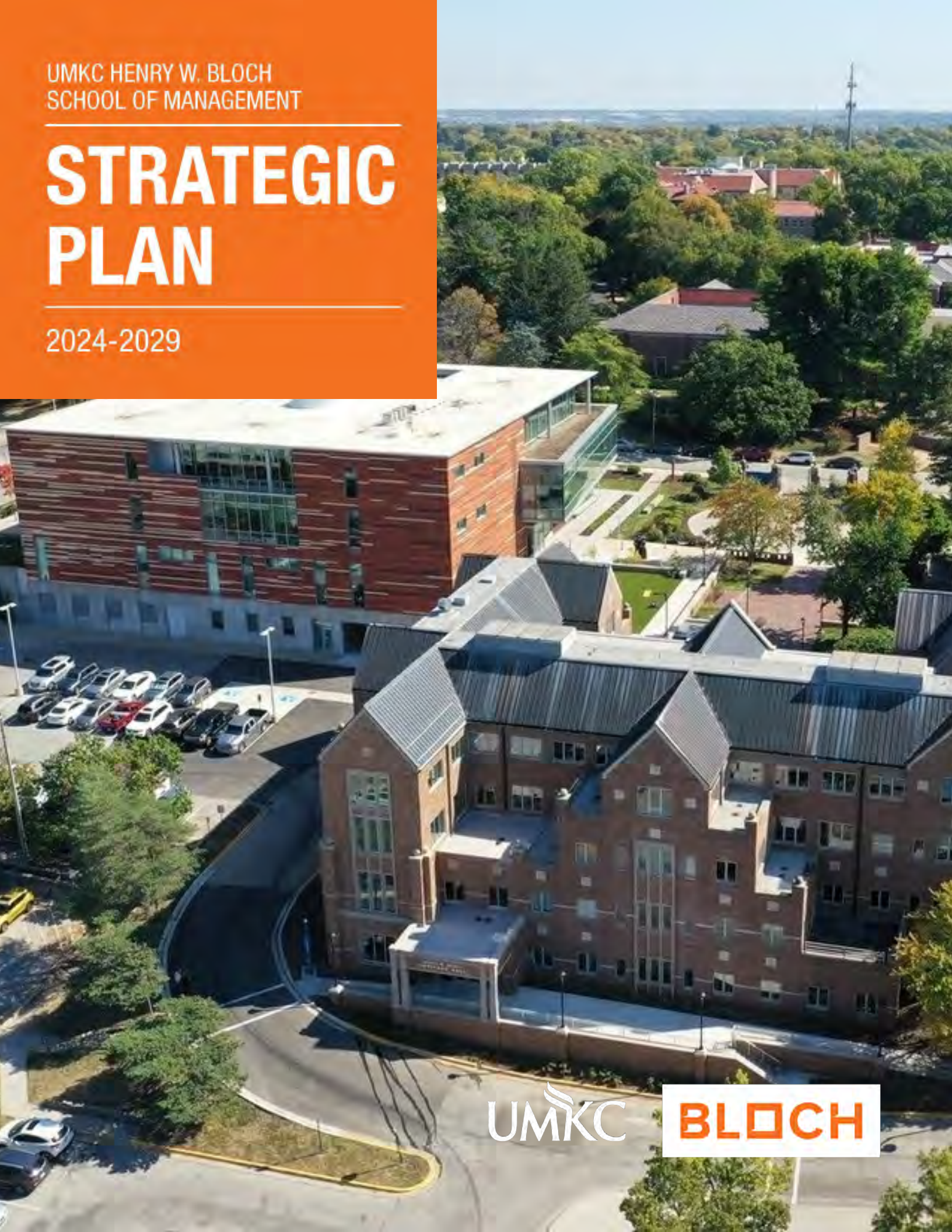


UMKC HENRY W. BLOCH
SCHOOL OF MANAGEMENT

STRATEGIC PLAN

2024-2029



UMKC

BLOCH

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SECTION I

EXECUTIVE SUMMARY

Executive Summary

We seek to become the region's premier business school for supporting innovation and harnessing emerging technology, delivering experience-based learning, and expanding access to rewarding careers and opportunities for economic mobility. To measure progress, we will compare ourselves to respected public, urban research institutions on outcomes for: a) access, academic progress, and career success and b) scholarly productivity. Further, we will assess progress toward ambitious goals in areas such as experience-based learning, community engagement, and technology programming. The following six strategic themes will guide our efforts.

