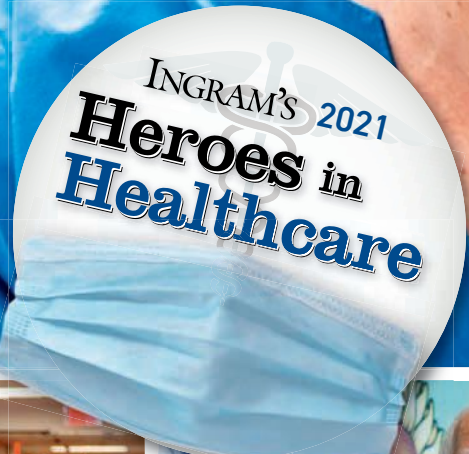


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Celebrating all Heroes in Healthcare

This year has been like no other. The University of Kansas Health System and our counterparts across the nation and globe have faced a pandemic.

Our team has cared for people with a complex illness we'd never seen, elevated safety measures to unprecedented levels, and educated a frightened and confused community.

Across every role, our people have risen to new challenges. We have continued to provide the quality care, compassion, innovation and trusted leadership for which we are known – while learning, problem-solving and evolving through a devastating battle that continues today.

Though our entire team is heroic, we are proud to congratulate the leaders from our organization recognized as Ingram's Heroes in Healthcare.

Amanda Cackler, SN, RN, CPHQ
Director of Quality and Safety

Rachael Liesman, PhD
Director of Clinical Microbiology

Rick Couldry, RPh, MS, FASHP
Vice President of Pharmacy and Health Professions

Gayle Sweitzer, PT, MBA
Vice President of Marketing and Corporate
Communication



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KANSAS HEALTH SYSTEM**

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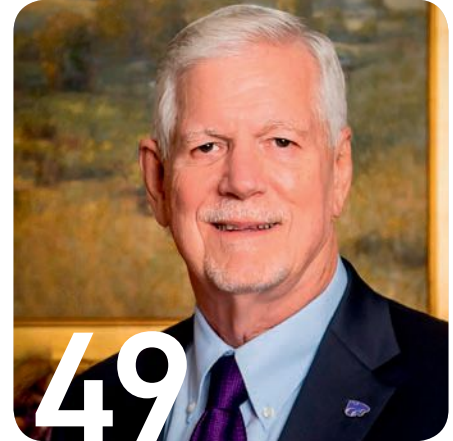
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- 49 Icons of Education**
Our 2021 Icons of Education awards feature top-level campus executives, key administration and program directors, researchers and accomplished, lifelong classroom instructors. Combined, their efforts are producing the next cohort of workers that the bi-state region will be counting on to help restore the regional economy back to what we enjoyed pre-COVID.





Thank you doesn't begin to convey the gratitude we feel for healthcare workers.

- Brent Shafer, CEO, Cerner

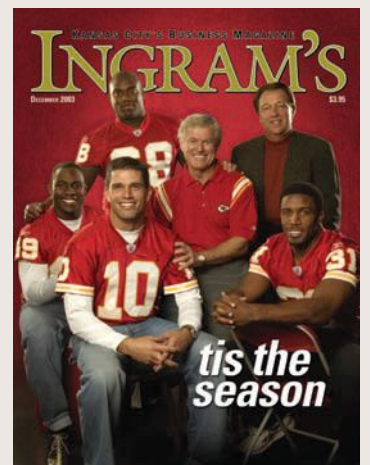
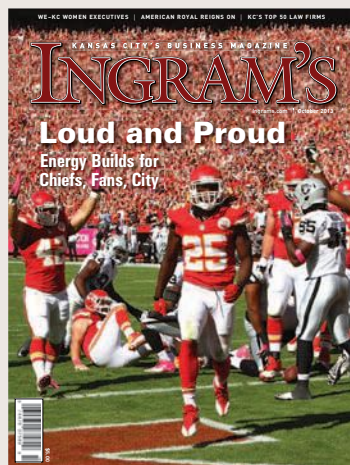
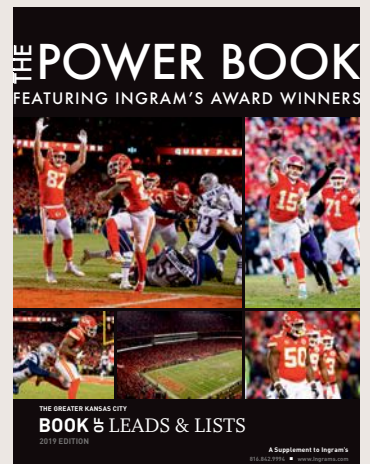
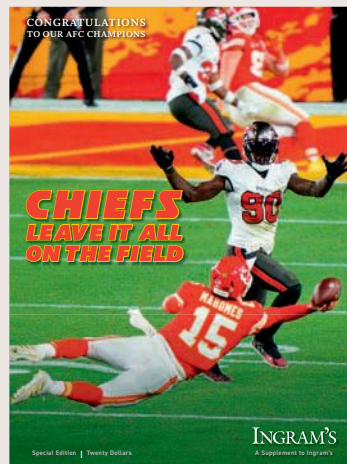
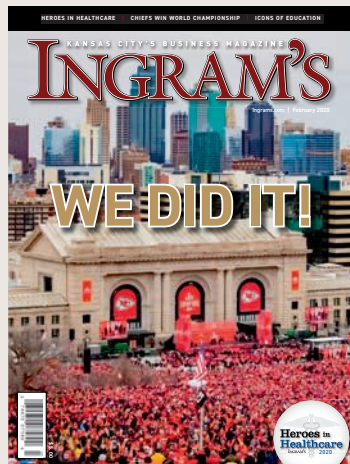
Through everything we've experienced in the past year, doctors, nurses and caregivers have been on the front lines to answer the call to care when the world needed it most.

To the health care heroes in our communities around the globe, all Cerner associates offer our sincerest gratitude for your time, courage and dedication in helping fight this pandemic.



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Fighting the Elements



Even a brutal year must eventually turn. Just look around: Hope does spring eternal.

I don't have to elaborate much to convey the extraordinary challenges associated with navigating the past year. If one steps out of the picture and looks back in, they would see a year of challenge on nearly every front. Particularly for those encountering health issues or who are trying to operate one or more businesses and keep the financial pipeline flowing.

Among the biggest discouragements I have is the lack of acknowledgement of the seriousness of the COVID-19 pandemic and respect from folks, particularly in rural regions.

Michelle and I have registered on every list we're aware of to receive our vaccines and we remain hopeful to be inoculated soon. It's been a bit disconcerting, through the rollout, to see Kansas ranked as low as No. 46 and Missouri even lower, at No. 49, in recent reports on statewide distribution of the vaccine. I understand the complexities and challenges with logistics, and can only imagine the coordination that goes into the effort to qualify and prioritize citizens to receive the vaccine. What I can't understand is why Missouri and Kansas are near the bottom, in terms of performance.

Misery Loves Company

The weather, especially the inordinately cold temperatures throughout the month of February, has been especially unbearable. Nearly every day of the month has been below freezing, and too many have been below zero-degree weather. In some cases, it's been dramatically frigid, with temperatures reaching 15 degrees below zero and wind chills reaching 30 below. At the time of this writing, we're enjoying a balmy 19 degrees and it feels like summer.

But when the temperature must rise a few degrees to get into positive territory, you have a new definition for "misery."

Yet Hope Endures

I don't know about you, but spring could not come soon enough. Perhaps I should rephrase this by saying warmer temperatures, and no more snow would be a great start. I like to believe I'm an optimist, but this past year has left much room for discouragement. As pharma and our healthcare community continue to make strides to vaccinate the population, I remain very hopeful that lives will be saved and spared and that our world returns to some level of normalcy.

Even as we look around amid the carnage left by events of the past year—and, no, the Chiefs didn't do much to assuage the pain—there are reasons to be positive.

One of them is in your hands: You're holding the 18th edition of *Ingram's Heroes in Healthcare* edition. It was our

objective this year to expand programming to include a focus on the Power of Teams, and how hospital leadership and others wielded them as effective barriers to stem the tide and toll of COVID. Humanity is deeply indebted to our healthcare workers and those that serve along the complex line of services and supply chain.

When you read their stories, including some from front-line workers who held the hands of the dying, or the behind-the-scenes players who scrambled to provide testing assets and diagnostic support in the face of a threat never seen before, you can't help but be awed by their sacrifices and their contributions.

Some of us who grew up watching Lou Grant and his tough-as-nails exterior as a newsroom producer like to think we've seen all, and been hardened by it all. But year in and year out, at least one

Every year, you can count on at least one Hero in Healthcare sharing a story that will bring tears to your eyes.

of our Heroes shares a personal experience of their healthcare journey that leaves even the most cynical among us in tears. There was a lot of that experience to be found in the region's hospitals this past year.

As you'll read on Page 31 and 32, we'll recognize them, along with last year's Heroes honorees, September 23rd along with our Top Doctor honorees. It will be a time of reunion and celebration, and we're counting on a truly uplifting experience. We really hope you'll join us.

We're confident that you'll find additional inspiration in this issue with our Icons of Education, who have done so much in a sector horribly impacted by the pandemic. They are truly positive notes to cherish in a year of off-key developments. They give us hope.

This should, too: Spring is on the way. The sun *will* shine once again. Let's give thanks when it does. **I**

The Right Call

Congratulations to Ingram's on your selection of John Sherman as the 2020 Philanthropist of the Year (Ingram's, December 2020). He was greatly assisted and inspired by his wife, Marny, who did such a great job at the Cristo Rey charity.

Thanks to you for starting the Philanthropist of the Year program in 2017. Both my dear friend, Henry Bloch, and I realized the importance of giving instead of receiving.

William Dunn, Prairie Village, Kan.

Super Bowl Conspiracy Theory

Never fear, my fellow Chiefs fans, it's not over yet! Late last night, a phone call was made to Roger Goodell demanding that he find 23 more points for the Chiefs. Goodell was told that the game was rigged, everyone knows it and that he'd better fix it. The fake news media claims the Bucs won just because they scored more points, but everyone knows that we won and frankly they know that we won by a lot. If you do your research, you'll find that the scoreboard and the cameras used in last night's game were made by a company called Tominion.

It is owned by Tom Brady and George Soros. Coincidence? I think not! The footage from the cameras was routed to the basement of a pizza parlor in China, then through a certain abandoned laptop where the touchdowns were all switched from the Chiefs to the Bucs, then to your TV screens to make the sheep believe that the Bucs won. I mean does anyone actually believe that the Bucs scored 31 points when only 25,000 people showed up to see them play the Super Bowl in their own stadium? Why were no Chiefs fans allowed in the stadium if this game wasn't rigged? We can't let this stand!!! Good Patriots ... I mean Chiefs fans, send me your money now so we can stop the steal!

This is an email that I received from an associate. I was at Super Bowl I in person on Jan. 15, 1967, when the Green Bay Packers [allegedly] beat the Chiefs. I wonder if the same thing happened back then.

Pete Smith, chairman, McDowell Rice Smith & Buchanan, Kansas City, Mo.

Have something to say about what you've read in Ingram's? E-mail your comments to Editorial@Ingrams.com.

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MISSOURI'S AND KANSAS' DIGITAL BUSINESS MEDIA

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MISSOURI

BUCHANAN COUNTY

Bond Issue Brewing

The St. Joseph City Council is weighing whether to place a \$52 million bond issue on the August ballot to pay for renovations of the Krug Park Amphitheater. If approved by voters, the bond issue would impose a property-tax increase of about \$83 a year for the owner of a home appraised at \$150,000. The tax would be in place for 20 years. After renovations, the amphitheater would be the largest outdoor venue of its kind in the U.S.

CLAY COUNTY

Ford Trims F-150 Output

Citing a global shortage of semiconductor chips, Ford Motor Co. has eliminated one of its three shifts producing the F-150 pickup at its assembly plant in Claycomo. Analysts say the slowdown could trim the automaker's adjusted earnings by between \$1 billion and \$2.5 billion. But the problem isn't Ford's alone: GM also stopped production at its Fairfax Assembly Plant in Kansas City, Kan. for a week; those lines produce the Chevrolet Malibu and the Cadillac XT4.

JACKSON COUNTY

Burns & McDonnell Soars

Burns & McDonnell, now the largest engineering firm in the region, is showing no signs of slowing down: Despite the global pandemic, the Kansas City firm posted a record year of sales, surpassing \$5.3 billion for the first time. The firm has been on a hiring tear in recent years, and the growth over the past year has allowed it to adding more than 600 new employees. In announcing its 2020 results, the firm also designated Mike Fenske as president of the Global Facilities Group, where he had served as general manager since 2013.

PLATTE COUNTY

COVID Toll at KCI

Final numbers are in for 2020, and they show the depth of the pandemic's impact on regional air travel: passenger traffic at

Kansas City International Airport ended 2020 down nearly 62 percent from 2019. Over the last year, KCI reported less than 4.5 million passengers, Kansas City Aviation Dept statistics show. That compares with nearly 11.8 million passengers in 2019—the third-busiest year in the airport's history.

O'Neil Bridge Team Set

Missouri Highways and Transportation Commission has announced the team that will lead the \$220 million reconstruction of the Buck O'Neil Bridge: KC-based Massman-Clarkson, A Joint Venture, will be the design-build contractor. The work is expected to start early next year and be completed by 2024. Previously known as the Broadway Bridge,

it opened in 1956 and pre-COVID was used by around 50,000 vehicles daily.

KANSAS

DOUGLAS COUNTY

Pandemic Rocks KU Athletics

The loss of revenue from football and basketball games over the past year is expected to gouge a \$30 million hole in the budget for Kansas Athletics, Inc., operational arm for sports programs at the University of Kansas. Estimates given to the board offered a best-case projection of \$70 million in revenues this fiscal year, down from \$100 million previously. About half that loss is tied to decreased distributions from the Big XII Conference.

Correspondent

News Updates from the Capital cities

Washington | U.S. Employment up 8.5% Since 2000

Total U.S. employment grew by nearly 11.77 million, 8.5 percent, in the 20 years ending in December, according to a report from the Federal Reserve Bank of St. Louis. Surprisingly, the Fed research determined that all of that growth, in effect, could be accounted for by increased employment of people age 60 and older. The economy added 11.88 million jobs from that age cohort, or 101 percent of the total net growth. Employment among those 16-59 was down 112,000, or 1 percent, despite the group's being 3.8 times as large as the older group in December 2000 and 2.4 times as large in December 2020..

Jefferson City | Senate Panel Would End Property Tax

A Missouri Senate committee has approved a measure that would phase out personal property tax assessments to a much smaller percentage by 2026. The proposal was authored by Sen. Bill Eigel of Weldon Springs, who noted that Missouri was one of only 21 states that collect personal property tax, but even within that group, levied taxes at the third-highest levels. Those taxes, he said, disproportionately affect less-wealthy Missourians, and argued that removal of that burden could improve the economy. The change would impact local governments across Missouri, and opponents of the measure said it could cost local governments significant sources of revenue. Eigel, however, said the true effect would be the equivalent of a \$1.4 billion stimulus package.

Topeka | New Round of PPP Opens in Kansas

Kansas small businesses can officially apply for forgivable loans through the Paycheck Protection Program. PPP is federally administered through the Small Business Administration and lets businesses cover payroll expenses. Last year, hundreds of area businesses were among the 54,000 Kansas businesses that split \$5 billion in funding. This time around, forgiveness has been simplified for borrowers of \$150,000 or less, hospitality businesses are eligible for bigger loans, and eligible expenses paid through forgiven PPP loans may be deducted on 2020 and 2021 taxes. Applications will be accepted through March 31. **I**

JOHNSON COUNTY

Creative Planning Goes Big

Creative Planning Inc. announced a hefty addition with the acquisition of IRON Financial, located in the Chicago area in Northbrook, Ill., with \$6 billion in assets under management in its retirement division. That will swell the Overland Park firm's AUM to more than \$80 billion. Its most recent SEC filings show that Creative Planning has more than 35,000 individual clients and more than 8,000 institutional investors.

Netsmart Acquisition

Overland Park-based Netsmart Technologies, which has soared up the rankings of the region's largest private companies with a strategic balance of organic growth and acquisitions, has gone shopping again. This time, it has acquired Geriatric Practice Management Corp., a North Carolina software-as-a-service technology and services company. The deal will bolster Netsmart's suite of services for health records, information exchanges, analytics and telehealth.

NPC Gets Green Light

A U.S. bankruptcy court has signed off on NPC International's amended bankruptcy plan, allowing the Leawood-based company to move ahead with its financial restructuring. The court had previously approved separate asset purchase agreements with Flynn Restaurant Group and Wendy's International LLC, which will result in the sale of substantially all of NPC's assets. At its peak, NPC was one of the 20 largest private companies in the region, and the largest Pizza Hut franchisee in the U.S.

Lenexa Lands Viracor

Specialty lab Viacor Eurofins has broken ground in Lenexa on a new facility, relocating from its base in Lee's Summit. The new facility, at Meritex Lenexa Executive Park will employ 450 full-time employees in consolidated operations involving company subsidiaries. The company focuses on infectious disease, immunology and allergy testing for immunocompromised and critical patients, with products that serve medical professionals, transplant teams, reference lab.

NIC Goes for \$2.3 Billion

NIC, Inc., which found a sweet spot creating payment-processing systems and Web sites for government entities at the dawn of the Internet era, is being sold. Tyler Technologies, a Texas firm, has reached an agreement to buy the Olathe-based company in a deal valued at \$2.3 billion. Priced at \$34 a share, it represents a premium of 22 percent on the 30-day volume-weighted average price of an NIC, Inc. share as of Feb. 9.

WYANDOTTE COUNTY

KCK Bolsters Virtual Teaching

The Kansas City, Kansas, school district, partnering with the KCK School Foundation for Excellence, has launched a pilot program based on virtual-reality technology. Over the course of a year, it will give students and teachers opportunities to interact in ways they can't in traditional classrooms, using 180° and 360° cameras and E-VR. **1**

215 Pershing

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As AMC Goes, So Go the “Movies”



Battered by COVID-19, the cinema giant claws its way back to life. But Hollywood could help by providing a better selection.

When I started writing this article, AMC Entertainment stock was selling at the unhinged price of \$17 a share. By the time, this article is published, God only knows what the stock price will be, and even He is hedging his bets.

It has been a crazy season for the Leawood-based movie theater chain, the largest in North America.

This short burst of Wall Street madness, following a year of Main Street illness, makes future predictions pointless, but reflections on the past all that more relevant. As a lifetime moviegoer, I will miss the movie-going era should that sad state of affairs come to pass. And as a focus group of one, I offer my humble suggestions in the hope that it doesn't.

Not too long ago, winter was my favorite season. This winter, however, I cannot wait for winter to end. What I liked about winter historically is that it was the one season that freed me to do nothing at all.

As a movie fan, this freedom meant I could go to the movies without a shred of guilt in the afternoon. To make the excursion seem actually virtuous, I would walk the mile or so to my local theaters. Having walked there, I felt justified buying a kid's-size popcorn to go with my elephant-size Diet Coke. In its humble way, it was very nearly a perfect afternoon.

Big Screen, Slim Pickings

Going solo to the movies on a wintry afternoon lowered the bar for what I could enjoyably watch, which was good because the quality of the product was constantly lowering. Once my kids learned that I saw *Toy Story II* on my own they started ragging me and haven't stopped since, and that was more than 20 years ago. They think I'm lucky this one adventure did not get my mug shot posted on a neighborhood watch list.

It helped that my tastes were somewhat eclectic. It was the rare year that I had not seen all the movies nominated for the best picture, and even rarer still that I missed the Oscars.

Back then too, no one tracked what you saw. Now they do. This summer, for instance, the Netflix algorithm almost imploded trying to figure out what movie to recommend next for a guy who had just watched, back-to-back, *La La Land* and *Dirty Harry*.

For a host of reasons, privacy (ironically) being one of them, I would still rather go to the movies than watch at home. Like many

Baby Boomers, I started walking to the movies back when it only took a quarter to get in and a nickel to buy a candy bar.

On one memorable occasion, our local theater, the Tivoli, offered a special presentation of 30,000 Leagues Under the Sea.

After a long wait, my brother and I slowly snaked to the head of the line, only to learn that they were charging 35-cents-a-kid.

We trudged back home sullenly and whined for a half-hour to pry a dime apiece out of our tight-fisted mother. We just got a nickel. No candy, but going to the theater was that important.

Millions of Americans grew up doing what I did. And although old

habits die hard,

Hollywood has been doing its damndest to kill them. The film industry should have been put on suicide watch a long time ago.

Yes, new technologies offer new challenges, but ideology has been Hollywood's *Godzilla*, not technology. In their collective wisdom, producers decided

not to make movies for Red State America. When I tell friends I still go to the movies regularly, I inevitably get pushback along the lines of, "Gosh, I haven't seen a movie in a theater since Apollo 13."

Oscar, Oscar, Oscar . . .

As to the Oscars, they are no more watchable in recent years than MSNBC's daytime line-up. No longer content with ignoring us, the worthies on stage now take the opportunity to insult us. Are there no accountants left in Hollywood, no marketers?

The pandemic drove a stake through the heart of the cinematic experience. As a lifetime moviegoer, I will miss the movie-going era, should that sad state of affairs continue after this crisis has passed.

Jack Cashill
Ingram's Senior Editor
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Having whittled the potential audience in half, producers decided to halve it again by rarely making movies for *anyone* over 30. The truth is that theaters have been starved for decent “product” for at least the last 20 years, maybe longer. Of late, I have been lucky to find one movie out of 14 worth watching at the local multiplex. (Yes, kids, it’s Hollywood’s fault I saw *Toy Story II*.)

In its rush to self-destruct, Hollywood has been hell-bent on taking theater owners down with them. AMC lost money in 2017 and in 2019 and was some \$4 billion in debt, even before COVID-19 first ventured on to our shores from some (unnamed) country.

Now it’s crunch time. For reasons I still do not fully understand, the fraidy-cat audience that Hollywood has been catering to—the young, healthy, and woke—is the audience that seems most reluctant to venture back into public spaces.

To lure them, AMC boasts of its new trademarked “Safe & Clean policies and procedures” and offers detailed

Having whittled the potential audience in half by taking an overtly political stance on most of its offerings, producers evidently decided to halve it again by rarely making movies for anyone over the age of 30.

instructions as to which masks are acceptable and which are not, the latter including such exotica as “neck gaiters,

open-chin bandanas and masks with vents, valves or holes.”

As I write this, AMC has just announced that it raised nearly \$1 billion in new equity and debt filing, ideally enough to stave off the grim reaper for the time being. “This means that any talk of an imminent bankruptcy for AMC is completely off the table,” said Adam Aron, AMC’s president and CEO.

“The sun is shining on AMC,” Aron added. I hope he is right, but I have yet to see any light coming out of Hollywood. Were I Aron, I would be inclined to sue the industry for non-support and start thinking of long-term ways to get real movie fans back in the theater.

Word to the wise in Hollywood: giving us movies we can watch is a better strategy than telling us what masks we can’t wear. **I**

The views expressed in this column are the writer’s own, and do not necessarily reflect those of *Ingram’s Magazine*.
Jack Cashill, Senior Editor, Editorial@Ingrams.com

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Confessions of a Robinhooder ...



I have a Robinhood account. There, I said it.

That may mark me for life as an insurrectionist, to use the new Washington/Wall Street Industrial Complex™ vernacular, but I swear: I never took part in the recent Gamestop fiasco, nor was I part of the Reddit mob that stormed Wall Street's version of the Bastille to take AMC Entertainment stock parabolic—for a while—in recent weeks.

I created my trading account there back in April, after a long observation of what the platform could and couldn't do, and after some careful assessment of a few companies I wanted to invest in because I saw what they had to offer, were hideously undervalued in my judgment, and were otherwise inaccessible through my 401(k) plan.

And so I became one of the so-called “retail” investors. These are people who place their bets on corporate America as individuals, apart from the monolithic institutional investors like pension funds, hedge funds and the like—are, statistics say, roadkill on the bigger boys' highway to riches. Something on the order of 90 percent of those individuals will end up losing more than they recoup.

In that sense, the new trading apps and commission-free transactions haven't democratized the markets, they've democratized everyone's ability to become a venture capitalist. That would be an investor who can tell you a few things about risk.

Thanks to the very technology that opens up direct investing to the masses—such as Robinhood and Webull—millions of new investors are in the game. Unfortunately, too many of them see it as exactly that—a game, where they rack up “points” a few dollars at a time with free trading. Many took that pastime up out of sheer boredom during last year's lockdowns. Many soon found out that it really isn't a gaming app at all: It's real-world, cutthroat capitalism that goes well beyond owning a piece of a company because you believe it has the right product or service.

So how'd I do? Well, using a home-grown “algorithm” that focused on undervalued companies, often at or near a 52-week low, coupled with financial fundamentals that seemed disconnected from the stock price, and priced per share above the dreaded, volatile “penny” stocks, things looked pretty good for a while. I was still patting myself on the back when Dallas Mavericks' owner Mark Cuban, he of serial entrepreneurship fame, declared that any idiot with an investing app could—should—be making money in the post-COVID crash market recovery.

So I followed his guidance, sold those meager holdings after a 49 percent gain in the first 90 days, and started playing it safer with established, dividend-paying stocks. But it was a great learning experience.

Unfortunately for millions of other retail investors, the experience will be far more painful. The Gamestop explosion in January—the result of tens of thousands of individuals marshaling forces on Reddit to pump up a horribly over-shorted stock—was, for me, a moment to cheer. The hedge funds that lost billions—with a “b”—during that dust-up had it coming. I blame them for creating an investment climate where good companies see their valuations beaten down so that those same funds can eventually acquire discounted shares from dispirited investors who finally give up hope and sell at a loss.

Then things got weird. Robinhood, battered by the need to cover hundreds of millions in costs associated with delays in “closing” those

short-position transactions, briefly halted trading Gamestop. For investors' own good, don't you know. “See? The game is rigged!” shouted the mob. And as if to validate them, officials from the Securities and Exchange Commission and NASDAQ weighed in with pronouncements of their concern about “manipulation” of stock prices, effectively taking the sides of the short-sellers and hedge funds.

It was a very weird feeling, surreal, actually, to witness what followed: Twitter messages from political polar opposites Rep. Alexandria Ocasio-Cortez and Sen. Ted Cruz, each assailing decades of rapacious behavior of the hedge funds and demanding answers to why the financial system appeared to be coming to their rescue, rather than defending the little guy and let the markets be . . . well, markets.

Look, I'm an investor, not a gambler. It should have been clear anyone that joining the Reddit mob to drive Gamestop above \$430 a share was a recipe for disaster—there was no way to justify that valuation. Sure enough, shares plunged to \$118 by early February. Some knuckleheads suffered mightily for the right to say they Stuck It to the Man.

Does that mean government should step in to protect them? Not any more than it should intervene on behalf of the hedge funds. You pays your money and you takes your chances, as they say. The folks who started that Reddit thread, the ones who saw their shares go from \$40 to 10 times that, probably got out on the way up. The smart ones, anyway.

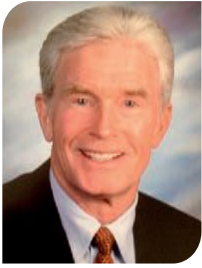
The losers here have just contributed to society by reaffirming the theory of efficient markets—I'm guessing they won't make that kind of mistake again. A lot of “dumb” money has been wrung out of the system.

The digital age has given us architecture that allows broad swaths of investors to do for themselves what the big capital players have done forever. Word to the wise: Do it with guidance from a professional wealth manager. You don't want to take their word on how risky it might be? Fine. Enjoy your gains, or eat the losses. But please: if you're in the latter camp, don't go crying about the need for more protections to save you from, what? Your own naivete? Ignorance? Stupidity?

One other piece of advice, offered for free, since you might not be able to pay for it anyway: Delete that damn trading app from your phone. **■**

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Cracks in the Economy



Surge in interest rates, unemployment claims and federal spending raise some dark clouds over the economy for 2021.

At the Fed's Federal Open Market Committee meeting held recently, committee members announced that they would leave key interest rates and quantitative easing unchanged. Fed Chairman Jerome Powell later said that the economic outlook remained "highly uncertain" and would depend on the path of the coronavirus.

Many of my colleagues on Wall Street are getting nervous now that the 2020 federal budget deficit is forecasted to surpass \$2 trillion, surpassing 10 percent of GDP. The Fed may not have enough tools to control Treasury yields. While the Fed can control short-term rates, it is allowing the Treasury yield curve to tilt higher.

The Fed may also soon start to curtail its quantitative easing on long-term Treasury bonds. The 10-year Treasury this past week already rose to yield 1.18 percent, up .08 basis points for the week!

Looking at GDP

Speaking of GDP growth, the Commerce Department announced that its preliminary estimate for recent GDP growth was an annual rate of 4 percent, well below the Atlanta Fed's latest estimate of 7.2 percent. Driven down by the second quarter's national lockdowns to fight China's COVID-19 spread, 2020's 12-month GDP contracted 3.5 percent, the largest annual GDP contraction since 1946.

Looking ahead, the International Monetary Fund (IMF) forecasts that the U.S. GDP will expand 5.1 percent during 2021, while private economists are forecasting 4.3 percent growth. The pace of future GDP growth will be impacted significantly by Covid-19 restrictions. So, assuming California and other states soon reopen their economies, GDP growth should improve.

There's no question the economy faltered late last year. COVID case rates soared, hospitals filled up, and fatalities once again climbed. A number of states and cities tightened economic restrictions. Retail sales fell in all three months of the 4th quarter, and weekly jobless claims rose from 711,000 in early November to as high as 927,000 in early January. There's compelling evidence the economy not only stalled, but that future growth was negatively impacted.

