Journey to Excellence...

Henry W. Bloch School of Business and Public Administration
University of Missouri – Kansas City
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Preface

The Henry W. Bloch School of Business and Public Administration is a school with a rich history, diverse talents and assets, several areas of excellence, and a dedicated and loyal support network.

Our current situation provides a solid foundation upon which we will move the school into a new era of excellence – excellence in educating and serving students, growing and supporting our faculty, creating impactful knowledge, and achieving our university’s and community’s aspirations. This strategic plan summarizes our goals, approaches, and needs to achieve this excellence.

In thinking about the 21st century challenges our students will face upon entering ever-changing for-profit, public, and nonprofit management environments, the need for the Bloch School to excel is critical. Through achieving our mission, realizing our vision, and successfully implementing our strategic initiatives, we strive to help ensure the future of not only our students, but that of the school, UMKC, and the Kansas City region as well.

Your commitment, support, and involvement are critical to our success. We encourage you to join us on our journey to excellence!

Teng-Kee Tan
Dean
Where We Are Today

The Henry W. Bloch School of Business and Public Administration is an integral part of the University of Missouri – Kansas City campus. As part of a public research university we have focused centers of excellence and world-class researchers. The Institute for Entrepreneurship and Innovation is ranked by The Princeton Review in the top 25 graduate entrepreneurship programs nationally and the school's Nonprofit Management emphasis area in MPA is ranked in the top 20 by US News and World Report. We also have a large number of Endowed Chairs and Professorships used to attract and retain faculty recognized for excellence in research and teaching.

We are located in a community known for its creativity and entrepreneurial spirit where we are a valued partner to area business and government. The Bloch School is working collaboratively at UMKC across a wide breadth of disciplines such as engineering, law, biosciences, and the conservatory to nurture and develop creativity, innovation, and entrepreneurial mindsets to assure the continued economic, social, and cultural vitality of the Kansas City region.

Our educational programs are accredited by both the AACSB and NASPAA. This accreditation represents the highest standards of achievement for business and public administration programs. The accreditation of our programs confirms Bloch's commitment to quality and continuous improvement through a rigorous and comprehensive review process and represents the hallmark of excellence in management education. Our programs shape dynamic leaders to excel in today's fast-paced, global economy by expanding their business and leadership skills through enticing community outreach opportunities, independent research, and in-depth exposure to the latest business and technology trends. As an essential part of this community we provide a high-quality education to a student body of 1,000 undergraduates largely made up of students from area urban high schools.
We currently have approximately 500 students in our graduate and executive MBA programs. These students generally work full time while attending our programs on a part-time basis. Our graduates are an important resource for the Kansas City region.

As a public institution we have a funding model based largely on state support. As state funding has declined we have relied heavily on private support to develop and maintain our current programs. However, the current model does not provide the critical mass needed to create a sustainable world-class business model for the Bloch School. Although we have been able to develop areas of excellence, our faculty, student body, and budget is half the size of other nationally-recognized management programs. Growth and new sources of funding are essential for us to become nationally preeminent and to be able to compete for leading educators, scholars, and students.

**Our View of the Future**

We envision a future where employers value employees who can function in an increasingly global setting with holistic knowledge, integrated skills, and an entrepreneurial mindset to both lead and participate in diverse global teams in a multi-cultural environment.

Students demand integrated and experiential learning, development experiences, and pedagogy that deliver transformational education in order to allow them to be competitive, market-ready, and succeed in a rapidly changing global environment (e.g., political, cultural, social, economic, and technology). They require experiences which develop their intellectual capacity, enable an entrepreneurial mindset, and develop critical thinking and problem solving skills to function effectively as individuals and in diverse team settings.

These shifts in trends and expectations over the next 5 to 20 years will require the Bloch School to fundamentally change the way we deliver our educational experience, including how we design, develop, and deliver our programs and curriculum; recruit, develop, and support students, faculty, and staff; and organize our resources.