Building Capabilities for Innovation and Harnessing Emerging Technology. Emerging technology will radically change labor markets and the business environment. To support stakeholders, we will develop programs that prepare students for new career paths, both as technology-specialists and technology-savvy business professionals. We will focus on blending technology-specific capabilities with competencies for innovation and problem-solving. We will pursue new models for designing and delivering programs and building expertise, partnering with regional technology leaders and online educational content platforms.

Delivering Transformative Opportunities for Experience-Based Learning. Our regional positioning can help us build an outstanding experience-based learning portfolio, one that offers distinctive opportunities for skill-building and career preparation. Because of variation in work and family obligations among our students, reaching a critical mass of participants will require a broad portfolio of options. We will expand traditional offerings and we will offer alternative models for experience-based learning by leveraging partnerships and philanthropy. To reach a critical mass of participants, we also will expand professional

development programming to prepare students for experience-based learning.

Fostering Inclusive Prosperity via Student and Community Engagement. The Bloch School seeks to be a catalyst for inclusive prosperity in the region via student success and community engagement. With outreach and partnerships, we will attract students from throughout our community, including first-generation students and those with financial need. We will offer strong career pathways to all of our students by enhancing our infrastructure for support and professional development and by addressing the varying needs within our student population. Doing so will support economic mobility for our graduates and benefit the broader community. We will also strive to support inclusive prosperity via impactful community engagement, with attention to consulting services, training, and community-based research for under-resourced entrepreneurs and non-profit organizations.

Preparing Kansas City's Working Professionals for Leadership Opportunities. Bloch seeks to be the region's premier provider of graduate and custom programs for experienced professionals, pursuing initiatives that differentiate our offerings from online programs available at schools from across the country. Bloch will focus on combining flexibility, convenience, and experience-based learning linked to the region's top industry clusters. Our programs will emphasize coaching, high-impact experiences, and customization to build competencies for technology, leadership, and innovation.

Promoting Knowledge Discovery and Application for Societal Impact. Bloch will support rigorous research addressing questions appropriate for top-tier outlets in core business disciplines as well as research linked to Bloch's social impact priorities and to forces reshaping how business is done. Bloch will pursue research initiatives designed to support

stakeholders in the region, build faculty capabilities, and provide the infrastructure needed for impactful research.

Strengthening the Enabling Infrastructure.

Bloch will strive to improve its capacity to innovate and offer impactful programming through initiatives focused on financial sustainability, community and alumni connections, and our organizational environment.



H&R BLOCK

SECTION II

ABOUT THE BLOCH SCHOOL

History and Context

The Henry W. Bloch School of Management offers degrees and certificates in disciplines such as accounting, business administration, analytics, entrepreneurship, finance, health care leadership, non-profit management, real estate, and public administration. The school serves approximately 1,200 undergraduates, with a large population of both transfer and first-time college students. Many of its students come from the region, with a substantial portion commuting from off-campus locations. Further, many remain in the region after graduation. The Bloch School serves students from across our community, including a large percentage of first-generation college students and students with significant financial need. Approximately 700 graduate students attend Bloch. Many are working professionals, with the school partnering with employers throughout the region to offer valuable opportunities for talent development. The school also serves many full-time graduate students, with significant representation by both international and domestic students.

The University of Missouri-Kansas City (UMKC) is part of the four-campus University of Missouri (UM) System. UMKC was originally chartered in 1929 as the University of Kansas City and became part of the UM System in 1963, offering a broad range of professional, graduate, and undergraduate programs. The School of Business Administration was also established at this time. In 1986, Henry W. Bloch, civic-leader and co-founder of H&R Block, endowed the school, which was subsequently renamed the Henry W. Bloch School of Management.

In 2005, the Greater Kansas City Community Foundation commissioned, *Time to Get It Right: A Strategy for Higher Education in Kansas City*. This report highlighted many opportunities for UMKC and the Bloch School. As a result, Bloch pursued a number of important initiatives. Sustained investments in the Midwest Center for Non-Profit Leadership helped build resources and infrastructure for the non-profit community. Investments in our Executive MBA, Professional MBA, and our Executive Education Center has allowed the school to support talent

development in the region. While the School's programming continues to be affected by shifting corporate priorities, our reach among working professionals seeking to advance their career remains significant, with several hundred life-long learners participating in Bloch programming on an annual basis. In an effort to support excellence and broaden the school's reach, investments were also made in expanding our portfolio of graduate program offerings. While not all of these efforts gained traction, the investments reflect the school's commitment to serving as a valued partner in developing talent.

