

MANAGEMENT MATTERS

Management Department
Annual Report

2023



Management
University of Missouri





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MANAGEMENT MATTERS
Management Department Annual Report 2023
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Robert J. Trulaske, Sr. College of Business
Edited by Tonya Ford
Editorial Assistance by Michael Ellinger
Designed by Kevin Shults Art & Design

For inquires, feedback, or suggestions for future editions of the Management Matters Report, please email us at ManagementMatters@missouri.edu.



May 2022– June 2023

MANAGEMENT MATTERS



Anthony Ross

As you will discover in this edition of Management Matters, the academic year 2022-2023 was another productive year for the department.

Welcome to the Department of Management in the Robert J. Trulaske, Sr. College of Business. This is the third edition of our annual report for the department. The Management Department delivers a boundary-spanning, transformative educational experience in Human Resource Management/ Organizational Behavior, Strategic Leadership and Planning, Entrepreneurship, Global Supply Chain Management, and Global Business. Our supply chain management and global business curricula are offered jointly with the industrial engineering and marketing departments, respectively. In this spirit, we seek to work across the Trulaske College and the Mizzou campus to collaboratively identify and support boundary-spanning practices. We are committed to catching every student where they are and making them workforce ready.

As you will discover in this edition of Management Matters, the academic year 2022-2023 was another productive year for the department. Our industry engagement, teaching, research, and service continue championing student success, global engagement, research excellence, experiential learning, and faculty success consistent with our college priorities and in service to alumni and donors. On the industry engagement front, we offered programming to support MU Extension's industry-driven education with non-credit workforce training via the Career Accelerator. The department also hosted a leadership development workshop for Honeywell Kansas City. Other areas of outreach include the work of Professor Tonya Ford, who champions our efforts to teach management consulting through live clients for our students; Associate Teaching Professor Scott Christianson delivered content through Mizzou Extension's Osher continuing education program. He also now leads our Center for Entrepreneurship & Innovation (CEI). His work is already deepening those efforts locally, and as far away as South Africa's University of the Western Cape.

Our research faculty continue pushing the boundaries of theory and practice in disseminating their work. Over the last five-year period, our management research volume (number of top-tier journal publications) ranks among the top 61 US Business schools. When controlling for our small department size relative to other schools, we rank among the top 51 schools. Dr. Ann Peng examines the importance of developing leadership capabilities among a broader

We continuously seek to demonstrate our public value as a research enterprise and to become a destination for students and industry partners. We are thrilled by the current and emerging prospects for the department.

set of corporate employees. Dr. Joyce Wang examines the various communication modalities CEOs use, the impact on corporate acquisitions, and the strategic importance of managing such communications during acquisitions and IPOs.

We continuously seek to demonstrate our public value as a research enterprise and to become a destination for students and industry partners. We are thrilled by the current and emerging prospects for the department.

Finally, this year our department mourned the passing of Dr. Art Jago, a long-serving, retired Trulaske colleague. Dr. Jago remained involved with the campus and Columbia community for many years long after retiring from his faculty position. His passion and engagement will be missed.

M-I-Z

Anthony D. Ross, Sr.
Chairperson, Management Department &
Leggett & Platt Missouri Distinguished Professor

MANAGEMENT BY THE NUMBERS





HOW TO GET AWAY WITH ENTREPRENEURSHIP

This spring, the Trulaske College of Business rebooted its annual Business Week, and kicked off the week of workshops, presentations, and interactive sessions with “Entrepreneurship Night” supported by the Center for Entrepreneurship and Innovation.

The evening’s activities started with a panel discussion led by Derrick L. Christian II, an MU alum currently the Director for Marketing & Brand Innovation at the United Center in Chicago. Joining Derrick were two distinguished fellow alumni, Jeffery Beckham Jr., the CEO of Chicago Scholars and an acclaimed artist, and Brianna Arps, Chief Brand Marketing Strategist at ARPS Enterprise Solutions Group. All three added a dynamic, real-world perspective to the entrepreneurial journey.

In an avant-garde move, Derrick structured the panel as a Netflix series, “How to Get Away with Entrepreneurship.” He curated a series of entrepreneurial themes, each represented as an ‘episode.’ Students voted for the ‘episode’ they wanted to experience live. This approach provided an interactive, democratic process, transforming a conventional business panel into a lively and engaging discourse.

During one “episode,” Jeffery emphasized the importance of entrepreneurial networks, “The most important thing that I learned at Mizzou was the importance of relationships and networking. And as an entrepreneur, your network is your net worth!”

Brianna explained to students that developing an entrepreneurial mindset is vital for all businesses, “There’s a lot of entrepreneurial skill sets that you can hone while working a corporate career. When I eventually decided to venture out, it was through that experience of being a leader in exhibiting leadership and solving problems, or anticipating problems, that made me feel more comfortable to jump into being an entrepreneur while in my 9 to 5.”

After the panel/show, the students and faculty moved to an Entrepreneurship Fair in the Cornell Atrium, featuring booths set up by student entrepreneurs from across the campus. Attendees had the chance to learn about these student founders’ vision, business models, and operational tactics. Simultaneously, it was a marketplace, allowing attendees to purchase unique products or sign up for services directly from these student-run businesses. This hands-on approach helped our budding entrepreneurs gain real-world experience, test their ideas, understand their market, and hone customer interaction skills.

Entrepreneurship Night was a great success and encapsulated the spirit of the Trulaske College of Business – a spirit of unity, empowerment, and unceasing commitment to learning. Look for Season 2 of “How to Get Away with Entrepreneurship” to drop in 2024!



The University of Missouri and the University of the Western Cape (UWC) in South Africa have collaborated on academic programs and research for nearly four decades.

ENTREPRENEURS WITHOUT BORDERS

The University of Missouri and the University of the Western Cape (UWC) in South Africa have collaborated on academic programs and research for nearly four decades. The partnership between these institutions was extended this year by the campuses’ Centers for Entrepreneurship and Innovation, which kicked off the academic year with a series of entrepreneurial skills-building workshops for students, faculty, and staff. These skills-building workshops and the pilot student exchange were supported by a generous gift from Greg and Elizabeth Maday.

The sessions were conducted on Saturdays via Zoom videoconferencing, either as entirely remote sessions or sessions that linked students on the campuses while they worked in their respective computer labs. Because of the time difference, the sessions started at 9 am in Missouri and 4 pm in Cape Town.

Sessions included: Leveraging the Internet in your business, Tools To Accelerate Web Development, No-Code/Low-Code App Development, Social Media Marketing for Entrepreneurs, and Social Media Management Tools. UWC’s Women in Technology chapter, led by Social Entrepreneur and UWC Law graduate Munashe Dziki, was instrumental in promoting and coordinating the workshops.

An additional session was added for students and faculty to learn how to design and create a product using additive manufacturing, also known as 3D Printing. “Designing an Object for 3D Printing” was led by Denislav Marinov, entrepreneur and founder of Amnova Tech, a maker of 3D printers in South Africa.

Jessica Osaze, a Ph.D. student in Health Management and Informatics at the University of Missouri, was one of the attendees. “Initially, my first attempt at designing a 3D print left much to be desired, making me question my decision to sacrifice a

Saturday morning for this workshop,” said Jessica.

“However, my doubts were dispelled when Denislav Marinov, the visionary founder of Amnova Tech, joined us via Zoom from South Africa. He shared his insights on the evolution of science and engineering, specifically the remarkable fusion of stem cells with 3D Printing to create body parts like ears. This mind-blowing revelation ignited a newfound inspiration, propelling me to make my finest design during the workshop.

“Now, I am brimming with excitement as I explore the realm of developing 3D-printed interventions for breast cancer survivors. It is terrific that CEI provides these remarkable opportunities that extend beyond the boundaries of the business school, allowing students like me to embrace novel and valuable knowledge.”

The success of these workshops has led to a deeper relationship between the two centers and the center directors, which are currently piloting a student exchange program for student entrepreneurs. During this program, student entrepreneurs travel to each other’s campuses and cities to work with startups and businesses, learn about the local entrepreneurial ecosystem, and develop connections and partnerships to help them build their ventures.

In August two Mizzou student entrepreneurs—Nez Redi and Michael Moriarty—traveled to UWC for two and a half weeks. In early December, two students from UWC will visit Mizzou’s campus.



Empowering Student Entrepreneurs:

THE ENTREPRENEURSHIP ALLIANCE ACCELERATOR



Jameson Fitzgerald pitching his product FLOZ to potential investors at the April 2023 pitch event.



The Entrepreneurship Alliance Accelerator (EAA) is the Center for Entrepreneurship and Innovation's flagship business accelerator that provides aspiring student entrepreneurs with the tools, mentorship, and knowledge needed to turn their business ideas into reality.

In the spring of 2023, the EAA was rebooted post-covid in a new 8-week format featuring weekly evening work sessions, guidance from experienced mentors, and the opportunity to pitch for seed funding. The work sessions fostered collaboration allowing student founders to share insights, gain feedback, and network with each other. In addition, each student venture was paired with experienced mentors who offered guidance, industry expertise, and personalized support throughout the program. These mentors, successful entrepreneurs or business professionals, brought real-world insights to the student's challenges and helped students on their entrepreneurial journey.

In this year's cohort, fourteen student founders completed the program and pitched their business ideas to a panel of investors, industry experts, and potential partners on April 14th. The pitch program

allowed students to showcase their entrepreneurial vision and secure seed funding for their ventures. Seed funding can be a critical catalyst for turning ideas into tangible products. Through generous gifts from the Steen family, the Eisenhart family, David Spence, and Greg and Elizabeth Maday, the Center for Entrepreneurship and Innovation was able to award over \$30,000 to these student ventures.

