

## CHRIS BORDONI

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### TEACHING

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**CORNELL UNIVERSITY, S.C. JOHNSON GRADUATE SCHOOL OF MANAGEMENT** Ithaca, NY  
*Senior Lecturer of Strategy & Business Economics* 2022-Present

NBA 6765: Management Consulting Practicum

- Semester-long, intensive course designed to help aspiring consultants build the specific mindsets, behaviors, and skills to succeed during their summer internships and/or upon joining a consultancy or internal strategy group full-time
- Includes an in-depth examination of the strategic dilemmas likely to be encountered by consultants and their clients, experiential workshops to help students develop essential consulting skills, and a simulated consulting engagement

NBA 5330: Management Cases

- Case-based elective designed to deepen students' understanding of corporate and competitive strategy across the lifecycle of an enterprise
- Topics covered include new market entry, organic growth strategies, acquisitions and divestitures, and business transformation

AEM 4655: Applied Corporate & Competitive Strategy

- Undergraduate elective introducing real-world strategy applications through case studies, group discussions, and small-group research projects

*Additional: Management Consulting Industry Lead; External Education Faculty Director and Instructor*

**AMERICAN UNIVERSITY, KOGOD SCHOOL OF BUSINESS** Washington, DC  
*Adjunct Instructor, Department of Management* 2020-2022

KSB 612: Strategic Thinking for Decisions

- Required introductory course that provides new MBA students with an introduction to business while building their critical thinking skills
- Topics covered include the role of business in society, the macroenvironment, industry analysis, and firm strategy at the corporate, business unit, and functional levels

KSB 613: Strategic Decision Making

- Capstone strategy course aiming to deepen students' understanding of strategy and competitive advantage
- Topics include business models and value chains, inorganic growth, executing strategy, decision-making biases, and how strategic concepts can be applied to the individual student

### STRATEGY CONSULTING

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**BORDONI & COMPANY** McLean, VA  
*Founder & CEO* 2015-Present

Bordoni & Company is a boutique strategy consultancy that helps leaders of small- and medium-sized enterprises and large nonprofits and foundations to reinvent their organizations during periods of radical change. Common themes include articulating the case for change, rediscovering existing “superpowers” and strengths, crafting a shared vision for the future, and developing an actionable path forward.

Select engagements

- *Strategy development, learning & development*: Developed 5-year strategic plan for the Board and Senior Leadership Team of a large training company faced with rapidly changing customer preferences and new sources of competition. Strategy recommendations led to the launch of a multi-year transformation program

