

**Karen S. Markel, Ph.D. SPHR, SHRM-SCP**  
**kmarkel@uccs.edu**

## **Education**

**MICHIGAN STATE UNIVERSITY** East Lansing, MI  
Ph.D. in Social Science, Concentration in Human Resource Management and Labor Relations

**STATE UNIVERSITY OF NEW YORK** Buffalo, NY  
M.A. in Sociology

**WASHINGTON UNIVERSITY** St. Louis, MO  
B.S. in Business Administration (Minor-Economics)

## **Academic Employment**

**UNIVERSITY OF COLORADO COLORADO SPRINGS** Colorado Springs, CO  
Professor of Management 2020-Present  
Faculty Affiliate, Lyda Hill Institute for Human Resilience 2023-Present

Conduct research and teach courses focused on human resource management. Expertise and interests center on: public/private partnerships in higher education, the employment of people with disabilities, career/workforce development and resiliency.

Dean, College of Business 2020-2022

Led all college academic and professional programs, 80 staff and faculty and \$11 million operating budget authority. Notable Accomplishments include:

- significant new fundraising obtained for both capital projects and programmatic enhancements
- new program development (online undergraduate degree completion program, hybrid executive doctorate in cybersecurity management and non-degree programs in cybersecurity management targeted at upskilling the workforce)
- development and adoption of new college strategic plan
- campus leadership for systemwide online program development initiative
- develop initiatives and financial support for new diversity, equity and inclusion activities

**UNIVERSITY OF ALASKA ANCHORAGE** Anchorage, AK  
Dean and Professor of Management, College of Business and Public Policy 2018-2020

Led all college academic programs and the Institute for Social and Economic Research. Responsible for 75 full-time faculty and staff positions and \$9.5 million budget authority. Notable Accomplishments include:

- Initiated new partnership with the Alaska Native Science and Engineering Program (ANSEP) to build student success program for business students.
- Secured funding for projects (e.g. finance lab, space planning study for moving research institute to main business building, new scholarships, and a leadership development program).
- Developed and executed a memorandum of understanding with The National University of

- Mongolia to create synergies for public administration and business programs.
- Established new program for Masters in Public Policy

**OAKLAND UNIVERSITY**

Rochester, MI

Department of Management and Marketing, School of Business Administration

Department Chair	2012-2018
Faculty Director of Strategic Initiatives and Business Programs	2010-2013
Professor	2017-2018
Associate Professor	2009-2017
Assistant Professor	2002-2009

Taught graduate and undergraduate courses in human resource management, organizational behavior, compensation and benefits, labor relations and change management. Conducted research focused on the workplace and education inclusion of people with disabilities and change management. While in administrative leadership positions supported the improvement of academic advising, program development and strategic initiatives.

**Regional Press Contributions**

Markel, K. (November, 2021). Opinon: Partnership turns headwinds into wins. Colorado Springs Business Journal.

Markel, K. (September, 2021). Opinion: What the great resignation means for your company. Colorado Springs Business Journal.

Markel, K. (March, 2021). Opinion: Realizing the potential in equitable compensation. Colorado Springs Business Journal.

Markel, K. (August, 2021). Opinion: Cultivating a community of ethical leaders. Colorado Springs Business Journal.

Markel, K. (June, 2021). Opinion: Celebrating a new generation of leaders. Colorado Springs Business Journal.

Markel, K. (January, 2021) Kindness, Compassion and Empathy: A Little Goes a Long Way. Colorado Springs Business Journal.

Markel, K. (October, 2020). Opinion: Working together for a resilient, ethical future. Colorado Springs Business Journal.

Markel, K. (August, 2020). Five ways to engage with the College of Business. Colorado Springs Business Journal.

Markel, K. (May, 2020).\_Make Connections to Tackle Future. Colorado Springs Business Journal.

Markel, K. (July-Sept, 2019) Interactive Communication in Leadership: Active Listening for Active Leading. Strive.

### **Peer Reviewed Publications**

Barclay, L.A., Markel, K.S. (2022). Professionals with Disabilities: Crafting Career Success and Engagement. Journal of Behavioral and Applied Management, 22(2), 159-182.

Thrasher, G., Markel, K. & Barclay, L. (2021) Older workers with disabilities: A person-centered approach to understanding the effect of comorbidity on work outcomes. Journal of Work, Aging and Retirement, 7(3), 229-239

Markel, K. (2017) Conducting a semi-structured interview study: Comparing the experiences of university students with and without disabilities. Sage Cases for Education.

Markel, K. & Elia, B. (2016) How Human Resource Management Can Best Support Employees with Autism: Future Directions for Research and Practice. Journal of Business and Management, 22(1), 71-85.

