

BLOCH

2008



BUILDING THE BETTER GRADUATE



BLOCH

THE UNIVERSITY OF MISSOURI-KANSAS CITY
Henry W. Bloch School of Business and Public Administration

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Produced by UMKC Creative Services
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Photography: Michael McClure, Mark McDonald, Kristen Hellstrom, Bob Greenspan

Bloch magazine is published annually by UMKC’s Henry W. Bloch School of Business and Public Administration’s Office of External Relations to encourage interest and support among our alumni, partners and friends.
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UMKC MISSION, VALUES AND GOALS

- Mission**
- Lead in the life and health sciences
 - Deepen and expand strength in the visual and performing arts
 - Develop a professional workforce; collaborate in urban issues and education
 - Create a vibrant learning and campus life experience

Values

- Education first
- Discovery and innovation
- Integrity and accountability
- Diversity, inclusiveness and respect
- Energized collaborative communities

Goals

- We attract, nurture and develop responsible community leaders.
- We are a leader in scholarship and creative activity.
- We are an essential community partner and resource.
- We are a workplace of choice.
- We have the resources to achieve our strategic goals.



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Alumni



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Curriculum



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Students



From the Dean

I have been privileged to have served as dean of the Bloch School for the past six years. In July, I will leave Bloch to pursue a new professional adventure. I would like to take this occasion to thank the many supporters who have enabled us to move the Bloch School well on its way toward building a nationally prominent school of business and public administration.

Our vision in building a top-tier school centers on developing *market-focused* programs. That involves identifying critical market needs and finding creative ways to respond and produce innovative academic programs that prepare our graduates to be leaders in the business and civic community. This has been a great year for the Bloch School in meeting market needs as a thought leader, business and career builder, and community catalyst.

In entrepreneurship, Bloch’s programs are garnering national attention, and our PhD program is among an elite group developing much-needed leadership to meet the growing demands of this field. In undergraduate business, Bloch is helping connect students directly with professionals in the community and giving them the skills they need to stand out in the crowd. In graduate education, the Bloch Executive MBA has been recognized by *Financial Times* as being among the best. Our Cookingham Insititute has brought a drill-down study to Kansas City, the results of which will uncover important data to boost economic development in the metro area. And of course, Bloch alumni continue to do amazing things.

The momentum of this year is only the beginning. What is truly exciting is the future. We live in a dynamic global world, and at the Bloch School we know that *innovation is essential*.

Warmest regards,

O. Homer Erikson

The Bloch School’s future is bright



NEWS FROM AROUND THE BLOCH



INTERNATIONAL RECOGNITION FOR KCSOURCELINK

The KCSOURCELINK network, part of Bloch's Institute for Entrepreneurship and Innovation, won the U.S. Department of Commerce Economic Development Administration's national Excellence in Economic Development Award in the category of Enhancing Regional Competitiveness. KCSOURCELINK also won the IEDC (International Economic Development Council) Multi-Year Economic Development Programs Award. In 2007, KCSOURCELINK became the model for VetLink, a resource network that will identify and organize community resources for veterans, including health care, business development and other services.

Above from left: U.S. Assistant Secretary of Commerce for Economic Development Sandy Baruah and U.S. Congressman Emanuel Cleaver II present the national award for Economic Development to Maria Meyers, KCSOURCELINK network builder.

AT&T RECOGNIZES IMPORTANCE OF ENTREPRENEURSHIP AT BLOCH



AT&T pledged a \$200,000 gift in support of Bloch's Institute for Entrepreneurship and Innovation (IEI). The investment will help strengthen IEI's ongoing efforts to provide experiential learning opportunities to the next generation of entrepreneurs.

FINANCIAL TIMES RECOGNIZES BLOCH EXECUTIVE MBA

The Bloch Executive MBA was named among the top EMBA programs in the world by *Financial Times*, earning the No. 16 spot among U.S. public universities, the No. 36 spot among all U.S. universities and the No. 1 spot among U.S. public universities for career impact.



A FIRST FOR REAL ESTATE AND KANSAS CITY

A \$1.5 million gift paved the way in 2007 for the establishment of the Lewis White Real Estate Center at the Bloch School. The Center is Kansas City's first and only comprehensive program focused on educating the next generation of real estate leaders. More than \$300,000 in follow-up gifts have been made to date in support of the Center.



Tom Turner, UMKC Trustee and chairman of Collateral Mortgage Capital, presents Jerry White, son of Lewis White, with a commemorative award at the dedication of the Lewis White Real Estate Center.



HANGING OUT WITH THE GANG

Kansas City Mayor Mark Funkhouser took time out of his schedule to be a guest speaker at a PASA (Public Affairs Student Association) panel. Funkhouser studied public affairs at Bloch, graduating with an IPhD from UMKC in 2000.

PRINCETON REVIEW NAMES BLOCH BEST

**The Bloch School
once again
ranked in the
Princeton Review's
top business
schools for 2008.**

SHAUL JOLLES

ALUMNI PROFILE

THAT'S THE POWER OF LOVE

Bloch alumnus brings a new creativity to
Kansas City's Crossroads District

Shaul Jolles (BA '99, MBA '00) did not intend to live in the United States or Kansas City - but he fell in love and everything changed.

Nearly 10 years ago, as Jolles was finishing his service in the Israeli army, he was invited by family friends to live and study in Kansas City. He took them up on their offer and enrolled at UMKC's Bloch School.

"I love Israel. I never saw myself as being able to live anywhere else," Jolles recalls. "I was just supposed to be here for a semester. The point was primarily to learn some English."

That was the plan. A girl named Michelle was the reality. Two months into his studies, Jolles met his now-wife Michelle.

"Here I am - still here 10 years later," he says.

Since then, Jolles and Michelle started their family, and he completed his bachelor's degree in business and went on to get his master's degree in international business at Bloch.

"I enjoyed my time at UMKC," he says. "At Bloch, networking opportunities were plentiful. Through the MBA, I was connected directly with professionals in the community. And many of the people I went to school with stayed in Kansas City, so there's a good chance we'll cross paths again, opening up even more opportunities."

It was shortly after getting his MBA that Jolles fell in love for the second time. He launched and sold his first renovation project, W Lofts at 1803 Wyandotte St. in Kansas City's Crossroads area, and was smitten with the renowned art district's potential. His natural affinity for art and interest in real estate made the Crossroads the perfect

place for Jolles. In a stroke of fate, he put a group together and bought the building from Brad Nicholson with Nicholson Group Real Estate. Today, he works as a broker with the Nicholson Group.

"My real estate life is one square mile," says Jolles of the Crossroads. "To me, real estate is a creative job." And working alongside Brad Nicholson, Jolles finds himself creating, preserving and building for artists.

In addition to his work as a developer—his name adorns real estate signs throughout the arts district—Jolles has also served on the Crossroads Community Association board for the past three years. Last year, he was re-elected as its president.

"Art has a relationship to everything," says Jolles, who believes that the arts community is a real strength of Kansas City. "And I think that's something we need to build on," Jolles adds, speaking both literally and figuratively. On both counts, Jolles has done his part.



Jolles

BUILDING THE BETTER GRADUATE

Savvy and etiquette give Bloch students a stronger edge

Can I wear flip-flops to a job interview? Is it a noticeable faux pas not knowing which fork goes with what course at a business dinner? Do I come across as articulate and prepared? Would an internship give me an edge?

When people think of business education, these may not be the topics that first come to mind, but employers are demanding professionalism, presentation, communication and leadership skills from their young applicants. And in today's casual world, this kind of preparation is often overlooked.