Last month some weekly economic statistics—jobless claims, for instance—began to improve, but they improved more slowly than they deteriorated in the prior two months. Meanwhile,

other weekly statistics were still losing steam. The NY Fed's Weekly Economic Index, which peaked in the last week of December at negative 0.6% year-on-year, fell in three of the past five weeks and currently stands at -2.27%, its lowest in seven weeks.

Disappointing Jobs Numbers

Elevated weekly unemployment claims translated into a disappointing monthly jobs report, with just 49,000 jobs added in January. 159,000 jobs were lost during November and December. The official unemployment rate dropped recently from 6.7 percent to 6.3 percent, but two-thirds of that drop

reflected 406,000 discouraged workers who stopped looking for work. If they were still among those counted as unemployed, the rate would be 6.6 percent.

Last year's net job losses totaled 9.3 million.

Unemployment stood at 10.1 million last month, not counting the 4 million who stopped looking for work in the past year. In that light, the 49,000 jobs added last month seems particularly small.

There still is an enormous amount of work to do to get back to full employment. The recent recovery in weekly added jobs statistics was slower than the deterioration in December!

And, because U.S. economic growth fell during the second half of the fourth quarter, and recovered at a slow rate in the first quarter so far, it's entirely possible GDP could fall in the first quarter of 2021, as well. **1**

As the virus runs its course and vaccines are more accessible to the population, the pandemic will ease.

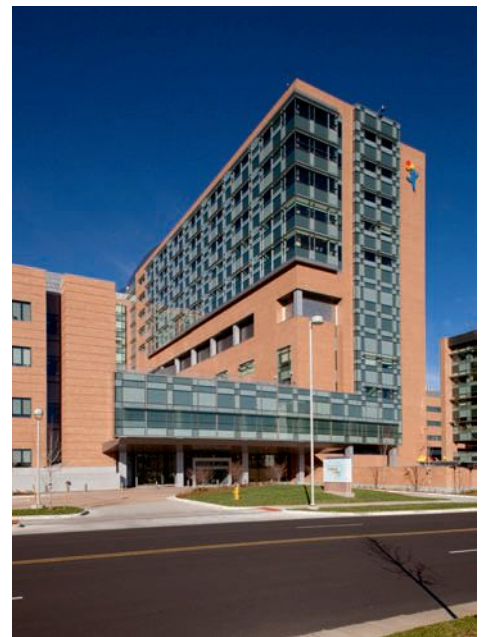
Ken Herman served as the Managing Director of Bank of America Global Capital Markets and was the Mayor of and served on the City Council in Glendora, Calif.

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The views expressed in this column are the writer's own, and do not necessarily reflect those of *Ingram's Magazine*.

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Q&A ... WITH MATT MCINNES

The second-generation leader of a 40-year-old company reflects on an insurance/benefits, industry awash in change, succession planning for clients, and his own move to leadership.

Q: Let's talk a bit about the state of things in the employer insurance and benefits world: Did 2020 prove to be a good environment for you all, or a challenge (and why?)

A: Obviously, the biggest component was COVID-19. We used it as an advantage to improve client service, similar to when the Affordable Care Act first came out. Everyone from staff to sales folks stayed up to date, tried to be the most educated person in the room with those developments. It definitely helped with both clients and prospects this year.

Q: How so?

A: Up until renewal time, we were advising them on things other than health insurance, and that was different for us, but it was a great opportunity to learn more about our clients. We did a lot to help, beginning with how to safely run a business, what equipment they needed to buy, worked with attorneys on employer liability and how to set up a safe workplace. A lot of that was never done in the employee benefit world before, but it was a great service to our clients. That turned into advising clients on the ever-changing landscape legislatively. When the first regs came out, advising clients on all the new rules for furloughing employees, unemployment benefits, and all those types of changes. There were a lot of questions from business owners.

Q: What other impacts did you feel as an organization?

A: That kind of transformed us into advising on the Paycheck Protection Program and government stimulus. There were a lot of clients looking at that, particularly in the hospitality industry. We had counsel from our attorneys at

Stinson and a lot of help from numerous accounting firms. We became experts in helping these businesses stay open during the pandemic and use every resource available to them. As most people know, 2020 was really a low claims year overall as a country, because not a lot of people went to the doctor or got out of the house for a big portion of the year. That was a double-edge sword battling underwriters; did people miss procedures they needed, and would they come back later, in even worse health? On the positive side, we were fighting for our clients, saying "no, that's a broad assumption without a ton of merit, the claims should speak for themselves and loss ratios need to be accounted for."

Q: So, like a lot of businesses, you found opportunity amid the chaos.

A: We found that it presented a unique sales strategy to become experts in whatever changes happen in the industry. When those things happen, some companies will take a wait and see approach, or they are watching whatever political show on TV or reading the paper and they'll go with that stance, or you can do what we do: take both sides, play it down the middle, get as much expert opinion as we can and advised our clients. That's worked for us.

Q: What about internally? How did the pandemic affect operations?

A: We had already set up remote capabilities, so we had just switched platforms and trained our staff in the months before. We were very prepared for that. We'd grown a ton over the past few years, so we had put in new structures and we were ready for it.

Q: A lot of business leaders we

talk to say they have continuing concerns over the cultural impact over the past year. How about your firm?

A: This was our 40th anniversary as company in 2020. We had a lot of in-person client events that we've had to reschedule. We're a company that's used to all being in the office together. Teamwork has been one of our biggest core values, and all the sudden, you have to remotely make an appointment to see each other. After a few weeks, we got used to it, and in some ways, really good at it. It's amazing how much more we're able to talk and have meetings, department meetings, preplanning sessions, just because of the availability of everyone when we're remote. It's a lot harder to coordinate when you have to be there in person. The same goes for clients—it was really easy to get on Zoom or a Teams meeting, go over everything. We did that more frequently vs. having to find scheduled time. Culturally, it was a big change.

Q: Anything else shaking up the sector?

A: It's been a big year for tech for our industry. Admittedly, demographically we're an older industry; we love paper as an industry. This forced us to do some meetings on-line, that is what we can carry forward into the future. We have always had the ability to talk to employers and clients, but now we are able to take that down to the employee level. Before, it was an in-person group meeting, and there was a lot to covered there, but people would get to ask some questions. Now it's all off-site, done remotely, and we have a chance to talk one on one and explain benefits in greater detail. Everyone became an expert at Zoom/Teams/etc.



"It's important for us to have that kind of experience in ownership roles, and for them to have a stake in it and be partners in the truest sense."

Q: What about client companies where owners had been looking to sell in 2020? Did you see any impact on transactions there?

A: We do employee benefits as our bread and butter, but a huge part of our business is financial services, executive life insurance and 401(k) so we deal with that subject a lot. We are experts in how to use those life insurance policies for this very reason. On one level, it was a bad year if you had to let employees go or furlough them, you may have had a drop in sales, particularly in the hotel and restaurant businesses. It was a very volatile year. That was a negative. On the positive side, interest rates were so low, and they probably offset each other. If you had a sale in the works, you likely went ahead and did it; our clients did. They did change plans and probably had some people staying on longer, but with rates so low, we still saw our fair share of companies being sold.

Q: Were those sellers getting the asking price, or have to alter their sale timeline?

A: We had multiple clients in that exact situation—they sold their company earlier than they'd expected, had a lump sum of their hard-earned money, and wanted to continue working, but no longer with a retirement plan through the company. So we were helping them through life insurance and on the financial and retirement planning aspects. We actually had a number of clients in that situation. They sold for less than they needed, hoping to find a consulting job and we helped get that cash into some retirement vehicle..

Q: Did the events of 2020 change the nature of brokerage work itself—new kinds of risk-management tools, new types of employer benefit needs (as with COVID-testing policies, new risk exposure from remote work, etc.)?

A: Absolutely. But this was a long time coming, and I think 2020 just forced us to bring things to the forefront. It really brought home the fact we are consultants, and we counsel employers on every aspect of their business. The benefits part is huge; life, key man and succession planning is huge. But now we're also helping HR with compliance issues, reporting issues, ACA, taxes, advising on PPP loans and requirements. It's a big difference. It's a change, but something we'd been trying to move over to for a long time. So now we're talking about what goes with all of that, executive compensation, salaries, vacations—everything plays into it. Rather than play in one end of the sandbox, we take a total look at each company and their unique needs. There is also the tech part; our industry has vastly improved automated administration, making a better employee experience.

Q: You all had to go through precisely this succession dance about 8 years ago when your father, Duncan, turned the company over to you. Looking back on it, did that

go according to plan, or would you have changed some things?

A: We did a lot of planning on for this. My father ended up selling MGI to me and other key MGI partners. While I'm the majority owner, I have four integral partners, particularly our Vice President & Chief Marketing Officer, Scott Sachse. They were more than instrumental in helping with the change. Our company specifically, we all knew what was happening, it was no secret. I started at the bottom, then headed departments, then was COO and eventually CEO for that last year while my father was chairman. We were very blessed for two reasons. One, I grew up in the business, and had a lot of time to plan how I saw the company growing. Second, and most important, I had very supportive partners who helped with the transition so it wasn't just all on my shoulders.

Q: You've had some pretty significant growth since the transition, haven't you?

A: Since the transition and buy-out, we've more than doubled our number of associates. It's a different company. In the beginning, our main goal (or challenge) was to keep the culture my Father had established for more than 20 years. Now we have transformed into having four highly efficient departments: mid-size market employee benefits, large group employee benefits consulting, and our executive life insurance and 401(k) teams ... creating an entirely different set of dynamics and opportunities.

Q: How significant has it been to go from a single owner structure to shared ownership?

A: It is important for us to have experience in our ownership roles, and for each of us to have a stake in the success of the company. We are partners in the truest sense. We all have unique skill sets, and everyone does their part to ensure we are successful. **I**



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The Fight for Jobs

photo courtesy of Loews Hotel

As COVID-19 pandemic subsides, the scope of the damage is becoming clear, and the road back for some sectors looks more challenging than ever.

by Dennis Boone

When the U.S. economy got up off the canvas after a pandemic punch in the early spring of 2020, it did so in impressive fashion: In June, July and August, it reclaimed roughly 15 million of the 25 million jobs lost between February and April as the crisis unfolded.

Since then, however, employment levels have essentially stalled. Nearly twice as many Americans were unemployed at year's end than in March, and the jobless rate reflected that, at 6.7 percent in December (up from 3.5 percent in March).

But getting those 5 million people back into the work force after their careers were so rudely interrupted is a task compounded by the changing nature of the work force itself.

Case in point: Five years ago, the Bureau of Labor Services released its projections for where job growth would occur by 2025. At that point, more than half the Top 25 jobs projected to be in greatest demand required nothing more than a high-school diploma.

That's no longer the case. In its 2020 update to anticipate areas of hottest job growth, the BLS says the Top 25 will be dominated by college grads and those who hold advanced degrees. Not surprisingly, then, the agency's expectations for in-demand jobs suggests that workers are likely to see substantially higher wages.

The challenge for American business, then, will be matching the skills of those who want to return to work with the employer needs.

Concurrent with that will be the need to rebuild some key sectors. The enormity of that challenge is staggering in some, particularly in leisure/hospitality and airline industries. The accompanying chart reflects the scope of the task ahead. Among those sectors:

- **Hospitality.** Restaurants, bars, and stadiums in many cases were closed outright by local ordinance. While many states have eased restrictions, most establishments continue to scrape by on limited capacity, and many have shed large cohorts of their workers.

- **Oil/Gas Extraction.** When the economy collapsed in the second quarter of 2020, so did energy consumption. Gas prices plunged by nearly half for a brief period, but even after recovering, the sector was down 58,000 workers by year-end.

- **Travel/Transportation.** With airline travel falling a remarkable 94 percent at its lowest point, and similar losses in rail and bus volumes, 116,500 people lost jobs in this area year over year in the airline field alone; railroads accounted for another 18,900. Truck drivers, as well, saw furloughs as demand for goods plunged.

- **Construction jobs.** With demand for non-residential buildings going over a cliff, specialty contractors in particular suffered. All told, the sector shed roughly 441,000 jobs in 2020 as December drew to a close.

- **Entertainment.** Film-making ground to a halt and theaters nationwide shuttered their doors. AMC Entertainment was forced to furlough 36,000 workers, leadership included, and the film industry that supplied them lost 110,000 jobs during the year.

- **Personal services.** With millions working from home, the need for professionally cleaned office wear evaporated. And with that, so did the livelihoods of more than 228,000 people over the year.

- **Self-Employed:** Many new businesses, which often are quite small and in many cases start with a single employee, were unable to secure the face-to-face meetings vital to building those early-enterprise relationships. Census officials still have been unable to get their arms around a precise count of the jobs lost in this category.

- **Food/Consumer Good Production.** Because most manufacturing facilities, pre-pandemic, had plants that maximized use of space, workers were often nearly shoulder-to-shoulder. As a result, institutions like meat-packers and poultry producers saw the

biggest temporary job losses with sick workers and permanent losses as consumer demand fell.

The ability of damaged sectors to quickly recover depends, to a degree, on whether state governments will pitch in to assist with work-force training needs, labor-development officials say.

Before they can discern the best ways to marshal public dollars to the fight, they're going to need to know the size of the Goliath they'll be facing down. That's going to be a significant challenge in Kansas, where the official unemployment rate for December was down to 3.7 percent—almost where it was before the start of the pandemic a year ago.

That number, however, can't be right, said Keely Schneider, executive director for the Workforce Partnership, a non-profit program serving Johnson, Wyandotte and Leavenworth counties. A bigger concern, she said, is that the Labor Department itself doesn't know why its figures aren't squaring with soaring levels of unemployment claims.

Even accounting for the massive

Employment: The COVID Damage Done

In addition to a horrific death toll, the global pandemic of 2020-21 has put entire industries on life support among the hardest hit in terms of job losses:

| Sector | Dec. 2019 Jobless Rate | Dec. 2020 Jobless Rate | Percentage Change |
|-------------------------------------|---------------------------|---------------------------|----------------------|
| Leisure/Hospitality | 5 | 16.7 | 11.7 |
| Oil/Gas Extraction | 3.8 | 13.1 | 9.3 |
| Travel/Transportation | 5 | 9.6 | 4.6 |
| Construction | 5 | 9.6 | 4.6 |
| Entertainment (film/music) | 1.9 | 6.4 | 4.5 |
| Laundry/Dry Cleaning/Personal Serv. | 3.2 | 7.4 | 4.2 |
| Self-Employed | 2.7 | 6.7 | 4 |
| Consumer Goods Manufacturing | 3.1 | 5.5 | 2.4 |

fraud attempts from forces outside the state, she said, "something's wrong with the numbers, somewhere."

In recent weeks in the three-county area served by her organization, she said, "a little over 17,400 people were actually receiving benefits in December. Three weeks later, the week ending Jan. 16, we had almost 25,000. That's extraordinary, especially when

you consider that in March 2020, as this was setting in, we only had 1,840 on unemployment. We're now showing more people filing claims and receiving benefits than in April."

Discounting for the fraud, she says, "we're probably back up to where we were in the spring in terms of layoffs and people unable to find employment." **1**

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Managing in a New Workplace World



Bringing the troops back to the office after the COVID-19 crisis requires forethought.

The COVID-19 pandemic has led to a transformation of the workplace and an explosion of remote work, including for employees previously not covered under employers' telecommuting policies and employees who never envisioned working full-time from their dining room tables or spare bedrooms (author included). Despite the reopening of state economies, many employers continue to allow some or even most of their work forces to work remotely. As the country is eagerly awaiting large-scale vaccine availability, these employers and employees are preparing for the full reopening of work sites. Before inviting employees to return to a work site, though, employers should consider and plan for the following:

Employees will want to know it is safe to return.

Whether employees are invited to return to a work site before they are vaccinated and/or herd immunity is reached, employees will still expect changes to their work site. Effective communication and education of the "new normal" is the key. While many executives and key personnel have been working diligently on return-to-work strategies, employees working from home have not had that visibility—or focus. Employers should consider how best to transfer necessary and helpful information to employees before they return to showcase new safety protocols put in place to keep employees safe in a post-pandemic environment.

Should a company implement a mandatory vaccination program or ask employees to disclose their vaccination status before returning to a work site? According to the Equal Employment Opportunity Commission, under federal law a private employer can require an employee to be vaccinated for COVID-19 as a condition of continued employment. However, there are significant exceptions for employees who are disabled or who have sincere religious beliefs which prohibit or restrict the use of vaccines. Before choosing to mandate employee vaccination (subject to the noted exceptions), employers must consider state laws and the potential for legal liability resulting from harm or adverse reactions suffered by an employee as a result of the vaccine. For this reason and other non-legal reasons, most employers are not implementing mandatory vaccination programs.

Instead, employers are considering offering incentives to employees who voluntarily choose to be vaccinated. Before announcing an incentive program, consider whether the incentive will actually motivate employees to be vaccinated, or simply reward those who were always going to get the vaccine when available. In addition, employers must consider whether the incentive would constitute a wellness program under the Employee Retirement Income Security Act. If so, the company will have legal compliance requirements. However, the EEOC has stated that simply asking employees for proof of vaccination in order to qualify for an incentive does not constitute a medical inquiry as defined under the Americans with Disabilities Act.

Likewise, the EEOC has said that employers who are not im-

plementing a mandatory vaccination program or an incentive can ask employees to disclose their vaccine status (so long as employers do not ask an employee to explain why they are not vaccinated or disclose medical information). There are a number of reasons why an employer may wish to track overall employee vaccination numbers. However, before doing so employers should identify the reason—and communicate that rationale to employees at the time the question is asked—and maintain any records associated with employee vaccination status in a confidential manner.

What should employers do if an employee who has been working remotely says 'No Thank You' to an invitation to return to the work site?

This will happen; employers must be prepared to respond. First, they should identify reasons employees may wish not to return to the work site and/or continue working from home, then develop talking points and strategies for responding. An employee who has chosen not to be vaccinated may be concerned about personal safety, while other employees believe they are more productive and efficient working from home.

Many employers have chosen to implement a dedicated report procedure for employees to discuss concerns they may have following an invitation to return—such as a dedicated email address or phone line. No matter which process is used, employers should ensure that: the assigned individuals are prepared to respond to the anticipated questions, fears, and concerns, and that the assigned individuals are trained on how to spot and handle situations where an employee has put the employer on notice that their concerns relate to a personal or family medical reason. In such situations, an employer may have a legal obligation to consider reasonable accommodations, including protected leaves of absences and continued remote work.

Bottom-line: Employers looking to reopen (or fully reopen) should plan for and consider what employees will expect to hear from the company, how they will respond to questions and concerns, and what, if any, position the company will take on employee vaccination status. **I**

It's not just a matter of opening the front door again; there can be legal and regulatory issues involved with employees return to work.

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Keep an Eye on the Bouncing Ball of PPP Funding



Despite change in administrations, both sides appear committed to small-business relief.

In any political regime change in Washington, the biggest issue is always uncertainty. We obviously hear a lot of speculation about the possible changes that could be coming but until the new party or leadership gets into office, we never know what that's going to look like.

Certainly, there is a greater chance now of legislation being passed since one party controls both Congress and the presidency, but it's still too early to tell what that final legislation will look like. In the past, when we have seen changes like this; regardless of the party taking over, we tend to see businesses hang on to cash longer because of the uncertainty. Obviously, this transition is unlike any I have personally seen due to the pandemic and the vital stimulus programs that are providing access to capital that many

business and consumers need right now. I have been encouraged by the fact that both parties tend to agree that help is needed right now and are doing the best they can to get consumers the help they need.

Given that, businesses should be paying attention to a multitude of factors when it comes to economic stimulus, and the Paycheck Protection Program stimulus is one of them. The PPP provides loans to help businesses keep their work forces intact and pay their employees' salaries and other expenses during the pandemic.

Washington has also been working to stimulate the economy by keeping interest rates low and providing loan-payment assistance for student loans and mortgages. The federal government has also been helping small businesses with Small Business Administration loan-payment assistance. On a broader scale, businesses should be paying close attention to external factors that can affect the current economic stimulus, such as consumer confidence level, unemployment level, and perhaps just as important, how quickly vaccines will be made available to the general public as we move toward getting back to a pre-COVID-19 economy.

Changes Still in the Works

While it's too early to tell whether there will be further enhancements to the PPP program, we have seen enhancements made to the forgiveness process for those who borrowed \$150,000 or less for the initial PPP loans last April. This current round of PPP was much needed by a lot of businesses, so it does seem like there is a willingness to continue to help out and evolve the program.

We have found that an overwhelming number of small businesses were left out of the first round of PPP funding. This was either because they didn't have a banking relationship, or they simply were not educated about the program. It's notable that the program has evolved not just from the government standpoint, but also from a bank perspective, as we are figuring out how to better serve communities and clients even in spite of uncertain and ever-changing circumstances.

The government has made the forgiveness process much easier for people who borrowed \$150,000 or less in the first round of PPP funding. That process now includes a simple one-page application for forgiveness and should help make the process much faster and easier for borrowers.

Also in this latest round of PPP, several key changes will affect qualification for a second PPP loan. First, the number of employees a business can have to qualify was reduced from 500 to 300. Second, the cap on the PPP loan was reduced from \$10 million to \$2 million. Finally, the borrower must now prove that not only has COVID-19 affected their business, but they must be able to show that it caused a 25 percent or greater decrease in annual revenues from 2019 to 2020, or that it caused a 25 percent or greater decrease in quarterly revenues from the same calendar quarter in 2019 vs. 2020 (i.e. Q2 2019 vs Q2 2020).

Unemployment figures are promising, and a welcome sign, given where they were at during the height of the pandemic. The pandemic has affected all industries differently, with some industries thriving and some industries being adversely affected.

Each industry is different, so it would be difficult to say that businesses have largely recovered, but it does seem that things are trending the right direction and that government stimulus such as PPP has kept many businesses afloat as they navigate through this difficult time. **I**

An overwhelming number of small businesses were left out of the first round of PPP funding. This may be their chance to reach for that financial lifeline.

Justin Beets is senior vice president for business banking at UMB in Kansas City and a 2020 member of Ingram's 40 Under Forty.

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A Lot of Moving Pieces on the Federal Tax Board



From individual rates to estates and capital gains, Washington is rethinking tax policy.

The change in administrations in Washington brings with it the prospect for significant revisions to U.S. tax policy. While nothing is carved into stone this early in President Biden's term, business owners and higher-net-worth individuals in particular have plenty of reasons to closely watch what happens in Congress.

The good news, at this point, is that while lawmakers are grappling with a \$1.9 trillion coronavirus assistance and stimulus package, prospects may—may—be dimming for retroactive implementation that would attach coming tax changes to Jan. 1 of this year.

But overall, the topics that individuals should pay close attention to include a potential increase in the corporate tax rate, a return to significantly higher individual income tax rates at the high end, changes to the gift and estate tax exemptions, possible caps on itemized deductions, and even the loss of a step-up in basis for your heirs in the event of your death.

That's a lot to unpack, with more surely to come this year, so let's look a bit deeper:

Corporate tax rate. When President Trump secured approval of the Tax Cuts and Jobs Act in December 2017, the corporate tax rate was slashed by 40 percent, from 35 percent down to 21 percent. Since then, there have been calls from some corners for a return to significantly higher corporate rates. But as a political matter amid the sluggish coronavirus economy, Congress may be reluctant to enact a steep rise in these rates, given the likelihood that they would reduce job growth and employment levels.

Higher individual income tax rates. Then-candidate Biden spoke very frequently about restoring taxes to levels that were in place before passage of the TCJA. Instead of a top federal rate of 37 percent, it could go back to 39.6 percent—not a huge difference relative to other Biden proposals, but still one that must be factored into the calculus of overall tax liability, given the other possible changes brewing.

Gift and estate-tax exemptions. This might be the biggest piece of significant change, where we could see a large reduction in gift and estate-tax exemptions. This year, the exemption for estates tops out at \$11.7 million, up by \$200,000 after indexing. Before TCJA, it was \$5 million, but there's some talk of dropping that to as low as \$3.5 million.

That will likely create some issues for more people, given they'd have to restructure their personal assets if they fall into that bucket. Where it really might impact you is if life insurance is a big part of your estate. At \$3.5 million, if you have a retirement account, life insurance, and a home, you might be there already, especially for those who live on the coasts.

Caps on itemized deductions. One other measure that could gain support calls for placing a lid on itemized deductions, limiting them to a 28 percent tax benefit. One of the bigger potential fallouts from that could involve charitable contributions. While I don't believe people base their philanthropy on tax benefits, it's worth noting if you're in the 37 percent bracket and you donate \$100 to a charity, today it really costs you \$63. With the 28 percent cap, that goes to \$72. That may not be enough to dissuade anyone from practicing philanthropy, but the incremental difference could potentially alter calculations about how much to give.

Survivor's step-up in basis benefit.

This is another big thing out there, involving the potential to tax gains upon your death. As proposed, the free step-up in basis for your heirs would be eliminated. If you owned shares of XYZ Corp. worth \$2 million, and you bought them for \$200,000, you have a \$1.8 million gain and your final tax return would include that capital gain. That's huge.

The feds have pulled all the levers they could to keep the economy going, and we expect that growth to continue into the new year.

Right now, heirs get to step up the basis on XYZ Corp to \$2 million with no income tax. Taxing unrealized gains at the full amount could cost even more based on a new (and presumably higher) individual income-tax rate.

More significantly, a lower estate-tax exemption, with a higher capital-gains tax piggy-backed on, could leave your estate looking at an effective tax rate of close to 66 percent. Not surprising, then, a lot of people are already thinking about how their business ownership is structured and considering longer term dynasty trusts. As you can see, the changes could be broad—and hugely impactful.

If you haven't already begun discussions with your tax or wealth adviser about strategies to manage your tax-risk profile, this would be a good time to start. **I**

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The COVID-19 Impact Is Still Asserting Itself



Employers should take note of fraudulent jobless claims, work-force training needs.

Since last fall, the number of people filing initial claims for unemployment benefits in Kansas and other states has skyrocketed, even as the regional jobless statistics have been reflecting a decline.

As we've seen from recent news reports, much of that activity is fraudulent, and state officials are working diligently to identify and remove such claims on the system. Many of these attempts at identity theft are, in fact, caught before checks are issued.

The issue is one that employers everywhere should be monitoring. In most cases, company executives will receive a notice from state unemployment officials that specify by name the individual who has applied for benefits—in some cases, while that same individual is at work in that very office.

Even within our offices as a non-profit with a mission to promote work-force development, members of the staff have learned that someone is attempting to collect benefits under their names.

If you are an employer, it's vitally important that you carefully examine all such notices; don't throw them away or assume it's some sort of prank. Confirm that the person listed on that notice has left your company, if that's the case. If the worker is still employed, indicate on that notification form that this may be a potential case of fraud and return it to the unemployment office.

A larger concern for employers is that in the state Legislature, there have been discussions about ways to get further ahead of the issue, and some of the burden for that could roll back onto business owners by holding them liable, in some cases, for part or all of a fraudulent claim. Especially in larger companies, where the leadership may not know every employee by name, your processes for communicating with department heads and front-line managers should be fine-tuned to make sure a false claim doesn't escape your company's attention.

The potential for additional false claims could increase in the coming months because of the current state of hiring and retention. Rather than looking at unemployment claims, a better indication of the true state of the work force is in the number of people actually receiving payments, which means they have been through the initial vetting process. And what's happening since late fall is that those numbers, as well, have significantly increased.

Currently, this region is starting to approach unemployment levels close to what we saw during that early phase of the pandemic; but those rates do not include anyone who has had to grab a part-time job to make ends meet or anyone who has completely given up looking for a job out of frustration. And reductions in unemployment have done nothing to help with the longer-term problem of a mismatch between available labor and the specific skill sets that employers need.

The sectors hit hardest during this pandemic—service jobs, hospitality, entertainment, storefront retail—all have employment significantly below year-ago levels, when the region was experiencing near-record low levels of joblessness. The forecasting I've seen

through the economists at MARC and other national organizations does not show improvement, even as we move into recovery with introduction of the COVID-19 vaccine. Most forecasts show that those sectors may not recover for three or four more years.

That will roll back into the policy level; because benefits won't last that long, there will be calls for further assistance to those displaced by the virus. Many who are affected by COVID-related job loss do not have a lot of educational credentials or skills in demand, and are exploring training in IT and tech. That's where we are seeing above-average growth moving out of COVID.

Because so many people are working from home, there is a greater need for new hires in cybersecurity, as well as the emerging fields of robotics, artificial intelligence and almost anything automated. The manufacturing sector, in particular, is experiencing significant change as it attempts to accelerate that automation, which means it won't need as many people.

Given all that, what I see as a more realistic approach for employers is that they'll be training new hires for entry-level jobs in these sectors that are going like gangbusters, and over time, those employees may move up and fill more senior roles as their skill sets mature.

But all of that takes time; these are not direct-placement hires, and you can't take someone from a six-week training program and have it pop out someone ready for any vacancy. Employers would be well-advised, given that, to ensure that more work-based learning is taking place.

We're entering a new era in terms of training, with three stakeholders—the worker, the employer and the state—who must determine allocation of responsibility for training needs. It takes a lot of employer involvement, it takes the willingness of the employee to learn, and it may take the state to step in with financial support to make that happen. But employers will be far better off to invest in new technologies and find the quickest ways to get people upskilled, rather than poaching talent from a competitor. **1**

A six-week training program will not pop out employees ready for any position.

