

NOTES

TO: Honorable Mayor and City Council Members

FROM: Barbara Lipscomb, City Manager *BL*

DATE: August 26, 2015

SUBJECT: Materials for Your Information

Please find attached the following materials for your information:


1. A memo from Leah Futrell, Human Resources Director, providing an update on Sanitation Division staff
2. A memo from Gary Fenton, Recreation and Parks Director, regarding family locker rooms at the Greenville Aquatics and Fitness Center
3. A memo from Carol Barwick, City Clerk, regarding appointments to the Comprehensive Plan Committee
4. A memo from Merrill Flood, Community Development Director, regarding the Comprehensive Plan Community Engagement Forum scheduled for September 14, 2015
5. A memo from Merrill Flood, Community Development Director, regarding recommended changes to the Small Business Plan Program
6. A memo from Merrill Flood, Community Development Director, regarding upcoming Human Relations Council events
7. Notice of the September 8, 2015, Police Community Relations Committee meeting and summary minutes from the June 18, 2015, meeting

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Attachments

cc: Dave Holec, City Attorney
Carol Barwick, City Clerk

Memorandum

To: Barbara Lipscomb, City Manager
From: Leah B. Futrell, Director of Human Resources 
Date: August 20, 2015
Subject: Sanitation Division Update

RECEIVED

AUG 20 2015

CITY MANAGER'S OFFICE

As outlined in the City's "Five Year Plan to Provide More Efficient and Cost Effective City Sanitation Service", the City's change from a manual collection process to an automated/semi-automated collection process will result in the Sanitation Division needing 24 fewer Refuse Collectors by July 2017. To date, eight Refuse Collectors have been promoted or accepted a lateral transfer into other City positions; six Refuse Collectors accepted the early retirement incentive that was effective January 1, 2014; and four Refuse Collectors have left the City's employ since 2013.

Recognizing that the City's greatest asset is its employees, the reassignment of Sanitation Division employees to other vacant City positions has been a priority. Whenever possible, vacant positions are being identified as internal only recruitments with preference given to current employees in the job classifications of Refuse Collector, Sanitation Crew Leader I, and Sanitation Crew Leader II. Attached is a summary of the positions that have been posted in this manner since January 2013, and denoted below is a summary of the information within the attachment.

Summary:

- 18 recruitments for full-time positions with preference given to current employees in the job classifications of Refuse Collector, Sanitation Crew Leader I, and Sanitation Crew Leader II have been conducted since January 2013;
- Of the 18 recruitments, 8 Sanitation Division employees have been promoted or accepted a lateral transfer into other positions within the City as follows:
 - Refuse Collector promoted to **Traffic Control Worker** effective 5/20/13
 - Refuse Collector promoted to **Auto Service Worker** effective 7/13/13
 - Refuse Collector laterally transferred to **Laborer** position in Streets Division effective 7/27/13
 - 5 Refuse Collectors promoted to **Sanitation Crew Leader I** effective 1/24/15;

At the time of promotion, the promoted employees received either a 5% pay increase or their salary was increased to the minimum of the new pay grade, whichever was greater. Promoted employees also receive an additional 5% after successful completion of the six-month probationary period. With the exception of the five Refuse Collectors promoted in 2015, the employees promoted in 2013 have received the additional 5% for successful completion of their probationary period. Performance reviews are in the process of being

finalized for the five Refuse Collectors who were promoted in January 2015, at which time they will be eligible to receive the additional 5% pay increase.

When positions are affected by reorganization or restructuring in cases such as the move to automated service in the Sanitation Division and employees are laterally transferred or accepts positions in a lower pay grade, the salary of an employee is not lowered. Instead, the employee retains his or her current rate of pay even though the new position may be in a lower pay grade.

- Of the 18 recruitments, Sanitation Division employees have applied for 9 positions;
- Of the 18 recruitments, one Sanitation Division employee applied for a Laborer position in the Streets Division and was offered the position but declined the offer; additionally, one Sanitation Division employee applied for a Laborer position in the Buildings and Grounds Division but withdrew after applying;
- Of the 18 recruitments, Sanitation Division employees did not apply for the following positions:
 - Animal Control Officer (2 separate recruitments; no Sanitation Division applicants for 1 of the 2 recruitments)
 - Grounds Maintenance Technician I (3 separate recruitments; no Sanitation Division applicants for 2 of the 3 recruitments)
 - Grounds Maintenance Worker (1 recruitment; no Sanitation Division applicants)
 - Laborer-Buildings & Grounds Division (3 separate recruitments; no Sanitation Division applicants for 2 of the 3 recruitments)
 - Laborer-Recreation & Parks Department (1 recruitment; no Sanitation Division applicants)
 - Park Ranger (1 recruitment; no Sanitation Division applicants)
 - Transit Driver (1 recruitment; no Sanitation Division applicants)
- Of the 18 recruitments, the most recent recruitment was for the currently vacant full-time Park Ranger position that closed on 8/9/15. No regular, full-time Sanitation Division employees applied for the position as denoted above; however, a seasonal employee within the Sanitation Division applied.

As vacancies occur, they will continue to be evaluated and, when feasible, posted to allow current Sanitation Division employees to apply with preferential consideration in an attempt to reassign the employees to the vacant positions.

Please advise if you have any questions.

Attachment

Sanitation Division Update (as of August 20, 2015)

Positions listed as INTERNAL ONLY recruitment:

Internal only recruitment with preference given to current employees in the job classifications of Refuse Collector, Sanitation Crew Leader I, and Sanitation Crew Leader II provided the following requirements are met:

- Employee is in "good standing" in current position (i.e., the employee is meeting minimum job requirements, the employee is not on disciplinary probation, and the employee is not subject to current/pending disciplinary action); and
- Employee meets the minimum qualifications of the position or has the ability to meet the minimum qualifications within a 60-day period.

Position	Recruitment Period	Total number of applicants meeting MQs*	Number of Sanitation Division applicants	Status	Sanitation Division employee selected?
Animal Control Officer	4/2/13-4/17/13	2	2	1 employee did not submit properly completed application (not interviewed). Remaining employee, Crew Leader I, was interviewed but not selected (did not interview well per Personnel Recruiter).	No
Animal Control Officer	12/4/13-12/18/13	2	0	No Sanitation Division applicants	No
Auto Service Worker	4/15/13-4/29/13	3	2	Refuse Collector & Sanitation Crew Leader I interviewed; Refuse Collector promoted effective 7/13/13	Yes
Code Enforcement Officer	4/3/13-4/17/13	9	7	External applicant selected from eligibility list	No


Position	Recruitment Period	Total number of applicants meeting MQs*	Number of Sanitation Division applicants	Status	Sanitation Division employee selected?
Grounds Maintenance Tech I	5/29/13-6/12/13	1	0	No Sanitation Division applicants	No
Grounds Maintenance Tech I	8/18/14-8/31/14	1	1	Sanitation Crew Leader I applied for position. Not best qualified; decision made to recruit externally	No
Grounds Maintenance Tech I	7/29/15-8/12/15	5	0	No Sanitation Division applicants	No
Grounds Maintenance Worker	8/20/13-9/3/13	1	0	No Sanitation Division applicants	No
Laborer (Buildings & Grounds)	2/27/13-3/13/13	1	1	Sanitation Division employee not interested in position after applying	No
Laborer (Buildings & Grounds)	5/2/13-5/16/13	0	0	No Sanitation Division applicants	No
Laborer (Buildings & Grounds)	7/29/15-8/12/15	5	0	No Sanitation Division applicants	No
Laborer (Streets)	2/27/13-3/13/13	1	1	Sanitation Crew Leader I applied for position and offered position; declined offer	Yes, but declined offer
Laborer (Streets)	5/31/13-6/16/13	4	2	2 Refuse Collectors, 1 part-time Parks employee, & 1 Traffic Control Worker applied for position. Refuse Collector transferred 7/27/13.	Yes
Laborer (Parks)	4/17/14-5/1/14	8	0	No Sanitation Division applicants	No

Position	Recruitment Period	Total number of applicants meeting MQs*	Number of Sanitation Division applicants	Status	Sanitation Division employee selected?
Park Ranger	7/29/15-8/9/15	12	0	No Sanitation Division applicants	No
Sanitation Crew Leader I	11/17/14-11/28/14	6	6	5 Refuse Collectors Promoted 1/24/15	Yes
Traffic Control Worker	2/27/13-3/13/13	9	4	Refuse Collector promoted effective 5/20/13	Yes
Transit Driver	12/26/13-1/9/14	5	0	No Sanitation Division applicants	No

