



Strategic Plan

Jan. 27, 2017



Missouri School of Journalism
University of Missouri



Dear Missouri Journalism Family,

The Missouri Method began on the first day of classes—Sept. 14, 1908—with the publishing of the first issue of the *University Missourian*. Imagine, for just a moment, the elation faculty, staff and students felt as that first newspaper rolled off the press. Could they have had any idea that Missouri's innovative approach to journalism education would be recognized as the gold standard for the next 109 years?

Those early years might best be described as forward-thinking and dynamic. From the beginning, founding Dean Walter Williams envisioned a school of journalism that would positively influence the quality of journalism and advertising worldwide. Dean Williams helped establish standards for journalism and strategic communication education, including the national honor society Kappa Tau Alpha. The world's first bachelor's, master's and doctoral degrees in journalism were offered here.

Dean Williams also made certain that the lessons of the Missouri School of Journalism reached worldwide by training journalists from China and bringing a World Press Congress to Missouri. The School is an international magnet for journalists, strategic communication professionals, scholars and dignitaries who come to campus to see the Missouri Method in action.

Missouri School of Journalism faculty have a strong history of integrating new technologies and platforms into the curriculum. Over time, the School's complement of hands-on learning laboratories came to include KBIA-FM radio, KOMU-TV, Vox Magazine, Mojo Ad, AdZou, Global Journalist and Missouri Business Alert, along with the *Columbia Missourian*. Through the Reynolds Journalism Institute, innovative strategies, tools and research are helping to ensure a long and bright future for our professions.

Students have graduated with the kind of knowledge and skills that put them at the forefront of the industry. Today, our alumni lead the world's most influential newsrooms and agencies and serve as researchers and teachers in the finest schools of journalism and communication.

The achievements of our past are too numerous to mention here. Our expansive global programs, award-winning research, strong employment rate, industry collaborations and so much more are the result of faculty, staff, students and alumni dreaming, working and learning together.

Now, it's our turn to build on this tradition of excellence. This strategic plan is a living document that will guide our work, help us set priorities, and hold us accountable for accomplishing our goals. The Missouri School of Journalism is the world's premier school for journalism and strategic communication. Let's work together to shape our professions in the coming years.

A handwritten signature in black ink, reading 'Dave'.

David D. Kurpius, Ph.D.
Dean and Professor
Missouri School of Journalism

The Missouri Method is a practical, hands-on approach to experiential learning—pioneered by the Missouri School of Journalism in 1908—that prepares graduates by supplementing classroom learning with real-world experience in professional, public-facing newsrooms and strategic communication agencies.

Mission, Vision & Values

Our Mission

We educate preeminent journalists, strategic communication professionals and scholars using our world-renowned Missouri Method to seek and communicate truth for the benefit of democratic society, setting the standard for quality journalism and strategic communication worldwide.

Our Vision

We will shape the next generations of our professions with the Missouri Method and world-class research, scholarship and innovation to prepare journalists and strategic communication professionals for exemplary public service and leadership.

Our Values

We, the students, staff, faculty and alumni of the Missouri School of Journalism, in the spirit of diversity and inclusion, will uphold the values of the University of Missouri:

- *Discovery*
- *Excellence*
- *Respect*
- *Responsibility*

We also pledge to live by the following journalistic and strategic communication values, to reflect them in our institutional policies and practices, and to model them as we work collaboratively to inform and engage local and global communities:

- *Accountability*
- *Courage*
- *Public Service*
- *Truth*

Goals & Strategies

GOAL #1

Articulate, execute and promote the Missouri Method to prepare graduates for evolving professions

Strategy 1.1

Create a world-class, forward-thinking teaching lab that fosters collaboration among newsrooms and agencies

Strategy 1.2

Embody and execute the Missouri Method through an ongoing, holistic approach to curriculum development, teaching, experiential learning and continuous evaluation and improvement

Strategy 1.3

Articulate afresh the professional values and core competencies that serve as learning outcomes for the curriculum

Strategy 1.4

Broadly promote what Missouri School of Journalism graduates are taught to know, value and do to serve specific audiences and society at large

GOAL #2

Foster innovation and high-impact research to advance the professions of journalism and strategic communication

Strategy 2.1

Expand cross-disciplinary collaboration and research partnerships within the School of Journalism and our global offices and with the University of Missouri at large

Strategy 2.2

Connect alumni, industry professionals, communities and other external partners in strategic ways to students, staff, faculty and one another to advance learning, professional development and innovation

Strategy 2.3

Explore and test innovative products, services and revenue streams that align with the School's mission, vision, values and goals

GOAL #3

Implement a shared governance model that aligns structure, processes and resources in support of the School's strategic priorities

Strategy 3.1

Engage everyone in the Missouri School of Journalism family – including alumni and donors – to strengthen a culture of *one school* and advance the School's mission, vision and goals

Strategy 3.2

Develop a shared governance model and supporting processes to promote collaboration, transparency and efficiency

Strategy 3.3

Recruit, develop and retain exceptional and diverse faculty, staff and students