Bloch is preparing its undergraduates resources to be more attractive to employers (or graduate schools) through a variety of resources that address important business savvy and skills.



Hayley M. McDonald (right) is a senior working toward a BA in finance; she also works as a peer coach at the Bloch Communication Center.

Steven W. Miller is a junior working toward a BS in accounting. He is treasurer of Beta Alpha Psi Honors Accounting Fraternity and tutors introductory accounting students.

Communication Center

In late 2007, Bloch began the implementation of a Communication Center to provide a forum where Bloch students can get help with all things related to professional communication skills – from writing to speaking and personal appearance.

With the tagline “communicate effectively, strategically, professionally,” the Center’s mission is to help Bloch School graduates develop the business communication skills needed to be effective in the global market.

The Center has office hours during which students can stop by to get help with written communication such as reports, papers, presentations, graduate school and job applications and resumes, live presentation and speaking skills, and job search skills.

Erin Blocher, instructor of business communication, says that proofreading and grammar, along with what constitutes appropriate professional attire, are the two biggest stumbling blocks faced by undergraduate students.

“Like it or not, employers will judge you on the way you look and speak before they even know what skills you have on paper,” Blocher says. “Our goal is to make sure students understand that, and then teach them how to prepare for the professional world.”

Know thyself – interpersonal skills

“It’s never too early to know yourself – skills and weaknesses, propensities and potential stumbling blocks,” says Pam Roffol Dobies, Bloch lecturer in organizational behavior, leadership and human resources.

That is why Bloch has adapted components from the advanced Executive MBA curriculum into the undergraduate curriculum in the form of the 16PF assignment (also known as 16 primary

Marisa Fultz (BA '07), UMKC Trustee Scholar

Account Representative with the Astra Group

When Marisa Fultz found out she’d been selected as one of the elite UMKC Trustee Scholars, she was thrilled about enrolling at the UMKC Bloch School. The finance major (with a minor in economics) always thought her future would be in balance sheets and analysis. But by the end of her undergraduate career, Fultz stumbled across representatives from the Astra Group at a UMKC career fair and found herself intrigued by the idea of sales and working directly with a variety of businesses and clients.

Fultz also credits her undergrad experience at Bloch, particularly in the Delta Sigma Pi business fraternity.

“Between being a Trustee Scholar and the opportunities I had at Bloch to network regularly with the business community, I learned that working with people was the right fit for my personality and skills.”

or personality factors). The 16PF is an instrument often used by career counselors to assess strengths, weaknesses, preferences and interests (similar to, though simpler than, a 360° evaluation).

Students complete an online questionnaire and get results that reflect assets, weaknesses and suggestions for how to temper those weaknesses. It also indicates which professions may be best suited to that individual. Students analyze their own results and share them with one or two people close to them for feedback, which can sometimes provide a surprising reality check about their self perception.

Dobies notes that one of the most valuable aspects of the 16PF is that the language used in the reporting format provides students with proper language they can then use to describe themselves in cover letters, interviews, etc.

Career connection

“Business students need specific career resources and attention, things general campus services aren’t always able to provide,” Dobies says.

Bloch has started using the UMKC Blackboard site (an online course delivery system) to pilot Career Launcher, a one-stop resource where full- and part-time jobs, recruiter visits, internships, training opportunities, career fairs and even relevant articles can be posted, giving students direct connection to external professional opportunities.

Dobies also had some of her students participate in a video project this year in which teams created and digitally recorded scenarios depicting professional protocol on topics like business meal etiquette and managing a digital profile (e.g., social networking on sites such as Facebook and LinkedIn).

The winning videos are being re-recorded and posted on Career Launcher, giving students an opportunity to learn how to polish themselves for interviews and professional encounters.

“Students today are much more technologically oriented,” Dobies notes. “They aren’t likely to come to a workshop or seminar – they prefer to click it.” ■

Oseloka “Albert” Okagbue (BS '07) UMKC Trustee Scholar

Enrolled in one of the top graduate accounting programs in the country at the University of Texas – Austin.

No surprise career changes here: Albert Okagbue has known he wants to be an accountant since age 14. He went from Bloch, where he earned his bachelor’s degree in accounting, to one of the most prestigious graduate accounting programs in the country. In fact, he already has a job waiting for him at international accounting firm Deloitte & Touche USA LLP in 2009. “I kept my grades up and, more importantly, I made sure I was well rounded as an undergraduate.” Okagbue was on the track team, a member of Alpha Psi fraternity and volunteered to speak at Bloch events to help other students.

“I believe you should try to leave a positive mark behind wherever you’ve been. The school should be different in some way after you leave,” Okagbue says.

Okagbue also credits Bloch faculty. “The accounting faculty at Bloch were great about writing recommendation letters and helping me with my grad school applications,” Okagbue says. “They were also willing to just hang out. There was one faculty member in particular, and although I never had him in class, we met regularly, and he helped me learn what to expect, how to prepare for grad school and how to make the most of my experience.”



THE PROOF IS IN THE PRAISE

Bloch Executive MBA Career Acceleration Program helps ambitious professionals stay on track

When the Bloch School decided to revamp the Executive MBA program in 2005, the leadership team set out to discover what key competencies executive leadership needed now and down the road to avoid derailing in their careers. The consistent consensus across their research was that functional expertise and business acumen were a given for company leaders. But a honing of certain interpersonal skills, specifically in the areas of self-awareness, risk management, political savvy and delegation were highly desired for success at the most senior levels. To meet this need, Bloch developed the Career Acceleration Program, which consists of three major components: 360-degree surveys, analysis and reflection, and action planning. The program also offers students one-on-one access to an executive coach.

“The 360 assessment revealed my weaknesses and strengths from the perspective of my peers, bosses and myself, allowing me to grow as a leader using the feedback and executive coaching. I established an action plan which helped me improve my ability to work with other executives and to listen more effectively. I was also able to understand how to use my political savvy, which my peers and bosses identified as one of my strengths (unrecognized by me). The confidence I gained from understanding that I possessed this strength enabled me to lead an effort to initiate important changes for the Department of Defense.”

—**Jim Klanke** (EMBA '07), president and owner of Global Project Management Group, Ltd.

“I experienced a mindset shift within the Bloch Executive MBA program about the power of leadership and my own abilities to lead. Cumulatively, through 360-degree feedback, executive coaching, team feedback and reflection, I gained the self-awareness to develop a personal leadership style. My colleagues commented almost immediately as to this apparent shift and since then, my opportunities have expanded in leading new products and teams to commercialization.”

—**Aime Lenz** (EMBA '08), senior product manager, Enturia, Inc.

“The Career Acceleration Program was invaluable. It taught me to really look inside myself to define what kind of leader I am and, more important, what kind of leader I want to be. Further, I learned a great deal about developing other leaders whether they are reports, peers or supervisors.”

—**Steve Reed** (EMBA '07), human resources project manager, EMBARQ

“Working with the executive coach was tremendously helpful. Not only did she assist me in thinking through items involved in beginning a consulting business and moving from the nonprofit arena to the corporate arena, but she also gave me great insight on things that I did very well and areas that I needed to spend more time finessing. I consistently use the skills that I learned from the Career Acceleration Program in my current position.”

—**Laurie Jackson** (EMBA '07), associate executive director, Synergy Services Inc.

“Everyone can get too comfortable with their management style, especially if they have been in management for several years. The 360 evaluation helped me modify the way I manage my staff. I learned I had been doing a poor job of ‘managing up,’ assuming that my superiors would see on their own what I am doing and achieving. I have become a different kind of manager as a result of the process, which has already yielded positive results and comments from colleagues both up and down the ladder.”

