

Big Pieces for Institute Strategy First Quarter, 2004

Mission

Poynter is a school dedicated to teaching and inspiring journalists and media leaders. It promotes excellence and integrity in the practice of craft and in the practical leadership of successful businesses. It stands for a journalism that informs citizens and enlightens public discourse. It carries forward Nelson Poynter's belief in the value of independent journalism.

Strategies and Quarterly Goals

I. Expanding our reach in teaching the craft of journalism.

Primarily through seminars, conferences, and academic courses, Poynter teaches the craft of journalism, across media platforms and across journalistic disciplines. While seminars at Poynter will remain the central teaching and learning act, Poynter will continue to expand its teaching reaching: through publication on the website, through regional conferences, through newsroom teaching and consulting, through distance learning.

1. Develop 2005 curriculum (Janet/ Paul)
2. Continue developing courses in e-learning (Janet/Howard/Paul)
3. Plan marketing strategy as an umbrella project to promote all strategies (Bill, Scott, et al)
 - (a) Determine the future of the catalog (Bill/Janet)
 - (b) Determine the future of the Poynter Report (Bill)

II. Raising our voices on values.

For more than two decades, Poynter has stood for certain enduring values in journalism, and has been a leader in the teaching of applied ethics and in the creation of practical tools for journalists who must often make decisions in a hurry. In recent years, Poynter's profile in values has been raised. Through the promotion of Bob Steele, through crisis intervention, through hotline troubleshooting, through expert commentary in news stories, through public speaking, through writing on our website, Poynter will try to develop an even stronger voice on journalism values and on news standards and practices.

III. Serving owners and senior executives.

For many years, Poynter has used its resources to serve journalists who work for mainstream news organizations, college students on the brink of a journalism career, and journalism educators. Other journalists and educators – including those from other countries and cultures – have found their way into the tent. Changes in the economics of the news business has led Poynter to reach out to the owners and senior executives of news organizations. Journalism will not improve – and Poynter will not fulfill its mission – if news organizations are not

profitable and if journalists lack the resources they need to carry out their public service. Poynter will serve this new constituency through conferences, retreats; through courses on journalism and business values; and through research on news capacity.

4. Complete the plan for Executive "Retreats" (Bob)
5. Build on executive excellence programs (JBV, etc.) (Bob)
6. Build contacts with individual executives (Bob, Karen, Janet)

IV. Building our base at Poynter.

Poynter's mission is grand. It stands on a foundation of success. So its aspirations are high. Poynter is a school that owns a newspaper, which keeps Poynter real, and brings to it resources in the form of stock dividends. Until now, those resources have been sufficient. As a new strategy, Poynter will pay special attention to the conservation and cultivation of its resources – its faculty and staff, its campus and facilities, its savings, and its sources of revenue. Poynter's goal, as always, is to out-perform its resources. Through the hiring of a development officer, through partnerships with other organizations, through re-evaluation of its tuition policies, the Institute will work to build a deep reservoir of resources from which to draw.

7. Determine the appropriate fees strategy (Karen) ✓ \$100 - 200k
8. Advance the Development plan (Scott)
 - (a) Decide on which approaches to take
 - (b) Complete laying of pipeline – set-up methods for giving, etc. ✓
 - (c) Find new revenues
 - (d) Product Development
9. Provide a year of improved service without exceeding the annual budget (Karen with Leslie, Janet, Paul and all)
10. Examine and promote ethical practices based on Poynter values among (faculty and) staff (Janet, Bill, Roy, Bob)
 - (a) Ethics audit of faculty practices
 - (b) Leadership of staff managers, including matters of ethics and values ✓