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EMAIL SHAWN TAYLOR KAMINSKI: SKAMINSKI@DIRECTWOMEN.ORG

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# CHRISTINE J. SPADAFOR

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## EXECUTIVE SUMMARY

Experienced public company board director and advisor with demonstrated track record leading initiatives at the intersection of strategy, operations, finance, risk management/regulatory compliance and talent management – in both domestic and international markets. Deep experience across a spectrum of industries – including entertainment and media, healthcare and private equity. Extensive work as advisor to Fortune 500 C-suite executives.

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[LinkedIn.com/in/  
christinespadafor](https://www.linkedin.com/in/christinespadafor)

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## KEY POSITIONS

Partner, The Boston Consulting Group (BCG)

Partner, Alix Partners

Partner, CSC Index

CEO, SpadaforClay Group

Visiting Executive, Dartmouth Tuck School of Business

Distinguished Professor of Practice, UNLV

## EDUCATION

JD, Harvard Law School

ScM, Harvard School of Public Health

BS, LaRoche College

RN, University of Pittsburgh Montefiore Hospital

Doctor of Humane Letters (Honorary Degrees)

## RECENT PRESENTATIONS

Harvard Business School

Harvard Kennedy School

Harvard Medical School

Harvard School of Public Health

Dartmouth Geisel School of Medicine

Dartmouth Tuck School of Business

YPO (Young Presidents Organization)

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## BOARD EXPERIENCE

**KINDRED AT HOME** 2020 – Present

### Independent Director

\$3B private company that is the largest provider of home care and hospice services in the US. Chair, Quality and Compliance Committee.

**BOYD GAMING CORPORATION** 2009 – Present

### Independent Director

\$3B NYSE-listed company. Chair, Governance and Nominating Committee. Member, Audit Committee. Former Member, Compensation Committee.

**WBUR 90.9 FM** 2020 – Present

### Director, Community Advisory Board

Premier National Public Radio station. CAB reviews programming goals, community services and station policy decisions.

**SYNAPSE** 2018 – Present

### Board Advisor

Early-stage nonprofit providing social support networks for persons with brain injuries. Developing governance, financial and executive structures.

**LA BIOMEDICAL RESEARCH INSTITUTE UCLA** 2002 – 2007

### Board Director

A premier R&D facility specializing in the development of life-saving medical discoveries. Member, Audit Committee. Member, Investment Committee.

## PROFESSIONAL EXPERIENCE

**SPADAFORCLAY GROUP, INC.**, Cambridge, MA

2004 – Present

*Management Consultancy*

**Chief Executive Officer**

Provides enterprise-wide strategy development, operational assessments and improvements, M&A integration and board advisory services for Fortune 100, family-owned, private equity and mid-sized corporations.

- Served as advisor to film studio C-suite and Finance team at a global entertainment and media corporation; led disciplined, seamless global communications and change management program of a worldwide finance transformation initiative, reaching approximately 3,000 employees.
- Led innovative growth strategy development for market positioning at multiple private equity portfolio electronics companies. Partnered with the board of directors, investors, executives and investment bank, and completed successful sale at attractive multiple.
- Engaged as board advisor to private equity firm and mezzanine lenders after portfolio company failed to sell when taken to market. Led three-year strategy for scalability and profitability, and developed management team to achieve strategic goals and operational improvements. Revenues increased from \$52M to \$125M with new strategic direction and completed successful sale at attractive multiple.
- Led development of international strategy and executive alignment initiative for world-wide executives at a French flavors and fragrance company. New strategic focus increased “win rate” in this highly competitive market.
- Served as post-merger advisor to newly formed and splintered board of directors of a national financial institution. Achieved integration of new board, then led corporate strategic planning with board and senior management team. Developed into a case study taught in the Strategic Leadership program in the MBA curriculum at Tuck School of Business at Dartmouth.