Significant investment in entrepreneurship programming allowed the school to better serve students and the broader community. With outstanding partners, there has been significant progress. It should be noted that, roughly 10 years ago, the actions of a few interfered with this progress. As a consequence, adjustments were made in the structure and delivery of programs. Following this, strong and sustained support from community partners has allowed for continued progress. For example, the recently launched Bloch Consulting Lab partners with organizations such as AltCap, Kansas City G.I.F.T., the Urban League, and Pipeline to serve under-resourced entrepreneurs. With the Levitt Social Entrepreneurship Challenge, student teams engage with non-profit organizations. E-Scholars, the Regnier mentoring initiative, and the Regnier Venture Creation Challenge all provide support for the launch of new ventures. And cross-campus programming supports faculty and student engagement from across UMKC in entrepreneurship and innovation.

Across our curriculum, efforts have been made to embed engagement with corporate and civic leaders. For the past decade, the Bloch Career Center has worked to develop new partnerships with employers. These efforts have allowed Bloch to play an important role in helping firms source talent and they have provided students with outstanding opportunities to engage with partners in the region. The Launchpad program is another investment that has helped the

school engage with partners in the community. Over 300 students participate in the Launchpad program, with all Launchpad Scholars engaging intensively with organizations in the region. These same efforts to partner closely within community stakeholders can be seen in investments made to support co-curricular programs and student organizations. We have vibrant student organizations focused on engaging students in addressing community challenges and vibrant student organizations focused on connecting students with business and community leaders.

The Bloch School's partnership efforts have also included our engagement with advisory boards. Currently, more than 150 community leaders serve on Bloch School boards and councils. A community of generous business and civic leaders support the Bloch School by providing valuable advice about industry needs and curriculum priorities and by serving as mentors and resources in the classroom.

As lived by the school's namesake, Bloch is committed to offering programs that address the needs of stakeholders and in developing students who are innovative and agile, and ready to tackle both the business and social challenges in our region. The school is well positioned to continue on a trajectory where it better serves its students and stakeholders in partnership with business and community organizations.



SECTION III

SWOT ANALYSIS

Positioned for Excellence

Bloch School Assets and Resources

A Distinctive Value Proposition for Undergraduates

Bloch's positioning in Kansas City provides a unique value proposition amidst evolving perceptions of higher education. The school offers tailored programming for well-defined career paths, hands-on learning opportunities with regional partners, and a network for accessing coveted positions. For some, it offers proximity to family and cost savings by being able to live at home. Bloch offers a well-defined and cost-effective path to a rewarding career and a great life, and it provides a welcoming environment with support for student success.

A Distinctive Value Proposition for Graduate Students

In an increasingly competitive landscape, Bloch's positioning allows for a distinctive value proposition for working professionals in the region. While online programs from prominent institutions excel in design and delivery, Bloch's regional focus enables high-impact engagement, experience-based learning tailored to local organizations and key industry segments, and the development of a professional network.

Potential Investment Capital

Bloch's capacity for innovation, while constrained by a challenging higher education environment, is bolstered by strong philanthropic partnerships.

Interdisciplinary Engagement Opportunities

UMKC and other institutions in the region offer a wide range of programs, providing opportunities to develop interdisciplinary research and academic programs.

Partnerships and Community Engagement

With a network of connections and supporters, we possess unique assets for pursuing new

initiatives. This positions us to tap into community resources, offering distinctive opportunities for experience-based learning and professional development. Additionally, these assets enable us to collaborate on course design and content development, crucial in the face of rapid technological change. The region's growth as an economic hub further underscores the importance of our existing partnerships.

Demographics, Cross-Cultural Competencies, and Talent Development

Bloch leverages its diverse student profile to offer opportunities for developing cross-cultural competencies. Through classwork and co-curricular programs, students collaborate with individuals from varied backgrounds, fostering cross-cultural communication and leadership skills. This distinguishes Bloch from other regional business schools, potentially encouraging deeper engagement from employers and offering appeal to many prospective students.

Competencies Linked to Entrepreneurship and Innovation

Emerging technology is likely to reshape traditional business practices, prompting students to consider career paths that involve launching a new venture or a portfolio career with gig work. The school's resources for entrepreneurial education give it a competitive edge in preparing students for the evolving employment landscape.

Opportunities

Demographic Changes, International Enrollment, and Underserved Markets

In numerous emerging economies, a growing college-aged population is anticipated to surpass higher education capacity, leading to international students pursuing education overseas. This creates opportunities for business schools that provide STEM-certified programs, with such programs improving employment prospects in the United States.