*position's minimum qualifications

MEMORANDUM

TO: Barbara Lipscomb, City Manager

FROM: Gary Fenton, Director of Recreation and Parks 

DATE: August 26, 2015

SUBJECT: NOTES TO COUNCIL – Family Locker Rooms

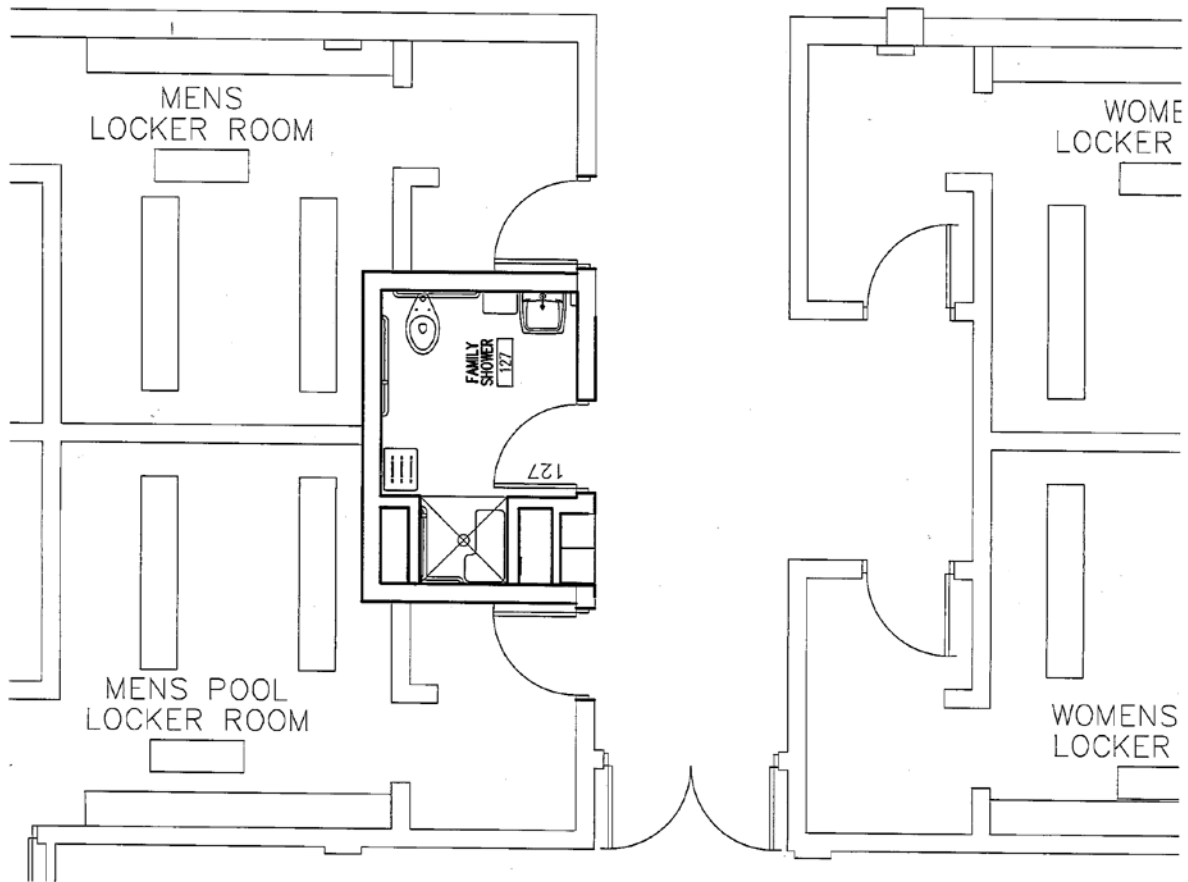
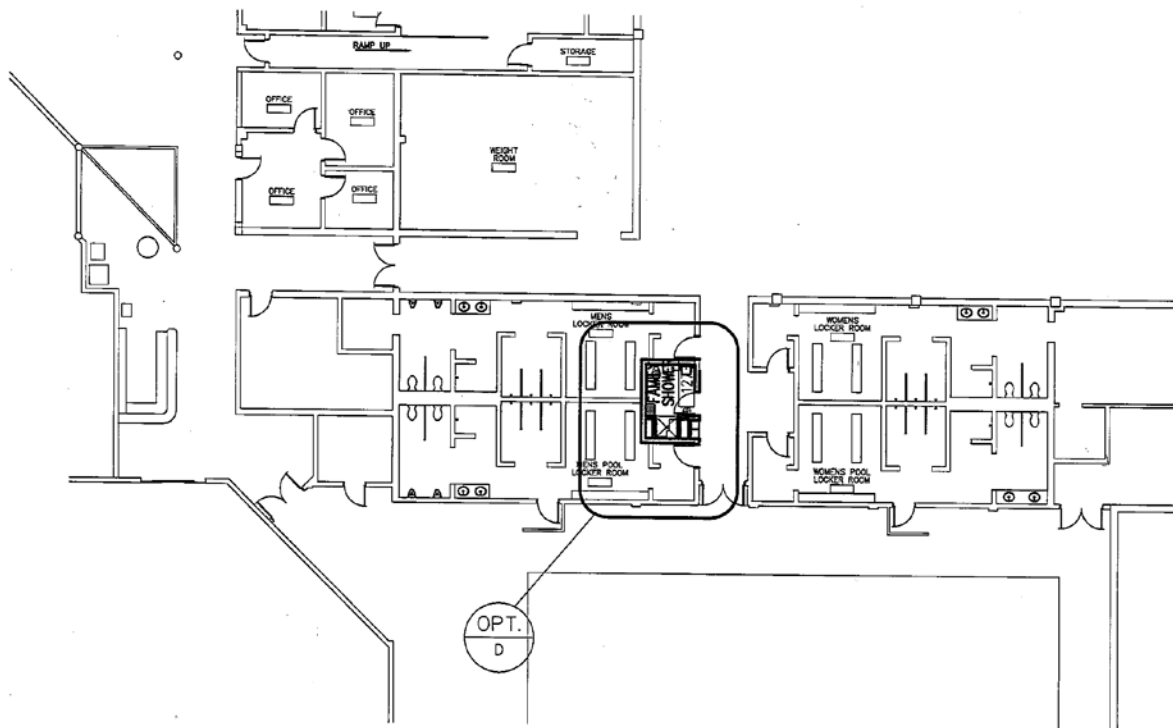
Though the Greenville Aquatics and Fitness Center (GAFC) has not had family locker rooms since it was established almost 30 years ago, several families have expressed their interest in one being created, citing the safety of young people in the facility.

Certainly their concerns are valid, and a separate locker room for parents accompanied by their young children would be a very desirable addition to the facility, though it would not come without expense.

Staff has recently met with The East Group to receive an update on the design of the plumbing refurbishment needed and planned for at the facility, which is part of this fiscal year's Facility Improvement Plan (FIP). Included in the plumbing project is a "bid alternate" to construct a family locker room, that would include all plumbing amenities, along with an ADA compliant sink, toilet, and shower. A rendering of the locker room is attached.

We will learn the cost of that addition to this project within three to four weeks; however, we would expect that the construction price of the family locker room added to the plumbing refurbishment will exceed the budget for this FIP project. At that point we will research whether there is a way this important addition might be funded.


Attachment





City of Greenville
City Clerk's Office

MEMORANDUM

TO: Mayor Thomas and Members of the City Council
FROM: Carol L. Barwick, City Clerk 
SUBJECT: Appointment to the Comprehensive Plan Committee
DATE: August 26, 2015

A Comprehensive Plan Committee was established to provide input on and review the preparation of the City of Greenville's new Comprehensive Plan. The Mayor and City Council each made an appointment to the 22-member committee at the April 9, 2015, City Council Meeting:

Mayor – Mayor Allen Thomas

Bruce Sauter

Mayor Pro-Tem – Mayor Pro-Tem Calvin Mercer

Brian Farkas

District 1 – Council Member Kandie Smith

Bryant Kittrell

District 2 – Council Member Rose Glover

Kevin Faison

District 3 – Council Member Marion Blackburn

Ann Maxwell

District 4 – Council Member Rick Smiley

Harry Stubbs


District 5 – Council Member Richard Croskery

Jon Day

Due to the passing of Mr. Harry Stubbs, Council Member Rick Smiley has appointed Ms. Inez Fridley in his place.



Find yourself in good company

TO: Barbara Lipscomb, City Manager
FROM: Merrill Flood, Director of Community Development Department 
DATE: August 26, 2015
SUBJECT: Comprehensive Plan Community Engagement Forum

The update of “**Horizons**” Greenville’s Comprehensive Plan is fully underway. As part of the public engagement process, the City of Greenville will host and sponsor the “**Workshop for Our Future**”. This workshop will be the first public introduction of the plan’s update and will provide an opportunity for citizens to provide valuable input into the plan’s update.

The meeting will be held on Monday September 14, 2015, 6:00 – 8:00 PM at the Greenville Convention Center. A copy of the public information fliers is attached. The public is invited to attend. Additional information about the Comprehensive Plan update can be found on the City of Greenville’s website at the following web address <http://www.greenvillenc.gov/government/community-development/planning-division/horizons-update-project> or by contacting (252) 329-4498.

Please contact me if additional information is needed.



WORKSHOP FOR OUR FUTURE

*Public Kickoff Meeting
for Greenville's New
Community Plan*

**Where do we want the next
40,000 Greenville residents
to live, work, and play?**

Monday, September 14
6:00 PM - 8:00 PM

Greenville Convention Center
303 SW Greenville Blvd.

Horizons.GreenvilleNC.gov


Contact: Tom Weitnauer, Chief Planner
Community Development Department
City of Greenville, NC
tweitnauer@greenvillenc.gov
Phone 252-329-4511





Find yourself in good company

TO: Barbara Lipscomb, City Manager

FROM: Merrill Flood, Director of Community Development Department 

DATE: August 26, 2015

SUBJECT: Redevelopment Commission Response Related to Small Business Plan Program Recommended Changes

At the August 4, 2015 meeting of the Redevelopment Commission, the Small Business Sub-Committee reported to the full commission their recommendations related to suggested changes by the City Council Committee on Economic Development. The Redevelopment Commission accepted the sub-committee's report and unanimously recommended approval.

The Redevelopment Commission asked staff to pass along their findings to City Council to include the qualifications of the current sub-committee members who serve on the review panel for the Small Business Competition Grant Program. The materials are attached for City Council's review.

If additional information is needed, please contact me.

Report of the Small Business Grant Competition Sub-Committee

Greenville Redevelopment Commission

August 4, 2015

At the May 5, 2015 meeting the Redevelopment Commission remanded the three suggestions by the City Council Economic Development Committee (CCEDC) to its small business grant competition sub-committee for consideration. Below are the sub-committee findings:

1. Location

CCEDC Suggestion: Expand the current area allowed for interested businesses to extend down Dickinson Avenue.

Finding: The RDC does not have the authority to expand down Dickinson Avenue beyond the West Greenville Redevelopment certified area and Center City Revitalization area. This is a 45-block area specified in *The Center City West Greenville Revitalization Plan of January 2006*. However, the sub-committee does support expanding the grant area to include the proposed Dickinson Avenue Economic Development Area.

2. Small Business Definition

CCEDC Suggestion: Change current definition of a small business to lower the \$7.5 million to focus on more locally owned and smaller companies.

Finding: After reviewing the history of previous applicants and the awarding of grants to qualified businesses the committee recommends that the net worth requirement remain the same. The current definition is:

"entities must be a for-profit business whose tangible net worth is not in excess of \$7.5 million, and whose average net income after Federal income taxes (excluding any carry-over losses) for the preceding two completed fiscal years is not in excess of \$2.5 million."

3. Training

CCEDC Suggestion: Committee suggested having additional training for those individuals serving on the panel for the small business plan competition.

Finding: The RDC, as a board, should continue to appoint, establish qualifications and training criteria for its members serving on the small business grant sub-committee.

Overall Findings:

The small business grant competition sub-committee recommends to the RDC that the above findings be provided to the city manager and city council economic development committee. These findings are: it does not have the authority to consider business applicants in the expanded Dickinson Avenue economic development area (Item #1) but does support that change and that Items 2 and 3 remain the same as was approved at the May 5, 2015 meeting of the RDC.

Mark S. Woodson

Mark S. Woodson is president of the Five Prime Media Group and directs the overall operations of the company in providing comprehensive multimedia solutions for businesses, institutions and other clients.

Mark attained both his electrical engineering technology degree and religious studies degree from the University of North Carolina at Charlotte, he received a Master of Business Administration (MBA) from UNC-Greensboro and Masters Certification in Project Management from George Washington University. He was certified a project management professional by the national Project Management Institute.

Mark began his multimedia career with national telecommunications providers AT&T and Lucent Technologies developing expertise in marketing, business management, and customer education and training. He retired as a manager in 1999.

