

**KAREN L. FOWLER**  
*Professor of Management*

Hasan School of Business  
Colorado State University-Pueblo  
2200 Bonforte Blvd.  
Pueblo, CO 81001  
719-549-2165  
karen.fowler@csupueblo.edu

**EDUCATION**

**Ph.D.**            **University of Nebraska—Lincoln**, College of Business Administration, 1985  
*Strategic Management*  
*Organization Theory*  
*Marketing Strategy*  
*Public Administration (including program assessment)*

Dissertation: *An Empirical Examination of the Performance Characteristics  
Associated with the Tender Offer Form of Acquisition*

**M.B.A.**            **University of Wyoming**, College of Business, 1981  
*Majors: Management/Marketing*

**B.S.**    **Colorado State University—Pueblo**, Hasan School of Business,  
1976  
*Major: Business Administration*

**UNIVERSITY EXPERIENCE**

**Colorado State University-Pueblo, Hasan School of Business.** Pueblo, CO. 2008-present.  
Tenured Full Professor of Management, Member of Graduate Faculty.

**University of Northern Colorado, Kenneth W. Monfort College of Business.** Greeley, CO.  
1989-2008. Tenured Full Professor of Management. Member of Graduate Faculty with Doctoral  
Research Endorsement. Recruited to UNC's College of Business Administration in 1989 to assist  
the College in attaining AACSB accreditation. Initial accreditation granted in 1992.  
Reaccreditations, several College performance excellence awards, and *2004 Malcolm Baldrige  
Quality Award Recipient.*

**University of Puerto Rico—Mayaguez, College of Business Administration.** Mayaguez, Puerto Rico. Visiting Adjunct Professor of Management, 2006, on leave from UNC. Responsible for teaching MBA courses and curriculum development in pursuit of AACSB accreditation.

**San Diego State University, College of Business Administration.** San Diego, CA. 1988-1989. Assistant Professor of Management.

**Colorado State University, College of Business.** Fort Collins, CO. 1986-1988. Assistant Professor of Management.

**University of Wyoming Air Force Institute of Technology and Executive MBA Program.** Cheyenne, WY. 1985-1986. Temporary Assistant Professor of Management while completing dissertation.

**Fort Lewis College, School of Business Administration.** Durango, CO. 1984-1985. Visiting Assistant Professor of Management while completing dissertation.

**University of Nebraska—Lincoln, College of Business Administration.** Lincoln, NE. 1981-1984. Teaching and Research Assistant, College of Business, Department of Management.

## ***COURSES TAUGHT***

Strategic Management  
Business Ethics  
Organizational Behavior  
Organizational Theory  
International Management  
Management of Organizations  
Contemporary Issues in Business and Society  
Business Strategy and Integration  
Seminar in Policy Formulation  
Business, Government, and Society  
Human Resource Management

## ***PUBLICATIONS***

### ***Refereed Journal Articles***

Gilbreath, Brad, Norman, Steven M., Frew, Erin J., Fowler, Karen L., & Billington, Peter. 2016. Helpful tools for managing the assurance of learning process. ***Business Education Innovation Journal***, 8:1 111-122.

Fowler, Karen L., Fronmueller, Michael, & Schifferdecker, Jane O. 2014. Mapping interlocking directorates: Citigroup's eight links with the mortgage crisis. ***Journal of Leadership, Accountability and Ethics***, 11:1 26-33.

