

REBECCA H. NEW

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SUMMARY:

Transformational business executive with public, private equity, IPO, and start-up experience. Proven CHRO track record outperforming benchmarks. Deep expertise in HR, Operations, M&A, and P&L optimization. Trusted strategic advisor to CEO and board, aligning strategy, culture, and incentives while consistently delivering exceptional business results and improving employee morale.

KEY SKILLS:

- ✓ Compensation & Benefits Plan Optimization
- ✓ Go-Private, SpinCo & #1 IPO
- ✓ Scale & Growth expert Talent Assessment, development, and workforce structure
- ✓ Strong Business Acumen with track record optimizing commercial and operations
- ✓ AI Workforce Analytics & Cost Optimization
- ✓ Enterprise Project Management
- ✓ Compliance and Labor Relations
- ✓ Prioritization of Impact and Scale
- ✓ HR Management & People Strategy
- ✓ Board and Exec Recruiting & Governance
- ✓ Vendor Management
- ✓ Enterprise Talent & Leadership Life Cycle
- ✓ M&A playbook, stakeholder management, and synergy optimization
- ✓ Cultural alignment & Employee Engagement
- ✓ Organizational Design & People Strategy
- ✓ CHRO Trainer for Fortune 100 CHROs, HR Policy Assoc., Cornell, SHRM, and Littler on “HR’s Role in M&A,” “Cross-Functional Diligence,” “Avoid Activism,” “Building HR credibility,” and “Optimizing Synergies”
- ✓ Hogan Assessment Certified, Exec. Coach
- ✓ Training & Development (Operational Excellence, Bio Manufacturing, Quality, Safety, General Manager, Compliance)

EDUCATION:

- Cornell University, Masters Industrial Labor Relations
- Cornell University BS, Management, Economics, Marketing, Accounting
- Harvard Business School Exec. Ed.
- Columbia University Exec. Ed.

BOARD EXPERIENCE:

- 3x Founding Member:
 - American Health Policy Institute
 - Pharma & Biotech Outsourcing Association
 - NC State Women in Tech
- SNAP CPAP
- Patheon Attendee: Drafted Board Agenda, minutes, CEO goals, Compensation, Nominating, Talent, Governance, Communication, Committee Charter, Board Expectations, IR updates, and Merger/Acquisition presentations. Created charters, governance, policy, Human Capital Disclosures, Risk, Talent Succession Gaps, vendor selection, and all committee materials.
- BioAgilytix Attendee: Led People, Comms and Compensation Committee materials.
- YMCA HR Committee & Exec. Committee Created charters, governance, policy and materials.

PROFESSIONAL EXPERIENCE:

SNAP CPAP, LLC

December 2020-Present

Chief Executive and Advisor to Medical Device-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. Investment Raise and Investor Updates. Executive Alignment and business transformation of goals and processes.

Talent & Capability Building – Closed critical talent gaps across Quality, Regulatory, Engineering, Finance, Legal, IT, and Supply Chain. Implemented Operational Efficiency Review of key processes.

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 clinical studies achieving top patient preference and health outcome claims.

FDA QSR/QMS Compliance and Regulatory & Quality – Led comprehensive FDA inspection and 4-year 21 CFR Part 820 / ISO 13485 audit with zero findings. Implemented Design Controls, LEAN, Quality Systems, Validation, RASI decision Models and Training.

BioAgilytix

August 2024 - September 2025

Fractional CHRO for Contract R&D and Biologic Lab Services, Private Equity owned. Sites in US, Germany & Australia.

Turnaround Leadership – Executive coaching, org, and talent plan for stabilize and transform the business. Built KPI dashboards aligned with desired business outcomes. Created People Strategy, company Org Design, Governance and Leadership reviews. Created improved rewards and recognition plans tied to business outcomes to improve financial performance, time to deliver, and improve customer satisfaction. Led Works Council and Compliance Improvements.

Cost of Operations – Transitioned to self-insured benefits delivering above planned savings. Advised CFO and CEO to balance cash flow risk and positioning. Reduced HR spend by 25%, benefit cost by 14% while improving employee offering and reduced headcount costs 18% while improving efficiency and retention. Redesigned Comp & Ben.