—**Kirk Kirkpatrick** (EMBA '08), senior vice president and creative team leader at Bernstein-Rein Advertising

HELPED BY OTHERS, HELPING OTHERS

Bloch Executive MBA candidate Laurie Gehrt exemplifies the give and take of success

A recent Women’s Executive Leadership Census* identified Kansas City as lagging in preparing women for executive leadership positions. In an opinion piece responding to that report, Denise Kruse, market vice president with Right Management Consultants, stated “If all women leaders in Kansas City invested time to mentor talented women emerging leaders, [and] continued investing in the development of emerging leaders ... in a few more years that same census might tell a very different story.”

Laurie Gehrt (EMBA '08) is a leader who personifies the example Kruse sets forth.

Looking at her resume, you’d never guess Gehrt left home at age 16. Today, she is a chief nursing officer for Cerner Corporation, a leading health care information technology supplier, where she works with existing (“installed”) health care industry clients to help identify and manage products and services Cerner can provide to enhance the systems they’re using.

Her desire to do the best for herself and her family started at an early age. “I have been a self-made person for a long time,” Gehrt says. “I have always been thoroughly ambitious in my desire to improve things for myself and for my family.”

Knowing she needed to start somewhere, Gehrt got some of her earliest education when she joined the Air Force at age 18. “I learned a lot about the world,” she says.

Always interested in health care, one of Gehrt’s first jobs was as a transporter in a hospital. She says she was drawn to health care because she liked helping people. “I’m truly a people person,” she says. “And I like to see the right things done by them.”

By observing others and learning from what she saw, Gehrt worked her way up through the hospital organization.

But watching and learning is only part of the process. Gehrt also notes that seeking mentors, wherever she was, played a major role in her path to success. “Getting to where I am now has truly

been about aligning myself with good leaders and having them be mentors. Find the folks that are really looking out for future leaders, and learn from them – let them help you,” she advises.

After experiencing the challenges nurses face, Gehrt became even more interested in serving the health care population in a way that would make their jobs easier, which ultimately led her to Cerner.

“Chief nursing officers in hospitals have the largest human capital to manage. Technology can help create efficiencies, increase patient safety and enhance regulatory reporting and monitoring. A lot of my knowledge comes from having implemented some of these solutions from a technical standpoint, as well as understanding workflow,” she says.

Not only has Gehrt utilized mentors along the way to help her grow and excel in her profession, her natural inclination to help people get to a better place has led her to mentor many young professionals at Cerner as well. “I just enjoy coaching them in building their networks to be successful,” she says. “It’s so rewarding to hear a few years later that I was able to make a difference in their success.”

And Gehrt is far from finished with her journey. She

continues to grow and pave her own way through the Bloch Executive MBA.

“If research shows there are too few women being primed for executive positions in business, that probably goes double in the health care industry,” Gehrt says. “Nurses in particular don’t always get to ‘be at the table’ – they don’t get to sit at the executive level and understand the business side of health care, but they should.”

“Through the Bloch Executive MBA, I have gained a much clearer perspective on the business of health care from a strategic, operational and financial perspective, which elevates my capabilities to better help my company and our clients,” Gehrt says.

“Health care is very much a business, and I would like to be able to have those conversations eloquently and knowledgeably,” Gehrt emphasizes.

“I wanted to get the secret handshake,” she laughs. “So I can be at the table too.”



Gehrt

*prepared by the Bloch School and the Central Exchange

HERE SHE IS...

Melissa Walton (EMBA '09) has been selected as Miss Missouri Galaxy® and will represent Missouri in the Miss Galaxy® pageant this summer in Orlando, Fla. Walton has chosen lupus research as her philanthropic



platform. In addition to raising awareness about lupus, Walton also hopes to raise funds in support of local educational scholarships for deserving students in the Kansas City area. When not on stage, Walton is a senior internal auditor for Compass Minerals in Overland Park, Kan.

SOME DOG!

Edmund Dziuk (EMBA '09) isn't wearing the crown himself, but his dog Uno is. Uno became the first beagle in history to take Best in Show at the 132nd Westminster Kennel Club dog show competition this year at Madison Square Garden. Uno beat out two primped poodles, a top Sealyham terrier, a sleek Weimaraner, a lively Australian shepherd and a sprightly Akita. A true animal lover, Dziuk is chief operating officer for the Orthopedic Foundation for Animals. He also breeds and shows his own beagles.

Uno gets his close-up.



STATISTICS THAT TELL A STORY

It's been a good year for the Bloch Executive MBA

Rankings

The Bloch Executive MBA is ranked among the top EMBA programs in the world by *Financial Times*.

Numbers to note:

- No. 1** among U.S. public universities in career progress
- No. 2** in the United States for gender diversity/percentage of women students
- No. 7** among U.S. public universities for aims of alumni achieved
- No. 16** overall among U.S. public universities
- No. 36** overall in the United States

Average years of work experience: 16*

Average years of management: 10*

**Class of 2009*

Average Bloch Executive

MBA student salary: \$103,000*

**Class of 2009*

Percentage of women enrolled

Bloch has averaged 44 percent women students in the past three years, bucking the national trend of 27 percent*

**Aggregate Report of the Executive MBA Council 2006 Membership Program Survey*

Employer support

Most Bloch Executive MBA students are fully or partially funded by their employers.

91 percent of Bloch students are fully or partially funded, compared to the national average of 70 percent*

**2007 EMBAC US/Canada*

LEADERSHIP CHANGES AT BLOCH

RENZ NAMED PUBLIC AFFAIRS CHAIR

David Renz, PhD, Beth K. Smith/Missouri Chair in Nonprofit Leadership, has been named chair of the Bloch School's Public Affairs Department.

In addition to his faculty roles, Renz is director of the Midwest Center for Nonprofit Leadership, where, with his nonprofit leadership faculty colleagues, he has helped Bloch achieve national ranking in *US News & World* for nonprofit leadership. Renz received his PhD in organization theory and administration and a master of arts in industrial relations from the University of Minnesota.



DAVID RENZ

ARORA NAMED ORGANIZATIONAL LEADERSHIP AND MARKETING CHAIR

Raj Arora, PhD, has been named department chair of Organizational Leadership and Marketing.

Arora has been the Bloch School's Schutte Professor of Marketing since 1988, and served as interim department chair for Organizational Leadership and Marketing this past year. He holds an MS in engineering from the University of Southern California and an MBA and PhD in business administration from Claremont University in California.



RAJ ARORA

EREKSON LEAVES AFTER SIX YEARS

Bloch Dean O. Homer Erikson says goodbye after six years of service to the School. Erikson, an alumnus of Texas Christian University (TCU), recently accepted an offer to become dean of TCU's Neeley School of Business.

"These six years at the Bloch School have been wonderful years for me," says Erikson. "We have accomplished much together. I look forward to following the future of the Bloch School as it continues to development as a top-tier school of business and public administration."



O. HOMER EREKSON

LEGGIO TAKES JOB IN MARYLAND

Karyl B. Leggio, associate dean for academic programs, will also leave Bloch to take on the role of dean for the Sellinger School of Business and Management at Loyola College in Baltimore.

During the past eight years, Leggio has held important leadership positions and led the development of several important key initiatives for the Bloch School. She has served as FIMS department chair, executive director of the EMBA program and associate dean for academic programs. She been instrumental in the establishment of the Asian Equity Research Institute and the Lewis White Real Estate Center at the Bloch School.



