

# MIRIAM W. WEBB

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## Capabilities

University teaching in all areas of management and human resource management, graduate and undergraduate divisions. Administrative management with special strengths in strategy, management development, organization, design, compensation and human resource management. Strong analytic, research, and writing capabilities. Excellent communication and organization skills. Broad based industry and competitor business analysis. Business planning. Operations and management auditing. Executive consult and troubleshooting.

## Education

Doctoral Candidate. Department of Organizational Behavior, Weatherhead School of Management, Case Western Reserve University, Cleveland, Ohio. Management Policy and Organizational Behavior. All but Dissertation since 1987.

Real Estate Finance Course. National Development Council Program for Economic Development Finance Professionals, Baltimore, MD. May 1991.

Certification. Three Year Post Graduate Training Program. The Gestalt Institute of Cleveland, Cleveland, Ohio. 1976 - 1979.

Bachelor of Arts Degree, Summa Cum Laude. Indiana University, Bloomington, Indiana. Honors in History. June 1973.

Sixty-eight Undergraduate Credit Hours. The University of Michigan, Ann Arbor, Michigan. Fall 1967 through June 1969.

## Professional Experience

Strategic Management and Organizational Consultant. Self-employed since 1978.

Clientele spans a range of industries in the private, public, and non-profit sectors. Projects have included: executive consult, management and strategic audits, business planning, operations work design, design of management and supervisory training, development of personnel policies, employee surveys, analysis of administrative procedures, grant writing, financial packaging, financial business analysis, and strategic business planning. For detail see Selected Consultation Portfolio.

Strategic Management Specialist. CS Associates, Inc., South Bend, Indiana. 1985 to 1988.

Clients ranged from large multi-national firms to regional medical delivery systems. Primary consulting work included strategic planning, short and long term strategic analysis, executive consultation, management auditing, feasibility analysis, statistical and financial research, development of training ROI instruments, and non-exempt employee training. In-house strategic consultant to firm's CEO. For detail see Consultation Portfolio.

### **University Teaching**

Adjunct Faculty. Department of Management, Williamson College of Business Administration, Youngstown State University, Youngstown, Ohio. Strategic Management and Leadership/ Human Resource Management/ Organizational Behavior/ Fundamentals of Management/ Compensation and Benefits/ Organizational Staffing Processes (Graduate Division)/Nonprofit Macro Systems & Nonprofit Micro System Management (Graduate Division). Since Fall 2001. Full time appointment from Fall 2004 – Summer 2006.

Adjunct Faculty. Department of Public Administration and Urban Studies, The University of Akron, Akron, Ohio. Public Organization Theory. Spring 1998.

Adjunct Faculty. Department of Management and Labor Relations, Cleveland State University, Cleveland, Ohio. Management and Organization Theory (Graduate Division); Strategy Formulation and Business Policy (Undergraduate Division). Spring 1989.

Adjunct Faculty. School of Business and Economics, Indiana University at South Bend, South Bend, Indiana. Management and Organization Theory/ Organizational Behavior/ Organizational Change (Graduate and Undergraduate Divisions for all courses). January 1986 through December 1988.

Guest Lecturer. College of Business Administration, MSA Division, The University of Notre Dame, Notre Dame, Indiana. Strategic Management for Non-Profits. Fall 1987.

Assistant Professor of Management. Department of Management, Williamson College of Business Administration, Youngstown State University, Youngstown, Ohio. Business Policies and Strategy Formulation/ Business, Government, and Society/ Theory of Organization/ Fundamentals of Management/ Written Communication for Business/ Independent Studies Advisor. Graduate and Undergraduate Divisions. Fall 1982 to July 1984.

Adjunct Faculty. Department of Marketing and Quantitative Business Analysis/ Department of Management and Labor Relations, Cleveland State University, Cleveland, Ohio. Business Policies/ Business and Society/ Personnel Administration/ Principles of Administration (Graduate and Undergraduate Division of all courses). Fall 1979 through Spring 1982.

Graduate Assistant. Division of Management Policy, Weatherhead School of Management, Case Western Reserve University, Cleveland, Ohio. Legal Environment of Business (Undergraduate Division)/ Innovation Management and Opportunity Research (Graduate Division). Fall 1980 through Spring 1982.

*Specialized curricula design for all courses, including cybernetic system audit protocols, management and human resource audits, compensation strategy design structure, strategic analyses of industries and related firms, strategic issue analyses, analysis of phase transitions in the legal and regulative environments of business, and intervention designs for private, public, and non-profit sector entities. Curriculum stream designed for graduate division concentration in Non-Profit Management. Curriculum stream designed for MBA and Executive MBA concentration in Strategic Intelligence.*

### **Administrative Management and Social Work Experience**

Suicide Hotline Case Worker. Midnight Shift. Psychiatric Emergency Evaluation and Referral Service. Cleveland, Ohio. February 1977 to February 1979.

