

## CHERI L. ALEXANDER

University of Michigan  
Ross School of Business  
Chief Innovation Officer – Executive Education  
Faculty BBA, MBA, and Executive Programs  
Ann Arbor, Michigan 48104

Cell Phone: 1 734 8464  
e-mail: [cheralex@umich.edu](mailto:cheralex@umich.edu)

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### SUMMARY OF QUALIFICATIONS

Successful Global Human Resources and Labor Relations Executive. Expertise in Plant Management, Mergers and Acquisitions, JV formation and execution, Leadership Development, Talent Management, OD, Executive Education, Corporate Universities, Security, Crisis Management, Safety, Industrial Health Engineering, and Business Process Outsourcing. Assignments in multiple functions including Global Learning, Plant Management, Quality, HR, and Engineering. Demonstrated ability in complex, global assignments built on a strong foundation of interpersonal skills, high-energy passion, and loyalty.

### DEMONSTRATED PROFICIENCIES

- Teaching, and Facilitating Leadership, Leadership Development, Talent Management, Labor and Industrial Relations, Human Capital Management, and Personal Branding
- Higher Education Teacher and Facilitator
- Executive Leadership Coach
- Nominated for University of Michigan Golden Apple Award for excellent teaching three times
- Proven Leader of large global corporate departments and small regional higher education departments
- Operations Management
- Team Based Management and Japanese Production Systems expert
- Large Scale Positive Change Management
- Board Membership Experience
- Crisis Management
- Establishment of relationships at all levels including hourly workers
- Negotiations with UAW, IgMetal and European Works Councils

### CAREER HISTORY & SELECTED ACCOMPLISHMENTS

#### **Faculty – Bachelors and Masters of Business Administration, and Executive Education**

**Ross Business School, University of Michigan, Ann Arbor, MI**

**2009–present**

- Human Capital Management MO315 and MO415 – upper-level undergraduate course highlighting excellent human resources management practices. Also for Masters of Management candidates
- Topics in Human Capital Management MO567 – masters level course on human capital management topics most important for MBA students who will lead organizations
- Ross Leadership Initiative –Sophomore Seminar - Values and Personal Branding executed in the student's first semester in the business school
- Ross Leadership Initiative – Leadership Challenge Facilitator
- MBA Seminar – Your Values and Leadership Brand
- Ross Leadership Initiative- Senior Seminar for BBAs and MMAc - Leaving a Legacy in the World
- Executive Education – Business Acumen Course for Leaders –Talent Management section
- Executive Education – Strategic Human Resources Management-course coordination and integration
- Executive Education – High Performance in Health Care Systems

- Executive Education – Leaving a Legacy through Developing Others – Healthcare Leadership Course
- Executive Education – Talent Management – Oracle, DTE, Toyoda Gosei, Toyota and other Corporations
- Executive Education – Faculty Director, Coach and teaching for U of M Facility and Operations – 2016-2017
- Executive Education -
- Facilitator for Governor Snyder’s State-wide Economic Forum – March 2013
- Moderator for Global Citizen’s Day for EMBA’s at Focus Hope – August 2013
- Taught Talent Management to EMBA’s – combined A2 and LA cohorts – January 2013
- Assisted teaching Design Thinking with EMBA’s– combined A2 and LA cohorts – January 2013
- Moderator EMBA Panels – 2013-2014
- Moderator SHRM Panels – 2012- 2014
- Moderator MBW Panels – 2014- 2015
- Keynotes for Microsoft, Oracle, HCI, Global and Ross School of Business including MBW 2016 and 2017

**Executive Director Global Learning and Chief Innovation Officer**

**Executive Education, Ross Business School, University of Michigan, Ann Arbor, MI      2009–present**

- Responsible to Innovate the Executive Education Portfolio , 2015 to present
- Responsible for OEO, Open Enrollment Organization, 2016 to present
- Responsible for Open Enrollment and Custom Programs Staff through 2015 and Program Execution to present for specific Corporations including Oracle, GM, ILN, M&T Bank and BAC continuing 2017
- Responsible for Ascending to the C-suite, course and partnership with INFORUM 2016 to present
- Specialist in Leadership Development, Human Resources and Negotiations Courses
- Course design and development
- Executive and student coach / mentor
- Recipient of 2009 and 2011 Peer Awards for Teamwork and Outreach
- Keynote Speaker for American Society of Safety Engineers, U of M School of Engineering, April 2013
- Keynote Speaker for Educational Leadership Doctoral Program at Western Kentucky University, September 2013

**Executive Coach**

**Ongoing**

- Executive Coach Coordinator for Executive Education
- Executive Coach EMBA’s in 2013- present
- Executive Coach for EMBA Team Coaching Sessions – 2013 to present
- Executive Coach for Bank of America
- Executive Coach for M&T Bank
- Executive Coach for personal coach clients

**President - General Motors University/Executive Director Global Human Resources  
Global Headquarters, Detroit, Michigan**

**2004–2008**

- Creation of the first ever in industry common global leadership development program for people leaders
- Development of training /development programs for emerging market BRICK countries
- Awarded #5 out of over 1000 companies for excellence in Leadership Development (2008) and Awarded #11 out of 1000 companies (2007)
- Corporate Champion of GM Jumpstart, specialized induction program for new employees

