

Overall Alumni Themes
Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

Future Timeline
Alumni
04.04.19

2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Event: presidential	Trend: future of work	Other: Possible city-	Trend: global	Trend: increasing			Issue: social media	Issue: technology in classroom	Trend: more demands of
Issue: Public loan	Event: new chancellor of	Trend: aging	Trend: increasing	Event: possible					Trend: future generations with
Issue: New chancellor	Issue: religious freedom laws	Trend: EBP is valuable but is	Trend: increasing	Trend: increasing					Event: "another recession"
Event: Presidential	Event: Roe vs. Wade being		Trend: Cost of higher						
Trend: Telehealth	Issue: "The integraton of		Issue: Political						
Event: health care	Event: passage of green new								
Issue: my day summer									
Issue: canvas summer									
Trend: 5- 10 years -									
Trend: changes in									
Event: female									
Trend: continued									
Trend: non-traditional									
Issue: Rising									
Trend: the impact of									
Issue: competitive wages of									
Issue: climate change + workfroce development									
Trend: a slowing									
Trend: private-									
Issue: crafting winning narratives vs being right									
Issue: ethics and									

Overall Alumni Themes
Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

**Future Timeline: Alumni
Overall Themes
4.9.2019**

- Possible reduction in funding for social programs- results in presidential elections
- Politics/ Political changes (3)
 - a) Passage/repeal of laws
 - b) City- county laws
 - c) Public discourse of profession
 - d) Sustainability
 - e) Climate/ environment changes
- Technology (3)
 - f) Influence of social media
 - g) Automation
 - h) Technology leading to mental health issues
 - i) Will social skills be the same-> how it impacts students and professionals
- Economic issues of university
 - a) Wealth gap
 - b) Student debt increase
 - c) Access to Brown school
- What is WUTLS role in this wealth gap?
- How will we take responsibility in its role and the impact we have on the community (eg. Our development) buying land, economic impact)
- We have a real opportunity to identify how we can solve, address, etc
- Aging population
 - What are the resources? Aging well
 - How are we as SW playing a role in this?
 - Need to recruit more students to aging field
 - Need more cross-pollination in class
 - Children- youth + families -> include aging

Overall Alumni Themes
Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

Alumni
Future Timeline Theme Session 2
4.20.19

- Cost of education/student debt (5)
 - Who can afford it? >dictates your student body
 - Pay gap and lower in SWers, overall b/c of financial
 - Masters is the new bachelors
- Expansion (or no) of healthcare (Medicaid/Medicaid) (3)
- Who wants to go to Brown? What are the issues happening locally that would drive them to come to school?
- How policy and admin be impacted by students coming? (2)
- Trends in HC>having awareness within school>value added
- Local STL issues (2)
 - City/county merger
 - Homelessness/housing stability
 - Gun violence
 - Education equity
 - Imbalance of WU power + \$
 - & having so many issues in STL communities
- Polarization & political landscape (5)
 - Regionally and nationally
 - Tax law changes>impacts peoples thinking and giving to nonprofits
 - People will give less due to higher federal taxes
- Technology (3)
 - Providing services
 - Use tech to improve service provision
 - Outside
 - How SW + PH use tech to provide services
 - Should tie tech systems to nonprofits>provide this support to NP
- Telemedicine is becoming more common
- Train students to use Excel since its common software
- Major shift in whole judiciary system (Supreme Court) that will affect us
 - Series of rulings, more conservative, undo specific policies that will pact SW, PH + SP
- International trends-will impact School
 - Climate change
 - Forced migration
 - Shift in policies will affect funding + opportunities available

Notes

- Cost of education and associated student loan debt (all groups agreed)
 - Who can afford education dictates who can pay for “quality” education
 - Necessity of having a college degree feeds this – “masters is the new bachelors”
- Expansion (or not) of healthcare (three groups)

