

CLEVELAND PUBLIC LIBRARY
Minutes of the Special Board Meeting
August 4, 2009
Trustees Room Louis Stokes Wing
12:00 Noon

Present: Mr. Corrigan, Ms. Rodriguez, Mr. Seifullah,
Mr. Werner

Absent: Ms. Butts

Mr. Corrigan called the meeting to order at 12:12 p.m.

Change Order #8: New Rice Branch Library Project

(See pages 645-646)

Ms. Rodriguez moved approval of the following resolution. Mr. Seifullah seconded the motion, which passed unanimously by roll call vote.

WHEREAS, On September 18, 2008, the Board of Library Trustees awarded the General Trades contract for the New Rice Branch Project to East-West Construction Co. Inc., Plumbing to Harner Plumbing, HVAC to T. H. Martin, Inc. and Fire Suppression to R&M Heating and Air Conditioning; and

WHEREAS, On December 16, 2008, the Board of Library Trustees awarded the Technology contract to East-West Construction Co., Inc. and Electrical contract to Doan/Pyramid LLC; and

WHEREAS, The Board of Library Trustees can in its discretion approve written change orders and subsequently amend the contract sum; and

WHEREAS, Bostwick Design Partnership has reviewed the necessity of the following and recommends acceptance as detailed in the attached:

CHANGE ORDER
#8: NEW RICE
BRANCH LIBRARY
PROJECT
Approved

<u>Contractor</u>	<u>Change</u>	<u>Amount</u>	<u>Description</u>
T.H. Martin (HVAC)	CO-1	\$ + 6,522.50	For all components in system to be controlled by central Siemens System.
Doan/Pyramid Electric (Electrical)	CO-1	\$ + 4,105.00	To provide wiring & mounting boxes for additional security cameras.
Doan/Pyramid Electric (Electrical)	CO-2	\$ + 1,273.00	To install additional electrical outlets in the Homework Help center and Young Adult area.
	Total	\$ + <u>11,900.50</u>	

BE IT RESOLVED, That Change Orders itemized above be approved with the \$11,900.50 increase being charged to the Building and Repair Fund: 40177605-55300-10776.

Myron Scruggs, Facilities Administrator, provided background on this resolution necessary to keep the new Rice Branch Library project on schedule.

Sandy Kuban, Finance Administrators, provided and reviewed a tracking sheet for the new Rice Branch Library project; noting that the change orders are within the architect's estimate.

Mr. Corrigan stated that East-West Construction and Doan Pyramid has received media attention due to a County investigation. However, there is no relation to

our project and contractors are selected by the bidding process as the lowest and best bidder and recommended by the architects who are not involved in the current County investigation.

Resolution to Suspend Sunday Openings at Three Library Locations, September-December, 2009

Mr. Seifullah moved approval of the following resolution. Ms. Rodriguez seconded the motion, which passed unanimously by roll call vote.

WHEREAS, On September 11, 1987, the Board of Trustees of Cleveland Public Library ratified an interim agreement with District 925, Service Employees International Union, to implement Sunday hours in the Main Library as of September 13, 1987; and

WHEREAS, At the same meeting, the Trustees approved paying employees who work on Sundays at the rate of time and one half; and

WHEREAS, With a dedicated source of revenue from the State of Ohio and with the generous support of local property owners, the Library was able to maintain Sunday service hours during the school year at the Main Library and selected branches since September 1987; and

WHEREAS, The economies in both the State of Ohio and the city of Cleveland have experienced a down turn, so that Cleveland Public Library has already lost approximately 20% of its state revenue and approximately 13% of its local property tax revenue so far this year and future Library funding from both local and state revenue remains very uncertain at this time, and therefore, be it

RESOLVED, That the three Library locations, Main Library, Rockport Branch and Glenville Branch that have had Sunday schedules of 1:00p.m.-5:00p.m., during the school year; will be closed on Sundays from September through December 2009. While the proposed Sunday closings are certainly unwelcome, the savings in salaries alone will be approximately \$150,000 for the period of September-December, 2009, and therefore, be it further

RESOLUTION TO
SUSPEND SUNDAY
OPENINGS AT
THREE LIBRARY
LOCATIONS,
SEPTEMBER -
DECEMBER, 2009
Approved

RESOLVED, The Library will continue its highly successful Sunday Writers and Readers programs. The venue will be changed from the Louis Stokes Wing Auditorium to the auditorium at the Lakeshore facility for two programs that are anticipated to draw large crowds and, be it further

RESOLVED, That Library management will be bringing a comprehensive proposal regarding open hours for the public service locations at Main and Branches to the Board of Trustees for review and approval and subsequently discussing it with the unions during the upcoming contract negotiations.