- On bargaining team for critical Asian partnerships
- Created and Executed Global Leadership Conferences to assure leadership competency globally
- Implemented Global Internal Performance Coaching Training and Certification Process Received external award and has been highlighted at Executive Coaching Seminars
- Co-Led HR team in spin-off of GMAC

**Vice President Personnel****General Motors Europe, Zurich, Switzerland****1999–2004**

- Created common Lean Manufacturing HR systems in four new plants in Shanghai, Thailand, Argentina, and Poland - two installations are touted as best in class by industry analysts
- Created first Administrative Business Process Outsourcing (BPO) in Europe including the outsourcing of German payroll, resulting in cost savings of \$3 million net in first 2 years with quality improvements. Touted as number 1 outsourcing project in the world - 2003
- Implemented common safety principles/ processes resulting in the best safety records in an Automobile Company in Europe
- Led the European Works Council with IgMetal (Union) creating the first Union-Management European Code of Conduct. Hailed as ground breaking by the German media

**Vice President Personnel****General Motors International Operations, Zurich, Switzerland****1997–1999**

- Evacuated expatriates from Indonesia during political upheaval, including Chinese nationals, preventing loss of lives and assets
- Recommended the restructuring of GM into four regions increasing productivity, reducing management layers and structural costs. Subsequently, oversaw the people restructuring of the Operations

**Executive Director Global Leadership Development and Business Support****Global Headquarters, Detroit, Michigan and Shanghai, China****1995–1997**

- Relocated and integrated 7000 employees from multiple locations to Detroit creating GM's new headquarters, improving efficiency and enabling synergies for corporate restructuring
- Working with Chinese JV Partner, staffed first GM plant in Shanghai, China including selection of leaders, assessment, training, cultural integration for fast execution. Best-in-class attainment
- Created the first Leadership Development System in GM containing New Executive Leadership courses and a GM History Course taught by the Chairman of the Company

**Director of Personnel****Lansing Automotive Division/ including Mexican Operations, Lansing, Michigan****1993–1995**

- Created Lansing's Technical Training Center, lobbying and receiving government grants for execution. Received several awards for program execution
- Created and instituted training programs for all Union/ Management teams based on the work of Dr. Deming and personal work with him as Personnel Director and Interim Plant Manager Fiero in the 80s

**Director of Personnel****Automotive Components Group – Europe, Paris, France****1991–1993**

- Created new structure for Delphi Europe including regionalization, bringing the component operations on the continent together for common direction and processes

- Negotiated with Fiat and Italian Union representatives for the acquisition of a component factory. Integrated plant into GM. Became a successful, profitable plant

**Various assignments of increasing responsibility** in Safety and Industrial Health **1976–1991**  
 Engineering, Quality, Manufacturing, Personnel, Production Supervision  
 Plant Management, Labor Relations, Training and Organization Development,  
 Salaried Personnel and Executive Compensation

### **ACADEMIC BACKGROUND**

Master of Science in Management  
**Massachusetts Institute of Technology (MIT)**  
 Sloan School of Management, Sloan Fellow, 1986

Master of Science in Industrial Hygiene (Industrial Health Engineering)  
**University of Michigan**, Ann Arbor, 1975

Bachelor of Science in Zoology, Minor in Physiological Acoustics,  
**University of Michigan**, Ann Arbor, 1974

Publications available on request - Noise Induced Hearing Loss (1975) and Master's Thesis -Relocation of Dislocated Auto Workers (1986)

### **OTHER ACCOMPLISHMENTS**

- Nominated by students for the Ross MBA Teaching Award and nominated three years in a row for the Golden Apple University-wide Teaching Award
- Work cited in the following books: United We Stand by Wilbur and Weakley, Successful Mergers, Acquisitions, and Strategic Alliances by Gancel, Rodgers, and Raynaud, and Road to Power by Laura Colby.
- Nominated five times for prestigious Chairman's Honors Awards and received award in 2006
- One of the Automotive News Europe Women of the Year – Twice
- Certified Executive Leadership Coach
- Board of Directors position INFORUM Center for Leadership, Southeastern Michigan – Current
- Appointed to University Vice President's Human Resource Advisory Group 2012 to present
- Instructor, Faculty Director and Managing Director for Joint Ross - INFORUM Course for emerging women leaders
- Guest Lecturer Wayne State University – Industrial Relations
- Alumni Leadership Council, University of Michigan. Past
- Board of Directors position CEDPA, global NGO. Dedicated to Women's Leadership and Development around the world. Past
- Board of Directors – Henry Ford Health Systems. Past

**Languages:** English, French, and German

### **PERSONAL HISTORY**

Married to Dr. Richard Redding, Archaeologist, University of Michigan, Kelsey Museum, and Chief Research and Operating Officer Ancient Egyptian Research Association (AERA). Their daughter is accomplished entrepreneur, businesswoman, author, researcher and educator recently returned to graduate school obtaining her doctorate in education, Harvard University. Activities outside of work include travel, reading, cooking and athletics.