Founding Director. Women Together Inc. Cleveland, Ohio. September 1976 to December 1977. Executive director of residential treatment facility for battered women. Designed all service provider functions, including therapeutic model; hired, trained, and evaluated all staff; established admission procedures, policies, criteria, and security measures; managed facility; established measures, metrics, and reporting structures for case management, recidivism analysis, and staff development. Supervised staff and volunteers. Developed advocacy network with social service providers throughout the Metro Cleveland area for the design and delivery of services. Networked with Cuyahoga County Victim's Unit in the development of legal options and delivery of service. Designed and delivered community education programs and professional workshops. Provided expert testimony to the State of Ohio's first Task Force on Domestic Violence. Direct report to Board of Trustees.

Case Worker. Family Development Center of Family Counseling Services, Inc. Elkhart, Indiana. December 1974 to August 1976. One of three caseworkers located in a satellite office in Elkhart's lowest income housing project. Evaluation, referral, advocacy, follow-up, crisis counseling, and interagency consultation and case co-ordination.

Director of Campaign Headquarters. Monroe County Citizen's for McGovern. Bloomington, Indiana. January to November 1972. Managed county-wide campaign activities. Supervised over 400 volunteers and twenty full time staff. Organized and administered all day to day operations and county-wide budget. Assisted in campaign co-ordination and fundraising for the southern portion of Indiana.

### **Consultation Portfolio**

A portfolio delineating *selected* consulting projects and clientele since 1978 is attached.

### **References**

Professional, academic, and personal references are available upon request.

### **Transcripts**

Official transcripts from Case Western Reserve University, Indiana University and The University of Michigan are available upon request.

Undergraduate and Graduate (MBA + MHHS) Divisions  
Teaching and Curriculum Design Portfolio

Business and Society  
Business, Government, and Society  
Business Policies  
Compensation and Performance Appraisal  
Fundamentals of Management  
Foundations of Management  
Human Resource Management  
Innovation Management and Opportunity Research  
Management and Organization Theory  
Nonprofit Macro Systems  
Nonprofit Micro System Management  
Organizational Behavior  
Organizational Change  
Organization Staffing Processes  
Personnel Administration  
Principles of Administration  
Public Organization Theory  
Strategic Management and Leadership  
Strategic Management for Non-Profits  
Written Communications for Business

Specialized curricula design for all courses, including cybernetic systems audit protocols, management audits, human resource audits, strategic audits, strategic issue analyses, compensation strategy and pay structure project, organizational behavior research protocols, and intervention designs for private, public, and non-profit sector entities, phase transition analyses in regulative, structural, and technological environments of business.

Design of Graduate Division Concentrations In

Strategic Intelligence and Potentials Analysis  
Nonprofit Management

Audit Protocol

Executive and Strategic Decision Structures  
Regulative Control Systems  
Human Resource Management  
Management Design and Communication Systems  
Organizational Filters  
Operational and Production Units  
Innovation Potential Analysis  
Cybernetic Systems Viability

**Private Sector**

A. S. Kusan Mastic Corporation, South Bend, Indiana. (vinyl extrusion industry leader)  
Audit of manufacturing operations. Executive report and recommendations.

Avanti Corporation, South Bend, Indiana. (automobile manufacturer)  
Screening of 2,000 job applications for initial hiring at plant re-opening. Evaluation of pre-existing personnel procedures and job descriptions. Procedures for hiring.

CS Associates, Inc., South Bend, Indiana. (human resource consulting)  
Executive consult and training on cybernetic analysis, strategy, and marketing products. Research and development of ROI (Return on Investment) instruments to measure training cost-benefit analysis for corporate training clientele.

Delicias Latinas, Akron, Ohio (worker owned Hispanic restaurant)  
Consult incorporation, by-laws, personnel issues, and planning for expansion of operation and new site search.

Herceg and Associates, South Bend, Indiana. (architectural design)  
Operations audit and executive consult.

Management Visions, Inc., Chagrin, Ohio. (management consulting)  
Consult with CEO on cybernetic systems analysis and strategic audit methodologies.

McGinty and Associates, South Bend, Indiana. (acquisition/merger consulting)  
Management and operations analysis of potential acquisitions for valuation purposes.

Miles Laboratories, A. G. Bayer Corporation, Elkhart, Indiana. (pharmaceuticals)  
Management development training for non-exempt employees.

Newman and Altman, Inc., South Bend, Indiana. (automobile surplus supply retailer)  
Management and operations audit. Executive report and consult.

Nyloncraft, Inc., South Bend, Indiana. (automobile parts supplier)  
Development of Continuous Improvement Training Manual for qualification as a supplier to General Motors Corporation.

Orange Blossom Press, Cleveland, Ohio. (worker owned printing press)

Full system audit - operations, management, finance, marketing, personnel, inventory, purchasing, and democratic decision making. Intervention design and implementation, including recommendations for computerized inventory, marketing, and finance systems; oversight of personnel policies development; team management training; implementation of democratic management procedures. Troubleshooting.

Orthodontic Labs 100, South Bend, Indiana. (orthodontic appliance laboratory)

Acquisition negotiations between competing firms.