- *Strategy development, corporate philanthropy*: Led strategy refresh for a foundation attempting to shift its overall mission and programmatic focus. Performed a current-state assessment of existing initiatives, conducted a landscape analysis of the broader ecosystem, and developed strategic and programmatic options
- *Strategy development, education technology*: Coached the senior leadership team of an EdTech startup through a strategic pivot. Interviewed 40+ staff and subject matter experts and analyzed customer data to determine existing strengths, identify opportunities for growth, and develop a strategy to gain market traction
- *M&A strategy, non-profit*: Developed a comprehensive M&A strategy for a global non-profit. Options presented ranged from single transactions to an industry “roll-up” to building a consortium of like-minded organizations. Client acquired two of the recommended targets within 12 months
- *JV target screening, healthcare*: Led target-screening effort for a mega non-profit seeking to identify partners for a commercial venture. Systematically filtered 1.6M hypothetical partners down to a short-list of 45 potential organizations, followed by a target-list of the 7 most attractive organizations
- *M&A due diligence, non-profit*: Served as the senior advisor to a \$200M+ deal in the non-profit space. Oversaw the commercial diligence and valuation workstreams and helped identify, onboard, and manage additional vendors. Also led the development of Board-level materials, including outlining the deal rationale, risk management strategy, and high-level implementation plans
- *Go-to-market strategy, health and wellness*: Co-developed a strategy to commercialize an emerging, global wellness movement. Evaluated multiple business models, assessed required capabilities, and determined immediate and medium-term next steps
- *Business turnaround, professional services*: Coached leadership and staff through the turnaround of a failed \$10M acquisition. Major themes included identifying flaws in the current operating model, rediscovering the organization’s original key success factors, and convening internal and external stakeholders to both pressure-test and align on the future strategy
- *Operational excellence, non-profit*: Designed, launched, and oversaw initiatives to decrease “customer” turnover, improve channel partner quality, and build an internal innovation function at a global non-profit
- *Social impact strategy, professional association*: Led the creation of a social impact strategy for a major membership association, including interviewing 60+ board members, staff, and stakeholders, surveying 75,000 current and past association members, benchmarking previous efforts against peers and best-in-class, and designing a new portfolio of social impact initiatives with recommended resourcing, phasing, and integration points
- *Innovation contest, government*: Partnered with a leading foundation to design and execute a nationwide contest to identify, test, and scale innovative ideas in city government. Major workstreams included:
  - *Outreach*: Successfully recruited 500+ cities from 50 states to participate in the competition
  - *Training*: Led the design and delivery of a \$1.5M training program to improve application quality and build cities’ problem-solving skills. Delivered 300+ full-day workshops attended by 4,000 city leaders with a 94% approval rating
  - *Evaluation*: Developed competition application questions and selection criteria
  - *Technical assistance*: Provided support to mayors, city administrators, and other civic leaders
- *Organization launch, non-profit*: Co-led the launch of a 25-person non-profit. Key activities included hiring staff, establishing basic systems and processes, and identifying future funding streams

#### Select workshops

- “Reinvented: Thriving in a Turbulent World.” 3-part workshop series developed to help a professional association reimagine the future of chapters and professional community
  - Part 1: Thinking like a Chief Reinvention Officer
  - Part 2: Building from the Center
  - Part 3: (Re) Imagining the Future
- “Legal Department 3.0.” 3-part workshop series to reimagine the future of the legal department at a Fortune 500 company
  - Part 1: Resilience as a Performance Imperative
  - Part 2: An introduction to Reinvention
  - Part 3: Legal Department 3.0
- “Resilient Employees, Teams, and Organizations.” 3-part workshop series to foster greater organizational resilience post-pandemic at a global organization
  - Part 1: Resilience 101

- Part 2: Resilience in Action
- Part 3: Resilience at Work
- “Playing to Win.” Two-day workshop for ~40 senior leaders in a global non-profit to explore the emerging need for change, a new vision for success, and a revised competitive strategy
- “Management Team Retreat.” Two-day management team retreat attended by ~150 of the most senior staff from a global association

**CIVIC CONSULTING ALLIANCE**

Chicago, IL

*Associate Principal*

2014-2015

Civic Consulting is a partnership reshaping the City of Chicago, Cook County, and the State of Illinois by convening teams of business experts, government leaders, and internal staff to make the region safer, healthier, better educated, and more competitive.

**THE BOSTON CONSULTING GROUP**

Chicago, IL

*Consultant*

2012-2014

*Summer Consultant*

2011

**DELOITTE CONSULTING**

New York, NY

*Consultant, Strategy & Operations*

2009-2010

*Business Analyst, Strategy & Operations*

2007-2009

**EDUCATION**

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**THE UNIVERSITY OF CHICAGO, BOOTH SCHOOL OF BUSINESS**

Chicago, IL

*Master of Business Administration, Strategic Management, Finance, and Economics*

2012

- Siebel Scholar Class of 2012; Wallman Scholar (top 5% of class)
- Management Consulting Career Advisor; Net Impact Board Fellow

**CORNELL UNIVERSITY, ILR SCHOOL**

Ithaca, NY

*Bachelor of Science, Industrial & Labor Relations*

2007

- Merrill Presidential Scholar; Degree Marshall (top 1% of college or school)
- Co-authored “Ethnic Heterogeneity and the Enforcement of Environmental Regulation” with Professor Julio Videras, published in *Review of Social Economy* December 2006