**COLTALA HOLDINGS**, Fort Worth, TX

2017 – 2020

*Holding Company and Private Equity Firm*

**Managing Director**

Specializes in strategy development, operational improvements and talent management for portfolio companies at this start-up firm. Focuses on maximizing human and financial capital to optimize performance, results and impact.

**ST. JUDE’S RANCH FOR CHILDREN** (now SJRC Texas)

2005 – 2014

*Nonprofit for Abused, Abandoned and Homeless Children*

**Chief Executive Officer**

As CEO, inherited a nearly bankrupt organization – and against all odds, led a financial and operational turnaround and restructured the corporation and corporate governance. Achieved more than doubling of revenues; year-over-year operating surpluses; development of innovative, entrepreneurial clinical programs serving exponentially more children; more than doubled geographic locations; 100% compliance on annual regulatory licensing reviews; and worked closely with six governing boards. Named “Nonprofit of the Year 2012-2013” and turnaround story developed into a case study taught in the “Entrepreneurship in the Social Sector” concentration in the MBA curriculum at Tuck School of Business at Dartmouth.

**ALIX PARTNERS, LLC**, Los Angeles, CA

2002 – 2004

*Management Consultancy*

**Partner**

Specialized in enterprise-wide restructuring initiatives.

- Retained after filing for Chapter 11 bankruptcy protection to serve as Chief Administrative Officer at a specialty medical equipment leasing company, responsible for all day-to-day operations.
- Led company-wide restructuring of structure, operations and governance at national financial institution.

**THE BOSTON CONSULTING GROUP**, Los Angeles, CA

2000 – 2002

*Management Consultancy*

**Partner**

Specialized in corporate design and restructuring. Member Organizational Practice and IT Practice groups.

- Led design and analysis of three corporate divisions for global CFO and senior executives at a leading international biotechnology firm. Identified \$30M savings and restructured the divisions.
- Led design and analysis of ERP strategy for CFO, CIO and Global Head of Human Resources at a worldwide media and entertainment company. Achieved savings of \$250M.
- Led design and strategy for rollout of finance portfolio rationalization for global CFO of international media and entertainment company. Initiated strategies consolidating nine programs into four, restructured executive governing bodies from nine committees into one, and fundamentally shifted the company's global IT strategy. Achieved \$60M annual cost avoidance.

**CSC INDEX**, Cambridge, MA

1996 – 2000

*Management Consultancy*

**Partner**

Specialized in corporate design and restructuring and served as C-Suite advisor.

- Designed and managed program at major academic medical center in New York City for full scope of redesign, implementation and revenue enhancement initiatives: increased patient satisfaction by 37%; admitted 86% of patients to bed within 10 minutes of arrival; recovered 85% of medical records; achieved 100% insurance authorizations prior to treatment.
- Posted in London and the Netherlands, led strategy for CEO and executive team at major global medical capital equipment manufacturer, transitioning the corporation to “digital” from “paper and film” to increase market share and profitability in a highly competitive global market.
- With global CFO and other C-suite executives at an international entertainment and media company, led development and implementation of global strategy, operational and change management program. Established an international shared services business unit, rationalizing multiple divisions for improved effectiveness and efficiency. Achieved savings of 22% (\$23M).

**FRANCISCAN CHILDREN’S HOSPITAL**, Boston, MA

1992 – 1995

*Pediatric Hospital*

**Vice President and General Counsel**

Served as the first in-house corporate counsel at this hospital dedicated to children with disabilities and genetic defects. Transitioned to executive administration — led operations and the Hospital’s financial turnaround. Reduced costs by 30% in 90 days while simultaneously developing new revenue-generating programs for sustainability.

**HILL & BARLOW**, Boston, MA

1988 – 1992

*Corporate Law Firm*

**Corporate Attorney**

Associate working in the Tax, Real Estate, Estate Planning and Litigation departments. Pro-bono assignments from numerous judicial appointments to represent abused and neglected children.