In summary, we must help students meet 21\textsuperscript{st} century challenges and cope with changing strategic priorities.
Where We’re Going

The Bloch School of Business and Public Administration sees itself at the intersection of the private, government, and nonprofit sectors. With a focus on an integrative curriculum, rigorous use-inspired research, and strong services to its students, we stand to be a model for the 21st century school of management. Building on the synergies that are unique to a school of business and public management, we are positioned to create the entrepreneurial and innovative leaders that will serve to strengthen the Kansas City region. Our graduates will be able to effectively navigate in an increasingly complex and dynamic world.

We seek to position our students as the innovative thinkers needed today and tomorrow. Our re-designed MBA curriculum builds on the synergies between faculty in business, accounting, public, and nonprofit management, something that is not possible in many business schools. Students learn experientially to not only plan, but also to execute.

By drawing on deep connections to the Kansas City community, as well as developing intensive study-abroad opportunities throughout the world, our graduates will be compelling leaders who have both studied and experienced the nuances inherent in the real world.

The Bloch School will continue to build on excellence in areas of research such as entrepreneurship, leadership, and nonprofit management. Our faculty are committed to actionable research that has relevance and impact on both academic disciplines as well as the private and public sectors. Students learn from faculty whom are passionate scholars seeking to influence the quality of their communities and their industries.
Students will be comprehensively supported in developing their academic and career skills by proactive mentors. Comprehensive advising, communications, and career services will allow students to confidently bring their skills to bear in the job market.

We will continue to build on the reputation of a world-class faculty in order to become a preeminent 21st century school of management. Our established rankings in entrepreneurship and innovation as well as nonprofit management will serve as the springboard for recognition that the Bloch School provides a cutting-edge education which propels both students and Kansas City to impressive levels of achievement.
How We’ll Get There

The Bloch School has developed several areas of excellence. As a school we have uniquely positioned ourselves as a leader in entrepreneurship and innovation. It is this position that differentiates us from other programs and is an essential building block for our future. Our challenge is growth – we currently lack the critical mass needed to become a world-class program.

To achieve our vision we will double the size of our student body and faculty over the next five years. Student growth will come from designing a global 21st century program based on rigor, experiential learning, multi-discipline convergence, and ecosystem immersion that will expose our students to the enablers of their profession. Our faculty will grow by hiring individuals with a commitment to high-quality teaching and research. Through these hires we will create a culture of research excellence characterized by use-inspired research and engaged scholarship. The growth of faculty and students will allow us to compete with the nation's top research programs and to develop other areas of excellence in our programs.

The core elements necessary to achieve a sustainable scale over the next 5 years:

➤ Create a 21st century school of management recognized for developing entrepreneurial and innovative leaders.

➤ Increase our faculty size from 44 to 70.

➤ Develop a world-class facility doubling classroom space and providing state-of-the-art technology and learning environments.

➤ Increase our student body in all programs to 3,000 through greater retention and increased demand.

➤ Double participation by Bloch students and faculty in global educational programs.

➤ More than double research productivity.

➤ Increase endowed funds by $100 million and current-use gifts by $5 million.

➤ Double the size of our executive education programs.

➤ Partner with other UMKC units in developing multidisciplinary programs and centers.
Why Kansas City Needs the Bloch School to Succeed

The Kansas City region has a rich heritage of entrepreneurship which has resulted in the creation of world-class enterprises such as H&R Block, American Century Investments, Hallmark, and Sprint, with more recent major corporations such as Cerner, DST, and Garmin. Nonprofit and public service organizations such as the Kauffman Foundation also play a vital role in the well-being and economy of the Kansas City region. The Bloch School of Business and Public Administration is uniquely positioned to serve as the Kansas City region’s foremost resource in educating and developing the next generation of entrepreneurial and innovative leaders in for-profit, public and nonprofit management to join and support organizations in both the private and public sectors.

