

MARK JASON WATKINS

OPERATIONS EXECUTIVE

25+ years of leadership experience managing complex operations in educational settings, including multiple large public universities. Led support teams of up to 5,000.

- **Proven ability to develop new revenue streams, delivering double-digit growth for current employer.**
- **10+ years of experience delivering facilities management and dining services to universities.**
- **Exceptional contract negotiation skills (retained over 96% of all contract renewals for Sodexo).**
- **History of transforming under-performing teams into high-impact, results-driven groups.**

AREAS OF EXPERTISE

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|-------------------------|------------------------------|-------------------------|
| ▪ Strategic Planning | ▪ Business Development | ▪ Facilities Management |
| ▪ Revenue/Profit Growth | ▪ System Implementations | ▪ Budget Oversight |
| ▪ Contract Negotiation | ▪ Operational Infrastructure | ▪ Large Team Leadership |
| ▪ Process reengineering | ▪ Partnership Building | ▪ Change Management |

PROFESSIONAL EXPERIENCE

UNIVERSITY OF LOUISVILLE, Louisville, Kentucky

Kentucky's premier, nationally recognized metropolitan research university

Associate Vice President for Business Services, May 2016 - present

Responsibilities include the following: Parking and Transportation, Risk Management, Purchasing & Procurement, Print Management, Card Services, Postal Services, Campus Leasing, Contract Services to include bookstore operations, dining services, vending and credit union.

- **Provided much-needed direction and leadership** to the business services departments by creating clear expectations, vision, goals, objectives while fostering and atmosphere of teamwork.
- Negotiated strategic partnership for dining services, **worth \$48M+** in investments and commissions. All geared to transforming and enhancing the dining experienced for our campus community.
- Negotiated new strategic partnership for the campus bookstore, worth **\$10M+** in new investments and commissions.
- Instituted cost savings and new revenue initiatives, which will **produce over \$3M annually to aid in our campus efforts to keep the overall cost for our students low.**

SODEXO EDUCATION, Gaithersburg, Maryland

February 2003 to May 2016

Global leader in integrated facilities management and food service operations

Regional Vice President, Operations (Education Division), 2013 – present

Assigned to newly created position following organizational restructuring and charged with driving revenue growth and customer satisfaction for 34 universities, 6 schools, and 9 sports & leisure clients in the Midwest and Mid-Atlantic region. Accountable for \$275M+ in annual revenues through team of 11 District managers and 12 support specialists. Challenged to reverse declining sales, low client satisfaction and falling profits by building sustainable business model from the ground up.

- Provided much-needed clarity and direction by creating clear mission and roadmap, then upgrading the leadership team; **achieved 100% retention rate for management and boosted employee retention 19%.**

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SODEXO EDUCATION (continued)

- **Reversed downward trend in new sales, adding \$21M+ in annual revenue since 2013** (a 9% increase); worked closely with sales to identify target accounts and develop go-forward strategies.
- **Retained 97% of contract renewals, worth \$45M in annual revenues;** achieved this by developing well-researched and highly customized proposals for each client.
- **Grew revenues from existing business 19.5% for two consecutive years** by providing support teams with clear guidance on how to roll out new tools and programs. Student satisfaction has also increased because of the changes.
- **Improved profit margin 15%** by modifying service delivery to reduce costs without affecting quality.

Vice President Operations (Universities and Professional Sports & Leisure), 2010 – 2013

Led newly centralized services, managing national operations for the university and professional sports & leisure businesses, including large public university dining services. Accountable for \$175M in annual revenues, a team of 8 direct reports and 8,000+ team members in 39 locations.

- **Boosted market share for sports business, adding \$10M in new contracts,** by overhauling image; conducted extensive research and developed comprehensive strategy that also raised client satisfaction 10%.
- **Grew revenues 26% in just one year** by driving product innovation; created product development roadmap that resulted in three new offerings each year.
- **Achieved 97% contract renewal rate in 2011 and 96% in 2012** by building highly effective renewal teams and developing carefully targeted proposals. Retained \$30M+ in contract value as a result.
- Led the creation of innovative new mobile ordering solution that **drove an 11% increase in sports clothing/souvenir sales for clients,** and an 8% boost in food sales for Sodexo.

Vice President, Operations (Large Public Universities) 2005 to 2010

Asked to lead newly created business segment (Midwest and Mid-Atlantic). Provided strategic leadership for dining operations within 13 large public universities (annual sales of \$135M). Managed team of 11 district managers, 6 specialists and 3,500 support staff. Challenged to turn around business afflicted with low customer satisfaction and client retention problems, while also building a permanent business infrastructure.

- **Improved client retention from 86% to 98.5%** by working to truly understand the needs of universities; negotiated \$275M+ in contract retention revenues and boosted client satisfaction 22% in just 12 months.
- **Boosted regional revenues by average of 10.2% each year** (over-achieving company average of 6%) and hit 100% of revenue targets despite extremely competitive environment.
- Turned around poor morale among on-site employees by instituting new management approaches that improved employee engagement by approximately 12%.
- Salvaged troubled account by personally stepping in to rebuild damaged relationship. **Increased satisfaction score from 30% to 80%** and secured a 10-year contract renewal.

Vice President of Operations (2003 to 2005)

Led \$90M independent K-12 Schools business in the Midwest and Southeast with accountability for market growth, contract development, contract implementation, and community engagement. Provided strategic and tactical direction to 9 direct reports and 1,500 support staff with responsibility for 60+ clients.

- Met every client within the first 90 days of taking this position and conducted extensive market research in order to understand the opportunities and challenges.
- Personally secured three new contracts worth \$8M and earned 'Rookie of the Year' award.

AVI FOODSYSTEMS, INC, Central and Northern Ohio 1999 – 2003

Privately owned vending and food company

Regional Operations Manager

Managed dining services for the Business and Industry segment (including colleges and universities) throughout central and northern Ohio. Accountable for 72 clients and \$8M in annual sales.

- Boosted client satisfaction and grew sales by establishing formal operational systems for the first time.
- Broke into new business providing college and university dining services. Added \$25M in annual revenue (\$210M over the life of the contracts) in just 2 years, and aided in building sustainable business that continues to this day.

EDUCATION & PROFESSIONAL DEVELOPMENT

Bachelor of Science, Iowa State University, Ames, Iowa

Community/ volunteer work:

YMCA Board member and chair of philanthropy board; Community Youth coaching; Peer to Peer Mentoring; Spirit of Mentoring; Chair of Sodexo African American Employee Business Resource Group

Affiliations:

ALSD Association | National Urban League | NACAS | WHIHBCU