KARYL B. LEGGIO

BOLMAN NAMED INTERIM DEAN

Lee Bolman, PhD, Marion Bloch/Missouri Chair in Leadership, has been named interim dean of the Bloch School, effective July 1 and continuing until the appointment of a permanent dean.

Bolman has been with Bloch since 1993. His expertise on the relationship between organizations and leadership has led to his inclusion on lists of America's top management thinkers. He has co-authored, with Terry Deal, numerous books on leadership and organizations, including *The Wizard and the Warrior: Leading with Passion and Power* and *Reframing Organizations: Artistry, Choice, and Leadership*. He has a BA in history and a PhD in organizational behavior from Yale University.



LEE BOLMAN

GALLOS APPOINTED EXECUTIVE MBA PROGRAM DIRECTOR

Joan Gallos, EdD, professor of Leadership in Bloch's Public Affairs Department, has accepted the position of director of the Bloch's Executive MBA program. Gallos will replace Karyl Leggio. Gallos is an award-winning educator and scholar in the field of management and leadership education. She has a bachelor's degree cum laude in English from Princeton University, and master's and doctoral degrees in organizational behavior and professional education from the Harvard Graduate School of Education.



JOAN GALLOS



BLOCH'S COOKINGHAM INSTITUTE BRINGS MUCH-NEEDED RESEARCH TO KANSAS CITY

KCUMA study provides data to reflect city's true purchasing power

Kansas City's downtown revitalization has been a hot topic over the past few years. But if you want to invigorate the urban core, you have to run the numbers first.

Before retailers invest in a shopping center, before bankers open a new branch or sign off on a loan, before developers renovate a building, they run a market analysis of the target neighborhood to measure its economic potential.

And these retailers, bankers and developers base their decisions on census data that historically undercounts the urban core – by as much as 25 percent.

"It comes down to this," says Robyne Turner, Schutte/Missouri Professor of Urban Affairs and director of the Cookingham Institute of Urban Affairs at the Bloch School. "Do you want retailers and developers to look at numbers that reflect poverty rates or purchasing power?"

Project Kansas City Urban Market Assets (kcuma.org), a three-year partnership between Social Compact, a national nonprofit coalition that promotes successful investment in lower-income communities, and UMKC's Cookingham Institute at Bloch and the Center for Economic Information (CEI), is designed to uncover and stimulate that hidden purchasing power citywide.

Census data relies on surveys that draw on user-reported income, missing pockets of development and growth like Westport and downtown. It also ignores the cash economy.

Through its Neighborhood Market DrillDown, Social Compact captures a different set of data: local tax assessment data, building permit activity, automobile registrations, credit bureau information and utility data.

"The census uses deficit-based statistics," Turner explains. "The DrillDown uses asset-based data."

Because of the impact this information can have on local retail—and on other population-dependent monies, like federal

grants — Project KCUMA has attracted an impressive list of strategic partners, including the City of Kansas City, Main Street Corridor Development Corporation, the Economic Development Corporation of Kansas City, SouthTown Council, Brush Creek Community Partners, Mid-America Regional Council and Nonprofit Technologies.

Kansas City is in good company: Social Compact has conducted similar DrillDowns in 11 cities. Houston, for example, uncovered a 25 percent increase in population in the neighborhood studied, higher home values and residential income, and a cash economy of \$443 million. Those results made a solid case for the redevelopment of Gulfgate Mall.

The Kansas City DrillDown will encompass each of the six council districts, and is the first led by a university.

"This is the first time a university has been a partner and brought a DrillDown to a city," says Turner, who values the impact the DrillDown will have on the city and on the teaching of urban development research. To date, four students are working on the project, in addition to several others who are contributing as part of the project's work groups.

The data rollout, which started in March, includes citywide and district-level reports, along with an online interface, which both Turner and Dan Melton, Cookingham MPA and PhD alum and KCUMA project manager, say they are thrilled about.

"Think Google maps," says Turner. "You'll be able to go into the site, pick a location, draw out a particular radius for a marketing study and see the DrillDown data."

"The level of neighborhood analysis you'll be able to do with this data is going to be tremendous," Melton adds. "And there are so many people that can benefit in so many different ways."

Stay tuned for more information and the release of data about the KCUMA study in the coming months at www.bloch.umkc.edu.

BECKY ROBINSON

ALUMNI PROFILE

A FURRY ISSUE:

How one Bloch alumna is saving thousands of lives

"People who save lives" conjures visions of doctors, nurses, EMTs and firefighters who save human lives every day. But humans aren't the only ones who need help, and Bloch School Department of Public Affairs alumna Becky Robinson (MPA '87), co-founder and president of Alley Cat Allies, has found a way to save the lives of thousands of feral felines in need.

Robinson grew up in McPherson, Kan., and says she always had an interest in helping others. In seeking a graduate program that would match her interests, Robinson says the Bloch School's Department of Public Affairs had the best reputation in the region for its program in public administration.

For Robinson, that turned out to be true. Robinson remembers the faculty and curriculum as being the catalyst that helped push her toward the important purpose she fulfills today. "Every professor had an influence on me," she recalls. "I loved, and sometimes struggled with, the classes, but they really challenged me to think and expand my world views."

But with so much need out there, where would Robinson direct her efforts? Although helping people was of interest, Robinson may have had a predisposition toward helping animals, considering her family formed the first Humane Society in McPherson in 1975.

In 1988, Robinson moved to Washington, D.C., to work for animal protection on a national level. One day, she discovered a colony of feral cats living in a nearby alley. From that moment, her path became clear.

"I realized there was nothing to be done for these animals," she said. "Neither shelters nor individuals will

adopt unsocialized cats." Instead, they would most likely be trapped and killed as local governments tried to control their numbers.

Robinson had heard of a practice being used overseas in Denmark and the United Kingdom called Trap-Neuter-Return, a comprehensive, non-lethal approach to feral cat population control. Healthy feral cats are sterilized and vaccinated, and then returned to their habitat under the lifelong care of volunteers. Adoptable (tame) cats and kittens are placed into homes.

"It was clear in our minds from that moment on we would start a nonprofit around this cause," Robinson says.

And so Robinson and her small team founded the nonprofit organization Alley Cat Allies (ACA) in 1990, with a strong mission and vision to go forth and convince others to implement innovative, non-lethal solutions to combat overpopulation of domestic animals.

Then something unexpected happened.

"We had not really done any advertising and I didn't think anyone knew we were here – but we started getting calls from other people trying to help cats like the ones I found in the alley. There was no e-mail or Web site for our organization. But people all over the country were finding us."

Since then, ACA has been able to help people humanely manage problematic feral cat populations all over the country, including at the Norfolk Naval Shipyards in Virginia and the Atlantic City Boardwalk in New Jersey.

Robinson and her now not-so-small team (24 employees, including a legal team) have spearheaded a successful



Robinson

nationwide movement. Today more than 200 nonprofit organizations are doing Trap-Neuter-Return and ACA has 19 countries in their network. Not to mention, Alley Cat Allies closed the last fiscal year at more than \$5 million in revenue.

"Our real mission is to make right choices and better communities," Robinson emphasizes. "Animal control systems in the United States are way behind the times. People are no longer embracing 'catch and kill' methods. We must get policy makers to analyze the situation and make new policy."

To learn more about Robinson's work, visit alleycat.org.

Can entrepreneurship be taught?

A teacher, a student and a CEO sound off



Walt Rychlewski
Visiting professor of entrepreneurship
and "serial entrepreneur"
Interim dean of the School of
Computing and Engineering

"If you're talking about the standard lecture method used at colleges and universities, then I have to give a qualified 'no.' Entrepreneurship cannot be taught.