In 2005 the Greater Kansas City Community Foundation and several of the city’s major foundations commissioned a study to address the opportunities and challenges faced by the greater Kansas City area in higher education. The resulting report, *Time to Get It Right: A Strategy for Higher Education in Kansas City*, called for UMKC to develop a nationally preeminent management school. With the Institute for Entrepreneurship and Innovation’s recent national ranking by *The Princeton Review* in the Top 25 of graduate programs and business schools in entrepreneurship and the Master of Public Administration degree’s emphasis in Nonprofit Management ranking in the top 20 nationally by *US News and World Report*, we are making significant strides toward this goal.

Being located in a community recognized for its creativity and entrepreneurial spirit, the Bloch School is a valued partner to area businesses, nonprofits, and government, and will play a major role in the continued economic, social, and cultural vitality of the Kansas City region.
STRATEGIC INITIATIVES

We have defined seven strategic initiatives to further the Bloch School’s mission, vision, and objectives to become a nationally preeminent school of management.

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Key Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ensure Student Preparation and Success</td>
<td>Prepare students for leadership roles in a dynamic global environment.</td>
</tr>
<tr>
<td>2. Expand Outstanding Faculty</td>
<td>Attract and retain outstanding faculty who are recognized for their teaching, scholarship and societal contributions.</td>
</tr>
<tr>
<td>3. Enhance Scholarly Impact</td>
<td>Create and widely disseminate Bloch School scholarship that has value and impact.</td>
</tr>
<tr>
<td>4. Infuse an Entrepreneurial and Innovative Mindset</td>
<td>Integrate entrepreneurial and innovative approaches into every aspect of the Bloch School.</td>
</tr>
<tr>
<td>5. Extend the Bloch School’s Global Presence</td>
<td>Expand the Bloch School global footprint.</td>
</tr>
<tr>
<td>6. Create a Sustainable Support Network</td>
<td>Develop a sustainable business model that propels the Bloch School into the future.</td>
</tr>
<tr>
<td>7. Achieve the Community’s Educational and Partnership Aspirations</td>
<td>Strive to fulfill the community’s hopes and dreams for the Bloch School.</td>
</tr>
</tbody>
</table>
Initiative 1

Ensure Student Preparation and Success

1.1 Design degree and non-degree programs that are highly valued by students and employers and that equip graduates to compete in the global marketplace.

1.2 Deliver integrated and experiential programs to develop students’ intellectual capacity for life-long learning and discovery, and help provide the networks, ecosystems of learning, and support systems for student success.

1.3 Create transformational educational experiences that go beyond knowledge and skills to emphasize imagination, self-awareness, and social and ethical responsibility.

1.4 Prepare graduates whose learning is independently validated through professional certification such as CPA, CFA, CFP®, etc.
Initiative 2

Expand Outstanding Faculty

2.1 Attract and retain strong faculty at all levels and across functional academic disciplines with competitive salaries and support.

2.2 Continuously develop faculty to assure current and relevant expertise and pedagogical skills.

2.3 Surround faculty with state-of-the-art technology, delivery systems, and supporting resources.
Initiative 3

Enhance Scholarly Impact

3.1 Embrace a wide range of scholarship consistent with the Bloch School’s mission including: theoretical, empirical, applied, and pedagogical scholarship.

3.2 Provide appropriate research support and rewards to create a culture of research excellence.

3.3 Promote cross-disciplinary research efforts.

3.4 Disseminate research widely to maximize value and impact.
Initiative 4

Infuse an Entrepreneurial and Innovative Mindset

4.1 Cultivate the ability of students to recognize and take advantage of opportunities across a wide variety of business and civic enterprises. Bloch students will develop the:

- intraprenurial skills needed to find and successfully develop innovative ideas within existing business and civic enterprises;
- entrepreneurial skills needed to create and grow successful new ventures, both inside and outside of existing organizations;
- understanding needed to provide effective support for intraprenurial and entrepreneurial initiatives.