Content Partnership Opportunities

Partnerships with online educational platforms provide opportunities for universities to leverage expertise and high-quality instruction. Access to online content provides an opportunity for universities to respond more quickly to rapid developments in a given field and it allows universities to leverage expertise available at leading institutions and business organizations.

Pace of Technological Change and New Opportunities to Access Expertise

Increasingly, the forefront of expertise in harnessing technology for business will reside in industry. There will be opportunities for schools to gain competitive advantage by creatively partnering in course delivery and project-based learning with firms possessing significant technology capabilities. This suggests new paths for schools to offer programming, paths that leverage collaboration with industry experts.

Challenges to Overcome

Making progress toward excellence will require successful responses to complex challenges. We must respond appropriately to a difficult environment for higher education and business schools and we must address challenges specific to Bloch. Progress will require strategies that address the challenges highlighted below.

A Difficult Landscape for Business Schools and Higher Education

The Demographic Cliff and Enrollment Pressures

The region anticipates a decline in graduating high school students who are college-bound starting in 2025. Based upon what has been observed in other regions, the impact of this decline on university enrollment will depend on a school's reputation and value proposition.

Online Competition in Business Education

The rapid rise of cost-effective and highly reputable online MBAs has changed the competitive landscape for metropolitan business schools focused on serving working professionals. New market realities will require schools such as Bloch to invest in programs that blend online elements with high-impact experiences benefiting from face-to-face engagement. Equally important, these new realities will require investments in demonstrating the career gains from high-impact leadership development.

Technology and Labor Market Disruption for Business Professionals

The value proposition for many business schools is tied to preparing students for entry-level positions and subsequent career growth. However, technology will disrupt labor markets and career paths for business professionals. Although emerging technology will create new opportunities, the workplace of the future will likely demand a new set of skills and competencies. This dynamic landscape demands that schools make rapid adjustments

in what and how it teaches. Additionally, strategies must be developed to help students acquire a more complex set of competencies and skills.

Technology and the Environment for Teaching and Learning

Technology poses challenges to creating an exceptional teaching and learning environment. With generative AI, there are questions about how to design projects and assessments to encourage content mastery and higher-order thinking. New efforts will be needed to leverage emerging technology to enhance learning and build workforce relevant skills. Such change will require significant investment.

Changing Attitudes about Higher Education

Attitudes toward higher education have shifted, impacting enrollment and engagement. Concerns include cost, graduation rates, and uncertain career paths. Comparisons to well-defined and cost-effective options for a technical career highlight changing expectations for higher education. Addressing this will require clearly defined roadmaps, compelling messaging, and support structures.

Uncertainty about the Business School Research Model

Business schools have traditionally been expected to emphasize high-impact disciplinary research published in extraordinarily selective outlets with rigorous review. Competition to publish such work is becoming more intense, requiring new investments to support faculty productivity. Schools are also being asked by accreditors to support research focused on social impact and a rapidly changing business environment. These developments create challenges for the business school research model.

Internal Challenges

Infrastructure and Execution

The school's ability to respond to opportunities and launch initiatives is affected by staffing and organizational constraints.

Legacy and Visibility

The Bloch School is not highly visible in some areas within our community and reputational considerations remain relevant in how the school is perceived by prospective students. Creating interest in opportunities at the school or in new programs often requires additional resources.

Student Support Needs

At the Bloch School, achieving impressive student success outcomes will require investments in coaching, academic assistance, and professional development. This includes investments designed to ensure students with outside commitments can thrive in demanding, career-focused classes.

Partnership and Community Engagement Hurdles

While Bloch's regional positioning offers partnership opportunities, our ability to benefit is affected by limitations on outreach resources, a changing regional economic landscape, and changing models for talent development within industry.



SECTION IV

ASPIRATIONS AND PURPOSE



Vision

To serve as the region's premier business school for supporting innovation and organizational transformation, expanding access to rewarding careers, and fostering inclusive prosperity.

Mission

We use experience-based learning to develop problem-solvers and entrepreneurial leaders who can leverage technology for a changing world. We provide pathways to career success, engage with partners from across the community, and build thought-leadership to support all of our stakeholders.