Overall Alumni Themes

Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

- Program isn't only focused on health administration, but emphasizes policy and policy research
- May be meaningful to include healthcare admin if expansion occurs
- Certain areas of healthcare are gaining awareness in corporate arena (e.g., social determinants of health), which could situate Brown to be a thought and action leader
- STL local context has many complex problems that intersect (e.g., city/county merger, homelessness, gun violence, education equity)
 - Brown School may be a powerhouse of resources, but is situated in a city with many problems that have yet to be solved – is an irony, possibly hypocritical
- Polarization and political landscape
 - Big driver for donations may be due to changes in the tax laws; the amount of \$\$ folks donate may be impacted by the higher tax bill that occurred as a result of Trump administration
 - Even if this is walked back, will have lasting repercussions
- Increasing integration of technology into service delivery model
 - Can create an opportunity to improve delivery
 - Brown School currently does not incorporate tech use into education
 - There are very few useful, affordable data systems – Brown could be strategically placed if they could support low-resource orgs
 - Necessity of using Excel is important – was a neglected skill through education despite being a huge tool used in professions
- Judiciary system will shift to a conservative majority; will likely result in more conservative policy decisions
 - Code of ethics of the field has distinct language about impact of disparate outcomes on people
 - Programs and policies that have been center to social work ethics may be shifted to a more conservative mind
 - May put orgs in a bind on accessing funding as it currently stands
 - May push Brown to grow their advocacy arm
- International trends – will impact the school
 - Climate change
 - Forced migration
 - The shift in policies will effect funding and opportunities available for global development

Overall Alumni Themes
Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

**Alumni
Strategic Questions
04/9/19**

Question #1: What challenges will we need to deal with effectively over the next five years?

- Rising cost of tuition (9)
- Competition with online programs (1)
- Retirement of school leaders (4)
- Political polarization (8)
- Jobs insecurity of grads: domestic and international (5)
- Maintaining diversity thru rising wealth gap (2)
- Maintain quality of graduates & resulting school reputation in context of increased class size (1)
- Accommodating language barriers (2)
- Keeping up with technology- telehealth/counseling (2)
- Prepare for IT based job markets (3)
- Pay scale for human service jobs (4)
- Learning/ developing skills –ie. Data visualization –daily + macro work (2)
- Signal vs. noise- being heard -> advocacy research enrollment (2)
- Influx of social/ emotional needs of students due to worldly changes, personal conflicts and other unmet needs (2)
- Continuing to broadcast definition of social work & training students accordingly (1)
- Volatile swings of working public opinion (1)
- Comfort living in uncertainty (1)
- Navigating the gray in a black or white world (1)

Question #2: What school values must we preserve at all cost?

- Excellence- EBP (4)
- Community involvement (8)
- Leadership (5)
- Emphasis on diversity and inclusion (5)
- a) Real institutional transformation
- Student centered-ness (2)
- Making scholarships & affordability a top priority (8)
- Innovative transdisciplinary (7)
- Collaborative problem solving (4)
- Non-traditional/ unconventional agile mindset (3)
- Management & capacity building for nonprofits (5)
- Social justice (5)
- Ethical practice (4)
- Coordinate/ facilitate alignment amongst different disciplinary (politics, legal, development) (3)
- Not just ideas-> action (3)
- Commitment to EBP (1)

Overall Alumni Themes
Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

Question #3: What key opportunities must we pursue if we are to achieve excellence as a school?

- Center for community partnership structure like Sam Fox (1)
- Networking (4)
- Take advantage of the brilliance within each school @ WU & the strength of community partners/ members (3)
- Co-definition of excellence with students (1)
- Ongoing PD for students and grads (1)
- Demonstrated community impact (1)
- Providing more opportunities for shadowing/ observing within the field without practicum being a requirement. Professional representation within the classroom. Real life testimonials from the field. (6)
- Brown school reputation positions for advocacy for broader public to value MSW, MPH, MSP, professions- and as a result- compensate professionals that dignifies the change they make and value they create (lets raise that median salary! We're behind teachers + nurses) –increase societal understating of difference between BSW and MSW (6)
- Connecting practicing alumni with current students to build practical skills in the field (1)
- Research/evidence based practices samples and collaborations in the St. Louis region (1)
- Investments and results in community based programs (3)
- Provide strong (clinical) training certification in evidence- based treatments so students graduate with a strong clinical foundation for their first jobs (4)
- Continue to push the envelope in class, training + practicum offerings that fall outside the box of traditional social work jobs. Roles. Social workers can do anything (7)
- Focus on scholarship to attract top talent to the school & reduce financial burden of initial low post-grad wages/ debt (4)
- Continue to strengthen career services—networking (4)
- International partnerships for greater exposure to global SW and issues (1)

Question #4: What is the one thing we must change (e.g. do more of, do less of, get rid of) if we are to be successful in the future?

