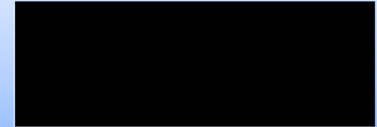


Amna P. Seibold

Grand Rapids, Michigan 49506
www.linkedin.com/in/AmnaSeibold



Effective, resourceful community leader with demonstrated success creating results-driven collaborative teams to drive strategic alignment and positive change, while improving employee engagement. Known for analytic and project management skills. Proven ability to build consensus, resolve issues, exceed goals, ensure stakeholder satisfaction and establish inclusive organizational environments.

- Healthcare & Community Leader
- LEAN Management
- Project Management
- Community Networks
- Employee Engagement
- Operational Performance
- Government Relations
- Strategic Planning
- Change Leadership

PROFESSIONAL EXPERIENCE

MERCY HEALTH SAINT MARY'S, Grand Rapids, MI

1995 - 2020

Director, Department of Pathology

2000 - 2020

Responsible for leading department of 150 employees, running 2M Laboratory tests annually. Annual budget of \$25M with revenues of \$120M. Served as a Local Integrity Committee member, Information Services Steering Committee member, Michigan Co-tenancy Reference Laboratory Board member and Finance Committee.

- Executed Strategic Margin Improvement initiative, identifying \$1.8M savings.
- Oversaw 12-month corporate lab strategic sourcing initiative w/McKinsey & Co yielding savings of \$5M.
- Developed robust outpatient lab testing business, accounting for 70% of volume.
- Orchestrated development of 14 satellite labs, resulting in annual volume increases for 20 years running.
- Consistently achieved and exceeded productivity and quality targets.
- Created robust program of Marketing & Customer Relations for Laboratory and Radiology services, raising customer satisfaction scores, increasing volumes > 5% every year.
- Engineered first departmental program of LEAN Management & LEAN Process Improvement at MHSM.
- Developed LEAN Management Strategic Alignment & Planning system for organization.
- Worked with Innovation Team to restructure delivery of clinical testing to physician network

Strategic Growth - Project Manager

2012 - 2014

Selected to manage project of planning and construction 100,000 sq. ft. Mercy Health building in Rockford Michigan.

- Designed and developed attractive functional building to provide easy access and seamless care in new target market.
- Completed on time, on budget, and within scope - October 2014.

Director, Radiology and Pathology Departments

2002 - 2006

Assumed dual responsibilities during time of budget constraints. Oversaw 250+ employees.

- Renovated Radiology Department for improved patient access and streamlined workflow.
- Facilitated purchase and implementation of first PACs (Picture Archiving & Communication system) and RIS (Radiology Information System) for the Saint Mary's Radiology Department. \$20M project.
- Restructured department for better employee engagement and improved productivity.

CITY OF EAST GRAND RAPIDS, MI**2000 - 2019****Mayor, East Grand Rapids, MI Served Two Terms****2011 – 2019**

Responsible for budget of \$21M, city of 10,000 residents. Represented the city at county-wide initiatives. Responsible for the development of city business district, residential development projects, and City Complex.

- During tenure, EGR voted “Best City to Live” in Michigan (twice), by USA Today.
- Expanded water/sewer infrastructure improvement, using new technology, resulting in 50% less downtime, doubling miles of repair, saving taxpayer dollars.
- Navigated sufficient funding and completed the Reeds Lake Trail.
- Unified commission to deliver new city Master Plan 2018.
- Developed strong ties with state and local political leaders.
- Reshaped staffing of Public Safety Officers reducing costs, improving efficiency.
- Brought in Cultural Diversity and Implicit Bias Training for staff, including PSOs.
- Successfully led millage proposal, funding street and sidewalk improvements.
- Worked with area mayors to put forward a 12-year millage for county mass transportation.

City Commissioner, East Grand Rapids, MI Served Two Terms**2005 - 2011**

Responsible for overseeing the zoning, construction, development, and budget for East Grand Rapids; served on Traffic Commission, Planning Commission, and Facilities & Infrastructure Committees.

Planning Commissioner, East Grand Rapids, MI**2000 - 2005****EDUCATION****Master of Healthcare Administration**

University of Michigan, School of Public Health – Ann Arbor, Michigan

Bachelor of Arts – Biology and English

Albion College – Albion, Michigan

PROFESSIONAL DEVELOPMENT**Michigan Political Leadership Program - Fellowship**

Michigan State University, Institute for Public Policy – Lansing, Michigan

Trinity Health Senior Leadership Program

Trinity Health – Farmington Hills, Michigan

AWARDS/COMMUNITY INVOLVEMENT

- Board of Trustees for Ferris State University since 2017; Board Chair 2019-present.
- Board Member of The Rapid, Grand Rapids mass transit 2012-2019.
- Served as member at large on the State of Michigan Board of Accountancy 2012-2017.
- Advisory Committee for Michigan State University Political Leadership Program 2011-2018.
- Mercy Health Representative on the Blue Cross/Blue Shield Community Board 2010-2017.
- Chairman of the Board, Michigan Community Blood Center 2008-2010.
- Voted one of the 50 Most Influential Women of West Michigan by GR Business Journal, 2014 & 2016.