Values

Following the inspiration offered by Henry W. Bloch, our work is guided by a commitment to:

- Working hard, persevering and making a difference
- Entrepreneurial thinking
- Community orientation
- Inclusive prosperity
- Global awareness

SECTION V

STRATEGIC THEMES AND INITIATIVES

Positioning the Bloch School for success requires that we focus on strategic themes that address important challenges and leverage key resources and opportunities, themes that help us seek excellence in a way that is distinctive for Bloch and UMKC. Below, we highlight these strategic themes and the specific initiatives we will pursue. We also address how we will measure progress, highlighting the use of benchmarking against aspirant peers and efforts to track performance relative to ambitious goals.

Building Capabilities for Innovation and Harnessing Emerging Technology

Bloch will serve as the region's premier business school for developing skills for innovation and emerging technology. We will build our reputation by integrating technology-specific capabilities and capabilities tied to innovation and entrepreneurship, business process-improvement, and leadership and problem-solving. We will offer dual tracks to develop talent that is prepared for radical change and disruption, one for the emerging technology specialist and another for the technology-savvy business professional. To advance this theme, we will innovate in our curriculum, build thought-leadership, and launch new partnership models.

Strategic Initiatives

Develop Programs for the Future of Work, Business, and Entrepreneurship

1. Develop best-in-class programs for students focused on topics related to emerging technology. Offer the opportunity to specialize with an MBA in Business Analytics, an MBA in Technology and Innovation, a BBA with an intensive business intelligence track, an MSA with an intensive track in Systems and Technology. Develop curriculum to ensure mastery of cutting-edge technology and the development of competencies related to innovation, problem-solving, and business foundations.
2. Develop best-in-class programs to provide career pathways for the technology-savvy business professional. Within core and emphasis areas, provide in-depth coverage of emerging technology and analytics, ensuring mastery of “consumerified” applications for emerging technology and automation with innovation, business process improvement, leadership and problem-solving.
3. Increase access to appropriate technology-related resources and support.
4. Across degree and co-curricular programs, foster an entrepreneurial mindset by expanding coverage of emerging technology, transformation of business processes, and new ventures.
5. Support faculty efforts to develop emerging technology expertise and to develop course content.

Partner to Build Skills for Innovation and Emerging Technology

1. Pursue industry partnerships and interdisciplinary collaboration to build expertise, develop instructional content, and provide opportunities for capstone projects.
2. Use online platforms to offer students pathways for technology-related industry certifications.
3. Develop instructional capabilities and content for emerging technology by leveraging online platforms.
4. Partner with community organizations to showcase for potential students technology-related career paths in business and to provide access to content and programming.

Metrics

3-year goals

1. 50 graduates per year with technology-focused degrees*
2. 250 graduates per year with innovation and technology-proficiency sequence**
3. 30% of graduates earn a technology-related industry certification
4. 25 technology-driven new venture projects in incubator program or business plan competitions

5-year goals

1. 125 graduates per year with technology-focused degrees*

2. 300 graduates per year with innovation and technology-proficiency sequence**
3. 50% of graduates earn a technology-related industry certification
4. 50 technology-driven new venture projects in incubator program or business plan competitions

*Includes BBA (Business Analytics), MBA (Business Analytics), MSA (Systems and Technology)

**Emerging technology sequence (5 UG and 4 GRAD courses) planned for 2025 launch.

Delivering Transformative Opportunities for Experience-Based Learning

Bloch will be the region's leading business school for hands-on learning, partnering with organizations to develop competencies critical for career success and to strengthen the college-to-career pipeline. With a portfolio showcasing an impressive range of experience-based learning options, we will address the varying needs of our students. In addition to standard internships, we will leverage our positioning in the region to offer more extended engagements with partners. We will leverage philanthropic support and partnerships to provide unique opportunities for students to work as consultants for entrepreneurs and non-profits in the community. We will also include options that serve students who need a more flexible format for experience-based learning and options that serve working professionals who benefit from projects aligned with their industry. Other options will leverage our connectivity in the region to embed rich experience-based learning within coursework. Our efforts will also include intensive professional development to help prepare students for engaging with partner organizations.

Strategic Initiatives

Develop Multiple Pathways for Experience-Based Learning in Collaboration with Industry Partners

1. Expand outreach to industry partners to promote innovative options such as internships connected to year-round engagement, short-term team consulting projects, as well as traditional internships.
2. Grow Bloch Consulting Lab by gaining clients, building support structure with Consulting Knowledge Center, increasing support to hire student consultants, and offering course credit. Further expand consulting opportunities via student hires in the Midwest Center and Regnier.
3. Expand opportunities within the curriculum for experience-based learning with industry partners.
4. Encourage use of industry certifications to secure consulting assignments offered on online platforms.

