

STRATEGIC PLAN

Five-year objectives and action priorities, 2010-2014

- **Campus participation:** Align with objectives of University of Missouri to improve the lives of the citizens of Missouri, the nation and the world through journalism and strategic communication. Support innovation and excellence in teaching, research, outreach, and participate in interdisciplinary activities spawned through participation in Mizzou Advantage. **2010-2013** Responsible: Executive committee, faculty, staff

- **Curriculum:** Implement changes in undergraduate curriculum with creation of student-centered interest areas, including focus on additional convergence skills, and new required course in multimedia. Add emerging-technology skills through specialty courses of shorter duration, such as boot camps. Increase the number of offerings at 4000/7000 level, including interdisciplinary classes to improve job-readiness. Use interactive techniques for more effective learning delivery. **2011-2013** Responsible: Faculty committees, students, administration

- **Partnerships:** Create new or reinforce existing partnerships with technology providers to enable more research and student experimentation with new platforms and new delivery devices such as tablets, digital readers and smart phones. Create additional relationships with industry that will allow for research and experimentation with developing ideas such as crowd sourcing, document clouds and data visualization, as well as student involvement in professional publications. **2010-2011** Responsible: Faculty committees, resident news organizations, executive committee

- **Entrepreneurism:** Expand hands-on entrepreneurial experience/experimentation with the changing business model of journalism, advertising and strategic communication. **2011-2014** Responsible: Faculty, RJJ, executive committee, partners in profession

- **Social media/technology:** Promote understanding of social media uses in democratic role of journalism. Integrate into curriculum to expand the knowledge of social media in journalism context. **2010-2011** Responsible: Faculty, students, RJJ, executive committee

- **Diversity:** Grow minority undergraduate enrollment to align with statewide demographics, achieving 14 percent by 2015. Revise and update all diversity statements for School of Journalism and newsrooms. **2010-2014** Responsible: Faculty committees, executive committee

- **Reynolds Journalism Institute:** Continue to integrate the Reynolds Journalism Institute into the everyday life of the school, including more joint research projects with undergraduates, more expertise sharing between fellows, faculty and students. **2011-2012** Responsible: RJJ, administration

- **Advising:** Improve advising services for all students, with a concentration on improving the integration of pre-journalism students into

OUR MISSION



The Missouri School of Journalism will continue to lead the way in educating the next generation of preeminent journalists and journalism scholars. We will:

- Offer dynamic and ever-improving array of undergraduate, master's and doctoral programs, as well as cutting-edge methods of delivering instruction.

- Foster and support research programs that keep faculty and students at the forefront of journalism and strategic communication research that influences and leads the industry.

- Collaborate with academics and journalists around the globe in training and research initiatives that improve the practice and understanding of journalism in the service of democratic societies.

- Create entrepreneurial and innovative methods to forge new industry business models with the goal of sustaining the flow of news and information for the betterment of society.

the School. Encourage and advise students on double majors, additional minors, and adding information technology courses that would allow for more specialization. **2010-2012** Responsible: Career Services, dean's office, advisers

- **Classroom renovation/innovation:** Enhance student experience by improving technology in existing classroom spaces. Seek donors for rehab of aging spaces in Neff and Gannett halls; find donor for remodeling of former Missourian pressroom. **2012-2014** Responsible: Development, dean's office

- **Faculty involvement:** Fully implement reorganized faculty committees, particularly in the areas of industry outreach, student outreach, innovation, and teaching and learning to improve participation by all levels of faculty in these important areas. **2011** Responsible: Dean's office, policy committee

- **Personnel:** With expected retirement of key faculty members, administrators and staff, create hiring plan to identify new leadership and reassess needed skills for revised curricular needs as well as research priorities for changing profession. Revise roles of faculty chairs to align with curriculum that focuses on function instead of platform. **2010-2013** Responsible: Executive committee, policy committee, faculty

- **Resident professional associations:** Continue to integrate resources of Missouri-based industry associations into teaching and research, including Religion News Writers Assn., Investigative Reporters and Editors, Assn. of Health Care Journalists, National Newspaper Assn. and others. **2010-2012** Responsible: Industry associations, faculty

- **Business journalism programs:** Expand reach and scope of business and economic journalism program with addition of second endowed chair in business journalism. **2010-2012** Responsible: SABEW and Reynolds endowed chairs, administration

- **Career services:** Help students and working journalists identify new jobs in expanding media markets as part of renewed focus on Career Services. **2010-2014** Responsible: Career services, student outreach faculty committee

- **International outreach:** Expand outreach to additional countries for international journalism training, including Philippines, Middle East, Africa, Singapore; and enrich outreach to European Union. **2010-2014** Responsible: International Programs, faculty

- **Study-away opportunities:** Continue to evaluate present off-campus study opportunities and consider additional ones in Middle East and Asia. Use technology to link global journalists into classroom activities. Expand Center for Digital Globe. **2010-2014** Responsible: International programs, Reynolds Chair in business journalism, CDiG directors

- **Relationship with other Missouri institutions:** Continue to develop satellite curriculum with state community-based higher-education institutions. Improve experience of students transferring to School of Journalism from other institutions. **2010-2012** Responsible: Dean's office, advising



Key dates in planning

This effort builds upon previous five-year plans adopted by the Missouri School of Journalism. As we approached the formulation of this plan, we took these steps:

2006-2007: Faculty participates in on-campus retreats to discuss future of our curriculum and student needs.

2007-2008: Curriculum reform begins with realignment of non-journalism core.

Spring 2009: Executive committee and elected Journalism Policy Committee hold two brainstorming sessions about strategic goals.

August 2009: Faculty participates in brainstorming session on Future of Journalism Education to suggest how curriculum can meet changes in industry.

November 2009: Students brainstorm on curriculum to inform curriculum committee and faculty on needed changes.

February 2010: Key faculty and deans attend Carnegie state of journalism curriculum meeting in New York to assess what other schools are doing.

March 2010: Students brainstorm on what J-School should have achieved by 2020 to provide additional student input.

November 2009 - April 2010: One-on-one meetings with key leadership and policy committee chair to revise list.