Amna Seibold

Grand Rapids, Michigan 49506

October 12, 2020

Michigan Department of State
Michigan Independent Citizens Redistricting Commission

Dear Commissioners,

With years of experience leading complex organizations and projects, I am very interested in the opportunity to work with the Michigan Independent Citizens Redistricting Commission as the Executive Director.

The important work of this commission will affect the citizens of the State of Michigan for the next decade. I applaud the commission for taking the important step of hiring an executive director to help organize and carry out this work at the direction of the commissioners. My background has uniquely positioned me to be successful in this role.

- I served as a non-partisan mayor of my community for 8 years. I led as non-partisan as well, appointing republicans, democrats, and independents equally.
- Although mayor was a part-time obligation, I became familiar with key contacts in Lansing, both in elected and administrative roles.
- I was a fellow at the Michigan State University Political Leadership Program, where I learned even more about state government and developed contacts in Lansing, "from both sides of the aisle."
- I have served on several non-profit boards, and have frequently served as chair. This speaks to my ability to collaboratively lead leadership groups.
- I served as an administrator in healthcare for the majority of my career, and was often asked to lead key projects for our organization. I have the skills to achieve key metrics and results, completed on time.
- Mission, vision, and values are the basis of all of the work I do. I put integrity and high-standards first.
- I have 40 years of experience hiring and leading teams, motivating and facilitating participation.
- Innovation has been a key skill used both in running a city, and leading projects.

I recognize that the key work of this executive director will be to act as the project manager and carry out the work of the Commission. What an exciting opportunity!

The job of Executive Director of the Michigan Independent Citizens Redistricting Commission provides the chance to use my skills to improve our state. I am excited to talk to you further about this opportunity. Thank you for your consideration. (See below for the answers to the supplemental questions.)

Sincerely,

Amna Seibold

Supplemental Questions

1. How many years of experience do you have working in Michigan state government and/or public sector administration?
 - 10 or more years
2. Describe your experience working in an executive level position.
 - I currently serve as Chairperson of the Board of Trustees of Ferris State University
 - I served 8 years as Mayor of East Grand Rapids
3. How many years of experience do you have managing staff?
 - 10 or more years
4. Describe your leadership approach and explain how you have implemented this approach in your current/previous position(s).
 - I have always served as a collaborative leader. Success comes from first creating and agreeing on shared goals. Then as a successful leader I use my knowledge to help the team achieve those goals on an agreed upon time-table. By getting input from key stakeholders and creating a clear plan that all understand and support, I set the foundation of the work to drive success. I believe that helping this Commission achieve performance on-time targets will be key to success.
5. Do you have experience in accounting, developing and executing a budget, or public reporting?
 - In all my roles it was expected that I had good understanding of the budget and accomplished the work of my department/organization within that budget. Both at the City of East Grand Rapids and at Mercy Health Saint Mary's, my budget responsibility was close to \$20 million. I helped to develop the budget, and always came in on target.
6. Are you familiar with the Open Meetings Act?
 - Yes. As a mayor, we always operated to insure compliance with the Open Meetings Act of the State of Michigan.



To Whom It May Concern:

My name is Bill Manns and I am the President and CEO of Bronson, a four-hospital system in Southwest Michigan. I first met Amna Siebold when I was President of Mercy Health Saint Mary's in Grand Rapids, Michigan. I still recall meeting Amna on my first day of work and being quite impressed that she was not only the Administrative Director of the Laboratory of the hospital—one of the most vital functions in the hospital—but she was also the Mayor of East Grand Rapids!

I saw the great work that she did at the hospital. However, I was equally impressed by the work she did in her public role. For example, a number of the physicians lived in East Grand Rapids and when I would speak with them, they would speak fondly about her accomplishments in her role as Mayor.

The list below includes some things that impressed me about Amna during the time we worked together:

- She had a very large and complex budget and her areas always came in on budget!
- Amna was a fellow practitioner of LEAN or the Toyota Production System. While many immediately think about manufacturing, one of the most important tenets of LEAN is “understanding the voice of the customer”. I was always impressed with Amna’s ability not to just listen but to hear.
- I was also impressed with her strong integrity. As a LEAN practitioner you have to let the data guide you and not just your “gut”. Amna was masterful at analyzing the data and then acting based on data and facts.
- Amna is comfortable talking to all people—she spoke with “front-line” staff and Board members with the same comfort and candor. She has an uncanny ability to listen, learn, and quickly grasp all sides of an issue.
- She is calm and professional under pressure. I saw her address very challenging situations with grace and dignity.
- Amna’s attention to detail always helped ensure the success of all of her projects

Given the aforementioned attributes, I can thin of no one better suited to guide the work of the commission than Amna. Please feel free to give my office a call (269-341-6489) if I can answer any questions or provide any additional insights.

With best regards,



Bill Manns



November 14, 2020

To Whom It May Concern,

I consider it a privilege to share my impressions of Amna Seibold.