FLOZ was founded by senior Jameson Fitzgerald (finance and banking, minor in economics; '23) and his brother John Fitzgerald (Trulaske Graduate, BSBA, Finance and Banking, 2020)) and was awarded \$6500 to develop their first product, scale operations, and attract further investment.

"We are creating a hardware device called 'FLOZ' that press fits into the bottom of a straw water bottle lid so you can effortlessly track how

much water you drink throughout the day," explained Jameson. "It allows users to track their data via a turbine in the casing, which spins every time they take a sip. That data is then stored and sent via Bluetooth to our mobile application, where users can monitor their data and water consumption."

First-year business student Melanie Garcia founded Churros to bring new flavors to Columbia's dessert scene! "My venture is to sell churros, coffee, and churros sundaes. I want to start this business because there aren't many dessert options besides ice cream or cookies in Columbia. I want to bring something from a different culture and unique." Churros was awarded \$1750 to purchase a Churro maker, supplies, and market their delicious product.

IndependUS Cooperative was founded by Blaise Ebisch, a junior in Economics, and three other students (Josh Robinson, CompSci May 2024; Sean Newell, CompSci Fall 2023; Chloe Jones, CompSci MA Spring 2023).

"IndependUS is a worker co-op with the mission of building transparent and informative software," explained Blaise. "The app we're building now is a platform to verify community-based data and deliberation. We hope to make a place where users can understand their communities and others more effectively."

"While my core goal is finding ways to facilitate online democracy, this venture has also allowed us to gain hands-on experience with software development, project management, and organization development." Blaise and his co-founders were awarded \$4500 to get their minimum viable product (MVP) released. "The first implementation of our platform is launching free-of-

charge in Boone County later this year, so I'm super excited to finally share it with the local community."

"These students are brilliant with great ideas and great people to work with. I am so proud of all the students who participated this year and can't wait to see what they will do next," said CEI Director J Scott Christianson, who organized and managed the accelerator.



Melanie Garcia



Blaise Ebisch

Student Profile

BLAKE BROWN

Blake Brown was thirsty. A water bottle at Navy Pier cost \$5. At a convenience store a few blocks away, his dad, Tim Brown, BGS '87, bought the same bottle for \$1. That day, Blake became an entrepreneur: He spent the summer selling marked-up water bottles in front of his dad's insurance agency in Oak Park, Illinois. With his earnings, he bought sneakers.

Today, the senior runs BTB Kicks, a shoe restoration business he started in 2019. "I never liked having dirty shoes," says Brown, who owns more than 30 pairs of stylish footwear. "Being a sneakerhead, you have to keep your shoes clean."

BTB Kicks used to be just a side hustle, but it is now becoming a reality thanks to Blake's ability and dedication. In March, Blake took 2nd place in Mizzou's Entrepreneur Quest (EQ), and with that money, he is opening a storefront in Chicago. Blake is setting up the storefront this summer after graduating and looking to open for business in the Fall.



"I am so proud of all the students who participated this year and can't wait to see what they will do next,"

— J. Scott Christianson, CEI Director

MANAGEMENT DEPARTMENT HOSTS SHORT COURSE ON TACTICAL SUPPLY MANAGEMENT AND STRATEGIC SOURCING



BY KEVIN REAPE

The program aimed to empower participants from Honeywell with essential tools and strategies fundamental to sourcing and supply management, offering opportunities for engagement with fellow professionals and experienced academics.

The Trulaske College of Business Management Department, in partnership with Honeywell, held a comprehensive two-day short course, “Tactical Supply Management & Strategic Sourcing,” on April 4-5, 2023. The program aimed to empower participants from Honeywell with essential tools and strategies fundamental to sourcing and supply management, offering opportunities for engagement with fellow professionals and experienced academics.

The pandemic has brought unprecedented attention to the complexities of sourcing and supply management, with supply shortages and risks affecting every industrial sector. As a result, organizations have shifted from defensive strategies to more proactive ones to support their short- and long-term goals. Recognizing this growing necessity, the short course was designed to educate professionals across various organizational functions at Honeywell, such as finance, engineering and business development.

The course covered a range of topics, including improving sourcing and supply management processes, defining a supply management strategy, comparing and qualifying suppliers, implementing

agreements, managing supplier relationships and transforming sourcing into a value-added operation. The curriculum also provided an overview of best-in-class purchasing tools, methods, procedures and systems.

Faculty and speakers at the event included Dr. Anthony Ross, Department Chair of Management; Dr. Jung Ha-Brookshire, Department Chair of Textile & Apparel Management in the MU College of Arts & Science; and Dr. Jim Noble, PE, Department Chair of Industrial and Systems Engineering in the MU College of Engineering.

“The two-day short course provided a unique opportunity for participants to broaden their understanding of the ever-evolving landscape of sourcing and supply management,” Anthony Ross said. “By engaging with experts from various fields and sharing practical experiences, our attendees are better equipped to make informed decisions and drive positive change in their organization.”

The Trulaske College of Business remains committed to offering programs that address emerging trends and challenges in the business world, preparing professionals to adapt and excel in an increasingly complex and interconnected global landscape.

TRULASKE LEADERSHIP DEVELOPMENT SERIES

The Trulaske Leadership Development Series is designed for the emerging, and the mid-level, high-potential managers who lead one or more teams, are responsible for creating and executing business/operations strategy, or are transitioning into such roles at their companies. Those with daily responsibility for motivating teams, driving results and helping create sustainable advantage for their companies are encouraged to apply. This program builds upon existing skills and experience.

We adopt a hands-on approach, emphasizing application of the skills, frameworks and insight presented during the series. A range of competitive business simulations and case studies are integrated so that all participants can apply, practice and receive feedback in a low-risk context to accelerate learning. During the program, participants will identify/select specific challenges from their company/industry context, create strategies addressing the challenge, propose steps for implementing such change and make immediate impact in the company, thereby increasing ROI.

MENU OF CUSTOMIZABLE SELECT TOPICS INCLUDE:

- Agile E-commerce strategy
- Omni-channel execution Post-COVID
- Product life cycle management
- Learning-focused supply chain organization
- Customer-focused supply chain organization
- Negotiation Skills
- Customer/Supplier Relationships
- Ethical Leadership
- Issues and Challenges in the Gig Economy
- Remote Working
- Issues and Problems in Human Resources
- Strategic Thinking
- Leading Change Post-COVID
- Turning around a struggling operation
- Innovative Product Design and Launch
- Developing Your People
- HR Analytics
- Understanding Cost and Segmental Analysis
- Leading Teams
- Cost Management
- Data Analytics in Business (all disciplines)
- Other topics as identified

 Robert J. Trulaske, Sr.
College of Business
University of Missouri

A Hands-On Approach:

TEACHING MANAGEMENT THROUGH LIVE CLIENTS



Tonya Ford

The idea that experience is the greatest teacher is nothing new, and it is undoubtedly true. In the management areas of entrepreneurship and business consulting, Professor Tonya Ford brings experience into the classroom by carefully guiding her students through a variety of actual cases with partnered business clients, local to global.

Facilitating Entrepreneurship & Innovation

At the undergraduate level, Professor Ford collaborates with the local Regional Economic Development, Inc (REDI) and 1 Million Cups to pair new and aspiring business founders with small student teams to create well-developed business plans.

Through the course, students learn the many intricacies of new business planning and can immediately apply these lessons to their specific client situation. At the end of the course, students deliver a complete business plan and pitch presentation to the class and to their clients to use as they grow their businesses.

Due to the popularity of the experiential courses, the program is growing to include more clients each semester and a new course, Consulting Tools & Strategies, has been launched to give undergraduate students evermore opportunities to put their learning in practice to the benefit of the business community.

MBA Business Consulting

At the masters level, students are offered the opportunity to collaborate with a variety of businesses ranging from local to global. Students learn the step-wise approach to bulletproof problem solving and immediately apply the theoretical knowledge into specific practice. Over the semester, students work directly with their clients to find and address the root of their business issues while providing sustainable solutions. At the end of the course, students present their clients with a thorough consulting report and accompanying presentation to demonstrate their mastery.

In this long-standing program, students have delivered more than 500 consulting projects to satisfied clients, providing valuable business consultation across industry sectors. For more information about the program and opportunities to engage, please contact Tonya Ford at tonya.ford@missouri.edu.