- Joo, Seong-Jong & Fowler, Karen L. 2014. Exploring comparative efficiency and determinants of efficiency for major world airlines. *Benchmarking: An International Journal*, **21**:4 675-687.
- Fowler, Karen L. & Duncan, Kevin C. 2012. Measuring multiple instructional interventions for improving student writing. *Business Education Innovation Journal*, **4**:2, 112–120.
- Park, Jong Soon, Fowler, Karen L., & Giebel, Susan A. 2011. Measuring hospital operating efficiencies for strategic decisions. *International Journal of Business and Social Science*, **2**:13 56-60.
- Larson, Milan D. & Fowler, Karen L. 2009. Anticipation is in the eye of the beholder: Top-level managers see things differently when it comes to crises preparedness. *Journal of Business and Management*, **15**:2 129-141.
- Fowler, Karen L., Kling, Nathan D. & Larson, Milan D. 2007. Organizational preparedness for coping with a major crisis or disaster. *Business and Society*, **46**:1 88-103.
- Modarres, Mohsen & Fowler, Karen L. 2005. Interactive effects of industry conditions and organizational size on implementation of strategic change. *Business Journal*, **20**:1-2 42-47.
- Clinebell, Sharon, Fowler, Karen L., Hoffman, D. Lynn, Krahnke, Keiko, Rowley, Daniel J. & Stecher, Mary D. 2004. A functional analysis of outsourcing decisions. *Central Business Review*, **23**:2 4-13.
- Malette, Paul, Fowler, Karen L. & Hayes, Cheri. 2003. The acquisition process map: Blueprint for a successful deal. *Southern Business Review*, **28**:2 1-13.
- Lindman, Frank T., Callarman, Thomas E., Fowler, Karen L., & McClatchey, Christine A. 2001. Strategic consensus and manufacturing performance. *Journal of Managerial Issues*, **13**:1 45-64.
- Fowler, Karen L. & Scott, Donna M. 1997. Computer-supported strategic management. *Journal of International Information Management*, **6**:1 9-20.
- Fowler, Karen L. & Scott, Donna M. 1996. Experiential learning in the capstone strategic management course: Collaborative problem solving, the student live case, and modeling. *Journal of Business and Management*, **3**:3 103-120.
- Malette, Paul & Fowler, Karen L. 1992. Effects of board composition and stock ownership on the adoption of poison pills. *Academy of Management Journal*, **35**:5 1010-1035.
- Schmidt, Dennis R. & Fowler, Karen L. 1990. Post-acquisition financial performance and executive compensation. *Strategic Management Journal*, **11**: 559-569.
- Fowler, Karen L. & Schmidt, Dennis R. 1989. Determinants of tender offer post-acquisition

financial performance. *Strategic Management Journal*, **10**: 339-350.

Schniederjans, Marc. J. & Fowler, Karen L. 1989. Strategic acquisition management: A multi-objective synergistic approach. *Journal of Operational Research Society*, **40**: 333-345.

Fowler, Karen L. & Schmidt, Dennis R. 1988. Tender offers, acquisitions, and subsequent performance in manufacturing firms. *Academy of Management Journal*, **31**: 962-974.

Fowler, Karen L. & Schniederjans, Marc J. 1986. A goal programming model for strategic acquisition problem solving. In K. D. Lawrence, J. B. Guerard, Jr., & G. R. Reeves (Eds.), *Advances in Mathematical Programming and Financial Planning*, **1**: 139-151, Greenwich: Jai Press.

### ***Work in Progress***

Fowler, Karen L. and Raymond, B.C. Preparation of research findings and literature review for journal submission.

Fowler, Karen L. Analysis of student self-selection of teams versus individuals for preparation of capstone strategy course projects.

### ***Juried Proceedings and Conference Presentations***

Fowler, Karen L. & White, Kristyn. 2018. Team versus individual performance in capstone strategic management course. *Southwest Decision Sciences Institute*, Albuquerque, NM.

Fowler, Karen L. & Raymond, Bruce C. 2016. Campus perceptions of the effectiveness of disaster preparedness training: Survey results. *Proceedings Western Decision Sciences Institute*, Las Vegas, NV, ISSN 1098-2248.

Fowler, Karen L. & Raymond, Bruce C. 2016. Crisis and disaster preparedness on university and college campuses, Special Session: Crisis & Disaster Panel. *Western Decision Sciences Institute*, Las Vegas, NV.

Raymond, Bruce C. & Fowler, Karen L. 2015. Perceptions of crisis and disaster preparedness, safety, and fear among university faculty and staff: An exploratory study. *Proceedings Southeast Decision Sciences Institute*, Savannah, GA.

Raithel, Sandra & Fowler, Karen L. 2013. The controversial topic of foie gras in the context of California's foie gras ban: An ethical analysis. *Proceedings Western Decision Sciences Institute*, Long Beach, CA, ISSN 1098-2248.

Raithel, Sandra, Fronmueller, Michael & Fowler, Karen L. 2013. Over the river: A critical approach towards Christo's art project with the help of Hosmer's model of moral analysis. *Proceedings Western Decision Sciences Institute*, Long Beach, CA, ISSN 1098-

2248.

Fowler, Karen L. & Hanks, Bettye S. 2012. Analysis of assurance of learning (AOL) utilizing an organizational theory perspective. *Proceedings Western Decision Sciences Institute*, Waikoloa, HI, ISSN 1098-2248.