Mark's career path includes several entrepreneurial ventures. For six years, 2000 thru 2006, he was a McDonald's franchise owner operating restaurants in eastern North Carolina. Prior to co-founding the Five Prime Group in 2013, for eight years he operated radio stations in both New Bern and Greenville. Mark has taught as adjunct business and management instructor at Lenoir Community College and is a recognized consultant for small businesses. He has been a presenter at seminars and conferences on how to start a small business. Currently, he is mentoring other entrepreneurs and small business owners. Mark is a factual witness and consultant for a Washington DC law firm where he provides expert testimony regarding AT&T and Bell System documentation practices, processes and procedures.

Also, he is a Section 8 and public housing hearing officer for the Greenville Housing Authority. He has served on the Redevelopment Committee and small business plan sub-committee since November 2010.

ANGELA D. MARSHALL

2609B Boone Court
Greenville, NC 27834

252-328-4173 (Office)
252-258-4104 (Cell)

Education

Ed.D.	NOVA Southeastern University, Ft. Lauderdale FL Major/Minor - Higher Education Leadership / Organizational Leadership Dissertation: Evaluating Pre-service and First-time Teachers' Attitudes Toward Multicultural Competence Expected Graduation: December 2015	
MBA	University of Dallas, Irving, TX Major -- Business Management	2009
BSBA	East Carolina University, Greenville, NC Major -- Business Management	2004

Professional Experience

Instructor – Student Development in Learning and Higher Education, East Carolina University
August 2009 to present

Responsibilities

- Provide a student-centered learning environment that develops skills and provides experiences that are essential to a holistic approach to student development and student success.
- Create an inclusive classroom dynamic so that all students benefit from and engage in learning environment.
- Provide instruction that contributes to the overall success of transfer students, i.e. goal setting, critical thinking, career development, financial stability, creating a resume and portfolio, note taking, test taking, effective communication skills, building positive relationship, and time management.
- Collaborate with departments across campus to assist students in making connections with other areas of Student Affairs.
- Provide students with hands on experience in 'real world' challenges and decision-making.
- Learning outcomes include students' understanding of the skills needed to succeed in college, their role and responsibility toward achieving academic and career success, and the importance of relationship building (networking).
- Prepare lesson plans, course syllabi, handouts, tests, etc.
- Evaluate student work; grade assignments; maintain files including attendance records.

Assistant Director, Transfer Student Services, East Carolina University, Greenville, NC
November 2010 - Present

Accomplishments:

- Development of the Office of Transfer Student Services in the Office.

- Revamped transfer orientation - implemented 2-day transfer orientation during summer 2012 – on average 162 students attend. By 2015 420 students attended the 2-day transfer orientation.
- Redesigned transfer online orientation - increased usage from 300 to 813 in the first year; 90% of students continue to report online orientation is informative, a good use of time, and they earned strategies to help them succeed.
- Advisory for Tau Sigma National Honor Society and Transfer Student Advisory Board.
- Developed strategies to engage transfer students.
- Sophomore year experience initiatives.
- Progressive transition initiatives that meet student needs at every level of their academic journey.
- Created and advise Transfer Living Learning Community, QUEST, and all related programming – first year 17 students lived in community; year two 32 students and year 3 38 students lived in community with a waiting list of 5.
- Developed and implemented Transfer Student Success Conference for Community College and University professionals -190 participants in the first year; 86% of participants agreed they gained significant knowledge on how to improve their services to transfer students; 210 attended in the second year 90% agreed they gained significant knowledge on how to better serve their transfer students.
- Created ECU Extends, an advising/resource outreach program for community college students.
- Created Transfer Student Advisory Board (TSAB), a student run advisory board whose purpose is to assist with strategies to engage transfer students; promote the Office of Transfer Student Transition – implemented the first transfer student guidebook which is distributed to all incoming transfer students and is current on the website at www.ecu.edu/transfer.
- Established special population section of Student Development in Learning and Higher Education course - participation in program increased from 9 to 38 students.
- Chaired Weeks of Welcome Program.
- Facilitator for student focus groups.

Administrative Assistant, Campus Living and Dining, East Carolina University, Greenville, NC,
November 2004 – October 2010

Accomplishments:

- Planned and executed of Campus Living open house, move-in, and orientation
- Provided leadership to staff (full-time support associate, graduate assistant, and student employees)
- Chaired 2010-2011 Weeks of Welcome Planning Committee (Plunge into Purple) – developed outcomes and purpose.
- Conducted research and reported findings on student develop strategies for vice Provost of Student Affairs
- Developed and facilitated RA training (customer service excellence and time management)
- Provided assistance to students and parents securing campus housing
- Coordinated financial expense reports for events, travel, and activities related to student development
- Coordinated summer camps, special events, retreats, and conferences

- Logistical planner for events hosting world-renowned poet Maya Angelou, television and Broadway actor Sheryl Lee Ralph, and distinguished professor and poet, Nikki Giovanni

Management Consultant, Children of Life Groups Homes, Baltimore, MD, June 2000 – July 2003

Accomplishments:

- Facilitated focus groups – increased employee retention and communication model.
- Revamped policies and procedures based on best practices in the field.
- Analyzed business practices and compliance issues.
- Implemented strategy for operational improvements that incorporated COMR requirements
- Suggested changes that aligned programs, policies and procedures with state and federal law
- Recommended redesign of organizational structure that improved scheduling, decreased employee turnover by 20%, decreased expenditures by 30%, and increased occupancy by 50%
- Implemented strategies that improved overall rating proved by the Maryland Department of Human Resources from 75% to 95%

Program Coordinator, First National Bank, Baltimore, MD, December 1996 – April 2000

Accomplishments:

- Conducted customer service training and coaching.
- Developed and executed on-going employee incentive programs for 70+ employees.
- Negotiated short/long-term housing contracts for consultants and other VIP personnel.
- Coordinated senior executive off-site workshops, social events, and presentations.
- Organized and managed mock weekend events and schedules for merger activity.
- Authored and implemented system training manual for company-wide use.
- Planned, coordinated, and executed large senior level workshops, presentations, and retreats.
- Orchestrated major vendor presentations.
- Tracked and reported project expense for merger activities.
- Coordinated extensive and complex travel arrangements for senior vice president of operations, project managers, and consultants.
- Active participation in planning merger mock weekends.
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Professional Development

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- Moving from Diversity to Inclusion, October 2013, East Carolina University
 - Focus Group Training, October 2011, East Carolina University
 - Annual Conference of the National Institute for the Study of Transfer Students, January 2011, Jacksonville, FL.
 - Annual ACCED-I, Association of Collegiate Conference and Events Directors- International, March 2009, Dallas, TX
 - Using Student Learning and Development Theory, March, 2011, East Carolina University
 - Articulating Student Learning and development Outcomes, February 2011, East Carolina University
 - Understanding Student Learning and Development Theory, January 2011, East Carolina University
 - Understanding Assessment: The Big Picture, November 2010, East Carolina University

- Releasing Service Brilliance - Creating “WOW” Customer Experiences
- Managing Multiple Priorities – From Successful Juggler to Master Planner

Professional Committees

- Community Engagement Committee
- Chancellor’s Committee on the Status of Women By-law subcommittee
- Division of Student Affairs Strategic Plan Working Committee
- Co-chaired Chancellor Committee on the Status of Women
- Chaired Weeks of Welcome Program
- Facilitator for Division-wide Focus Group for Student Affairs
- Pirate Academy Development Committee & Curriculum Development Team
- Co-chaired Sophomore Initiative Committee
- Transitions Orientation Committee for first year students
- Various Search Committees
- Active member of the Foundations of Excellence Committee

Professional Presentations

- Extended Transfer Orientation, 10th Annual National Institute for the Study of Transfer Students, Atlanta Georgia, February 5, 2013
- Transfer Student Services Revisited: Admissions to Graduation, Greenville, NC December 17, 2013
- ECU Extends Poster Presentation, 9th Annual National Institute for the Study of Transfer Students, Fort Worth Texas, January 25, 2012
- The Power of Networking
ECU Pirate Academy Training, Greenville, NC
November 13, 2012
- Time Management: Kicking Procrastination to the Curb
ECU Residence Advising Training, Greenville, NC
August 2007
- Customer Service Excellence
ECU Residence Advisor Training, Greenville, NC
September 2006
- Managing Chaos: Dynamic Time Management
Fourth Annual BRYDGES WOW Conference, Cherry Hill, NJ
December 2005
- An Exploration of the Difference between Distance and Traditional Adult Learning Experience
9th Annual Adult Education Research & Practice Colloquium, Greenville, NC
April 2004.

Other

- Educational Session Proposal Reviewer, 67th NODA Annual Conference, Orlando Florida
- Educational Session Proposal Reviewer, 68th NODA Annual Conference in Denver, Colorado

Professional Volunteer Services

Greenville Redevelopment Commission, Greenville, North Carolina

November, 2012 – Present

Accomplishments

- Charged with promoting economic development activity in Greenville's Center City business district and surrounding neighborhoods.
- Provided direction and oversight for a number of projects that have made Center City Greenville more vibrant, attractive, and competitive.
- Helped lay the groundwork for realizing the vision outlined in the Center City – West Greenville Revitalization Plan.
- Guided the completion of major infrastructure improvements, acquired underutilized properties and prepare them for development.
- Supported several successful private and public-private commercial and residential redevelopment projects.

Business Plan Competition Committee, Greenville Redevelopment Commission Subcommittee, Greenville, North Carolina

November 2013 – Present

- Provide economic incentive to small business owners and other entrepreneurs surrounding the redevelopment areas to create or expand small businesses enterprises.
- Award grants ranging between \$15,000 and \$30,000, which can be used toward working capital or operating funds, improvements to owner occupied property, expansion of business services, etc.

Vice President/Co-Chair of Board of Directors, BRYDGES, Inc. Bowie MD

March 2005 - March 2007

Accomplishments

- Created and implemented on-going youth programming.
- Set goals, objectives, and anticipated learning outcomes for various age group programming.
- Developed long-range strategic planning related to the desired growth direction of BRYDGES, Inc.
- Facilitated focus groups, evaluated effectiveness of programs, workshops, and seminars provided for young adults.
- Assisted with grant writing and established relationships with community agencies.
- Volunteer management, including selection, assignment of duties, planning, training, and reporting structure.
- Created programs and activities for bi-annual youth conference and camps for 150 - 200 youth and young adults.

Memberships

- National Orientation Directors Association (NODA)
 - United States Distance Learning Association (USDLA)
 - National Institute for the Study of Transfer Students
 - Omicron Delta Kappa National Leadership Honor Society
 - Golden Key Honor Society
 - Association for Supervision and Curriculum Development (ASCD)
-

Education

Doctor of Business Administration - Marketing
Louisiana Tech University, Ruston, LA

Master of Business Administration - Marketing
Louisiana Tech University, Ruston, LA

Bachelor of Business Administration - Marketing
Lamar University, Beaumont, TX

Academic Positions

East Carolina University, College of Business
2015- Present Full Professor

East Carolina University, College of Human Ecology
2009-2015 Dean & Full Professor

Oversee a college with 91 full-time faculty, approximately 50 part-time faculty, and 3500 students, yielding over 53,000 SCH each academic year. Direct reports include the Associate Dean for Research and Graduate Studies, Associate Dean for Academic Affairs, Director of Technology, Director of External Affairs, Director of Special Projects, Director of Personnel and Budgets, Director of Development, four department chairs, and two school directors. Key areas of responsibility include fiscal management, faculty development and retention, academic standards, student retention and success, alumni and friends relationships, resource planning and acquisition, human resource management, and strategic planning.