The Trulaske Consulting Association welcomes 70 new graduate and undergraduate members during the 2022-23 academic year. The new executive board is comprised of:

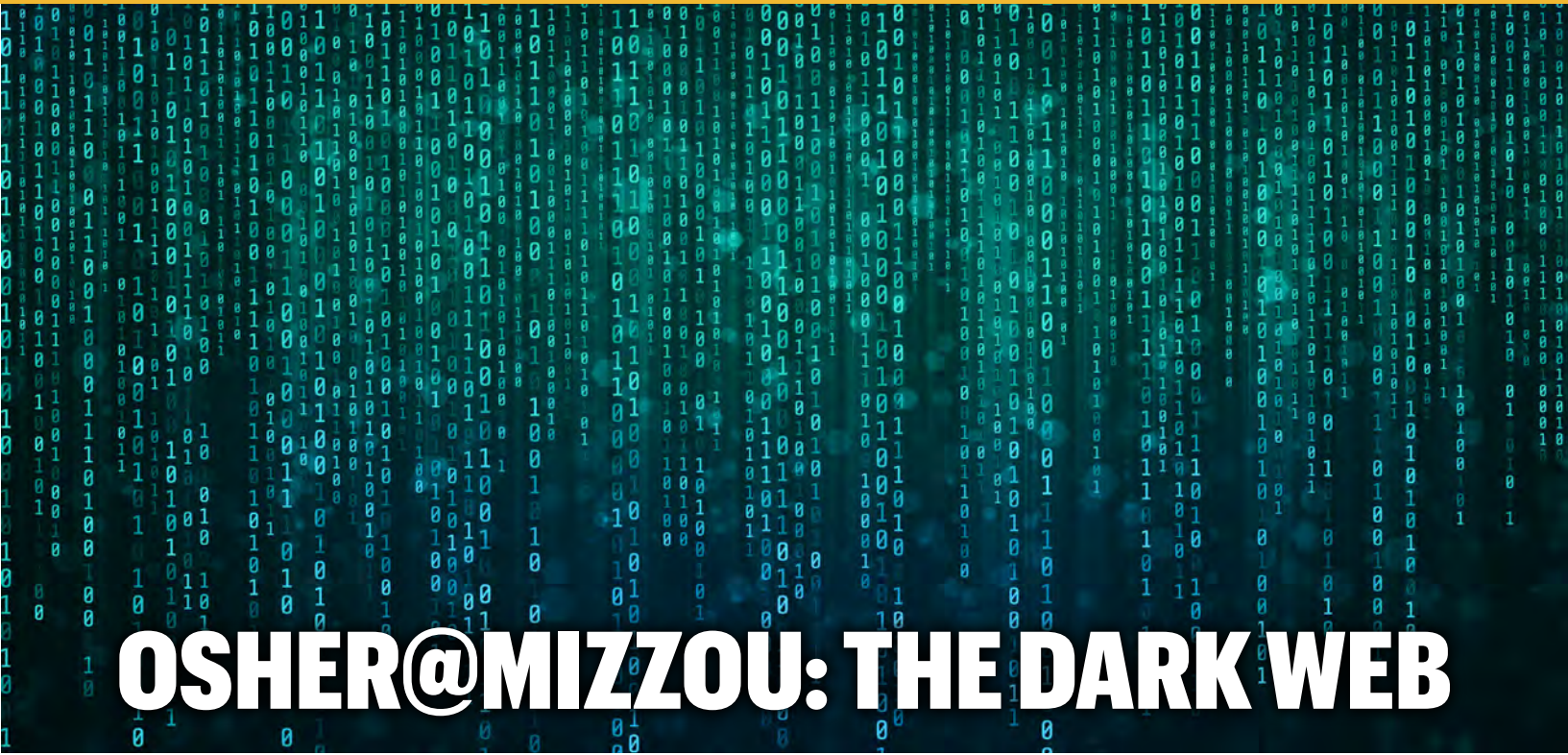
Jack Kish	President
Michael Ellinger	Past President
Nathan Virtue	Vice President
Grant Dubois	Treasurer

Highlights of the year included a multi-tiered consulting project working with alumni owners Kim and Lance Lanier on their strategic business expansion. The association also welcomed speakers from Bain & Company and Ernst & Young.

Student enthusiasm keeps this association growing, and they look forward to more projects and speakers in the coming year. To learn more about how you can get involved, email us at mizzoutca@gmail.com.

Clients List

■ Central Bank	■ Metal Me
■ Cerner Corporation	■ Missouri Business Alerts
■ Columbia Academy for Learning Enrichment	■ Mya's Gourmet Popcorn
■ Columbia Branding	■ Party Perfectly
■ Cushman & Wakefield	■ Peggy Jeans Pies
■ EquipmentShare	■ Shelter/Say Insurance
■ Foodtruck Yourself	■ St. Nicholas Academy
■ FoxAE	■ Show-Me Heating & Air
■ GOPO Popcorn	■ Show-Me Organics
■ KOPN Radio	■ Tiger Towing
■ Lanier & Co.	■ Wreckage Sport
■ MASU	



BY KEVIN REAPE

Article courtesy of Show Me Mizzou.

University of Missouri Extension aims to improve lives, businesses and communities by focusing on solving Missouri's grand challenges around economic opportunity, educational access, and health and well-being. One MU Extension program, Osher@Mizzou, provides accessible educational opportunities to adults age 50 and older through courses taught by experts across different industries.



J. Scott Christianson



Jake Rice, BS BA '22

J. Scott Christianson, an Associate Teaching Professor of Management at the Trulaske College of Business, is known for his engaging classes within the Osher program. Recently, he collaborated with a former student, Jake Rice, BS BA '22, who has since become a Cyber Security Analyst with Exelon. Together, they orchestrated an Osher workshop exploring "The Dark Web," a sector of the internet often linked with illicit activities but also used for several legitimate purposes. Together they answered a few questions about the dark web for Show Me Mizzou.

Professor Christianson, What exactly is the dark web?

When you browse the web, IP addresses and other information about your connection to the internet are revealed. These can be used to identify both the computer you are using and the computer hosting the material you are accessing. Your IP address and connection information can be used to determine your location worldwide (sometimes down to the meter).

The dark web refers to websites accessed using special routing techniques that allow the user and the website to be anonymous to each other (and anyone monitoring the transmission between the user and the web server). This technology is called The Onion Router, or TOR, and websites on the dark web have weird URLs that end in ".onion."

Mr. Rice, How did your Bachelor of Science in business administration prepare you to turn your interest in cybersecurity into a career?

The business major is a critical asset allowing me to stand out amongst a talented and often more technically skilled applicant pool. Companies love that I have the social skills and business understanding that come with a business degree and the technical skills from my minor and certificate.

Mr. Rice and Professor Christianson, Why should people understand how the Dark Web works and what's happening there?

Mr. Rice: As a cybersecurity professional, it is important to monitor the dark web to gain insights into the techniques and strategies employed by hackers and hacktivists, those who hack driven by political or societal concerns.

Prof C: Remaining anonymous online isn't solely reserved for malicious activities. It is crucial for whistleblowers, activists, and political dissenters, particularly those residing under oppressive governments. This is why institutions like the CIA, Facebook, the BBC, and others sustain a TOR site, facilitating anonymous user posts.

Mr. Rice, What was it like to co-teach this course alongside one of your former professors?

I love working with Scott. He was one of my favorite and most influential professors during my time at Mizzou. He's incredibly knowledgeable, so I was a little intimidated to teach beside him.

'A Second Home':

BERGAMO PARTNERSHIP CONTINUES TO THRIVE 20 YEARS LATER

▲ Members of the Summer 2022 congregation from the Bergamo summer program gather. The Mizzou students have red T-shirts, with the students from Bergamo in white, and faculty and staff in green.

▼ Faculty members before the start of the 2022 program in Bergamo (from left): Joel Poor, Trulaske; Mauro Cavallone, Bergamo; Laura Vigano, Bergamo; Ken Shaw, Trulaske.



BY STEPHEN SCHMIDT

Like many others in Bergamo, Italy, the night of May 23, 2007, began with a dinner party.

There was a bus to take several students from the Trulaske College of Business into the city's center, in the middle of the fourth installment of the study abroad partnership between the University of Missouri and the University of Bergamo, which recently celebrated its 20th anniversary.

Bergamo is a rather quiet city — a place not full of tourists but of picturesque backdrops carved by winding, cobblestone streets in the country's Lombardy region.

On this night, the city wanted to roar in unison with the rest of Italy as the Trulaske students learned one of the fundamental truths of the Bergamo experience: True passion needs no translation.

"From a cultural standpoint, the country was absolutely on fire," said Andy Butler, BS Acc, M Acc '09, who was a first-year student manager on the trip.

The bus was met by a sea of Italian flags and flares. Those who held them were particularly emboldened by A.C.

Milan's presence in the Union of European Football Associations (UEFA) Champions League final, taking place in Athens, Greece.

The team — located a little more than an hour from Bergamo — went on to win the most prestigious club soccer tournament that year for its seventh title of its kind. Not being able to move forward due to the foot traffic and revelry, the bus eventually backed out of the city center. Butler sat in the bus, amazed at the sight, before venturing into the crowd with other students to join the watch party for the title game.

"As a small-town, Missouri kid, soccer wasn't even in my vocabulary. No one has a soccer ball in my town," said Butler, who is a native of Bethany, Missouri.

Butler first arrived in Bergamo in the summer of 2006 as a sophomore, having only been on a plane one other time for a domestic flight. For three consecutive summers, though, he would serve as a student manager for the study abroad experience at Trulaske.

Over the last two decades, there have been many stories like Butler's. These are the result of the rare, dynamic blend of equal part Trulaske students and Bergamo students — just as the program's co-founder, Chuck Franz, hoped.

Franz, who retired from Trulaske as an associate professor in 2015, attended the anniversary event in Bergamo on May 30. Also in attendance was Mauro Cavallone, the marketing professor from Bergamo

who partnered with Franz to develop the program — and still oversees all operations from the host university's perspective.

A new approach

The program's origins can be traced back to Franz talking with Tom Miller, a former finance professor at Trulaske. At the time, Miller oversaw coordinating the sign up for a four-week summer consortium program that was taking place in Paderno, Italy, among approximately 30 universities — and most of the study abroad programs were run out of the International Programs Office at Mizzou.

"Hey, Chuck, why are we sending students over there?," Franz remembered of the conversation with Miller. "We've got a connection over there. Why don't we see if we can start a program and send students directly over there and do our own program?" I said. "OK, that sounds good to me."

The connection was the late Glenn Pierce, an Italian professor at Mizzou who was friends with a business professor at the University of Bergamo. In 2001, Franz traveled to Bergamo for the first time, meeting



with the University of Bergamo's dean, who put him in contact with Cavallone.

As luck would have it, the University of Bergamo had just taken over a new building that once housed a bank on a main artery in the city. The university wanted to expand its programming, making the start of its partnership with Trulaske a timely endeavor.

Franz taught a project management class to the Bergamo students in the summer of 2002, before the first group of Mizzou students arrived with him the following summer.

