



Nancy Killefer, Vice Chair
Former Senior Director, McKinsey & Company

Nancy Killefer served as a Senior Director in the Washington, D.C. office of McKinsey & Company. She joined McKinsey in 1979 and was elected Director in 1992 and retired at the end of 2013. During her career, she has focused on strategy, marketing, and organizational effectiveness and efficiency issues with an emphasis on retail and consumer-based industries, including health care and packaged goods. Nancy left the Firm to serve the U.S. Government from 1997-2000 and upon her return, she founded and led McKinsey's Public Sector Practice.

Ms. Killefer served as a trusted advisor to senior executives at both her public and private sector clients, and worked frequently with them to become stronger leaders and a more effective top team. She has served in a number of leadership roles at McKinsey. She served on the Shareholders Committee, the Firm's governing board from 2000 to 2013, where she chaired the People Committee. During that time, Nancy led the Firm's People Strategy. She also served on McKinsey's Professional Standards Committee, the Client Service Risk Committee and Director's Review Committee. From 2000 to 2007, she ran the Firm's Washington, DC office. Nancy founded and led the Firm's global public sector practice from 2000 to 2010. Earlier in her career, she ran Firm recruiting and chaired the Principal Candidate Election Committee, the committee that elects partners of the Firm.

Ms. Killefer served in the Clinton Administration as Assistant Secretary for Management, CFO, and COO at the United States Department of the Treasury from 1997 to 2000. In addition to overall management responsibilities for Treasury's 14 bureaus and 160,000 people, she led a major modernization at the Internal Revenue Service, prepared Treasury's systems for Y2K, and reshaped management processes, including installing an asset management program across the Treasury Department. After leaving Treasury, she served as a member of the IRS Oversight Board from 2000 to 2005 and as chairperson from 2002 to 2004.

Ms. Killefer currently serves on the Board of Directors at Avon Corporation, where she chairs the Nominating and Governance Committees, and serves on the Compensation Committee; CSRA Inc. where she is Chair of the Board; The Advisory Board, where she sits on the Audit Committee, and Nominating and Governance Committee; and Cardinal Health, where she serves on the Compensation Committee. In addition, she serves on two public sector boards – the Defense Business Board, where she is Vice-Chair, and MyVA Advisory Board.

Ms. Killefer has an MBA in finance from Massachusetts Institute of Technology Sloan School of Business and a BA with honors in economics from Vassar College.