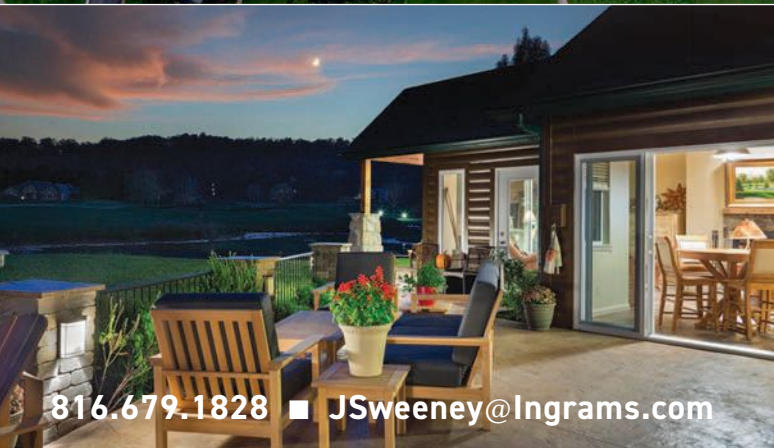
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The University of Kansas Health System

Exceptional health care starts with exceptional performance at an individual level. But it doesn't end there.



At The University of Kansas Health System, an organizational focus on high-performing teams is at the core of what they do, and it has been for more than 20 years.

“For us, it means making sure the right people are in place, supported to deliver the best care and engaged in the pursuit of excellence,” says Tammy Peterman, the president of the Kansas City division and chief nursing officer and chief operating officer of the health system.

“We believe that if the quality of care and service we provide are strong, and the team delivering and supporting care feel valued in the work they do, sustainability of the organization will follow,” Peterman said. “We never flip that to focus on growth and sustainability first—it’s always on the patients and our team. I think the pandemic was the ultimate test of that formula, and it has proven the formula is still alive in our place.”

The health system measures success with five key metrics: service, quality, people, growth and sustainability. Among those, Peterman says, “we know the most important metric is people. We’ve known that for a long time, and we don’t just believe it, we feel it and we see it.”

At orientation for new employees, health system CEO Bob Page joins Peterman to review seven expectations they have for people.

“One of the expectations is that we are a team,” Peterman says. “They have to know when they come into our place the work we do is as a team— we communicate as a team, we treat people with respect and we don’t throw anyone on the team under the bus. Patients come to us at the most vulnerable points of their lives; I’ve seen that over the past year, and patients and families expect us to work together as a team.”

And because of that team culture, Peterman says, the health system has weathered the pandemic and emerged stronger for the challenge.

The corporate culture within The University of Kansas Health System is grounded in both individual achievement and patient-focused teams, in everything from physician and nursing care to therapy, from pharmacology to lab and sanitation services.

“If I look back over the course of the last year, the power of the team, whether it’s with care delivery, optimizing the capacity for testing, standing up a mass vaccination clinic, ensuring effective communication, maintaining an optimal supply of PPE—any number of things—if we hadn’t had the commitment to making sure whoever needs to be involved is part of the team, we couldn’t have pushed things forward as far and as fast as we did,” she says.

Last fall, Peterman wrote a note to some of the hospital’s critical-care physicians, thanking them for their work, noting that the strength of the hospital’s teams had never been greater.

“I knew this pandemic would show our true character and help define this place even more,” she wrote, and she told them that their work had proven it to be true. The response from Lewis Satterwhite, MD: “There’s no question, these continue to be difficult times. I’ve always been proud of where I work and the people I work with, and this has confirmed and magnified that a million times over. I never, ever want to go through this again . . . but if I had to, I would want this same team every time.”



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In It Together: At The University of Kansas Hospital, staff workers collaborate with a focus on quality care.



The Power of Teams

In the fight against a killer virus, regional healthcare providers pivoted their teams to become more than the sum of their parts.

If the past year has taught us anything, it's that unparalleled commitment to patient outcomes, at a time like this, produces results at the highest levels when teams are working as one. In this fight, no individual provider is going it alone.

For 18 years, *Ingram's Heroes in Healthcare* program has recognized exceptional individual achievement in a range of healthcare roles. Teams, though, are harder to view through such a lens, because they come in operational units (daytime ICU nurses for example, or operating-room physicians and support staff) they come in entire departments, they come at the leadership level, they come in skill levels (clinical and non-clinical staff), they come as an entire organization.

And the larger that organization, the more sophisticated the team structures and communications channels must be.

The Kansas City area, from Topeka to Sedalia, has 13 medical centers that each admit more than 10,000 patients a year. At that level, engaged, collaborative and high-functioning teams are a must, hospital executives say. That dynamic becomes even more critical during a pandemic, when medical providers have been more stressed—as individuals, as systems—than any in our lifetimes.

Ensuring the right team composition may sound like a priority, but it can't happen without a key prerequisite: the pieces in place that can be assembled into new teams or new missions for existing teams. Even before the pandemic, health systems were facing nursing shortages, said Amy Peters, chief nursing officer for Truman Medical Centers and University Health

"The demand for additional nurses was only exacerbated by COVID-19," Peters

said. "Without the commitment to supporting their fellow nurses and patients, we would have experienced significant staffing shortages that would have affected our ability to fully support patient care."

Early in the pandemic, she said, "our primary focus was ensuring that we had the appropriate level of staff to provide safe, quality care to our patients. With guidelines from the Centers for Disease Control and Prevention changing rapidly, nursing staff and leaders throughout our clinical areas remained flexible to shift gears to provide needed support and follow guidelines to protect the health of patients and staff."

Even after those teams were assembled, their composition had to change as the risk profile changed.

"When, inevitably, some members of the healthcare team started to personally experience the impact of COVID-19, our nursing staff once again stepped in and supported hospital services to ensure



Huddle Up: Nurses at work in Truman Medical Center's main facility on Hospital Hill.

roles as chief nursing officer and chief operating officer for the 970-bed main hospital.

“The pandemic created the demand for roles not typically needed within a health system,” Peterman said. “Contact tracers, staff to swab patients as part of COVID testing, staff to check temperatures of everyone entering the facility, and individuals to field calls coming into the hotline from staff, physicians and patients looking for the most current, fact-based information. Hundreds of staff, clinical and non-clinical, stepped forward with the skills needed to fill these various roles and enable optimal patient care in the safest possible environment.”

Meeting the initial surge required one level of team-building, but even that construct had to change as the virus ran its course, new treatment methods were discovered and vaccines became available.

Hospitals and health systems, she said, have long histories of providing influenza vaccinations for staff and patients, but COVID vaccinations presented challenges not seen before—the requirement of two doses to reach optimal immunity, the logistics of keeping those being vaccinated socially distanced, the coordination of vac-

seamless delivery of patient care, meals, housekeeping—all essential services that touch our patients,” Peters said. “The pandemic mobilized clinical staff who hadn’t worked in traditional bedside roles for a while to complete refresher training and, once again, assume responsibilities in patient-facing areas.”

At the largest of the regional providers, The University of Kansas Hospital, the focus on high-performing teams has been a core operating value for more than 20 years, says Tammy Peterman, the parent health system’s market president in the Kansas City area. She also sees that team performance through various lenses in her

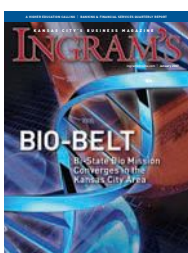
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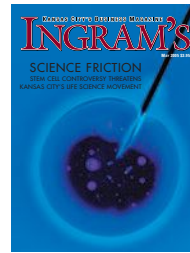
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Kansas City Hospice & Palliative Care

When you keep compassion foremost, all things are possible.



The philosophy of hospice and palliative care embraces the use of interdisciplinary teams to provide compassionate care to the entire family. The hospice model does not stop at managing physical symptoms, but also recognizes and supports the emotional, spiritual, and practical needs that impact families. Kansas City Hospice & Palliative Care has built its 40+ year commitment to the community with a team approach at every level.

That team approach was put to the test in a year of pandemic, when challenges came quickly and response times became more critical than ever. "We have done so much to ensure the safety of our patients and families while preserving the sanctity of being there at time of death with a loved one," states Paul Weddle, COO of Kansas City Hospice.

Formation of an internal COVID Task Force was critical to address rapidly changing needs of staff, patients, and families. The task force included people from every area of the organization, all working at diverse levels to implement changes in protocols to ensure safety while allowing expert caregivers to do their critical work. Cancer, heart disease, ALS and other illnesses were not going to take a hiatus for the pandemic, so Kansas City Hospice had to be prepared for every contingency.

In most circumstances, hospice is provided wherever patients call home, allowing them to be comfortable in their final days. Immediate changes to already tight safety protocols were combined with quick implementation of telehealth with physicians, nurses, chaplains, and social workers. Kansas City Hospice House™ and NorthCare Hospice House quickly made critical changes to protect the most fragile patients and staff, while providing families access to their loved ones. Grief Support Services found themselves more in demand than ever before and adapted quickly to care for family members in crisis.

Pamela Harris, MD, Director of Medical Programs for Kansas City Hospice, is integral to the Task Force. "One thing that has not changed is the exceptional, compassionate care that the people of Kansas City Hospice provide each patient and family," relates Dr. Harris. "Our people have been brave, resourceful, and amazingly resilient through this challenge. They have worked tirelessly to help families say their goodbyes. It's what we do."

The COVID Task Force facilitated implementation of new protocols and practices for the safety of staff, patients and families. The institution of telehealth practices increased access to patients and virtual meetings took the place of face-to-face meetings to help protect staff. The use of telehealth visits was critical as these visits allow staff to stay connected with patients and families, and in some cases was the only way families could connect with loved ones residing in long-term care communities.

"The leadership of Kansas City Hospice has made an ongoing investment in caring for the community despite all obstacles," expresses David Wiley, President & CEO. "I am so very proud of our COVID Task Force and of the many teams that comprise our dedicated staff of professionals."



Kansas City Hospice
& PALLIATIVE CARE

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cines from two manufactures with different storage requirements, and mandated reporting to the state and national agencies.

“Consistent with the culture, a team of nurses, pharmacists, staff from Information Technology, the Emergency Management Team, and the University came together and developed a plan,” Peterman said. “From an IT perspective, they built

1,500 patients through in a 10-hour day.”

Because of that team culture, Peterman says, the health system has weathered the pandemic and emerged stronger for the challenge. She saw that play out most vividly in the critical first few months, when the hospital had to greatly expand telehealth services and quickly put in place drive-through swabbing facilities as the need for

at work on a much larger scale.

“Kansas City is a unique and special place,” Peterman says. “The other concept of team has been the way we work together as healthcare organizations. That’s really important because I don’t know if everyone outside of health care understands this.”

She has worked more closely than ever with peer executives like Charlie Shields at Truman Medical Center, Julie Quirin at Saint Luke’s Health System, Stan Holm at Olathe Health, and many others. “And we work together as a team,” Peterman said. “That’s a remarkable trait for healthcare organizations who traditionally have been competitors. I believe we’ve become better friends because of this. When we have to rely on one another for how we do things together, that’s an important trait, and it’s also indicative of our city.”

The city itself, she said, was part of it.

“This city has come together in pretty remarkable ways as well,” she says, noting the meals donated to staffers who had to work during the Super Bowl. “I believe the community, at some levels, is part of our team, and they have supported health-care organizations through this like they have at no other time.”



“I believe the community, at some levels, is part of our team, and they have supported health-care organizations through this like they have at no other time”

— TAMMY PETERMAN, KC market president
University of Kansas Health System

an app which was far ahead of what others were doing to support appointment scheduling, documentation and tracking of the vaccinations being administered. Logistically, they laid out a sequential process to safely move staff and patients through several stations, from arrival, to check-in, to vaccination and a 15-minute check for any unexpected reactions. When fully stocked with vaccine, the system can easily move

vastly greater COVID-19 testing increased.

Patient care, by definition, is the result of an amazing team, Peterman said, clicking off a roster of roles including doctors, nurses, therapists, pharmacists, laboratorians, environmental and dietary staff, transporters and more, all coming together to support the patient and family from a clinical and a personal perspective.

Another team dynamic in the region is

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ANNOUNCING THE 2021 Kansas City Healthcare Reunion



LET'S GET READY TO RECONNECT

Nobody in business—especially the business of healthcare—needs to be reminded that 2020 was an inordinately challenging year. Or that 2021 hasn't been a picnic, either.

Like hundreds of you, we were deeply disappointed last year when an emerging public health threat forced postponement of *Ingram's* annual Heroes in Healthcare Awards Breakfast from its designated date in March . . .

Then again, from its rescheduled date in July . . .

Then into late January 2021. And here we are again, still aghast at the daily updates reflecting the human toll the virus has taken. But half-way through the winter, the metrics are—for the first time in a year—

lifting spirits among the legions of healthcare workers who have been on the front lines of the fight.

So we're ready to throw the weight of this pandemic off our shoulders and invite the region's healthcare community to join us in celebration.

On Sept. 23, we'll bring together the 2021 and 2020 Heroes in Healthcare for their long-overdue recognition, along with the Top Doctors classes of both years. Mindful that social distancing will likely be with us long after the pandemic subsides, we'll gather in appropriately spaced environs at the Field of Legends baseball stadium near Village West in Wyandotte County, home to the rebranded Kansas City Monarchs.

We hope to convene a panel discussion with the regional executives who have so ably commanded their troops during the fight. We're planning a reunion that will recognize individual and team achievements—a tribute to a provider community that has been so sorely in need of support.

There's a lot of pent-up energy in this space because of the physical demands, the long hours and the emotional toll levied by the pandemic. So let it out: Join us for a morning of fellowship, celebration and reflection. Our objective, as stewards of the Heroes in Healthcare program for nearly two decades, will be to create a program that brings the healthcare community together in celebration and reconnection.

They've earned it. **I**

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PLEASE JOIN US FOR THE **2021 Kansas City Healthcare Reunion** **Heroes in Healthcare**

We hope you will join us on September 23rd for *Ingram's* 18th annual **Heroes in Healthcare** awards breakfast. This year we will honor not only the 42 Heroes in Healthcare honorees from 2020 and 2021, but also the 2020 and 2021 Classes of Top Doctors, and our Executive of the Year, Bob Page, President and CEO of The University of Kansas Health System. Coverage from this event will be featured in the October 2021 Special Medical Edition of *Ingram's* Magazine. **Congratulations to our honorees. We'll see you in September!**

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James Harper, RESEARCH MEDICAL CENTER
Verda Hyland, NORTH KANSAS CITY HOSPITAL
Carol Kemper, CHILDREN'S MERCY KANSAS CITY
Jessica Lea, TRIA HEALTH
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Kelly Ranallo, TURNER SYNDROME GLOBAL ALLIANCE
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Valerie Wilson, ST. JOSEPH MEDICAL CENTER

2021 Heroes in Healthcare:

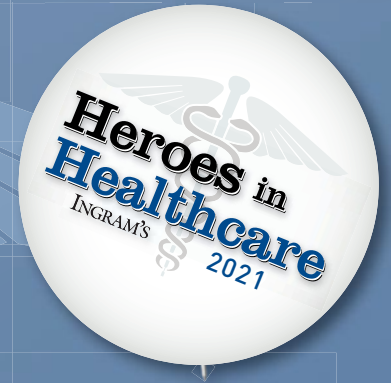
Raghu Adiga, LIBERTY HOSPITAL
Phil Buttell, HCA MIDWEST HEALTH
Annette Campbell, KANSAS CITY UNIVERSITY
Doris Chrisenbery, OLATHE HEALTH
Rick Couldry, UNIVERSITY OF KANSAS HEALTH SYSTEM
Linda Coventon, NORTH KANSAS CITY HOSPITAL

Stephanee Evers, OLATHE HEALTH
Amanda Gartner, UNIVERSITY OF KANSAS HEALTH SYSTEM
Jim Hanson, CHILDREN'S MERCY KANSAS CITY
Krisha Klug, NORTH KANSAS CITY HOSPITAL
Rachael Liesman, UNIVERSITY OF KANSAS HEALTH SYSTEM
Stephanie Meyer, CHILDREN'S MERCY KANSAS CITY
Michelle Miller, KC CARE CLINIC
Elizabeth Molleker, MIDWEST NEUROSCIENCE INSTITUTE
Korri Phillips, STORMONT VAIL HEALTH
Joan Pool, SAINT LUKE'S HEALTH SYSTEM
Charlie Shields, TRUMAN MEDICAL CENTERS
Rennie Shuler-McKinney, ADVENTHEALTH SHAWNEE MISSION
Debbie Sosland-Edelman, CHILDREN'S MERCY KANSAS CITY
Gayle Sweitzer, UNIVERSITY OF KANSAS HEALTH SYSTEM
Janet Walsh, SAINT LUKE'S HEALTH SYSTEM

2020 Top Doctors:

Eyad Al-Hihi, UNIVERSITY OF KANSAS HEALTH SYSTEM
David Anderson, MENORAH MEDICAL CENTER
Larry Botts, ADVENTHEALTH SHAWNEE MISSION
Karla Houston-Gray, RESEARCH MEDICAL CENTER
Bridgette Jones, CHILDREN'S MERCY KANSAS CITY
Clif Jones, STORMONT VAIL HEALTH
Kamani Lankachandra, TRUMAN MEDICAL CENTERS
Demetrios Maragos, LIBERTY HOSPITAL
Alexis Meredith, NORTH KANSAS CITY HOSPITAL
Ray Newman, KANSAS CITY UNIVERSITY
David Skolnick, SAINT LUKE'S HEALTH SYSTEM
Steve Stites, UNIVERSITY OF KANSAS HEALTH SYSTEM
Janakiraman Subramanian, SAINT LUKE'S HEALTH SYSTEM
Jim Wetzel, OLATHE HEALTH

2021 Top Doctors: To Be Announced



Heroes in Healthcare 2021

WHEN QUALITY CARE MATTERED MOST,
THEY STOOD TALL AND DELIVERED

A great many people lost loved ones during the pandemic of 2020-21, and their tears are beyond count. Far more recovered after suffering the scourge of COVID-19, yet their pain is beyond measure. Caring for all during a health crisis like no other seen in our lifetimes were legions of physicians, nurses, lab specialists, therapists and endless more, backed by executive leadership managing organizations large and small through a new and deadly challenge. Thousands of workers in that space reported for duty every day, exposing themselves and their families and weighing the risk of exposing families and loved ones. To all of them, Kansas City owes a very large debt. We salute these individuals and teams in particular for what they've done for all of us in this past year of loss. For them, our gratitude is unbounded. Please join us in recognizing *Ingram's 2021 Class of Heroes in Healthcare.*

Congratulations

Dr. Raghu Adiga,

A hero in Kansas City and on the Liberty Hospital healthcare team.

Thank you for your expertise and leadership throughout the COVID-19 pandemic.



libertyhospital.org



Congratulations to our Healthcare Hero!



Stephanee Evers, MD, Emergency Medicine Specialist

As an emergency medicine specialist at Olathe Medical Center for 18 years, Stephanee Evers, MD, has held many medical staff leadership positions helping to shape care delivery with her dedication and emphasis on what's best for our patients. This leadership included helping implement safe processes for identifying COVID-19 in the Emergency Care Center at the beginning of the pandemic, and educating patients and our community about the importance of seeking care for other health concerns to avoid a more serious condition.

We are grateful to Dr. Evers for her unwavering dedication, leadership and passion for taking care of patients on the front lines when they are often most vulnerable.

olathehealth.org





RAGHU ADIGA

Liberty Hospital

He's got enough on his plate as chief medical officer for a 212-bed hospital that admits nearly 8,000 patients a year. But this past year, Raghu Adiga stepped up amid the COVID-19 pandemic, collaborating with executives of other hospitals to share new, emerging best practices. While he understood that the challenges his medical complex would

face would be distinctive, he also knew that cooperation was more important than ever. "As an independent single hospital system, we did have unique challenges with COVID-19," says Adiga. "Compared to larger systems, we had little leverage in getting things we needed quickly—starting with PPE, testing capability and ending with early vaccine supply for our staff." But, he notes: "We are a lot more nimble in decision-making and adapting to rapidly changing pandemic environment than those larger systems. A native of India, Adiga has spent decades working in infectious diseases and epidemiology; he was perfectly suited for both medical and administrative roles over the past year. But, he says, "all our wonderful staff have had a good knowledge base, years of experience and more important, a Midwestern resolve to get things done for our patients and the community as a whole." Adiga doesn't have to look far to find points of pride in the hospital's call to action this past year. Most recently, he says, they sought new vaccination channels after treating all of their health-care workers and other first-level recipients. "The mandate from the state was to get any vaccine in the freezer into people's arms," he said, so the collective decision was to target the most vulnerable population—clinic patients 80 and older. "In a matter of days," he says, "everyone had worked hard to get 560 of those patients in wheelchairs, walkers and canes alike in and out of hospital in the pouring freezing rain in golf carts from their parked cars and back. The pride in everyone's eyes seeing those thankful members of the Greatest Generation who had not left their homes since last March was priceless."



GAYLE SWEITZER

The University of Kansas Health System

She's an Indiana native who moved to Kansas in 2015, but it wasn't for the basketball: It was for the chance to work for an expanding health-care system asserting itself as the market leader in the Kansas City area. Little did Gayle Sweitzer know that the organization's position as a

civic pillar would put her at the center of a communications challenge the likes of which modern health-care has never witnessed. As vice president of marketing and strategic communications for The University of Kansas Health System, she has been pulling all sorts of levers to get the message out and help the public cope with the COVID-19 pandemic. She's been the driver behind efforts to produce timely, credible and fact-based communication that works across internal operations and externally, as the hospital interfaces with the public. That meant development of communications tools that have provided physicians, staff and leaders with the most current information needed to provide patient care, educate the public and maintain the organization's patient-centered focus. It included tailored emails to various staff members and leadership, arranging townhall meetings with key constituent groups, providing assurances to patients that they could be safely treated despite the growth in cases, and even production of a daily morning update broadcast featuring physicians, nurses, leaders of support staff and civic partners in the fight. A physical therapist by original training, Sweitzer says she's "a problem solver. And I love a good challenge. PT was tough to get into, and it's all about identifying the problem, then identifying the most efficient, effective solution based on what the patient's goals are"—a dynamic not entirely different than crafting an organization-wide communications strategy to serve a health system with 13,000 employees and a multistate patient base.



STEPHANEE EVERS

Olathe Health

Before she was a physician, before she was in the thick of the trauma care fight as an ER physician, Stephanie Evers was an emergency medical technician. And for someone who wanted to become a doctor since she was young—for the science, the challenge and the altruistic nature of medical care—her duties as an EMT absolutely confirmed that she was making the right choice. "I always loved the fast-paced nature of emergency medicine," says Evers, ER director at Olathe Health. "I liked the procedures, acuity, variety, and the ability to start from scratch and arrive at a diagnosis. I loved thinking on my feet and being in an environment where we worked as a team and had the opportunity to save a life at a moment's notice." The six-year pathway to M.D. offered at UMKC brought her here from her native Nebraska; what Kansas City had to offer drew her back after she'd gone to Indianapolis for her residency and met the man she'd marry. Signing on

with Olathe Health was her perfect fit. Of particular appeal is the ability to embrace technological and clinical advances in medicine while keeping the feel of a hometown community hospital, she says. All of that would provide her foundation for tackling the biggest public-health crisis of the age. "The COVID-19 pandemic has been difficult on so many levels," Evers says. "In the beginning, it was hours spent surge planning, pouring over treatment protocols, and developing ethics guidelines." And it came with a cost for all called to the fight. "While other mothers were helping their children navigate the world of online learning and capitalizing on unexpected quality time with their families, those of us in health care were working long shifts watching patients die, no matter what we did. We saw these patients die without family by their sides."



KORRI PHILLIPS
Stormont Vail Health

Not yet old enough for kindergarten, young Korri Phillips informed her parents that she was going to become a doctor. And she did. But the focused youngster would come to learn a lot about the demands of being a physician, experiences that took her from family care to her current role as medical director of Stormont Vail Health's Express Care, an urgent-care walk-in clinic for patients of all ages. Her father, a longtime banker in the St. Louis area, took immeasurable pride in having raised a doctor. What he wasn't seeing was the personal toll that family medicine was taking on her as an Air Force flight surgeon. While she loved the range-of-life challenges of delivering babies to providing care for the elderly, the patient volumes were soaring. "I thought at first I'd be delivering a few babies a month, but it got up to 15 and 20, along with all the other responsibilities," Phillips remembers. "I was absolutely burned out." As her father became

sick, she tried to take time off, but found that patients were upset that she wasn't as available. "Their expectations were more than I could provide at that point," she remembers, as after her dad's death, she took roughly 18 months off to reassess her role in medicine. Coming out of that, she decided the best use of her skills would be in urgent care. Stormont Vail's urgent-care environment allowed her to find her place in the world, she says, and nothing has brought that home more than the need to respond to the COVID-19 pandemic. "I think the biggest thing, for me, was it allowed me to use a lot of the skills I had learned from the Air Force as far as setting up clinics, setting up processes, all those things that aren't necessarily medicine-related. It kind of allowed me to use skills I enjoyed from the AF that I hadn't used a whole lot, and learning how adaptable my team was, our nursing staff, our provider staff. They were all in with me."



CHARLIE SHIELDS
Truman Medical Centers

Charlie Shields spent 17 years with Heartland Health—now Mosaic Life Care—in St. Joseph, and nearly 20 years in the Missouri General Assembly, where health-care policy was always a focus. And after a decade leading Kansas City's primary urban-core medical center, one might expect that Shields had seen it all.

But nobody had seen it all in health care before a global pandemic set in, and that challenge has taken Shields to a new level as an executive. "One thing that has been required," he says, "is a commitment to constant creativity and problem-solving. Everything in the past year has been new. There have been no road maps. We have had to be willing to try things we would have never considered." While dealing with a new disease with so many unknowns, he said, his team was constantly pivoting as new facts and best practices revealed themselves. "I'd be lying if I said it was easy," Shields says, "but seeing the degree to which leadership, medical staff, nurses, and frankly, all of our workers stepped up during this time makes me know they can handle almost anything. It's inspiring." His is a management style grounded in letting go: hiring good people and letting them do their jobs. That's why he considered COVID-19 something other than a challenge. "I'd call it an opportunity to do what we do best: provide high-quality care for those with the very best insurance, and those with no insurance at all," Shields says. "We were able to take a leadership role in the community from the onset of COVID, from setting up the first testing stations, to taking testing out into the community, and now to making sure people in all parts of the community have access to vaccinations. We've also doubled down on our education efforts, making sure we are reaching all segments of the community with messages that answer their specific questions."



PHIL BUTTELL
Menorah Medical Center

Phil Buttell has a degree in psychology, a law degree and a master's in health-care administration. Perhaps the most powerful instruction he ever learned, though, came over the course of a decade as his mother was waging a fight with cancer that she would ultimately lose at the age of 54. "I often tell people that the experience we had

as a family with the care she received made me even more committed to creating an environment and a culture that promotes the caring environment so necessary for all of us," Buttell says. An Omaha native, he came to Kansas City as a student at Rockhurst University, and switched majors to philosophy after his mother's initial diagnosis with leukemia. "I got to spend some time in a hospital and I felt really connected to the mission and the people. I could actually see the work being done and lives being transformed and it was rewarding for me to be a part of that environment." He came to the leadership at Menorah in June 2019, after a decade as chief operating officer at another HCA Midwest Health facility, Centerpoint Medical Center. So he had roughly half a year of experience in the new role when news reports started throwing around the word "COVID." The year since, he says, "has been one of the most challenging in my professional career. I think the pandemic required a couple things that are almost ever-present in health care, but highlighted during this time: empathy, resilience and compassion," Buttell says, "For the first time in my career, I saw caregivers who were scared and frightened when they showed up to work. I had staff break down to me because they were scared they were putting themselves and their families at risk." But that staff of roughly 1,000 quickly overcame the fear and focused on the task. "That's one of the beautiful things about health care ... people give of themselves to help complete strangers," Buttell says.

Empowering Your *Successes.*

Congratulations Dr. Korri Phillips, Express Care, on being named one of Ingram's 2021 Heroes in Healthcare.

Thank you for going above and beyond to serve your patients. Your hard work, passion and expertise make you the perfect candidate to receive this prestigious honor. We are proud to have you on our team!



Congratulations to **Charlie Shields**, Truman Medical Centers/University Health President and CEO, for being named to **Ingram's Heroes in Healthcare.**

We at Truman Medical Centers/University Health see Charlie in action everyday and we're proud to have him as our leader! Through this fight against COVID-19, Charlie has shown his commitment to Kansas City more than ever by leading the charge for community testing and vaccination.

Thank you Charlie for your vision, caring and leadership.



trumed.org

TMC is an academic health system with the vital mission to provide exceptional care, without exception.



RICK COULDRY
The University of Kansas
Health System

When local business executives formed the C19KC task force in the face of a growing pandemic last year, a top priority was to bring 50,000 testing kits to Kansas City. Co-founder Tyler Nottberg of U.S. Engineering, working with North-

PointDevelopment's Nathaniel Hagedorn, MTAR's Taimoor Nana and Russell Stover's Andy Deister, sourced the materials. But how do you even begin to bring them to the fight? That question eventually led to Rick Couldry, director of pharmacy for The University of Kansas Hospital. Couldry was responsive from the first minute of the first contact, Nottberg says. "He picked up his phone. He texted. He e-mailed. He was a warrior who time and time and time again helped solve problems, keep everybody calm and, most importantly, never over-promised. In a crisis, you need accurate information, and Rick made sure that happened." A native of northwest Missouri, Couldry brings to his role the kinds of values we've come to expect from someone raised on a farm, someone who knew that before you can get to a harvest, you have to do a lot of tilling and weeding. His pathway to medicine started there, where he had a little brother, Chris, who had been born with a heart disability. "He died at 17 from congestive heart failure," Couldry says. "He was probably the most significant impact on me growing up; from him, I learned that little things mean a lot to people, and that helping people was probably the most rewarding thing you could do in life." Because of partial paralysis, his brother was told he'd never be able to tie his shoes, ride a bike or go fishing. "All that, he did," Couldry says, "so I have a very low tolerance for 'It's hard' or 'We can't.' Most of the time, I don't think we know that's true."