Since 2002, the Bergamo program has always remained unique due to its formatting — an equal group of students from Mizzou and Bergamo choose two classes, taught in English, that spans four weeks.



Each class, consisting of about 40 students from each school, is taught by professors from each institution. What results is a unique immersion experience in which students, who are put into groups, strike up conversations, equally fascinated with the others' backgrounds while navigating language barriers.

"This is the magic of this story. Italian students meet American students. American professors meet the Italian professors and colleagues," Cavallone said.

Rolling along

As evidenced by the 20th anniversary, there is no sign of the partnership between the universities stopping any time soon.

"I hope that this will become a long-life program for our university, and that we can work to increase other possibilities," said Cavallone, who mentioned there were plans in the works to send his students to Columbia in a more traditional exchange program.

According to Franz, the recipe for the program's longevity has been quite simple: Put in equal parts passion and respect. And mix.

According to Franz, the recipe for the program's longevity has been quite simple: Put in equal parts passion and respect. And mix.

"It was the passion that both Mauro and I had for the students," Franz said, "and the genuine respect that we — and our colleagues and students — have had for each other about the contributions that we can bring to the program."

▲ Students from the University of Missouri and the University of Bergamo hold a Mizzou Tigers flag on the Bergamo campus.

◀ Students from the University of Missouri and the University of Bergamo before a dinner in Italy.

TOP EXPORTERS GATHER VIRTUALLY AT THE 2022 MID-AMERICA TRADE SUMMIT

BY JACKIE RASMUSSEN

The event also featured a panel of trade experts who shared feedback in response to global management, marketing, supply chain and trade finance questions posted by summit attendees.

The University of Missouri International Trade Center, along with trade assistance partners from across the region, recently hosted the annual Mid-America Trade Summit to bring together top exporters, global trade leaders and trade assistance providers from across Mid-America.

This year's featured presenters included:

Chris Jones, executive vice president of industry & services for Descartes Systems in Massachusetts, who shared insights into why global supply chain performance is so hard to predict and suggestions as to what company leaders can do about it.

Tami Lange, CEO of Save the Girls Touchscreen Purses in Illinois, and one of seven Trade Summit Outstanding Exporter Honorees. Lange drew on her own experiences and successes to share tips to developing niche markets and expanding internationally.

Susanne Evens, founder and CEO of AAA Translation, Inc. in Missouri, who shared guidance on how to break through the communication boundaries often linked with doing business internationally.

Michael Strobe, vice president of sales & marketing for MSSC LLC in Illinois and a 2022 Trade Summit Outstanding Exporter Honoree. Strobe shared tips, tactics and techniques link to finding, vetting, managing, motivating and evaluating distributor relationships.

Dusty Cruise, president and CEO of Missouri Enterprise, who provided detail on CONNEX, a new advanced supply chain and manufacturing networking database designed to support U.S. manufacturers' access to needed materials.

The event also featured a panel of trade experts who shared feedback in response to global management, marketing, supply chain and trade finance questions posted by summit attendees. Led by Anthony Ross, associate dean and chair of the college's Management Department, the panel included:

- Tom Dustman, international sales director for Sunnen Products Co.
- Jim Foley, author and global trade consultant with the Illinois Small Business Development Center
- Caitlin Murphy, CEO of Global Gateway Logistics in St. Louis, Mo.
- Mark Klein, managing director of lending accounts with EXIM Bank

During the summit, seven organizations from four states across the Mid-America region were recognized as Outstanding Exporter Honorees for their export successes:

- DataLocker (Kansas)
- EWR Radar Systems (Missouri)
- MSSC LLC (Illinois)
- OTT Enterprises (Missouri)
- Save the Girls Touchscreen Purses (Illinois)
- SMART Reproduction (Arkansas)
- White River Hardwoods (Arkansas)

GLOBAL MARKET RESEARCH IN ACTION:

TRULASKE STUDENTS SUPPORT BUSINESSES THROUGH INTERNATIONAL TRADE CENTER

BY KRISTA HINRICHS

Sixteen University of Missouri & Trulaske College of Business undergraduate students are directing their time, attention and talents this semester to help four small-to-medium sized companies based in Missouri and Illinois grow their sales internationally.

As interns with the MU International Trade Center, the students conduct global market research to assist the companies with new market identification and evaluation. All projects are tailored to the individual company's product and industry sectors of interest.

Through this experience, interns gain valuable hands-on data analysis, project management and presentation experience, along with real-world insights into global trade. The participating companies receive in-depth county and industry sector analysis that can be used to support and guide future decision making.

Companies working with the center this semester include:

- **Diva Maker Hair Prosthetics** (Kansas City, Mo.), a manufacturer and supplier of premium quality prosthetic wigs and hair replacement products and solutions;
- **MSSC, LLC** (Collinsville, Ill., and Owensville, Mo.), a manufacturer of stenciling equipment and supplies and water activated tape dispensers, and a distributor of markers and inkjet printers and ink;
- **OTT Enterprises** (St. Louis, Mo.), a family-owned and -operated company producing small-batch, handcrafted liqueurs and brandies; and
- **Save the Girls Touch Screen Purses** (Belleville, Ill.), a purse company with unique designs allowing users to text, accept calls and perform smartphone functions all securely from their purse.



MU International Trade Center interns for Spring 2023, pictured left to right, front to back: Hannah Nash, graduate assistant Navya Kola, Sophy Silva, Mary Bransford, Clare Herrington, Kit Krippner, Begim Tokhirjonova, Frank Pantoni, Nick Arciszewski, Nathan Fox, Ronan Adkins, Alec Centa, Jackson Blackwell, Brennen Healy, Lucas Hayes, Nat Boos and graduate assistant Michael Hatley. Not pictured: Jordan Chaffee and graduate assistant Nithya Koritala.

Student Profile



BENJAMIN SCHIEBER
Business Management

Last semester I joined the University of Missouri Trulaske College of Business International Trade Center as an Intern. Thanks to Jackie Rasmussen and Krista Hinrichs, CGBP outstanding mentorship, my group learned how to create a global market selection matrix, crunching data to find the countries where our client would succeed most. In addition, I learned how to leverage databases to find potential local partners' contact information. Finally, I learned to be mindful of different business cultures and how to remain respectful regardless of where I conduct business. I recommend this program to anyone interested in gaining skills in business analytics and international business literacy.

THE MU INTERNATIONAL TRADE CENTER, housed in the Trulaske College of Business utilizes the time and talent of student interns and MU faculty, along with leading market research databases, to conduct customized research to meet the needs of companies seeking to growth their sales internationally. This research provides insights the participating companies can use to effectively evaluate global market opportunities in a timely, meaningful and affordable way, positioning them to strategically enter new markets and expand in the global marketplace. The center's goal is to promote economic development and aid in the international decision-making of Missouri businesses, while providing MU students—tomorrow's business leaders—with opportunities for experiential learning.

Celebrating **25** years of Vasey Academy:

A REFLECTION ON CORPORATE MENTORSHIP & SCHOLARSHIP



BY KEVIN REAPE

The Vasey Academy at the Trulaske College of Business recently celebrated its 25th anniversary, marking a quarter-century of enriching the lives of students from underrepresented groups. Established in 1997, the Vasey Academy is the college's oldest Program of Distinction, providing corporate mentorship and exposure to executives, career coaching and scholarship opportunities.

Vasey Academy Scholars have access to a variety of resources to assist them with their academic goals and career readiness, including a seminar course to build networking strategies, financial literacy, exposure to corporate executives and public speaking skills through experiential learning. Since its inception, the Vasey Academy has enriched over 900 students with opportunities to develop their careers and achieve their academic goals.

The Vasey Academy was established with a gift from Roger Vasey, BS BA '58, and his wife, Sandy, demonstrating their commitment to making a positive impact on the lives of minority students. It was designed as a selective program, offering members a seminar course, mentorship by corporate executives, and a one-time \$1,000 scholarship.

For more insight into the Vasey Academy and its impact, we spoke with Professor Daryl Smith, BS BA '83, who served as the program director from 2013-2018, to provide his perspective on the importance of mentorship in the program.



Daryl Smith, BS BA '83
Associate Teaching Professor
Trulaske College of Business
Columbia, Missouri

How did you become involved with the Vasey Academy?

I have known of the Vasey Academy for over 20 years. When I decided to join the Davenport Society and support the Trulaske College of Business, I was very clear about where I wanted my money to go. I wanted to support students in the Vasey Academy.

Roger and Sandy Vasey obviously had a tremendous impact on getting the program started and for creating the initial vision. Can you talk about their role in creating this program?

Roger and Sandy are such impressive people, and their commitment shows through their leadership and financial support to the Vasey Academy. They want to make a difference and are passionate about supporting underrepresented minority students. They choose to give back in this way, offering scholarships and supporting the programming that helps ensure college success for underrepresented minority students.

Can you touch on the importance of mentorship?

Mentorship used to be more informal but has become more structured with trust agreements and objectives. When looking for a job, it is important to find someone already in that position who can provide coaching and mentorship. This can help not only with career advancement but also with personal growth. For students, having a mentor can greatly enhance their classroom experience and prepare them for life after college. Mentors can break down barriers and provide valuable coaching and advice that can be applied throughout a lifetime.

What advice do you have for students interested in pursuing education at Trulaske and/or with the Vasey Academy?

The Vasey Academy tries to give students different experiences, whether it is the coursework or the experiential elements of the program. These all contribute to student success and professional development, and it prepares them for their careers.



COMMENCEMENT CEREMONY FOR ONE:

COAST GUARD VETERAN RECEIVES HIS BSBA AT AGE 98

BY CASEY BAKER

On November 11, 2022 – fittingly, Veterans Day – the University of Missouri awarded a bachelor's degree to United States Coast Guard veteran Robert L. Deason, who last attended classes on campus in 1951.