Putnam, Nathan, Bartkus, Kenneth R., & Fowler, Karen L. 2012. The use of impression management in customer surveys: A content analysis of introductory statements on comment cards. *Proceedings Western Decision Sciences Institute*, Waikoloa, HI, ISSN 1098-2248. (*Best Paper Award*)

Joo, Seong-Jong, Fowler, Karen L., & Park, Jong Soon. 2011. Measuring airline efficiency differences: Asia, Europe and North America. *Proceedings Western Decision Sciences Institute*, Portland, OR. ISSN 1098-2248.

Park, Jong Soon, Fowler, Karen L., & Geibel, Susan A. 2011. Measuring the efficiency of health care services of a Colorado hospital: A longitudinal analysis using data envelopment analysis. *Proceedings Western Decision Sciences Institute*, Portland, OR. ISSN 1098-2248.

Park, Jong Soon, Joo, Seong-Jong, & Fowler, Karen L. 2010. Measuring operating efficiency of global airlines for strategic implications. *Proceedings Western Decision Sciences Institute*, Lake Tahoe, NV, ISSN 1098-2248.

Schifferdecker, Jane O. & Fowler, Karen L. 2010. Interlocking directorates and Citigroup's eight links with the mortgage crisis. *Proceedings Western Decision Sciences Institute*, Lake Tahoe, NV, ISSN 1098-2248.

Fowler, Karen L. & Wakefield, Michael W. 2010. Flesch-Kincaid: A student writing experiment. *Proceedings Western Decision Sciences Institute*, Lake Tahoe, NV, ISSN 1098-2248.

Fowler, Karen L., Digman, Lester A., Flynn, Jim, & Wakefield, Michael W. 2009. Outsourcing: conceptual, theoretical, and practitioner perspectives. *National Decision Sciences Institute*, New Orleans, LA.

Fowler, Karen L., Hopkins, Shirley A., & Dhir, Krishna S. 2009. Faculty liability issues. Professional and Faculty Development Program, *National Decision Sciences Institute*, New Orleans, LA.

Fowler, Karen L. & Wakefield Michael W. 2009. Assurance of learning research agenda: Strategic and policy implications. *National Decision Sciences Institute*, New Orleans, LA.

Fowler, Karen L. & Digman, Lester A. 2009. Outsourcing: New trends, issues and challenges. *Proceedings (abstract) Western Decision Sciences Institute*, Kauai, HI. ISSN 1098-2248.

Larson, Milan D. & Fowler, Karen L. 2008. Anticipating crises: Top-level managers versus

- employees. *Proceedings Western Decision Sciences Institute*, San Diego, CA, ISSN 1098-2248.
- Sedbrook, Tod & Fowler, Karen L. 2008. Patterns of IT resource adaptation in an e-commerce project: A genetic algorithm simulation attempt. *Proceedings National Decision Sciences Institute*, Baltimore, MD, 3231-3236.
- Fowler, Karen L., Dhir, Krishna S. & Hopkins, Shirley A. 2008. Faculty liability issues. Professional Faculty and Development Program, *National Decision Sciences Institute*, Baltimore, MD. (This presentation was requested for repeat at DSI 2009).
- Fowler, Karen L., Dhir, Krishna S., and Hopkins, Shirley A. 2007. Faculty liability issues. New Faculty Development Consortium, *National Decision Sciences Institute*, Phoenix, AZ. (This presentation was requested for repeat at DSI 2008).
- Fowler, Karen L. 2007. Observations on Puerto Rico: An American professor's visit. *Proceedings Western Decision Sciences Institute*, Denver, CO, ISSN 1098-2248.
- Fowler, Karen L., Larson, Milan D. & Kling, Nathan D. 2006. Organizational preparedness: Who's really ready for a major crisis or disaster? *Proceedings National Decision Sciences Institute*, San Antonio, TX, 25051-25056.
- Fowler, Karen L. 2006. Faculty liability: Protecting yourself when serving as an advisor for student clubs and fraternities. *Proceedings (abstract) Northeast Decision Sciences Institute*, San Juan, PR, 564.
- Fowler, Karen L. 2006. The Monfort College journey to the Baldrige Award. *Proceedings (abstract) Northeast Decision Sciences Institute*, San Juan, PR, 648.
- Fowler, Karen L. 2006. Protecting yourself at work in the event of a crisis or disaster. *Proceedings Western Decision Sciences Institute*, Waikoloa, HI, ISSN 1098-2248.
- Fowler, Karen L. 2006. The Monfort College journey to the Baldrige Award. *Proceedings Western Decision Sciences Institute*, Waikoloa, HI, ISSN 1098-2248.
- Fowler, Karen L. & Krahnke, Keiko. 2005. University student deaths from alcohol poisoning: Potential liability and related issues. *Western Decision Sciences Institute*, Vancouver, B.C., Canada.
- Fowler, Karen L., Kling, Nathan D. & Larson, Milan D. 2005. Organizational preparedness for crisis or disaster. *Proceedings National Decision Sciences Institute*, San Francisco, CA, 12111-12116.
- Fowler, Karen L. 2005. The Monfort College journey to the Malcolm Baldrige Award. *National Decision Sciences Institute*, San Francisco, CA.

