

Harry S. Watkins, Ph.D.; MBA

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RANK and CURRENT ASSIGNMENTS:

Full Professor of Marketing, Strategy and Sustainability; Tenured, with the Fermanian School of Business, PLNU.

Advisor: PLNU's interdisciplinary Sustainability Studies minor

TEACHING

Summary: Over twenty-seven years of experience teaching at the college level. My primary focus is on teaching and service first and professional research and application second. Students are at the heart of what a professor does, so I focus on providing extensive “learn by doing” opportunities that bring the material alive and prepare students for post-graduation effectiveness. Prior to 2008 I taught primarily marketing classes. However, beginning in 2005, I began to incorporate sustainability issues into my teaching, and broadened my course load to include Management Strategy. As of 2008 I switched to focusing primarily on teaching courses Strategic Management and Sustainable Business Practices. Since Fall of 2015, I have again taught a number of marketing courses while the Fermanian Business School looks for full time marketing professors to fill open positions. During this time I have also coached and mentored our adjuncts in marketing and Bus 475 Sustainability in Action, developed the learning objectives and assessment rubrics for the courses in the marketing major and played a significant role in recruiting new marketing faculty. I am also currently participating in Fermanian School of Business Assessment and Undergraduate Committees and advise 40+ marketing majors and 15 - 20 Sustainability minors.

Full Professor of Marketing, Strategy and Sustainability, Point Loma Nazarene University, San Diego, CA. (Sept. 2007 to Present)

Teach undergraduate and graduate capstone courses in Management Strategy, Marketing Research, Marketing Strategy and Sustainability. Have designed and launched new courses in sustainability including Bus 475 Sustainability in Action, and two graduate MBA courses in Sustainable Business Practices. In Spring of 2015 designed and co-taught a hybrid course to daytime MBA's dealing with Business Law, Ethics and Corporate Social Responsibility.

Associate Professor of Marketing, Point Loma Nazarene University, San Diego, CA. (Sept. 2001 to 2007)

Teach marketing in undergraduate and graduate programs in the Fermanian School of Business. Undergraduate courses include Principles of Marketing, Advertising and Promotion, Selling and Sales Management, and Research Methods for Business. Graduate courses include Marketing Management and Technology and Business Decision Making

Associate Professor of Marketing, California Polytechnic State University, San Luis Obispo, CA. (Sept. 1992 to June 1999)

Taught marketing and integrated product development in undergraduate and graduate programs in the School of Business and the School of Engineering.

Teaching Assistant/Instructor in Marketing, University of Oregon, Eugene, OR. (Fall 1988 to Spring 1992).

Taught one to two marketing or ethics courses per quarter for four years while completing my doctorate.

Courses Taught (CalPoly and PLNU)

Principles of Marketing (Bus332)

Consumer Behavior

Selling and Sales Management (Bus334)

Advertising and Promotion (Bus336)

Product Management

Industrial Marketing Management

Marketing Research (Mkt432)

Marketing Management (Mkt 460)

Strategic Management (Bus488)

Sustainability in Action (Bus475)

Technological Innovation and Knowledge Management (Bus640)

Marketing Management (Bus655)

Strategic Management (Bus675)

Masters Applied Project (Bus695)

Various Independent Studies classes

Have mentored numerous Honors Projects.

EDUCATION

Doctor of Philosophy, University of Oregon, Eugene, Oregon (1992); Marketing Strategy

Masters of Business Administration, University of Arizona, Tucson, Arizona (1978); Emphasis in Marketing and Management Information Systems.

ASCP Certified Medical Technologist, University of Oregon Medical School, Portland, Oregon (1974)

Bachelors of Arts, Willamette University, Salem, Oregon (1972); Major in Biology

PROFESSIONAL EXPERIENCE

Marketing Consultant. (2001 to Present).

Provide consulting in marketing and sustainability best practices. Conduct marketing research projects. Clients have included various groups within PLNU including the School of Education, the School of Business, the Marketing & Creative Services department, the Biology department etc. Other clients have included churches, non-profits, and several start-ups in the San Diego area.

Acting Director of Marketing and Creative Services, Point Loma Nazarene University, San Diego, CA. (Sept. 2004 to June 2005)

Initiated the development of an integrated marketing strategy for the university; directed the Marketing and Creative Services department while developing and gaining Cabinet support for a plan for growing its contribution the PLNU community; provided marketing planning, research and communication services to PLNU in support of the university's mission. Assisted in the recruitment of the current incumbent Director of MCS

Research Director, Aberdeen Group, Palo Alto, CA. (Jan 2000 to July 2003)

Served as information technology analyst and marketing consultant with focus on marketing technology and marketing best practices. Moved to part-time after beginning teaching assignment at PLNU in Fall, 2001.