BETH MOLLEKER
HCA Midwest Health

She was a small-town girl who was convinced that she would one day become a small-town doctor. "Health care was the only thing I ever wanted to do," says Beth Molleker, who grew up in the northeast Kansas burg of Highland, then Topeka. The childhood dreams of carrying a black bag around town, making house calls, took a differ-

ent turn while in college. She made a trip to the student health center at K-State, where she met Carol Diamond, who had a title unfamiliar to an impressionable student: Nurse Practitioner. "I had never been around one, or seen one, and she was a really cool lady," Molleker recalls. "I had never met a provider quite like her—she took time to listen to me, addressed all my concerns, answered my questions, and I didn't feel like she was in a rush to get out of the room. I wanted to be just like her because of how she made me feel as a patient." So she changed her major to nursing, knowing it was just one step to her real goal. "I never wanted to be a nurse," Molleker says, "It wasn't anything against nursing, but when I decided to be a nurse practitioner, I knew I had to go through nursing school." Today, she's with HCA Midwest Health, assigned to Research Medical Center since 2002. Health care during a time of pandemic has been truly inspirational, she says; "It's just been incredible to watch the nurses, the ICU nurses and bedside nurses just step up. I'm amazed at their bravery, and the incredible amount of teamwork, from nurses to respiration therapists to environmental services." A special memory she carries involved a young couple badly injured in a car accident. Both recovered, Molleker says, but nearly a year later, she found an envelope outside her office door. Inside was a note with a Christmas card made out of a photo of the couple—and the baby they had after their recovery. "That's what it's about," Molleker says. "Why you stay late, work weekends and holidays, and miss family things. This family got to have another Christmas."



RACHAEL LIESMAN The University of Kansas Health System

What parent *wouldn't* have wanted Rachael Liesman for a daughter? "Growing up," she says, "things like accountability, finishing the job and persistence were always important in our family—and hard work. And I've always been a person who has paid a lot of attention to detail, even as a kid." It may come as no surprise that she chose to enter a singularly demanding profession—microbiology. The real surprise is how quickly she came to that determination. "I wanted to be a virologist since junior high school," she says. Her natural inclinations were fueled by a reading of Richard Preston's fictional work "The Hot Zone" and with that, she says, "I was kind of hooked. I didn't waver through high school where my passion was and is." And today, she exercises that passion as director of microbiology at The University of Kansas Health System, where she's been in the thick of the fight against the coronavirus responsible for the global pandemic. "I've always found viruses to be very enthralling," she says. "They are these tiny little things with a little bit of DNA, RNA and lipids, and can cause such destruction." The stories of large outbreaks are always

a little bit hyped and horrid, Liesman says, "but I've always been very interested in how something that simple biologically could be so impactful." She initially expected to apply her skills in research labs—"I was interested in the virus, not medicine," she says—but came to be intrigued by the connection between the science and its applications to human health care. That eventually led this Illinois native to Kansas City, where health system officials credit her with directing efforts to set up the diagnostic tools that allow for more than 1,400 people to be tested for COVID-19 each day. "I don't think I had any idea the extent to which we would need testing a year ago," she says. "If you had told me we needed to test 1,400 people a day, I would have laughed; I knew it would be a scramble." True to the health system's expressed belief in the need to hire good people and get out of their way, she took on those duties without explicit marching orders. "The hospital just said 'what are we going to do about this?' so we just did it. Our team was heavily involved in setting up drive-through swab clinics; those now seem so normal, but it was very mind-boggling at the time."



HCA Midwest Health
congratulates

Phil Buttell

CEO, Menorah Medical Center

for being named an
Ingram's Magazine
"Hero in Healthcare"



MENORAH
MEDICAL CENTER

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Congratulations

Annette Campbell, MPA, RN

Every year, you inspire us with your passion for protecting the health of elementary school children through *Score 1 for Health*.

This past year, you've risen to the challenge of protecting the health of our own students, faculty and staff in challenging times, too.

We're so thankful for your leadership and honored to call you a *Hero in Healthcare*.

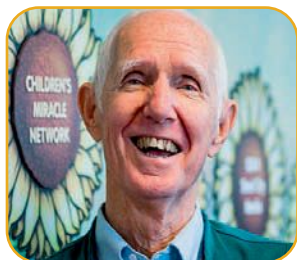


KANSASCITY.EDU



Congratulations to our Heroes in Healthcare!

On behalf of the patients and your friends from Children's Mercy, thanks for all you do!



Jim Hanson
Volunteer



Stephanie Meyer, RN, MS-FNP
VP, Associate Chief Nursing Officer



Debbie Sosland-Edelman
Former Board Member



Children's Mercy
LOVE WILL.

Congratulations to our Healthcare Hero!



Doris Chisenbery, Olathe Medical Center Ambassador

Since 2011, Doris has volunteered her time at Olathe Medical Center and the Cancer Center where she helps patients register and keeps them company while they wait for their appointment. Doris chose to continue volunteering during the pandemic because she knew our patients needed additional support more than ever.

Doris helps with fundraising events, serves on committees and even devotes her own time at home sewing eyeglass cases and stuffed animals for our patients who may need them. We're grateful for the time and love Doris shares with our patients and associates every day.



Doris Chisenbery
OMC Ambassador

olathehealth.org



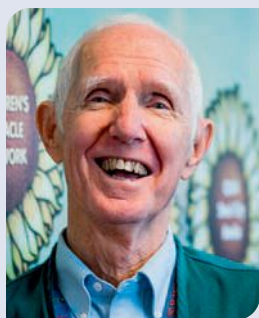


DEBBIE SOSLAND-EDELMAN

Children's Mercy Kansas City

Even when you're not a health-care provider, you can make a difference in health care. And that is precisely what Debbie Sosland-Edelman has done for the better part of four decades. "Ours is a typical 'grateful parents' story," she says. "In 1985, our first child was born with a life-threatening infection. He spent the first 10 days of his life in the ICU at Children's Mercy." She told her son's neonatologist that "for the rest of my life, I would do anything they asked me to do. A few years later they invited me to get involved and it's been one of the most gratifying experiences of my life." Her goal, she says, was to support and promote the hospital's work, "but also make sure that every child had access to the same quality health care to which we had access." She joined the hospital's board and focused on the clinical side, over the years moving into research and scientific discovery. Service on a board, she says, is an important way to serve, one that differs fundamentally from simply writing a check. "Every-

one is different," she says. "Some people may not have the luxury of the time to volunteer, and some people may not have the resources to write a check. Studies show that people are more likely to volunteer where they give and donate where they volunteer, so the two go hand in hand. I would encourage others who haven't volunteered to give it a try. Find something you are passionate about and then find an opportunity to align your skill set with their needs." Her roster of service is impressive, indeed: Even an abbreviated list includes 30 organizations, many focused on health care, education and faith-based missions, including names like the Children's Place, Harvesters, and University Academy. She finds time for all of that while serving as executive director of the family's Sosland Foundation, managing more than \$71 million in assets. Her guidance to anyone exploring paths to service? "The need is great, the opportunities are compelling and the payoff is immeasurable," she says.



JIM HANSON

Children's Mercy Kansas City

Jim Hanson has logged 27,000 volunteer hours at Children's Mercy Kansas City, the region's premier pediatric hospital. That's the equivalent of nearly 13 years for someone working a job 40 hours a week, without vacations. Hanson is not one of the faceless legions of

volunteers in town; he had a successful career as a commodity futures broker, was a member of the former Kansas City Board of Trade, and even sat on the board of governors for the American Royal. When retirement came, he had no intention of dialing it back, and CMH was the perfect outlet. "I, myself, was adopted when I was 10 years old, and before my adoption I lived in several foster homes (one in particular) during the Depression of the 1930s. ... There were always several infants in cribs residing there. So, I was caring for babies when I was 7 to 10 years old." At CMH, he says, "I never intended to 'make a difference' there; I just intended to do what was needed to be done. And caring for babies was something I knew I could do." Of late, his duties entail two days a week, mostly in the post-surgical recovery room, sanitizing and making beds and pushing them to Pre-Op for the next patient. "There is nothing more rewarding, or more satisfying than being the recipient of an infant or toddler's smile or making them laugh," he says. "That does not come with writing a check, although I do that, too." His deep volunteer history touches on churches, the Johnson County sheriff's civil-service board, and other efforts that made him the Johnson County Senior Volunteer of the Year in 2005. Volunteering at the hospital has paid additional dividends, as well; "I met my second wife, and three months later proposed to her on New Year's Eve 2007, both at Children's Mercy," he says.



DORIS CHRISEBERRY

Olathe Health

Two decades ago, southwest Missouri native Doris Chriseberry and her husband moved to the Kansas City area to be closer to their four grandchildren after the sale of their auto-parts stores. After Jerry's death in 2011, Doris says, she found a bright spot to give back following years of his treatment battling cancer: Olathe Health. She became

one of the hospital's Ambassadors, and since then has accumulated more than 2,500 hours of service, just one piece of a service history that fills her days between visits with the young ones. She recalls how Jerry was scheduled for heart surgery, but during the procedures before that, doctors caught a small spot on one lung. Over the next seven years of his treatment, she says, "I just fell in love with the health system—they were like family to us." Volunteering came easily to her—as a couple, they had volunteered throughout their marriage with programs like Servants on Wheels Ever Ready, traveling the nation and working in kids' camps and churches. Says Doris: "Volunteering was in my DNA, I guess you would say." When she was evaluated for her skill sets in the volunteer office, the verdict came quickly: With her personality, Doris needed to be in place where she would meet people. Nine years later, she's still at the front information desk, taking calls for incoming patients, providing information or direction to visitors as they come in (a task restricted with COVID-19 precautions over the past year), or connecting them with the appropriate nurse's station. "Hardly a week goes by where we don't know the answer to every question," she beams. True to the volunteer spirit, she gives because the returns on that time investment are so profound. "I always feel that when I volunteer, no matter where, I get the blessing, as much or more than the people I help. It's gratifying, and expands your thinking so much, I have learned so much and met so many great volunteers at the hospital who are dear friends."



LINDA COVENTON
North Kansas City Hospital

A farming accident in her native Colorado meant Linda Coventon would be raised by a widowed mother. And with her mother's example came lessons in how to become dependable, responsible and hardworking at an early age. "She also stressed the importance of having a career, savings and access to health care," says Coventon. "Today,

I live and lead by these important values." And she's doing more than her part to deliver on that access-to-health-care piece. As network executive for North Kansas City Hospital subsidiary Meritas Health since 2012, she has nearly tripled the number of practice locations and more than doubled the number of employees delivering care in Kansas City's sprawling Northland. Today, it boasts more than 175 physicians and nearly 50 advanced-practice providers. And to think it all started with childhood visits to every kid's favorite place: a dental chair. "Growing up, I loved going to the dentist," Coventon says. "My family dentist, a hardworking, kind man, always showed compassion and professionalism when caring for us. I wanted to be a dentist like him, so, when he died at an early age from cancer, it had a big impact on me." She never made it to dental school, opting instead for health administration, and says now "things happen for a reason" and practice management became her passion. But never has she had to manage the kinds of challenges she's seen in the past year. "As a leader, it's been important to remain calm and supportive during a time when anxiety levels are running high," she says. "It's been amazing to see what we've accomplished by working hard and taking responsibility for the health of our community," including going from zero virtual visits to conducting more than 10,000 in 60 days and launching a drive-through testing clinic in just a couple weeks' time." Though she doesn't lay a hand on patients, she's a central part of their care. "It's my job to create an environment that makes it easy for physicians and staff to care for patients," she says.



ANNETTE CAMPBELL
Score 1 for Health

Steeped in faith, family and the occasional fisticuffs that come as one of 11 children, Kansas City native Annette Campbell came to believe early that hard work, diligence, care for others, respect and discipline, framed by that faith, "were keys to achieving anything." That, she says, "and never get too full of yourself!" For nearly 23 years, she's been executive director to Score 1 for Health, a Kansas City University outreach program that brings free health screenings to under-served children of the two Kansas Cities and Joplin, Mo., school districts. Following the examples of her mother and an aunt, she went into nursing, but was facing burnout from the rigors of working in an inpatient, surgical unit. Seeking inspiration, she took a UMKC course on Nurses Changing Careers, where she realized that her true passion was "focusing on the preventive end of the health-care spectrum, and that I wanted to work with children." Once she connected the dots between the health of families and communities, it was a logical decision to turn that career focus to programs that bring health care to children. "In order for children and families to thrive, there needs to be a greater community and systems that support them," Campbell says. "The community needs to be healthy too." Having built Score 1 into a program that touches 13,000 students in 50 schools, she says she's continually motivated to effect systemic change to reach broad wellness goals. "I believe in advocating for and empowering families, expanding access to health information and building bridges to preventive care," she says. "I know that creating a culture of health lays a foundation of opportunity for children regardless of economic status. I believe in the collective impact of programs like mine combined with others to affect positive change within families, schools, neighborhoods and the greater community."



RENNIE SHULER-MCKINNEY AdventHealth Shawnee Mission

For nearly 35 years, Rennie Shuler-McKinney has been all about saving lives in a health-care setting. But the threat to those lives isn't quite the same monster that her colleagues battle at AdventHealth Shawnee Mission. They are called to action when something goes wrong with the body; Shuler-McKinney treats patients in a venue harder to navigate: the human mind. She's director of clinical services in behavioral health at AdventHealth, and to her team fall an array of challenges that include suicide prevention. It's an area of work with a deeply personal connection to this small-town girl from Columbus, Kan. While she was still in college, she got the news that a high-school friend had killed himself. "I paused at that point, and I thought a helping profession is what I should do." She immediately thought of psychology. After finishing her degree at Pittsburg State, where she also earned a masters, she ended up with two job interviews on the same day—one at the former Menninger Clinic in Topeka, one at Shawnee Mission Hospital, now part of AdventHealth. "Something about Shawnee Mission was very appealing,

it tied back to a family feeling," she says. "I thought, 'this is a cool organization and I'd like to be part of it.' Little did I know that 34 years later, I'd still be here." Behavioral-health issues have become a front-burner concern in health care as the effects of economic contraction, job loss, financial stress and social upheaval among children displaced from classrooms have taken an enormous societal toll this past year. "I have not seen individuals as fearful in my career as I have over the last 10-11 months," Shuler-McKinney says. She's pleased to see suicide numbers trending down in Johnson County, but knows that even one represents a collective loss. There are, though, moments that truly make it all worthwhile. As when she passed a stranger in the grocery store and was asked, "Is your name Rennie?" Turns out, it was a 33-year-old woman who had attempted suicide at age 15. "She was so incredibly grateful for the care she'd received at the hospital," Shuler-McKinney says. "Married, two children, working on a master's degree. She said, 'I'm so glad I didn't take my life; I was given hope coming through your program.'" That's why I'm doing what I do."

Honoring Our Heroes

You make us proud. More than ever, we thank you for providing our community with access to the extraordinary care they deserve. Congratulations on this distinguished recognition, Linda and Krisha.



Linda Coventon
Network Executive, Meritas Health



Krisha Klug, MSN, RN
Nursing Director, North Kansas City Hospital



Rennie Shuler-McKinney, LCP

Congratulations Rennie!

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2020-21





JOAN POOL
Saint Luke's Hospital

The maxim in medical centers is that employees must always remember that they're often seeing patients on the worst days of their lives. But there are lots of happy outcomes, as well. At the dark end between those extremes, the emotional toll on a nurse can be heavy, indeed. For Janet Pool, the wall came after 20 years in a medical intensive-care unit. "Sometimes," she says, "it was too sad, too emotionally wearing. I felt exhausted." A good friend pointed out that patients in the cardiovascular recovery unit come in for procedures and "we fix them." "It was so opposite the ICU," says Pool. "A real eye-opener for me to experience 'well patients.' I liked it." But ... something was missing. There was a familiarity about ICU, about the need to be needed, that tugged at her. Solution? A hybrid schedule, blending days on each unit. "It has been the best of both worlds for me," Pool says of her schedule at Saint Luke's Hospital. She also works occasionally in interventional radiology, taught classes in the education department, and finds that "the variety of roles has really helped me stay engaged and fresh." She came to nursing later than most, having started her career in education. It wasn't what she hoped it would be, and at a friend's urging, looked into nursing. "My parents initially laughed because I was the child/teenager who cried when I had to get a shot," but they fully supported the switch. And nursing has provided connections at a whole new level. Take, for example, a recent cardiovascular patient, who wept as he shared his story about a first heart attack 20 years earlier. "He didn't know if he was going to survive, but he asked God to give him one more day," Pool says. "Every day, he would ask for that." After occasional stays, he would be discharged and head for the hospital chapel to offer thanks. With this visit, he asked Pool to take him there, and after connecting with the man's wife, the three headed off to pray together. "I cannot tell you how much that touched me that day, and even now.

stories, we knew their families, we became their cheerleaders. We held their hands when they were dying—the hands that should have been their families' hands." Nursing staff listened as families were forced to use a phone to say a final "I love you," sing, pray or watch—separated by a glass door—as a loved one took that last, tortured breath." For the families, Walsh says, "we became their support, holding them, crying with them. This has been a blessing and a curse of COVID." Walsh brings to her duties a commitment to nursing that began even as a child. Her father, a World War II Navy corpsman, was the first man to earn an RN degree at Wayne State University in her native Michigan, and inspired her to follow him into that line. "My father taught me my work ethic and to follow my dreams and take my own path, no matter what others think," she says, and as she matured, spirituality became a greater influence. "I strive to put my trust in God and find strength in that relationship, and have learned that I can only control how I react to situations," she says. That has been sustaining over the course of the pandemic. "All of the staff, nurses, respiratory therapists, pharmacists, doctors, administration, chaplains, house keepers, dieticians, everyone has borne a heavier load in dealing with the pandemic," she says. But together, they stepped up, stretched themselves and have grown closer, she says. Looking back on a career working in oncology and intensive-care settings, and after what she's been through the past year, Walsh says, simply, "I wish my dad was here today. I would love to share my experiences with him and gain some wisdom from him."



JANET WALSH
Saint Luke's Hospital-East

A nursing career can be packed with tear-inducing moments. It's a testament to Janet Walsh's character that she hasn't been filled with anger at watching the truly ugly side of COVID-19 as an ICU nurse at Saint Luke's East. "We saw our fair share of deaths," Walsh says. "These were patients we cared for, for weeks at a time. We learned their

actions and your words, and be accountable always." Not insignificant was the example of her mother, also a nurse, who allowed young Stephanie to see other nurses at the bedside caring for patients and families and advance into managerial, leadership and even policy roles. Her signature memory of young patients involved a 2-year-old leukemia patient, Emily. The two bonded as Emily hadn't with any other nurse, "I didn't have my own children at the time, but I remember thinking if we lose her, it will have to feel as close to losing your own child as one can experience when they aren't really yours," Meyer says. "When she wasn't doing well, I cried, in private. She was always happy and would tell me, 'I'm OK—it's going to be fine.'" And she was. Today, Emily is in college—and has chosen health care as a career. "This is a full-circle moment for me," Meyer said. "She, and her family, gave more to me than I ever gave to them. She will forever be my 'why.'" Meyer didn't end up at Children's Mercy by chance. Of that, she's convinced. "There is a plan for everyone; however, to find it you must open your mind, heart and then listen," she says. "It will find you if you let it."



STEPHANIE MEYER
Children's Mercy Kansas City

More than 20 years ago, Stephanie Meyer landed at Children's Mercy, and found something more than a nursing job. She found a mission, thanks largely to the distinctive patient cohort at a pediatric medical center. "Kids are extremely resilient," says the hospital's associate chief nursing officer. "Even when they don't feel well or have a terminal illness they NEVER give up. They keep trying and give it everything they have, day after day. It is a lesson we all can learn from. It's why I wanted to take care of children—they give us all hope." A native of Jefferson City, she decided to make Kansas City her home after finishing her nursing education. She has risen steadily through the ranks in nursing responsibilities, assuming her newly created position just last year. You can draw a straight line from where she is now to her childhood, and the values imparted by her parents. They were, she says, "amazing influences in my life. They taught me, early on: always work hard, respect ALL people, as everyone has value, be intentional in your

actions and your words, and be accountable always." Not insignificant was the example of her mother, also a nurse, who allowed young Stephanie to see other nurses at the bedside caring for patients and families and advance into managerial, leadership and even policy roles. Her signature memory of young patients involved a 2-year-old leukemia patient, Emily. The two bonded as Emily hadn't with any other nurse, "I didn't have my own children at the time, but I remember thinking if we lose her, it will have to feel as close to losing your own child as one can experience when they aren't really yours," Meyer says. "When she wasn't doing well, I cried, in private. She was always happy and would tell me, 'I'm OK—it's going to be fine.'" And she was. Today, Emily is in college—and has chosen health care as a career. "This is a full-circle moment for me," Meyer said. "She, and her family, gave more to me than I ever gave to them. She will forever be my 'why.'" Meyer didn't end up at Children's Mercy by chance. Of that, she's convinced. "There is a plan for everyone; however, to find it you must open your mind, heart and then listen," she says. "It will find you if you let it."



KRISHA KLUG
North Kansas City Hospital

"I don't recall a time in my life when health care wasn't my career calling," Krisha Klug asserts. "I believe this was because being a nurse was not just a career path; it was, and is, an extension of who I am." She's the nursing director for the inpatient surgical unit at North Kansas City Hospital, living out a life/career goal "to be independent and find my own way." A St. Louis native who moved here with her husband in 2004, she's the first in her family to be a health-care professional. Her parents, she says, "were always supportive of my passion for healthcare, even though my 'drive,' as they called it, was exhausting at times. In our home, hard work, dependability and integrity were not optional. Today, I feel like these values reflect my professional performance." She trained her sights on a nursing career while still in high school, and has worked for more than 26 years at BJC Health in St. Louis and North Kansas City, where she's regarded as a nurturing leader who inspires others to excel. "While practicing nursing at the bedside, my favorite

role was working as a progressive-care float pool nurse," Klug says. "I loved the variety of units, patients and unit cultures. Each workday, I would be assigned to a unit that needed help. Being able to solve problems was fulfilling for me, as I knew I was helping both the patients and the care team." Throughout her career, she says, several patients have transformed her practice and her life. One in particular who left a lasting impression was receiving cancer treatment and had tagged "challenging" by other providers. "I made it my mission to break through his tough exterior as I cared for him," Klug says. It took patience, conversations with his family, and anticipation of his needs with pain management, but on Day 3 came The Breakthrough. "Although my teammates never understood why I enjoyed caring for this patient," she says, "I had the honor of caring for him before he succumbed to cancer and passed away." A few months later, the patient's wife came to the unit and gave her a glass angel Christmas ornament; "she said her husband always referred to me as his 'angel nurse.'" More than 15 Christmases later, that ornament continues to hang front and center each year on her tree.



MICHELLE MILLER
KC Care Health Center

"I grew up around caring, nurturing and independent women," says Michelle Miller, and given their career paths, a nursing career of her own was never a stretch: Her mother is a nurse; a grandmother was a certified nurse assistant. It was a visit to her grandmother's hospital, in fact, that sealed the deal when

Miller was just 12 years old. "I knew then I wanted to be a nurse," she says, and she positioned herself for the field early, starting as a CAN at the age of 17. There followed in quick succession licensing with LPN, her associate's degree, bachelor's, then master's. "It was," Miller says, the logical thing to do." Miller's affinity for serving in venues where health care delivery entails challenges social and economic challenges among patients is fundamental to Miller's hopes of making a difference with her skills. She previously worked at Truman Medical Center, which bears the biggest burdens that come from treating inner-city populations that have significant health issues and carry less insurance coverage, and now at the center, where a disproportionate share of the patients is also uninsured. And Rose Brooks presents special challenges with women who have been in abusive situations. "I believe that all people, no matter your circumstances, are entitled to basic health care and deserve to be taken care of," Miller says. "It is rewarding to help those in need who may not otherwise receive any health care." The rewards of that work are many, but have a special meaning for her with her experience at the shelter. "I love when patients continue to see me for their primary care after they have been at Rose Brooks, and tell me how grateful they are for the help they received while there. It's always rewarding to see patients who have improved their overall health, and that I have had some part in this."



AMANDA CACKLER
The University of Kansas
Health System

When the first rumblings of a new coronavirus surfaced last year, Amanda Cackler was able to apply some context to the challenge. She's the director of quality and safety for the department of nursing at The University of Kansas Hospital, and in the fall of 2014, she became acquainted with a potential viral

killer known as Ebola. "I was challenged in a way I never imagined—preparing the health system for a potential deadly pandemic," Cackler says. They never saw a confirmed case, but six years later the experience paid off, with one big difference; this time, there would be patients with COVID-19. Hundreds of them over the course of the coming year. "The past year has been absolutely crazy!" Cackler says. "What has made it most stressful is the ambiguity of the situation—not knowing what the best practices are in advance, dealing with product shortages, responding to various reporting requirements by state and national health departments, and having to learn and apply new information in the moment, practically every day." In that environment, she says, it was critically important to stay connected and visible to the members of her team to understand the new challenges they were facing every day, every shift. A product of Edgerton, in southwest Johnson County, Cackler says her father was a physician who died when she was quite young. She considered following his path, but on a chance tour of KU's School of Nursing facilities, she found her calling: critical-care nursing. As various mid-level administrative positions opened, she pursued them, eventually leading to a quality-control specialization. When she realized the very real threat of cross infections, something triggered in her. Health care, she says has "an incredible opportunity to streamline practices and improve communication and work flows to become more efficient and safe for patients and health-care workers. ... I knew I wanted to be a part of finding and applying best practices in such a complicated industry."



Congratulations to Michelle Miller, NP!

Thanks to you, KC CARE Health Center continues to expand our legacy of trusted, compassionate, innovative care.



On behalf of the team at *Ingram's* and the thousands who have enjoyed our Heroes in Healthcare annual celebrations, we want to express our heartfelt love and thanks to our great friend, **Tammy Beckett-Roach.**

Tammy's infectious smile and spirit, as well as her genuine appreciation for our Heroes in Healthcare, has been extraordinary for each of the 18 years of this unique program. Many leave the event with Tammy's balloons to brighten the hearts of those in need. This year, we honor this great lady and her family for being such a vital part of the Heroes in Healthcare tradition.

