

# DAVID L. HARKINS, D. ODC

FALL 2026

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## EDUCATION

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**Doctor of Organization Development and Change**  
Bowling Green State University

August 2022  
Bowling Green, Ohio

**Master of Entrepreneurship**  
Western Carolina University

December 2018  
Cullowhee, North Carolina

**Bachelor of Business Administration**  
American Public University  
Concentration: Entrepreneurial and Small Business Management

November 2016  
Charles Town, West Virginia

## ACADEMIC APPOINTMENTS

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**Belmont University**  
Jack C. Massey College of Business

**Assistant Professor of Social Entrepreneurship**  
August 2022 –

Belmont Global Honors Program  
*Nashville, Tennessee*

**Global Honors Faculty Fellow**  
June 2026 –

**Georgia Southern University**  
Parker College of Business  
*Statesboro, Georgia*

**Visiting Instructor of Management**  
August 2021 – July 2022

**Bowling Green State University**  
BGSU Firelands  
*Bowling Green, Ohio*

**Adjunct Assistant Professor**  
January 2021 – May 2024

**Western Carolina University**  
College of Business  
*Cullowhee, North Carolina*

**Adjunct Instructor**  
January 2020 – May 2022

**American Public University**  
College of Business  
*Charles Town, West Virginia*

**Part-time Faculty**  
March 2019 – January 2022

## SCHOLARLY RESEARCH AND PUBLICATIONS

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### Articles in Refereed Journals

**Harkins, D. L.,** O'Neil, D. A. (2026). [Leadership, culture, and the dynamics of collective empathy: A nonprofit case study](#). *Human Service Organizations Journal: Management, Leadership & Governance*, 50(2), 210-227.

**Harkins, D. L.** (2021). The Boy Scouts of America: How society's changing attitudes affect nonprofit culture. *Organization Development Journal*, 39(2), 83-96

Rogers, B. Q., O'Brien, K. I., **Harkins, D. L.**, Mitchell, T. G., & O'Neil, D. A. (2021). COVID-19 and OD: Unplanned disruption and the opportunity for planned talent development. *Organization Development Review*, 53(2), 61-67.

### Manuscripts under Review

**Harkins, D. L.,** O'Neil, D. A. When Scaling Isn't Enough: Cultural Mediation as a Change Capability for Systems Impact in Social Entrepreneurship. *International Journal of Entrepreneurial Behavior and Research*

**Harkins, D. L.,** Quick Fix: The opening question that changes how your class connects. *Teaching College*.

### Manuscripts in Preparation (Submission preparation)

**Harkins, D. L.,** From Ritual to Relationship: OD-Informed Check-in Practices as Group Process Practices in Management Education. *Manuscript complete; pending submission*

### Manuscripts in Development (Research complete)

**Harkins, D. L.,** Brown, A. R., Inclusive Innovation in New Religious Organizations: Examining entrepreneurial orientation and the opportunity creation process in the emerging church Movement. *Manuscript in final development*

**Harkins, D. L.,** From wounding to belonging: Reconstructing meaning in organizational culture in post-evangelical congregations. *Manuscript in final development*.

**Harkins, D. L.,** Schenkel, M. T., Entrepreneurial Teaching Case: Dirt to Shirt: The fight to rebuild the U.S. apparel manufacturing industry from the ground up. *Manuscript in initial development*.

Addy, D., **Harkins, D. L.,** From Design Empathy to Systems Insight: Teaching Social Complexity Through Fieldwork and Global Comparison. *Manuscript in initial development*.

**Manuscripts in Research** (*Research in progress*)

**Harkins, D. L.**, Faith and values in volunteerism: When personal and organizational values diverge. *Data collection.*

**Working Papers**

**Harkins, D. L.**, From binary thinking to creative integration: Dilemma Reconciliation Theory as a framework for understanding polarization.

**SCHOLARLY BOOKS AND BOOK CHAPTERS**

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**Invited Book Chapters in Development**

**Harkins, D. L.**, When Industry Leaves: Social Construction, Anomic Collapse, and the Limits of Social Entrepreneurship Practice in Post-Industrial Communities. Invited in Carter, S., Cogan, S., and Shaw, E. (eds): *Handbook on Social Entrepreneurship as a Practice*, Edward Elgar Publishing (Invited)

**Books in Preparation** (*Submission preparation*)

**Harkins, D. L.**, *Building a Better World Together: Social Entrepreneurship from Individual Action to Systems Transformation*. Chapters in use in 2025-2026 Intro to Social Entrepreneurship courses.