4.2 Engage faculty and staff in the development of imaginative approaches to strengthen the student experience and Bloch School operations.

4.3 Encourage all faculty to explore innovative approaches to the creation and communication of new knowledge.
Initiative 5

Extend the Bloch School’s Global Presence

5.1 Cultivate a global perspective within the Bloch community.

5.2 Provide and support a wide variety of global educational opportunities for students.

5.3 Develop strong partnerships with the global operations of local organizations.

5.4 Create joint programs with global educational institutions.

5.5 Encourage faculty development through global activities including faculty exchanges, conferences, and teaching opportunities.

5.6 Stimulate and support a global focus within faculty research.
Initiative 6

Create a Sustainable Support Network

6.1 Transition to a new financial and operational model driven by the growth and retention of well-qualified students.

6.2 Secure endowed funding support aligned with achieving strategic priorities.

6.3 Foster loyalty, commitment, and engagement by all Bloch alumni to support school priorities and programs.

6.4 Involve alumni, business partners, and community stakeholders in the delivery of educational programs.

STAFF PHOTO - TO ADD
Initiative 7

Achieve the Community’s Educational and Partnership Aspirations

7.1 Become a preeminent school of management preparing entrepreneurial and innovative leaders.

7.2 Be recognized as a source of thought leadership and a highly valued partner for learning and development, research, and new business creation and development.

7.3 Achieve national recognition through high rankings of selected programs such as entrepreneurship, nonprofit management, financial services, and executive MBA.

7.4 Be recognized as the preferred recruiting source for business and civic enterprises in the Kansas City region and beyond.
IMPERATIVES: HOW WE WILL ACHIEVE OUR STRATEGIC INITIATIVES

To achieve our strategic initiatives we have targeted eight imperatives:

<table>
<thead>
<tr>
<th>Bloch School Imperatives:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Imperative One</strong></td>
</tr>
<tr>
<td><strong>Imperative Two</strong></td>
</tr>
<tr>
<td><strong>Imperative Three</strong></td>
</tr>
<tr>
<td><strong>Imperative Four</strong></td>
</tr>
<tr>
<td><strong>Imperative Five</strong></td>
</tr>
<tr>
<td><strong>Imperative Six</strong></td>
</tr>
<tr>
<td><strong>Imperative Seven</strong></td>
</tr>
<tr>
<td><strong>Imperative Eight</strong></td>
</tr>
</tbody>
</table>
Imperative One  Build Student Population

1.1 Use proactive enrollment management strategies to recruit qualified students locally, regionally, and internationally.

1.2 Grow existing and pursue new transfer and enrollment opportunities.

1.3 Implement retention strategies including supplemental instruction programs and integrated student services.

1.4 Deliver improved educational experiences in courses taken early on in our programs.

1.5 Develop pre-matriculation “preparatory programs” to prepare incoming students for coursework and program requirements.

1.6 Seek expansion of the “metro-rate” to allow students broader access to the Bloch School.

1.7 Pursue strategic international partnerships to provide global student exchange opportunities.

Table 1. Student Growth Goals

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>1,000</td>
<td>1,040</td>
<td>1,134</td>
<td>1,304</td>
<td>1,577</td>
<td>2,003</td>
</tr>
<tr>
<td>Graduate</td>
<td>500</td>
<td>520</td>
<td>567</td>
<td>652</td>
<td>789</td>
<td>1,002</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,500</td>
<td>1,560</td>
<td>1,700</td>
<td>1,956</td>
<td>2,366</td>
<td>3,005</td>
</tr>
</tbody>
</table>

a. Assumes increasing student population growth through Year 5 starting from current 1,000 undergraduate and 500 graduate students.
b. Plan-end goal is roughly 2,000 undergraduate and 1,000 graduate students.
c. Greater growth will occur in Year 3 and beyond as newly implemented programs begin to stabilize and realize gains.
Imperative Two

Develop New Programs that Meet Market Needs

2.1 Create a new MBA program with increased curriculum rigor and innovative pedagogy based on solid market research.

2.2 Develop specialized Masters degree programs (e.g., finance, etc.).

2.3 Implement specialized executive degree programs (e.g., public administration, real estate, entrepreneurship and innovation, etc.).