- More investment in teaching- retain high quality teachers not just researchers (7)
- Focus on quality skills- stop building buildings, start building people –more emphasis on practical skills, application to people and systems (11)
- Interdisciplinary –strong integration with other WUSTL schools. If SW/MPH/ SP professionals are truly able to implement & sustain change we need to know the business/law/environment outcomes & speak their language (5)
- Experience implementation beyond traditional journals- open access to knowledge
- Add professional input from the field via pros/ cons of the opportunities available in the field (2)
- Offer scholarships to nontraditional students seeking support without questioning their “why” For returning to school under which ever circumstances they have/ are experiencing (2)

Overall Alumni Themes

Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

- Focus more on ensuring the Brown graduates will be at the top of their field vs. seeming prioritization of research – elevating teaching (1)
- Increase transparency (1)
- Increase communication across programs, faculty, staff and with students (1)
- Lower cost of education (1)
- Less paper mailed to community (1)
- Continuously update curriculum to align with current roles and practices (or allow more flexibility within tracks) (2)
- Follow model of Buder center in focus on career and connection (2)
- Promote EBP outside of costly academic journals (1)
- Keep expanding in terms of reach of social work roles- non-traditional positions/ roles in addition to traditional social work. It seems as if the world is trending that way (2)
- Improve advising system (1)
- Improve what we have before adding more- not try to be everything to everyone (2)

Question #5: What in our school culture needs to change for the future?

- Increase diversity culture across student body + faculty + staff. Keep doing! (6)
- Continue to evaluate facilities for diversity- prayer rooms/ gender-neutral restrooms- what else??? (4)
- Encourage professionalism among students (8)
- Expect academic accountability (3)
- Create cohort model to build community (4)
- WUSTL doesn't always have the answer & that's a good thing! (1)
- Create a warmer + more welcoming environment, despite expansion of physical space (2)
- Professors exhibiting an elitist persona (3)
- Mentor, not hand-hold students (1)
- Students helping and mentoring/ skill share (1)
- DE stigmatizing for- profit and or lucrative work (1)
- Perspective- decrease the "bubble" effect (tolerance of differing perspectives) (5)
- Greater focus on ethics (1)

Notes

Question: What school values must we preserve at all costs?

- I. Carousel Design Activity
 - a. Question 1
 - i. Rising cost of tuition
 - ii. Retirement of school leaders
 1. Jack Kirkland, ending career
 - iii. Political polarization, swings of public opinion
 1. Things that are hard to talk about
 - iv. Job insecurity
 - b. Question 2

Overall Alumni Themes

Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

- i. Community involvement – most check marks
 - 1. Community leading the school on how to engage
 - 2. Brown School did not have the reputation for effective engagement
 - a. Sam Fox School has infrastructure to support this
 - ii. Innovative curriculum with emphasis on collaborative problem solving
 - iii. Emphasis on diversity and inclusion
 - iv. Management and capacity building for nonprofits
- c. Question 3
- i. Continue to push the envelope in roles that fall outside of traditional social work box – social workers can do anything
 - ii. Compensate and dignify the MSW, MPH, and MSP profession by emphasizing the value
 - 1. Gap in societal understanding of the value of the profession; folks that care about social change
 - 2. By the time you are engaging with folks at the school, have already committed to a career that isn't held in the highest esteem
 - 3. Want to change the narrative for folks who haven't yet considered this field as a career
 - iii. Strengthen career services & networking support
 - iv. Attract top talent & support folks financially by limiting debt burden
 - v. Provide more opportunities for shadowing “real time” social work, public health, and social policy – want to show what's really happening
- d. Question 4
- i. Raise quality/focus on teaching to be on par with research
 - 1. If school had same emphasis the culture would be stronger and profession would be benefitted
 - ii. Focus on quality skills; stop building buildings and start building people
 - 1. De-emphasize expensive communications & use more sustainable, affordable avenues and put greater emphasis on
 - iii. Promote evidence-based practice outside of expensive academic journals
 - 1. If all of good research is only going into journals, how is it getting to the field
 - 2. This institution leads the nation in implementation science; is a huge game changer for research – putting novel treatments into standards of care practice, but aren't actually used at the medical school
 - 3. When writing a grant and it's asking for evidence-based practice, is tough to find – school could do better at communication AND implementation of findings
- e. Question 5
- i. Increase culture of diversity, inclusion, and equity at school –keep doing and keep improving
 - ii. Implement cohort model
 - 1. Can be difficult to build a culture of community because of the varied directions across all students

Overall Alumni Themes

Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

- iii. Expect academic accountability
- iv. Perspective—decrease the “bubble effect”
 - 1. Was mirrored across several other questions