**PEER-REVIEWED AND INVITED PRESENTATIONS GIVEN**

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Addy, D., **Harkins, D. L.**, (2026, August) From Design Empathy to Systems Insight: Teaching Social Complexity Through Fieldwork and Global Comparison. *The Lilly Conference on Innovative Strategies to Advance Student Learning*, Asheville, NC

**Harkins, D. L.**, (2026, July). Dirt to Shirt: Eric Henry and the fight to rebuild the U.S. apparel manufacturing industry from the ground up. (Teaching Case Study) *48th Annual Society for Case Research & Global Jesuit Case Series Summer Workshop 2026*, Nashville, TN

**Harkins, D. L.**, O'Neil (2026, May). When Scaling Isn't Enough: Cultural Mediation as a Change Capability for Systems Impact in Social Entrepreneurship. *IMD Social Entrepreneurship Annual Conference 2026*, IMD EGADE Business School Tecnológico de Monterrey, Lausanne, Switzerland

**Harkins, D. L.**, (2026, March). Reaching the Changemaker Within: Teaching for Self-Awareness and Social Impact. *Sullivan Foundation Fall Ignite Conference, Faculty Workshop*. Lake Junaluska, NC

**Harkins, D. L.**, Addy, D. (2025, March). Design Thinking meets Social Enterprise: An Interdisciplinary Learning Community Model for Problem-solving. *Society for Arts Entrepreneurship Education Annual Conference 2025*, Henry W. Bloch School of Management, University of Missouri, Kansas City

**Harkins, D. L.** (2024, August). Designing meaningful team projects that students enjoy. *The Lilly Conference on Innovative Strategies to Advance Student Learning*, Asheville, NC

**Harkins, D. L.** (2023, August). Classroom Culture: Exploring Factors That Improve First-Year Student Engagement. *The Lilly Conference on Innovative Strategies to Advance Student Learning*, Asheville, NC

**Harkins, D. L.** (2023, May). The Impact of Collective Empathy on Organizational Performance. *International Society for Organization Development and Change*, University of South Alabama, Mobile, Alabama

**Harkins, D. L.** (2021, April). How Society's Changing Attitudes Affect Nonprofit Culture [Video]. *OD&C Online Symposia*, Bowling Green State University, Bowling Green, Ohio.  
<http://bit.ly/ODCS-Harkins-042821>.

**Harkins, D. L.** (2019, October). Building Sustainable Revenue Generation for Creative Careers with Licensing. *Society for Arts Entrepreneurship Education*. Iowa State University, Ames, Iowa.

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## MEDIA APPEARANCES, PODCASTS, AND INTERVIEWS

Brenegar, E. (2025). David Harkins on Collective Empathy. <https://www.youtube.be/f-kpeCa3TFY>.

Brenegar, E. (2023). David Harkins and Social Entrepreneur Students. <https://youtu.be/t6qYNXHU8KE>.

Eames, T., & Vaggalis, M. (2021). A conversation with David Harkins (No. 37).  
<https://open.spotify.com/episode/7BswP43pMohtiarJRnxlGI>.

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## HONORS AND AWARDS

### Recognition and Honors

- **Best Workshop Award**, "*Design Thinking meets Social Enterprise: An Interdisciplinary Learning Community Model for Problem-solving*", with Dale Addy. Society for Arts Entrepreneurship Education, 2025
- **Outstanding Teaching Award**  
*Belmont University Jack C. Massey College of Business*, 2024
- **Beta Gamma Sigma Business Honor Society**, 2023  
*Student induction through Bowling Green State University*
- **Sigma Nu Tau Entrepreneurship Honor Society**, 2023  
*Faculty induction through Belmont University*
- **Doctoral Consortium Fellow**, 2020  
*Organization Development and Change Division, Academy of Management (AoM)*

### Grants and Fellowships

- **Summer Research Grant**. *From wounding to belonging: Reconstructing meaning in organizational culture of post-evangelical congregations*. (\$7,500). Jack C. Massey College of Business, Belmont University. 2026