Mr. Corrigan stated that town hall meetings were held at Glenville, Rockport, and two at Main Library and commended Director Thomas and staff for a thorough communication in presenting the issues. Mr. Corrigan stated that this is a reasonable first step in a comprehensive plan relative to the budget and the resources we have.

Mr. Werner thanked Director Thomas and stated that these difficult issues were well communicated and support was visible through the presence of library staff as well as the community who were present.

Director Thomas thanked the Board for the direction and for providing the opportunity for community input. Director Thomas also thanked SEIU District 1199 for their support.

Fourth Amendment to the Year 2009 Appropriation

(See pages 647-650)

Mr. Seifullah moved approval of the following resolution. Ms. Rodriguez seconded the motion, which passed unanimously by roll call vote.

WHEREAS, *Ohio Revised Code* Section 5705.40 provides for the amendment of an appropriation measure when necessary; and

FOURTH
AMENDMENT TO
THE YEAR 2009
APPROPRIATION
Approved

WHEREAS, It is now deemed necessary to amend the Year 2009 Appropriation Measure to comply with the attached August 3, 2009 Amended Official Certificate of Estimated Resources received from the Cuyahoga County Budget Commission; and

WHEREAS, The aggregate of all appropriation classifications does not exceed the total amount authorized by the Cuyahoga County Budget Commission; therefore be it

RESOLVED, That the sums indicated on the attached Fourth Amendment to the Year 2009 Appropriation Schedule be approved.

Sandy Kuban, Finance Administrator, stated that due to the poor economy, General fund revenue and appropriations must be adjusted downward as follows: PLF is going down just under 3 million and earned interest income going down just under \$400,000. There will be a reduction in salaries and benefits, going down \$969,000, representing savings accumulated through holding jobs open and anticipated closing on Sundays. We will cut \$90,000 out of the supply budget, \$865,000 from the purchase & contract services budget; library materials down \$1,163,522; capital outlay down \$245,066; totaling \$3,332,588. Ms. Kuban reviewed the draft outline of the proposed cuts. Ms. Kuban stated that travel will be suspended for the remainder of the year however will allow for some mandatory trainings necessary for the institution. NEORLS is our educational platform with prepaid credit for about \$10,000 and staff may attend without out-of-state travel expense.

Mr. Corrigan stated that our strength is based on our Library materials and that we must be mindful of that during this process.

Ms. Kuban stated that we are trying to maintain parity in cuts at the same percentage levels for all appropriation categories as best we can.

REIREMENT
 RECOGNITION
 CITATION FOR
 HOLLY CARROLL
 Approved

Retirement Recognition Citation for Holly Carroll

Ms. Rodriguez moved approval of the following resolution. Mr. Werner second the motion, which passed unanimously by roll call vote.

A citation has been issued for the following staff member on the occasion of her retirement:

Holly Carroll (after 5 years of service), Deputy Director, Director's Office, retires 8/29/09

BE IT RESOLVED, That the citations for the above staff member be presented by the Board of Trustees in appreciation of the loyal, faithful and dedicated service given to the Library by them be recorded in the minutes of this meeting, and

BE IT FURTHER RESOLVED, That the citation be sent to her forthwith if she is not present at this meeting of the Board of Trustees.

Mr. Corrigan stated Holly's services as interim director and deputy director at Cleveland Public Library has been appreciated. He also stated that Holly's farewell reception will be held on August 26, 2009 at 4:00 p.m. in the Eastman Reading Garden and encouraged all to attend.

Discussion of Administrative Restructuring

(See page 651)

Director Thomas stated that administrative restructuring was necessary as a result of the resignation of Deputy Director Holly Carroll and the Library's financial situation. The Director stated that the deputy director position would not be filled for at least a year. Director Thomas reviewed the new organizational chart noting the following changes in the following roles:

Cindy Lombardo, Main Library Administrator, will become Public Services Administrator, overseeing Main Library

DISCUSSION OF
 ADMINISTRATIVE
 RESTRUCTURING

and all Branches including Neighborhood Team Managers and Youth Services; Jan Ridgeway, Branches and Outreach Services Administrator, will become Community Outreach & Public Affairs Administrators, overseeing Ohio Library for the Blind and Physically Disabled, Literacy, Ohio Center for the Book, Mobile Services, Programming, Grants, Development, liaison with the Friends of Cleveland Public Library and meeting rooms; Timothy Diamond, Planning & Research Administrator, will become Special Assistant to the Director, overseeing capital projects, Planning & Research Department, Archives, legal issues and liaison with Administrators. Tena Wilson has been selected to permanently fill the Marketing & Public Administrator.