Markel, K. (2016) Options and opportunities for women's workplace engagement. Work, Employment and Society, 30(1), 192-197.

Ghumann, S., Ryan, A.M., Barclay, L. & Markel, K. (2013) Religious discrimination in the workplace: A review and an examination of current and future trends. Journal of Business and Psychology, 28(4), 439-454.

Markel, K. (2012) Inquiry-guided learning: New directions for teaching and learning. National Association of Academic Advisers Journal, 129.

Igbeyi, O. & Markel, K. (2012) Red October at ABC Manufacturing. Journal of Critical Incidents, 82-85.

Barclay, L., Markel, K. & Yugo, J. (2012) Virtue theory and organizations: Considering persons with disabilities. Journal of Managerial Psychology, 27, 4, 330-346.

Barclay, L. & Markel, K. (2011) Flying the Friendly Skies: Flight Attendant Snaps. Journal of Critical Incidents, 74-75.

Markel, K. (2010) Discretionary Employee Benefits. Society for Human Resource Management (Resources for Educators).

Markel, K. & Barclay, L. (2009) Addressing the underemployment of persons with disabilities: Recommendations for expanding organizational social responsibility. Employees Responsibilities and Rights Journal, 21, 305-318.

Barclay, L. & Markel, K. (2009) Ethical fairness and human rights: The treatment of employees with psychiatric disabilities. Journal of Business Ethics, 85, 333-345.

Barclay, L. & Markel, K. (2008) Genetic testing: Implications for the collective bargaining relationship. Journal of Collective Negotiations, 32(3): 215-222.

Barclay, L. & Markel, K. (2007) Discrimination and stigmatization in work organizations: A

multiple level framework for research on genetic testing. Human Relations, 60(6): 953-980.

Markel, K. & Barclay, L. (2007) The intersection of risk management and human resources: An illustration using genetic mapping. International Journal of Risk Assessment and Management, 7(3): 326-340.

Kossek, E.E., Markel, K. & McHugh, P. (2003) The psychological social construction of human resource organizational change strategies at the departmental level: The case of managing diversity. Journal of Organizational Change Management, 16(3): 328-352.

Roberts, K. & Markel, K. (2001) Claiming in the name of fairness: Organizational justice and the decision to file for workplace injury compensation. Journal of Occupational Health Psychology, 6(4): 332-347.

Markel, K. & Frone, M. (1998) Job characteristics, work-school conflict, and school outcomes among adolescents: Testing a structural model. Journal of Applied Psychology, 83:277-287.

Frone, M., Yardley, J. & Markel, K. (1997) Developing and testing an integrative model of the work-family interface. Journal of Vocational Behavior, 50: 145-167.

### **Book Chapters**

Markel, K. & Barclay, L. (2007) Genetic Commerce: The Challenges for Human Resource Management. In Kolb, R. (Eds.). The Ethics of Genetic Commerce, Leeds School Series on Business and Society, Blackwell Publishing.

Kossek, E.E. & Markel, K. Human Resource Leadership: Roles and Choices. (1999) In Kossek, E.E. & Block, R. Managing Human Resources in the 21<sup>st</sup> Century: From Core Concepts to Strategic Choice, South-Western College Publishing.

### **Academic Peer Reviewed Conference Presentations and Proceedings Available Upon Request**

### **Notable Service Engagement**

#### **University of Colorado Colorado Springs**

- Appointed by Chancellor to Lead CUOnline engagement with CU System Office of Digital Education
- Nominated, selected and completed Arizona State/Georgetown University Academy for Innovative Higher Education Leadership
- Selected to serve as member of State of Colorado Task Force on the Inclusion of Students with Disabilities in Higher Education

#### **University of Alaska Anchorage**

- Appointed by Chancellor to Co-Chair Inaugural Chief Diversity Officer Search Committee
- Chair, University of Alaska Business Leadership Committee
- Appointed by Chancellor, Task force on Continuing and Professional Education
- Appointed by Provost, Diversity Action Council Student Success Subcommittee
- Appointed by Provost, Multicultural Post Doc Selection Committee

**Oakland University**

- Appointed by Provost as Faculty Fellow to develop new multicultural post-doc program for the university
- Appointed, University Senate Steering Committee
- Appointed, Title IX Conduct Committee
- Appointed by Provost as the faculty representative on Presidential Search Committee
- Member, University Autism Committee – conducted research related to the employment of people with Autism through Oakland University Center for Autism

**Community and Corporate Service**

Colorado Springs Chamber of Commerce Board Member	2020-2022
University of Colorado Colorado Springs Development Corp Board	2020-2022
Anchorage Economic Development Corporation Board Member	2018-2020
Anchorage Chamber of Commerce Board Member	2018-2020