In late October, one of Deason's children reached out to the university, asking if it would be possible to consider him for an honorary degree, as he left the university just a couple of classes shy of graduation.

A thorough review of Deason's transcript by university and Trulaske College of Business administrators resulted in a surprising outcome: Deason was not eligible for an honorary degree, but instead for the actual degree itself, when past courses that met current academic requirements and his military education were factored in.

Like many of his generation, Deason had an oft-interrupted path to graduation.

In 1943, he was drafted during his senior year of high school before graduation, thanks to World War II. (His alma mater, Hannibal High School, awarded him a diploma in 1944.) As a member of the Coast Guard, he was sent to the receiving center in San Francisco, attended training in Florida and then served aboard the Admiral Lee W. Ebberly in Korea and Japan.

After his discharge from the Coast Guard in the summer of 1946, he returned to Missouri. He attended Northeast Missouri State Teachers College (now known as Truman State University) in Kirksville for three years. Then in 1949, two things happened: he transferred to the University of Missouri-Columbia and he met his wife, a student at Hannibal LaGrange College, on a blind date. After his marriage in the fall of 1950, he attended classes while his wife worked as a mail clerk in Jesse Hall.

By the spring of 1950, the Deasons were expecting their first child. Deason left the university just shy of completing his degree so he could go to work.

Robert L. Deason's career kept him in central and northern Missouri. He moved to and remained in Mexico as a barber for 20 years – owning the Mexico Barbershop. In 1977, he sold the shop to his business partner and began working at A.B. Chance Co. in Centralia, Mo., until his retirement in 1991.

Receiving his degree was a meaningful experience, even though decades had passed since he last attended classes at Mizzou. "He always valued education," son Robert Deason said. "He spent most of his life mentoring youth, whether through scouting, as a father figure to fatherless boys or teaching golf to kids in his later years."



The Trulaske College of Business hosted the annual Celebration of Success event at Memorial Union, recognizing the achievements of faculty, staff, and PhD students. The event is a celebration of the outstanding efforts of the Trulaske community in pushing boundaries and pursuing personal growth, as well as a time to honor those celebrating milestone years of service at the University of Missouri.

**Bruce and Pam Walker
Outstanding Faculty Service Award**

Daryl Smith

**Trulaske College of Business Mid-Career
Faculty Research Award**

Ann Peng

Schulze Publication Award

Stephen Downing
In recognition of his outstanding contributions publishing papers that bridge research and practice.

Excellence in Teaching Awards

Rogers Excellence Award

J. Scott Christianson
The Rogers Teaching Excellence Award was endowed by a generous donation in 1988 by Mr. John W. Rogers who intended for the funds to be used to recognize teaching excellence in the Trulaske College of Business.

Council on Teaching Excellence Award

Shannon Breske

- Creating an all-around exceptional educational experience (Overall)
- Excelling in more than one of the areas of mentorship, innovation, and rigor to create an exceptional learning environment for students.

Tonya Ford

- Student mentorship (Mentorship)
- Taking interest in students' professional development that extends beyond course content by providing academic/personal/professional guidance and support that garners professional admiration.

Graduate (PhD) Management Studies

Outstanding Graduate Research Award

Dongchul Kim

Outstanding Graduate Teaching Award

Alex Rainville

Student Awards

Sean Segasture BSBA-Management, Multicultural Certificate, Criminology Minor

Ellie Chew Business Administration-BSBA-Management; Psychology-MI; Human Resource Management; Leadership & Public Service-MI; Multicultural - CERT

Joyce Hsieh Business Administration-BSBA; Management; Economics-MI; Multicultural - CERT; Human Resource Management

Tru20 Winners

Connor Cochran Music-BM; Business Administration-BSBA-Management; Multicultural - CERT; Human Resource Management

Zackary Kightlinger Business Administration-BSBA-Management

Adam Klumb Business Administration-MBA-Management; Business Administration-BSBA; Financial Management-CRT; Entrepreneur & Innvtn Mgmt-MI; Risk Management and Insurance

Kaci Miller Business Administration-BSBA-Management; Black Studies-MI; Multicultural - CERT; Entrepreneur & Innvtn Mgmt-MI

Michael Moriarty Business Administration-BSBA-Management; Global Supply Chain Mgmt-CERT; Entrepreneur & Innvtn Mgmt-MI

Elaine Roberts Business Administration-BSBA-Management ; Entrepreneur & Innvtn Mgmt-MI

Top 5 Students in Management

Jason Frost
Tyler Kieny
Priyanka Patel
Addi Simms
Brock Stewart



The Trulaske College of Business recognized excellence among alumni and students at its annual Honors Luncheon event. Held in Memorial Union on the MU campus, the gathering showcased excellence in leadership, student involvement and service to the college.

Undergraduate Management Students

The MIZZOU '39 prestigious award, presented by the Mizzou Alumni Association Student Board, recognizes 39 remarkable seniors every year. Recipients demonstrate exceptional academic achievement, leadership and service in and around the Mizzou community. This year, nine Trulaske students received this honor, including management student, Kaci Miller.

The Mizzou '39 Award

In the spirit of service that was the cornerstone of the 1839 founding of the University of Missouri, the Mizzou Alumni Association Student Board presents the Mizzou '39 Award to 39 outstanding seniors each year. Recipients are chosen for their academic achievement, leadership and service to Mizzou and the community.

Student Profile



KACI MILLER
Business Management

What is the most interesting class you've taken at Trulaske?:

The most interesting class I've taken at Mizzou was Business Law. I really enjoyed the material of the course. I also was able to form a mentorship with my Professor Sherry Mariea, who has helped me with my legal goals to this day!

What are your plans after graduation?:

After graduation, I plan to attend law school, but I am still deciding which school will attend. I would one day like to open my own law firm!



MEET OUR FACULTY

RESEARCH FACULTY



Joel Andrus (PhD, Strategic Management, Texas A&M University; M.S., Civil and Environmental Engineering, Brigham Young University; B.S., Applied Physics, Brigham Young University). Dr. Andrus is an Assistant Professor teaching strategy. His research topics include corporate governance, entrepreneurship and sustainability. His work has been published in top journals such as the Academy of Management Journal, Strategic Management Journal, and the Academy of Management Annals. His current work addresses gender equity in crowdfunding, innovation, executive labor markets, and entrepreneurship.



Richard Johnson (PhD, Management, Texas A&M University; B.S., Geology, University of Miami) Dr. Johnson is a Professor of Management teaching strategy and entrepreneurship. His research interests include corporate restructuring and governance (both domestic and international). He has received several research and teaching awards. His publications appear in the Academy of Management Journal, Strategic Management Journal, and Journal of Management, Journal of Management Studies, among others. He currently serves on the editorial review boards of Organization Science and the Journal of Management and has served on the Academy of Management Journal editorial review board.



Chris Robert (Ph.D., University of Illinois; M.A. University of Illinois; B.A. University of Vermont). Dr. Robert is an Associate Professor and was named the Pinkney C. Walker Professor of Teaching Excellence in 2019. He served as the interim dean of the college from December 2021 to July 2023, and has recently returned to his faculty role. His research examines humor at work, as well as cross-cultural management, workplace conflict, and work groups and teams. His research has appeared in publications including Journal of Applied Psychology, Personnel Psychology, and Journal of Management, among others. He is the editor of the book The Psychology of Humor at Work (2017, Psychology Press).

“One of the best things about researching at Trulaske/Mizzou is feeling supported to take the risks necessary for digging into big, messy, complex business phenomena, like industries converging through technological change.”

—Stephen Downing
Assistant Professor of Management



John Arnold (Ph.D.: Florida State University, 2020; MBA: The University of Georgia; Master of Divinity: Asbury Theological Seminary; Bachelor of Arts: Auburn University). Dr. Arnold is an Assistant Professor, his primary research interests focus on human resources staffing. His research has been published in the Journal of Applied Psychology, Personnel Psychology, and the Annual Review of Organizational Psychology and Organizational Behavior, among others. It also has been featured in the Harvard Business Review and won the Best Paper award for the Human Resources Division at the 2018 Academy of Management.



Doug Moesel (PhD, Texas A&M University; MS, Oklahoma State University; BS, Oklahoma State University). Dr. Moesel is an Associate Professor, his teaching and research interests include strategic management, entrepreneurship, and innovation. His research has been published in several journals including the Academy of Management Journal, Strategic Management Journal, and Journal of Business Venturing, among others.



◆ **Anthony Ross** (Ph.D. and MBA, Indiana University- Bloomington; B.A. OLLU). Dr. Ross joined the Trulaske College in 2019 as the Leggett & Platt Missouri Distinguished Professor of Supply Chain Management. He currently serves as the Management Department Chairperson and Associate Dean of Research. His research examines performance within buyer-supplier relationships, modeling and design of distribution networks/systems, inventory management, and 20 staff scheduling in service systems such as hospitals. His research has appeared in the Journal of Operations Management, Decision Sciences Journal, and Journal of Business Logistics, among others. Dr. Ross serves as national secretary of the prestigious Decision Sciences Institute and is an Associate Editor for Decision Sciences Journal.



Xinran (Joyce) Wang (Ph.D., Strategy and Organizations (minor in Econometrics and Statistics), University of Tennessee; Post-graduate studies in Strategy, Hong Kong Baptist University; M. Phil., Management Science and Strategy, Lanzhou University; B.A., Finance & Accounting, Zhejiang Gongshang University). Dr. Wang's research takes a behavioral and cognitive approach to examining firms' socially irresponsible actions, negative social evaluations, and impression management strategies. Her work has been published in management outlets including the Academy of Management Review. She has won several awards, including the Strategic Management Society's Best Paper award and the Oxford University Centre for Corporate Reputation's Best Dissertation award.