Principal Consultant, MarketQuest, Eugene Oregon and Los Osos, CA (Jan 1988 to Jan 2000)

Provided marketing strategy consulting and marketing research services for west coast firms.

Marketing Manager, Corporate Marketing Department, Mentor Graphics Corporation, Wilsonville, Oregon. (January 1987 to January 1988)

Conducted market needs analysis and strategic marketing planning for new generation of computer-aided design software on behalf of a leading electronics design automation software supplier.

Director of Marketing and Sales, Consep Membranes, Inc., Bend, Oregon. (Dec 1984 to Dec 1986)

Successfully managed marketing and sales for a new start-up firm on an extremely constrained budget. Repositioned firm, hired and managed sales staff, launched new products in agriculture and home lawn & garden markets.

Senior Product Line Marketing Manager, Tektronix, Inc., Beaverton, Oregon. Other positions held included ***Product Line Marketing Manager, Strategic Planning Manager, Competitive Analysis Manager, and Senior Market Research Analyst.*** (July 1978 through November 1984)

Introduced first two generations of color printers and associated products, exceeding sales and revenue plan. Resurrected aging printer product line. Initiated first company-wide user satisfaction monitoring and management system, etc.

SELECTED PUBLICATIONS AND PROFESSIONAL ACCOMPLISHMENTS

Watkins, Harry, “The Bethel X Integrated Solar Thermal/Biofuel Power Plant”, a business case written for use in Bus 488 Business Strategy. Fall 2015.

Pombriant, Denis and Harry Watkins, “Does CRM Work? Compelling Evidence from the Siebel Customer Base”, an Aberdeen Group White Paper (May 2003), 8 pages.

Watkins, Harry, “Getting Marketing and Sales on the Same Team”, *B to B Magazine*, (April 2003); 2 pages

Allen, Kent, Harry Watkins and Karen Smith, “What Works: Best Practices in Marketing Technologies; 21st Century Marketing Services Emerge”, an Aberdeen Group Report, (February 2003), 200 pages.

Watkins, Harry, “Bridging the Divide: Process, Technology, and the Sales/Marketing Interface”, an Aberdeen Group Market Viewpoint (paper), (October 2002), 6 pages.

Watkins, Harry, “Marketing Campaign Management: Learning from the User’s Experience”, Aberdeen Insight, June 2002

Watkins, Harry, “Customer Voice Management: Building Common Cause with Customers”, an Aberdeen Group Executive Whitepaper, (September 2002), 8 pages.

Watkins, Harry, “Marketing Campaign Management: Benchmarking the User Experience”, an Aberdeen Group Research Report (June 2002); 39 pages.

Pombriant, Denis, Kent Allen, Christopher Fletcher, Karen Smith and Harry Watkins, “What Works – Ten Significant CRM Implementations 2003”, an Aberdeen Group Report, (March 2002), 96 pages.

Watkins, Harry, “Customer Voice Management: Driving Value by Listening to Customers”, an Aberdeen Group Market Viewpoint (paper), (March 15, 2002), 10 pages.

Watkins, Harry and Karen Smith, “Marketing and Sales Effectiveness Solutions: Speaking with One Compelling Voice”, Aberdeen White Paper, August 2001, 12 pages.

Watkins, Harry, and Chris Martins, “Managing the Next-Generation Customer Service Workforce”, an Aberdeen Executive White Paper, (July 2001), 14 pages.

Watkins, Harry, “Managing the Next Generation Customer Service Workforce”, an Aberdeen Executive White Paper, (June 2001), 16 pages.

Watkins, Harry, “Precision e-Mail Marketing: The Killer App for Marketers in a Down Economy”, an Aberdeen Executive White Paper, (June 2001), 14 pages.

Watkins, Harry, "The Power of Web-Enabling Collaborative Business Processes", an Aberdeen Executive White Paper, (May 2001), 16 pages.

Watkins, Harry, "Turning Sales Promotions into a Profitable Relationship Building Solution", an Aberdeen Executive White Paper, (April 2001), 16 pages.

Watkins, Harry, "Dell and Annuncio Team for Marketing Automation Solution", published in the Aberdeen Report: "What Works: Ten Significant CRM Implementations of 2000", Denis Pombriant, ed., April 2001.