Director Thomas stated that it was important to protect the library's reputation, honor our past, redefine the regional research component and continue to be a leader as a research destination. However, major reductions in expenses are necessary while maximizing and increasing revenue. Director Thomas stated that we will work with the union to discover the best way to address salary cuts. Director Thomas also stated that fine and fee schedules should be redefined; charges for meeting rooms should be explored; utilize Unique Management Services as a collection agency to recover fines, fees and unreturned library materials; reevaluate charges to Clevenet partners; increase fundraising, foundations and volunteerism; concentrate on better utilization of spaces, collections, and programs that will expand the Library's reputation.

Director Thomas stated that restructuring will be in effect September 1, 2009.

Mr. Corrigan stated the Board's responsibility is to select the library's director and not to oversee management. Mr. Corrigan commended the library's professional staff, who with good communication and exchange of dialogue, can make the proposed changes work for the betterment of the library.

DISCUSSION OF
BOARD RETREAT
FACILITATION

Discussion of Board Retreat Facilitation

(See pages 652-655)

Mr. Corrigan stated that the Board Retreat is scheduled for September 19, 2009 at Lake Shore Facility and Dr. Jacqueline McLemore has agreed to facilitate.

Mr. Werner stated that Ms. McLemore is knowledgeable about the greater Cleveland community and has worked with other library institutions and commended the Director's selection.

Mr. Corrigan adjourned the Special Board Meeting at 12:57 p.m.

Alice G. Butts
President

Maritza Rodriguez
Secretary

Cleveland Public LibraryRECEIVED
FINANCIAL SERVICES
2009 JUL 29 PM 2:58

To Sandra Kuban
From Myron Scruggs
Date July 29, 2009
Subject Change Order #1 (T. H. Martin, Inc.) (HVAC)
Change Order #1 and #2 (Doan/Pyramid Electric)

Change Order #1 – T. H. Martin, Inc. (HVAC)

This change order is needed to be able to have all components in the system be controlled by the Siemens System; at a cost of \$6,522.50.

Changer Order #1 and #2 Doan/Pyramid Electric

Change order #1 is needed to provide wiring and mounting boxes for the additional security cameras; at a cost of \$4,105.00

Change order #2 is needed to install additional electrical outlets in the help center and the gaming area; at a cost of \$1,273.00

Cleveland Public Library
Rice Branch Project Tracked Change Orders

Sandy Rubin

Board Meeting Date	Board Change Order #	2/27/2009	2/19/2009	2/13/2009	5/21/2009	3/11/2009	4/14/2009	7/14/2009	8/14/2009	Total Change Orders	Change Order As % of Original/You Change Order
Courtesy Home West Construction Co		Change Order #1: Architect's Culture 313,276	Change Order #2: Architect's Culture 313,276	Change Order #3: Architect's Culture 313,276	Change Order #4: Architect's Culture 313,276	Change Order #5: Architect's Culture 313,276	Change Order #6: Architect's Culture 313,276	Change Order #7: Architect's Culture 313,276	Change Order #8: Architect's Culture 313,276	313,276	2.2%
Home2People		Change Order #1: Plumbing 80,292	Change Order #2: Plumbing 80,292	Change Order #3: Plumbing 80,292	Change Order #4: Plumbing 80,292	Change Order #5: Plumbing 80,292	Change Order #6: Plumbing 80,292	Change Order #7: Plumbing 80,292	Change Order #8: Plumbing 80,292	80,292	2.8%
Til Health		Change Order #1: HVAC 518,000	Change Order #2: HVAC 518,000	Change Order #3: HVAC 518,000	Change Order #4: HVAC 518,000	Change Order #5: HVAC 518,000	Change Order #6: HVAC 518,000	Change Order #7: HVAC 518,000	Change Order #8: HVAC 518,000	518,000	0.8%
B & W Heating and Air		Change Order #1: Fire Suppression 42,258	Change Order #2: Fire Suppression 42,258	Change Order #3: Fire Suppression 42,258	Change Order #4: Fire Suppression 42,258	Change Order #5: Fire Suppression 42,258	Change Order #6: Fire Suppression 42,258	Change Order #7: Fire Suppression 42,258	Change Order #8: Fire Suppression 42,258	42,258	1.3%
Bank Pyramid		Change Order #1: Electrical 315,121	Change Order #2: Electrical 315,121	Change Order #3: Electrical 315,121	Change Order #4: Electrical 315,121	Change Order #5: Electrical 315,121	Change Order #6: Electrical 315,121	Change Order #7: Electrical 315,121	Change Order #8: Electrical 315,121	315,121	2.3%
East West Construction Co		Change Order #1: Technology 357,215	Change Order #2: Technology 357,215	Change Order #3: Technology 357,215	Change Order #4: Technology 357,215	Change Order #5: Technology 357,215	Change Order #6: Technology 357,215	Change Order #7: Technology 357,215	Change Order #8: Technology 357,215	357,215	2.3%
Total		4,584,296	4,584,296	4,584,296	4,584,296	4,584,296	4,584,296	4,584,296	4,584,296	4,584,296	2.3%