Talent & Engagement – Launched coaching, development programs, customer service training, and enhanced reward & recognition. Introduced PR and Internal Comms to align messages. Reduced cost and time to hire by 25%.

Process & Compliance – Implemented Operations & Sales Net Promotor Score (NPS), strengthened HR/payroll compliance, aligned Works Council processes, standardized compliance, and built KPI rewards and incentives.

HR & Legal Risk – Reduced ethics complaints 70% and legal fees ~50%; resolved major compliance issues across 19s, data privacy, vendors, immigration, and contracts. Built Case and legal plan to win Summary Judgement.

YMCA

August 2023 - August 2024

Fractional CHRO role

Recruiting excellence - deployed scalable tools to strengthen culture, engagement, safety, and compliance across dispersed teams, hiring 12,000 seasonal workers. Built compliance and FBI background check process. Created HR Strategy, KPIs and training. Trained and certified the HR team.

Built durable HR ops including KPI, governance, compliance, and risk-mitigation frameworks, enabling long-term, executive-owned sustainability across 22 sites. Boosted attraction and retention and reduced operating costs by 3%.

Delivered 10% bottom-line improvement through workforce efficiency and standardization.

RSR Partners

January 2019-November 2020

Managing Director, Human Capital, Executive Coach, Board and Executive Search, privately held

Relaunched recruiting and CEO coaching practice, exceeding revenue targets by 18%; recognized as Diversity Leader of the Year. Coached CEO, COO, and board to determine talent implications/actions and KPIs.

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, board composition, and board/investor engagement to drive growth and efficiency.

Patheon

August 2011- November 2018

Chief Human Resources Officer, Enterprise Operations & Project Management Office (Works Council Process Lead)

#1 Contract Manufacturing and Development Partner for Pharma and Biologic Companies (avoided unionization)

Public on Toronto (Canadian) Exchange then #1 IPO on NYSE. Sites in Canada, US, Mexico, Australia, and EU.

Led IPO Readiness, PubCo Compliance & Compensation, PR/IR, and Project Management Office for go-private and #1 Healthcare IPO, generating a 70% investor premium within 10 months with 100% culture alignment. Built enterprise Program Management Office including strategy, capabilities, change management, KPI and tools to meet business needs for IT, Finance and M&A. Analysts stated they never saw a more aligned culture outside of Danaher (9 sites to 42 in 3 years). Co-designed governance, equity tracking PubCo readiness/compliance processes/tools. Trained employees on process, compliance, equity plan design and retained all key talent. Led Human Capital Disclosures including NEOs, Pay Ratio Disclosure, Comp Analysis, Board Oversight, and Risk.

Scaled Talent and processes Built People Strategy, Talent, Structure and Compensation process leading to revenue growth from ~\$250M to \$3B across 42 global sites, serving 850+ customers in 70+ countries and delivering 10x shareholder return. Hands-on leadership to optimize SG&A cost while driving rapid ROI and building succession.

Enterprise Transformed culture, improved leadership effectiveness, and SG&A by 300+ bps, which drove 1,800 bps gross margin expansion and 100% EBITDA CAGR. Analysts stated they had never seen a more aligned culture outside of Danaher (significant because we grew from 9-42 global sites via acquisition). Built Comms and IR. Implemented OE, Six Sigma team/hiring talent and building incentives. Led works counsel and union avoidance discussions.

Rebuilt leadership bench and board. Designed Talent Development plans to build rapid succession and scalability.

Project Management Office, M&A and Change Management Lead serving as “Point” for M&A. Created cross-functional M&A diligence handbook to ensure rapid decision making that was not disruptive to the business. Led M&A process through synergy, created total company M&A playbook and drafted board and investor updates. Led integration of 6 acquisitions, reducing purchase price multiplier ~40% and creating \$260M+ value while exceeding synergy goals by 150–225%. Led employee engagement which improved for each acquisition. Led all updates to the board and drafted all Investor, PR, and employee communications.