"Entrepreneurship is grounded in the individual's personal set of skills and capabilities. It's based in ambiguity, and it depends on the entrepreneur's ability to listen, adapt and, often, completely start over. From the traditional entrepreneurial mindset, the only way to learn those skills is through the school of hard knocks, old-fashioned trial and error.

"But what if you gave students case studies? What if you coached them through the common mistakes that entrepreneurs make? What if, before they spend someone's \$500,000 investment, they are put in a learning laboratory where they take a fledgling technology and commercialize it, and in the process deal with entrepreneurial challenges and frustrations, hence learning how to think around them?

"What if you didn't teach them how to be an entrepreneur, but you taught them how to think like an entrepreneur?

"Then you have a methodology that helps people with an interest in entrepreneurship have a better chance at being successful. You give them a statistical leg up. Education is a much more humane way to accomplish that task — and in most cases, a lot less costly."



David Sanders
Founder, Wellness Consumer Builders
Bloch MBA student ('08)

"This is how I explain entrepreneurial education. I earned my undergrad in music. It was good for me, but I remember a lot of students who couldn't hold a tune, and they flunked out early. They thought, at the time, that the professors were rough on them, but really they did them a service because they learned that music wasn't what they were supposed to do. That's a part of education, too.

"I feel that's the way entrepreneurship is. There's a lot of teaching to be done and a lot of learning, but in order to learn it, students have to have certain traits, interest and personalities. They have to want to choose to work with their own ideas, including being able to listen and not be stubborn. And they have to want to control their own destiny rather than put it in the hands of someone else.

"Learning entrepreneurship taught me the value of teamwork. It showed me the mistakes other entrepreneurs have made and how I can avoid them, but most of all, it taught me about myself."



Greg Graves
President and CEO
Burns & McDonnell Engineering

"Kansas City has great examples of entrepreneurial success, but not everyone can be a mega entrepreneur like Henry Bloch (H&R Block), Min Kao (Garmin), Ewing Kauffman (Marion Laboratories), Neal Patterson (Cerner) or Cliff Illig (Cerner). Companies need great entrepreneurship within their ranks in order for them to succeed and be companies of the future.

"For example, Burns and McDonnell is a 110-year-old company. You might think that entrepreneurship doesn't factor in our ranks. When we were founded, we only had two practices. Over our history, those two practices have grown significantly in terms of the services they provide, and today we have 10 global practices that offer a full new range of services that Clint Burns and Robert McDonnell never imagined.

"And that wouldn't have happened if our employee-owners weren't thinking about new and different opportunities for our clients and our firm.

"For companies like mine to grow, prosper and create opportunities requires great entrepreneurship, and not just from the leadership of the company. It has to come from all areas of rank.

"We don't want to create thousands and thousands of Ewing Kauffmans every year. What we do want is Ewing Kauffman-type thinking to exist within each one of our practice groups."

FILLING THE NEED FOR ENTREPRENEURSHIP EDUCATORS

Bloch's PhD program in entrepreneurship

According to the Small Business Administration, small businesses account for almost all of the nation's employer firms and generate half of nonfarm private output. In Missouri and Kansas, 97.9 and 97.1 percent of businesses are small, proving new business creation is key to growing the local and national economy.

And that means training a new class of academic researchers who won't just study the discipline of entrepreneurship — they will create it.

Through the Institute for Entrepreneurship and Innovation, the Bloch School is leading the charge with one of the few PhD programs in entrepreneurship in the world.

The program is helping fill the explosive need for entrepreneurial research, and the faculty to teach it. For

example, in the five-year span from 1999 to 2003, the demand for faculty positions grew 71 percent. In 2004, 20 percent of endowed positions in entrepreneurship went unfilled. And the need isn't just local.

Students develop individual research programs with faculty members, and, in their first year, begin to create a knowledge base that other researchers, and even entrepreneurs, can draw from.

"It's not about being a super entrepreneur," says Michael Song, PhD, executive director of the Institute, clarifying what is often a misconception about the doctorate study of entrepreneurship. "It's about drawing statistically valid conclusions that will help practitioners and entrepreneurs be more successful."

"Entrepreneurship is a tool for social enrichment that can spark not just economic, but also social development."

Luis Morales, a student in the PhD program, studied industrial engineering at Arizona State University and holds an MBA in entrepreneurship from the Thunderbird School of Global Management.

"Entrepreneurship is drawing increasing attention worldwide, even though it is a very new research field."

Wenkui Lui, is one of the four students in the Institute's inaugural PhD class. Lui comes to UMKC by way of Tianjin in the People's Republic of China.



TODAY'S ENTREPRENEURS INSPIRE TOMORROW'S LEADERS

BLOCH ENTREPRENEUR SPEAKERS PROGRAM

CHRIS COOLEY has rubbed elbows with some of Kansas City's uber entrepreneurs. He's quizzed Barnet Helzberg, founder of Helzberg Diamonds, about his inspiration. He's had coffee with Neal Sharma, CEO of Digital Evolution Group.

But Cooley's no mover and shaker – at least, not yet.

He is an MBA student at the Bloch School, and just one of the frequent flyers at the Institute for Entrepreneurship and Innovation's Entrepreneur Speakers Program.

Sponsored by Polsinelli Shalton Flanigan Suelthaus PC, the monthly speaker series has featured the stories and experiences of some of Kansas City's entrepreneurial heavyweights.

BOB BERNSTEIN (Bernstein-Rein Advertising) shared how his success was sipped from the Sippy Dipper Straw. **HENRY BLOCH** (H&R Block) talked about how he was spurred by a promise of failure. **ANNIE HULBURT ZANDER** (Peruvian Connections) shared how she cut her entrepreneurial cloth from an anthropological

trip to Peru. **GAIL WORTH** (Gail's Harley-Davidson) inspired entrepreneurs with the dulcet rev of a Harley engine.

JOE ROETHELI (Greenies animal treats) talked about how one dog's bad breath led to the creation of a household name.

From document imaging to doggy halitosis, entrepreneurs share their inspirations, ideas, stories and the spirit of entrepreneurship with top execs and students alike who come from all over the Kansas City metro area to hear them.

"There are so many good ideas that you can pull out of these stories," says Cooley, who finds the networking opportunities just as invaluable as the lessons the speakers impart. "I'm never entirely sure what I'm going to get out of it, but I know it's going to be good."

LEROY SHATTO, owner, Shatto Milk Company, (pictured with "Patches") kicked off the 2008 Entrepreneur Speaker Series which will also include Sue Mosby (Infinium), Young Sexton (Wingate Travel, Inc.), Teri Rogers (Take Two) and Bill Zahner III (A. Zahner Co.).



YOU WON'T LEARN THIS IN A BOOK

The Regnier Family Foundations New Venture Challenge Competition at the Institute challenges student teams to turn a fledgling technology or business plan into a viable business. Teams are comprised of graduate students from across the disciplines, from business to engineering to law. Thanks to a generous gift from the Regnier Family Foundations, this year's student teams competed with other colleges and universities including: Emporia State University, Northern Arizona University, University of Kansas, University of Missouri-Columbia, University of Nebraska-Lincoln, University of Tulsa and Washington University in St. Louis. On the line were bragging rights, trophies and more than \$30,000 in cash and in-kind prizes.