INGRAM'S



| Rank 2021 | Company/University Name | Total Enrollment 2020/19 | Pre-Nursing Enrollment 2020/2019 | UG Admitted Enrollment 2020/19 | Graduate Enrollment 2020/19 | Undergraduate Tuition Per Hour In State/Out of State Fall 2020/2019 | Graduate Tuition Per Hour In State/Out of State Fall 2020/2019 | Full-Time Faculty Student: Faculty Ratio | Degrees/Accreditations | Specialties | Top Nursing Program Executive Title |
|-----------|---|--------------------------|----------------------------------|--------------------------------|-----------------------------|---|--|--|--|--|--|
| 1. | Maryville University of Saint Louis 650 Maryville University Dr., St. Louis, MO 63141 314.529.9350, www.maryville.edu/hp/nursing | 4,266 4,273 | 93 130 | 749 547 | 3,424 3,596 | \$781/\$781 \$781/\$781 | \$813/\$813 \$797/\$797 | 33 8:1 | BSN, MSN, DNP HLC, CCNE | AGPCNP, FNP, AGACNP, PPCNP, PMHNP | Karla Larson Assistant Dean, Nursing |
| 2. | Butler Community College 901 South Haverhill Road, El Dorado, KS 67042 316.322.3140, www.butlercc.edu/nursing | 1,741 1,746 | 1,485 1,490 | 256 256 | N/A N/A | \$123.50/\$183 \$121/\$180 | N/A/N/A N/A/N/A | 16 8:1 | AND-RN ACEN, KSBN | DD | Caleb Ediger Assoc. Dean |
| 3. | University of Missouri S245 Nursing Building, Columbia, MO 65211 573.882.0277, www.nursing.missouri.edu | 1,613 1,378 | 753 646 | 458 411 | 402 321 | \$306/\$920.40 \$299/\$899.70 | \$394.90/\$395 \$386.00/\$386 | 49 10:1 | BSN, RN, MSN, DNP, PhD, CCNE | BSN, UG (online): RN-BSN, PNP, AG, PMNPN, CNS, FNP | Sarah Thompson Dean |
| 4. | Kansas University Medical Center 3901 Rainbow Boulevard, Kansas City, KS 66160 913.588.5000, www.nursing.kumc.edu | 1,210 1,195 | 488 477 | 429 412 | 293 306 | \$342/\$891 \$342/\$891 | \$421/\$989.60 \$421/\$989.60 | 51 6: | BSN, MS, PhD, DNP CCNE, ACME | MS, DNP AGPCNP, FNP, PHN, PMDNP, Adv. Practice | Sally Maliski Dean |
| 5. | Saint Louis University 3525 Caroline Mall, St. Louis, MO 63104 314.977.8995, Fax: 314.977.8949, nursing.slu.edu | 1,121 1,119 | 0 0 | 681 657 | 440 462 | N/A/N/A N/A/N/A | \$1,190/\$1,190 \$1,160/\$1,160 | 56 8:1 | BSN, ABSN, RN-BSN, AMSN/HLC | Adult/Geron. Acute Care, Mental Health, Pediatric | Danny Willis Dean, School of Nursing |
| 6. | University of Missouri-Kansas City 2464 Charlotte Street, Kansas City, MO 64108 816.235.1700, www.umkc.edu/nursing | 1,105 1,160 | 208 211 | 303 307 | 594 642 | \$301/\$843.30 \$294/\$824.30 | \$613/\$1,168 \$600/\$1,142 | 45 6-10:1 | BSN, MSN, Ph.D., DNP/CCNE | MSN: AGNP, FNP, PNP, ACPNP, NNP, PMHNP; DNP: FNP, AGNP, CRNA | Melissa Joy Roberts Interim Dean |
| 7. | University of Missouri-St. Louis One University Boulevard, St. Louis, MO 63121 314.516.6066, www.umsl.edu/divisions/nursing | 855 854 | 190 221 | 381 372 | 284 261 | \$371/\$999.00 \$363/\$976.50 | \$512 /\$1,256 \$500 /\$1,228 | 37 7.23:1 | BSN, DNP, PHD, PGC / CCNE, HLC | LPH, HS, NP. CNP Emphasis: AGNP, FNP, MHNP, PPNP | Roxanne Van-dermaue Interim Dean |
| 8. | Pittsburg State University 1701 South Broadway, Pittsburg, KS 66762 620.235.4431, Fax: 620.235.4449, pittstate.edu/nurs | 837 742 | 490 531 | 263 194 | 84 17 | \$282/\$660 \$266/\$644 | \$371/\$823 \$354/\$806 | 21 10:1 | BSN, MSN, DNP/CCNE | Doctor of Nursing Practice, FNP, APRN Ed & Admin | Cheryl Giefer Nursing Director |
| 9. | University of Central Missouri P.O. Box 800, Dockery 203, Warrensburg, MO 64093 660.543.4775, Fax: 660.543.8304, ucmo.edu/nursing | 791 872 | 463 515 | 158 160 | 170 197 | \$237/\$475.20 \$235/\$475.20 | \$369/\$369.40 \$366/\$365.90 | 17 8:1 | BS, MS / MSBN, CCNE | MSN in FNP and Nurse Educator | Nicole Webb Chair, School of Nursing |
| 10. | Washburn University 1700 S.W. College Ave., Topeka, KS 66621 785.670.1525, www.washburn.edu/nursing | 780 803 | 275 300 | 315 300 | 190 203 | \$375/\$782 \$364/\$759 | 677/\$677 657/\$657 | 28 8:1 | BSN, RN-BSN, PMHNP, DNP / CCNE | DD | Jane Car- penter Interim Dean |
| 11. | Wichita State University 1845 Fairmount St., Box 41, Wichita, KS 67260 316.978.3610, www.wichita.edu/nursing | 771 810 | 374 411 | 323 322 | 74 77 | \$228/\$540.27 \$223/\$529.68 | \$308/\$756.38 \$302/\$741.55 | 29 10:1 | BSN, MSN, DNP CCNE, KSBN | FNP, AG/ACNP, PMHNP, Nurse Ed- ucator, Leadership | Debra Pile Interim Chair |
| 12. | Goldfarb School of Nursing/Barnes Jewish College 4483 Duncan Avenue, St. Louis, MO 63110 314.454.7055, www.barnesjewishcollege.edu | 766 758 | N/A N/A | 669 664 | 97 94 | \$770/\$770 \$770/\$770 | \$834/\$834 \$834/\$834 | 50 8:1 | BSN, MSN, DNP/Ph.D./ CCNE, COA | DD | Nancy Riden- our, President & Dean |
| 13. | Missouri State University 901 S. National Ave., Ste. 300, Springfield, MO 65897 417.836.5310, www.missouristate.edu/nursing/ | 740 759 | 469 570 | 191 131 | 80 58 | \$228/\$517 \$218/\$495 | \$332-\$339/ \$339-\$638 \$319-\$325/ | 19 8-10:1 | BSN, MSN, DNP/CCNE | MSN-FNP, MSN- Nurse Ed., MSN-Pop. Health Leadership | Monika Feeney Director |
| 14. | Fort Hays State University 600 Park St., Hays, KS 67601 785.628.4256, Fax: 785.628.4080, fhsu.edu/nursing | 732 764 | 250 | 332 342 | 174 172 | \$181/\$529.86 \$175/\$511.43 | \$290-\$400/ \$298.55-\$400 \$287.75-\$400 | 22 10:1 | BSN, MSN, DNP/ CCNE | Traditional BSN, RN-BSN, DNP, MSN Nursing Ed & Admin | Jenny Manry Nursing Dept. Chair |
| 15. | Southeast Missouri State University MS8300, One University Plaza, Cape Girardeau, MO 63701 573.651.2585, www.semo.edu/nursing/ | 689 700 | 531 554 | 134 126 | 24 20 | \$267/\$473.50 \$260/\$461.00 | \$340/\$600 \$331/\$584 | 18 8-9:1 | BSN, MSN CCNE | Family Nurse Practitioner in MSN program | Gloria Green Department Chairperson |
| 16. | Missouri Western State University 4525 Down Dr., St. Joseph, MO 64507 816.271.4415, www.missouriwestern.edu/nursing/ | 612 550 | 357 314 | 214 197 | 41 39 | \$220/\$454.00 \$217/\$449.05 | \$363/\$650 \$359/\$643 | 14 8:1 | BSN, MSN/ CCNE, MOSBN | MSN-MBA, HC Lead. (MSN), Nurse Ed. (MSN), BSN Complete | Jacklyn Gentry Chair |
| 17. | Central Methodist University 411 Central Methodist Square, Fayette, MO 65248 660.248.6238, www.centralmethodist.edu | 609 718 | 49 92 | 511 560 | 49 66 | DD/DD DD/DD | DD/DD DD/DD | 17 6:1 | BSN, RN-to- BSN, MSN, ABSN, HLC | MSN- Clinical Nurse Leader, Nurse Educator | Megan Hess Chair |
| 18. | Graceland University 1401 West Truman Road, Independence, MO 64050 816.833.0524, www.graceland.edu/nursing | 560 687 | 25 25 | 51 48 | 484 614 | \$800/\$800 \$800/\$800 | \$830/\$830 \$830/\$830 | 20 6:1 | BSN, MSN, FNP, DNP CCNE | DD | Jolene Lynn Dean of Nursing |
| 19. | Research College of Nursing 2525 E. Meyer Blvd., Kansas City, MO 64132 816.995.2800, www.researchcollege.edu | 532 493 | N/A N/A | 379 332 | 153 161 | \$580/\$580 \$1,260/\$1,260 | \$550/\$550 \$550/\$550 | 34 7:1 | BSN, MSN/ CCNE, HLC, MOSBN | FNP, Nurse Ed., Exec. Practice & HC Leadership, Diploma, BSN entry points. | Thad Wilson President |
| 20. | State Fair Community College 3201 W. 16th Street, Sedalia, MO 65301 660.596.7396, www.sfccmo.edu/nursing | 468 511 | 321 359 | 147 152 | N/A N/A | \$217 (in-district), \$275 (MO resident) | N/A/N/A N/A/N/A | 15 3-8:1 | PPN, ADN/ MSNB | Pediatrics, Obstetrics, Mental Health, Medical- Surgical Nursing | Rhonda Hutton Gann Division Chair, |
| 21. | Neosho County Community College 800 West 14th Street, Chanute, KS 66720 620.432.0350, neosho.edu/departments/nursing | 453 572 | 200 241 | 121 117 | 132 214 | \$133-\$148/ \$147-\$170 \$122-\$145 | N/A/N/A N/A/N/A | 16 10:1 | AND & NCCCC & BSN with KU / ACEN | DD | Pam Covault Director of Nursing |
| 22. | Emporia State University 1127 Chesnut, Emporia, KS 66801 620.341.4441, www.emporia.edu/nursing | 357 343 | 165 | 179 178 | N/A N/A | \$175.93/\$651 \$171.81/\$636 | N/A/N/A N/A/N/A | 12 10:1 | BSN, LPN- BSN, RN-BSN / ACEN, KSBN | DD | Linda Ad- ams-Wendling Chair |
| 23. | Hutchinson Community College 1300 North Plum St., Hutchinson, KS 67501 620.665.3500, www.hutchcc.edu/allied-health | 343 332 | 260 248 | 83 84 | N/A N/A | \$93/\$124 \$91/\$122 | N/A/N/A N/A/N/A | 9 8:1 | AAS ACEN, KSBN | DD | Debra Hackler Director of Nursing |
| 24. | MidAmerica Nazarene University 2030 East College Way, Olathe, KS 66062 913.782.3750, www.mnu.edu | 329 359 | 46 44 | 163 160 | 120 155 | \$599/\$599 \$572/\$572 | \$499-\$539/ \$499-\$539 \$499/\$499 | 17 6:1 | BSN, MSN/ CCNE | Healthcare Admin & Quality Mgmt, Nursing Ed., AGPCNP | NancyDamron Interim Nurs- ing Dean |
| 25. | Metropolitan Community College 3200 Broadway, Kansas City, MO 64111 816.604.1000, mccc.edu/programs/professionalnursing | 275 276 | N/A N/A | 275 276 | N/A N/A | \$107/\$256 \$107- \$190/\$246 | N/A/N/A N/A/N/A | 13 7:1 | AAS/RN (LPN-AAS), LPNC, ACEN MSBN | DD | Gina Taylor Director of Nursing |

Pre-nursing & online students are included in enrollment counts. List was compiled from data provided by college personnel. Some institutions deserving mention may be omitted due to lack of info. In the event of a tie for Fall total enrollment, programs were ranked by number of full-time faculty.

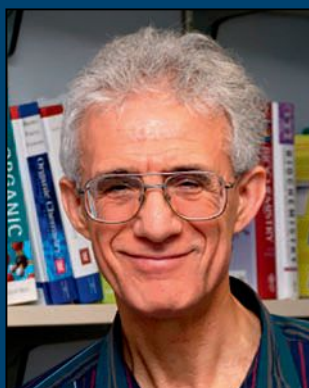
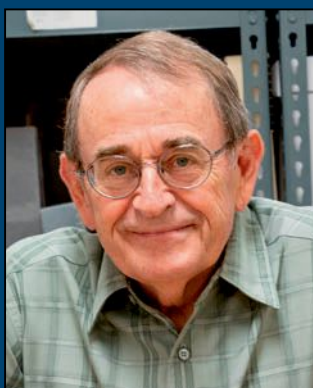
20  21

ICONS of EDUCATION

by Dennis Boone

THEIR PURPOSE IS THEIR PASSION

Some make their living in the collegiate C-suite, some in the classroom, some at the research bench. But the common thread running through the lives of these six exceptional educators is the depth of their passion for the mission. That defining characteristic unites these six individuals as Ingram's 2021 Icons of Education. They have shown a rare level of commitment to education, and to bringing out the best in the region's next cohort of employers, workers and upstanding citizens.



He might not have been born for a challenge like this, but Richard Myers certainly was trained for it: As a global pandemic raged throughout 2020, when leadership mattered most, the president of Kansas State University drew on a career steeped in crisis response, when decisions truly were matters of life and death.

A native of Merriam, Myers earned a mechanical engineering K-State in 1965. For the next 40 years, he rose through the ranks of the U.S. Air Force. He retired at the rank of General—that’s with four stars, and they don’t hand out a fifth unless we’re in full-scale war. He capped that career with four years as Chairman of the Joint Chiefs of Staff.

Did battling real-life threats around the world prepare him for an unseen viral killer? “I think so—I’m used to dealing with crises,” he says. In military leadership, “crisis management is



RICHARD MYERS
KANSAS STATE UNIVERSITY

something we train for and plan for.” In Manhattan, where he’s been president since 2016, the pandemic threat required a strategic approach. And that’s what he extracted from his team, especially the brain trust at the university’s Lafene Health Center.

“If you go back to March, we

didn’t know anything about this virus, so we asked students not to come back after spring break,” he says. “But we learned we could deal with it: we opened up research in June, then had the hybrid in-person/virtual classes in the fall. We learned we could keep the campus safe, keep the faculty and students safe.”

Now his team must pick up pieces from the financial wreckage imposed by loss of enrollments, costs of upgrading HVAC systems, refunds of housing and dining-hall fees—even the parking fees that funded maintenance and paid the mortgage on the parking garage. Meanwhile, megatrends in higher education—shifting demographics, cost challenges and the like—were indifferent to a global health crisis.

Undeterred, Myers marches on, grateful for a chance to make a difference at the institution that helped him get a start in life.

“To be part of K-State’s progress, to be around students, faculty, staff—all these folks—and move the university forward together has been really rewarding,” he says. He was 75 when he became interim president, after being scolded by the legendary Bill Snyder that there was still a lot of runway left. (The two, by the way, are able to walk into campus facilities named after them, although Snyder’s has slightly more seating capacity.)

He has no retirement plans, but he says, “the deans and alumni know I’m not here building a resume. I’m done with that. That gives you wide berth in terms of my motivation. We do a lot of collaboration, get everybody on board with major steps and changes we’re making. I think it’s setting K-State up for real success when COVID goes away. We’ll be a better university to meet the challenges.”

Two small, thin strips of paper have a special place on the desk of Barbara Bichelmeyer, provost at the University of Kansas. They came out of fortune cookies. And their message resonated more in 2020 than at any other point in a 30-year academic career. One says, “The only way out is through.” The other: “Don’t quit until you’re proud.”

“On my hardest days, those what I remember,” says Bichelmeyer, who came to Lawrence a year ago after a five-year stint in a similar role at the University of Missouri-Kansas City. She started her new duties roughly two weeks before the word “COVID” entered her vocabulary. A public-health crisis unprecedented in our lifetimes was bad enough, but then came a presidential election year that demonstrated how out of touch so much of America was with classical liberal instruction in things like critical thinking, hon-



BARBARA BICHELMAYER
UNIVERSITY OF KANSAS

est debate and an educated, informed citizenry.

“I don’t know how you have the kind of government the U.S. was built on without having educated citizens who can engage in worthy debate and dialogue,” Bichelmeyer says. “I’m hoping we’re at the nadir, that this is the

darkest point before the dawn.”

A native of Shawnee, Bichelmeyer started down another career path, earning a journalism degree from KU and working at a daily newspaper in Olathe for a short stint. But she went on to earn three more degrees in Lawrence, with a master’s in educational policy and her doctorate in educational communication and technology. She has served in a number of administrative roles as well as classroom instruction, much of that over a two-decade stretch at the University of Indiana. There, she rose to executive associate vice president for university academic and regional campus affairs.

When the UMKC role opened in 2015, Bichelmeyer came back to her Kansas City roots. The KU position, though, brought her back *home*. It’s rare, indeed, to hold such a high-level leadership role at one’s alma mater in the pinnacle years of a

career, and that fact is not lost on Bichelmeyer.

“It’s not only my alma mater—it’s not far from where my great-great-grandparents homesteaded when they came to the U.S. from Germany,” she says. Her late father once gave the Watkins Memorial Society a photo of the log cabin where her ancestors settled, with Mount Oread in the background, yet to show signs of the campus that was about to bloom.

“I think about that quite a bit—what it looked like 150 years ago, what it will look like in another 150 at this transformational moment, and how I can help steward the institution,” Bichelmeyer says. “There is this massive sense of history and opportunity for the future if we can come together to meet the needs of the 21st century. I owe so much to so many—everything about my professional life, I owe to KU.”

One of Ingram's 2021 Icons of Education

Congratulations, Provost Barbara Bichelmeyer!



As we say around here to recognize great successes — Rock Chalk!

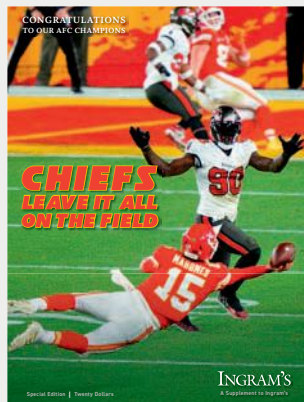


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The combination, young Larry Gragg found, was almost irresistible: History and literature. Instructors similarly enthralled by those subjects, he says, “prompted me to love exploring past cultures and seeking to understand the connections between past generations and my time.” Across nearly half a century of teaching, he has done his best to impart that passion to, by his count, 6,500 students, most of them at MUS&T.

A native of Southwest Missouri, he also took from his youth lessons in hard work and focus, from his parents’ experience in farming and running a greenhouse. And from his schooling, he came to realize that the best teachers were those who loved what they were doing. History, though, had a special place.

“I had decided by the time I was a sophomore that I wanted to teach,” he recalls, and



LARRY GRAGG
MISSOURI UNIVERSITY OF
SCIENCE & TECHNOLOGY

he found the right fit with the teacher-education program at what is now Missouri State University. He never looked back, moving on to teach courses in political science, as well. “I have been teaching, as a student teacher, teaching assistant, secondary school teacher, and

college professor since 1972,” says Gragg, who came to the Rolla campus five years into his career. “There is nothing better than connecting with students and seeing them succeed!”

If you’re curious about why an institution famed for engineering and science instruction features bedrock subjects of liberal-arts education, Gragg is the man to ask. He recently published a history of the campus “Forged in Gold”—to commemorate its sesquicentennial.

Even before he arrived, there, he says, the school’s leadership knew it had to be about more than mining and metallurgy. They concluded “that it was critical to have a more comprehensive university, in part to develop engineers and scientists who understood the context for what they would be doing in their careers, but also to offer a wider range of degree options to students in South

Central Missouri.”

So he’s part of a broader curriculum, he notes, that includes degrees from business and management systems to computer science, economics, life sciences and much more.

Continuing to pay things forward for new generations, Gragg was part of the 2014-2015 Missouri Learning Standards Committee for Social Studies in grades 6-12. That group, contrary to current trends in public education today, emphasized eras from the colonial period through post World War II, including the American Revolution, Civil War and Reconstruction, events that shape the world we live in today.

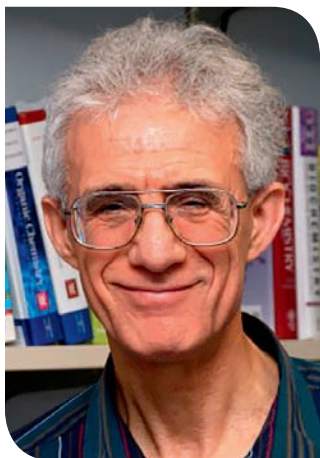
As a consequence of that panel’s work, Gragg says, “most of the students coming to Missouri S&T have a reasonably good grounding in U.S. history, one upon which we can build.”

Roughly one person in 100 on this planet suffers from chronic lung disease; roughly 3 million people bearing its burden today won’t see the arrival of 2022.

Those have been the stakes for medical chemist William Groutas in more than 40 years as instructor, researcher and mentor. He holds the title of Distinguished Professor at Wichita State University, where he’s been a fixture since 1975.

Today, his work has a particularly relevant urgency. Decades of research into enzymes that affect human lung function are now being applied in the fight against COVID-19.

“SARS-CoV-2 utilizes a protease for replication and survival,” he says. “I was well-positioned to work on the design of inhibitors of SARS-CoV-2 protease because of my early work with proteases (neutrophil elastase, norovirus proteases, and others).”



WILLIAM GROUTAS
WICHITA STATE UNIVERSITY

Now, in conjunction with researchers at Kansas State and its veterinary school, Groutas and his research team at WSU are working with Cocrystal Pharma, a Washington-state biotech company, to advance and market a potent inhibitor of the protease villain behind the virus. “Assuming

everything goes well, Phase 1 clinical trials will be initiated this summer,” Groutas says.

One must usually take, with a large grain of salt, comments from students on most any series of entries on web sites that encourage ratings of college professors. With Groutas, however, it’s clear that students in his courses highly value his evident concern for their success—even as some lament the challenges posed by his approach to tests. Suffice to say, they aren’t slam-dunks.

“My exams always include a few questions that are intended to help develop critical reasoning and thinking skills,” Groutas concedes. “These questions enable students to work up to their full potential—sort of ‘stretch’ their minds, but not to the breaking point!” His teaching philosophy, he says, was shaped by “some inspiring college teachers that I was blessed to have as an under-

graduate.” He earned his bachelor’s at American University in Beirut, and later at the University of Kentucky, where he earned his doctorate in organic chemistry.

Kansas, he says, has significant research assets in place that could be leveraged to raise the state’s profile in biomedical research and create opportunities to attract, and potentially retain students and future researchers.

“I believe that what is needed is the establishment of a state-funded (at least initially) Antiviral Drug Discovery and Development Center to coordinate and bring together all the best research-active investigators—I mean those funded by NIH and other federal agencies—at KU, K-State, Wichita State, etc.,” he says. “Talented students can be recruited to work on different projects. As things are now, resources are diluted and duplicated.”

History made.

Missouri S&T congratulates Dr. Larry Gragg, Curators' Distinguished Teaching Professor emeritus of history and political science, for being named one of *Ingram's* 2021 Icons of Education.

Through your dedication as a researcher, author, educator and historian, you've enriched our understanding and appreciation of American history.

Dr. Gragg is the author of nine books, including *Forged in Gold: Missouri S&T's First 150 Years*, an account of the university's commitment to its land-grant mission. The book gives readers a deeper appreciation for the way the campus has shaped the world, from the post-Civil War Industrial Age to the space race and beyond.

Learn more at 150.mst.edu.



“My students,” declares Helen Hahn, “aren’t given a choice; learning to love literacy is mandatory in my classroom.”

Hahn, director of Braille instruction at Alphapointe, doesn’t merely provide instruction on how to navigate the challenges of blindness—she lives it as someone who is legally blind. But she’s no stranger to overcoming challenging circumstances.

When she was still a child, her mother died, leaving her father to raise six small children on his own. “My family quickly learned the values of hard work and the need to support one another, always!” Hahn says. As she moved through school, she found lifelong guidance from her track and forensics coaches, who “taught me how to push myself, and they helped to instill the confidence in me to achieve, even when the odds



HELEN HAHN
ALPHAPOINTE

were not in my favor. I can’t thank them enough because their mentoring guided me to go the extra mile to mentor my students and clients today.”

That she ended up as a teacher was no fluke. “As a child, while playing school, I insisted on playing the role of

teacher,” she says. “Soon, play became a passion to educate.” But as a visually impaired teacher, even when she found there were often barriers to overcome, “adversity made my passion stronger. After decades of working with visually impaired children and adults, I am still having fun and learning from them.”

A Wisconsin native and life-long Packer—the cats she owns with her husband are named Nitschke, Butkus and Sterling—Hahn find motivation and inspiration from students, clients, colleagues and friends. Passion in her work comes in teaching Braille literacy, and has been a driving force in her life. “When an adult experiences a loss of vision, he is often devastated by the inability to read the newspaper or read an email,” Hahn says. “It takes some training, but special

magnification, Braille, or audio devices empower him to regain the literacy skills needed to work or enjoy a fulfilling life.”

The rewards of teaching are a two-way street: On one side, students are moving forward toward fulfilling lives; on the other, Hahn is reaping the personal satisfaction of helping them along.

“I do not have the words to express the inspiration I get from my students when they achieve proficiency in reading and writing,” she says. “Years later, when they see me somewhere, they talk about the books we read, and the majority of them still read for pleasure. Perhaps my instruction plants the seed to achieve, but knowing that my work helps to shape a client’s or a child’s life or career success, provides me with so much motivation and joy.”

Robert White’s motivation to teach medicine isn’t just professional—it’s deeply personal. It is in large part grounded in the grief known only to a parent who has lost a child. In his case, Brian White, his son, an engineering student who was just 23 years old when he died.

“We were not aware he suffered from heart disease, and his death was sudden,” White recalls. “To teach medicine or biomedical science is my way to make a difference by doing what I can to help produce the next generation of physicians and scientists who may do their part to help individuals like my son in the future. My efforts in research and academics are to honor the memory of my son.”

The concept of paying it forward through his work is also in the DNA for White, dean of the college of biosci-



ROBERT WHITE
KANSAS CITY UNIVERSITY

ences at Kansas City University, where he is also a professor of biochemistry. This native of the Boston area can recite a long litany of mentors who have helped him find direction and purpose in life. One would be his mother, who lacked a high school diploma of her own but came to prize

education and pushed her son to excel, and he became the only member of his family to finish college.

Others include professors, research colleagues and hospital administrators; all, he believes, have imparted something that contributed to his successes as a researcher, teacher, motivator and scientist. “It is always important to pay-it-forward and that has been my goal as the dean of COB,” White says, “to help my students find their dream just like others helped me find my dream.”

He came to KCU in 2010, after 17 years at Children’s Mercy, where he ran the diagnostic lab and conducted research in to maladies like Duchenne Muscular Dystrophy, AMKL leukemia, Iron Overloading disease. Over the course of his research, he has authored more than 80 publications in peer-reviewed jour-

nals including the highly regarded Journal of the American Medical Association.

His time at Children’s may have been as instructive to him as it was to the beneficiaries of his work: “The value of helping others was a lesson I learned from my time at CMH, where kindness met science,” he says.

At KCU, he is credited with a nearly four-fold increase in bioscience enrollment. Knowing that those students will eventually head off to hospitals, clinics, universities and research labs offers another level of assurance that his work is making a contribution.

“I enjoy teaching very much and am a story teller,” White says. “There is gratification when students understand a concept I am teaching and they get as excited and passionate about a subject as much as I do.”



Congratulations Helen!

Helen Hahn & Braille Challenge
national champion Salome Cummins.

For more than **30 years**, **Helen Hahn** has taught thousands of children and adults who are blind and visually impaired the importance of Braille and language skills so they could realize their dreams of success in school, work and life.



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Helen Hahn & Braille
Challenge national
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CONGRATULATIONS

Robert White, PhD

Your commitment to KCU's students is evident in the countless hours you dedicate to ensuring their overall success.

Your leadership allows KCU's College of Biosciences to be not only innovative but also grounded in compassion.

Thank you, and congratulations on being named a 2021 *Icon of Education*.

KANSASCITY.EDU





The New Brain Drain

A pandemic-driven drop in college enrollments inflicts additional pain on region's system of higher education.

by Dennis Boone

If your job, your company, your hiring department or your community and its overall health have any stake in the ability of this region to produce job-ready college graduates, we have a challenge for you:

Think about the University of Missouri in Columbia, circa 2015—a thriving, bustling campus yet to experience wild claims of pervasive racial animus. While you're at it, think about the University of Kansas mother ship in Lawrence and its School of Medicine at Wyandotte County.

Ready for the challenge? Close your eyes and think of these regional flagship universities without a single student enrolled. No one on any of those campuses taking classes; no one off-campus learning remotely.

The point of this exercise: The roughly 56,000 students studying at those institutions five years ago equals almost exactly the combined enrollment losses among higher-education venues in Kansas and Missouri over the past five years. The losses have come across the board, at public and private institutions, whether four-year schools or two-year community colleges.

That trend has serious implications for business, to be sure. But there's more than just a vibrant work force at stake. Economic-development executives say those high-demand, higher-income employees create markets for the kinds of civic amenities that make communities attractive—entertainment and artistic cultural venues, or professional sports, for example.

University administrators have known for the better part of a decade that the demographic writing was on the wall: Smaller cohorts of 18-year-olds began showing up in 2009, and the pressure has only recently shown signs of relenting. But between 2015 and 2020, the downtrend was

pronounced. With the arrival of a campus-clearing pandemic in early 2020, the plunge became precipitous.

And it has shown no favorites: Public four-year institutions, private liberal-arts colleges and community colleges as well have felt their respective shares of the pain:

- With Mizzou leading the way (down the equivalent of nearly 4,400 full-time students since 2015), public universities have shed more than 21,000 students—37.7 percent of the total loss.

- Private colleges, especially in Missouri, have shed 16,200 students, about 28.9 percent of the overall loss.

- Even community colleges—which usually see enrollment surge during times of comparatively high unemployment—saw enrollment slashed by 18,650, or 33.3 percent of the decline.

And those numbers are just over the past five years. Some might be tempted to lay the collective blame on the system's response to COVID-19, by shutting down campuses as a cure that could prove more deadly than the virus itself. But there's more going on here, says Matt Lindsey, president of the Kansas Association of Independent Colleges.

"Over the past five years, there has been this ongoing, non-stop debate about the purpose of college itself," Lindsey says. "Is it job training, or is it educating the whole person?"

Given that, and the diverse missions of the three strands of higher education, there can be no magic-bullet policy prescription to address the enrollment challenges, campus executives say. Even before the pandemic, higher education was being slammed with financial, technological and other demographic challenges—loss of prized faculty through retirements among them. But before one can fully comprehend

where colleges are going today, it might help to understand where they've been.

The Roots of Higher Education

If you know the name Guillaume Valentin Dubourg, then you know about Saint Louis University—Dubourg put in place the first university west of the Mississippi River. More than 20 years would pass before the University of Missouri came to be, taking higher education from the private realm into public. Today, the state boasts 13 public universities, along with 39 private 4-year colleges and 13 community colleges.

More than 40 years passed between Missouri's entry into the Union and the addition of Kansas, but the newcomer wasn't far behind in developing public higher education. Like Missouri, the private sector took the lead after Gov. James Denver authorized the creation of 10 institutions in 1858, three years before statehood.

Three of those 10 are still in operation, two of them now public institutions—Highland Community College and Kansas State University (founded by the Methodists as Blue Mont Central College). The third, Baker University, was chartered three days after the two others and still operates as a private college.

Under the aegis of the Kansas Board of Regents, the state operates six public universities and 19 community colleges. On the private side are 25 small colleges.

On each side of the state line, one of the biggest challenges to higher education for more than a decade has been the steady erosion of public funding. The decline has been significant enough to spawn dark-humor assessments that the states have gone from having publicly funded universities to publicly assisted universities to publicly located universities.

Too often, especially on the public-sector side, discussions over challenges to higher education (almost always grounded in finance) overlook the distinctive nature of a three-legged stool: we have major research universities, whose threefold mission entails research and service, as well as education; community colleges, which help prep students for bachelor's degree completion but also focus heavily on more immediate work-force development needs; and private college with deep histories in liberal-arts education, aimed at producing well-rounded critical thinkers who can excel in career tracks beyond their collegiate majors.

Those are important distinctions, but they've been blurred somewhat in public

policy circles by a pair of recessions over the past decade, especially after the COVID-induced damage to the economy.

Perhaps the most significant development over the past five years, said Missouri's higher education commissioner, Zora Mulligan, "is the sense of urgency around preparing students to enter the work force. That's always been part of the public institution's mission, but it has become much more important for institutions with programs directly linked to work force."