Watkins, Harry, "High-Performance Marketing Campaign Management", an Aberdeen Executive White Paper, (March 2001), 19 pages.

Watkins, Harry, "The Rise of Third-Generation Marketing Campaign Management Solutions", an Aberdeen Executive White Paper, (February 2001), 16 pages.

Borin, Norm and Harry Watkins (1998), "Employers Evaluate Critical Skills of Today's Marketing Undergrads," in *Marketing Educator*, Vol. 17, No. 3, pp. 1-6.

Liu, R. R., Harry Watkins, and Y. Yi (1997), "Taxonomy of Consumer Complaint Behavior: Replication and Extension", in *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, Vol. 10, pp. 91-103.

Watkins, Harry S. "Developing Customer-Focused New Product Concepts", a chapter in *Integrated Product, Process, and Enterprise Design*, (ed: Ben Wang), Chapman Hall, 1997, pp. 21-44.

Watkins, Harry S. and Raymond Liu, "Collectivism, Individualism and In-Group Membership: Implications for Consumer Complaining Behavior in Multicultural Contexts", co-published simultaneously in *Journal of International Consumer Marketing*, Vol 8, No 3/4, 1996, pp. 69-96; and: *Global Perspectives in Cross-Cultural and Cross-National Consumer Research*, (ed: Lalita A. Manrai and Ajay IK. Manrai), International Business Press, 1996, pp. 69-96.

Tull, Donald S., Bruce E. Cooley, Mark R. Phillips, Jr. and Harry S. Watkins, "The Organization of Marketing Activities of American Manufacturers", published as a Marketing Science Institute Working Paper, Report Number 91-126, October 1991.

Conferences and Public Appearances

Watkins, Harry, "Rethinking Business: Towards a Prosperous and Sustainable San Diego" a presentation to the Equinox Center, Nov. 4, 2014.

Watkins, Harry, "Ideas for a New MBA Class: Building Sustainable Organizations", a presentation at the National ACBSP Conference, May 27, 2013.

Watkins, Harry, "Ideas for a New MBA Class: Building Sustainable Organizations", a presentation at the Western Regional ACBSP Conference, Jan. 2013; winner "Best Paper" award.

Watkins, Harry, Amanda Bevins and Bethany Tipton, "Urban Agriculture: Pathways to Food Justice and Community Resilience", a presentation at the LaPaz Peacemaking Conference, Pasadena, CA, April 20, 2012

Watkins, Harry, "Garden Share: a Tool for Food Independence and Community", a presentation at the Cesar Chavez Dialogue Summit, San Diego, CA, April 21, 2012

Watkins, Harry, "How to Start a Community Garden: Lessons from the WCG Experience", a presentation at the San Diego Community Garden Network Symposium, "Celebrating Community Gardens from the Gound Up" San Diego CA. May 12, 2012

Watkins, Harry, and the members of the Fall 2011 Business 475 Sustainability in Action Class, "The Launch of the Westminster Community Garden". Celebrating the launch of the Westminster Community Garden, a 7500 sq. ft. community garden planned and built by the Bus 475 class in conjunction with Westminster Presbyterian Church, and members of the Point Loma community. The garden launch date was March, 2012.

Watkins, Harry and members of the Bus 681 Building Sustainable Organizations class of Spring 2012, "Measuring the Carbon Footprint of the Balboa Park Cultural Partnership", a presentation made to the leadership of the Balboa Cultural Partnership, San Diego CA, July 12, 2012.

Watkins, Harry, "Building Sustainability Into the Business Curriculum", a presentation at the Christian Business Faculty Association conference in Rogers, AK, October 15-17, 2009

Was interviewed on the San Diego CBS Television afternoon news program concerning public interest advertising targeting the 18 to 24 year old audience, during Fall, 2006.

Watkins, Harry, "Marketing – Doing More (and Better) With Less via Hosting", a presentation given at DCI's Customer Relationship Management Conference in Chicago, IL; March 2-4, 2004.

Watkins, Harry, "Bridging the Divide: Process, Technology, and the Sales/Marketing Interface" – I was the organizer and session chair for a set of presentations and panel discussion on Sales and Marketing Effectiveness at the Direct Marketing Association Annual Conference, Tucson, AZ, Sept. 8-10, 2003.

Watkins, Harry, "Bridging the Divide: Technology and the Marketing/Sales Interface", presented at a by-invitation-only conference on Sales Effectiveness jointly sponsored by Ventaso, Inc. and the American Marketing Association; September 4, 2002, New York, NY. Summary of Proceedings published in an insert to the Marketing News, October, 2002.