- Fowler, Karen L., Kling, Nathan D., & Taylor, Shannon V. 2004. Crisis management and disaster preparedness: An empirical study. *Proceedings Western Decision Sciences Institute*, Manzanillo, Mexico, ISSN 1098-2248.
- Modarres, Mohsen & Fowler, Karen L. 2003. Interactive effects of industry conditions and organizational size on implementation of strategic change. *Proceedings Western Decision Sciences Institute*, Kauai, HI, ISSN 1098-2248. (**Best Paper Award**)
- Fowler, Karen L., Iyer, R. Vish, Reed, Ron, Rowley, Daniel J. & Stecher, Mary D. 2003. Problem-based learning in the college of business environment. *Proceedings Western Decision Sciences Institute*, Kauai, HI, ISSN 1098-2248.
- Fowler, Karen L. & Callarman, Thomas E. 2002. Acquisitions, outsourcing, and supply chain relationships: Implications of collective and interactive impacts. *Proceedings Western Decision Sciences Institute*, Las Vegas, NV, ISSN 1098-2248.
- Clinebell, Sharon, Fowler, Karen L., Rowley, Daniel J. & Stecher, Terry D. 2002. An intrafunctional analysis of outsourcing decisions. *Proceedings Institute of Behavioral and Applied Management*, Denver, CO.
- Fowler, Karen L., Ledbetter, J. (Lee), & Boose, John. 2001. Outsourcing core competencies. *Proceedings Western Decision Sciences Institute*, Vancouver, B.C., Canada, ISSN 1098-2248.
- Digman, Lester A., Nutt, Paul, Fowler, Karen L. & Luthans, Fred. 2000. A strategic look at the internet. *Proceedings National Decision Sciences Institute*, Orlando, FL.
- Callarman, Thomas E., Fowler, Karen L., Anderson, Dave & Fowler, John (no relation). 2000. Trends and issues in supply chain management. *Western Decision Sciences Institute*, Maui, HI.
- Fowler, Karen L. & Digman, Lester A. 2000. Strategy, competitive advantage, and supply chain management. *Western Decision Sciences Institute*, Maui, HI.
- Fowler, Karen L., Callarman, Thomas E., Anderson, Dave & Fowler, John (no relation). 1999. Strategy, supply chain management, and competitive advantage. *National Decision Sciences Institute*, New Orleans, LA.
- Callarman, Thomas E., Digman, Lester A., Fowler, John (no relation), Fowler, Karen L. & Anderson, Dave. 1998. Supply chain management and strategy. *National Decision Sciences Institute*, Las Vegas, NV.
- Donelan, Joe G., Kaplan, E. A. & Fowler, Karen L. 1998. Strategic cost management: A value chain approach. *Proceedings Western Decision Sciences Institute*, Reno, NV, ISSN 1098-2248.