**UNITED NATIONS**, New York, NY

1991 – 1992

**Consultant**

Twice served as advisor to the United Nations in China on environmental and maternal and child health matters in third world countries. Presented published papers at United Nations conferences held in Beijing.

## **EDUCATION**

<b>ACADEMIC DEGREE</b>	<b>ACADEMIC INSTITUTION</b>
Juris Doctorate	Harvard Law School
Master of Science	Harvard School of Public Health
Bachelor of Science	La Roche College
Registered Nurse	University of Pittsburgh Montefiore Hospital School of Nursing

## **HONORS**

- Awarded Doctor of Humane Letters degree from Mercyhurst University in recognition of service to vulnerable and at-risk populations. Selected by the Board of Trustees as commencement speaker (2019).
- Awarded Doctor of Humane Letters degree from LaRoche University in recognition of significant contributions to society and the practical application of expertise to philanthropic areas. Selected by the Board of Trustees as commencement speaker (2015).
- Selected by the American Bar Association (Business Law Section) as one of the top 20 female attorneys in the United States with outstanding business expertise, as part of the DirectWomen program (2008). Served on DirectWomen faculty.

## ACADEMIC AFFILIATIONS

- Distinguished Professor of Practice, University of Nevada at Las Vegas School of Public Policy and Leadership (2018 – Present). Teach Adaptive Leadership in Master of Public Administration program.
- Visiting Executive faculty, Tuck School of Business at Dartmouth (2012 – Present). Lecture in the “Strategic Leadership” concentration, focusing on board governance, and taught in the “Entrepreneurship in the Social Sector” concentration.

## RECENT PRESENTATIONS

- **BBC World Service:** Commentator on “Business Matters” global radio broadcast and podcast
- **Harvard Business School:** “Building an Executive Team” at the annual “Dynamic Women in Business” conference
- **Harvard Kennedy School of Government:** “Organizational Strategies for Uncertain Times”
- **Harvard Medical School:** “Effective Leadership in an Uncertain Healthcare Environment: Strategies for Agility, Adaptability and Resilience” at the 2017 and 2018 international “Women in Leadership: Career Advancement and Leadership Skills for Women in Healthcare” conference
- **Harvard Medical School:** “Adaptive Leadership in an Uncertain Healthcare Environment: Strategies for Vision, Agility and Resilience” and “Next Generation Healthcare Leadership: Strategies for How to be a Superboss” at the 2019 international “Women in Leadership: Career Advancement and Leadership Skills for Women in Healthcare” conference
- **Harvard T.H. Chan School of Public Health:** “Cultivating Personal Power to Effect Breakthrough Organizational Change” at the “Women in Leadership Symposium ”
- **US Chamber of Commerce:** “Advancing Board Diversity” at “Women Taking the Lead” event
- **Dartmouth Tuck School of Business:** Interviewed authors of *“Athena Rising: How and Why Men Should Mentor Women”* at the “Men as Allies Leadership Summit”
- **Dartmouth Tuck School of Business:** “Road to the Top: Women in Corporate Leadership” at the “Initiative for Women” symposium
- **Young Presidents Organization (YPO):** “Adaptive Governance: Structure, Processes and Dynamics for a Forward-Looking, Agile Board of Directors”

## PUBLICATIONS

- Co-author, Monitoring the Worker for Exposure and Disease: Scientific, Legal and Ethical Considerations in the Use of Biomarkers, published by Johns Hopkins University Press, 1990
- *“Building a Post-Merger Board of Directors: The Credit Unions at Dazzling Studios”*, Tuck School of Business at Dartmouth, Case Study Number TC1-0158, 2013
- Co-author, *“A Tale of Two ‘Turnarounds’: Heading Back in the Right Direction,”* The Nonprofit Quarterly, Volume 19, Issue 2, Summer 2012
- Co-author, *“St. Jude’s Ranch for Children”*, Tuck School of Business at Dartmouth, Case Study Number 1-0146, 2012