Watkins, Harry, “CMM Enabling Technologies and Approaches”, an invitation-only presentation at the Customer Message Management (CMM): Third Guiding Principles Forum, (September 4, 2002), Boston MA, sponsored by the American Marketing Association.

Watkins, Harry, “Marketing in the Hot Seat”, a presentation at the Direct Marketing Association’s Summer NCDM Conference, July 2002.

Watkins, Harry, “Advances in Campaign Management”, a presentation at the Direct Marketing Association’s Winter NCDM Conference, December 2001.

Watkins, Harry, “Marketing Automation: Coming of Age”, a presentation at the DCI Customer Relationship Management Conference and Exposition, San Francisco, October 2000.

Watkins, Harry, “Marketing Automation: Pressing to Realize its Promise”, a presentation at the DCI Customer Relationship Management Conference and Exposition, Boston, March 2000.

PLNU UNIVERSITY SERVICE

In this section, I detail two types of service to the university.

- First, I have sought to develop and direct student teams in projects that serve university interests. This has allowed me to combine teaching content and a student service learning component, with my own interest in applying my skills and background to the needs of the PLNU community.
- Second, I detail the more traditional service of committee work, and my work as Acting Director of the Marketing and Creative Services department of the university.

Student/Faculty Research & University Service

Harry Watkins, “Demand for an Online MBA Program from PLNU”, presented to the FBS and Marketing and Creative Services, Summer 2016.

Members of the Fall 2016 Bus 625 Marketing Research class and Harry Watkins (May 2016)

- “Demand for a RN to BSN Degree Completion Program” - Client: MCS & School of Nursing
- “Sustainability Awareness, Attitudes and Actions among PLNU Students” - Client: :Office of Sustainability and the Sustainability Advisory Committee
- “Sustainability Awareness, Attitudes and Engagement among PLNU Faculty and Staff” - Office of Sustainability and the Sustainability Advisory Committee
- “Awareness, Attitudes and Barriers to Adoption of International Study” - Client: Office of Global Studies.

Members of the Bus 681 Building Sustainable Organizations class and Harry Watkins, “PLNU Parking and Transit Alternatifves Study: Alternatives and Recommendations”, presented to the PLNU Cabinet, April 30, 2013.

Anderson, Michael, Chase Birky, Rachel Thompson, Christopher Neubauer (and Harry Watkins – Advisor), “Solar Power for PLNU”, a marketing plan and proposal presented to the PLNU Cabinet December 2007.

This is one of many similar eco-focused marketing projects conducted by my students as part of Bus 332 Principles of Marketing. This project was the beginning of the solar initiative at PLNU.

Harris, Jessica, Laura Howard (and Harry Watkins – Advisor), “Maximizing Master’s Candidate Retention: A Process Blueprint for the School of Education”, a research report presented to Dr. Susan Bentley, Director, School of Education, August 2004.

Sponsored by Dr. Susan Bentley and the PLNU School of Education, this report presents a detailed service blueprints of how the School of Education advises undergraduates, preliminary credential candidates, and masters candidates. The objective was to help the SOE standardize and improve its recruitment and retention of students particularly as they transition into their credentialing and/or masters degree process. The research was conducted as part of a Summer Marketing Research Fellowship directed by Watkins.

Lozano, Dustin, Katie McColeman (and Harry Watkins – Advisor), “Graduate Science Program Opportunity Analysis: Assessing Demand for a Graduate Science Program at PLNU”, a research report presented to Dr. Darrel Falk, Dean Graduate Studies, and the faculty of the PLNU Biology Department, July 2004.

This report details the results of an analysis of the demand and customer requirements for a MS degree in Biology or Integrated Science to be offered by PLNU to High school biology teachers and/or middle school general/integrated science teachers. It provided guidance for the Biology faculty in program design, promotion, and pricing for the extant MS in Biology degree offered by PLNU. The research was conducted during a Summer Marketing Research Fellowship under the guidance of Watkins.

Katie Hartig, Maddalena Tantillo, Zachary Schafer, (and Harry Watkins – Advisor), “Admission Research Report: Building Excellence in the Student Body”, a research report presented to Eric Groves, Undergraduate Admissions Director, May 2004.

The purpose of this study was to help the admissions office optimize its recruitment efforts by providing a better understanding of the factors that influence high school students in their college search process and of the awareness and perceptions that these students hold concerning PLNU. The research was conducted by a team in Watkins’ Spring 2004 Bus432 class.