- Fowler, Karen L. & Mallette, Paul 1997. An analysis of a complex acquisition process model. *Proceedings National Decision Sciences Institute*, San Diego, CA.
- Viswanathan, R. (Vish) & Fowler, Karen L. 1996. Using decision support center to build teamwork and group decision making. *Proceedings International Academy of Business Administration*, Athens, Greece.
- Fowler, Karen L. & Scott, Donna M. 1994. A study of modeling versus the traditional feedback approach: An empirical investigation of teaching methodologies. *Proceedings National Decision Sciences Institute*, Honolulu, HI.
- Fowler, Karen L. & Scott, Donna M. 1993. Group systems V use in strategic planning. *Proceedings Annual Group Systems V Users Conference*, Tucson, AZ.
- Fowler, Karen L., Scott, Donna M. & Johnson, Avis L. 1993. Creating the experiential approach in the capstone strategic management course: An integration of modeling, the live case, and collaborative problem solving. *Proceedings National Institute of Behavioral and Applied Management*, Denver, CO.
- Scott, Donna M., Fowler, Karen L. & Gibson, John J. 1993. Teaching collaborative problem solving using computer-mediated communications. *Proceedings National Association for Educational Communications and Technology Convention*, New Orleans, LA.
- Fowler, Karen L. 1991. A proposed research agenda for examining preemptive bankruptcy. *National Decision Sciences Institute*, Miami Beach, FL.
- Clinton, James W. & Fowler, Karen L. 1991. National hog farms vs. protect our water: An environmental debate. *Annual Advances in Business Cases*, Society for Case Research.
- Schmidt, Dennis R. & Fowler, Karen L. 1989. Post-acquisition financial performance and executive compensation. *Western Decision Sciences Institute*, Monterey, CA.
- Jones, Robert E., Fowler, Karen L., VonRiesen, R. Dale & Jacobs, Lester W. 1988. Philosophical aspects of strategic decision support and planning systems, internal politics, and organizational effectiveness. *Proceedings Western Decision Sciences Institute*, Kona, HI.
- Fowler, Karen L. & Schmidt, Dennis R. 1988. An examination of the relationships between strategic acquisition factors and acquiring firm performance. *Midwest Decision Sciences Institute*, Louisville, KY (*nominated for Outstanding Paper Award*).
- Schniederjans, Marc J. & Fowler, Karen L. 1987. A goal programming model for strategic industry selection. *TIMS/ORSA*, New Orleans, LA.
- Fowler, Karen L., Schmidt, Dennis R. & Digman, Lester A. 1986. The effect of tender offer



acquisitions on the bidding firm: Overall performance, managerial gain, and gains to shareholders. *Proceedings National Decision Sciences Institute*, Honolulu, HI.

Fowler, Karen L., Schmidt, Dennis R. & Cullen, John B. 1986. Managerial remuneration and the tender offer strategy. *National Decision Sciences Institute*, Honolulu, HI.

Jones, Robert E. & Fowler, Karen L. 1986. The relationship between the structure of strategic decision making and internal politics in not-for-profit hospitals: An empirical test. *Proceedings National Decision Sciences Institute*, Honolulu, HI (***nominated for Best Paper Award***).

Schniederjans, Marc J. & Fowler, Karen L. 1985. A multi-criteria acquisition analysis. *American Institute for Decision Sciences (now Decision Sciences Institute)*, Las Vegas, NV.

Fowler, Karen L. 1985. Strategic acquisition analysis: A goal programming approach. *TIMS/ORSA*.

Fowler, Karen L. 1984. Strategic management in the not-for-profit sector. *Mountain-Plains Management Conference*, Durango, CO.

## ***ACADEMIC SERVICE***

### ***Select CSU-Pueblo University, College, and Department Service 2008 to present***

HSB Curriculum Committee (member), Undergraduate Curriculum Committee (Chair for 10 years), Assurance of Learning Committee, Performance Review Committee, AOL Artifact Provider and Rater, CSU-Pueblo Assessment Workshop, Freshman Orientation Speaker, ETS Major Field Test Data Analysis, Search and Screen Committee (Accounting, Management), Student Behavioral Conduct Ad Hoc Committee, ETS MFT Electronic Exam Administrator, Voluntary Scribe HSB Faculty Meetings, Coordinator Best Undergraduate Student Process, New Faculty Mentor.

### ***Select UNC University, College, and Department Service 1989-2008***

Faculty Senate, President's University Strategic Planning Committee, Presidential and Dean's Search Committees, Research Corporation Advisory Committee, Educational Leadership Advisory Committee, Women's Resource Center Advisory Board, Charting the Future for an Inclusive Campus, Served on Doctoral Committees in other Colleges, New Faculty Mentor Program, Working Paper Series Co-Editor, Internship Coordinator, ETS Task Force and Administrator, Faculty Affairs Committee, Student Affairs Committee, Curriculum Committee, Acting Department Chair.