Form Prescribed by the Bureau of Inspection and Supervision of Public Offices.
County Auditor's Form No. 139

AMENDED OFFICIAL CERTIFICATE OF ESTIMATED RESOURCES
Based on 84.57% current collection of current levy for previous tax year.

Revised Code 5705.36 (Library)

Office of the Budget Commission, Cuyahoga County, Ohio.

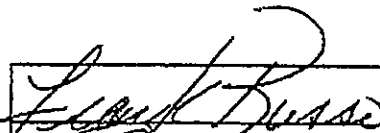
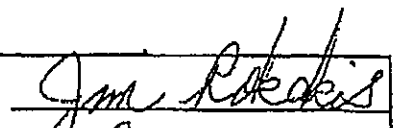


Cleveland, Ohio

August 4, 2009
PLF Revision #2

To the Board of Library Trustees of the: Cleveland Library

The following is the amended official certificate of estimated resources for the fiscal year beginning January 1st, 2009, as revised by the Budget Commission of said County, which shall govern the total of appropriations made at any time during such fiscal year:

Fund	Unencumbered Balance Jan. 1, 2009	General Property Tax	PLF	Other Sources	Total
General Fund	24,895,209.98	31,400,248.16	21,692,840.03	10,182,923.00	88,171,221.17
Special Revenue	9,852,471.02			1,927,267.00	11,779,738.02
Capital	4,966,159.71			0.00	4,966,159.71
Permanent	1,815,212.46			53,500.00	1,868,712.46
Totals/Subtotals	41,529,053.17	31,400,248.16	21,692,840.03	12,163,690.00	106,785,831.36

	Budget	
	Commission	

**CLEVELAND PUBLIC LIBRARY
2009 APPROPRIATION: FOURTH AMENDMENT
AUGUST 4, 2009**

GENERAL FUND CERTIFIED REVENUE	Prior Certificate (1)	Increase/ Decrease	Amended Certificate (2)
Cash January 1	24,895,209.98	0.00	24,895,209.98 (3)
Taxes - General Property	29,400,248.16	0.00	29,400,248.16
Public Library Fund	24,625,427.62	-2,932,587.59	21,692,840.03
State Rollbacks	6,489,423.00	0.00	6,489,423.00
Federal Aid	0.00	0.00	0.00
State Aid	960,000.00	0.00	960,000.00
Fines and Fees	323,500.00	0.00	323,500.00
Earned Interest	1,600,000.00	-400,000.00	1,200,000.00
Services	2,800,000.00	0.00	2,800,000.00
Miscellaneous	410,000.00	0.00	410,000.00
Return of Advances	0.00	0.00	0.00
TOTAL RESOURCES	91,503,808.76	-3,332,587.59	88,171,221.17

GENERAL FUND APPROPRIATION	Prior Appropriation	Increase/ Decrease	Amended Appropriation
Salaries/Benefits	45,135,224.00	-969,000.00	44,166,224.00
Supplies	1,400,285.00	-90,000.00	1,310,285.00
Purchased/Contracted Services	10,303,398.00	-865,000.00	9,438,398.00
Library Materials/ Information	11,835,292.00	-1,163,522.00	10,671,770.00
Capital Outlay	1,211,994.00	-245,066.00	966,928.00
Other Objects	83,280.00	0.00	83,280.00
SUBTOTAL OPERATING	69,969,473.00	-3,332,588.00	66,636,885.00
Transfers/Advances	3,000,000.00	0.00	3,000,000.00
TOTAL APPROPRIATION	72,969,473.00	-3,332,588.00	69,636,885.00

(1) Certificate dated June 11, 2009

(2) Certificate dated August 3, 2009

(3) \$24,895,210 unencumbered cash carried forward (plus \$4,178,900 encumbered cash.)