Stephen Downing (Ph.D. – National Chiao Tung University, 2020; M.B.A. – National Chiao Tung University; B.A. – Tulane University). Dr. Downing is an Assistant Professor in the management department. His research studies how organizations understand and engage with their competitive environment. His work has been published in management outlets, including the Academy of Management Journal. Before pursuing his doctoral degree, he co-founded a business-to-business software-as-a-service startup in Taiwan for small- and medium-sized service enterprises.



Ann Peng (Ph.D. Organizational Behavior and Human Resource Management, Michigan State University; M.Phil Management, Lingnan University of Hong Kong; B.A. Psychology, Beijing Normal University). Dr. Peng is an Associate Professor, and the Raymond W. Lansford Distinguished Professor of Leadership. Her research interests include leadership, emotions, and performance. She has published research in the Academy of Management Journal, Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, and Personnel Psychology, among others. Dr. Peng is an Action Editor at the Journal of Leadership and Organizational Studies, and she serves on the editorial boards of the Academy of Management Journal, Journal of Applied Psychology, Personnel Psychology, and Journal of Organizational Behavior.



◆ **John Schaubroeck** (Ph.D. Organizational Behavior and Human Resource Management, Purdue University; B.B.A. Management, Western Illinois University). Dr. Schaubroeck is a Professor of Management and the Hibbs Chair. Professor. He oversees the department's doctoral program and its Promotion and Tenure Committee, additionally he chairs the Trulaske Research Excellence Committee. His expertise includes psychological processes in leader-follower relationships, leadership development, negotiation, and employee stress and well-being. He has published over 75 refereed journal articles and several book chapters. He currently sits on the editorial boards of the Academy of Management Journal, Journal of Applied Psychology, Journal of Organizational Behavior, Organizational Behavior and Human Decision Processes, Personnel Psychology, Research in Human Resource Management, and Research in Occupational Stress and Well-Being. He is a Senior Editor of the Journal of Leadership and Organizational Studies.

“The strong research culture in this department attracts strong faculty and doctoral students and adds to a very healthy intellectual environment overall.”

—John M. Schaubroeck
Robert J. Trulaske, Sr. Chair of Management



◆ Denotes first-generation learner

MEET OUR FACULTY

TEACHING FACULTY



Gay Albright (Ed.D. Educational Leadership and Policy Analysis, University of Missouri; MBA, Saint Louis University; B.S., Business Education, Missouri State University). Dr. Albright is an Associate Teaching Professor and serves as the Associate Dean of Undergraduate Programs. In this capacity, she oversees recruitment, advising, Business Career Services, the Professional EDGE program, Business Administration courses, on-line course initiatives, and assessment. As Director of Global Initiatives, she also provides leadership for 10 study abroad programs, the MU International Trade Center, and academic programs in collaboration with international universities.



George R. Brand (JD, University of Missouri School of Law; MBA, University of Missouri; BA, St. Olaf College). Mr. Brand joined the Trulaske College of Business in the Fall of 2022 as an assistant teaching professor in the Management Department. He has broad experience teaching and practicing law and is eager to connect with students in and outside the classroom.



Lauren Brengarth (PhD, Communication, University of Missouri; MA, Journalism, University of Missouri; Bachelor of Journalism, University of Missouri). Dr. Brengarth is an Assistant Teaching Professor and is serving as the Assistant Dean of Student Programs. Her research and teaching focus on strategic communication, social media, ethics and leadership.



Shannon Breske (Ph.D., Educational Leadership and Policy Analysis, University of Missouri; MA, University of South Dakota; BA, Mass Communications, University of South Dakota). Dr. Breske serves as an Assistant Teaching Professor and the Director of Study Abroad for the Trulaske College of Business. She is the Chair of the Campus Writing Program, serves on the STAR committee, sits on the advisory boards for Fraternity & Sorority Life & Disability Center, and serves as a Faculty Mentor to a Faculty Enrichment Program fellow.



J Scott Christianson (MA, Education and Human Development, The George Washington University; BA, Biology, University of Missouri). Mr. Christianson is an Associate Teaching Professor and serves as the Director for the Center for Entrepreneurship and Innovation. Mr. Christianson teaches project management and information technology management courses. Prior to joining the Trulaske College of Business, Scott was a business owner with more than 21 years of experience in video-conferencing technology, project management and information technology. He speaks nationally and internationally on a range of advanced technology topics.



◆ **Tonya Ford** (MBA, University of Missouri - Columbia; BS, University of Missouri - Columbia). Ms. Ford is an Assistant Teaching Professor, teaching Business Consulting, Entrepreneurship, Organizational Behavior, and Professional Development and serves as Editor of the Management Matters Report. She has received faculty awards for her teaching, service, and mentorship to students and young professionals. Ford is, herself, an entrepreneur and is active throughout the business and entrepreneurial community of Columbia. She brings a wealth of experience in business consulting and executive coaching.

“Mizzou is a great place to teach where one’s efforts are recognized, new program development is supported, and above all it is a place where one can enjoy a wonderful community of faculty, staff, and students.”

—Aldis Jakubovskis



Aldis Jakubovskis (Ph.D., Logistics and Supply Chain Management, University of Missouri; Graduate Certificate in Marketing, University of Missouri; MBA, Saint Louis University; Diploma, Lomonosov Moscow State University). Dr. Jakubovskis is an Associate Teaching Professor. He conducts research and has been published in the areas of facility location and production optimization. He is the program administrator for the Trulaske College of Business Global Supply Chain Management certificate. Dr. Jakubovskis is a Certified Global Business Professional.



Wei Jiang (Ph.D., Computer Science, Purdue University; M.S., Computer Science, Purdue University; B.S., Computer Science and Mathematics, University of Iowa). Dr. Jiang is an Associate Professor with a joint appointment in the Department of Electrical Engineering and Computer Science at the College of Engineering (tenure-track) and the Department of Management. His research interests include privacy-preserving data analytics, privacy issues related to online social networks, and applied cryptography. His work has been funded by the National Science Foundation, the Office of Naval Research, the National Security Agency, Google, and the University of Missouri Research Board.



Kihyung Kim (Ph.D., Purdue University; M.S., Yonsei University; B.A., Yonsei University). Dr. Kim is an Assistant Teaching Professor, he teaches various quantitative classes such as operations management, supply chain engineering, and data analytics. His research interest lies in supply chain management where many companies collaborate with and compete with each other. By modeling supply chains from the game-theoretic point of view, he delivers managerial insights for corporations’ social responsibility and joint production.



◆ **Mary Beth Marrs** (Ph.D., University of Missouri; M.B.A., University of Missouri; B.S., Industrial Engineering, University of Missouri). Dr. Marrs is an Associate Professor and serves as the Director of the Cornell Leadership Program and Heartland Scholars Academy. She is the recipient of the Kemper Fellowship for Teaching Excellence, the Faculty Alumni Award, and received the Distinguished Faculty Award. Dr. Marrs’ research has been published in Organizational Behavior and Human Decision Processes.



Christie McCullough (Ph.D., Business Administration, University of Missouri; MBA, University of Missouri; BS, Organizational Communications, Missouri State University) Dr. McCullough is an Assistant Teaching Professor. She teaches undergraduate courses in Organizational Behavior, Human Resource Management, and Principles of Management. She has also taught Organizational Behavior courses for the Crosby MBA and execMBA programs.



Marco Pantoja (MS, Personal Finance Planning, University of Missouri; BS, Financial Counseling, University of Missouri) Mr. Pantoja is an Extension Assistant Professor and 9-year United States Marine Corps veteran, in addition to being an Accredited Financial Counselor (AFC®). Mr. Pantoja serves the students of Mizzou as a professor for Management 3000WI and as a TRiO Personal Finance Coach. Mr. Pantoja also serves Missourians as the program director for the MU Extension Volunteer Income Tax Assistance (VITA) Taxpayer Service Program.

“The commitment to professional development and the opportunity to make a positive impact on our lives are major reasons why I find joy in teaching at Mizzou.”

—Kihyung Kim



Jackie Rasmussen (M.B.A., Oklahoma State University; B.S., Marketing & Management, Oklahoma State University) Ms. Rasmussen serves as an Assistant Teaching Professor and Director of the MU International Trade Center. She teaches International Business, Managing Global Trade and Project Management Fundamentals. With the support of Ms. Rasmussen and the MU International Trade Center were recognized in 2016, when the Center received the U.S. President’s E-Award for Excellence in Exporting Services.



◆ **Daryl Smith** (MBA, Washington University; BS BA, University of Missouri). Mr. Smith is an Associate Teaching Professor; his teaching areas include Management Principles, Human Resources Management, Diversity & Inclusion, and Labor Relations & Collective Bargaining. He has received faculty awards for teaching, advising and service, including the prestigious Kemper Fellow Award. He is also an industry consultant specializing in leadership, organizational development and strategy.

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XINRAN (JOYCE) WANG

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Media coverage by **Academy of Management Insights (2021)**. *Dousing disapproval in the Social Media Era.*; by Kelman Steve at **fcw.com** (11/01/2021), *Dealing with negative information about your organization in the social media age*; by **Academy of Management YouTube channel** (03/18/2021).

“I am so proud of what these students accomplished on their own and, more importantly, how much they supported and helped each other.”
—J. Scott Christianson



Scott Christianson has given guest lectures worldwide on technological advancements and their role in the business world.