### ***Professional Affiliations***

Decision Sciences Institute

(updated December 2018)

Western Decision Sciences Institute  
Academy of Management  
Strategic Management Society  
International Association for Business and Society  
Beta Gamma Sigma

### ***Professional Offices and Committees***

WDSI Junior Faculty Scholarship Award Committee, 2015, Maui, HI  
WDSI Junior Faculty Scholarship Award Committee, 2014, Napa, CA  
WDSI Junior Faculty Scholarship Award Committee, 2013, Long Beach, CA  
Nominating Committee, WDSI, 2009-2011  
Vice President, National Decision Sciences Institute, 2007-2009  
Board of Directors, Western Decision Sciences Institute, 2007-2009  
Regional Activities Committee, National Decision Sciences Institute, 2007-2009  
Role of Regions, International Meetings, Affiliates, and Mini-Conferences Ad-Hoc Committee,  
National Decision Sciences Institute, 2007-2008  
Nominating Committee, National Decision Sciences Institute, 2003-2006  
Best Case Competition Committee, National Decision Sciences Institute, 2004-2007  
Past President, Western Decision Sciences Institute, 2000-2001  
President, Western Decision Sciences Institute, 1999-2000  
President-Elect, Western Decision Sciences Institute, 1998-1999  
Program Chair, Vice President for Programs, and Proceedings Co-Editor, Western Decision  
Sciences Institute, 1997-1998  
Vice President-Elect for Programs, Western Decision Sciences Institute, 1996-1997  
Vice President for Member Services, Western Decision Sciences Institute, 1995-1996  
Chair, Doctoral Student Affairs Committee, National Decision Sciences Institute, 1998  
Member Services Committee, National Decision Sciences Institute, 1995-1998  
Regional Activities Committee, National Decision Sciences Institute, 1998  
Membership Coordinator, Midwest Decision Sciences Institute, 1987-1988

### ***Editorial Boards and Journal Reviewer***

Reviewer, *Risk Analysis*, 2015  
Editorial Board, *International Journal of Management & Enterprise Development*, 2008-2015  
Editorial Review Board, *Journal of Leadership Studies*, 2008-2015  
Reviewer, *Journal of Managerial Issues*, 1999-2004  
Editorial Review Board, *Southern Business Review*, 1995-2005  
Reviewer, *Journal of Behavioral and Applied Management*, 2000-2002  
Editorial Review Board, *Journal of Business and Management*, 2001  
Reviewer, *Journal of International Management*, 1998  
Ad hoc Reviewer, *Academy of Management Journal*, 1996-2002  
Reviewer, *European Journal of Operational Research*, 1996  
Reviewer, *Journal of Business and Management*, 1996-1998  
Reviewer, *Journal of Management Studies*, 1996  
Textbook Editor/Reviewer, *Strategic Management*, Lester A. Digman, DAME Publications, 1996

Grant Proposal Reviewer, *National Science Foundation*, 1991  
Reviewer, *Journal of Business Research*, 1991  
Reviewer, *Journal of Management Studies*, 1990  
Book Reviewer, *Behavior in Organizations*, J. B. Lau & A. B. Shani, 4th Ed. Irwin, 1990  
Reviewer, *Decision Sciences*, 1987-1988

### ***Other Professional Activities***

Reviewer, WDSI, 2016, Las Vegas, NV  
Reviewer, WDSI, 2013, Long Beach, CA  
Reviewer, WDSI, 2012, Waikoloa, HI  
Reviewer, WDSI, 2011, Portland, OR  
Reviewer and Session Chair, 2010, Lake Tahoe, NV  
Track Chair, National DSI, 2009, New Orleans, LA  
Reviewer and Session Chair, National DSI, 2009, New Orleans, LA  
Track Chair, WDSI, 2009, Kauai, HI  
Reviewer and Session Chair, WDSI, 2009, Kauai, HI  
Track Chair, National DSI, 2008, Baltimore, MD  
Reviewer, National DSI, 2008, Baltimore, MD  
Reviewer and Session Chair, Western DSI, 2007, Denver, CO  
Session Chair, Northeast DSI, 2006, San Juan, PR  
Reviewer, Western DSI, 2006, Waikoloa, HI  
Reviewer and Session Chair, National DSI, 2005, San Francisco, CA  
Seminar Presenter, Colorado Performance Excellence, 2005, Fort Collins, CO  
Track Chair, International DSI, 2005, Barcelona, Spain  
Reviewer, International DSI, 2005, Barcelona, Spain  
Reviewer, Western DSI, 2004, Manzanillo, Mexico  
Reviewer, Western DSI, 2003, Kauai, HI  
Fowler, Karen L. 1987 to present. Objective test questions to accompany *Strategic Management*,  
Lester A. Digman (Author), University of Nebraska—Lincoln  
Invited Workshop, “Regional Strategic Planning.” 2000. National DSI, Orlando, FL  
Invited Panel, Committees, Chair, Reviewer, Discussant, 1998, National DSI, Las Vegas, NV  
Committees, Reviewer, Discussant, 1997, National DSI, San Diego, CA  
Track Chair, 1997, International DSI, Sydney, Australia  
Track Chair, 1996, Western DSI, Seattle, WA  
Reviewer, 1996, Academy of Management, Cincinnati, OH  
Reviewer, Session Chair, Discussant, 1996, National DSI, Orlando, FL  
Regional Officer’s Meeting, 1995, National DSI, Boston, MA  
Track Chair, Session Chair, Discussant, 1995, Western DSI, San Francisco, CA  
Reviewer, 1994, National DSI, Honolulu, HI  
Session Chair, Discussant, 1993, Institute of Behavioral & Applied Mgmt., Denver, CO  
Curriculum Development Project, 1992, National Wildlife Federation  
Session Chair, Discussant, Reviewer, 1991, National DSI, Miami Beach, FL  
Discussant, 1990, National DSI, San Diego, CA  
Instructor, 1990, University of Northern Colorado Summer Symposium  
Instructor, 1990, University of Northern Colorado Faculty Showcase