Star Supply, Youngstown, Ohio. (surplus supply retail)

Management, operations, and inventory system audits. Intervention design. Executive consult.

Total Industries, South Bend, Indiana. (heavy capital goods manufacturer)

Design for strategic planning retreat for Board of Directors.

Union Commerce Bank, Cleveland, Ohio.

Analysis of turnover patterns in line positions. Design of training manual and materials.

Wells Aluminum Corporation, North Liberty, Indiana. (aluminum extrusion manufacturer)

Strategic audit and executive report.

## **Public Sector**

Cuyahoga County Juvenile Court, Judge Betty Willis Ruben, Cleveland, Ohio.

Re-organization project of Juvenile Court Clerk's Office. Executive Consult to Administrative Judge and Department Heads. Re-organization plan and execution. Operations audit of juvenile court staff functions and docket management. Audit of information systems. Recommendations and intervention design.

Greater Cleveland Regional Transit Authority, Department of Personnel Development, Training and Safety, Cleveland Ohio.

Employee attitude survey of the entire workforce, exempt and non-exempt. Analysis and recommendations for work design, decision-making, and organization development interventions.

St. Joseph County Job Training Program, South Bend, Indiana.

Merger implementation planning for JTPA and Indiana Employment Services Division.

**Non-Profit Sector**

Cooperative Housing Options Involving Cooperative Efforts - Project C.H.O.I.C.E.  
(community land trust)

Consult with CEO and Project Manager on operations design, construction scheduling, personnel policies, and management procedures. Strategy sessions and five year business planning with staff and Board of Directors. Five Year Strategic Plan. Advise CEO on relations with Board, other agencies, and funders.

Common Wealth, Inc., Youngstown, Ohio. (community economic development agency)

Consult with of CEO on every structural and functional activity of new venture start-up, including but not limited to: mission development, management training, product/service offering, purchasing, funding, control systems, consulting procedures, and Board of Trustees relations. Advised Board on long term program, financial, and structural growth strategies. Provided computer training to CEO and additional staff. Organizational troubleshooting.

Drafted Five Year Self-Sufficiency Plan, Business Plan, funding proposals, reporting documents to funders, membership materials, newsletters, and correspondence. Designed templates for all business documents, including but not limited to consulting proposals, contracts, consultation plans, evaluation criteria, fee schedules and billing system. Provided grant writing, loan packaging and all business consulting to Common Wealth clientele. Designed models and carried out statistical research to identify economic development potential in community-based environments.

Common Wealth Revolving Loan Fund, Youngstown, Ohio. (community development revolving fund)

Prepared and executed all legal documents for social investment notes and low interest loans. Developed lending criteria and investment policies. Designed portfolio management system. Designed all capitalization and investor documents, including *Offering Memorandum*. Performed all aspects of investor servicing and loan monitoring. Raised initial \$250,000 in social investment notes. Designed loan applications, lending materials. Provided all forms of consulting to potential borrowers. Liaison to Board of Trustees. Advised Board on long term strategic structural and organizational issues. Screened and trained full time Loan Fund Manager.

Housing Allowance Office, South Bend, Indiana. (housing assistance agency)

Strategic audit and business plan for privatization. Strategy retreats with Board of Directors, management and line staff. Executive consult, recommendations, and report.

Housing Development Corporation, South Bend, Indiana. (county-wide housing coalition)

Strategy retreat with Board of Directors. Report and debriefing.

Humility of Mary Housing Program, Akron, Ohio. (housing assistance agency)

Strategy sessions with Board of Trustees. Executive consult on portfolio analysis and real estate finance. Recommendations to Board for portfolio analysis criteria and loan monitoring system.

Memorial Hospital, South Bend, Indiana. (large urban medical center)

Feasibility analysis, recommendations, and report on employee day care provision options. Survey design and research performed on workforce factors to demonstrate quantifiable relationship between productivity and variable child care options. Cost analysis and business plan for corporate child care center. Report and recommendations adopted. Employee child care built and currently running on-site.

Ohio Consortium on Housing, Columbus, Ohio. (statewide housing consultant consortium)

Consultant to low income community housing organizations on program, funding, management, organization, and all aspects of development. Liaison to funders and state agencies.

St. Joseph County YWCA, South Bend, Indiana. (residential center for women)

Strategy sessions with Board of Directors and CEO. Five Year Strategic Plan.

South Bend Small Business Development Corporation / Project Future, South Bend, Indiana.

Operational and management audit on SBDC for parent agency. Executive performance evaluation. Recommendations and report.

Tierra y Esperanza Para La Comunidad Humana Organizada (T.E.C.H.O.), Akron, Ohio. (community land trust)

Consult with and training of CEO in all aspects of operations, construction activities, financial management, personnel, and Board relations. Information systems analysis and computer training. Board Training sessions. Strategy formulation and five year planning. Development of governance structures, land trust ground lease, and real estate management procedures. Grant research. Developed template for funding proposals including five and ten year pro formae.