GETTING A HEAD FOR BUSINESS

Johnnie Weathersby III wants to bring full-service Web design to small businesses. Royce "Mocha" Jackson wants to wardrobe women in self-affirming, fashionable apparel. Thanks to the Women and Minorities Project, both UMKC students get the chance to get their dreams – and their businesses – off the ground. Funded by the Port Authority-Ameristar Isle of Capri Foundation through the Greater Kansas City Community Foundation, the Women and Minorities Project is providing these two students with free access to the student business incubator at the Bloch School's Institute for Entrepreneurship and Innovation (IEI) for one year. That puts both budding entrepreneurs within arm's reach of the myriad of resources – offices, legal services, business coaching, peer mentoring, training and technical assistance – housed at the Institute.



Jackson with one of her designs

SUITING UP FOR BUSINESS

In the fall of 2007, the intensive Boot Camp business plan competition culminated with SUR Clips, a portable and personal GPS locator, and Revolve, a self-filtrating water bottle, taking first prize in the undergraduate and graduate track respectively. Entrepreneurship and Innovation Boot Camp is an intense four-weekend crash course in entrepreneurship that culminates in a business idea competition.

Each team must survive a three-minute selling spot, two-hour trade show, formal team presentations and the judges, a panel of some of Kansas City's successful entrepreneurs, executives and investors. "The judges bring their own experiences," says Cory Griffin, a freshman at the Bloch School. "I was grilled all about GPS devices by a guy who actually works with Garmin. He asked questions that we really hadn't thought through yet. Sure, it's trial by fire, but we're putting our learning in motion—and that's a great experience."



Song

NEWS FROM AROUND THE INSTITUTE

SONG NAMED AMONG TOP

Michael Song, PhD, executive director for the Institute for Entrepreneurship and Innovation, Charles N. Kimball, MRI/Missouri Endowed Chair in Management of Technology and Innovation, and professor of marketing, has once again been ranked among the nation's leading scholars. *in-cities*, an editorial arm of the *Essential Science Indicators*, has placed Song in the top 100 most-cited scientists in economics and business. In addition to this recognition, Song has recently been lauded as the most published scholar over the past 20 years, the world's No. 1 innovation management scholar by the *Journal of Product and Innovation Management* and one of the top 20 technology management scholars by *R&D Management*.



BEHIND THE SCENES

Bloch personnel are making a difference locally, nationally and around the world



Eric Jantzen
systems support analyst

Computer equipment may surround Eric Jantzen by day, but when he's not at the office, he can sometimes be found at disaster relief sites in Kansas or overseas building houses with Habitat for Humanity. Jantzen got involved with service through his church, the Rainbow Mennonite Church of Kansas City.

Jantzen works through the Mennonite Disaster Service, an organization that assesses natural disaster damage throughout the United States and Canada. "They work with area Mennonite churches to

bring in volunteers from other churches to help do cleanup work or whatever's needed," Jantzen explains.

Jantzen has helped clean up property after floods and tornados, including the town of Greensburg, Kan., when it was virtually wiped out by a tornado in 2007.

With his church, he also became involved with Habitat for Humanity, which has taken him to places like Nicaragua and Guatemala City to build needed structures, from homes to a seminary.

"In Nicaragua, we built a house starting with just a bare

plot of land. It was tough, but also amazing to do the excavation work and pour the foundation, all by hand," Jantzen recalls.

This spring, Jantzen participated in a major building effort in El Salvador through Habitat for Humanity.

"The people I've experienced overseas are super nice. They're hard workers, and it's rewarding to see that you can build something to make someone else's existence more comfortable," Jantzen says.



Mary Morgan
business and fiscal operations manager

Mary Morgan also jumps into disaster-relief action, but the ones she helps can't rebuild a house or even hold a hammer – they are the thousands of lost, hurt and helpless pets and animals affected by catastrophe.

Morgan is a volunteer with the Humane Society of the United States National Disaster Animal Response Team (NDART). Members of NDART can be called to duty at any time, anywhere in the country, to help the first response team with everything, from the day-to-day care of animals to getting

them sheltered, organized and on their way to being reunited with estranged owners.

"The whole goal in a disaster is to get these animals back home," Morgan says. "Fortunately, Hurricane Katrina did bring about greater awareness for pet owners about making sure pets are microchipped for identification, which makes it a lot easier to get them home."

For ferals and other animals picked up, Morgan says they try to get them to organizations that can take them and adopt them out.

"When you're walking down

hallways of thousands of lost animals after a disaster, looking at those scared little faces, to be able to go in and spend a minute to help them relax and have a moment of peace makes it so worthwhile," Morgan says. "And then, to see an owner reunited with his or her best friend – it just doesn't get more rewarding than that."



Kami Thomas
assistant dean for student services

When not taking care of Bloch students, Kami Thomas takes care of people living with HIV/AIDS as a board member with SAVE, Inc. SAVE is a Kansas City organization that provides affordable housing and services for people living with or at risk for HIV/AIDS, giving them healthier, more stable lives.

SAVE serves about 13 counties in the Kansas City area.

Thomas says she got involved through the recommendation of a colleague. "I didn't really know anything about the

organization or their work, other than that the services they provide are very much needed," she recalls.

Now starting her seventh year, having served as board president last year, Thomas has become a champion for the cause. "Unlike a lot of people who volunteer with SAVE, I did not have anyone in my life who was affected by HIV/AIDS. But I've been able to interact with clients and hear their stories – and you just can't walk away from that," she says. "I've learned a lot, and the people I work with are great – truly dedicated."

Thomas says she also likes the fact that SAVE is unique to Kansas City. "It's grass roots. I feel very connected. It's been a real growing experience that has also helped me get to know the Kansas City community and its people better."

STUDENTS BY DAY

They are Bloch students studying finance and management, entrepreneurship and marketing. But when the books are closed, these students are more than they seem.



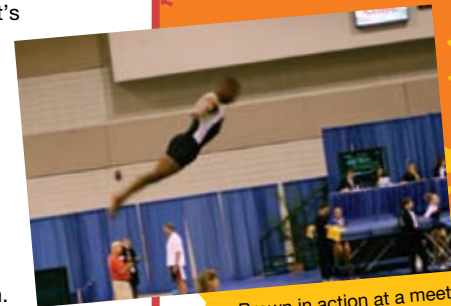
JEFFREY T. BROWN

Hometown: Kansas City, Mo.

By day: Senior working toward his bachelor's degree in business administration

On the outside: Jeffrey Brown is flipping out, but that's perfectly acceptable in his world. This trampoline and tumbling gymnast has been in motion since the age of four, when he started dance school. By the age of eight, he had found a passion for gymnastics, particularly trampoline and tumbling. In 2007, he made it to the Trampoline Tumbling World Championship in Quebec, Canada, where he competed with top gymnasts from around the world, placing 12th among 55 in the individual competition. "I love performing, and gymnastics has been a huge part of my life, but I also wanted to have an education. Both my parents are entrepreneurs, and I've always been interested in business and learning how it works," Brown says.

Inspiration: "My mom. She's my rock. I often think there's no possible way she could understand what I'm going through at different times, but somehow she always does. She's been through so much and keeps such a positive attitude, I'm just really inspired by her."



Brown in action at a meet.



DIANE WINNARD

Hometown: Overland Park, Kan.

By day: Junior working toward her bachelor's degree in accounting

Outside the classroom: If someone should be crowned "Miss UMKC Bloch School," it's Diane Winnard. Despite the demands of her education, Winnard finds time to help other students succeed and help the community through her many Bloch-connected activities. She is the leader of the business Living/Learning Community (LLC) in the residence halls, setting up informational meetings that help students learn everything from how to write a resume to how to choose a major. Through the LLC, she also leads a community service activity each semester. "This past semester we made holiday bags filled with candy for a homeless shelter downtown," Winnard says. But that's not all. Winnard is also a campus ambassador, working with prospective students to answer questions about college in general and UMKC specifically. She is also part of the business fraternity Delta Sigma Pi and the accounting fraternity Beta Alpha Psi.

