

Michael D. Zeigler

October 20, 2020

I am writing in response to your posting for the Vice President of HR position for the College of Western Idaho. If you are looking for a versatile, experienced, collaborative, and dedicated executive-level leader, I think I am uniquely qualified.

I have extensive (10 years) HR leadership experience over international organizations supporting critical global business operations. I build high performing, collaborative, empowered, people-centered organizations with focus on lean processes that align department strategy to enable critical business objectives. My leadership experiences across many cultures around the world has reinforced my existing appreciation of communications and diversity.

Within HR, I have:

- I led all operational delivery of core HR services, including governance and compliance, improving services levels while reducing costs 27% annually.
- I built an HR Data Science team to provide clean, accurate, and reliable self-service reporting. More importantly our analysis and predictive models improved retention, talent acquisition, gender pay equity, and improvement of our diversity profile through optimization of job postings.
- I defined the overall company healthcare strategy and negotiated all contracts, providing better healthcare options/models, while saving \$15m annually.
- I defined HR software/system strategy, implementing a self-service portal that received widespread employee acclaim for ease-of-use, transparency, and personalization.
- I have worked closely with and presented to all levels within the company, including senior executives, board members, and international government officials.

I am really excited at the possibility of working for CWI, helping to shape the future of the HR organization and the institute. Working within an educational environment helping enable people's success through education and training has always been a strong desire on mine. I hope to have an opportunity to discuss my experiences and how I can best contribute to CWI's continuing success.

Sincerely,

Michael D. Zeigler

Leadership Summary

Innovation - Organizational Leadership – Change & Transformation Management - Strategy Development – Negotiation

I create and improve high performing people-centric organizations and culture that enable business success through authentic leadership, advanced technology, analytics solutions, and appropriately scalable business processes.

Innovation

- Built a data science and data engineering team (within HR), creating predictive analytics models (R, Shiny, Visier and Tableau) for attrition, retirement, retention, gender pay equity and improved talent acquisition. We conducted controlled experiments and improved our diversity profile from masculine/feminine linguistics design of job postings. Other work included conjoint analysis of total rewards programs, design of our annual engagement surveys, and gender pay equity models with hierarchical Bayesian statistical models realizing near 100% pay equity. All work was done with high levels of interaction and consultation with our C-level executives.
- Developed a Business Value Index tool for quantifying and measuring value contribution to align and globally prioritize global HR and HR/IT investment with our company strategy and business plans.
- Pioneered the adaptation of the ITIL Service Management Framework and Service Catalogs to apply to Micron's HR operations. This drove systems, processes, and approaches aligned to providing cost-effective, high quality services to the team members within Micron. System availability and employee satisfaction was improved by over 10% through this discipline. Service level agreements and service costs were established for the first time within HR.

Organizational Leadership

- Served as a coach and mentor to senior leaders as part of the company's Global Leadership in Action program. I helped define, build and reinforce company leadership values, behaviors, and culture.
- Led large, global HR (265+) and IT (500+) organizations and managed in excess of \$70 million annual budgets, maintaining performance to within 2% of target (generally under budget).
- Within 9 months as the General Manager for a newly acquired business unit, I was able to reduce production costs by 40%, improve quality by 20%, and eliminate supply-chain interruptions while bringing new products to market.

Change and Transformation Management

- As a Sr. Director for Micron's Corporate HR organization, I led the transformation of the global HR team into a scalable, partially outsourced delivery model, reducing costs by over 27% (~\$11 million) annually, while improving service levels and bringing new programs online.
- As the Sr. Director and Program Manager, I led the transformation of Micron's IT organization to a global onshore/offshore outsourced delivery model. Through careful data-driven process re-engineering, cross-functional collaboration, and extensive employee communication, we transformed IT services without any service interruption while reducing labor footprint by 35% and operational costs by 30% annually.

Strategy Development

- I served as the Chair of Micron's 401k Investment Committee with fiduciary responsibility for overall governance, strategic design and investment decisions for the company's 401k program with over \$2 billion in assets. Assets grew over \$650 million during my tenure as Chair with best-in-class participation and contribution rates, while adding key features like Roth in-plan conversion and driving overall program costs down 15%.
- I used Kaplan & Norton Balanced Scorecard methodologies to collaboratively create our multi-year strategy for our global IT and HR organizations. Combined with our portfolio management processes, this ensured alignment of objectives and resources to business imperatives. I developed business driven KPIs to measure progress and manage accountability.
- Regularly collaborated on strategy and performance data exchange with C-level executives from other companies as part of our HR and People benchmarking and strategy process. Information was shared with CEO/CxO and used to determine people strategy and process improvement.

Negotiator

- Negotiated performance-based healthcare contracts resulting in \$15 million in annual cost reduction and beating the national healthcare cost trend by 5-7%.
- Negotiated all contract manufacturing and supply agreements (in the US, Japan, and Hong Kong), with contract values in excess of \$25 million annually. All structures contained key performance incentives/penalties and scalability constructs to best align to our business strategy.
- Architected and led negotiations for multi-year IT infrastructure outsourcing contracts worth over \$33 million in contract value.

PROFESSIONAL EXPERIENCE

Valerian Partners, LLC, Boise, Idaho, 2020 to present. Valerian Partners, LLC is a private management consulting company helping mid-sized businesses grow and reach their full potential.