But there's more riding on outcomes of discussions about the mission of higher education, she says, "We need to better articulate that those who don't have that direct link still have value for employment—not as

explicitly linked, but still have lot of value. The words on a diploma often translate to what you do—nursing, computer science—but those degrees in political science or psychology, while not straight-line to jobs, are critical to development of those workers."

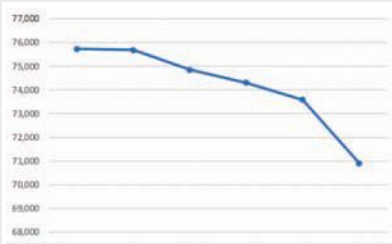
Mulligan is grateful that Gov. Mike Parson is an enthusiastic proponent of higher education. But it would take some doing—perhaps years of concerted effort—to restore a public commitment to that end. By some estimates, per-student state funding for public four-year colleges has dropped by nearly half when adjusted for inflation. As result, more students are taking on larger debt to earn a degree, and too often, unable to find work in their chosen field.

A TROUBLESOME TREND

A long-term decline in college enrollment across Missouri and Kansas carries huge implications for business, government finances, and quality of life—for starters.

KANSAS

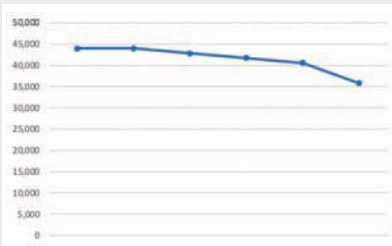
Public Universities



5 Year Change
-6.38%

5 Year Enrollment Decline
-4,828

Community Colleges



5 Year Change
-18.57%

5 Year Enrollment Decline
-8,168

Private Universities

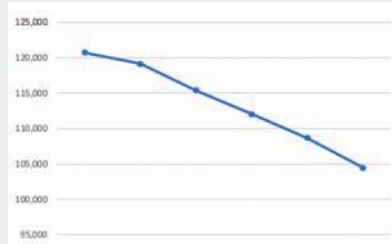


5 Year Change
-9.12%

5 Year Enrollment Decline
-1,775

MISSOURI

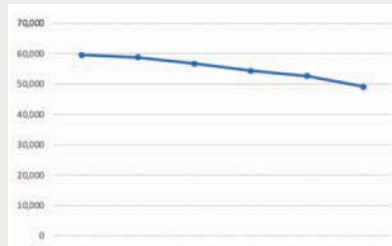
Public Universities



5 Year Change
-13.50%

5 Year Enrollment Decline
-16,298

Community Colleges



5 Year Change
-17.58%

5 Year Enrollment Decline
-10,479

Private Universities



5 Year Change
-15.34%

5 Year Enrollment Decline
-14,453

REGIONAL ENROLLMENT TOTALS:

| 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 5 Year Change | 5 Year Enrollment Change |
|---------|---------|---------|---------|---------|---------|---------------|--------------------------|
| 413,745 | 407,187 | 396,578 | 388,649 | 377,619 | 357,744 | -9.27% | -56,001 |

With \$1.68 trillion in current outstanding loans providing a backdrop, the conversation over a college degree's value proposition is being reframed around whether we need more doctors and engineers rather than French literature majors.

The deeper currents running against universities, especially public sentiment about the value proposition of a college degree in this economy, are not subsiding.

As a result, Mulligan says, "a lot is happening in terms of enrollment. The reality is that in 2015, we were coming off the high from the Great Recession in 2007-09; we had a huge bubble in enrollment, and that has been a factor that creates the impression of a huge decline." On top of that, she says, are declines in the population of high school graduates nationwide, a trend that appears to be stabilizing.

While she's thankful that most universities, after the COVID impact, didn't experience a nightmare scenario, "I'm still worried," Mulligan said. "There are some early indications like FAFSA (federal student aid) filings being down significantly on a year-over-year basis." As a result, Missouri universities have redoubled efforts to help school

counselors with things like FAFSA filings.

"We also are going to be understanding the long-term impacts of COVID for a long time," she said. "For many students their junior years were interrupted last spring, and their senior years are very different than they had expected. I don't know how those carry forward."

Campus executives acknowledge that over the past five years especially, the very purpose of a college education has been at the center of a constant conversation: Should it be for job training, educating the whole person, imparting soft skills and developing work ethic? All of those? Various combinations?

"The whole liberal-arts conversation, that is a pendulum that swings back and forth," said Lindsey. "But for private liberal arts colleges, we're not going to take on the mission of community colleges and technical colleges. That's outside the mission. But we have to find ways to intersect with the way people look at college and talk in different ways than we're used to. That's been an ongoing challenge about what we do and how we deal with why go to college, without sacrificing who we are."

Bill Gamble, Lindsey's opposite number as president of the Independent Colleges and Universities of Missouri, is convinced that recent trends won't hold.

"The independent college sector is likely to come out of the pandemic stronger than before," Gamble said. "Some of our institutions have seen record enrollment even during a global pandemic. Our colleges, in some cases, were better positioned to make the dramatic changes necessary to meet the needs of students in this extraordinary time." **I**

Upcoming Historical Perspectives:

Topics we'll explore throughout 2021:

- MARCH Regional Banking
- APRIL Agribusiness at Our Core
- MAY Engineering and Design
- JUNE Logistics and Warehousing
- JULY The Law Firm Landscape
- AUGUST Sports in KC
- SEPTEMBER C-Suite Changes
- OCTOBER Reinventing Health Care
- NOVEMBER A Kansas City Makeover
- DECEMBER Philanthropic Realignment

Seeking Recommendations for 50 Kansans You Should Know (and Missourians)

Who are the most intriguing, interesting and relevant characters you know in Missouri and Kansas?

Since 2011, *Ingram's* has showcased these fascinating and accomplished citizens each year with our **50 Missourians (and 50 Kansans) You Should Know** feature. Here's your chance to recommend candidates for inclusion in our 2021 edition of *50 Kansans You Should Know*, and future nominations in Missouri.



Ingram's March 2021 edition will include an equally impressive lineup of high achievers, unique personalities and characters from the Sunflower state.

We're Now Accepting Nominations!

Help us set these select field by submitting your recommendations on accomplished Missourians and Kansans.

File online at www.Ingrams.com/Nominate, or send your nominations to:
Editorial@Ingrams.com ■ MAIL TO: 2049 Wyandotte, Kansas City, MO 64108

TOP PUBLIC COLLEGES & UNIVERSITIES (MO-KS)

Ranked by Undergrad FTE Enrollment

| Rank 2021 2020 | College/University Name Address Phone, Fax, Website | Undergrad Enrollment Fall 2020 Fall 2019 | Graduate Enrollment Fall 2020 Fall 2019 | Total Enrollment Fall 2020 Fall 2019 | Undergrad. Tuition Per Credit Hour Fall 2020/2019 In State/Out of State | Graduate Tuition Per Credit Hour Fall 2020/2019 In State/Out of State | # of Full-time Faculty/ Student: Teacher Ratio | Basic On-Campus Housing per Semester | Annual Operating Budget/ Endowment Funds in Millions | Chief Administrator Title |
|-------------------|---|--|---|--|--|--|---|---|---|---|
| 1. 1. | University of Missouri - Columbia 230 Jesse Hall, Columbia, MO 65211 573.882.2121, Fax: 573.882.9907, www.missouri.edu | 21,849 21,160 | 5,500 5,411 | 27,349 26,571 | \$311/\$920 \$299/\$900 | \$395.00/\$1,081 \$386.00/\$1,057 | 2,421 11:1 | \$5,739 \$5,254 | \$2,666 \$1,094 | Mun Choi Chancellor & UM System President |
| 2. 2. | Missouri State University 901 S. National, Springfield, MO 65897 417.836.5000, Fax: 471.836.4938, www.missouristate.edu | 19,620 19,801 | 3,884 3,652 | 23,504 23,453 | \$228/\$517 \$218/\$495 | \$302.00/\$608 \$289.00/\$582 | 742 20:1 | DD \$4122 | \$297 \$96 | Clif Smart President |
| 3. 3. | University of Kansas (all campuses) 1502 Iowa St., Lawrence, KS 66045 785.864.2700, Fax: 785.864.7100, www.ku.edu | 18,438 19,003 | 7,609 7,885 | 26,047 26,888 | \$336/\$899 \$336/\$899 | \$416.20/\$998 \$416.20/\$998 | 2,460 17.4:1 | \$4,950 \$5,175 | \$1,400 \$2,200 | Doug Girod Chancellor |
| 4. 6. | Kansas State University 119 Anderson Hall, Manhattan, KS 66506 785.532.6011, Fax: 785.532.7639, www.k-state.edu | 16,274 17,210 | 4,323 4,509 | 20,597 21,719 | \$313/\$842 \$313/\$842 | \$425.50/\$960 \$425.50/\$960 | 1,395 19:1 | \$5,050 \$4,935 | \$914 \$628.7 | Richard Myers President |
| 5. 5. | St. Louis Community College 300 S. Broadway, St. Louis, MO 63102 314.539.5000, Fax: 314.539.5170, www.stlcc.edu | 12,826 10,056 | N/A N/A | 12,826 10,056 | \$117/\$228 \$114/\$222 | N/A/N/A N/A/N/A | 323 19:1 | N/A N/A | \$143 \$9.08 | Jeff Pittman Chancellor |
| 6. 9. | Fort Hays State University 600 Park St., Hays, KS 67801 785.628.4206, www.fhsu.edu | 12,633 13,128 | 2,700 2,780 | 15,376 15,908 | / \$176/\$511 | \$250.00/\$632 \$241.71/\$610 | 499 17:1 | \$5,449 N/A | \$162 \$156.6 | Tisa Mason President |
| 7. 10. | Ozarks Technical Community College 1001 E. Chestnut Expressway, Springfield, MO 65802 417.447.7500, Fax: 417.447.2605, www.etc.edu | 11,237 11,762 | N/A N/A | 11,237 11,762 | \$117-\$130 in- district; \$164- \$179 out | N/A/N/A N/A/N/A | 224 14:1 | N/A N/A | \$86 DD | Hal Higdon Chancellor |
| 8. 12. | Wichita State University 1845 Fairmount St., Wichita, KS 67260 316.978.6791, www.wichita.edu | 10,775 11,206 | 3,144 2,841 | 13,919 14,047 | \$228/\$224 \$224/\$530 | \$307.98/\$756 \$301.94/\$742 | 562 18:1 | \$6,305 \$6,310 | \$398 \$350.1 | Rick Muma Interim President |
| 8. 4. | Johnson County Community College 12345 College Blvd., Leawood, KS 66210 913.469.8500, Fax: 913.469.2559, www.jccc.edu | 10,282 11,091 | N/A N/A | 10,282 11,091 | \$94 (in-district), \$112 (out)/223 (out of state) | N/A/N/A N/A/N/A | 317 14:1 | N/A N/A | \$220 \$23.52 | Andrew Bowne President |
| 9. 7. | Metropolitan Community College 3200 Broadway, Kansas City, MO 64111 816.604.1000, www.mccc.edu | 8,880 10,008 | N/A N/A | 8,880 10,008 | \$107 in district, \$190 out of district | N/A/N/A N/A/N/A | 223 21:1 | N/A N/A | \$160 \$13 | Kimberly Beatty Chancellor |
| 10. 13. | Southeast Missouri State One University Plaza, Cape Girardeau, MO 63701 573.651.2000, Fax: 573.651.5936, www.semo.edu | 7,659 8,000 | 1,111 1,072 | 8,770 9,072 | \$226/\$432 \$220/\$421 | \$298.45/\$558 \$291.20/\$544 | 304 19:1 | \$3,823 \$3,737 | \$123 \$84.16 | Carlos Vargas President |

List was compiled from data provided by college personnel, reported by the Kansas Independent College Association of Missouri Dept. of Higher Education. Enrollment figures based on full-time student equivalency. * Denotes per-semester tuition.

TOP PRIVATE COLLEGES & UNIVERSITIES (MO-KS)

Ranked by Undergrad Enrollment

| Rank 2021 2020 | College/University Name Address Phone, Fax, Website | Undergrad Enrollment Fall 2020/2019 % Enrolled in Full- time Online Program | Graduate Enrollment Fall 2020/2019 % Enrolled in Full- time Online Program | Total Enrollment Fall 2020 Fall 2019 | Undergraduate Tuition Per Credit Hour 2020/2019 | Graduate Tuition Per Credit Hour 2020/2019 | # of Full-time Faculty/ Student: Teacher Ratio | Basic Housing per Semester Fall 2020 Fall 2019 | Annual Operating Budget/ Endowment Funds (in millions) | Chief Administrator Title |
|-------------------|---|--|---|--|--|---|---|---|---|--|
| 1. 1. | Columbia College 1001 Rogers St., Columbia, MO 65216 573.875.8700, Fax: 573.875.7732, www.ccis.edu | 7,862 8,849 DD | 486 523 DD | 8,348 9,372 | \$375 \$375 | \$490.00 \$490.00 | 70 11:1 | DD N/A | DD DD | David Russell Interim President |
| 2. 3. | Saint Louis University One North Grand Blvd., St. Louis, MO 63103 800.758.3678, www.slu.edu | 7,304 7,127 4 | 4,456 4,324 9 | 11,760 11,451 | \$1,620 \$1,560 | \$1,190.00 \$1,160.00 | DD DD | \$6,460 \$6,300 | DD \$1,197.42 | Fred Pestello President |
| 3. 2. | Washington University in St. Louis Campus Box 1089, One Brookings Dr., St. Louis, MO 63130 314.935.5000, www.wustl.edu | 7,198 7,213 DD | 6,986 7,548 DD | 14,184 14,761 | \$2,346 \$2,260 | \$2,346.00 \$2,260.00 | 3,507 7:1 | \$17,203 \$16,900 | \$3,600.00 \$8,500.00 | Andrew Martin Chancellor |
| 4. 4. | Grantham University 16025 W. 113th Street, Lenexa, KS 66219 888.947.2684, Fax: 913.309.4949, www.grantham.edu | 5,247 5,959 100 | 1,124 1,184 100 | 6,371 7,143 | \$295 \$295 | \$350.00 \$350.00 | 19 17:1 | N/A N/A | DD DD | Lindsay Bridgeman Interim University President/Provost |
| 5. 5. | Lindenwood University 209 S. Kingshighway, St. Charles, MO 63301 636.949.2000, Fax: 636.949.4989, www.lindenwood.edu | 4,780 5,521 9 | 2,560 2,738 17 | 7,340 8,259 | \$450/\$495 (semester), \$410 (qtr.) | \$495-\$525 (sem), \$495 (quarter) | 207 16:1 | \$4,600 \$4,650 | \$188.34 \$168.29 | John Porter President |
| 6. 6. | Park University 8700 N.W. River Park Dr., Parkville, MO 64152 816.741.2000, www.park.edu | 4,572 5,084 91 | 697 767 84 | 5,269 5,851 | \$427 \$415 | \$597.00 \$580.00 | 114 15:1 | \$4,240 \$3,836 | \$88.70 \$56.00 | Shane Smeed President |
| 7. 7. | Central Methodist University 411 Central Methodist Square, Fayette, MO 65248 660.248.3391, Fax: 660.248.6270, centralmethodist.edu | 4,264 4,647 0 | 306 319 22 | 4,570 4,966 | \$12,845/ \$12,150 per semester | \$260-\$380 \$260-\$380 | 94 12:1 | \$4,200 \$4,080 | \$35.00 \$58.00 | Roger Drake President |
| 8. 8. | Missouri Baptist University One College Park Dr., St. Louis, MO 63141 314.434.1115, www.mobap.edu | 4,041 4,436 20 | 873 814 48 | 4,914 5,250 | \$402-\$929 \$385 | \$478-\$710 \$460-\$683 | 67 20:1 | \$4,613-\$6,671 \$4,425-\$6,400 | \$50.00 \$4.20 | Keith Ross President |
| 9. 9. | Maryville University of Saint Louis 650 Maryville University Dr., St. Louis, MO 63141 314.529.9300, Fax: 314.529.9900, www.maryville.edu | 3,973 3,451 14 | 2,343 2,320 56 | 6,316 5,771 | \$781 \$781 | \$797.00 \$797.00 | 165 14:1 | \$4,420 \$5,044 | \$120.81 \$54.00 | Mark Lombardi President |
| 10. 10. | Drury University 900 N. Benton Ave., Springfield, MO 65802 417.873.7228, Fax: 417.866.3873, www.drury.edu | 2,401 2,800 14 | 278 265 32 | 2,679 3,065 | Day: \$1,006 Day: \$959 | \$366-\$792 \$366-\$614 | 110 13:1 | \$4,648 \$4,586 | \$49.85 \$93.30 | Tim Cloyd President |

List was compiled from data provided by college personnel, reported by the Kansas Independent College Association of Missouri Dept. of Higher Education. Some institutions deserving mention may have been omitted due to lack of information provided. * Denotes per-semester tuition.

AIB International
1213 Bakers Way, Manhattan, KS 66505-3999
785.706.0132, www.aibonline.org

Arcadia Valley Career Technology Center
650 Park Dr., Ironton, MO 63650
573.546.9700, www.avr2.org

American College of Technology
1018 W. St. Maartens Dr., St. Joseph, MO 64506
816.279.7000, abtu.edu

American Trade School
3925 Industrial Drive, Saint Ann, MO 63074
314.423.1900, www.americantradeschool.edu

Aviation Institute of Maintenance
4100 Raytown Rd., Kansas City, MO 64129
816.753.9920, www.aviationmaintenance.edu

Boonslick Technical Education Center
1694 W. Ashley Rd., Boonville, MO 65233
660.882.5306, www.boonville.k12.mo.us

Bryan University
1527 S.W. Fairlawn Rd., Topeka, KS 66604
866.204.1604, www.bryanu.edu

Cape Girardeau Career & Technology Center
1080 S. Silver Springs Rd., Cape Girardeau, MO 63703
573.334.0826, www.capectc.org

Career & Technology Center at Fort Osage
2101 N. Twyman Rd., Independence, MO 64058
816.650.7180, fortosagectc.sharpschool.net

Carrollton Area Career Center
305 E. Tenth St., Carrollton, MO 64633
660.542.0000, www.trojans.k12.mo.us/cacc

Carthage Technical Center
609 River St., Carthage, MO 64836
417.359.7026, carthagetigers.org/techcenter

Cass Career Center
1600 E. Elm St., Harrisonville, MO 64701
816.380.3253, www.harrisonvilleschools.org

Center for Business & Technology/JCCC
12345 College Blvd., Overland Park, KS 66210
913.469.2545, www.jccc.edu

Centriq Training
8700 State Line Rd., Ste. 200, Leawood, KS 66206
913.322.7000, www.centriq.com

Clinton Technical School
602 S. 5th St., Clinton, MO 64735
660.885.6101, www.clinton.k12.mo.us

Coffeyville Area Technical School
600 Roosevelt St., Coffeyville, KS 67337
620.251.7700, www.coffeyville.edu

Colorado Technical University
520 E. 19th Ave., North Kansas City, MO 64116
816.472.7400, coloradotech.edu/kansas-city

Columbia Area Career Center
4203 S. Providence Road, Columbia, MO 65203
573.214.3800, www.career-center.org

Concorde Career Colleges
3239 Broadway, Kansas City, MO 64111
816.531.5223, www.concorde.edu

Crowder College Technical Education Center
601 Laclede Ave., Neosho, MO 64850
417.451.3223, www.crowder.edu

Current River AVTS
302 Spring St., Doniphan, MO 63935
573.996.2915, www.doniphannr1.k12.mo.us

Dallas County Career Center
33 Vo-Tech Rd., Louisburg, MO 65685
417.752.3491, www.bisonpride.org

David H. Hart Mexico AVTS
905 N. Wade St., Mexico, MO 65265
573.581.5684, mexico.k12.mo.us

Eldon Career Center
112 S. Pine, Eldon, MO 65026
573.392.8060, www.eldoncareercenter.org

Everest Institute/Corinthian Colleges
1740 W. 92 St., Kansas City, MO 64114
816.423.8600, www.cci.edu

Everest Institute
1010 West Sunshine St., Springfield, MO 65807
417.864.7220, www.cci.edu

Excelsior Springs Area Career Center
614 Tiger Drive, Excelsior Springs, MO 64024
816.630.9240, www.essd40.com

ExecuTrain of Wichita
727 N. Waco, Ste. 180, Wichita, KS 67203
316.267.4000, www.executrain.com

Flint Hills Technical College
3301 W. 18th Ave., Emporia, KS 66801
620.341.2300, www.fhtc.edu

Four Rivers Career Center
1978 Image Drive, Washington, MO 63090
636.239.7777, www.washington.k12.mo.us

Franklin Technology Center—Secondary School
2220 Indiana Ave., Joplin, MO 64804
417.625.5260, www.joplinschools.org

Franklin Technology Center
3950 E. Newman Rd., Joplin, MO 64801
417.659.4400, franklintechnologycenter.com

Gibson Technical Center
386 W. State Hwy. 76, Reeds Spring, MO 65737
417.272.3271, www.wolves.k12.mo.us

Grand River Technical School
1200 Fair St., Chillicothe, MO 64601
660.646.3414, www.grts.org

Hannibal Career and Technical Center
4550 McMasters Ave., Hannibal, MO 63401
573.221.4430, www.hannibal.k12.mo.us

Herndon Career Center
11501 Missouri 350, Raytown, MO 64138
816.268.7140, www.raytownschools.org

Highland Community College Tech. Center
11501 W. Riley St., Atchison, KS 66802-1537
913.367.6204, www.highlandcc.edu

Hillyard Technical Center
3434 Faraon St., St. Joseph, MO 64506
816.671.4170, www.sjst.k12.mo.us

Hutchinson Community College & AVS
1300 N. Plum, Hutchinson, KS 67501
620.665.3506, www.hutchcc.edu

ITT Technical Institute
1830 Meyer Drury Dr., Arnold, MO 63010
636.464.6600, www.itt-tech.edu

ITT Technical Institute
3640 Corporate Trail Dr., Earth City, MO 63045
314.298.7800, www.itt-tech.edu

ITT Technical Institute
3216 S. National Ave., Springfield, MO 65807
417.877.4800, www.itt-tech.edu

ITT Technical Institute
9150 E. 41 Terr., Kansas City, MO 64133
816.276.1400, www.itt-tech.edu

ITT Technical Institute
7600 W. 119th St., Ste. 100, Overland Park, KS 66213
913.253.1300, www.itt-tech.edu

ITT Technical Institute
8111 E. 32nd St. North, Ste. 103, Wichita, KS 67226
316.609.4100, www.itt-tech.edu

JobKey Institute
1810 Craig Road, #213, St. Louis, MO 63146
855.562.5390, www.jobkeyinstitute.com

Kansas City Kansas Area Technical School
(Division of Technical Education Center to KCKCC)
2220 N. 59th St., Kansas City, KS 66104
913.627.4100, www.iredoll.com/kckcats/

Kaw Area Technical School
5724 S.W. Huntoon St., Topeka, KS 66604
785.273.7140, www.washburntech.edu

Kennett AVTS
1400 W. Washington St., Kennett, MO 63857
573.717.1100, www.kennett.k12.mo.us

Kirksville Area Technical Center
1103 S. Cottage Grove, Kirksville, MO 63501
660.665.2865, www.kirksvilleatc.weebly.com

Lake Career and Technical Center
P.O. Box 1409, Camdenton, MO 65020
573.346.9213, www.camdenton.k12.mo.us

Lamar AVTS
501 Maple St., Lamar, MO 64759
417.682.3384, www.lamar.k12.mo.us

Lebanon Technology & Career Center
757 Brice St., Lebanon, MO 65536
417.532.5494, www.lebanon.k12.mo.us

Lewis & Clark Career Center
2400 Zumbahl Rd., St. Charles, MO 63301
636.443.4960, www.stcharlessd.org

Lex La-Ray Technical Center
2323 High School Dr., Lexington, MO 64067
660.259.2264, www.lexlaray.com

LinnCountyArea Career and Technical Center
(formerly Brookfield Area Career Center)
122 Pershing Rd., Brookfield, MO 64628
660.258.2682, www.brookfield.k12.mo.us

Macon AVTS
702 North Missouri St., Macon, MO 63552
660.385.2158, www.macon.k12.mo.us

Manhattan Area Technical College
3136 Dickens Ave., Manhattan, KS 66503
785.587.2800, www.mahattantech.edu

Manual Career Technical Center
1215 E. Truman Rd., Kansas City, MO 64106
816.418.5205, www.kcpublicschools.org

MCC-Business & Technology College
1775 Universal Ave., Kansas City, MO 64120
816.604.1000, www.mccc.edu

Missouri Tech
1690 Country Club Plaza Dr., St. Charles, MO 63303
636.573.9300, www.motech.edu

Moberly Area Technical Center
1623 Gratz Brown Rd., Moberly, MO 65270
660.269.2690, www.moberly.k12.mo.us

Nevada Regional Technical Center
900 West Ashland, Nevada, MO 64772
417.448.2090, www.nevada.k12.mo.us

New Horizons Computer Learning Center
11880 College Blvd., #100, Overland Park, KS 66210
913.660.9999, www.newhorizonskc.com

New Madrid Co. R-I Technical Skills Center
310 U.S. Hwy. 61, New Madrid, MO 63869
573.688.2161, www.newmadridco.k12.mo.us

Nichols Career Center
605 Union St., Jefferson City, MO 65101
573.659.3103, www.jcschools.us

North Central Career Center
156-198 Daily Road, Bethany, MO 64424
660.425.2196, www.shr2.k12.mo.us

North Central Kansas Technical College
P.O. Box 507, Hwy. 24, Beloit, KS 67420
785.738.9057, www.ncktc.edu

North Central Kansas Technical College
2205 Wheatland Ave., Hays, KS 67601
785.625.6437, www.ncktc.edu

North Kansas City School District
2000 N.E. 46 St., Kansas City, MO 64116
816.413.5215, www.nkcschools.org

Northland Career Center
1801 Branch St., Platte City, MO 64079
816.858.5505, www.platteco.k12.mo.us

Northwest Kansas Technical College
1209 Harrison St., Goodland, KS 67735
800.316.4127, www.nwktc.edu

Northwest Technical School
1515 South Munn St., Maryville, MO 64468
660.562.3022, www.nts.maryville.k12.mo.us

Ozark Mountain Technical Center
211 E. Fifth St., Mountain Grove, MO 65711
417.926.3177, www.mg.k12.mo.us

Ozark Technical Community College
1001 E. Chestnut Expwy., Springfield, MO 65802
417.895.7000, www.otc.edu

Pemiscot County Vocational School
1317 W. State Highway 84, Hayti, MO 63851
573.359.2601, www.pcssd.k12.mo.us

Perryville Area Career & Technology Center
326 College St., Perryville, MO 63775
573.547.7500, www.perryville.k12.mo.us

Pike/Lincoln Technical Center
430 Vo Tech Rd., Eolia, MO 63344
573.485.2900, www.pltc.k12.mo.us

Pinnacle Career Institute
1001 E. 101st Terr., #325, Kansas City, MO 64131
816.331.5700, www.pctraining.edu

Poplar Bluff Technical Career Center
3203 Oak Grove Rd., Poplar Bluff, MO 63901
573.785.2248, www.poplarbluffschools.net

Ranken Technical College
4431 Finney Ave., St. Louis, MO 63113
314.286.4869, www.ranken.edu

Rolla Technical Institute/Center
1304 E. Tenth St., Rolla, MO 65401
573.458.0160, www.rola.k12.mo.us

Salina Area Technical College
2562 Centennial Rd., Salina, KS 67401
785.309.3110, www.salinatech.edu

Saline County Career Center
900 W. Vest St., Marshall, MO 65340
660.886.6958, www.marshallschools.com

Seaward County Community College/Area Tech School
1801 N. Kansas Ave., Liberal, KS 67905-1137
620.624.1018, www.sccc.edu

Sikeston Career & Technology Center
200 Pine St., Sikeston, MO 63801
573.471.5442, www.sikestonr6.org

State Technical College of Missouri
One Technology Dr., Linn, MO 65051
573.897.5192, www.linnstate.edu

South Central Career Center
407 W. Thornburgh St., West Plains, MO 65775
417.256.6152, www.zizzers.org

Scott Regional Technology Center
2 David Sippy Dr., Monett, MO 65708
417.235.7022, www.monett.srtc.schoolfusion.us

Special School District, St. Louis County
12110 Clayton Rd., Town and Country, MO 63131
314.989.8100, www.ssdmo.org

State Fair Community College Career and Technology Center
3201 W. 16th St., Sedalia, MO 65301
877.331.7322, www.sfccmo.edu

St. John's Regional Health Center School of Radiologic Technology
1235 E. Cherokee St., Springfield, MO 65804
417.820.2490, www.stjohns.com

Texas County Technical College
6915 U.S. 63, Houston, MO 65483
417.967.5593, www.texascountytech.edu

UniTec Career Center
7163 Raider Rd., Bonne Terre, MO 63628
573.358.3011, www.ncsd.k12.mo.us

Warrensburg Area Career Center
205 S. Ridgeview Dr., Warrensburg, MO 64093
660.747.2283, www.warrensburgr6.org

Washburn Institute of Technology
5724 S.W. Huntoon, Topeka, KS 66604
785.273.7140, www.washburntech.edu

Waynesville Technical Academy
400 GW Ln., Waynesville, MO 65583
573.774.6106, www.waynesville.k12.mo.us

Wichita Area Technical College
4501 E. 47th Street South, Wichita, KS 67210
316.677.9505, www.watc.edu

Wichita Technical Institute
1715 N. Range Line Rd., Joplin, MO 64801
417.206.9115, www.wti.edu

Wichita Technical Institute
3712 S.W. Burlingame Rd., Topeka, KS 66609
785.354.4568, www.wti.edu

Wichita Technical Institute
6130 E. Central Ave., Ste. 202, Wichita, KS 67208
316.260.1030, www.wti.edu

Wichita Technical Institute
2051 S. Meridian Ave., Wichita, KS 67213
316.943.2241, www.wti.edu

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Best Companies to Work For

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Ingram's Top 100 Private Companies

Year in and year out, you'll find the pillars of the Kansas City business community in the *Ingram's* 100, featuring the biggest organizations with top-line revenues that shape the regional economy. Our May edition will feature the 11th annual installment of this prestigious roster of high-performing companies. Enter today to claim your hard-earned place among Kansas City's pinnacle companies in *Ingram's* 100.