Enhance Curricular and Co-Curricular Programming via Experience-Based Learning

1. Expand experience-based learning within existing courses and programs by investing in instructional design and content development.
 - a. Develop and implement strategies for incorporating partners in student learning, with attention to live cases, research and data analysis projects done for partners, and executive engagement in simulations and student presentations.
 - b. Enhance student engagement in courses focused on investment funds or new ventures.
 - c. Expand the use of simulations that provide opportunities for meaningful hands-on learning.
2. Support co-curricular programming with experience-based learning, with attention to Voluntary Income Tax Assistance, E-Scholars, Enactus, and competitions.

Expand Access to Experience-Based Learning Opportunities Via Professional Development Programming

1. Enhance preparation of Bloch students for internships.
 - a. Encourage industry certification through Coursera or other platforms.
 - b. Expand practice and feedback as it relates to interviewing and business communication.
 - c. Build awareness of career paths in different industries and key competencies required.
 - d. Motivate preparation for engaging with employers by messaging in critical foundation courses.

- e. Encourage participation in mentoring programs, leveraging alumni and industry volunteers.
- f. Provide early exposure to core courses, expediting opportunities for experience-based learning.

Metrics*

3-year goals

- 1. 10% of graduates achieve 900-hour experience-based learning standard
- 2. 30% of graduates achieve 500-hour experience-based learning standard
- 3. 50% of graduates achieve 300-hour experience-based learning standard
- 4. 50% of graduates complete 50 hours of professional development programming

5-year goals

- 1. 20% of graduates achieve 900-hour experience-based learning standard
- 2. 40% of graduates achieve 500-hour experience-based learning standard
- 3. 70% of graduates achieve 300-hour experience-based learning standard
- 4. 70% of graduates complete 50 hours of professional development programming

*The targets above were established for first-time college students. Experience-based learning includes professionally relevant assignments with external partners (paid and unpaid), course time devoted to simulations, business case discussions, group problem-solving using information and data from organizations, competitions, incubator experiences, professionally-relevant study-abroad experiences, and assignments used to guide reflection about professionally-relevant assignments.

Fostering Inclusive Prosperity via Student and Community Engagement

We will serve as the region's premier business school for promoting inclusive prosperity and, in doing so, we will pursue a social impact strategy consistent with AACSB accreditation guidelines.

Bloch attracts students at different career stages and from different socio-economic backgrounds, including many first-generation students and those with financial need. Because of this, we are well positioned to advance inclusive prosperity by ensuring high levels of success across our student population. We will expand outreach to create excitement about careers in business, helping us serve as a magnet for talent from across the region. We will enhance our infrastructure for student support, encouraging academic progress and motivating professional development. We will work to build a college-to-career pipeline that creates outstanding outcomes regardless of a student's background. We will provide well-defined career pathways and build competencies critical to those pathways and to a rapidly changing business environment. We will expand opportunities for students to engage with industry representatives, increasing access to connections with potential employers.

Our positioning in the region also enables contributions to inclusive prosperity via community outreach. With strong partners, we will provide consulting support, training, and resources to entrepreneurs and non-profits, with attention to under-resourced organizations. To enhance inclusive prosperity via community engagement, Bloch will strengthen its infrastructure for providing services, expand its capacity for service delivery, and develop partnerships with community organizations.

Strategic Initiatives

Foster Inclusive Prosperity Via Student Success Initiatives

1. Increase student knowledge about college-to-career pathways in business and related fields, ensuring that we do so early and that we connect with all parts of our student population.
 - a. Develop simple and compelling messaging about career opportunities and paths to success.
 - b. Leverage coursework, student organizations, and professional development offerings to showcase alumni career paths, motivate action, and encourage career readiness.
 - c. Expand student engagement in mentoring and career chats.
2. Support student success by leveraging campus programs and offering school-specific programs to address distinctive needs among our students. Encourage a school culture focused on student success.
3. Develop industry-specific programs with partner employers (e.g., Banking Talent Development Initiative). Leverage industry ties for scholarships, professional development, and career opportunities.
4. Enhance the environment for teaching and learning, with attention to instructional development and support, online strategies, and faculty co-curricular engagement.
5. Encourage student engagement by supporting high-impact programming in connection with student organizations, leveraging incentives for engagement.
6. Promote culturally responsive curricula and teaching, with attention to curriculum mapping and the development of cross-cultural competencies.