- **Summer Research Grant.** *To develop and test a survey instrument to build on prior qualitative research on how collective empathy forms, embeds, and sustains in organizations.* (\$7,500). Jack C. Massey College of Business, Belmont University. 2025
- **Summer Research Grant.** *To research how an organizational mission impacts volunteerism.* (\$7,500). Jack C. Massey College of Business, Belmont University. 2024
- **Summer Research Grant.** *To research the implications of values incongruence between volunteer values and organization values.* (\$7,500). Jack C. Massey College of Business, Belmont University. 2023

## ACADEMIC SERVICE AND PROFESSIONAL DEVELOPMENT

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### Institutional Service

- Catalog and Curriculum Committee, College of Business, *Belmont University*, 2024 –
- Well Board, Faculty Advisor for Service, *Belmont University*, 2023 –
- Faculty Advisor, Sullivan Foundation Ignite! Conference, *Belmont University*, 2022 –
- Salesforce Education Cloud Leadership Team, Change Leadership and Training, *Belmont University*, 2024 – 2025
- Faculty Search Committee (Fashion), *O'More College of Design, Belmont University*, 2023-2025
- Project Everest (Salesforce CRM Implementation), Leadership Team Member, *Belmont University*, 2023 – 2024
- Data Fellow, *Belmont University*, 2023 – 2024
- Member, Industry Advisory Council Committee for the Department of Customer/Employee Relationships, Boston School of Business, *American Public University*, 2021 – 2022

### Service to the Profession

- Ad Hoc Review. (2025 - ). Nonprofit and Voluntary Sector Quarterly (2025 - )
- Ad Hoc Review. (2023 - ). International Society of Organization Development and Change
- Ad Hoc Review. (2020 -). Academy of Management (AoM) Annual Conference.

### Continuing Education

- Institute on Teaching Social Action, The Bonner Foundation, Summer 2025
- Society for Arts Entrepreneurship Education Annual Conference, 2025
- The Algernon Sydney Sullivan Foundation Ignite Retreat, Faculty Training, 2022-
- Lilly Annual Conference, Innovative Strategies to Advance Student Learning, 2023, 2024
- International Society for Organization Development and Change Conference, 2020, 2023
- Radical Histories and Futures for Human Relations, immersion workshop(s). The Tavistock Institute for Human Relations, Kerstin Junge, Ph.D., Juliet Scott, Rebecca Swift, Eliat Aram, Ph. D., 2022
- Recognizing and Reconciling Cultural Differences: Applying the Dilemma Reconciliation Theory, workshop. Fons Trompenaars, Ph.D., 2022
- Servant-Leadership Across Cultures workshop. Sylvia van de Bunt, Ph.D., Servant-Leadership Centre for Research and Education at Vrije Universiteit Amsterdam, 2022

- Academy of Management Annual Conference, 2020, 2021
- Gestalt 101, Gestalt Institute of Cleveland, 2021
- Design Thinking for Public Good, University of North Carolina, Chapel Hill, 2021
- MIT Venture Mentoring Service (VMS) Outreach Training Program, 2020
- Sustainable Development Goals workshop. International Council for Small Business (ICSB), 2020

### Affiliations

- Academy of Management (AoM)
  - Organization Development and Change Division
  - Entrepreneurship Division
- International Society for Organization Development and Change (ISODC)
- Society for Arts Entrepreneurship Education

### RELEVANT SERVICE TO THE COMMUNITY

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- Thistle Farms, Global Trade Partner Mentor, Nashville, TN, 2023 -
- The 100 KINGS leadership program, Nashville, TN, 2023
- Venture Asheville, Startup Mentor, Asheville, NC, 2020 – 2022
- OD Network, Pro Bono Social Impact Consultant, Las Vegas, NV, 2021

### TEACHING

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#### **Belmont University** (2022 - )

- Intro to Social Entrepreneurship
- Radical Champions: Leading Change for Social Impact
- AI, Society and the Politics of "Good" (AI for Social Good)
- Unraveling Polarization: Integrating Diverse Perspectives in a Divided Age (Honors – Junior Research)
- Honors First-year Seminar: An Honorable Life (Honors)
- Transforming Systems: Design and Innovation for Social Good (Honors)
- Leadership and Social Impact: Pop Culture as a Catalyst (Honors)
- Intrapreneurial Mindset: Innovating from Within
- Social Entrepreneurship and Impact in Global Cultures (Faculty-Led International Study)
- Creativity & Opportunity
- Entrepreneurial Mindset
- First-year Seminar: Ways of Knowing

