1. The cost of education and student debt
   - Who can afford dictates our student body
   - Pay gap for our professions
   - Masters degrees are the new bachelors

2. International trends
   - Climate change
   - Forced migration
   - Aging populations

3. Local St. Louis issues
   - City-County merger
   - Homelessness & housing instability
   - Gun violence
   - Education equity
   - Imbalance of WUSTL power & money in our community

4. Polarization and the political and economic landscape
   - Regionally and nationally
   - Tax law changes impacts people’s giving to non-profits
   - Potential reduction in funding for social programs
   - Addressing climate change
   - Major shift in judiciary system impacting our professions
   - Expansion (or lack of) of healthcare
   - Increase of the wealth gap

5. Technology Influence
   - Social media
   - Automation and artificial intelligence
   - Social skills of students and professionals
   - Increased mental health challenges
   - Teaching methodologies
   - Telemedicine
   - Role in providing services

Challenges to deal with over the next 5 years

- Rising cost of education
- Retirement of School leaders and faculty
- Political polarization and swings of public opinion
- Diversifying our employer/job pool for students
- Public health and social work advocacy within healthcare provider settings
- Impact of technology on our teaching

Below are the major themes that emerged for each strategic question.
2. **School values to preserve**

- Equity, diversity and inclusion
- Affordability
- Transdisciplinary & evidence-based
- Community building (internal and external to School)
- High quality education
- Innovative curriculum with emphasis on collaborative problem-solving

3. **Key opportunities we must pursue to achieve excellence**

- Push for more non-traditional social work roles
- Emphasize the value of our professions
- Strengthen career services and networking support
- Attract top talent & limit debt burden
- Paid practicums and more diverse opportunities
- Make higher education more affordable
- Increase collaboration with other WUSTL schools and institutes

4. **One thing to change**

- Help students articulate the value of our professions
- More paid practicum opportunities
- Raise quality of teaching to be on par with research
- Focus on building students’ skills and not on building buildings
- Promote evidence-based practice outside of research journals

5. **Change in school culture**

- Continue diversity, inclusion, and equity work – make it authentic
- Implement cohort model to help build culture of community
- Expect academic accountability
- Work to lessen the WUSTL “bubble” perception
- Work more sustainably in our communities (e.g., The Promise Zone)
- Greater emphasis on macro thinking, policy action, and non traditional career paths