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 Promoter Score. Created Project Management Office and outsourcing of back-office IT and Finance. Created Risk Management process and tools.

Co-Designed Pharma Spinco including governance, team, incentives, key processes, and managed creation of systems (Q). Led executive contract review and incentive plan changes (Go Private, Merger, Acquisitions, IPO, Sale).

Bausch + Lomb, Inc.

2007-2011

Global Vice President Human Resources 2011 Public then PE Backed Ophthalmic Surgical, Medical Device, Consumer Goods and Pharmaceuticals Business. Sites in Canada, US, Latam, EU and Asia-Pac.

Enterprise Transformation – Carved out 3 BUs, resulting in 14% revenue growth and 24% EBITDA growth and 3 exits for investors. Designed Org. Structure, Assessed & Hired Talent, Led Leadership KPI and assessment. Drafted core teams and governance to drive efficient Go/No Go decisions for clinical development.

Restructuring & Cost Optimization – Led restructuring into 3 distinct companies, crafted pharma business including state incentives, state location, real estate, leadership selection, incentives, people strategy, and governance KPIs resulted in delivering \$45.5M in annual savings and year 1 double-digit growth. Led China leadership Change. Identified Latin American fraud and recovery plan.

Regulatory & Risk Management – Upgraded Global Regulatory Affairs processes and infrastructure, improving agency interactions, talent capabilities, and compliance. Led Global Union Risk Assessment and Strategy.

Enterprise HR Leadership – Reducing HR spend by 35%. Designed/implemented enterprise HR strategy. Reduced U.S. Clinical employee turnover from 75% to 12%. Improved Employee morale and succession. Drafted materials for board when both public and private. Responsible for maintaining “public process” disclosures.

Novo Nordisk, Inc.

2003-2007

Director, Human Resources Public, Danish based Biologic Company. Worked in US and EU (Works Council).

Enterprise HR Leadership– Doubled Sales Team, Launched Med Ed., built \$1b Biologic BU. Won Best Place to Work.

Strategic Growth & Org. Design – Co-led clinical business case, led state incentive package, and design of new \$100M headquarters, built first US R&D site and commercial team. Recruited US Biologic commercial & leadership team, built diabetes Medical Ed and staffing and talent development model, talent assessment tools and as well as Comp and Org Design. Built Talent and communication plan to win Best Places to Work.

Drug Development Strategy – Co-Developed 5-year plan, creating KOL Database with year 1 ROI.

Process Optimization – Led Six Sigma Regulatory Affairs, eliminating backlog, digitizing files, reducing call times by 30%, and automating reports that saved \$290K annually.

Bristol-Myers Squibb

1997-2003

Assoc. Director Human Resources, Technical Ops & Pharma Research Institute Public NYC based Pharmaceutical and Consumer Goods Company. Global duties across all regions.

Talent Strategy – Led Talent and HR business support for the Global Clinical and Regulatory, 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. Led Clinical and Regulatory Talent and HR support (recruiting, Generalist, Employee Relations)

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 manufacturing site sale, delivered 3-year contract manufacturing agreement ahead of plan and creating a retention plan which resulted in top financial performance across all sites, losing only 3 of 350 headcount in 2 years. Oversight spanned Cap Ex, EHS, HR, Training, and Compliance. Created Paired Comparison process for RIF which became standard across the company. Led KPI for site including review of cash spend on Quality to determine enterprise impact.

RECOGNITION

- Leader in Medical Device 2022 (NCBJ)
- 2018 Influential in Manufacturing (Putnam Media)
- 2018's Fiercest in Life Sciences (Fierce Pharma)
- Supplier of the Year (Resilink, 2016)
- Speaker: BIO, PharmaExec, SHRM, HRP
- NC Businessperson of the Year, 2015
- NC Company & Employer of the Year 2015; 2017
- CEO Award Bausch & Lomb
- President's Award Novo Nordisk
- Impact Award Bristol-Myers Squibb
- Innovation in Recruiting 2004
- Developed MBA Business Transformation Program