Foster Inclusive Prosperity by Expanding Student Outreach Across the Region

1. Work with schools and community organizations to offer programs in entrepreneurship, innovation, marketing, and finance, showcasing career paths, alumni profiles, and opportunities at Bloch.
2. Develop messaging about careers in business that connects with all parts of our community.
3. Increase scholarships to build excitement across the community about opportunities at Bloch, with attention to both career-specific and general scholarships.

Foster Inclusive Prosperity with Support for Entrepreneurs, Non-Profits, and Civic Organizations

1. Expand consulting, research, and programs for non-profits and community organizations focused on inclusive prosperity. Do so by enhancing funding, outreach, and program design, with attention to efforts by the Midwest Center, Central Exchange, and the Levitt Social Entrepreneurship Challenge.
2. Expand consulting, research, and programs for entrepreneurs, with attention to under-resourced entrepreneurs. This includes programming offered through the Bloch Consulting Lab, E-Scholars, and the Regnier Venture Creation Challenge. Do so by enhancing funding, outreach, and program design.

Metrics

3-year goals

1. Exceed the 25th percentile among aspirant peers for percentage of students with Pell eligibility, retention and graduation, and c) alumni salary one year post graduation*
2. Achieve comparable retention and graduation rates across demographic groups (gaps<5%)
3. Deliver 30,000 hours of consulting service and training programs to support under resourced entrepreneurs, non-profits, and community research initiatives

5-year goals

1. Exceed the average among aspirant peers for each of the following: a) percentage of students with Pell eligibility; b) retention and graduation; and c) alumni salary one year post graduation*
2. Achieve comparable retention and graduation rates across demographic groups (gaps<5%)
3. Deliver 45,000 hours of consulting service and training programs to support under resourced entrepreneurs, non-profits, and community research initiatives

* Adjusted for cost of living and student loan costs.



Preparing Kansas City's Working Professionals for Leadership Opportunities

We aim to be a leading provider of tailored and transformative experiences for working professionals in Kansas City and beyond with our graduate and custom programs. Building on Bloch's tradition of partnering with employers, we will offer innovative programs tailored to the specific needs of this audience. Our offerings will foster leadership and technical skills while promoting engagement with key industry sectors in the region. We will respond to the rapid expansion of online MBAs by blending online components with intensive coaching from experienced leaders, customized learning plans, and high-impact experiences designed to support career advancement.

Strategic Initiatives

Deliver Distinctive and Customized Programming for Working Professionals

1. Enhance customization opportunities for working professionals in our graduate programs by leveraging content partnerships and individualized coaching.
2. Offer special course sections designed to encourage experience-based learning, high-impact engagement, and connections with industry peers and organizational partners.
3. Leverage technology and coaching resources to provide practice and feedback relevant for leadership competencies.
4. Support instructional design to blend best-in-class online components with experience-based learning and high-impact engagement.
5. Develop programming focused on emerging technology for the general manager.
6. Explore options for online doctoral program for working professionals focused on innovation, entrepreneurship, and emerging technology.

Enhance Messaging and Expand Collaboration with Employers

1. Develop tools for messaging a value proposition centered around high-impact experiences, programs that are flexible and career enhancing, and Kansas City connections.
2. Develop innovative ways to reach all parts of the KC community, with attention to alumni networks, industry partnerships, and messaging to address varied expectations across our community.
3. Expand partnerships with major employers focused on customized programs that address industry-specific needs relating to emerging technology, innovation, and business processes.
4. Collaborate with other UMKC units to build partnerships focused on workforce development.

Metrics

3-year goals

1. Exceed the 25th percentile among aspirant peers for enrollment among working professionals in a graduate program and work experience prior to joining the program
2. Exceed the 25th percentile among aspirant peers for salaries for working professionals one year after graduation
3. Increase participant-days in non-degree programming for working professionals by 10%

5-year goals

1. Exceed the average among aspirant peers for enrollment among working professionals in a graduate program and work experience prior to joining the program
2. Exceed the average among aspirant peers for salaries for working professionals one year after graduation*
3. Increase participant-days in non-degree programming for working professionals by 15%

* Adjusted for cost of living

Promoting Knowledge Discovery and Applications for Societal Impact

To meet evolving expectations for business school research, Bloch aims to create a balanced research portfolio that emphasizes methodological and theoretical rigor, societal impact, and relevance to forces reshaping how business is done. It will do so within the context of heightened competition globally for the opportunity to publish in top-tier journals and calls from accreditors to pursue both scholarly influence and societal impact. We will need a critical mass of faculty to publish top-tier research in core disciplines and we will also need a critical mass of faculty to conduct high quality research linked to the school's social impact priorities and to forces reshaping how business is done. While tenure and promotion standards may require some to focus on top-tier outlets, the school will pursue efforts to build a diversified research portfolio.