Cornell-Nanyang Institute of Hospitality Management (Singapore)
2005-2008 Dean & Full Professor

Served as Founding Dean of Asia's first graduate hospitality management program, formed by a joint partnership between Cornell University and Nanyang Technological University, as well as several Singapore government partners. Key areas of responsibility included establishing offices and hiring staff; setting and maintaining academic standards for all programs; recruiting, interviewing, and enrolling students from across Asia and the United States; obtaining accreditation from the International Association for Management Education (formerly the American Assembly of Collegiate Schools of Business) and EQUIS, the accreditation body of the European Foundation for Management Development; recruiting Cornell University and Nanyang Technological University faculty to teach in the program; and starting two executive education programs—Professional Development Program and Advanced Management Program—by recruiting participants and faculty. Collaborated closely with the Singapore Tourism Board and the Economic Development Board, and CEOs/Managing Directors of hospitality firms throughout Asia and the Middle East. Reports included the Vice-Dean, Director of Admissions, Director of Marketing, Director of External Programs, and Financial Manager, as well as other mid-level managers and clerical staff.

Cornell University

2003-2008 Full Professor

J. Thomas Clark Professor of Entrepreneurship & Personal Enterprise (Rotating Chair)

1997-2003 (tenured)

Kennesaw State University

1996-1997 Associate Professor

University of North Carolina at Wilmington

1995-1996 Associate Professor (tenured)

1991-1995 Assistant Professor

Louisiana Tech University

1990-1991 Instructor

1988-1990 Teaching Assistant

Courses taught

Professional Selling, Principles of Marketing, Consumer Behavior, International Marketing, Retailing, Marketing Management (Undergraduate & Graduate), Marketing Research and Analysis (Graduate), and Sales for Entrepreneurs (Undergraduate & Graduate).

Leadership Experience and Select Achievements

Dean, College of Human Ecology, East Carolina University, 2009-Present

Administration, Management, and Planning

- Collaborated with faculty to improve research efforts by establishing new standards. Over 6-1/2 years, faculty publications in ranked journals increased by 61%; publications in top tier journals increased by 100%; 140 faculty-student research products, on average, were yielded per annum.
- Created and funded innovative productivity awards in 2012 and 2013 for the strongest college teachers/researchers, to partially offset seven years with no salary increases from the state.
- Established college-wide teaching, research (publications and grants), and service awards, bestowed each year on deserving faculty and staff.
- Practiced shared governance to devise strategies for budget reversions, college workload policy, consistent tenure and promotion expectations, advancement in title procedures for fixed-term faculty, CHE Constitution, etc.
- Shifted over 90% of academic advising from faculty members to professional advisors.
- Annually visited classrooms of untenured faculty and followed up with encouraging, constructive memorandums.

- Initiated interdisciplinary Forensic Science major with Criminal Justice, Biology, and Chemistry; and interdisciplinary Child Advocacy certificate with Social Work, Criminal Justice, Child Development & Family Relations, and TEDI BEAR Children's Advocacy Center.
- Served on the ECU Tomorrow Strategic Planning Executive Committee (2010-2011) and ECU Beyond Tomorrow Strategic Planning Committee (2013-2014).
- Led the development and implementation of two college strategic plans (2010 and 2014), aligned with the university strategic plans.
- Wrote and presented program prioritization data and reports to the University Program Prioritization Program Committee and senior administrators.
- Represented the university and college to the community through participation in Chamber of Commerce events and membership on the City of Greenville Redevelopment Commission (political appointment for five years). Also, have served on the Redevelopment Commission's Business Grant Competition panel since 2012.
- Created first Dean's student council in 2009; monthly meetings are held throughout the academic year.
- Initiated and funded semi-annual interdisciplinary CHE grant proposal competition.
- Conducted annual new faculty college orientation session each August and initiated a Pre-tenure Workshop and a Faculty Research Forum each May.
- Supported and funded annual College of Human Ecology Research and Creative Activity Forum to highlight faculty-student scholarly collaborations.
- Encouraged the creation of articulation agreements between the units and North Carolina Community Colleges—over 20 agreements have been signed to date.
- Acquired "School" Status for the Hospitality Leadership program.
- Increased number of college discipline journals found in SCOPUS.
- CHE students won 29 national and/or regional awards from 2009 to 2015.
- Between 2009-2015, CHE faculty and staff won:
 - 38 teaching awards
 - 11 research awards and honors
 - 16 service awards
 - 30 general awards and honors

Diversity

- Actively supported and promoted diversity through multiple, college-wide, *annual* events and activities, including: (1) hosting the international potluck dinner for faculty, staff, and students at my private residence, (2) authoring and disseminating emails recognizing cultural/religious holidays that are regularly celebrated throughout the world, (3) welcoming visiting scholars from around the globe, (4) requiring that at least one college-wide diversity seminar be held, (5) facilitating the development of one global diversity course and one domestic diversity course for each major in the college, and (6) championing study-abroad programs.
- Successfully encouraged the hiring of both domestically diverse and globally diverse faculty.
- Participated in the "Making the Global Vision Real" symposium offered by the Education Advisory Board on January 28, 2015.

- Attended the Diversity Seminar: Faculty and Staff Mentoring: Cultivating Diversity and Excellence on April 8, 2015.

Marketing and Promotion

- Co-authored the nomination letter and provided input into the video that led to the Intergenerational Community Center winning the top award in the nation for outreach and engagement in 2012—the Association for Public and Land-Grant Universities' C. Peter Magrath Award.
- Introduced a monthly newsletter and expanded circulation to 10,000 external constituents.
- Established goals which increased monthly press releases, enhanced the college's social media (Facebook, Linked-in, Twitter, Tumblr, Snapchat, and Instagram) presence, and improved the college website. Requested that all unit brochures be revised to offer a consistent look and message.

Financial

- Facilitated and funded promotional campaign to enhance graduate student enrollment; CHE was the only college at ECU to avoid a decline in graduate student enrollment, offsetting tuition losses caused by enrollment decreases in other colleges.
- Instrumental in eliminating ECU's 133% rule, which limited faculty income.
- Acquired raises for CHE "high flyers" that exceeded original allocation granted by Academic Affairs.
- Advocated for and obtained 12 new faculty positions – gave back 10 in budget cuts (Value = \$880,000); acquired \$55,000 new operating dollars – gave up \$30,000 in budget cuts; secured \$60,525/year in new Education/Technology Fees.
- Demonstrated fiscal responsibility for the college despite severe budget cuts resulting in a loss of 14% of faculty positions and 34% of staff positions, and an increase of 45.5% in class sizes.
- Implemented cost savings and efficiency measures, including centralizing technology equipment and office supplies, creating an administrative pool, and relocating unit head offices.
- Developed and implemented metrics for research productivity, in conjunction with unit heads. Resulted in differential teaching loads based on research productivity and served to reduce the necessity of hiring as many part-time/adjunct faculty members.

Advancement and Development

- Forged public-private partnerships to supplement shrinking state resources. Strengthened ties to alumni and corporate partners to secure \$3M in donations, scholarships and external grants in the last 12 months. Sought new revenue streams: graduation stoles, Funeral Directors Seminar, Wall of Fame, etc.
- Secured a large donation combined with matching state funds to establish the first endowed professorship in the college.
- Formed first college advancement council, which included ten CEOs/Presidents from five states.
- Advocated for and aided the execution of the Collegiate Tartan initiative, which offers products using the official ECU tartan design. A portion of product sales provides scholarship and research funds for the Merchandising program.
- Acquired state and private funds to renovate and upgrade: (1) all general college classrooms; (2) faculty offices; (3) Marriage and Family Therapy Clinic; (4) student lounge; (5) stairwells; (6) Nancy Darden Child Development Center (NDCDC) playground, kitchen, and observations rooms; (7) security system;

(8) Interior Design drafting labs; (9) Social Work Skills Lab; (10) main facility HVAC system, (11) restrooms/locker room, and (12) Nutrition Science Lab.

- Secured state and private funding for new construction projects including the Redditt House Research Academy, Intergenerational Community Center (IGCC) elevator and fire-proof stairwell, and the NDCDC infant room. Additionally, outdoor seating and landscaping were procured without cost to the college to improve the hardscape areas surrounding the main college facility.

Communication

- Authored weekly college-wide e-newsletter to keep faculty and staff informed of university and college news, as well as faculty, staff, and student achievements.
- Established weekly Dean's Office staff meetings to improve workflow and understanding.
- Conducted monthly 1:1 meetings with individual unit heads and a monthly meeting with all unit heads to further collaboration and understanding of emerging academic issues.
- Led monthly Dean's Student Council meetings to engage students in college affairs, where appropriate; to seek student feedback on specific initiatives; and to better understand the needs of students.
- Collaborated with faculty through a monthly Faculty Advisory Committee meeting and partnered with faculty and staff through monthly "no agenda" meetings.

Dean, Cornell-Nanyang Institute of Hospitality Management, 2005-2008

Administration, Management, and Planning

- Developed job descriptions for all staff members, trained them to provide a standard of excellence consistent with the Cornell model.
- Empowered staff to take the initiative to perform all necessary tasks related to their positions.
- Successfully launched all three CNI educational programs with strong recruitment across Asia.
- Engaged in regular and frequent interactions with the senior officials of the Singapore Economic Development Board and the Singapore Tourism Board, as well as numerous hospitality CEOs/Managing Directors throughout Asia and the Middle East.
- Expanded the international reach of the CNI Joint Advisory Board by recruiting industry leaders throughout Asia.
- Provided input and approved the academic calendars, so as to coordinate with both the Cornell University and Nanyang Technological University calendars.
- Developed career track advisory boards and facilitated industry roundtable discussions to enhance industry connections for students for externships and employment offers.
- Created an executive-in-residence program.
- Organized the Master Class component for students and annually supervised students in this program in remote locations such as western China and Macau.
- Initiated Wines course in Asia to provide students with experiences equivalent to the Ithaca campus.
- Planned and helped conduct student orientations.
- Contacted and recruited core faculty for all three programs.
- Co-authored and submitted all required reports to the Singapore Tourism Board and Economic Development Board.

- Worked with the U.S. Embassy to aid students in obtaining necessary visas for entry into the United States.
- Served as liaison between Cornell University and all Singapore partners.
- Participated in the selection of two Cornell faculty to be awarded the Singapore Tourism Board endowed chairs.