#### **Georgia Southern University** (2021 – 2022)

- Fundamentals of Entrepreneurship
- Introduction to Business
- Principles of Management

#### **Bowling Green State University** (2022 – 2024)

- Public Relations for Small Business

- Doing Social Good in Small Business

#### **Western Carolina University (2020 – 2022)**

- Introduction to Entrepreneurship
- New Venture Creation

#### **American Public University (2019 – 2022)**

- Business Plan Foundations
- Marketing the Successful Small Business
- Innovation Design and Prototyping
- Service Innovation and Delivery
- Idea Generation
- Fundamentals of Marketing

#### **Guest Lectures**

- **Understanding Grounded Theory**, Qualitative Methods, Bowling Green State University, Deborah A. O'Neil, Ph. D., Doctoral Course: CHNG 7054 Qualitative Research Methods (2022 – present)
- **Grounded Theory Method Perspectives**, Qualitative Methods, Bowling Green State University, Michelle Brodke, Ph. D., Doctoral Course: CHNG 7052 Applied Research for Planning, Evaluating, Reporting, and Influencing (2023)

### **STUDENT ADVISING, RESEARCH AND SUPPORT**

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#### **Belmont University**

##### *Student Mentoring*

- **J. Hartland**, Advisee and Student Entrepreneur, *Plasticrete*, (2024 – present)
- **L. Stockwell**, Student Entrepreneur, *Sugar Magnolias Cookies*, (2023 – 2024)
- **K. Mena**, student-selected advisor and interviewer for medical school Pre-Professional Interview (2026)

##### *Student Research Support and Guidance*

- **Studying Homelessness Globally: What Comparison Reveals and Obscures & A Human-Centered Approach to A Very Wicked Problem** (2026, April), SPARK Symposium Research Presentation. G. Culp, I. Dawkins, J. Hartland, A. Hodge, S. Lopez, A. Martinez, L. Stockwell, H. Tarro
- **Knowledge vs. Access: The Link Between Sex Education and Healthcare Polarization** (2026, April), SPARK Symposium Research Presentation. L. Apablaza, K. Mena, C. Pattillo, J. Rutt
- **Analyzing the Impacts of Housing Inequality on Nashville** (2026, April), SPARK Symposium Research Presentation. H. Everding, F. Pritchett, Z. Stetson, T. Turriff

- **Tracing the Fallout of Illegal Firearms in the United States** (2026, April), SPARK Symposium Research Presentation. A. Belle, M. Boehm, M. Johnston
- **Navigating Polarization of Women in Entertainment: A Study of Understanding and Validation** (2026, April), SPARK Symposium Research Presentation. A. Guluzian, R. Jenkins, R. McConnell, R. Skyer.
- **Systems Mapping of Foster Care Entrance** (2025, April), SPARK Symposium Research Presentation. M. Davis, A. Dronet, C. Littlejohn, K. Ownby, F. White

## PROGRAM AND COURSE DEVELOPMENT

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### Belmont University

#### *Academic Program Development*

- Designed and developed a Social Entrepreneurship and Innovation concentration/major for the BBA program for a Fall 2025 launch, 2023-2025
- Designed and developed an interdisciplinary Minor in Social Entrepreneurship for Fall 2024 launch, 2023-2024

#### *Undergraduate Course Development*

- AI, Society and the Politics of "Good"
- Creativity and Opportunity (in Entrepreneurship)
- Intrapreneurial Mindset: Innovating from Within
- Radical Champions: Leading Change for Social Impact
- Unraveling Polarization: Integrating Diverse Perspectives in a Divided Age (Honors)
- Transforming Systems: Design and Innovation for Social Good (Honors)
- Leadership and Social Impact: Pop Culture as a Catalyst (Honors)
- Social Entrepreneurship and Impact in Global Cultures (Faculty-Led International Study)

#### *Graduate (Masters) Course Development*

- Social Entrepreneurship for the Common Good

### Bowling Green State University

#### *Undergraduate Course Development*

- Public Relations for Small Business
- Doing Social Good in Small Business

### High Point University

#### *Graduate (Doctoral) Course Development*

- Strategic Entrepreneurial Management in Education

### Cengage/Ed2Go

#### *Undergraduate Course Development*

- Entrepreneurship: Start-Up and Business Owner Management

## CERTIFICATIONS AND SPECIALIZED TRAINING

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- Certified Professional Coach. (2019 - ). American Public University, Center for Teaching and Learning.