In my role leadership role with Mercy Health, I worked closely with Amna as she guided the hospital's laboratories through complex regulatory matters, created standards for evidenced-based practices, established systems that required precision and confidence, provided strategic direction to hundreds of employees and facilitated numerous physician and community leaders in achieving a shared vision of community service.

Amna's accomplishments weren't limited to just the clinical environment. She applied her passion for personal and professional development to leadership roles with Ferris State University. Her commitment to bettering our neighborhoods – and the relationships that connect us all – was also a priority in her public service and community development investments.

Amna has been effective in these strategic, systemic roles because she...

- is able to encourage diverse opinions and facilitate a shared vision,
- understands complex issues and can translate them into actionable work plans,
- is adept at managing multiple priorities, delegating responsibilities and providing the “healthy tension” that drives results,
- manages complex budget responsibilities, consistently exceeding expectations,
- has a calm, methodical leadership style that invites participation from diverse audiences and provides reassurance that they will be included.

Most importantly, Amna's accomplishments are anchored by a desire to serve and improve the lives of others, create inclusive environments where all are respected and a commitment to continuous improvement – whether within statistical processes or complex community issues.

Amna will be a valued, effective resource in any leadership role. I look forward to sharing any additional detail that could assist you.

Sincerely,

Dave

David S. McEwen
CEO, DMC Huron Valley-Sinai Hospital



FERRIS STATE UNIVERSITY

OFFICE OF THE PRESIDENT

1201 S. State Street, CSS 301
Big Rapids, MI 49307-2747

Phone: (231) 591-2500
Web: www.ferris.edu

November 13, 2020


Independent Citizens Redistricting Commission
Lansing, Michigan

Dear Commissioners:

When I learned Amna Seibold was under consideration as the Executive Director for the Independent Citizens Redistricting Commission I asked if it was possible for me to write this letter of support. I believe Mrs. Seibold is uniquely qualified and especially well-suited for this special, important opportunity. It has been my pleasure to work closely with Amna for the past four years through her service as a member of the Ferris State University Board of Trustees and for the past two years in her leadership role as our Board Chair.

From my perspective there are many commonalities between leading our University's Board of Trustees and the Executive Director's position for your organization. These are most certainly both very public entities, requiring the highest levels of integrity and transparency. Chairing a university board requires one to deal with a range of issues important to the public, some of which are divisive and can be inflammatory if not treated both carefully and thoughtfully. There can be stressful, public sessions at Board meetings, which are conducted with media and constituents present. The reality is that despite the most careful planning, sometimes unexpected developments occur. I have observed and worked with Amna in these situations. She is cool, respectful, and professional, no matter the issue or circumstances.

Amna Seibold's background in the healthcare industry together with her service as Mayor of East Grand Rapids prepared her well for her board work at Ferris. She possesses a unique and uncommon ability to work with our board, comprised of diverse people from across the state with a wide variety of backgrounds and experiences. She has helped a group of individuals who previously did not know each other learn to work together, both collaboratively and effectively. It is not a secret that there is a tendency in academia to study, research and consider items carefully. If not handled adroitly this can lead to delays and be accompanied by a resistance to change or move forward. Amna is able to nimbly manage these circumstances, setting clear expectations and deadlines, and keeping things moving on time and on schedule.



Page Two

Our organizations also deal with complex issues, presenting both significant challenges and opportunities. In joining our board Amna quickly learned the unique, idiosyncratic culture of higher education. Although unfamiliar with Ferris before becoming a board member, she became a strong advocate and swiftly adopted the University, especially our students, whom she champions. Blessed with a keen intellect, the ability to listen carefully and thoughtfully, a depth of experience, and the capacity for understanding complex systems, she rapidly became a leader among her colleagues and was elected board chair after her second year. In my now eighteen years as president of Ferris State University I cannot recall this occurring before.

The Commission and our University are both unique organizations with many different constituencies. As Board Chair Amna works effectively with the wide range of people associated with our University – board members, faculty, staff, students, alumni, donors, community members, and elected officials. Keys to her building and sustaining these relationships include the abilities to listen carefully, think quickly on her feet, and communicate clearly and comfortably. I would note that Amna is especially well spoken in public, and always represents our University, the Board and herself in the best possible fashion.

Our Board Chair's position requires highly developed relationship skills, the responsibility to communicate clearly and effectively, and the need to engage people in a fashion that brings them to consensus on potentially divisive issues of significant importance. Leading our Board her analytical abilities and insight have been especially helpful in guiding the strategic future of our organization in these challenging times for higher education. Her understanding of budgets and managing scarce resources carefully has been very helpful to me as we work through the many financial challenges facing higher education today.

With her special commitment to helping others, I am confident Amna Seibold will be an extraordinary strength for your organization and that you will also benefit from her guidance and considerable abilities. This is truly a person deserving of your fullest consideration. From my experience working with her, she receives both my highest recommendation and support. If I may provide further information or assistance to you, please call on me.

Sincerely,

A large black rectangular redaction box covering the signature of David L. Eisler.

David L. Eisler
President