**CLEVELAND PUBLIC LIBRARY
2009 APPROPRIATION: FOURTH AMENDMENT
AUGUST 4, 2009**

SPECIAL REVENUE FUNDS	Prior Fund Balance	Increase/ Decrease	Amended Fund Balance
Anderson	172,536.47	0.00	172,536.47
Endowment for the Blind	1,357,760.22	0.00	1,357,760.22
Founders	1,828,551.19	0.00	1,828,551.19
Kaiser	40,144.59	0.00	40,144.59
Kraley	141,909.99	0.00	141,909.99
Library	170,068.50	0.00	170,068.50
Pepke	86,789.54	0.00	86,789.54
Wickwire	1,006,763.80	0.00	1,006,763.80
Wittke	60,560.11	0.00	60,560.11
Young	2,631,940.87	0.00	2,631,940.87
Friends	21,540.13	0.00	21,540.13
Judd	232,441.00	0.00	232,441.00
Lockwood Thompson	229,140.26	0.00	229,140.26
Ohio Center for the Book	1,900.00	0.00	1,900.00
Schweinfurth	53,040.53	0.00	53,040.53
Cleveland NCA Klosks	14,369.66	0.00	14,369.66
Bill & Melinda Gates	0.00	0.00	0.00
Harvard Klosk	8,756.23	0.00	8,756.23
LSTA-Service to Youth	0.00	0.00	0.00
MetLife-Fit for Life	23,800.00	0.00	23,800.00
LBPH - LSTA	132,060.00	223,892.00	355,952.00
KnowItNow-LSTA	849,715.43	0.00	849,715.43
TOTAL SPECIAL REVENUE	9,063,788.52	223,892.00	9,287,680.52 (4)

CAPITAL PROJECTS FUNDS	Prior Fund Balance	Increase/ Decrease	Amended Fund Balance
BUILDING & REPAIR	4,966,159.71	0.00	4,966,159.71 (5)

(4) \$9,852,471 unencumbered cash carried forward (plus \$368,554 encumbered cash.) \$1,927,267 additional revenue. Non-expendable principal amounts of \$2,492,057.50 in Anderson, Founders and Wickwire Funds are included in the certified fund balances but are not included in appropriated amounts.
($\$9,852,471 + \$1,927,267 = \$11,779,738$ less $\$2,492,057 = \$9,287,681$)

(5) \$4,966,160 unencumbered cash carried forward (plus \$4,533,011 encumbered cash.) \$-0- additional revenue, although \$3,000,000 Strategic year end transfer is budgeted.

