Faculty (full-time, part-time & adjunct faculty)

Washington University in St. Louis
BROWN SCHOOL

SWOT Analysis Themes |
Participants identified the Brown School's strengths, weaknesses, opportunities, and threats.

STRENGTHS (internal)

- Diversity — faculty, staff, students, areas of work
- Great staff
- Supportive leadership
- Transdisciplinary
- Engaged and motivated students
- One School vision
- Dissemination and implementation and systems science expertise
- Well-resourced

WEAKNESSES (internal)

- Shortage of faculty in some areas (e.g., biostatistics)
- High cost of education for low salary jobs
- Lack of understanding of Brown School research by WUSTL IRB
- Lack of collaborations across WUSTL (e.g., WUSM)

OPPORTUNITIES (external)

- Having three programs can make positive real world impact
- Better use of our alumni network
- Local community racial and economic equity initiatives coupled with greater WUSTL leadership interest
- Expanding priority community partnerships
- Expanding collaborations across university
- Funding (federal, state, foundations, private)

THREATS (external)

- Cost of tuition and student debt
- No longer the market place of ideas — our work is being ignored by 50% of the population
- Automation and online learning

Future Timeline Themes |
Participants identified the following themes that would impact or influence the School over the next 10 years.

1. **Demographic shifts**
   - Faculty retirement
   - Racial, ethnic, and cultural changes
   - Reduced market of students

2. **Technology**
   - Data science
   - Technology support and standards
   - Online education

3. **Marketplace**
   - Cost of education vs. job salaries
   - Cost-benefit of degree
   - Changes in international relations (e.g., China)

3. **Political and economic impact**
   - Growing wealth gap
   - Increased cost of education
   - Reduced job availability
   - Large programs (e.g., Medicaid) with high costs
   - Local political efforts (e.g., Better Together)
   - Immigration policy
   - Changing power dynamics

4. **Global climate change**
   - Training needs to respond to cascade of issues (e.g., economic disparities, migration, demographic shifts, behavioral health)

5. **Disruptive innovations in healthcare and social services systems**
   - Changing job opportunities
   - Need to prepare students for new paradigm

Five Strategic Questions Themes |

❶ Challenges to deal with over the next 5 years

- Cost of education and low salaries of graduates
- Upcoming elections may impact funding, research, and policies
- Mental health challenges of our students
- Staying competitive against online education
- Ability to rapidly respond to unforeseen events (e.g., mass shootings, Ferguson) in an inclusive way
- Global engagement including limited partnerships in Latin America
- Lack of technology infrastructure and analytic capacity to handle big data sets and sophisticated analysis
- Having meaningful impact addressing issues in the St. Louis region
- Chancellor/Leadership transition and uncertainty of support

❷ School values to preserve

- Collaboration and cooperation with one another
- Commitment to excellence
- Transdisciplinary
- High quality education
- Social justice and equity
- Social impact and community engagement
- Innovation
- Student-centered
- Evidence-based
- Intentional diversity, integration & retention
- Integrity
- Intellectual rigor
- Respect

❸ Key opportunities we must pursue to achieve excellence

- Increase collaborations (e.g., teaching, research) within Brown School and across WUSTL (e.g., engineering, medical school).
- Greater engagement in the St. Louis community in the areas of public health, social work and social policy
- Strong collaborations with social service and public health organizations
- Utilize technology to advance our teaching (e.g., online) and research (e.g., data science, big data)
- Identify ways to leverage/engage the new WUSTL leadership that will help support our work
- Greater role in policy advocacy (e.g., education policies, immigration)

Five Strategic Questions Themes | *Continued*

④ One thing to change

- Raise the expectations of our students in the classroom:
    - Greater understanding of the fundamentals
    - Stronger communication and writing skills
    - Address grade inflation in regard to students' expectations
    - Stronger social justice skills
    - Ability to have tough conversations in the classroom
- Strengthen our community engagement as a School:
    - More connectedness to the community through our teaching, service, and practice
    - Improve how we are perceived by St. Louis community — need to viewed as collaborative
    - Be more relevant and accountable to our community
- Be more global in our teaching and research. Students need greater exposure to and understanding of what is happening around the world
- Increase formal opportunities for faculty to interaction with each other
- Continue to focus on enhancing School culture, including achieving One School, more efficient with peoples' time, and assess changes in our culture
- Academic programs need more focus on policy, data science, and social action
- Strengthen the School's business and research offices including more efficient processes and greater capacity

⑤ Change in school culture

- More flexibility and responsiveness of curriculum
    - Explore pass/fail option
    - Influence the student achievement culture
    - Make it a less stressful learning environment; Impact student's mental health
    - Consider online, truncated, and part-time options or reconfigure courses to be more flexible
- Achieving One School by Integrating three programs
    - Greater awareness of each faculty member's work and discipline
    - Enhancing equity, respect and value across all faculty tracks
    - Have one curriculum that blends social work, public health and social policy
    - Encourage social work and public health faculty to co-teach
- Greater focus on measures of success than on process
    - Need to focus on equity and show outcomes
- Open to different perspectives and have difficult conversations in the classroom
- Value academic inquiry and research over funding opportunities