## TEACHING AND RESEARCH INTERESTS

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*Teaching interests include entrepreneurship and specific areas of organizational behavior that influence or impact a business or organization's ability to innovate, such as leadership, culture, group processes, social influence, and motivation. Specifically, I am interested in:*

- Social Entrepreneurship | Social Innovation | Social Action
- Use of Self | Leadership Soft Skills
- Change Leadership | Systems Thinking | Organization Development
- Entrepreneurial Mindset
- Intrapreneurship | Innovation | Corporate Venturing

*Research interests focus on exploring and understanding the human experience in systems and culture. I am currently focused on:*

- Organizational culture and collective empathy
- Entrepreneurial leadership using organization development principles and methods
- Leadership for sustainable change and social impact
- Creativity and innovation in organizational problem-solving and opportunity development
- Innovation within complex social systems

## SELECTED CONSULTING AND PRACTICE-BASED WORK

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### *Consulting / Advising Clients*

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|-----------------------------------------------|-----------------------------------|
| • Alzheimer's Association (National)          | • Microsoft                       |
| • Bob Moog Foundation                         | • National 4-H Council            |
| • Center for Nonprofit Excellence (Nashville) | • National FFA Organization       |
| • Disabled American Veterans (National)       | • Source Toad                     |
| • Girl Scouts of the USA                      | • Stacy Garcia, Inc.              |
| • Main Street America (National)              | • Special Olympics (National)     |
|                                               | • United Way of Greater Nashville |

## OTHER PROFESSIONAL EXPERIENCE

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|-------------|----------------------------------------------------------------------------------|
| 2026 –      | <b>Co-Founder/President</b> , Human Works Group Inc., Nashville, TN              |
| 2025 –      | <b>Co-Founder</b> , Center for Collective Transformation, Inc., Nashville, TN    |
| 1995 – 2026 | <b>Managing Director/Founder</b> , David Harkins Company, Nashville, TN          |
| 2021 – 2022 | <b>Co-Founder/Partner</b> , F4 CoSolutions, LLC, Black Mountain, NC              |
| 2019 – 2020 | <b>Division Business and Operations Executive</b> , Arts For Life, Asheville, NC |
| 2016 – 2018 | <b>Vice President, Marketing and Licensing</b> , Uware Brands, Salisbury, NC     |

- 2004 – 2015 **Associate Director, Retail Development**, Boy Scouts of America, Charlotte, NC
- 2010 – 2014 **Co-Founder/Lead Strategist**, Blue Ridge Consulting Group, Charlotte, NC
- 2003 – 2004 **Vice President, Director of Strategic Services**, Jackson Group, Charlotte, NC
- 2001 – 2003 **Co-Founder/Lead Consultant**, Taylor-Harkins Group, Chicago, IL (*acquired by Jackson Group*)
- 2001 – 2002 **Executive Vice President, Marketing** (Interim), Colman Brohan Davis, Chicago, IL
- 2000 – 2001 **Chief Marketing Officer**, Geneer Corporation, Chicago, IL
- 1999 – 2000 **Vice President, Marketing & Product Dev**, Nykamp Consulting Group, Chicago, IL
- 1995 – 1999 **Sr. Project Manager**, Florida Blue, Jacksonville, FL
- 1991 – 1995 **Founder and CEO**, PinPoint Marketing, Charleston, WV
- 1989 – 1991 **Media Director**, The Arnold Agency, Charleston, WV
- 1989 – 1995 **Vice President**, House of Flowers, Charleston, WV (*acquired, grew, and sold*)
- 1988 – 1989 **Marketing Director**, Silver Creek Ski Resort, Snowshoe, WV

## OTHER PUBLICATIONS

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### Business and Trade Publications

- Harkins, D. L. (2014, April). Beyond short-term royalty potential. *Bottomline Newsletter*. International Licensing Industry Merchandisers Association.
- Harkins, D. L. (2012, December). How to find and qualify new licensees. *Bottomline Newsletter*. International Licensing Industry Merchandisers Association.
- Harkins, D. L., Mathews, R.J. (2007, April). Managing BSA marks for future generations. *ProSpeak Newsletter*. Boy Scouts of America National.
- Harkins, D. L. (2006, January). Successful programs begin with a plan. *ProSpeak Newsletter*. Boy Scouts of America National.
- Harkins, D. L. (2005, August). Recruiting for a strong committee. *ProSpeak Newsletter*. Boy Scouts of America National.
- Harkins, D. L. (2003, July). Customers are Channel Neutral: The truth about multi-channel marketing. [Corporate Whitepaper]. The Jackson Group.
- Harkins, D. L. (2000, March). [Building for CRM Success](#). *Direct Magazine* (Now Chief Marketer).