Nominations for both awards are due by Friday, April 2, 2021. Register on-line at www.Ingrams.com/Nominate. Questions? Contact Dennis Boone at 816.268.6402 or 816.842.9994, or email Editorial@Ingrams.com.

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RENÉE MAUBORGNE

Renée Mauborgne is a professor of strategy at INSEAD and was named the No. 1 Most Influential Management Thinker in the World by Thinkers50. She is co-author of the international bestseller *Blue Ocean Strategy*, which has sold over 4 million copies.

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COVID-19 has been a proving ground to reveal true leaders in business



John Maxwell

Future Presenters:

Jim Collins Renowned trainer and Best Selling author of *Good to Great*.

Harvey Mackay, 7x *New York Times* Bestseller.

Whitney Johnson Named one of the 50 Leading Business Thinkers and author of best selling *Disrupt Yourself* and *Building an A Team*.

Salim Ismail Author of *Exponential Organizations*.

Dr. Ivan Misner Founder of BNI, the world's largest Networking organization. 24 book bestselling author.

Jack Daly Author of *Hyper Sales Growth*. One of America's authorities on selling.

Seth Godin American author and former dot com business executive.

Patrick Lencioni American writer on business and team management. Author of *The Five Dysfunctions of a Team*.

Roz Brewer COO Starbucks, and Amazon Board member.

Crisis brings out the best and worst in people, says leadership expert John Maxwell, and the world-changing effects of Covid-19 have presented a proving ground to reveal who the true leaders are in workplaces across the country.

"A crisis separates the players from the pretenders," said Maxwell, who is the author of dozens of books on leadership, the most recent of which is *Change Your World*.

Maxwell characterized the Covid-19 crisis as "a great time to find out who your leaders are, because you'll never know who they are by what they say." Rather, real leaders are revealed "by what they do in a very difficult time."

Maxwell shared his thoughts on leadership and embracing change during the latest episode of *Ingram's 21st Century Business Forum*, which features monthly one-on-one online interviews with some of the nation's most prominent business minds and thought leaders. The Business Forum is presented by *Ingram's Magazine* and sponsored by Blue Cross and Blue Shield of Kansas City.

The greatest leaders are those "who are able to make adjustments" when times and conditions change, Maxwell said. That's especially the case when the world around us changes for the worse.

"It's our response to bad things that determines whether bad things become good things or whether bad things become worse things," Maxwell said. "You can't be a resilient leader and be a resistant leader. Rather, leaders must be open to learning and growing."

From a personal perspective, Maxwell shared that his greatest leadership challenge "isn't leading other people; it's leading me. And leading me isn't easy, because it's more than words. It's example."

Maxwell said leaders must first apply leadership principles to themselves, beginning with "good values," which give you the moral authority and credibility to lead others.

"When people learn good values and then they live them, they become more valuable," he said. "They become more valuable to themselves, they become more valuable to their families and to their neighbors." It is what he calls the "values lift." And the cornerstone

of those values is living by the Golden Rule, where you treat others the way you'd like to be treated.

According to Maxwell, the most effective way for leaders to discuss values is to share them in small groups, or what he calls "transformation tables." He is using this technique in Guatemala, where he said almost 2 million people have participated in the concept, including ex-prisoners who have stayed out of prison since their release.

Asked by the Business Forum's host, author Jon Gordon, to name three things leaders should do in 2021, Maxwell shared the following:

- "Leave the world of good intentions and go to the world of good action." People are attracted by action, he said.
- "A decision to take action still isn't an action." Act on your decisions.
- Don't have a "trying" attitude, have a "doing" attitude. "If I have a 'trying' attitude I'm asking myself 'Can I?' But if I have a 'doing' attitude I'm asking myself 'How can I?' The answer then becomes figuring out the best way to deal with a problem or situation.

Ingram's Business Forum continues in March with best-selling author Renee Mauborgne, named the No. 1 Management Thinker in the world. It airs March 10 at 11 a.m. Register to view the webcast free: <http://businessforumusa.com/kansascity>

Future installments of *The 21st Century Business Forum* will be webcast on the second Wednesday of each month. Please join us.



Featured speakers now scheduled for Q&A presentations for the The 21st Century Business Forum:

March - Renée Mauborgne, ranked by Thinkers50 as the world's No. 1 Management Thinker.

April - Nick Saban, Alabama head football coach, winner of seven national college football championships and a six-time National Coach of the Year.

May - Josh Linkner, Ranked No. 1 as the Most Booked Innovation Keynote Speaker.

June - Steve Cannon, former President/CEO of Mercedes-Benz USA now CEO of AMB Group, leading all business operations of the NFL's Atlanta Falcons.

July - Brian Solis, considered one of the country's premier digital analysts and author of eight bestselling books.

Ingram's Business Forum is broadcast with *Ingram's* compliments the second Wednesday of every month at 11:00 am CST. For information on serving with Blue KC and *Ingram's* as a sponsor of this exciting series, contact Joe Sweeney
P: 816.842.9994
E: JSweeney@Ingrams.com

Claim Your Position!

Coming in March Destination Kansas City 2021 Special Edition

Ingram's is preparing to publish our comprehensive annual guide on business conditions in the greater Kansas City area. *Destination Kansas City* explores everything from investment opportunities to economic indicators and quality-of-life in a region primed for business expansion and job growth. Two significant features include Logistics and Centrality as well as America's Epicenter for Life and Plant Sciences.

Don't miss out on this unique opportunity to position your organization in one of our best-read publications of the year. In addition to our monthly readership of business owners and executives, *Destination Kansas City* will be read by thousands of site-selection consultants, relocation specialists and executives from expansion-oriented companies throughout North America.

INGRAM'S
Economic Development Series

Destination Kansas City

2021 Edition | www.DestinationKansasCity.com

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Coming in March
Claim Your Position Today!
Closing Date: Tuesday, March 9

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Dual Issue Special Rate – Save 40%

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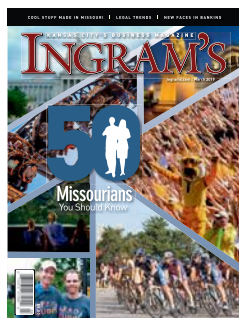
For information about advertising opportunities and the **Dual Issue Special Rates** send email to Advertising@Ingrams.com, or call Joe Sweeney at 816.842.9994

COMING IN JUNE: DESTINATION MISSOURI and the Missouri Edition

Ingram's Magazine and our co-Sponsor Missouri Association of REALTORS will publish *Destination Missouri* in June. This publication will be released in advance of the Bicentennial celebration of the state of Missouri and distributed with *Ingram's Missouri* edition in June. Both will be polybagged and mailed throughout the region and nation to investors and prospects. For info to advertise or serve as a sponsor:



Joe Sweeney: 816.842.9994 / JSweeney@Ingrams.com





SPECIAL EDITION
(March 2021)

Mar

Apr

May

June

July

EDITORIAL FEATURES AND OVERVIEW

INGRAM'S AWARDS
Competition and Recognition Programs

INGRAM'S MONTHLY EDITIONS

- Editorial Columns**
- Between the Lines: Jack Cashill
 - Reflections: Dennis Boone
 - In a Nutshell: Ken Herman
- Guest Columns**
- Wealth Management Adviser
 - Small Business Adviser
 - Technology
 - Of Counsel
 - Sales & Marketing
 - Financial Adviser

INDUSTRY OUTLOOK

QUARTERLY REPORTS

NEW
HISTORICAL PERSPECTIVES:
THE LAST BUSINESS CYCLE
(SPECIAL AD RATES)
(Sponsor, ad and profile opportunities)

INGRAM'S MONTHLY EXPERT Q&A

INSIGHTS: SPONSORED CONTENT

INGRAM'S MONTHLY LEADS & LISTS
(includes the Greater Kansas City area and often times statewide MO and KS)

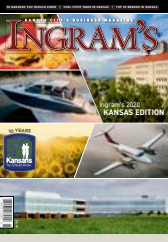


DESTINATION KC
Reserve Your Position
A comprehensive guide to KC's economy, investment opportunities and the business climate. Destination Kansas City is read by Ingram's influential and affluent readers and tens of thousands of site selection consultants, relocation specialists and execs from expansion-oriented firms.
Mails with March Edition



DESTINATION MISSOURI
Reserve Your Position
Destination Missouri is a data-driven look at the business conditions and lifestyle amenities that make Missouri the clear choice as a region to live, work and to invest and operate a business. It's your best resource for understanding our thriving business climate. Published in collaboration with the Missouri Association of REALTORS. National Mailing.
Mails with June Edition

Top 25 Brands in KS
Cool Stuff Made in Kansas
50 Kansans You Should Know



Banking Industry Outlook

Banking and Financial Services Q1 Quarterly Report

Regional Banking
■ Sharp growth and stiffer competition increasingly define regional banking trends.

Expert Q&A: Business Banking

Insights: Sponsored Content

- Top Area Banks (Ranked by Branches)
 - Top Area Accounting Firms
 - Top Area Law Firms (by # Lawyers)
 - Top Area Commercial Realtors (Ranked by Revenue)
- Dual Issue Special Rate with your ad also in Destination Kansas City**

40 Under Forty Special Edition Leadership Edition
40 Under Forty Alumni of the Year



Healthcare Industry Outlook

Healthcare and Insurance Q2 Quarterly Report

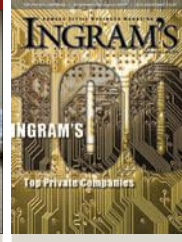
Agribusiness at Our Core
■ Production, animal health remain central to the region's long-term growth.

Expert Q&A: Leadership

Insights: Sponsored Content

- Top Area Retirement Communities
- Top Area Assisted Living Facilities
- Top Area Home Health Care Agencies
- Top Area Independent Insurance Agencies
- Top Area Digital Marketing Firms

The Ingram's 100: The KC Area's Top Private Companies People. Power. Money.
Best Companies to Work For



Engineering and Design Industry Outlook

Construction and Development Q2 Quarterly Report

Engineering and Design
■ Local firms increasingly stake their claim to global prominence.

Expert Q&A: Artificial Intelligence & Manufacturing

Insights: Sponsored Content

- Top Area Private Companies
- Top Area Public Companies
- Top Area Logistics Companies
- Top Area Engineering Firms (Ranked by Revenue)
- Top Area Residential Real Estate Firms

Top 25 Brands in MO
Cool Stuff Made in Missouri
50 Missourians You Should Know



Transportation Industry Outlook

Education and the Workforce Q2 Quarterly Report

Logistics and Warehousing
■ No other sector has outstripped the growth this area has seen since 2015.

Expert Q&A: Logistics

Insights: Sponsored Content

- Top Area MBA Programs (MO & KS)
 - Private Colleges & Universities Graduate Programs (MO & KS)
 - Public Colleges & Universities Graduate Programs (MO & KS)
 - Community Colleges (MO & KS)
- Dual Issue Special Rate with your ad also in Destination Missouri**

Emerging Industries
The Start-Up Ecosystem and the Money Behind It
Corporate Report 100 KC's Fastest-Growing Firms



Professional Services Industry Outlook

Banking and Financial Services Q3 Quarterly Report

The Law Firm Landscape
■ Local firms extend their reach with consolidations, out-of-town acquisitions.

Expert Q&A: Managing Growth

Insights: Sponsored Content

- Top Area Home Builders
- Elected Officials (Cities)
- Top Area Public-Sector Employers
- Small Business Development Centers
- Top Area Private and Public Golf Courses

CONSTRUCTION PROJECTS
PEOPLE ON THE MOVE

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INSIGHTS: SPONSORED CONTENT

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NEW
EACH MONTH, WE WILL SHOWCASE ONE OF THE AREA'S MOST IMPORTANT CONSTRUCTION PROJECTS
INGRAM'S INCLUDES PRINT AND ONLINE ANNOUNCEMENTS "ONES TO WATCH & PEOPLE ON THE MOVE"

NEW
INSIGHTS: SPONSORED CONTENT
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DISTRIBUTION DATE

Tuesday, March 9
Friday, March 12

Tuesday, March 9
Friday, March 12

Tuesday, March 30
Thursday, April 1

Thursday, April 29
Monday, May 3

Thursday, May 27
Tuesday, June 1

Tuesday, June 29
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Blue Cross and Blue Shield of Kansas City offers plans with exclusive access to Spira Care Centers where we know you're bringing both a body and a mind when you come for a visit. With behavioral health consultations and other integrated primary care services, we're just like you: the complete package.

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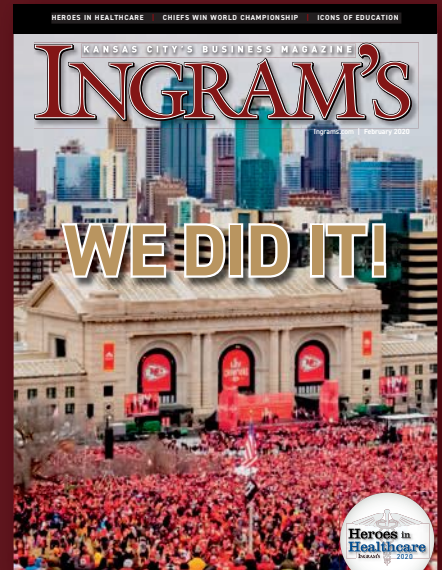
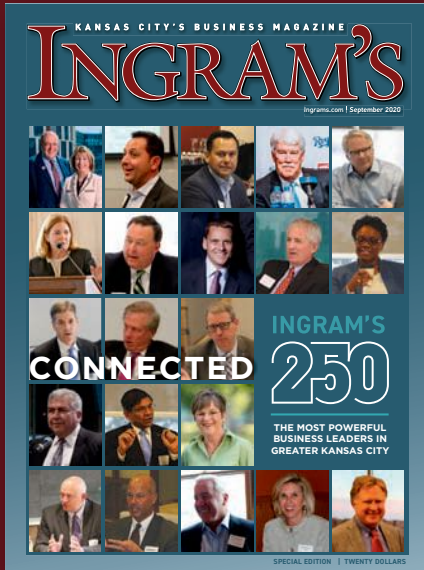
BLUE CROSS AND BLUE SHIELD OF KANSAS CITY IS HIGHEST IN MEMBER SATISFACTION
among Commercial Health Plans in the Heartland Region

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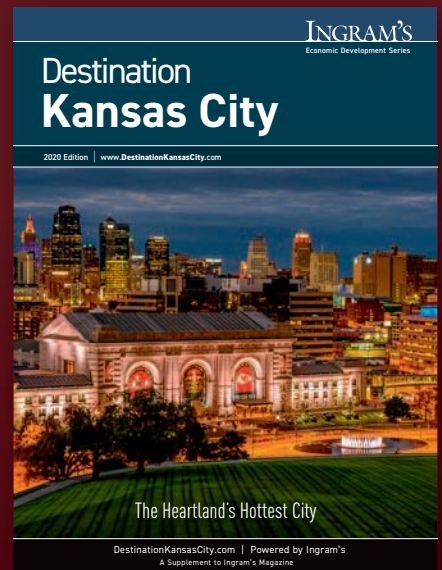
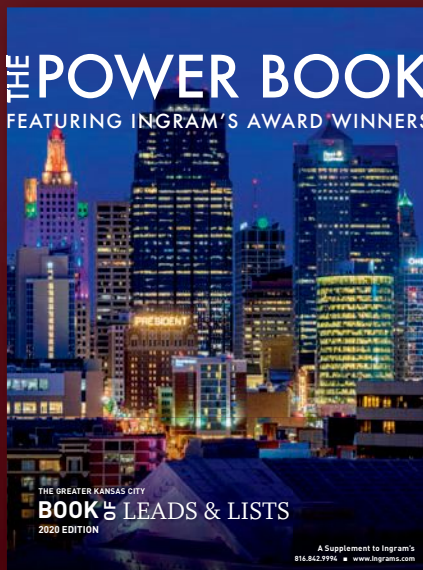
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INGRAM'S

MISSOURI'S AND KANSAS' BUSINESS MEDIA



print + digital 2021 MEDIA KIT EDITORIAL AND PLANNING CALENDAR



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"Ingram's has been an effective channel to connect with the KC business community for years. Their insight into the issues that affect our community makes them an invaluable resource to reach business leaders and decision makers. *Ingram's* is a key component of our media plan." *Erin Stucky, President and CEO Blue Cross and Blue Shield of KC*



"Block Real Estate Services is proud to be a partner with *Ingram's*, who for many years, has provided a successful media platform for our firm to connect with the business community and reach decision makers. As we continue to expand our brand locally, regionally, and nationally, our partnership with *Ingram's*, through print and digital offerings, will remain an invaluable part of our media campaign." *Kenneth Block, Managing Principal Block Real Estate Services, LLC.*



"McDowell Rice has relied on *Ingram's* for years as a resource on KC businesses and industries. We regularly participate in *Ingram's* Industry Outlooks and also partner with *Ingram's* to maintain connections with the business community. We value our long-standing relationship and spend our ad dollars carefully. *Ingram's* is the only print media in which we place institutional advertising; we have deemed it to be an excellent value." *Pete Smith, Exec. Board, Chair McDowell Rice Smith & Buchanan*



"*Ingram's* has seen and reported a hell of a lot of history. Not just in the region, but in the publishing industry. Economic downturns, pandemics, stock market crashes, wars, terrorist attacks. Through it all, *Ingram's* and Sweeney's team have prevailed. By keeping up with the times; sticking to their standards; making certain the quality of their work exceeds the demands of their readership." *Jeffrey Gitomer, Author/Consultant*



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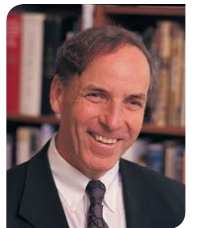
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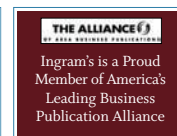
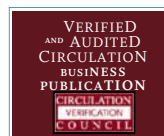


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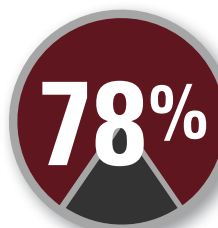


Jack Cashill
Senior Editor
JackCashill@yahoo.com
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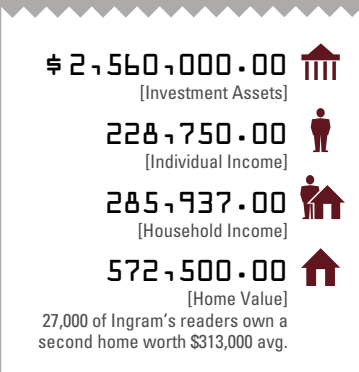
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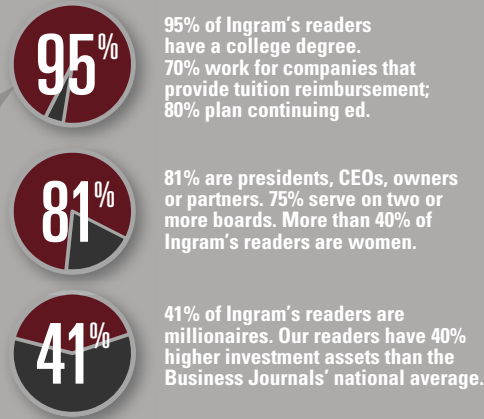
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Ingram's Readers are Affluent and Influential

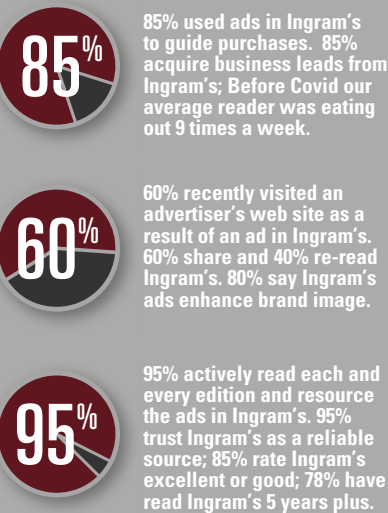


Loyal and Engaged Readers

Typical time Ingram's readers spend reading or referencing the area's leading publications



Decision Makers with Purchasing Power



* Readership Survey conducted by Market Intellect.
 ** National Readership Average (2.18 readers per copy)
 Source: Newspaper Association of America and Statement of Ownership from above-mentioned business journals

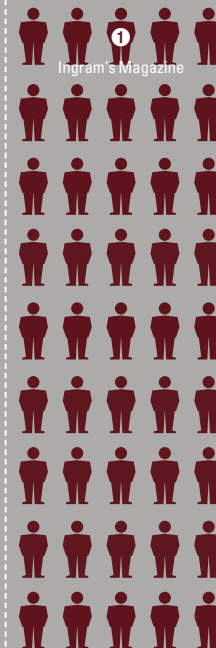
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- 2 St. Louis Business Journal**
26,410** (12,115 copies)
- 3 Kansas City Business Journal**
16,258** (7,458 copies)
- 4 Wichita Business Journal**
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- 5 Springfield Business Journal**
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Updated: October 2020

Ingram's Magazine 78,483



All Others Business Journals Combined 58,618



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Corporate Report 100 ■ 40 Under Forty ■ 50 Missourians and Kansans You Should Know ■ Rainmakers 20 in Their Twenties ■ Corporate Champions ■ Local Heroes ■ Ingram's 250 ■ Ingram's 100 ■ Best of the Best Best Companies to Work For ■ Heroes in Healthcare ■ Top Doctors ■ WeKC—Women of Influence

Ingram's recognition programs and events celebrate the people who make successful companies work and give this region its unique personality. Your partnership in sponsoring these programs—from 50 Missourians and 50 Kansans You Should Know to our 40 Under Forty and more—helps promote the people who make regional business thrive. We spotlight the finest talent this region has to offer in law, health care, education and many more sectors with these well-researched efforts that recognize achievements of professionals, executives, entrepreneurs, top producers and many more.

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Executive Round Table Series ■ Industry Outlook ■ Economic Forecast ■ Economic Development Assemblies

For a quarter century, at hundreds of industry and economic development assemblies around the greater Kansas City region and across the states of Missouri and Kansas, Ingram's has lasered in on the thriving communities and vital business sectors that make up our regional economy. No other media can deliver the key players who speak candidly and at length about trends, opportunities and challenges facing the region. When you align with Ingram's as a project partner for these initiatives, your organization steps forward as an authoritative leader and makes a powerful statement about its commitment to bolstering the regional business climate.

INGRAM'S PRINT

EDITORIAL FEATURES AND OVERVIEW

INGRAM'S AWARDS
Competition and Recognition Programs

INGRAM'S MONTHLY EDITIONS

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| ■ Between the Lines: Jack Cashill | ■ Wealth Management Adviser |
| ■ Reflections: Dennis Boone | ■ Technology |
| ■ In a Nutshell: Ken Herman | ■ Of Counsel |
| | ■ Sales & Marketing |
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INDUSTRY OUTLOOK

QUARTERLY REPORTS

NEW
HISTORICAL PERSPECTIVES: THE LAST BUSINESS CYCLE (SPECIAL AD RATES)
(Sponsor, ad and profile opportunities)

INGRAM'S MONTHLY EXPERT Q&A

INSIGHTS: SPONSORED CONTENT

INGRAM'S MONTHLY LEADS & LISTS
(includes the Greater Kansas City area and often times statewide MO and KS)

Jan

Biggest Business of 20 Business Dealmakers

Milestones (2020-21) Corporate Anniversaries

Executive of the Year Awards



Construction Industry Outlook

Construction and Development Q1 Quarterly Report

Real Estate and Leasing Trends

- The 2015-2020 business cycle produces seismic shifts in KC market.

Expert Q&A: Economic Forecast

Insights: Sponsored Content

- Architecture Firms
- Chambers of Commerce
- Research and Life Sciences Organizations

Feb

The Post Covid-19 Comeback

Engaging Workforce

Heroes in Healthcare

Icons of Education



Higher Education Industry Outlook

Education and the Workforce Q1 Quarterly Report

Higher Ed and the Workforce

- Demographics, economic trends create new demands for instruction.


Expert Q&A: Business Succession

Insights: Sponsored Content

- Private Colleges & Universities Undergrad Programs (MO & KS)
- Public Colleges & Universities Undergrad Programs (MO & KS)
- Technical Schools & Colleges (MO & KS)
- Nursing Programs (MO & KS)
- Residential Real Estate Teams

SPECIAL EDITION (February 2021)

Destination Kansas City



Destination Kansas City
Welcome to World-Class Kansas City
The Center of Commerce, Culture and Entrepreneurship

Ingram's 2021 Special Edition of DESTINATION KANSAS CITY

Reserve Your Position

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- Top Airports (KC Area)
- Airlines Serving KCI

Polybags with Ingram's February Edition

Mar

Top 25 Brands in MO

Cool Stuff Made in Missouri

50 Missourians You Should Know



Banking Industry Outlook

Banking and Financial Services Q1 Quarterly Report

Regional Banking

- Sharp growth and stiffer competition increasingly define regional banking trends.

Expert Q&A: Business Banking

Insights: Sponsored Content

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- Top Area Accounting Firms
- Top Area Law Firms (by # Lawyers)
- Top Area Independent Insurance Agencies
- Top Area Commercial Realtors (Ranked by Revenue)
- Top Area Staffing Agencies

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40 Under Forty Alumni of the Year



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Insights: Sponsored Content

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- Top Area Assisted Living Facilities
- Top Area Home Health Care Agencies
- Top Area Engineering Insurance Agencies
- Top Area Digital Marketing Firms

May

The Ingram's 100: The KC Area's Top Private Companies People. Power. Money.

Best Companies to Work For



Engineering and Design Industry Outlook

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Engineering and Design

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Expert Q&A: Artificial Intelligence & Manufacturing

Insights: Sponsored Content

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- Top Area Public Companies
- Top Area Logistics Companies
- Top Area Engineering Firms (Ranked by Revenue)
- Top Area Residential Real Estate Firms

CONSTRUCTION PROJECTS

PEOPLE ON THE MOVE

WANT TO SHARE YOUR STORY IN INGRAM'S? ANNOUNCING THE ALL-NEW INSIGHTS: SPONSORED CONTENT

New vehicles to convey your marketing message, along with time-tested winners like Ingram's Profile pages. Your chance to connect directly with our audience of affluent and influential readers. Insights: Sponsored Content is available in Ingram's print and online digital products.