Skopil, Nick, John Anderson, Tim Fermanian, Tabitha Sanders, (Harry Watkins- Advisor), “Nicholson Commons Concept Report: New Student Facility”, a research report presented to Milton Karahadian, Director Nicholson Commons, May 2004.

Sponsored by Milton Karahadian, Director of the Nicholson Commons, this research was conducted by a team in Watkins’ Spring 2004 Bus432 class. Its purpose was to test and recommend the best of three concepts for a new facility located behind the bookstore. The concepts were originally developed by the previous semester’s Principles of Marketing classes. It details the need and student preferences for a workout facility – a concept that Mr. Karahadian plans to present to the Cabinet.

Bornhoft, Alexis, Erin Spurlock (Harry Watkins – Advisor), “PLNU School of Business Marketing Plan: Building for the Future”, an Honors Project presented May 1, 2004.

This Honors Project was conducted on behalf of the Fermanian School of Business and Dr. Bruce Schooling, Dean. It analyzed the range of services currently or potentially offered by the FSB and recommended a promotional program to increase, in particular, the MBA enrollment rates for the school.

Bornhoft, Alexis, Erin Spurlock (and Harry Watkins – Advisor), “PLNU's Prospective MAOL Program: Market Opportunity and Program Configuration Considerations”, a research report presented to Darrel Falk, Dean of Graduate Programs, (July 31, 2003).

This research report and presentation were completed on behalf of the School of Business and Dean of Graduate Programs, and evaluated the market feasibility of a proposed Masters in Organizational Leadership Program. The research was conducted during a Summer 2003 Research Internship program directed by Watkins.

Navarette, Tyler, Anna Sieczka, Jonathan Savona, Rebecca Allen, Jefferey Proctor (and Harry Watkins – Advisor), “PLNU Alumni Research Report: Building Strong Alumni Relationships”, a research report presented to Joe Watkins and the PLNU development office, (April 2003).

Sponsored by Joe Watkins and the development office, this report summarizes the major findings of a research project concerning the perceptions, motivations, interests and attitudes of alumni with regard to their experiences as students and alumni, and offers recommendations for strengthening alumni relationships and giving levels. The research was conducted during the course of the Spring 2003 Business 432 class taught by Harry Watkins.

“Traditional” University Service

Advisor: Sustainability Studies Minor, Point Loma Nazarene University, San Diego, CA. (Spring 2010 to present).

Working with colleagues across the campus, I organized an interdisciplinary minor in Sustainability Studies, wrote the proposal and got academic approval for the new minor in spring of 2010. I am serving as the minor’s academic advisor.

Acting Director of Marketing and Creative Services, Point Loma Nazarene University, San Diego, CA. (Sept. 2004 to June 2005)

Initiated the development of an integrated marketing strategy for the university; directed the Marketing and Creative Services department while developing and gaining Cabinet support for a plan for growing its contribution to the PLNU community; provided marketing planning, research and communication services to PLNU in support of the university’s mission.

Assisted in the recruitment of the current incumbent Director of MCS

Other PLNU Service:

I am now serving for the second time on the Enrollment Management Committee. I served on the APC committee for three years ending in Spring 2014. I also served on the WASC CPR Group One: Data Portfolio Committee as part of the ongoing Accreditation process. I am a long time member of the PLNU Sustainability Advisory Taskforce.

I have consulted on an ad-hoc basis on marketing/promotion/research issues with a number of constituents within the university including Planned Giving, Admissions, Marketing and Creative Services, the Center for Pastoral Leadership, the Center for Justice and Reconciliation, the School of Education, and others.

CHURCH AND COMMUNITY SERVICE

I have been involved in or led various ministries at Mission Church of the Nazarene, El Cajon Church of the Nazarene, and most recently at Journey Community Church since we moved to San Diego in 2001. These roles have variously involved teaching adult Sunday School, Church Board membership, leading small groups, leading worship, and (at Journey) launching and leading a Creation Care ministry and serving on the leadership team for the men's ministry.

I have served or am serving on the Boards of the San Diego Regional Sustainability Partnership (2012-2014), Researchers Implementing Conservation Action (RICA), 2014 to present, and Jubilee Economics Ministries, Spring 2015 to present.

I have consulted with various local businesses and non-profits (e.g., Volunteers in Medicine, San Diego), and after the Katrina disaster initiated a NeighborCare program (similar to Neighbor Watch) aimed at building community and disaster preparedness among the households on the street where we lived in Lemon Grove.