NEW DIRECTOR OF TRULASKE CENTER EXCITED TO COLLABORATE, CREATE MORE STUDENT OPPORTUNITIES

The Center for Entrepreneurship and Innovation (CEI) is housed in the Management Department and focuses on developing and supporting student entrepreneurs at Mizzou by providing experiential learning opportunities and training beyond the classroom. Last year, J Scott Christianson, Associate Teaching Professor of Management, became CEI's Director. Like many of our Faculty, Scott has extensive industry experience and ran his own business for decades before coming to the college, making him a natural fit for the position.

This year, Christianson focused on rebooting the Entrepreneurship Alliance Accelerator (EAA) with a new format and focus. "I wanted to focus our program on students who are just starting their

entrepreneurial journey and can benefit the most from the training, mentorship, and resources the EAA can provide. We did a ton of outreach in the fall and had 45 student ventures apply to the program."

Fifteen student-run ventures were admitted to the eight-week program this spring, with fourteen completing the accelerator and being invited to pitch for seed funding in April. The center awarded over \$30,000 to jump-start the student's ventures; see pages 6 and 7 for more. "I am so proud of what these students accomplished on their own and, more importantly, how much they supported and helped each other," said Christianson. "These students are going to do great things."

Christianson also worked to develop a series of entrepreneurial skills-building workshops in collaboration with the University of Western Cape in South Africa (see page 5) and bring alums back to campus to share their entrepreneurial journey with students (see page 4).

CEI will have a new home at Cornell Hall this fall, acquiring the AT&T 5G Innovation Lab on the lower level. The "Innovation Space-CEI" will build on space's existing programs and develop new ones. Fall 2023 plans include a pop-up retail kiosk for students, weekly entrepreneurial skills-building workshops, and open labs for students to work and play with robots, artificial intelligence, and virtual reality.

"I am excited about the possibilities. This space will allow our students to experiment and collaborate, and the retail space will be a great way for students to test new ideas and gather real data about what works and what doesn't."

Christianson is also working with other labs and creative spaces on campus to multiply student opportunities, including the WeMake Design & Learn Lab in Education and the Digital Media and Innovation Lab (DMiL) in Ellis Library. The WeMake lab includes equipment such as 3D printers and laser cutters that can be used for rapid prototyping, and the DMiL houses several resources for audio/podcasting and video production. Both are useful for student entrepreneurs.

"The future is collaborative," said Christianson. "We can offer so much more by collaborating, and each space and director can double down on what they do best." With support from the Teaching for Learning Center, these three spaces are developing joint workshops and helping each other get the word out about what each offer. "I call it the Creation Triangle!"

"For me, this past year has been a lot of exploring, learning, developing operating procedures, and laying the groundwork for future programs," said Christianson. "There is no better time to start a business than right now, and the Center for Entrepreneurship and Innovation is well-positioned to provide students with the resources, mentors, collaborators, and experiences that will give them the best chance at launching a successful enterprise. I feel so lucky to be the CEI's Director and have a front-row seat!"

Contact Scott at christiansonjs@umsystem.edu if you want to become involved in CEI and keep up to date with the CEI's programs.



George R. Brand **Christine McCullough** **Jackie Rasmussen**

NEW FACULTY JOIN TRULASKE IN MANAGEMENT

This fall, the Trulaske College of Business welcomed three new faculty into the Management Department.

George R. Brand joins the college as an assistant teaching professor in the Management Department. He holds a BA from St. Olaf College, a JD from the University of Missouri School of Law and an MBA from our Crosby MBA program. He has broad experiences both teaching and practicing law and is eager to connect with students in and outside the classroom.

Christie McCullough joins the college as an assistant teaching professor in the Management Department. Her professional experience includes management consulting and work as a manager in the telecommunications and real estate industries. Her current consulting work focuses on increasing employee engagement and satisfaction. Dr. McCullough teaches undergraduate courses in organizational behavior, human resource management and principles of management. She has also taught organizational behavior courses for the Crosby MBA and execMBA programs. She holds a BS from Missouri State University, an MBA from our Crosby MBA program and a PhD from Mizzou.

Jackie Rasmussen, who has led our International Trade Center for over three years as senior program manager, joins the Management Department as an assistant teaching professor while continuing to direct the ITC. Jackie will bring her sophisticated understanding of global business to courses like International Management, Operations Management and Managing Global Trade. Before joining the college in 2019, Jackie was a business development and international trade specialist with MU Extension for nearly 27 years. She is the principal investigator in a successful application for our first U.S. Department of Education BIE grant, which supports the launch of a global business certificate and the expansion of our study abroad program at the Trulaske College of Business.

MOST WORKPLACES HAVEN'T REACHED THEIR FULL POTENTIAL, NEW MU STUDY FINDS

Article courtesy of MU News Bureau

MU research shows managers must step up to encourage more employees to be leaders, ultimately increasing the effectiveness of the workplace.



Ann Peng

in leadership opportunities. A new study at the University of Missouri suggests that organizations might not be utilizing other employees to their full leadership capabilities as they aren't given the same opportunities for leadership development and advancement.

Associate professor of management, Ann C. Peng, studied how coworkers internally select leaders among their peers, known as informal leaders. By surveying more than 375 employees from 63 stores, she and her colleagues found that not everyone who is motivated and capable of leading is asked to act as a leader equally. During the survey process, Peng asked the participants in the study whom they looked to for leadership and motivation on hard days. Most responded by looking to the same coworker, who had separated themselves as a leader.

Peng said that once the teams establish a certain leadership structure, it tends to be relatively stable over time, and as that structure forms it can be difficult to change.

Among a group of coworkers, one employee can sometimes emerge as an informal leader, a go-to person to solve problems and answer questions. As a result, most managers assign that employee the most important tasks and the best opportunities for professional development and growth.

However, other employees in the same unit may be just as fit to lead, and businesses benefit from allowing more employees to get involved

"This is important because such a structure tends to establish very quickly and is often not optimal," Peng said. "If you are not initially established as a leader in that structure, you are at a disadvantage. For instance, someone who is extroverted is more likely to quickly emerge as a leader, whereas someone who is introverted and equally talented may not. Yet, the group dynamic we found suggests that the introverted person, despite his/her talent and motivation to lead, may be called upon less by their peers."

Peng's research shows that this phenomenon can make it difficult for all employees to feel included and have opportunities to be developed as leaders and to potentially be promoted for formal leadership positions. Not only is this unfair to certain employees, particularly minorities, but Peng said it can negatively impact the productivity of the company as a whole.

"Organizations benefit from individual initiatives, so you want to encourage all of your employees to behave like leaders," Peng said. "This prevents the expectations of a leader, like identifying issues and motivating the team, from being levied on one person — and it generates a healthier and more productive work environment."

To increase production in the office and ensure many workers are exhibiting and developing leadership qualities, she said it's important for managers to be mindful of this group dynamic and counteract the tendency to lean on one person by intentionally offering disadvantaged members opportunities to prove their leadership skills.

"If you want to encourage more healthy leadership behavior among a workforce, you need to consider a few tactics that can make an impact on the relationship dynamics of the workforce, like assigning someone that is exhibiting fewer leadership qualities to take charge of a particular task," Peng said. "Managers need to make an effort, otherwise nothing will change."

"How is leadership maintained? A longitudinal mediation model linking informal leadership to upward voice through peer advice seeking" was published in the *Journal of Applied Psychology*.

A Tweet or a news release?

HOW CORPORATE COMMUNICATION AFFECTS ACQUISITIONS

BY XINRAN (JOYCE) WANG

Organizations and CEOs use a variety of communication channels, including social media and professional newswires, to reach their audiences.

Research on one of the most common social media platforms used by CEOs, Twitter, shows posting positive messages often highlights relationship-specific trustworthiness, benevolence and reciprocity. In contrast, the more traditional corporate press release is less personalized, highlighting a firm's advantage and enhancing negotiating power. In the context of acquisitions specifically, ambiguity exists regarding how CEO Tweets and corporate press releases affect target firms' perceptions, and also how they further acquisition completion and duration.

To better understand how CEO communication affects acquisitions, I gathered 144,184 Tweets posted on the personal Twitter accounts of S&P 500 CEOs and 17,639 press releases published by S&P 500 firms during deal negotiation processes between 2009 and 2019.

By analyzing media texts and firms' acquisition data, it became clear that increases in sentiment — more positive tone in terms of attitudes, opinions and emotions (including informality, friendliness and intimacy) — in acquirer CEO Twitter posts enhance the possibility of completing the deal and reduce the time it takes to complete it. In contrast, increases in sentiment in acquirer press releases lower the chances of acquisition completion and lengthen the time to completion.

The study showed that an acquisition is 15% more likely to be completed for every 10% increase of Twitter sentiment, while there is a 7% decrease in the likelihood of acquisition completion for every 10% increase of press release sentiment.

Speaking to acquisition completion speed, I found that a 10% increase in CEO Twitter sentiment leads to a decrease of acquisition duration of almost 12%, but a 10% increase of press release sentiment extends the duration to complete the acquisition by more than 14%.

To understand why an acquirer's press releases seem like deal breakers while its CEO Tweets seem to enhance the acquisi-

tion process, my research turned to communications and social psychology literature.

Audiences (acquisition targets for this purpose) perceive information exchanges via Twitter as similar to face-to-face interactions, even though the interactions are text-based and frequently one-sided. An increase in Twitter sentiments can lead audience perceptions in a collegial direction and create a sense of interpersonal connectedness between the acquirer's CEO and the target firm, thereby allowing the development of social bonds, shared goals and social trust during the deal negotiation process.