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NEW
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Tuesday, December 29
Monday, January 4








Thursday, January 28
Tuesday, February 2

Thursday, January 28
Tuesday, February 2

Friday, February 26
Tuesday, March 2

Tuesday, March 30
Thursday, April 1

Thursday, April 29
Monday, May 3

| June | July | Aug | Sept | Oct | Nov | Dec | SPECIAL EDITION (November 2021) |
|---|--|--|---|--|--|---|---|
| <p>Top 25 Brands in KS</p> <p>Cool Stuff Made in Kansas</p> <p>50 Kansans You Should Know</p>  | <p>Emerging Industries</p> <p>The Start-Up Ecosystem and the Money Behind It</p> <p>Corporate Report 100 KC's Fastest-Growing Firms</p>  | <p>Transitions and M&A</p> <p>Retirement Planning All About Boomers</p> <p>Best of Business Kansas City Awards</p>  | <p>Ingram's 250</p> <p>The Most Powerful Edition of the Year and the Highest Read</p> <p>The Most Powerful Business Executives in the Region</p>  | <p>Ingram's Special Medical Edition</p> <p>Traiblazers</p> <p>Top Doctors</p> <p>20 in Their Twenties</p>  | <p>Logistics and Warehousing</p> <p>Workplace Makeover</p> <p>WeKC-Women Execs</p> <p>Rainmakers</p>  | <p>Ingram's Annual Philanthropy Edition</p> <p>Year in Review and 2021 Newsmakers</p> <p>Corporate Champions</p> <p>Philanthropist of the Year</p>  | <p>THE POWER BOOK FEATURING INGRAM'S AWARD WINNERS</p>  |
| <p>Transportation Industry Outlook</p> <p>Education and the Workforce Q2 Quarterly Report</p> <p>Logistics and Warehousing</p> <p>No other sector has outstripped the growth this area has seen since 2015.</p> <p>Expert Q&A: Logistics</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area MBA Programs (MO & KS) Private Colleges & Universities Graduate Programs (MO & KS) Public Colleges & Universities Graduate Programs (MO & KS) Community Colleges (MO & KS) | <p>Professional Services Industry Outlook</p> <p>Banking and Financial Services Q3 Quarterly Report</p> <p>The Law Firm Landscape</p> <p>Local firms extend their reach with consolidations, out-of-town acquisitions.</p> <p>Expert Q&A: Managing Growth</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Home Builders Elected Officials (Cities) Top Area Public-Sector Employers Small Business Development Centers Top Area Private and Public Golf Courses | <p>Wealth Management Industry Outlook</p> <p>Healthcare and Insurance Q3 Quarterly Report</p> <p>Sports in KC</p> <p>Kansas City claims its place in the national limelight with the NFL, MLB and MLS championships.</p> <p>Expert Q&A: Wealth Management Trends</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Hospitals and Medical Centers (Ranked by Admissions) Top Area Health Care Insurance Providers Utility Companies (MO & KS) Military Installations (MO & KS) Veteran and Military Support Agencies | <p>Ingram's 250 General Assembly and Special Report</p> <p>Banking and Financial Services Q3 Quarterly Report</p> <p>C-Suite Changes: Boomer Exodus</p> <p>A new generation of leadership takes the reins in sweeping change.</p> <p>Expert Q&A: Venture Capital</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Wealth Management Firms Top Area Banks (Ranked by Assets) Top Area Credit Unions Top Area Mortgage Companies Top Area Venture Capital Firms | <p>Research and Innovation Industry Outlook</p> <p>Education and the Workforce Q4 Quarterly Report</p> <p>Reinventing Health Care</p> <p>A highly competitive market moves into a new era of collaboration.</p> <p>Expert Q&A: Health and Benefits</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Hospitals and Medical Centers (Ranked by Revenue) Top Area Private High Schools Top Area Public School Districts Top Area Ad Agencies, Marketing Firms Top Area Labor Unions | <p>Commercial Real Estate Industry Outlook</p> <p>Construction and Development Q4 Quarterly Report</p> <p>A Kansas City Makeover</p> <p>A review of real-estate developments on an unprecedented scale.</p> <p>Expert Q&A: Reconsidering Office Space</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area General Contractors Top Area Engineering Firms (Licensed Engineers) Top Area Commercial Realtors (Ranked by Space Managed) Top Area Women-Owned Businesses Top Area Minority-Owned Businesses | <p>Philanthropy Industry Outlook (Giving Back)</p> <p>Healthcare and Insurance Q4 Quarterly Report</p> <p>Philanthropic Realignment</p> <p>Huge influx of wealth is being directed at non-profits and charitable causes in the region.</p> <p>Expert Q&A: Planned Giving</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Foundations and Charitable Trusts Top Area Non-Profit Organizations Area Elected Officials (Fed, State, County) Top Area SBA Lenders | <p>THE POWER BOOK</p> <p>I Influential Ingram's 250 Women Executives - KC 40 Under Forty Best Companies to Work For Corporate Report 100 Best of Business Kansas City</p> <p>II Community Ingram's 2020 Community Calendar Non-Profit Organizations Foundations and Charitable Trusts Airlines Serving KCI Airports Elected Officials (City) Elected Officials (County, State, Federal) Military Installations Veteran Support Organizations</p> <p>III Business Services Accounting, Consulting Firms Law Firms Economic Development Agencies Chambers of Commerce Ad Agencies and Marketing Firm Digital Marketing Firms Largest Employers Labor Unions Private Companies Public Companies Public Sector Employers Staffing Agencies Minority-Owned Businesses Women-Owned Businesses Hotels Convention & Meeting Space Private and Public Golf Clubs Small Business Development Centers</p> <p>IV Financial Services Banks (ranked by Branches) Banks (Ranked by Assets) SBA Lenders Mortgage Companies Credit Unions Wealth Management Firms Independent Insurance Agencies Venture Capital Firms</p> <p>V Education and Healthcare Private Colleges and Universities (Undergrad) Private Colleges and Universities (Graduate) Public Colleges and Universities (Undergrad) Public Colleges and Universities (Graduate) MBA Programs Community Colleges Technical Schools & Colleges Public School Districts Private High Schools Nursing Programs Hospitals & Medical Centers Health Insurers Home Health Care Agencies Assisted Living Communities Retirement Communities</p> <p>VI Construction and Real Estate General Contractors Architecture Firms Engineering Firms Commercial Realtors (Sales) Commercial Realtors (Space) Residential Realtors Res. Real Estate Teams Home Builders Utility Companies Labor Unions</p> <p>Polybags with Ingram's November Edition</p> |

RESERVATIONS TAKEN FOR 12 CONSTRUCTION PROJECTS IN '21

SPONSOR THE "ONES TO WATCH" IN THE MEDIA THAT MATTERS

NEW CONSTRUCTION PROJECTS: FOR INFO: Email JSweeney@Ingrams.com

PEOPLE ON THE MOVE: FOR INFO: Advertising@Ingrams.com ■ 816.842.9994

SPONSORSHIP/POSITIONING OPPORTUNITIES

Extraordinary Opportunities to Serve as a Project Partner

- Competitions and Recognition Programs
- Industry Outlook Assemblies and Reports
- Quarterly Reports
- Special Reports and Guides
- Special Advertising Sections
- New and Established Events
- Ingrams.com
- Ingram's Lists OnLine
- Economic Development Assemblies and Reports
- Destination Kansas City
- Destination Kansas
- Destination Missouri
- Book of Leads & Lists
- Special Editions
- Consider Ingram's as a Media Partner for your Organization's Initiative

DESTINATION MISSOURI AND DESTINATION KANSAS

Strategically built, meticulously researched and uniquely formatted, the Destination Missouri and Destination Kansas publications and their companion websites provide an integrated platform for driving development initiatives and investment throughout the bi-state region.

Destination Missouri and Destination Kansas are Powered by Ingram's




Thursday, May 27
Tuesday, June 1

Tuesday, June 29
Friday, July 2

Thursday, July 29
Monday, August 2

Destination Downtown SERIES I

Destination Downtown SERIES II

Destination Downtown SERIES III

Destination Downtown SERIES IV

Thursday, October 28
Tuesday, November 2

Tuesday, September 28
Thursday, September 30

Thursday, October 28
Tuesday, November 2

Tuesday, November 30
Thursday, December 2

Thursday, October 28
Tuesday, November 2

INGRAM'S DIGITAL

MUCH MORE THAN AN AWARD-WINNING MAGAZINE

INGRAMS.COM — HOME PAGE AND PREMIUM RUN OF SITE
Ingrams.com delivers the latest breaking news and insights on the most timely and relevant business stories. Online is where business professionals interact with Ingram's brand every day and stay informed on what you need to know.



Advertisers who understand the value of reaching Ingram's influential and affluent executive print readers can leverage the power of those connections with our additional digital channels. Foremost among them: *Ingrams.com*. There, you'll find breaking daily news that mirrors our print edition's core coverage pillars, but also spans the breadth of the regional business community and the public-sector policymakers who shape the playing field. More than 80,000 executive decision-makers who read the print editions, and tens of thousands more viewing on-line, know there's no better way to stay informed on key developments in the regional business landscape than to follow it with *Ingrams.com* and our digital channels.

INGRAMS.COM RATES:

Leaderboard (728 x 90); **Med. Rectangle** (300 x 250); **Mobile** (350 x 50)

Half Page (300 x 600) *OR* **Skyscraper** (300 x 750)

| Impressions | 1-3 Months | 4-7 Months | 8-12 Months | Impressions | 1-3 Months | 4-7 Months | 8-12 Months |
|--------------|------------|------------|-------------|--------------|------------|------------|-------------|
| 20,000/month | 795/mo. | 745/mo. | 695/mo. | 20,000/month | 1113/mo. | 1053/mo. | 993/mo. |
| 30,000/month | 1199/mo. | 1117/mo. | 1024/mo. | 30,000/month | 1669/mo. | 1579/mo. | 1489/mo. |
| 40,000/month | 1590/mo. | 1490/mo. | 1390/mo. | 40,000/month | 2226/mo. | 2118/mo. | 1986/mo. |
| 50,000/month | 1987/mo. | 1862/mo. | 1737/mo. | 50,000/month | 2782/mo. | 2632/mo. | 2482/mo. |

* Based on a minimum of 20,000 impressions per month. Prices are subject to change, however, rates will be honored for signed advertising agreements for up to 12 months. Rates will be based on the number of ad impressions received in a given month.

DIGITAL AD SUBMISSIONS: Send to Production@Ingrams.com Questions: Traci Faulk, Production Manager/Art Director 816.842.9994 Accepted media include: GIF, JPG, PNG. Third-party ads and verification accepted. Specify the URL/website you would like your ad to link to.

DIGITAL ADVERTISING: Advertising@Ingrams.com ■ JSweeney@Ingrams.com



INGRAM'S DIGITAL EDITION "VALUE-ADDED BONUS"

Your ads in the print editions of Ingram's is included as a bonus in Ingram's Digital Editions, which is viewed by tens of thousands of additional influential readers.

- Your ad is hyperlinked directly to your website and emails on your ads are linked as well.
- Enjoy the benefits of both print and online advertising with the region's leading business media.

**Insights
Breaking News**
Delivered Each
Morning

DAILY

Start each morning with Ingram's Executive Insights, Kansas City's trusted source for breaking business news and events, in your inbox.

eNews:
**Education and
the Workforce**

MONDAY

Target audience: University/community college admins, MBA program leadership, workforce development executives, HR managers, hiring decision-makers.

eNews:
**Real Estate and
Construction**

TUESDAY

Target audience: General contractors, sub-contractors, commercial/residential realty executives, logistics/transportation, commercial lenders.

eNews:
**Healthcare
and Insurance**

WEDNESDAY

Target audience: Hospital executives, physicians/other care providers, insurance/benefits executives, insurance brokers, benefits consultants.

eNews:
**Banking and
Finance**

THURSDAY

Target audience: Banking/credit union executives, mortgage lenders, SBA lenders, wealth managers, accounting/professional-services executives and more.

eNews:
**Week in Review/
The Week Ahead**

FRIDAY

Recap and updates of the biggest stories of the week for each coverage area, plus calendar of key reports and upcoming meetings for the week.

INGRAM'S INSIGHTS and eNEWSLETTERS

Executive Insights is delivered by e-mail every morning to inboxes of the Kansas City region's most prominent executives. It's the best way to stay up to date on breaking news and emerging trends that set the stage for being informed and for the business success of your organization.

INGRAM'S EXECUTIVE INSIGHTS RATES:

Your ad will be published each business day for one month.

Medium Rectangle (300 x 250) OR Leaderboard (728 x 90)

| eMails Delivered to Inboxes | 1-3 Months | 4-7 Months | 8-12 Months |
|-----------------------------|------------|------------|-------------|
| 7,500/daily (for 1 month) | 1425/mo. | 1305/mo. | 1185/mo. |
| 10,000/daily (for 1 month) | 1900/mo. | 1740/mo. | 1580/mo. |
| 15,000/daily (for 1 month) | 2850/mo. | 2610/mo. | 2370/mo. |
| 20,000/daily (for 1 month) | 3800/mo. | 3480/mo. | 3160/mo. |

The number of emails to inboxes trends upwards and invoices will be adjusted based on volume.

INGRAM'S eNEWSLETTERS RATES:

Your ad will be published one, two or five business days/week for a month.

Medium Rectangle (300 x 250) OR Leaderboard (728 x 90)

| eMails Delivered to Inboxes | 1-3 Months | 4-7 Months | 8-12 Months |
|-----------------------------|------------|------------|-------------|
| 1 day/week (for 1 month) | 695/mo. | 645/mo. | 595/mo. |
| 2 days/week (for 1 month) | 995/mo. | 945/mo. | 895/mo. |
| 5 days/week (for 1 month) | 1995/mo. | 1945/mo. | 1895/mo. |

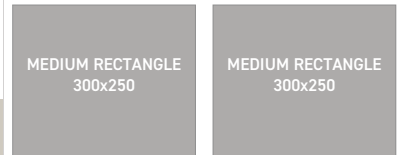
* Prices are subject to change, however, rates will be honored for signed ad agreements for up to 12 months. The number of emails delivered to inboxes trends upwards each week and month.



KC's Biggest Company Just Got Bigger
Dairy Farmers of America, the largest private company in the Kansas City metropolitan area, has added another organization to its portfolio. A majority of the 360-farm board of St. Albans Cooperative Creamery, in Vermont, voted to merge with DFA. [\[READ MORE\]](#)

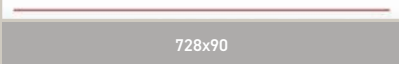


RELATED NEWS
[The South Firm's 6th Annual Environmental Award in the Great 10 South Coast](#)
[Centers for Disease Control and Prevention's Data Lakes of Trends by Week and Date](#)



Sprint Fades Into History; Now It's the New T-Mobile
Sprint Corp., once the crown jewel of business and employment in the Kansas City region, is no more. T-Mobile US announced today that it has officially completed its merger with Sprint Corp. [\[READ MORE\]](#)

Area Banks' PPP Lending Tops \$3 Billion
Data from the FDIC show that Kansas City-area banks put more than \$3 billion into the local economy through the Paycheck Protection Program. With nearly 25,000 loans issued in this region, two banks accounted for the lion's share of lending volume. [\[READ MORE\]](#)



Steve Forbes, Chair and Editor-in-Chief
Forbes Media

Wed., January 13, 2021
(2nd Wednesday each month)



Renée Mauborgne
NYT Bestseller
Blue Ocean Strategy
#1 Management Thinker by *Thinkers50*

Wed., February 10, 2021

You're invited to become a sponsor of our monthly webcast featuring America's top business minds and thought leaders

Sponsorships are Available
Sponsor one Quarter up to 12 monthly webcasts

INGRAM'S PRINT

47 Years as Missouri's and Kansas' Trusted Business Resource

Ask About Ingram's Frequency Advertising Packages

RATE CARD #26
RELEASED 10-18-2019

ADVERTISING RATES

| BLACK & WHITE | 16x | 12x | 8x | 4x | 1x |
|-------------------|------|------|------|------|------|
| Full Page | 2920 | 3040 | 3180 | 3300 | 3640 |
| 2/3 Page | 2340 | 2480 | 2700 | 2820 | 2920 |
| Island | 2120 | 2240 | 2340 | 2460 | 2700 |
| 1/2 Page | 1860 | 1980 | 2100 | 2220 | 2340 |
| 1/3 Page | 1760 | 1860 | 1980 | 2100 | 2220 |
| 1/6 Page | 920 | 1020 | 1120 | 1180 | 1300 |
| 1/2 Page Spread | 2920 | 3040 | 3180 | 3300 | 3640 |
| 2 Pages or Spread | 4600 | 4760 | 5040 | 5420 | 6160 |
| 4 Pages or Insert | 8200 | 8060 | 8660 | 9280 | 9900 |

Rates include prepress, proofing & printing services. Preferred Positions add 10%

| FOUR COLOR | 16x | 12x | 8x | 4x | 1x |
|-------------------|------|------|------|------|-------|
| Full Page | 3420 | 3520 | 3660 | 3760 | 4020 |
| 2/3 Page | 2700 | 2880 | 3060 | 3220 | 3400 |
| Island | 2460 | 2580 | 2780 | 3040 | 3300 |
| 1/2 Page | 2240 | 2340 | 2460 | 2580 | 2820 |
| 1/3 Page | 1860 | 1980 | 2100 | 2220 | 2340 |
| 1/6 Page | 1280 | 1400 | 1480 | 1580 | 1700 |
| 1/2 Page Spread | 3420 | 3520 | 3660 | 3760 | 4020 |
| 2 Pages or Spread | 5420 | 5580 | 5880 | 6400 | 7200 |
| 4 Pages or Insert | 9160 | 9400 | 9620 | 9860 | 10100 |

Rates include prepress, proofing & printing services. Preferred Positions add 10%

| SPECIAL POSITIONS | 16x | 12x | 8x | 4x | 1x |
|-------------------|------|------|------|------|------|
| Cover 2 | 4480 | 4580 | 4680 | 5880 | 5980 |
| Cover 3 | 4220 | 4380 | 4480 | 4600 | 4700 |
| Cover 4 | 4700 | 4920 | 5040 | 5160 | 5260 |

NOTE: PRINT ADVERTISERS RECEIVE VALUE-ADDED INSERTIONS IN INGRAM'S DIGITAL EDITIONS. LINKS ARE CONNECTED TO ALL WEBSITES AND EMAILS.

| DESTINATION MISSOURI | | DESTINATION KANSAS | | Your guide to investing in Missouri and Kansas | |
|----------------------|------|--------------------|-----------------------------|--|---------|
| | B&W | 4-Color | | B&W | 4-Color |
| Full Page | 4095 | 4695 | 1/6 Page | 1395 | 1760 |
| 2/3 Page | 3695 | 4195 | 1/2 Page Spread | 4330 | 4795 |
| Island | 3175 | 3795 | 2 Pgs or Spread | 6995 | 7995 |
| 1/2 Page | 2695 | 3375 | 4 Pgs or Insert | 11750 | 12935 |
| 1/3 Page | 2195 | 2775 | Preferred Positions add 10% | | |

Jurisdiction for any litigation from advertising placed in the Ingram's Print or Digital shall properly lie in Jackson County, MO with advertiser bearing the cost of reasonable attorney's fees in the event of unpaid invoice collection.

FREQUENCY PRINT ADVERTISING SPECIAL PACKAGES

1/2 Page Color Ads (horizontal: 7" w x 4-7/8" h)

Buy 8 color 1/2 page ads ■ Receive 1 FREE 1/2 Page Ad
You Pay: \$2,091 net each (\$2,460 gross)
Total Budget: \$16,720 (Includes 9 color 1/2 page ads)
Average cost per ad with bonus ad: \$1,858 net (34% OFF)*

Buy 12 color 1/2 page ads ■ Receive 2 FREE 1/2 Page Ads
You Pay: \$1,989 net each (\$2,240 gross)
Total Budget: \$23,860 (Includes 14 color 1/2 page ads)
Average cost per ad with bonus ad: \$1,705 net (39% OFF)*

1 Page Color Ads

Buy 8 color 1 page ads ■ Receive 1 FREE Ad Page
You Pay: \$3,111 net each (\$3,660 gross)
Total Budget: \$24,880 (Includes 9 color ad pages)
Average cost per ad with bonus ad: \$2,765 net (34% OFF)*

Buy 12 color 1 page ads ■ Receive 2 FREE Ad Pages
You Pay: \$2,992 net each (\$3,520 gross)
Total Budget: \$35,904 (Includes 14 color ad pages)
Average cost per ad with bonus ad: \$2,564 net (39% OFF)*

* Based on discount from published 1x ad rate

Online or Print and Online Advertising Packages also Available

MECHANICAL SPECIFICATIONS

DIGITAL ADVERTISEMENT REQUIREMENTS

Please use the following guidelines for submitting ads in a digital format.

LAYOUT FILES

Our preferred ad format is a **PDF/X-1a compliant file**. All images should be 300 dpi and line art should be 1200 dpi. If creating files in InDesign, Adobe Illustrator, or QuarkXPress (version 7 or higher), simply export a PDF using the PDF/X-1a setting. If creating your file in QuarkXPress (version 6.5 or lower), "Print" a "PostScript" file and "Distill" it using the PDF/X-1a setting in Acrobat Distiller. Fonts and graphic files must be embedded and colors **must** be CMYK. Send files to Production@Ingrams.com

| IMAGE FILES | File Format | Color | Resolution |
|------------------------|--------------|-----------|------------|
| Color Photos | JPEG or Tiff | CMYK | 300+ dpi |
| Black & White Photos | JPEG or Tiff | Greyscale | 300+ dpi |
| B/W (Line Art) | Tiff | Greyscale | 1200 dpi |
| EPS (Vector Graphics)* | EPS | CMYK | NA |

***IMPORTANT:** Include linked media and convert fonts to outlines

ADVERTISING, DESIGN AND PRODUCTION

Any ads that are designed and/or produced by Ingram's will incur the charge of \$90 per hour with a 1-hour minimum charge. Ad production services will be billed in 15-minute increments after the first hour.

SUBJECT TO TERMS AND CONDITIONS

Payment is due within 30 days of invoice date. By paying within 30 days from the date of invoice, you avoid the charge of 1.75% per month that we must otherwise charge as interest. First time advertisers are to pre-pay their first insertion. Agencies should note, too, that we cannot honor commission on invoices that are 60 days or older—we encourage prompt payment. By honoring the terms of the Ad Agreement and our policy, the company is assured of maintaining its negotiated rates.

| DIMENSIONS | | Width | Height |
|-----------------------|--|---------|---------|
| Magazine Trim | | 8 1/8" | 10 1/8" |
| Full Page Bleed | | 8 3/8" | 11 1/8" |
| 2 Page Spread Bleed | | 16 1/8" | 11 1/8" |
| 1/2 Page Spread Bleed | | 16 1/2" | 5 1/16" |

| AD DIMENSIONS | | Width | Height |
|-----------------------------|--|---------|--------|
| Full Page (active area) | | 7" | 10" |
| 1/3 Page | | 4 1/16" | 10" |
| Island | | 4 1/16" | 7 1/2" |
| 1/2 Page horizontal | | 7" | 4 1/8" |
| 1/3 Page vertical | | 2 1/8" | 10" |
| 1/3 Page horizontal | | 4 1/16" | 4 1/8" |
| 1/6 Page vertical | | 2 1/8" | 4 7/8" |
| 1/6 Page horizontal | | 4 1/16" | 2 3/8" |
| 2 Page Spread | | 15 1/4" | 10" |
| 1/2 Page Spread (may bleed) | | 15 1/4" | 4 1/8" |

We're offering four extremely aggressively discounted packages for frequency advertisers

■ Commit to eight color ads in Ingram's in 2021 and we'll provide you ONE BONUS AD, which you may run in your choice of *Destination Kansas City* or in *The Power Book*, which includes the *Book of Leads & Lists*.
 ■ Commit to 12 color ads in Ingram's in 2021 and we'll provide you TWO BONUS ADS, which you may run in both *Destination Kansas City* and in *The Power Book*, which includes the *Book of Leads & Lists*.

Note: Published ad rates will be required to pay if program is canceled. **Offer Ends Soon**



Your Vacation Home on the 17th Green

Lodging Rates

Lodging Rates: April 2020 through March 2022

| Sleeps up to 10 (10 beds in 4 bedrooms) Beds in three bedrooms (King or 2 Twin XLs). 2 Queens and 2 twins in large bedroom. | In-Season | Off-Season (Nov.-March) |
|---|--------------------|-----------------------------------|
| Friday and Saturday (per night) | \$677 | \$464 |
| Sunday - Thursday (per night) | \$597 | \$432 |
| 7 Nights (One Week Special) (average per night) | \$3,850 (\$550) | \$2,191 (\$313) |
| 5 Night Special (Sunday to Friday) (average per night) | \$2,191 (\$438) | \$1,795 (\$359) |

In-Season: April 1 through October 31; **Off-Season:** November 1 through March 31.
Check in: 1:00 pm / Check out: 11:00 am; A minimum of two night stay required.
Memorial Day, 4th of July and Labor Day holidays require a 3 night stay: \$878 per night.
Valentine's Day, Thanksgiving, Christmas and New Year's holidays: \$798 per night.
One time cleaning fee: \$150 for the home.

Prices subject to change

Cottage 21 & Cottage 22 on the 16th Hole

Lodging Rates: April 2020 through March 2022

| Sleeps Four Adults Per Cottage Two bedrooms in each cottage (King or Twin XL beds) | In-Season (April-Oct.) | Off-Season (Nov.-March) |
|--|----------------------------------|-----------------------------------|
| Friday and Saturday (per night) | \$341 | \$232 |
| Sunday - Thursday (per night) | \$297 | \$216 |
| 7 Nights (One Week Special) (average per night) | \$1,925 (\$275) | \$1,095 (\$156) |
| 5 Night Special (Sunday to Friday) (average per night) | \$1,095 (\$219) | \$895 (\$179) |

In-Season: April 1 through October 31; **Off-Season:** November 1 through March 31.
Check in: 1:00 pm / Check out: 11:00 am; A minimum of two night stay required.
Memorial Day, 4th of July and Labor Day holidays require 3 night stay: \$439 per night.
Valentine's Day, Thanksgiving, Christmas and New Year's holidays: \$399 per night.
One time cleaning fee: \$70 per cottage/\$140 total for both cottages.

www.LakeoftheOzarksLodging.com
www.OldKinderhookCottages.com

The Marina at Old Kinderhook is on the 12 mile marker of the Big Niangua. Access to the Lake of the Ozarks is a short 2 minute drive from Your Home at the Lake.



Reserve **Your Home at the Lake**
816.679.1828 ■ JSweeney@Ingrams.com

Reserve Your Stay at The Premier Golf Vacation Rentals at Old Kinderhook



Cottages 21 and 22 on the 16th
Par 3 Hole of Old Kinderhook

Perfect for Retreats, Meetings and Reunions
18 Beds/8 Bedrooms in Three Golf Course Homes



LakeoftheOzarksLodging.com



Vacation Homes on the Golf Course at Old Kinderhook



315 Country Ridge
Vacation Home on the 17th
Green of Old Kinderhook



Lake of the Ozarks Lodges
(fractional ownership)

315 Country Ridge
4 BR/10 Bed Vacation Rental

Cottages 21 & 22

2020-2022 Rates

Your Vacation Home and Meeting Place on the 17th Green of Old Kinderhook



Available for Groups of up to 10 Guests

- Golf Groups
- Corporate Retreats
- Family and School Reunions
- Family Vacations
- Select Wedding Parties
- Couples and Great Friends



Golf Course Estate Home



Your Home at the Lake

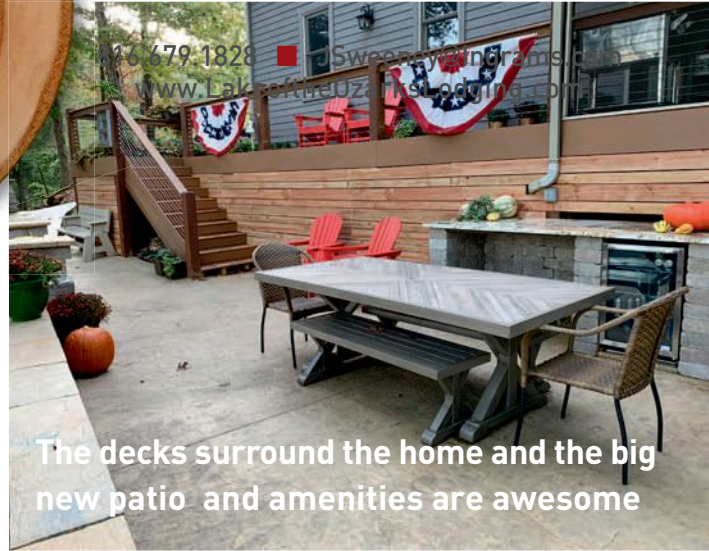
315 Country Ridge Drive

This large home includes 4 bedrooms, 10 beds, 3.5 baths, kitchen, dining . . . and much more!

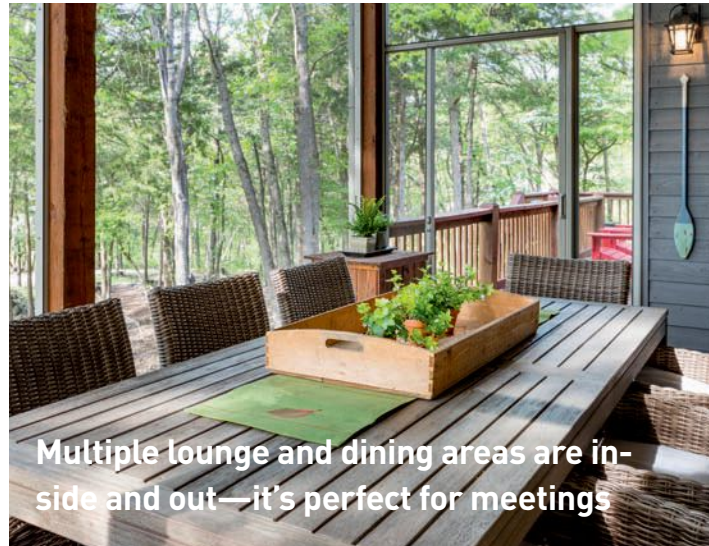
There's a lot of dough rolled into this beautiful vacation rental lake home at 315 Country Ridge Dr., in more ways than one. The home was built in 1999 by the Wolferman family from Kansas City, which is famous today for its gourmet English muffins. You may reserve this beautiful home as a rental.



Samsung 65" Curved 4K Ultra High Definition Smart TV



The decks surround the home and the big new patio and amenities are awesome



Multiple lounge and dining areas are inside and out—it's perfect for meetings

Bedroom 4: Two queen beds as well as two twin XLs (perfect for families)



Bedrooms with 40" Smart TVs

Master/Bedroom 1: Two Twin XL beds converts to one California King





Your Vacation Home on the 17th Green of Old Kinderhook



Bedroom 1: Two Twin XL beds convert to a California King



Bedroom 2: Two Twin XL beds
convert to one California King →



Cottage 21 on the 16th Hole at Old Kinderhook



About Cottage 21 (1,300 square foot unit includes two bedrooms, bathroom, kitchen, dining, living room)

- Inspired by world-class golf resorts like Pebble Beach, Cottage 21 offers a casual lodging experience in a great environment.
- Additions include a beautiful timber frame living room and patio overlooking the pond, 16th green and Old Kinderhook Valley.
- Beautiful hickory cabinets and Portofino granite countertops in the kitchen and master bath. New slate tile in common areas.
- Large new Jacuzzi whirlpool in the master bath as well as six person Master Spa hot tub located on the Bomanite patio.
- Washing machine and dryer located in the master bath. Large new LG and Maytag stainless steel appliances.



Cottage 22



Available for up to 4 Guests per Cottage or Groups of 8 if you reserve both attached Cottages 21 & 22

- Golf Groups
- Corporate Retreats
- Family and School Reunions
- Family Vacations
- Select Wedding Parties
- Couples and Great Friends

About Cottage 22 (1,300 square foot unit includes two bedrooms, bathroom, kitchen, dining, living room)

- Inspired by world-class resorts like Beaver Creek, Cottage 22 offers a casual lodging experience in a great environment.
- Additions include a beautiful master bedroom and patio overlooking the pond, 16th green and Old Kinderhook Valley.
- Beautiful maple cabinets and Uba Tuba granite counters in the kitchen and master bath. New slate tile in common areas.
- Large new Jacuzzi whirlpool in the master bath as well as six person Master Spa hot tub located on the patio.
- Washing machine and dryer located in a hallway. Large new LG and Maytag stainless steel appliances ... and much more!