II. Timeline Activity

- a. Influence of political change
 - i. Sustainability
 - ii. City/county merger—big influence, repeated several times
 - iii. Public discourse around profession
 - iv. Funding for social programs
 - v. Climate change
- b. Technology influence
 - i. Robotics and IT
 - ii. Social media
 - iii. Automation & artificial intelligence
 - iv. Increased mental health challenges
 - v. Social skills of incoming students
 - vi. Social skills of professionals
 - vii. Teaching methodologies
- c. Finance and Economic Issues
 - i. Increase of wealth gap
 - 1. Wash U’s influence on this wealth gap
 - a. Buying up land and doesn’t pay taxes, which influences the inequity in school funding & availability
 - b. Seems counterintuitive to mission to improve academic outcomes
 - c. Not a situation for pointing fingers and naming what’s wrong, but great opportunity for collaboration across disciplines to address the inequity
 - d. Promote the role that social work, public health, and social policy has in supporting aging population to retire well and healthy
 - i. Is a growing field, but focus at the university is really small; over-emphasis on children and youth
 - ii. Unaffordable tuition, student debt increase
 - iii. Inequitable access to high-quality programs with huge price tag
- d. Expanded practice and advocacy with older adults
 - i. Working with older folks should be included in curriculum around children, youth, and families
 - 1. Aging people are staying well longer—is an opportunity for growing practice into the future
 - 2. Accountability to building the economic achievement of STL residents

III. Next Steps

- a. What influence does Wash U have on this process?
 - i. The whole university will start strategic planning over the next year
 - ii. Chancellor-Elect Martin supports Brown School in doing their strategic planning; many schools just wrapped up

Overall Alumni Themes
Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

Alumni
Session #2: Strategic Planning
04.23.19

Question 1: What challenges will we need to deal with effectively over the next five years?

- Technology (e.g. how does that impact classes/practices, how is tech used to impact PH/SW, class on PH/SW tech) (3)
- Push for equitable development policies to prevent displacement (2)
- Climate change (partnerships, classes, advocacy, etc.) (2)
- Changes in the volume & type of employee/leaders—Baby Boomers are out + leaving opportunities
- Lack of integration of public + social services in STL region—How do we bridge these gaps? (2)
- No one stays in St. Louis (because practicums can't pay for students to stay; because lack of connection to STL people, community, orgs/businesses, universities) (3)
- Tuition costs/future generations going into debt (8)
- Focus and interests for students who are going to grad school “just because” (Does this mean advising them to wait or what the cost/benefit analysis would be? (1)
- Define what resources are available to alum/community
- Diversify employer access/pool (how do we educate students on types of jobs they are qualified for (5)
- Public Health and SW advocacy within healthcare providers (4)
- Strong PhD program on research & leadership
- Lower Civility and collaborative efforts among opposing views and Higher polarized political/social views (2)
- (-)Transparency between orgs/institutions and the community (2)
- (-)the unsustainable way in which we fund non-profits (paid practicum, SW union, working with nonprofits with similar missions) (2)

Question #2: What school values must we preserve at all costs?

- Inclusiveness (5)
- Affordability (5)
- Person-centered (1)
- Transdisciplinary (6)
- Research/evidence-based (5)
- balance research/practice (3)
- professional development (1)
- community building (internal + external) (5)
- equity (6)
- innovation (3)

Overall Alumni Themes
Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

- volunteerism
- international (2)
- accessibility (2)
- leadership (1)
- diversity (2)
- student/community feedback loop (1)
- rigor/high quality education/training (3)
- face-to-face learning
- student-driven

Question #3: What key opportunities must we pursue if we are to achieve excellence as a school?

- Big change/vision: tech + social services
- Integration of media (film, photography, podcast)
- International development in 3D (1)
- Payment for practicum (4)
- Consistency in adjuncts
- Practicum opp. In diverse fields (5)
- Substantial/integrated career development support (4)
- Opportunities for leadership development (2)
 - \$ for conferences/trainings (1)
 - Facilitation skills for macro work
- More tailored feedback from professors and students on papers, presentations, etc. so that students can improve their writing + public speaking skills more
- Tap into trend of making higher education more affordable-especially in social work + public health (6)
- More opportunities to engage with other schools on campus (e.g. business school) (8)
- Knowledge-sharing with alum
- Leader/management courses
- Strong research dissemination to community/STL region
 - Practice implications for community agents
- STL is growing-make big changes with the city
- More political/government opportunities (6)
- Implementable projects students can lead (1)
 - In the STL community
 - Integrated throughout courses
- More substantial social justice/racial justice training (ABAR) employees + students (4)
- More policy/SED classes (2)
 - Make them experiential
- Leveraging online tools and expanding online options (hybrid, flipped models, etc.)
- Opportunities to engage with diverse field and schools from a learning and professional perspective (business, politics, etc.)
- Affordability of program and development of sustained and integrated professionals

Overall Alumni Themes

Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

- Ensuring a 360 implementation of diversity, inclusion and equity knowledge, skills and values in students, faculty, and staff
- Further involvement and commitment to a transdisciplinary skills et for students

Question #4: What is one thing we must change (e.g. do more of, do less of, get rid of) if we are to be successful in the future?