Managing Partner, February 2020 to present

I am a co-founder and Managing Partner, specializing in HR, IT and Operations practices, as well as go-to market strategies on a national level. To-date, we enabled a sales team driving \$4m in sales within 6 weeks and positioned a client's product into 2 of the nation's Top 15 retailers in less than 60 days.

MICRON TECHNOLOGY, INC., Boise, Idaho, 1989 to 2019. Micron is a publicly traded, U.S. semiconductor manufacturer of DRAM, NAND, and NOR products, with over 34,000 employees across 20+ countries with annual sales exceeding \$20b.

Vice President – Global HR Services, Operations, Analytics, April 2015 to January 2019

I led an award-winning global team of 265+ HR team members delivering all aspects of HR to Micron's 34,000+ team members through a regional (APAC, US, EMEA) shared services model. I drove the global implementation of a new HR Portal platform (using Design Thinking) providing a state-of-the-art environment for team members to access "all things HR", including a full mobile experience. I led HR transformation efforts consolidating solutions and migrating from on premise SAP/SuccessFactors to a global cloud solution for core HR. My award-winning HR analytics team built a state-of-the-art analytics model putting the company at the forefront of global gender pay equity.

Sr. Director – HR Strategy, Governance & Workforce Analytics, Feb 2011 to April 2015

I led an HR Transformation initiative implementing a high-performance operating model and organization structure for HR. The effort was completed in 11 months without any disruption to the business and during an acquisition and integration that doubled the size of the company. I was responsible for global HR governance and developing overall HR & People strategy, including process and HR systems solutions. We performed global process optimization and improvement practices utilizing LEAN practices, managed global HR financials, managed the HR portfolio, defined our HR/IS system roadmap, managed HR vendors and contracts, and overall HR compliance (EICC, HIPAA, SOX, etc.). Our workforce analytics team built predictive models on HR data, predicting attrition, influencing design of our compensation and talent acquisition policies and programs (through data), and improving our diversity and retention strategies.

GM & Sr. Director – SSG Display Business Unit, Nov 2009 to Feb 2011

I served as the General Manager for the Microdisplay business unit, a team of 65 chemists, physicists, electro-optical engineers, marketing, sales, VLSI engineers, manufacturing and operations professionals designing and building CMOS/FLCOS based projection panels and engines for the embedded and stand-alone pico-projector market.

Sr. HR Director – Corporate HR, May 2008 to Nov 2009

I managed a team of 80 HR professionals responsible for the delivery of HR services in the US, UK, China, and Puerto Rico. The services included: Payroll operations, Benefits (401k, Medical, Dental, Vision), Compensation, Stock, Recruiting, Employee Relations, Financial Management, Employee Programs, Mobility, Travel, Company Store, Mail Delivery, Copy Center, Records Management, HR Planning, and Business Partnering.

Sr. IT Director – Central Management Office (CMO), 2003 to May 2008

I built a team of technical engineers, project managers, analysts, and communication specialists to focus on internal process improvement (LEAN, ITIL and COBIT), compliance (SOX), measurement and accountability (Balanced Scorecard, NPV and ROIC measurement), external benchmarking, and effective change management (ADKAR model) for our global IT organization. Our team became the thought-leaders within the company for our innovative and effective change management, accountability through business-driven metrics and analytics, and communication processes and tools (IT Year-in-Review Accountability and monthly newsletters).

Factory Automation Engineer, System Manager, IT Director Boise, ID, 1989 to 2003

I developed and led engineering teams creating factory automation and controls systems running in a 24x7x365 manufacturing operation. Through advanced process control and automation, our systems saved in excess of \$50 million annually.

As our Site IT Director, all IT functions supporting our Boise headquarters and 24x7 manufacturing operations. I also served on our first Corporate Acquisition team through three large, global acquisitions and integration. I oversaw the acquisition processes (due diligence, MOU, contract negotiations, closing, and people/technology integration) through a business and IT lens. Integration occurred on-budget and on-schedule without any unplanned system interruptions.

FORMAL EDUCATION & ADVANCED TRAINING

- MBA, Boise State University, May 2013
- BS in Computer Science, Montana TECH, 1989
- IAOP Certified Outsourcing Professional, 2008
- Kempner-Tregoe Resolve Training, 2007
- ITIL Foundation Certified, 2006
- PM² Balanced Scorecard & Strategy Map Training, 2006
- BSU Global Management Development Program, 1999

CONFERENCE PRESENTATIONS

- Global Services Conference 2008, New York, “The First Five Steps of a Global Sourcing Model for IT”
- HR Tech World 2017, San Francisco, CA, “Wellbeing, Technology, and the Employee Experience “

AFFILIATIONS & BOARDS

- Boise Valley Economic Partnership (BVEP) – Member of the Board of Directors – 2015 to 2019
- AmericanPharma Inc. – Board of Directors, Chairman of the Compensation Committee – 2015 to 2017
- Idaho Innovation Awards – Selection Committee Member, 2015, 2016, 2017, 2018
- Member of Boise Angel Alliance (BAA), Investor in the Capital City Angel Fund (CCAF)
- Chairman of Screening Committee (CCAF) – January 2014 to July 2015.
- Montana State University Industry Advisory Board for Computer Science – 1995 to 2007
- Montana Tech Industry Advisory Board for Computer Science – 1994 to 2007
- Boise State University Industry Advisory Board for Computer Science – 2003 to 2007