**CLEVELAND PUBLIC LIBRARY
2009 APPROPRIATION: FOURTH AMENDMENT
AUGUST 4, 2009**

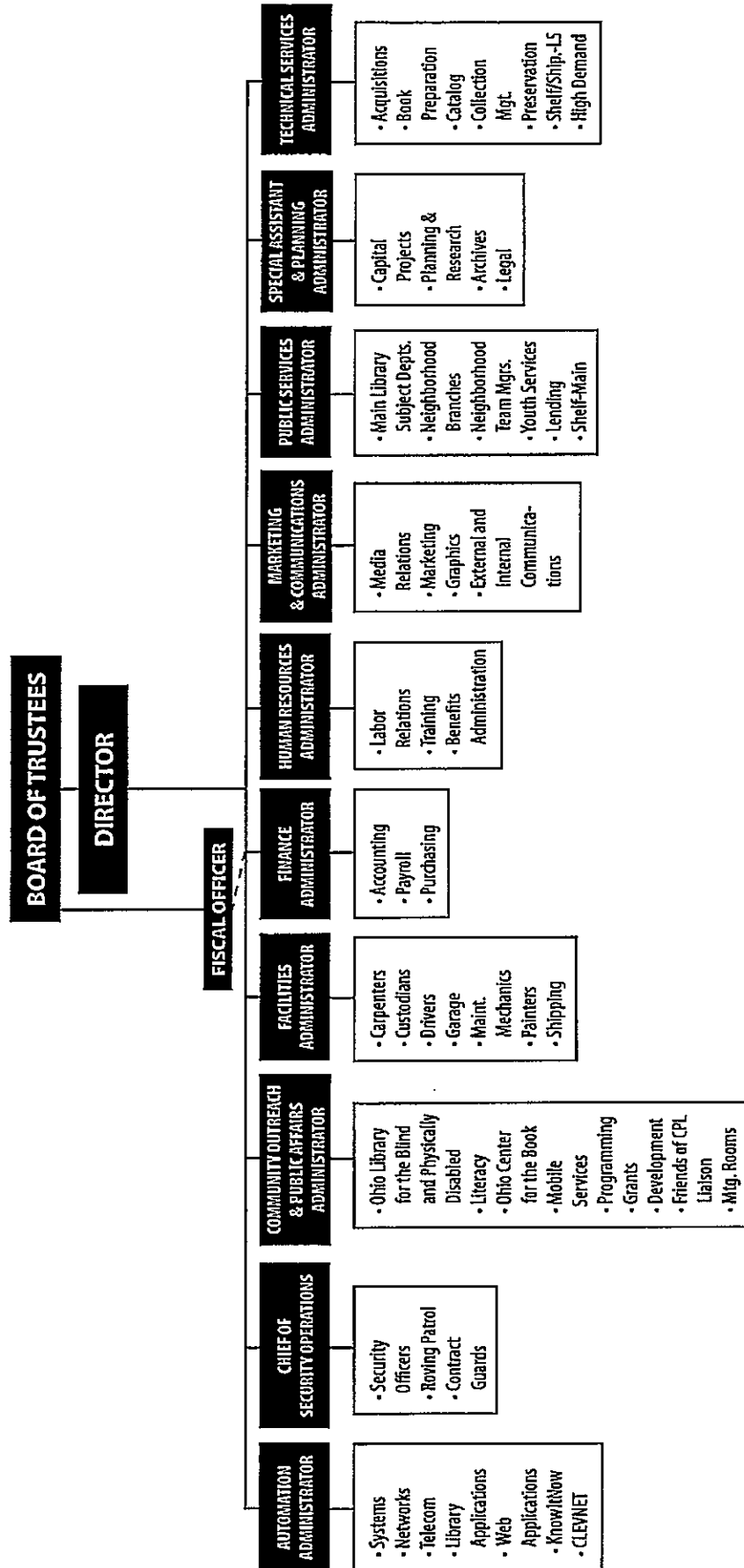
PERMANENT FUNDS	Prior Fund Balance	Increase/ Decrease	Amended Fund Balance
Abel	154,956.88	0.00	154,956.88
Ambler	1,296.65	0.00	1,296.65
Beard	99,280.92	0.00	99,280.92
Klein	3,047.98	0.00	3,047.98
Malon/Schroeder	99,947.62	0.00	99,947.62
McDonald	116,281.43	0.00	116,281.43
Ratner	54,798.47	0.00	54,798.47
Root	21,001.27	0.00	21,001.27
Sugarman	14,292.88	0.00	14,292.88
Thompson	72,981.93	0.00	72,981.93
Weidenthal	3,913.61	0.00	3,913.61
White	1,226,912.82	0.00	1,226,912.82
TOTAL PERMANENT	1,868,712.46	0.00	1,868,712.46 (6)

(6) \$2,532,248 unencumbered cash carried forward (plus \$17,996 encumbered cash.) \$53,500.00 additional revenue. Non-expendable principal amounts are not included in either the certified fund balances or the appropriated amounts of \$717,036. (\$2,532,248 + \$53,500 = \$2,585,748 less \$717,036 = \$1,868,712)

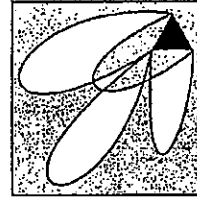


CLEVELAND PUBLIC LIBRARY

ORGANIZATIONAL CHART



McLemore Consulting, Inc.
We Help You Make The Important Changes



Felton Thomas, Jr. Director
 Cleveland Public Library
 325 Superior Avenue N.E.
 Cleveland OH 44114

July 31, 2009

Dear Mr. Thomas:

I appreciate the opportunity to offer this proposal for consulting services to the Cleveland Public Library. My firm, McLemore Consulting Associates, Inc., takes pride in its nineteen years of delivering highly valued, customized coaching and consulting services to a wide range of organizations. I feel especially fortunate to offer my expertise for the continued development of your Administrative team and Board of Trustees.