Defining moment: "The most defining moment in my college experience so far has been joining Delta Sigma Pi. It is there that I have made my best friends, and it also opened my eyes to all the opportunities available at the Bloch School."



GLOBAL PERSPECTIVES



STUDENTS BROADEN HORIZONS

The Bloch Study Abroad program continues to be more than just a credit-builder for students, giving them an edge on their resumes, and most importantly, a valuable personal development experience. This year, students had the option to travel to England, Germany, China or Vietnam, where they participated in business and political visits, as well as cultural trips. Special lectures on international business and European and Asian culture before and after the trip complement the study experience.

Above: Bloch students have fun in Europe.

BLOCH AND SCHULICH PARTNER ON EXECUTIVE EDUCATION PROGRAMS

The Bloch School is partnering with York University's Schulich School of Business in Canada to increase the level of executive education, including open enrollment courses available to the public, offered at Bloch.

Schulich is the No. 1 provider of executive education in Canada, and the partnership will elevate the quantity and quality of executive education Bloch brings to the community.



ASIAN EQUITY RESEARCH INSTITUTE

Bloch recently received a \$700,000 federal appropriation for the Asian Equity Research Institute (AERI). The Institute will teach students how to analyze foreign investments, an increasingly important skill set for today's global market. The Institute will also provide products to prepare western investors to invest in Chinese stocks. "Missouri has a big interest in China, and is very proactive in preparing investors to work with this giant global player," explains Karyl Leggio, associate dean for academic programs. "At this time, very few schools are offering anything like this."

AERI also opens the doors for a variety of partnerships between Bloch and Asian executives.

Recently, Bloch hosted 18 executives from a Chinese mutual fund company. They spent their time with Bloch faculty and personnel, learning U.S. methods of analyzing stocks and bonds.

EDGAR SNOW SCHOLAR COMES TO BLOCH

This spring, Bloch hosted international trade expert and Edgar Snow scholar Dr. Wu Jiahuang. Jiahuang is vice chairman of the China Institute of World Trade Organization Studies, where his responsibilities include the programming of training activities and World Trade Organization-related research. Wu has also served as a professor of the World Trade Organization in the Shanghai College of Foreign Trade since 2000. While in residence at Bloch, Wu will do public and classroom presentations and lectures.

The Snow Professorship is a partnership between UMKC and the Edgar Snow Memorial Fund. Named for Edgar Snow, a journalist from Kansas City who spent 13 years in China reporting to the world its turbulent times in the early to mid 1900s, the fund was established to bring leading Chinese scholars, artists and researchers to UMKC.

BLOCH +



= endless possibilities

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What courage can do: The legacy of Donald Sewing (BPA, '56)

"Integrating Suburbia: Negro Real Estate Man Eases Black Families into White Section" read a 1969 headline in the *Wall Street Journal*. The story referred to Kansas City's own Don Sewing. Sewing, who passed away Sept. 29, 2007, at the age of 76, made news headlines frequently at the height of the civil rights movement for his unwavering commitment, not to mention courage, in pioneering to find adequate housing for minorities in the Kansas City area.

A graduate of the School of Business at the University of Kansas City (the forerunners of Bloch and UMKC), Sewing started the Don Sewing Realty Co., one of only a few minority-owned businesses in the area. Sewing soon became part of a nationwide movement against discrimination in housing, especially in the suburbs. He made significant strides in integrating minority families into Kansas City's developing suburbs (particularly Johnson County, Kan.). Sewing and his family made local headlines in 1966 as the first black family to move into Fairway, Kan. Sewing will be missed, but the courage he showed and the difference he made will never be forgotten.



Sewing

CLASS NOTES

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Citizens Bank and Trust

*** Joe Freeman (BS '93)** has been named the new chief operating officer (COO) of Pioneer Services, a division of MidCountry Bank. Freeman succeeds former COO and current Pioneer Services President Tom Holcom (BBA '72). Freeman will be responsible for all lending and retail operations, as well as continuing to work on strategic planning for the company.

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Michael and Cathy Schultz
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*** Dora Nadolski (IPhD '01)** has published a book, *The Etatist Turkish Republic and Its Political and Socio-Economic Performance from 1980-1999: A Developing State Impacted by International Organizations and Interdependence*. More information is available at turkeydemocratized.blogspot.com.

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*** Michael J. Termini (MBA '76)** has authored his third book, *Walking the Talk: Pathways to Leadership*. Termini is president and CEO of The Consulting Alliance Group, Inc. in Stuart, Fla. More information can be found at www.sme.org (search "Termini").

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Mrs. Susan Annette Escher
ExxonMobil Foundation

*** William "Bill" Frerking (BA '84)** has been named vice president and chief sustainability officer of Georgia-Pacific LLC. He previously served as chief counsel for the company's building products businesses. Frerking is responsible for the company's overall sustainability efforts.

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Mr. Kenneth James Fulk
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Gaebler
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George
Mr. Michael G. Gerken
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Mr. Mike Wilson
Mr. Dale J. Wolf
Mr. Guoqiang Xie
Dr. Dewey K. Ziegler

✱ **Gary White (BSA '81)** was named city auditor for Kansas City in July 2007. He succeeds former auditor and current mayor of Kansas City Mark Funkhouser (IPhD '00). White has worked for the City of Kansas City since the 1980s.

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✱ **Carla Wilson (BS '88)** was promoted to the position of senior associate athletics director for business and finance and senior woman administrator in the UMKC Athletics department. Wilson is the highest ranking female involved with the management of UMKC's Intercollegiate Athletics program. Formerly assistant athletics director for business operations, Wilson is in her 10th year with UMKC Athletics.

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Advisory Council connects Bloch to business and civic leaders

The Bloch Advisory Council enhances communication among the School's constituent groups and provides advice concerning internal and external issues facing the School, assuring Bloch programs are responsive to market and civic needs. The Bloch Advisory Council is comprised of:

Denise Bade, senior vice president, Lockton Companies

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Renee Donoho, Donoho Appraisals

Frank Ellis, chairman and CEO, Swope Community Enterprises

Randall Ferguson, retired, senior location executive, IBM Corporation

Dave Fogleman, vice president, HR Learning & Development, Sprint

Shirley Gaufin, chief human resources officer, Black & Veatch

Thomas H. Holcom, president, Military Banking Division, MidCountry Bank

Kamran Jahanshahi

Margaret Keating, group vice president of operations, Hallmark Cards, Inc.

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Sue Mosby, president and thinking partner, Infinium

Lawrence Redler, national managing partner, economic advisory services, Grant Thornton LLP

Kelly Scanlon, owner, *Kansas City Small Business Monthly*

Larry Smith, executive vice president and chief human resources officer, UMB Bank

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Andi Udris, president and CEO, Union Station

James Wadella, managing director, Jefferson Wells

Alan Weber, principal, Data to Strategy Group

Scott R. Wesley, financial adviser, second vice president/wealth management, Citigroup Global Markets, Inc.

Jerry White, senior adviser, retail services group, Grubb & Ellis, The Winbury Group

Patricia "Candy" Yakimo, senior vice president, Argus Health Systems

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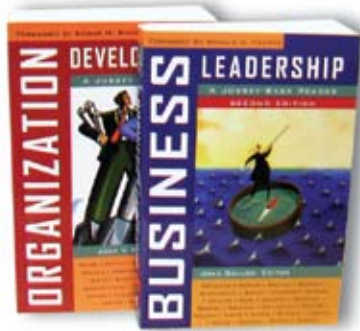
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KPMG

J.W. VanDenBom (BBA '02)
men's golf coach, UMKC

Kevin Vanderweide

* The above list includes confirmed board members as of March 2008.