Advancement and Development

- Developed corporate contacts and secured over \$1.5 million in scholarships in the first year.
- Fostered strong ties to the hospitality industry in Asia to facilitate student externships and employment, to cultivate classroom guest speakers, and to enhance participant recruitment for executive education programs.
- Engaged Cornell alumni in Asia and participated in numerous Cornell alumni events to encourage donations and mentoring of CNI students.

Marketing and Promotion

- Developed comprehensive marketing plan.
- Represented CNI through numerous speaking engagements throughout Singapore, Hong Kong, Vietnam, China, Japan, Korea, Thailand, Philippines, India, Malaysia, and Dubai.
- Initiated and provided input on all promotional activities, including the logo design, media ads, brochures, and web presence.
- Participated in university fairs and trade shows, as needed, throughout Asia and Europe.

Financial

- Demonstrated fiscal responsibility for the Institute.
- Initiated capital campaign to raise \$50 million for scholarships and operating funds.
- Reviewed, approved, and submitted annual auditing documents as required by partnership agreement.
- Managed \$7M budget and all financial reporting requirements.
- Advocated for and obtained student loan program in Asia.

Academic Director for Marketing, Information Systems, Strategy and Tourism (MISST) Area, Cornell University, 2002-2003

Interim Director of Graduate Studies, Cornell University, 2001-2002

Refereed Journal Publications

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Siguaw, Judy A. and Nigel Goodwin (2006), "Asia-Pacific Strategy for Online Hotel Reservations: Cendant Travel," The Asian Business Case Centre.

Siguaw, Judy A. and Nigel Goodwin (2005), "Asia Pacific Branding for Online Hotel Reservations: Expedia, Inc.," The Asian Business Case Centre.

Wang, Shuo (doctoral student), Judy A. Siguaw, and Penny M. Simpson (2005), "Morgan's Rock Hacienda & Ecolodge," Ivey case.

Siguaw, Judy A., Penny M. Simpson, and Ali Kasikci (2004), "One Night Stands and Long-term Relationships: A Case Study of Satisfaction and Loyalty," Cornell University Center for Hospitality Research Case Study.

Authoring in Nationally and Internationally Distributed Publications

Enz, Cathy A., Kate Walsh, Sheryl Kimes, Judy A. Siguaw, and Rohit Verma (2010), "Cases in Innovative Practices in Hospitality and Related Services (Part 4): Ubuntu, L'Ouest Express, Founding Farmers, POSH 'Improvisational Cuisine,' Praq, CitizenM, Qbic, Pixel Hotel, Restaurant Freud, Hotel Restaurant Abrona, Dan Le Noir?, Heart Attack Grill, Re:vive, MiWorld, Ultimate Team Play, TweetMyJOBS, Chick-fil-A, Shangri-La Hotels & Resorts, Wendy's International, W-hotel, Marriott, Inc, Southwest Airlines, and Wyndham Hotels and Resorts." Center of Hospitality Research report, vol. 10, no. 12.

Enz, Cathy A., Rohit Verma, Kate Walsh, Sheryl Kimes, and Judy A. Siguaw (2010), "Cases in Innovative Practices in Hospitality and Related Services (Part 3): Cayuga Sustainable Hospitality, The Seaport Hotel, Xsense Experiential Design consulting, Jumeirah Essex House, Chick & Basic, Ritz-Carlton Hotel Company, Runtriz, Trip Television, Thayer Lodging, and JetBlue Airlines." Center of Hospitality Research report, vol. 10, no. 10.

Kimes, Sheryl E., Cathy A. Enz, Judy A. Siguaw, Rohit Verma, and Kathryn Walsh (2010), "Cases in Innovative Practices in Hospitality and Related Services (Part 2): Brewerkz, ComfortDelgro Taxi, Dinnerbroker.com, Iggy's, Jumbo Seafood, OpenTable.com, PriceYourMeal.com, Sakae Sushi, Shangri-La Singapore, and Stevens Pass." Center of Hospitality Research report, vol. 10, no. 4.

Siguaw, Judy A., Cathy A. Enz, Sheryl E. Kimes, Rohit Verma, and Kathryn Walsh (2009), "Cases in Innovative Practices in Hospitality and Related Services (Part 1): Circos Brand Karma, VisitBritain.com, ENTRIP, Hotels.com, Tune Hotels, Aqua® by Grandstand, Tastings: A Wine Experience, Royal Plaza on Scotts, Capella Hotels and Resorts, The Luggage Club." Center of Hospitality Research report, vol. 9, no. 17.

Liu, Shaoping (PhD student), Sara Lo (undergraduate), Paula Vasconcellos (undergraduate), Judy Siguaw, and Cathy Enz (2006), "Competitive Destination Planning: The Case of Costa Rica," Center of Hospitality Research report.

Carroll, Bill and Judy A. Siguaw (2006), "An Examination of Internet Intermediaries and Hotel Loyalty Programs: How Will Guests Get their Points?" Center of Hospitality Research report.

Carroll, Bill and Judy A. Siguaw (2005), "What's the Point(s)? An Emerging Issue for Online Intermediaries," PhoCusWright Insider report.

Skogland, Iselin (undergraduate) and Judy A. Siguaw (2003), "Understanding Switcher & Stayers," Cornell University Center for Hospitality Research Report.

Carroll, Bill and Judy A. Siguaw (2003), "Distribution Evolution: Impact on Hotels and Intermediaries," Cornell University Center for Hospitality Research Report.

Siguaw, Judy A. (1999), "Best Practices in Sales Management and Promotion," HSMAI's Marketing Review, 16 (Fall), 14-20.

Siguaw, Judy A. (1997/1998), "Embracing Market Orientation," HSMIA's Marketing Review, 14 (Winter), 23-25.

Siguaw, Judy A., Penny Simpson, and Thomas L. Baker (1997), "The Influence of Market Orientation on Channel Relationships: A Dyadic Examination," Marketing Science Institute working paper series, report #97-103.

Siguaw, Judy A. (1994), "The Strategy of Market Orientation and Its Influence on Customer Orientation and Job Attitudes," *UNCW Discovery*, 5 (Spring), 9-11.

Other Publications

Cooper, Marjorie (1996), *Test Yourself in Introduction to Marketing*, Michael F. D'Amico, Judy A. Siguaw, and William F. Motz, contributing editors. Ridgefield, CT: Test Yourself Books, Inc.

Works in Progress

Sheng, Xiaojing, Penny M. Simpson and Judy A. Siguaw, "Servicescape Effects on Engagement, Satisfaction with Life, Loyalty Intentions, and Spending Behavior," under submission with the *Journal of Service Research*.

Sheng, Xiaojing, Judy A. Siguaw, and Penny M. Simpson, "Satisfaction with Life and Importance Performance Analysis," under submission with the *Journal of Social Science Research*.

Siguaw, Judy A., Xiaojing Sheng, and Penny M. Simpson, "Influencing Factors of Satisfaction with Life in Retirement: New Perspectives," under submission with *Research on Aging*.

Executive Education and Invited Presentations

"Best Practices in the Asian Hospitality Industry," Hong Kong Hotel Association in Hong Kong on September 24, 2008.

"Supply Side Capability," World Travel & Tourism Council's International Conference on Human Resources in Shanghai on January 16, 2008.

"Overview and Trends in the Hospitality Industry" Singapore American Chamber of Commerce Hospitality Committee, December 2007.

"Recruiting and Retaining Human Resources," Cityscape Conference, Dubai, October 2007.

Panel Moderator, "Addressing The Impending Human Capital Shortfalls In The Hospitality Sector," Hotel Investment Conference Asia Pacific, October 2007.

Panel Moderator, "Quality/Service Product Standards for Asia Pacific," Hospitality Sales and Marketing Association International Asia Pacific, October 2007.

"Hospitality Sales," Professional Development Program, Singapore, August 2007.

"Overview and Trends in the Hospitality Sector," Australia CPA Association, Singapore, March 2007.

"Trends in Strategic Hospitality Marketing," ParkRoyal Hotels, Singapore, November 2006.

"Marketing Strategy for Hospitality Management" General Managers Program, Singapore, August 2006.

"Marketing Strategy for Hospitality Management" Shangri-la Hotels Customized Program, Singapore, August 2006.

"Tipping the Scales in Your Favor: Strategies for Persuasive Communication," Asia Seminar, Singapore, June 2006.

"The Impact of Information Technology on Human Resources and Customers," Japan Hotel Association, Tokyo, November 2005.

"Hospitality Strategies for Survival in an Electronic World," 8th Annual Cornell/Waseda Hospitality Management Seminar, Tokyo, November 2005.

"Marketing and Branding Strategies," TravelSky Forum, Beijing, November 2005.

Panelist, "Choosing the right track – Meeting Human Resources Challenges in the Hospitality Industry," International Hotel & Restaurant Association, Beijing, October 2005.

Panel Moderator, "International Expansion of Regional Hospitality Organizations," Asia Connect, Singapore, October 2005.

Panel Moderator, "Electronic Distribution," 16th Annual Hotel Investment Conference Asia Pacific (HICAP), Hong Kong, October 2005.

"Pitfall and Opportunities in Electronic Distribution," China Hotel Investment Conference, Beijing, July 2005.

"Marketing Strategy," Executive Education, Punta de Este, Uruguay, August 2004.

Curriculum development and course sequencing for Baltimore International College, 2003-2004.

Panelist for "Out-of-the-Box Sales Management Tools: Innovative Ideas for the Sales Management Course," Academy of Marketing Science, Vancouver, May 2004.

“Opportunities and Pitfalls in Selling on the Internet” and “One Night Stands and Long-term Relationships,” Seminario Solo Mercadeo, in conjunction with the Costa Rican Chamber of Hotels and the Cornell Hotel Society, San Jose, Costa Rica, April 23, 2004.

“Opportunities and Pitfalls in Selling on the Internet,” presented to the Irish Hotel Federation, Killarney, Ireland, March 2, 2004.

“Distribution Evolution – Impact on Hotels and Intermediaries,” presented at the HSMAI Reiselivsdagene 2003 conference, Oslo, Norway, September 24.

“Profiling Switchers and Stayers: Customer Loyalty,” presented at the HSMAI Reiselivsdagene 2003 conference, Oslo, Norway, September 23.

“The Evolution of Hospitality Distribution,” presented to Les Roches School of Hotel Management, Bluche, Switzerland, September 11, 2003.

“The Who, What, Where and Why of Prospecting,” presented for HSMAI e-conference Series (nationwide audience), April 2003.

“The Demand Side of Tourism in Emerging Countries,” presented for the Hong Kong Tourism Forum organized by The Chinese University of Hong Kong, March 2003.

Panelist for “Tourism in Developing Countries and Its Implication for Hong Kong’s Strategies in Developing Tourism Together with Other Destinations in China and Asia” presented in conjunction with the Hong Kong Tourism Forum organized by The Chinese University of Hong Kong, March 2003.