### Online Publications

- Harkins, D. L. (Author). (2023 - ) [The Human Equation](#). Substack
- Harkins, D. L. (Contributor). (2019 - 2021) [The Startup](#). Medium.

## SELECTED PROFESSIONAL CONFERENCES, PRESENTATIONS, AND WORKSHOPS

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- Harkins, D. L. (2025, September). Flexibility with a Framework: A Strategic Planning Approach for a Dynamic World [Workshop Series – 3 Days], Center for Nonprofit Excellence of Middle Tennessee, Nashville, TN

- Harkins, D. L. (2025, April). Developing a Shared Value Strategy [Workshop], Center for Nonprofit Excellence of Middle Tennessee, Nashville, TN
- Harkins, D. L. (2024, October). Flexibility with a Framework: A Strategic Planning Approach for a Dynamic World [Workshop Series – 3 Days], Center for Nonprofit Excellence of Middle Tennessee, Nashville, TN
- Harkins, D. L. (2024, September 23). Cultural Collective Empathy: Creating Compassionate Organizations [Online Workshop], Pacific Northwest Organization Development Network, Portland, OR
- Harkins, D. L. (2024, August 15). Best Practices for Small Wholesalers in the Holiday Season. [Online Workshop], Thistle Farms Global Partners Network, Nashville, TN
- Harkins, D. L. (2024, April 18). Exploring Opportunities Through Social Entrepreneurship [Workshop], Center for Nonprofit Excellence of Middle Tennessee, Nashville, TN
- Harkins, D. L. (2023, June 8). Crafting Meaningful Stories for Connection. [Online Workshop], Thistle Farms Global Partners Network, Nashville, TN
- Harkins, D. L. (2023, April 13). Exploring Opportunities Through Social Entrepreneurship [Workshop], Center for Nonprofit Excellence of Middle Tennessee, Nashville, TN
- Harkins, D. L. (2023, March 21). Fundamentals of Inventory Management for Small Wholesalers. [Online Seminar], Thistle Farms Global Partners Network, Nashville, TN
- Harkins, D. L., Scott, W., & Severson, A. (2021, October 22). Closing Plenary: Harvesting Fruits, Gathering Seeds [Closing Plenary Facilitation]. Evolve 2021: Collaborating for Change [Online].
- Harkins, D. L. (2018, March). Mastering the five domains of productivity: How to get your life back. *Military Spouse Project*. Wilmington, NC. [Online Workshop].
- Harkins, D. L. (2015, September). Seven secrets for successfully licensing your idea. *Amazon Inventions Tour*. Atlanta, GA. General Session.
- Harkins, D. L. (2015, February). Licensing concepts: Introduction to licensing for artists. *Savannah College of Art and Design*. Savannah, GA. Career Day General Session.
- Harkins, D. L. (2015, September) Making your mission matter again: How to tell a story that connects with today's culture. *West Virginia Society of Association Executives*. Daniels, WV. Opening Keynote.
- Gordon, N., Harkins, D. L., McCarthy, K., Reily, S. & Slicklen, S. (2014, June 18). When things go wrong: Best practices in licensing. *LIMA Licensing University*. Las Vegas, NV. General Session.
- Harkins, D. L. & Garciano, D. (2013, October). Pivoting your business model. *Keen Digital Summit*. Nashville, TN. General Session.
- Harkins, D. L. (2013, October). Empowering possibility: How to rethink the "impossibles" of life. *Patti Digh's Life is a Verb Camp*. Atlanta, GA. General Session.

Harkins, D. L. (2012, September) Identifying & leveraging a brand's hidden assets. *International Licensing Industry Merchandising Association*. New York, NY. Webinar.

Harkins, D. L. (2010, November). Making your mission matter again: How a changing culture will impact nonprofit organizations. *NextGen: Charity*. New York, NY. Breakout Session.