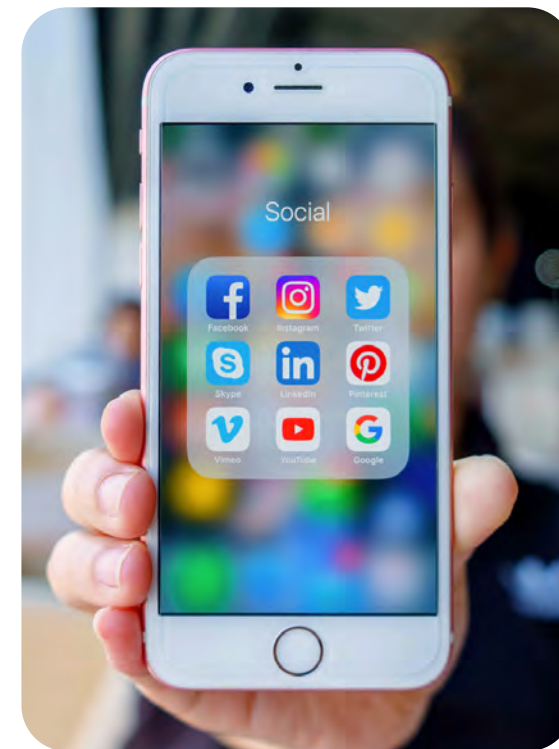
The increase in sentiments of acquirers' press releases has two implications, which differ significantly from those of Twitter: demonstrating advantages and generating an advantaged position. Firms carefully choose the rhetoric used in press releases, including such words as remarkable, confident and strong. They often issue press releases to demonstrate business quality in a showy or ostentatious tone to enhance their advantaged positions.

As a result, although the increases in press release sentiments often help firms attract more security analysts to follow and boost short-term stock performance, such communications potentially place firms' negotiating parties (acquisition targets) in a disadvantaged position, triggering their resistance.

My study provides several implications for both managers and merging firms:

Managers may reconsider the assumption that positive sentiments in press releases will automatically lead to positive strategic outcomes. CEOs in particular should be aware of how their communication strategies affect corporate outcomes. Although they are expected to be assertive and even dominant, CEOs should consider the importance of showing positivity and personality when communicating with audiences, especially using their Twitter accounts.

The takeaway? CEOs should strategically manage their communications when engaging in critical corporate activities, such as acquisition attempts, initial public offering attempts and new product announcements.





DAVENPORT SOCIETY DINNER AND INDUCTION CEREMONY RETURNS

Held in conjunction with the university’s 111th Homecoming, the Herbert J. Davenport Society dinner and induction ceremony for the Trulaske College of Business was held in-person for the first time since 2019 on October 21 in downtown Columbia.



Dean Emeritus Bruce Walker, who served as dean of the College of Business for 20 years, giving a speech during the ceremony

The society, which was formed to encourage private participation in the support and development of the college, hosted the ceremony to recognize new and advancing members over the last three years. Society members contribute to the college’s success and sustain the vision for excellence of Herbert J. Davenport, the college’s first dean. The event also honored the late Harry M. Cornell, Jr., who passed away in May, as well as the 20th anniversary of Cornell Hall.

Featured speakers included 2022 Davenport Society chair John Zimmerman, Dean Emeritus Bruce Walker, Cornell Leadership Program (CLP) alumna Lindsay Mullenger, BS BA ’10, and CLP director Mary Beth Marrs.

Walker, who served as dean of the college of business from 1990 to 2010, reflected upon Cornell’s career and the contributions he made to the college during and after his tenure.

“My role this evening – really an honor, a joy – is to talk about Harry Cornell as a great leader in business, in his community, and – fortunately for us – for our business school,” Walker said during his speech. “Aren’t we fortunate that he decided to become a partner, actually a steadfast and generous leader, in the college’s progress beginning in 1990.”

This year, the society recognized 16 new members and 63 advancing members. New members include Rob and Alyssa Barrale; Joseph and Elvira Brandt; John Brase; Ben and Katie Carrier; Dennis and Melinda Curtis; Scott and Stephanie Darby; Melissa and Jonathan Hensley; Jon and Larissa Jarvis; Bill Mansfield; Derek and Molly Murray; Brian Roby; Asim Samiuddin; David Sides; Sandra Sheldon; Price Sloan; and Thomas and Karen Weaver.

Advancing members are recognized for their continued support of the college. This year’s advancing members include:

DEAN’S DISTINGUISHED AMBASSADOR

A total of \$5,000,000 current contribution or an investment of \$1,000,000 annually for five years.

Allan Bridgford

DEAN’S DISTINGUISHED PATRON

A total of \$1,000,000 current contribution or an investment of \$200,000 annually for five years.

Pinney Allen and Charles Miller III; William D Allen and Mellodie N. Wilson; Sue Engelhardt and Irl Engelhardt; Andy and Denise Miller; and Don and Audrey Walsworth.

DISTINGUISHED PATRON

A total of \$500,000 current contribution or an investment of \$100,000 annually for five years.

Kenneth and Carolyn Brown; Ginger Bryant; Patrick and Ann Kenny; Frank Kling; Steven Lanham; Robert and Lynne Maher; Richard and Denise Mills; Richard Orin; Mark Tobin; and Steve Trulaske.

PATRON

A total of \$250,000 current contribution or an investment of \$50,000 annually for five years.

Gerald and Anne Carlson; Robert and Shelly Griggs; Bill Little; Randy and Pam Oberdiek; and John and Peg Slusher.

BENEFACTOR

A total of \$100,000 current contribution or an investment of \$20,000 annually for five years.

Gary and Sue Belske; Richard and Carol Bender; Bill and Janet Bourne; Margaretha Curtis; Kathryn Digges; David Forsee and Deanne Stedem; David and Beth Fowler; Kevin and Mary Gralen; Steven Hargrave; Rusty and Ann Jandl; Michael and Therese Koepfen; Laura Lentin; Joseph and Linda Maloney; Terrill Menzel and Nancy Valley; Donna Morehead; Mel Niemeyer; Albert and Marjo Price; William Sappington; Terry and Patricia Shelton; and Don and Shea Walsworth.

SPONSOR

A total of \$50,000 current contribution or an investment of \$10,000 annually for five years.

Ronald Adams; Bruce and Sandra Allen; David and Mary Anderson; Michael and Linda Braude; Jay Dawdy; Cord and Kathyrne Harper; David and Jill Housh; Charles and Nancy Hutchins; Mary Jane James; Michael J. Korman; Aaron and Natalie Krawitz; Gerry and Elaine Lopez; Otto and Stella Maly; Robert and Leslie Maus; Bruce and Shelley Mead; Lester and Margie Miller; Janet and Ray Pullen; James and Janet Rogers; Karen Shelton and Jerome Rader; James Smallwood; Garry and Llona Weiss; and Michael Weiss.



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Alumni & Friends Update

Let us hear from you

Please take time to complete the Alumni Update form provided on this page and return to us. Alumni information we report depends greatly on feedback received from each alumnus regarding developments in his/her life and career. Also, we welcome ideas on improving future editions of Management Matters. If there is insufficient space on the form to make all of your comments, feel free to include an additional page(s) and extend your remarks. And, of course, any financial assistance you can provide will be very helpful and very much appreciated.



Scan the QR code to add or update your information.

Name _____

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News About You
(recent promotions, professional attainments, etc.)

Suggestions for future articles
(who or what would you like to read about?)

☐ Yes, I would like to support the Management Department Programs.

I am enclosing \$_____ /pledging an amount of

- ☐ \$10,000
- ☐ \$5,000
- (Pledges, other than Jefferson Club or Davenport Society commitments, should be completed within 5 years.)
- ☐ \$2,500
- ☐ \$1,000
-
- ☐ \$500
- ☐ \$100
-
- ☐ \$50
- ☐ Other
- \$_____

I would like my gift to be used to:

- ☐ provide for faculty development
- ☐ provide for Teaching Excellence
- ☐ provide for scholarships for qualified and deserving students
- ☐ provide general support for the Management programs
- ☐ other (please designate)

Checks should be made payable to the MU Management Department Excellence Fund and include an indication of the purpose for which the gift is intended.

Please return this form and/or your check to:
Department Chairperson
Management
403 Cornell Hall
University of Missouri
Columbia, MO 65211

Contributions may also be made online at giving.missouri.edu

In Memoriam



Arthur G. Jago (Art)
1953-2023

Dr. Art Jago was an active part of the Mizzou family serving multiple roles including that of Department of Management Chairperson within Trulaske and Faculty Council Representative at the University campus level. He completed his doctorate at Yale and began teaching at the University of Houston before being awarded two Senior Fulbright Awards to teach at Johannes Kepler University in Linz, Austria. Dr. Jago went on to direct Spain's first MBA program and developed an impressive international teaching career.

In 1994, Dr. Jago moved to Columbia where he assumed the role of tenured professor and chair of the management department. He retired after nearly 30 years but remained active as an emeritus professor. He was an excellent teacher, leader, researcher, and colleague. Most importantly, he was an outstanding human being and will be truly missed.

I met Art almost 40 years ago on my first day of graduate school when I took a class he was teaching. Approximately 10 years later Art was a candidate for our department's chair position. and I was very pleased when he accepted that role. As such I was able to work with Art for many years before he, and then I, retired. I appreciated working with Art as he was an excellent colleague and mentor to me. He approached his profession with a high-quality orientation and strived, and succeeded, in making a positive difference with his actions. One of his passions was faculty governance and he served on the Faculty Council as both a faculty member and a retiree. Art had high standards at work coupled with a good sense of humor. Importantly, he was a good person. I feel fortunate to have worked and socialized with him. I enjoyed our time together and will miss him.

Daniel B. Turban
Professor Emeritus
Department of Management
Robert J. Trulaske College of Business
University of Missouri



Robert J. Trulaske, Sr.
College of Business
University of Missouri

business.missouri.edu/