School of Hotel Administration, Professional Development Program, Hospitality Sales course, July 1999, July 2000, July 2001, July 2002, August 2006, August 2007.

“Best Practices in the Lodging Industry – Part I” and “Best Practices in the Lodging Industry – Part II” presented at the International Association of Conference Centers, Denver, April, 2002.

The Leading Hotels of the World in China-Cornell Management Development, responsible for Marketing (June 3-7, with Leo Renaghan) and Sales segments (June 20-22, 2001).

School of Hotel Administration, Professional Development Program, Marketing Management course, June 2001 (with Leo Renaghan).

“Technology Adoption in the Lodging Industry,” presented for the Senior Executive Training Program jointly organized by Hong Kong Hotels Association and the Center of Hospitality and Real Estate Research at The Chinese University of Hong Kong, January 2001.

School of Hotel Administration, Advanced Management Program, Presenter and Panelist on Best Practices in the Lodging Industry, May 2000.

Presented seminar on sales prospecting to managerial staff at The Lodge at Woodcliff. Rochester, New York, April 14, 2000.

Presented "The Keys to Excellence: Utilizing Best Practices in the U.S. Lodging Industry" to United Airlines for customer service initiative. Miami, December 9, 1999.

"The Keys to Excellence: Utilizing Best Practices in the U.S. Lodging Industry," sponsored by the Center for Hospitality Research in conjunction with the New York Hotel Show, November 9, 1999.

"A Proposed Model for Funding Research," HSMAI Summit, April 1999.

Conducted interpersonal selling skills seminar for Electronic Representatives Association, Dixie Chapter, 1997.

Restructured sales training curriculum for new hires, advanced sales representatives, and branch managers for Zep Manufacturing, 1997.

Conducted customer service seminar for Information Systems Division of Carolina Power & Lighting, Southport, North Carolina, 1995.

"Religiosity Effects on Shopping Behaviors: A Comparative Study of the U.S. and New Zealand," 1st Institute for Operations Research and the Management Sciences (INFORMS) International Conference, Singapore, June 25-28, 1995.

Acted as senior associate for the development of the Combination Contingency, Strategic and Management Plan for the Resources Development Commission for Brunswick County, North Carolina, 1993.

Conducted personal selling seminar for approximately 150 realtors at conference sponsored by Dynamic Software, Wilmington, North Carolina, 1992.

Teaching Awards and Honors

Best Reviewer Award for *Journal of the Academy of Marketing Science*, 2008.

Recipient of J. Thomas Clark Professorship in Entrepreneurship and Personal Enterprise, 2003-2006.

Recipient of 2003 Cornell University Faculty Teaching Innovation Award.

Selected as an Outstanding Educator by 2002 Merrill Presidential Scholar, Jason Gold.

Selected as an Outstanding Educator by 2000 Merrill Presidential Scholar, Elizabeth Garlick Lewis.

Chancellor's Excellence in Teaching Award, 1995.

UNCW Teaching Excellence Award, 1994, nomination.

Research Awards and Honors

"Best Practices" publications voted as key series of articles by previous editors and the editorial board of the *Cornell Hotel and Restaurant Administration Quarterly*, as well as the Cornell Hotel School faculty, 2003

Chartered Institute of Marketing Meritorious Research Award for "Export Market Orientation, Its Antecedents, Performance Consequences, and Moderating Factors: Evidence from the U.S. and the U.K." co-authored with John Cadogan and Adamantios Diamantopoulos, 2000.

Travel Industry Association of America (TIA) Odyssey Award nomination for *American Lodging Excellence: The Key to Best Practices in the U.S. Lodging Industry*, 1999.

Cornell University School of Hotel Administration Annual Faculty Research Award (competitive) for the paper "Effects of Supplier Market Orientation on Distributor Market Orientation and the Channel Relationship: The Distributor Perspective" published in *Journal of Marketing*, 1998.

Citation of Excellence Award certifying a Highest Quality Rating from ANBAR Electronic Intelligence and the Editorial Advisory Board of ANBAR for "Effects of Supplier Market Orientation on Distributor Market Orientation and the Channel Relationship: The Distributor Perspective" published in *Journal of Marketing*, 1998.

Kennesaw State University Distinguished Scholars of the Year: 1997, nomination (competitive).

University of North Carolina at Wilmington Charles L. Cahill Award for Faculty Research and Development (competitive) 1995, 1996.

Jane Fenyo Award from the Academy of Marketing Science for "Slotting Allowances: A New Variable in the Distribution Channel," 1991, second prize winner.

Grants

Siguaw, Judy A., Penny M. Simpson, Jennifer L. Hodgson, Xiaojing Sheng, and Suzanne Hudson (2014-2018), *When Enough is Enough: Retirement Study*. National Institutes of Health/National Institute of Aging. Role: Principal Investigator (\$1,456,623). Status: Not funded.

Laurette Dubé, Cathy A. Enz, Leo M. Renaghan, and Judy A. Siguaw (1998-99), American Hotel Foundation and American Express grant for study on best practices in the lodging industry. Role: Co-Principal Investigator (\$250,000). Status: Funded.

Summer research grant from the School of Hotel Administration, Cornell University, 1997-2004 (competitive).

Summer research grant from the Michael J. Coles College of Business, Kennesaw State University, 1996 (competitive).

Marketing Science Institute \$11,400 research grant for "The Influence of Market Orientation on Channel Relationships: A Dyadic Examination," 1995 (competitive).

CIBER Travel Award from Duke University (competitive), 1995.

Cameron School of Business Administration, University of North Carolina at Wilmington, Summer Research Grant (competitive) 1992, 1993, 1994.

Administrative Awards

Outstanding Leadership and Devotion Award from the ECU Marriage and Family Therapy Program, Medical Family Therapy Program, Family Therapy Clinic, and Medical Family Therapy Research Academy, 2015.

Cameron School of Business Administration, University of North Carolina at Wilmington, Fellowship in Marketing, (competitive) 1994-95.

Academic Service

Editorial Boards

International Journal of Information Systems and Supply Chain Management, 2007-Present

International Journal of Hospitality Management, 2003-Present

European Journal of Tourism Research, 2006-Present

Journal of the Academy of Marketing Science, 2007-2009

Business Research, 2007-2012

Journal of Personal Selling & Sales Management, 2001-2005

Journal of Market-Focused Management, 2003 (Journal discontinued.)

HSMIA's *Marketing Review*, 1998-2001

Cornell Hotel and Restaurant Administration Quarterly, 1997-2003

Reviewer for Journal Submissions

Journal of Brand Management, 2008

Journal of Marketing, 1998, 1999, 2002, 2003, 2004, 2006

Journal of Marketing Research, 1993, 2000, 2004, 2006

Annals of Tourism, 2001, 2002

Cornell Hotel and Restaurant Administration Quarterly, 2004, 2006

European Journal of Marketing, 1994

Industrial Marketing Management, 1998, 1999

International Review of Retail, Distribution and Consumer Research, 2002
Journal of the Academy of Marketing Science, 1995, 1996, 1998, 1999, 2006-09
Journal of Business Ethics, 1995
Journal of Business Research, 1996, 1999, 2002, 2004, 2006
Journal of International Marketing, 2000
Journal of Market-Focused Management, 2001, 2002
Journal of Marketing Management (European Edition), 2000, 2003
Journal of Management Studies, 1996
Journal of Personal Selling & Sales Management, 1999, 2000, 2001, 2006, 2007
Journal of Strategic Marketing, 1994, 1995
Journal of Travel Research, 2000, 2001
Journal of Travel and Tourism Marketing, 2000
Psychological Reports, 2003
Tourism Review International, 2003, 2004

Reviewer for Conference Submissions

Academy of Marketing Science Conference, 1994, 1995, 1999, 2004
 American Marketing Association Summer Conference, 1997-1998, 2001-2004
 American Marketing Association Winter Conference, 1998-2001, 2003
 World Marketing Conference, 2004 (2)
 John A. Howard AMA Doctoral Dissertation Competition, 1995
 Midwest Marketing Association Conference, 1992, 1995
 Decision Science Institute Conference, 1995
 Southern Marketing Association Conference, 1993-1996, 2000-2001, 2004
 Atlantic Marketing Conference, 1997

Independent Studies & Membership on Special Committees

Nadav Goldschmidt, "Customer Zone of Tolerance for Services," Ph.D., Cornell University, School of Industrial Labor Relations, Minor Committee Member.

Efthemia Kyricos, "Marketing MMH," MMH, Cornell University, School of Hotel Administration, Spring 2003, Independent Study Supervisor.

Miguel B. Baltazar, "Marketing Strategies for Senior Living Facilities," MMH, Cornell University, School of Hotel Administration, Fall 2001-Spring 2002, Independent Study Supervisor.

Iselin Skogland, "Understanding Customer Loyalty for Marketing Decision Making," Undergraduate, Cornell University, School of Hotel Administration, Fall 2003, Independent Study Supervisor.

Marcie Robinson, "CBORD Case," MPS, Cornell University, School of Hotel Administration, Fall 2001, Case Supervisor.

Carl McEntire, "Prospecting for Small Luxury Hotels of the World," Undergraduate, Cornell University, School of Hotel Administration, Fall 1999, Independent Study Supervisor.

Professional Society Service

Moderator of Human and Health Sciences Collaborations session for the Board on Human Sciences Conference, February 23, 2013.

Moderator of Rating of Service Standards session for HSMAI's Asia Connect, October 5, 2007.

Conference Co-Chair, Academy of Marketing Science, 2006.

Reviewer for DSEF Sales Dissertation Grants, 2002-2004.

Vice Chair-Communications, American Marketing Association Selling and Sales Management SIG, 2003-2005.

Track Chair, 2003 World Marketing Congress, Perth, Western Australia. Track: *Travel and Tourism*.

Reviewer for 2002 DSEF Sales Dissertation Grants.

Track Chair, the 2002 American Marketing Association Winter Educators' Conference, Austin, Texas. Track: *Interorganizational Issues*, Sales and Sales Management Subdivision.

Track Chair, the 2000 Academy of Marketing Science Conference, Montreal, Quebec. Track: *The Outcomes of Value Creation: Customer Satisfaction*.

Session Chair, Academy of Marketing Science Conference, 1994.

Discussant, Southern Marketing Association, 1992.

Discussant Southeast TIMS, 1991.

Other Academic Service

Member of Republic Polytechnic's School of Hospitality Advisory Committee, Singapore, 2008.

External Assessor for The Chinese University of Hong Kong Full-time Undergraduate Programme, Hotel and Tourism Management, 2006-2009.

Facilitator for research agenda building session at 1999 American Marketing Association Faculty Consortium on Professional Selling and Sales Management.

Sub-editor for conference listings for the Sales Network Web site, 1998-2002.

Member of 1994 National Faculty Seminar in Wholesale Distribution Planning Committee.