2.4 Expand executive and corporate education and partnership programs.

2.5 Continuously improve Bloch programs with experiential learning, global and community engagement, and innovative pedagogical approaches.

2.6 Deliver the above programs through a state-of-the-art learning environment with strong academic, physical, and technology resources, including appropriate distance learning opportunities.

2.7 Provide expanded career placement opportunities for market-ready graduates.
Imperative Three  **Provide Comprehensive Academic and Career Support for Students**

3.1 Begin engagement with targeted recruitment, welcoming activities, early assessment and preparatory programs for prospective and entering students.

3.2 Deliver the best student services in a seamless and responsive manner throughout the Bloch experience.

3.3 Expand career services and professional development for students including interview, internship, networking, and placement opportunities.

3.4 Support social and global engagement opportunities to supplement academic programs.

3.5 Align post-graduation services for alumni, including school engagement and career-support opportunities.

3.6 Provide the staff with the resources needed to successfully achieve our strategic initiatives along with opportunities for professional growth and development.
Imperative Four  Increase Faculty and Strengthen Their Capabilities

4.1 Attract and retain world-class faculty and leading scholars.

4.2 Secure school's future with strong Assistant and Associate level faculty, and add capabilities in core functional academic areas.

4.3 Provide an environment for transformational teaching pedagogy using integrated and collaborative approaches.

4.4 Support and retain faculty with state-of-the-art technology, delivery systems, and supporting resources.

4.5 Review and align faculty evaluation process and rewards systems to clearly define faculty responsibilities for teaching, research, and service.

Table 2. Faculty Growth Goals

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>44</td>
<td>51</td>
<td>56</td>
<td>62</td>
<td>66</td>
<td>70</td>
</tr>
</tbody>
</table>

a. Above numbers are for full-time faculty.
Imperative Five  Create a Culture and Environment of Research Excellence

5.1 Produce impact-oriented research to advance knowledge, shape thinking, and set standards.

5.2 Seek and provide funding for faculty research development opportunities and capabilities.

5.3 Create, grow, and sustain a vibrant research ecosystem enabling internal and external collaboration.

RESEARCH ORIENTED PHOTO NEEDED
Imperative Six  Collaborate with Other UMKC Units

6.1 Grow existing and develop new inter-disciplinary degree and non-degree programs.

6.2 Continue to provide and expand entrepreneurship and innovation partnerships across campus.

6.3 Make available topic-specific module support for inclusion in other UMKC programs.

6.4 Explore strategically beneficial multidisciplinary research collaborations as appropriate.
Imperative Seven  Engage Community Partners and Support Network

7.1 Establish strategic partnerships for academic programs with business, civic, and professional organizations in support of the Bloch School mission.

7.2 Develop a comprehensive strategy to nurture a large, strong Bloch alumni network that is actively engaged with, and cares deeply about, the future of the school and its students.

7.3 Provide engagement opportunities in Bloch School activities for alumni, business and civic leaders, and constituent organizations including:

- classroom engagement
- research and live case collaboration
- mentoring
- internships and career services
- advisory resources and boards for student organizations and Bloch School units
- fundraising programs and special events
Imperative Eight

*Increase Revenue Opportunities and Endowed Funding*

8.1 Generate additional internal revenues through delivery of new programs and implementation of strategic initiatives.

8.2 Align funding needs and requests with strategically critical areas and programs.

8.3 Develop a credible platform for attracting and securing sustainable funding that provides for a range of participation levels.

8.4 Build a strong foundation by encouraging large donor support through estate planning gifts, corporate and individual sponsorships, and endowed funding contributions.