Invited Participant, 1990, International Rotary Conference, Portland, OR  
Invited Participant, 1990, Arthur Anderson's Teaching Business Ethics, Chicago, IL  
Discussant, 1989, National DSI, New Orleans, LA  
Session Chair, Reviewer, 1988, Midwest DSI, Louisville, KY  
Reviewer, 1988, Western DSI, Kona, HI  
Reviewer, 1988, National Academy of Management, Anaheim, CA  
Session Chair, 1987, International Pan Pacific Conference, Taipei, Taiwan. Following conference toured mainland China, Hong Kong, and Japan, including many businesses and universities  
Instructor, 1987, Colorado State University Executive Development Institute  
Reviewer, 1986, National DSI, Honolulu, HI  
Invited Panel, 1986, National Academy of Management, Chicago, IL  
Final Judge, Best Paper, Session Chair, Discussant, 1986, Midwest DSI, Lincoln, NE  
Reviewer, 1985, National American Institute for Decision Sciences, Las Vegas, NV  
Reviewer, 1984, Mountain-Plains Management Conference, Durango, CO  
Doctoral Student Participant, 1983, National Academy of Management, Dallas, TX  
Instructor, 1982, University of Nebraska—Lincoln Continuing Education Department

## **AWARDS**

### ***CSU-Pueblo***

Hasan School of Business *Excellence in Teaching Award*, 2014-2015  
Hasan School of Business *4 X 4 Award*, 2014-2015  
*Best Paper Award*, WDSI, 2012, Waikoloa, HI  
Hasan School of Business "*Shining Star*" Award, spring 2012  
CSU-Pueblo "*Above and Beyond*" *Academic Affairs Award*, spring 2012  
Pueblo Hispanic Education Foundation *Educator of the Year Award Nominee*, spring 2009  
Provost's Faculty Development *Grants*: 2009, 2010, 2011

### ***UNC Scholarship***

UNC *Departmental Excellence in Scholarship Award*, (management faculty) March 2005  
UNC College of Business, *Summer Research Grant*, 1991, 1994, 2004  
*Best Paper Award*, WDSI, 2003, Kauai, HI  
UNC College of Business, *Scholar of the Year*, 1991-1992  
UNC College of Business, *Merit Award*, 1990-1991  
UNC College of Business, *Scholar's Incentive Grant*, 1990, 2004, 2005  
UNC College of Business, *Faculty Achievement Award*, 1989-1990

### ***UNC Teaching***

UNC College of Business, *Professor of the Year*, 1994-1995  
UNC Department of Management *Professor of the Year*, 1990-1991, 1991-1992, 1994-1995  
UNC Mortar Board *Superior Teaching Award*, 1992

## ***Other***

Colorado State University—Pueblo *Outstanding Alumna Award*, 2004  
Crystal Lakes Association, *Community Volunteer Award*, 2000  
JCPenney Golden Rule Award, *Weld County Nominee*, Greeley, CO, 1996  
KFKA *Act of Kindness Award*, Greeley, CO, 1994  
*Beta Gamma Sigma*, University of Wyoming, 1981  
*Young Career Woman Award*, Business and Professional Women's Club, Pueblo Club Chapter, Pueblo, CO, 1978. Subject of feature article, "CF&I Employee Named Young Career Woman." *The Pueblo Chieftain*, May 16, 1978  
*Outstanding Service Award*, Pueblo County Stockmen's Association, Pueblo, CO, 1976