Chaired roundtable discussion and presented results of discussion at the 1st National Faculty Seminar in Wholesale Distribution, August, 1992.

Roundtable Coordinator for Second National Faculty Seminar in Wholesale Distribution, August, 1993.

Organization Faculty Advisor

Hospitality Sales and Marketing Association International, 1997-2005

Pi Sigma Epsilon, 1992-1997

Institutional Service

ECU Academic Military Affairs Committee, 2015

ECU Beyond Tomorrow Strategic Planning Committee, 2013-14

ECU Fostering Undergraduate Student Success 2013-present

ECU Enterprise Rise Management Committee, 2013-present

ECU Institutional Knowledge Management Committee, 2012-present

East Carolina University Dean's Council, 2009-present

ECU Tomorrow Strategic Planning Executive Committee, 2010-11

ECU Foundation Inc. Board Member, 2009-present

Vice-Chair ECU Foundation Development and Donor Relations Committee, 2011-present

Chair, Dean of ECU College of Health & Human Performance 5-Year Administrative Review Committee, 2012-13

Chair, Dean of the ECU College of Business Search Committee, 2011-12

ECU Tomorrow Task Force, 2010-2011

Chair, Marketing Professor Search Committee, Nanyang Technological University, 2007 & 2008

Cornell University School of Hotel Administration Dean Search Committee, 2004-05

External Ad Hoc Committee for tenure review for Johnson Graduate School of Management faculty member, 2003

Research Committee, 1998-2003

Undergraduate Admissions Committee, 1998-2000

MMH Admissions Committee, 2001-2003

Doctoral Admissions Committee, 2001-2003

Joseph Drown Prize Selection Committee, 2001

Publication Task Force, Chair, 2000-2001

Graduate Committee, Chair, 2001-2002

Community and Professional Service

2013-2016 Member of the Board of Directors for the Association of Public and Land-Grant Universities' Board on Human Sciences

2011-2016 Member of the City of Greenville Redevelopment Commission

2012-Present Member of the City of Greenville Business Grant Competition (subcommittee of the Greenville Redevelopment Commission)

2009 Rebuilding Together

2005-2008 President, Regional Board of Hospitality Sales and Marketing Association International Asia Pacific.

1998-2003 Trustee of Hospitality Sales and Marketing Association International (HSMAI) Foundation Board

1995-1996 Cape Fear Sales and Marketing Executives, V. P. of Education

Consultancies (Paid)

2006-07 Consultant on Malaysian Eastern Corridor Project.

2003 Program reviewer for Maryland Higher Education Commission.

2002 Served as one of five judges for the annual Northwestern Mutual Life Sales Scholarship national competition.

- 2001 Served as one of five judges for the annual Northwestern Mutual Life Sales Scholarship national competition.
- 2001 Conducted one-time guest satisfaction study for The Peninsula Beverly Hills hotel.
- 2000 Conducted customer satisfaction/switching behavior study for The Peninsula Beverly Hills hotel.
- 2000 Served as one of five judges for the annual Northwestern Mutual Life Sales Scholarship national competition.
- 2000 Served as one of four judges for the annual Strategy Award, presented at the Cornell University School of Hotel Administration Strategy Conference in Florida.
- 1999 Reviewed and restructured survey instruments to be distributed to ARDA members by RealTime Hotels Reports, Inc.
- 1999 Served as one of five judges for the annual Northwestern Mutual Life Sales Scholarship national competition.
- 1998 Served as one of five judges for the annual Northwestern Mutual Life Sales Scholarship national competition.
- 1993 Taught in six-day modular seminar on strategic planning for the Continuing Education Specialists of the University of California System, Irvine, California.

Public Service

- 2007 Served as Chair of the Singapore Business Event Awards for Best Convention and Best Exhibition. Also served on the panel selecting the Singapore Business Event Award for Best Business Ambassador. These awards were sponsored by the Singapore Tourism Board.
- 2002-2004 Judge, AMA Sales SIG/DSEF Dissertation Grants.
- 2001 Judge, HSMAI Scholarship Program.
- 2000 Judge, National Collegiate Sales Competition, Baylor University, Waco, Texas.
- 1999 Co-presented "The Keys to Excellence: Utilizing Best Practices in the U.S. Lodging Industry" at the Center for Hospitality Research Forum in conjunction with the International Hotel/Motel and Restaurant Show in New York City.
- 1997 Supervised study for the Laurel, Mississippi Economic Business Development Committee to increase tourism for the town.

- 1997 Judge for Pi Sigma Epsilon's National Convention competitions in two categories, and as coach for the PSE Pro-Am Sell-a-thon.
- 1996 Supervised feasibility study for temporary employee service for Paul Knott, Center for Executive Organization, Virginia, in fulfillment of Pi Sigma Epsilon's marketing research project requirement.
- 1995 Supervised study on "Attributes Important to Businesses in Selection of Overnight Lodging" for Comfort Inn I-40 Executive Center in fulfillment of Pi Sigma Epsilon's marketing research project requirement.
- 1994 Supervised retail store awareness study for WJKA Television in fulfillment of Pi Sigma Epsilon's marketing research project requirement.
- 1995 Judge in the Retail Merchandising Event at the District DECA Marketing Competitive Event Conference.
- 1992 Presented "Careers in Marketing" workshops at the District DECA Marketing Leadership Conference.

Non-Academic Experience

1985-1988 *General Foods Corporation*

Sales Specialist

Secured sales and delivery to guarantee sufficient inventories for wholesale distributors to complete budget goals and objectives--completed on a quarterly basis. Completed marketing research, developed pricing incentive for trade agreement, completed sale, and provided promotional arrangements for General Foods products, including the largest display of Super Golden Crisp in the history of Post cereals. Trained sales representatives.

1978-1985 *Conoco Inc.*

Administrative Coordinator

Coordinated pipeline spot-sales of liquid products. Contacted customer representatives, scheduled pipeline receipts and deliveries. Assisted plant manager in preparing annual \$2MM plant capital and operating expense budget involving: coordinating data from operations, maintenance, and administrative groups, completing financial comparisons and expenditure forecasts, compiling resulting data for use as support material for perusal by management.



Find yourself in good company

TO: Barbara Lipscomb, City Manager
FROM: Merrill Flood, Director of Community Development Department *MF*
DATE: August 26, 2015
SUBJECT: Human Relations Council Events

The Human Relations Council is hosting several events during the fall quarter of 2015. Attached is a "save the date" card identifying events from September through December of 2015. We would like to share these dates with the City Council.

If you have additional questions, please contact me.

SAVE THE DATES

Sponsored by the Greenville Human Relations Council

Inclusive Community Breakfast

Date: Thursday, September 24, 2015

Venue: Greenville Hilton
207 Greenville Boulevard, SW
Time: 8:30 AM

Legislative Breakfast

Date: Thursday, October 15, 2015

Venue: St. Paul's Episcopal Church
401 East Fourth Street
Time: 8:30 AM

Connecting People: Planting Seeds to Dismantle Racism

Date: Thursday, October 29, 2015

Venue: First Presbyterian Church
1400 South Elm Street
Time: 6:00 PM

Senior Citizens Christmas Luncheon

Date: Thursday, December 3, 2015

Venue: Barnes-Ebron-Taft Community Center
401 Greenfield Boulevard
Time: 11:30 AM

TO: Police Community Relations Committee Members

FROM: Greenville Police Department

SUBJECT: MEETING NOTICE

DATE: August 24, 2015

The Police Community Relations Committee will meet on Tuesday, September 8, 2015 at 6:30 p.m. (third floor) Gallery Area of City Hall, 200 West Fifth Street, Greenville, NC 27834.

NOTICE: Tuesday, September 8, 2015 at 6:00 to 6:30 p.m., at the Greenville Utilities parking lot adjacent to the City Hall Building, the Greenville Police and Greenville Fire Rescue Department will conduct a static display of; Greenville Police Car, Greenville Police Motorcycle, Greenville Police Mobile Command Unit, Greenville Fire/Rescue EMS Vehicle and K-9 Unit demonstration. The display is open to the public and not associated with the Police Community Relations Committee meeting, September 8, 2015 at 6:30 p.m. Those participating in the static display are welcome to attend the Police Community Relations Committee meeting.

The meeting begins at 6:30 pm.

AGENDA

- I. Meeting called to order
2. Approval of agenda – September 8, 2015
3. Approval of minutes – June 18, 2015
4. Introduction of committee members
5. State briefly the mission of committee and purpose of meeting

The purpose of the committee is to:

- Serve as a liaison between the community and the police
- To serve as an advocate for programs, ideas, and methods to improve relations between the community and the police
- To disseminate information to the community and the City with regard to the state of relations between the community and the Greenville Police Department
- To assist and promote the community education efforts concerning safety awareness and community and individual awareness.

6. New Business

Presentation on Traffic Safety

- Greenville Police Traffic Safety Unit Presentation –
- Public Works Traffic Safety and Traffic Light Timing Presentation –

7. Public Expression and Questions - after all presentations

**SUMMARY MINUTES FOR THE
POLICE COMMUNITY RELATIONS COMMITTEE**

June 18, 2015
Greenville, NC

Ms. Brenda Diggs, Chairman of the Neighborhood Advisory Board called the joint Neighborhood Advisory Board/Police Community Relations Committee meeting to order at 6:00 p.m. at The City Council Chambers, 200 West Fifth, Greenville, NC 27858.

Ms. Brenda Diggs, Chairman of the Neighborhood Advisory Board asked for the roll to be called for NAB. There was a quorum.

Ms. Brenda Diggs, Chairman of the Neighborhood Advisory Board asked for the approval of the June 18, 2015 agenda. The agenda was approved.

Ms. Brenda Diggs, Chairman of the Neighborhood Advisory Board asked for approval for the May 21, 2015 minutes. The minutes were unanimously approved by the committee as corrected with the exception of Mr. Bellus being marked absence from last the meeting.

Chairperson Diane Kulik called the meeting to order. She thanked Ms. Diggs for sharing the inspirational poem.

Chairperson Diane Kulik asked for a motion for approval of the June 18, 2015 agenda.

Motion: Mr. Tim Webster
Second: Mr. Jermaine McNair

The agenda was unanimously approved by the committee.

APPROVAL OF THE MINUTES:

Chairperson Diane Kulik asked for a motion for approval of the May 12, 2015 minutes.

Motion: Mr. Tim Webster
Second: Mr. Jermaine McNair

The minutes were unanimously approved by the committee.

INTRODUCTION OF COMMITTEE MEMBERS:

Chairperson Diane Kulik asked each member and staff to introduce themselves and let everyone know which district they represented.

MISSION OF COMMITTEE AND PURPOSE OF MEETING:

Chairperson Diane Kulik read the purpose of the meeting:

- To serve as a liaison between the community and the police;
- To serve as an advocate for programs, ideas, and methods to improve relations between the community and the police;

- To disseminate information to the community and the City with regard to the state of relations between the community and the Greenville Police Department;
- To assist and promote the community education efforts concerning safety awareness and community and individual awareness.