8.5 Secure campus and system-level financial support for Bloch strategic plan.

Table 4. Target Operating Budget for Excellence (in millions)

<table>
<thead>
<tr>
<th>Current Bloch School Operating Funds</th>
<th>$14.9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target: New Bloch School Self-Generated Funds</td>
<td>$4.6</td>
</tr>
<tr>
<td>Target: New Endowed Bloch School Operating Funds</td>
<td>$5.0</td>
</tr>
<tr>
<td>Target Year 5 Bloch School Operating Funds</td>
<td>$24.5</td>
</tr>
</tbody>
</table>

Table 5. Target Endowed Funding Campaign (achieved over six years)

<table>
<thead>
<tr>
<th>Strategic Areas / Programs</th>
<th>Campaign Total (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Capabilities</td>
<td>$54.0</td>
</tr>
<tr>
<td>Research Excellence</td>
<td>$20.0</td>
</tr>
<tr>
<td>Student Success</td>
<td>$10.0</td>
</tr>
<tr>
<td>Global Engagement</td>
<td>$10.0</td>
</tr>
<tr>
<td>Scholarship Support</td>
<td>$5.0</td>
</tr>
<tr>
<td>Career Services</td>
<td>$4.0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$103.0</strong></td>
</tr>
</tbody>
</table>

a. Assumes overall average 5% annual generation and distribution of funds to generate “Target: New Endowed Operating Funds” above.
ALIGNING INITIATIVES WITH IMPERATIVES

To achieve success we have identified which of the Bloch School’s Imperatives directly enable and support our Strategic Initiatives:

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Imperative One: Student Population</th>
<th>Imperative Two: Market Needs</th>
<th>Imperative Three: Student Support</th>
<th>Imperative Four: Faculty</th>
<th>Imperative Five: Research</th>
<th>Imperative Six: Collaboration</th>
<th>Imperative Seven: Community</th>
<th>Imperative Eight: Revenues &amp; Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ensure Student Preparation and Success</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>2. Expand Outstanding Faculty</td>
<td>✔</td>
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<td></td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td>✔</td>
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<tr>
<td>3. Enhance Scholarly Impact</td>
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<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>4. Infuse an Entrepreneurial and Innovative Mindset</td>
<td>✔</td>
<td></td>
<td></td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td>✔</td>
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<tr>
<td>5. Extend the Bloch School’s Global Presence</td>
<td>✔</td>
<td></td>
<td></td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>6. Create a Sustainable Support Network</td>
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<tr>
<td>7. Achieve Community’s Educational and Partnership Aspirations</td>
<td>✔</td>
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<td></td>
<td>✔</td>
<td>✔</td>
<td></td>
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<td>✔</td>
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</table>
HOW BLOCH WILL LOOK UPON REALIZATION OF VISION

Upon implementation of our strategic plan and realization of our vision the Bloch School will look very different:

- Nationally ranked school known for entrepreneurship and innovation
- Functional excellence in other key areas – finance, accounting, marketing, etc.
- Holistic and integrated approach to for-profit, public and nonprofit management
- Distinct and focused approach for graduate and undergraduate programs

- High caliber students who are sought after by industry
- Access balanced with cultivating excellence in all students
- Strong, integrated, and responsive student services

- World-class faculty and leading scholars in strategic areas
- Transformational teaching pedagogy
- Strong junior faculty pipeline

- Use-inspired research to advance knowledge, shape thinking, and set standards in strategic areas
- Vibrant research culture

- Active and engaged alumni with strong loyalty to alma mater
- Solid alumni base which gives back in time, mentorship, financial support, etc.
- Community and stakeholders engaged in school success and excellence

- State of the art Graduate and Executive Education building and facilities
- Large classrooms, integrated technology, and student support services
- Improvements for existing classrooms and facilities

- Credible platform for attracting and securing sustainable funding
University of Missouri – Kansas City
Henry W. Bloch School of Business and Public Administration

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