, Compensation, Nominating, Talent, Governance, Communication, and Merger/Acquisition presentations
- BioAgilytix Board Attendee and Compensation Committee
- YMCA HR Committee & Exec. Co