COMMITTEE MEMBERS PRESENT:

Tim Webster, District 5	Lennard Naipaul; District 2
Jermaine McNair, Mayoral	Diane Kulik; Chairperson, At-Large

COMMITTEE MEMBERS ABSENT:

Shawan Sutton; District 1	Richard Crisp; District 4
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CITY STAFF MEMBERS PRESENT:

Interim Chief of Police, Ted Sauls; Assistant City Attorney, Bill Little; Sgt. Dale Mills, Platoon C; Sylvia Horne, Administration Services Support Specialist; Cpl. Chris Viverette, Code Enforcement Coordinator; Devinder Culver, Focused Deterrence; Lt. Nicholas Lucas, West Zone Commander.

COUNCIL MEMBERS PRESENT:

None

OTHERS:

Citizens in the community
NAB Members (Neighborhood Advisory Board)

NEW BUSINESS –

Chairperson Diane Kulik introduced Interim Chief of Police Ted Sauls and read his background of service with the Greenville Police Department.

Interim Chief of Police Ted Sauls thanked everyone **for** attending the joint meeting. He stated he was very happy to stand before the citizens to speak on topics that they have an interest in. Interim Chief of Police Ted Sauls stated the Greenville Police Department has serious concerns about keeping our community safe, keeping our residents happy, and about the relationships between the Greenville Police Department and our community members. Interim Chief of Police Ted Sauls stated that the PCRC and the NAB are the fillers and voice between the Greenville Police Department and the community.

Interim Chief of Police Ted Sauls stated that there are 184 sworn police officers counting himself and there are roughly 90,000 citizens that live here in Greenville. He stated there is no problem too small. The Greenville Police Department handles a myriad of things. Interim Chief of Police Ted Sauls stated that he would show the citizens how they are broken down. So if the citizens didn't know who to call; he could give them a guide on where to get started.

Interim Chief of Police Ted Sauls informed the citizens they could rely on the City's Web page. The page would let the citizen know who is in charge of the different

departments. Interim Chief of Police Ted Sauls explained his role as Interim Chief. He stated that the Chief hiring process is underway. The city manager is working with an International Association of Chief of Police Committee to narrow the applications down to about 5 or 6 applicants or however many the city manager chooses. Interviews would be conducted, a selection would be made. From that point Interim Chief and the command staff will bring that person in and introduced he/she at one of the PCRC meetings and get behind them to support them. Interim Chief of Police Ted Sauls stated that he is thinking September or October the City of Greenville should have a new Chief of Police in place.

Interim Chief of Police Ted Sauls stated the police department is broken down into three Bureaus:

The Field Operations Bureau- Cpt. Ken Laws

The Criminal investigation Bureau- Cpt. Robert Williams

The Administration Services Bureau- Cpt. Chris Ivey

The Field Operations Bureau - is all of your sworn officers that citizens see in marked and unmarked patrol cars wearing a uniform and responding to calls for service. The gang unit wears a non traditional uniform like a polo shirt, patrol pants and an outer vest that states gang unit. The downtown unit wears the blue shirts and rides the bicycles. They are called the center city unit. When the G-TAC building; the new inter modal transportation center comes on line the police will have Center City in the new building.

Interim Chief of Police Ted Sauls stated the Center City is currently housed in the West Fifth Street Sub-Station and the West Zone Commander works from there as well. The West Zone makes up 1/3 of the city. The East Zone is the second third of the city. The office is located near Ollies (10th and Greenville Blvd.) The South Zone works from the police department.

Interim Chief of Police Ted Sauls stated that Lt. Tyndall is in charge of Special Operations and the Swat Team which has existed since 1990. Sgt. Anderson is in charge of Tactical Patrol. The TAC unit consists of one Sergeant, one Corporal, and six officers. These officers receive the proper training to enable them to conduct successful street investigations, covert operations, and gang enforcement operations.

Interim Chief of Police Ted Sauls stated that Sgt. Oxendine is in charge of Center City Unit. The Center City Unit is comprised of a sergeant and seven officers working closely with the residents and merchants in the heart of Greenville.

The Criminal investigation Bureau - Interim Chief of Police Ted Sauls stated that the Criminal Investigations Bureau is commanded by a captain and lieutenant and consists of five primary units. Those units are the Major Crimes Unit, the Property Crimes Unit, the Special Victims Unit, the Special Investigations Unit, and the Focused Deterrence Unit. Each unit is supervised by a sergeant.

Interim Chief of Police Ted Sauls discussed briefly the crime in the month of May 2014 in comparison to the May 2015 crime. The numbers were down 28%. The Greenville Police Department had driven the crime down 28%. He stated that if you looked at the crime for the year (today 2015) compared to 2014. The crime is down 19%. To give the citizens a comparison the police department finished last year with about 6% down.

Interim Chief of Police Ted Sauls stated that the police department is doing very well right now. The police department is trending down crime, but he said guess what is going to happen if the crime is down to where it has to go butUP! Interim Chief of Police Ted Sauls stated that Police Department will have a peak at some point. He stated that crime runs the peaks and valleys. There is only so much that the police department can do to control crime. He stated that Police Department reports their numbers very accurately and if the citizens don't remember anything else. "Perception is Reality." He informed the citizens their perception of how crime is in their city can become their reality. He stated that the police to department has suffered from that over the past. And that Police Department really had to explain that and help educate the public, but that is not always the case. Interim Chief of Police Ted Sauls stated but let's look at what the data says.

Interim Chief of Police Ted Sauls spoke briefly on body cameras. He stated that Police Department has 33 cameras in use now. Through a grant the police dept. has about 25 more cameras coming in and after July 1st, 2015 every police officer should have body cameras.

The Administrative Services Bureau-Interim Chief of Police Ted Sauls stated the Administrative Services Bureau is responsible for providing the administrative support services necessary for the effective operation of the Police Department. This Bureau works behind the scenes supporting the men and women who are out working on the streets.

Interim Chief of Police Ted Sauls talked about **How to Interface with Police Officers**. This topic mainly is geared towards patrol officers. Interim Chief of Police Ted Sauls stated that a lot of times parents or other adults are educating their children or other adults on what they legally or what they illegally cannot do. In other words for example, young people are told: "you don't have to let the police officer search your vehicle and you can refuse the officer." Interim Chief of Police Ted Sauls asked if that was good advice to give to a young person. Interim Chief of Police Ted Sauls said why we don't just teach our young children to follow the law, not to hang out in the wrong places, not to carry drugs, etc. Interim Chief of Police Ted Sauls gave an example of how to interact with a police officer when stopped or pulled over.

1. Turn your music down
2. Roll your window down
3. If it's dark turn your interior light on so the officer can see
4. Keep your hands on the steering wheel
5. Produce your license and registration

Interim Chief of Police Ted Sauls stated that once an officer has the driver's registration he then introduce himself and talks to the person to let them know what they were stopped for. He stated that it is naturally for a person to feel nervous when they are stopped. Interim Chief of Police Ted Sauls stated communication is a key!

Interim Chief of Police Ted Sauls stated that Comp Stat Analysis is something that Police Department is not doing right now, so he didn't talk about that topic. Basically what that means is that the police department responds using data.

Interim Chief of Police Ted Sauls touched on the Halloween incident that happened last

year. He stated the event got a lot of attention. The police department got asked a lot of questions such as: why did you do this, why did you do that. Interim Chief of Police Ted Sauls said no one got hurt that night with serious injuries and the police officers were not seriously injured, so he considered that a huge success.

Interim Chief of Police Ted Sauls made a plea with the NAB and PCRC members on talking to people they know; letting them know that the Greenville Police Department. is a good agency to work for. Interim Chief of Police Ted Sauls stated this agency needs more women, more minorities, etc. and he needed their help to help recruit for this agency.

Interim Chief of Police Ted Sauls spoke on National Night Out. He stated it is Tuesday, August 4, 2015. Interim Chief of Police Ted Sauls stated if anyone is interested. They could go to the City's Webpage and complete the application.

Chairperson Diane Kulik passed out information on Neighborhood Watch. She read the definition of Neighborhood Watch. It is a group of concerned residents that keep an eye on their street and are observant of the rest of the neighborhood. Chairperson Diane Kulik stated they started their neighborhood watch in 2002. They have 300 houses and over 70 neighborhood watch people in her neighborhood. Neighborhood watch is very easy all you need is a chairman or co-chairman to be the contact for the police. Chairperson Diane Kulik stated the more people that are involved; the better the program can become.

Chairperson Diane Kulik gave a few examples of some things that has happened in her neighborhood so the citizens could see how neighborhood watch works.

One of her neighbors got up out of bed and saw a man running in between two houses. He called the police and the police came and arrested the person. Come to find out; it was domestic violence from another neighborhood far away.

Another time the same neighbor looked out of the window and he saw someone in the car next door to his house. The light was on in his neighbor driveway and car. The police were called and they came out to check things out, but ended up making an arrest.

The last example Chairperson Diane Kulik gave was that she was getting a lot of phone calls regarding a number of cars coming in at night on her street. The neighbors were aware of the cars coming in on Friday and Saturday night. So she started recording, documenting and logging the license plate numbers. Chairperson Diane Kulik made contact with Lt. Phipps to share what was going on. He was blown away by the information she shared with him of her recordings. All because Ms. Kulik and others had concerns of what went on their neighborhood.

Chairperson Diane Kulik gave Tom Malison their neighborhood watch e-mail specialist kudos for getting their e-mails out within 24 hours.

Chairperson Diane Kulik surprisingly asked Tim Webster to step outside the council chambers into the foyer. She then asked the citizens to describe what he was wearing. She asked everyone to refer to the handout of "How to Describe a Suspect" and get into a habit of looking at their surroundings.

Chairperson Diane Kulik gave other neighborhood watch suggestions to prevent crime for the home, vehicles, windows and doors, and additional tips.

Chairperson Diane Kulik stated that bottom line the citizens have to be a team and “when they see something say something.” Call the police and give them a description of what’s going on. The police will determine if they think it’s a problem; then this let them follow through.

Chairperson Diane Kulik thanked all the citizens and committee members for coming out to the joint meeting. She advised everyone to read over the information passed out at the meeting.

Interim Chief Ted Sauls took all concerns and questions.

Public Expression and Questions

There were several questions and concerns made by the citizens. (All recorded on tape)

Chairperson Diane Kulik asked for a motion to adjourn the meeting.

Motion: Mr. Tim Webster
Second: Mr. Richard Crisp

The next meeting is on (Tuesday) September 8, 2015. To be announced.

ADJOURN – 7:45 p.m.

Respectfully submitted,

Sylvia Horne
Administration Bureau Secretary
Greenville Police Department
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