I propose consultation and facilitation services that will:

1. Provide information and experiences that contribute to an effective and satisfying Board/Administration working relationship.
2. Deepen the shared understanding of Board and Administration about core operational and strategic issues facing the Cleveland Public Library.

Workscope:

These outcomes will be supported through: (1) a pre-retreat assessment (2) a facilitated retreat session (3) follow-up consultation on implementing and sustaining the work of the retreat.

- Pre-retreat Assessment of Board and key staff to refine the retreat purpose, develop outcomes, identify key strengths and challenges and mobilize all participants for the retreat work.
- The facilitated retreat session will be designed around the results of the pre-retreat assessment and facilitated to increase communication and build trust across the participant group.
- Follow up work consists of providing a retreat summary with recommendations o critical success factors for moving forward and a debriefing of the meeting with Board and Administration leadership.

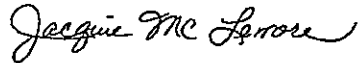
Terms:

Professional fees remain \$2000 for the full work scope. Any expenses (parking, special materials that may be used) are passed through as incurred. Invoicing will be done after the retreat with payment requested within 30 days of invoicing.

The final meeting design will be developed and delivered for review and refinement based on the schedule we agree to.

I hope this proposal addresses your interests and needs. Please contact me should additional information be needed.

Very truly yours,



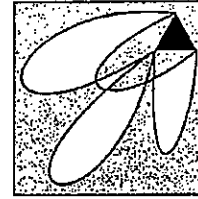
Jacqueline McLemore, Ph.D.

McLemore Consulting Associates, Inc.



McLemore Consulting, Inc.

We Help You Make The Important Changes



Jacqueline McLemore, Ph.D.

Jacquie has over twenty years experience as a coach, consultant and facilitator of change processes. For the last eighteen years, she has been president of McLemore Consulting Associates, Inc. Jacquie coaches leaders as they work to change their organizations and themselves. She collaborates with teams and organizations as they plan and implement critical change initiatives.

Past roles include a manufacturing human resources vice president, a senior organization development consultant in a Fortune 50 firm, and a university administrator. The impact of this breadth of experience is deeper understanding of the impact of planned changes and extensive resources for initiating and supporting change processes for individuals, teams and whole organizations.

Examples of recent coaching assignments:

- Expanding an individual leader's capacity to effectively drive change in their organization.
- Increasing a senior leader's ability to effectively lead their division and be a collaborative partner in the executive leadership team.
- Improving communication, management of differences and conflicts between leaders and direct reports.
- Helping an executive plan and execute a major life transition
- Strengthening the leadership repertoire of individuals in key organizational roles.
- Increasing the client's capacity to manage and lead a new line of business.

Examples of recent change management consulting engagements:

- Work with a regional government organization to develop and implement comprehensive environmental strategies, strengthen internal and external collaboration and support the effectiveness of leaders.
- Collaboration with a social services agency on an inclusive strategic planning process focusing on both plan development and implementation.
- Facilitation of large stakeholder forums in Louisiana and New Mexico
- Consultation with senior and mid-level leadership teams to increase their ability to effectively identify and implement strategic changes in their organization.
- Work with the executive and management teams of a western regional library district to manage leadership transition and strategic changes.

24980 Bryden Road, Beachwood, Ohio, 44122-4071

[p] 216.360.9474 | [f] 216.360.9574

jrm@McLemoreConsulting.com | <http://www.McLemoreConsulting.com>

Representative Client Organizations:

Cuyahoga County Office of the Deputy Administrator for Health and Human Services

Northeast Ohio Regional Sewer District

Shell Oil Company

Anheuser-Busch Companies

The Woodlands Development Company

Education and ongoing development:

Jacque earned a Ph.D. in Organizational Behavior from Case Western Reserve University's Weatherhead School of Management and a Master's of Science Degree in Social Work from the University of Wisconsin-Madison. She is Academic Dean at the Gestalt Institute of Cleveland and an Associate with AmericaSpeaks.

She has completed post-graduate training at The Gestalt Institute of Cleveland and she holds certification for the Myers-Briggs Type Indicator®, the KEYS® Creativity Instrument and the Intercultural Development Inventory, and the Achieving Styles Instrument.