## **COMMUNITY SERVICE**

*The Pack Club Member*, Pueblo, CO 2013, 2014, 2015, 2016, 2017.  
*TLC – Tom and Louie's Cupboard Volunteer*, Pueblo, CO 2013, 2014.  
*Feeding Pets of the Homeless Pet Food Drive*, Pueblo, CO 2014.  
*Feed the Pack and Back the Pack Sponsor*, Pueblo, CO 2012.  
*CSU-Pueblo Alumni Volunteer*, 2009 – present.  
*Sangre de Cristo Arts & Conference Center 39<sup>th</sup> Anniversary Gala*, Diamond Sponsor and event volunteer, June 2011.  
*Striking out Violence: Bowling for Peace*, fundraising event, March 2010.  
*Second Chance Rescue (companion animal rescue)*. Weld County, CO, 2005. Foster mother.  
*Crystal Lakes Association*. Red Feather Lakes, CO, 2000-2003. Summer office volunteer (volunteer award, 2000).

*Northern Colorado Animal League*. Greeley, CO, 1991-1997. President of volunteer board of directors. Guided organization through crisis survival, including financial distress and eviction from building mandate by County building inspectors. Implemented turnaround strategy, established new leadership, and linked organization to its external environment on which it depends for survival. Established and enforced performance evaluation criteria for executive director, reestablished appropriate power structure between executive director and board of directors, rebuilt board of directors, hired new executive director and established future direction for the organization. Developed capital fund raising campaign for construction of new facility. Encouraged by City Mayor to run for Greeley City Council.

*United Way*. Greeley, CO, 1989. UNC Campaign Representative.

*United Way, Y-Pals Big Brother Big Sister Program*. Lincoln, NE. 1982-1984. Evaluated the effectiveness of the Y-Pals Program and provided program evaluation review to board of directors for inclusion in United Way budget request. Served in advisory capacity with regard to goal refinement and program evaluation.

## ***CONSULTING***

*National Association of Purchasing Management.* San Diego, CA. 1999. Supply Chain Management as a Key to Effective Business Strategy.

*National Association of Purchasing Management.* Dallas, TX. 1998. Career Growth and Development.

*National Association of Purchasing Management.* Nashville, TN. 1997. Relationship of Supply Chain Management to Strategic Management, Intra- and Interorganizational Interdependencies, Challenges of Influencing Others, and Managing and Working Effectively in Teams.

*Northern Colorado Fire Service Consortium.* Greeley, CO. 1997. Strategic Management, Effective Implementation, Challenges of Influencing Others, and Effective Communication. Organized and moderated discussions with firefighters concerning their fears of privatization of the fire service industry.

*National Association of Purchasing Management.* Omaha, NE. 1996. Business Process Reengineering, Strategic Alliances, Managing Teams, Measuring Efficiency, and Total Cost of Ownership.

*Hewlett-Packard Company.* Loveland, CO. 1994. Industry analysis for and strategic assessment of the Personal Measurements Operation. Appropriate strategies for mature and declining industries, product line reorganization, and other competitive considerations.

## ***CORPORATE EXPERIENCE***

*Mountain Bell.* Denver, CO, Cheyenne, WY, & Durango, CO. 1979-1981. Market Administrator. 1st level manager. Responsible for sales of telecommunications and data systems to business customers. Supervised and coordinated activities of various departments involved in system implementation. Educational leave of absence to pursue Ph.D.

*Xerox Corporation.* Denver, CO & Cheyenne, WY. 1978-1979. Account Representative. Responsible for sales of copiers and supplies. Specialist in government, education, and medical markets. Received extensive training in professional selling skills, executive persuasion, and decision-making processes.

*CF&I Steel Corporation (subsidiary of Crane Co., New York).* Pueblo, CO. 1977-1978. Staff Assistant, Rolled Product Sales. Analyzed pricing policies and product mix combinations, conducted profitability studies, and formulated price quotes. Named Business and Professional Women's "Young Career Woman of the Year."

## ***FOREIGN LANGUAGE***

## Conversational Spanish