Strategic Initiatives

Increase Impactful Research Published in Top-Tier Outlets

1. Provide resources and support to encourage impactful research published in top-tier outlets, with attention to data and data-collection needs and conference participation.
2. Utilize workload, evaluation, and reward processes to support and encourage scholarly productivity, with attention to teaching loads and funding to incentivize impactful research in top-tier outlets.
3. Provide resources and support to attract, develop, and retain highly productive researchers.

Promote Research Linked to Social Impact Priorities and Forces Reshaping Business

1. Support capacity development and incentives for high quality research linked to Bloch's social impact initiatives and forces reshaping how business is done.
2. Encourage the development of faculty capabilities in areas linked to industry, organizational and societal needs, with attention to areas with significant funding opportunities. Incentivize and encourage faculty efforts to secure grant funding.
3. Review faculty evaluation and promotion and tenure policies in light of UM System and UMKC research goals, the role for interdisciplinary research, and accreditation standards.

Metrics

3-year goals

1. Exceed the 25th percentile among aspirant peers for per capita publications in highly ranked journals and citation rate
2. Increase by 15% quality research publications addressing Bloch's social impact priorities
3. Increase by 15% quality research publications addressing forces reshaping business
4. Increase by 15% research expenditures from grants, foundations, and private sources

5-year goals

1. Exceed the 25th percentile among aspirant peers for per capita publications in highly ranked journals and citation rate
2. Increase by 15% quality research publications addressing Bloch's social impact priorities
3. Increase by 15% quality research publications addressing forces reshaping business
4. Increase by 20% research expenditures from grants, foundations, and private sources

Strengthening our Enabling Infrastructure

Our enabling infrastructure will significantly affect progress at the Bloch School. Key initiatives are outlined below.

Strategic Initiatives

Ensure the Financial Sustainability of Bloch School Programs

1. Evaluate the financial implications of new and existing initiatives, with attention to the higher education environment, risk management, and the budget model.
2. Develop risk management strategies, particularly as it relates to reductions in revenue.
3. Deploy strategies for increasing philanthropic support, with attention to securing resources for key priorities, expanding the base of supporters, and strengthening donor relationships.
4. Deploy strategies for increasing revenue from contracts, grants, and continuing education.
5. Build faculty and staff budget awareness to encourage contributions to financial sustainability.

Enhance International Enrollment via Programming, Support Systems, and Partnerships

1. Broaden interest in the Bloch School among international students by expanding partnerships with universities and recruiting agents.
2. Increase the attractiveness of the Bloch School by developing STEM designated programs and increase awareness among employers about STEM programs and Optional Practical Training.
3. Enhance support for international students relating to professional development and student success by leveraging UMKC programs and enhancing Bloch School offerings.

Create a Desirable, Productive and Supportive Place to Work

1. Encourage hiring and development processes that promote excellence, promote a positive culture, and address the varied needs within our student population.
2. Encourage onboarding processes that helps new hires them navigate our environment and systems.

Use our Physical Environment to Advance Outcomes

1. Develop strategies to facilitate high impact community engagement at Bloch, with attention to resourcing events, prioritizing opportunities, and maintaining the physical environment.

Strengthening Alumni Engagement and Recognition

1. Enhance alumni engagement by highlighting alumni achievement and providing opportunities to connect.

Metrics

3-year goals

1. Increase by 5% revenue from enrollment, continuing education, grants, and philanthropic sources
2. Increase by 15% enrollment among international students
3. Increase by 5% community engagement events that build visibility among potential students and partners
4. Increase by 15% the number of alumni engaged as part of the school's volunteer network

5. Increase by 5% the percentage of respondents providing a positive rating on the HR pulse survey

5-year goals

1. Increase by 10% revenue from enrollment, continuing education, grants, and philanthropic sources
2. Increase by 20% enrollment among international students
3. Increase by 10% community engagement events that build visibility among potential students and partners
4. Increase by 20% the number of alumni engaged as part of the school's volunteer network
5. Increase by 10% the percentage of respondents providing a positive rating on the HR pulse survey



WE ARE CHANGE AGENTS.
WE ARE COMMUNITY LEADERS.
WE ARE KANSAS CITY'S BUSINESS SCHOOL.



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