- Offer more night classes (3)
- Consider part-time options (2)
- Online course/program options (1)
- More paid practicum opportunities (6)
- Career center to provide more options (1)
- Help students develop brand/articulate value of SW/PH (\$\$) (8)
- Don't lose face-to-face programs/classes but offer more flexibility for part-time students
- Bring in more guest speakers/alum into the classroom (3)
- More opportunities to engage faculty (1)
- Consider class sizes
- Stronger connections/cross collaboration across universities in STL & communities
- How we teach/educate, increase diversity of learning strategies (Didactic heavy) (2)
- Project-based (real grand challenges) courses (3)
- Build connections with social work grand challenges (1)
- International development (do more and strategically) (1)
- Skill labs to match industry trends (Excel) (Academic writing) (3)
- Partnerships with rural initiatives
- Coach alumni development to not solicit brand new grads; cultivate the new donors more (1)
- Work on rebranding social work-not bleeding hearts (3)
- More alumni meaningful engagement even in nontraditional capacities (1)
- Recruiting MSW/MPH/MSP, etc. from diverse backgrounds (3)
- Stronger connections to STL for students (break the Wash U bubble, and better marketing of current partnerships) (1)

Question #5: What in our school culture needs to change for the future?

- Practicality (1)
 - Connecting classroom concepts to “real world” applications (1)
- Less talk>more action (2)
 - Long term planning and communication to stake-holders
- More intentional (1)
- Genuine inclusivity efforts
 - Include students in planning/staffing (2)
- Working with communities in more sustainable/less harmful ways (3)

Overall Alumni Themes
Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

- More responsive to community needs across the Brown school collective/across the silos within the school (2)
- More collaboration between MSW/MPH/MSP and other grad programs across campus (2)
- Unhealthy competition (2)
- Sustainable investment in the Promise Zone; make higher ed accessible to PZ students - local, major needs there (3)
- Continuity of content/experiences through classes + practicum experiences
- Authentic inclusion-we need a culture that doesn't shame some ideologies/political views/beliefs (dialogue not silence) (5)
- (-) divide between the M's
- Nontraditional careers/paths (3)
- Macro thinking>policy action (3)
- POC led theories/community work (1)

Notes

Question 1

- Tuition costs/future generations going into debt
- No one stays in STL – lack of connections to STL, organizations, communities
- Unsustainable way that we fund non-profits
 - Funders ask for a lot of NP for not a lot of money
 - Paid practicums should be mandatory; funder see that NP get free labor
 - We should have a SW union that we should organization and demand higher wages
 - How do you have professionals entering a space who see a very fragmented system and how to do equip them to collaboratively work together? It's unsustainable to fund so many NP in STL but could they work together
 - Educate students what soft dollar funding looks like and the grant world
 - WUSTL (university) has ties to incredibly wealthy people and it would be nice if the university could tie the passion of donor to an organization to support sustainably

Q2

- Equity
- Community-building – internal and external
 - Connect students to each other and then to the larger community
- Research and evidence-based practices – it isn't a core skill set that everyone is taught; brown can set itself apart
- Interdisciplinary/ transdisciplinary
 - How to connect to different fields
 - We have diverse fields and subfields – that we should connect to

Q3

- Increase opportunities to engage with diverse fields and schools from a learning and professional perspective
 - Tap into other schools to get more transdisciplinary perspective
- Affordability of program and development of sustained and integrated professionals
 - How do you get the professionals integrated in our development

Overall Alumni Themes

Future Timeline, Strategic Questions, Focus Groups, Individual Interviews

- Ensuring a 360degree implementation of diversity, inclusion and equity knowledge, skills, and values for students, faculty, staff
- Further involvement and commitment to transdisciplinary skillset for student
 - Make it easier to take courses from other schools
 - Be able to translate our skills into other areas

Q4 –One thing to change

- Help students develop their brand and articulate their value of SW/PH/SP
- Don't loss face-to-face classes; tailor course work so flexibility
- More strong connections and collaborations across university
- More Project –based courses – real grand challenges and real project

Q5

- Less talk, more action – focusing the classroom concept to real-world application
- More intentional with inclusivity efforts; authentic inclusion
- Working with communities in less harmful and more sustainable ways
- Fostering more collaboration among the programs within the school
- More non-traditional career paths
- More macro-thinking –policy action