FACULTY RESEARCH MAKING A DIFFERENCE



GALLOS' BOOKS BOOST LEADERSHIP TRAINING

Within the past 18 months, Joan V. Gallos, EdD, professor of leadership, has edited two successful books. Her most recent, *Business Leadership: A Jossey-Bass Reader* (second edition, Jossey-Bass, 2008) is an integrated compendium of 40 chapters on the essentials of leading in today's global world. Gallos also edited *Organization Development* last year, which was named a "notable book" by ASTD's *Training and Development* journal.

An excerpt from the back cover of *Business Leadership* reads: "The second edition of best-selling *Business Leadership* contains the best thinking on leadership from the biggest names in the business. It offers leaders everything they need to know to prepare for today's—and tomorrow's—leadership challenges... Effective leaders use mind, heart and spirit in their work, and this volume is designed to guide and support leaders in their efforts. ... the author list for this invaluable resource reads like the who's who of business leadership. A must on every professional bookshelf."

"This volume reflects decades of work by multiple individuals to identify common principles of success and the leadership that helps to generate it."

—From the foreword by Ronald A. Heifetz, author, *Leadership Without Easy Answers* and co-author, *Leadership on the Line*

MENDING THE ENTREPRENEURIAL GAP: FACULTY RESEARCH MAY LEAD TO IMPORTANT LEGISLATION

"Entrepreneurial high-tech start-up firms are critical to the creation of new, desirable jobs in Missouri. Unfortunately, Missouri is falling behind."

This excerpt is from the report "Missouri's Need for Risk Capital: An Assessment and Recommendations" by Bloch's Mark Parry, PhD, Ewing M. Kauffman/Missouri Endowed Chair in Entrepreneurial Leadership and professor of marketing.

The Missouri Capital Formation Needs Analysis 2007 Steering Committee asked Parry to conduct research assessing Missouri's entrepreneurial environment. The research is being used to support the "Grow Me State" initiative to commence recommendations for improving the entrepreneurial climate for finance and growth in Missouri.

Parry's report examined how Missouri compares with its peer states in terms of venture capital investment and state investments in programs designed to spur the creation and growth of high-tech new ventures.

Parry's research uncovered that: Missouri lags behind peer states in creating and sustaining high-tech start-up firms; Missouri spends significantly less than other benchmark states on basic and applied research and commercialization programs; and Missouri needs a sound capital formation strategy to spark entrepreneurial activity.

The capital formation strategy is further guided by recommendations outlined by Parry.

Already, the Grow Me State initiative has pushed technology to the forefront in House Bill 2058, which creates a \$5 million angel tax credit to encourage angel investment in qualified small business.

For more information on the initiative and to read Parry's full report, visit www.growmestate.org.

LEADERSHIP ROLES: SOLOMON HELPS SHAPE UNIVERSITY BUDGET MODEL

In addition to its central focus on teaching and research, Bloch faculty provide service to the campus and community in many different ways.

Accounting Professor Lanny Solomon, PhD, C.M.A., has served as associate dean for academic affairs at the Bloch School since 2003, overseeing faculty development



Solomon

and research support. This year, Solomon devoted his time to serve on the UMKC Budget Committee (UBC) which developed a new budget model for use in allocating the University's resource pool.

The model is based on the philosophy of running a small business, by encouraging academic-unit deans to generate new revenues. Solomon was able to lend his administrative background and expertise in cost/managerial accounting to assist in designing several of the model's key elements, including: allocation procedures related to tuition revenue, state appropriation and overhead costs; a balanced scorecard for evaluating University and academic-unit goals; and the need for sound business processes, including user-friendly financial reporting practices.

Solomon notes, "In the long-run, Bloch should benefit from the model, particularly with its desire to significantly grow the new undergraduate program. The accompanying growth in credit hours creates added tuition revenues, an increased share of the state appropriation and is consistent with the Chancellor's long-term plans to increase UMKC's undergraduate presence."

Bloch School Faculty & Administration 2007-08

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Dean and Harzfeld Professor of Economics and Business Policy
PhD, University of North Carolina

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Associate Dean for Academic Affairs
Professor of Accounting
PhD, Case Western Reserve University

Karyl Leggio

Associate Dean for Academic Programs
Associate Professor of Finance
PhD, University of Kansas

Kami Thomas

Assistant Dean, Student Services
PhD, University of Kansas

Arif Ahmed

Assistant Professor of Health Administration
PhD, University of Illinois at Urbana-Champaign

Rajinder Arora

Schutte Professor of Direct Marketing
Chair, Department of Organizational Leadership and Marketing
PhD, Claremont Graduate School

Lee G. Bolman

Marion H. Bloch/Missouri Endowed Chair in Leadership
PhD, Yale University

Gene Brown

Valentine Radford/Missouri Endowed Professor of Marketing
PhD, University of Alabama

Rita M. Cain

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Qing Cao

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PhD, University of Nebraska

David W. Cornell

Associate Professor of Accounting
PhD, Louisiana State University

Philip Crossland

Associate Professor of Business
PhD, University of Nebraska

Nancy Day

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PhD, University of Kansas

Stephen A. DeLurgio

Professor of Operations Management
PhD, St. Louis University

David Donnelly

Professor of Accountancy
Chair, Department of Accountancy
PhD, University of Illinois

Shad Dowlatshahi

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PhD, University of Iowa

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EdD, Harvard University

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Jin-Mo Kim

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PhD, Korea University

LaVern E. Krueger (Howie)

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DBA, University of Colorado

David Kuipers

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PhD, University of Missouri

Dirk P. Libaers

Assistant Professor in Entrepreneurship and Innovation
PhD, Georgia Institute of Technology

Mark Parry

Ewing Marion Kauffman/Missouri Endowed Chair in Entrepreneurial Leadership and Professor of Marketing
PhD, University of Texas-Dallas

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PhD, University of Wisconsin-Madison

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PhD, Purdue University

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PhD, Florida State University

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PhD, University of Minnesota

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PhD, University of Arkansas

Georgia Smedley

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Michael Song

Charles N. Kimball, MRI/Missouri Endowed Chair in Management of Technology and Innovation and Professor of Marketing
PhD, University of Virginia

Lisa Song

Assistant Professor of Entrepreneurship and Innovation
PhD, Cornell University

Marilyn L. Taylor

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Chair, Department of Finance, Information Management and Strategy
DBA, Harvard University

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PhD, University of California-Los Angeles

Nancy Weatherholt

Associate Professor of Accounting
PhD, University of Kansas

“ By supporting the Bloch School, I am supporting the future of Kansas City. Your support of the Bloch School has a profound impact – join me in building a nationally ranked school of which we can all be proud. ”

—Terry Dunn (MBA '73)

- President and CEO, J.E. Dunn Construction
- 1973 graduate, Bloch MBA program
- Board of Directors, Bloch Endowment Board
- Chair, Civic Council of Greater Kansas City

LEADERSHIP IN ACTION

Terry Dunn understands that leadership requires investment of time, energy and resources. He and J.E. Dunn Construction are lead supporters of the Bloch School's Institute for Entrepreneurship and Innovation, understanding the importance of developing strong talent – talent that will be the future leadership of Kansas City's business and civic community.

How will you choose to lead?

Contact Diana Rodriguez, director of development, at 816-235-5554 or e-mail rodriguezdz@umkc.edu.



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