

Overall National Council Themes
SWOT, Future Timeline and Strategic Questions

National Council
SWOT Analysis Major Themes Summary
04.04.2019

Below are the major themes that emerged from the SWOT analysis conducted by the National Council on 4/04/19. See page 2 for raw responses from the activity.

Strengths

1. Excellent Faculty
2. Multiple disciplines
3. Diverse student from around the globe
 - a) Inclusive
4. MSW and MPH and MSP
5. Students and faculty represent diverse backgrounds and communities, nationally and internationally

Weaknesses

1. St. Louis region and Missouri lag behind the nation in health, social justice, job creation- resulting in challenges to recruit students and faculty
2. Aging of most senior faculty/leaders
3. Cost of education
4. Ivory tower perception by local community
5. University is isolated to a great degree from reality of community; focus on global issues, minimizing local concerns

Opportunities

1. Build relationships across disciplines at Washington University external to school especially related to policy impact and public health
 - a) Medical School intersection with public health
 - b) Coordination with law/business/engineering faculties for joint coursework for intersecting initiatives to leverage facilities
2. Health IT
3. Understanding medial data (big data/machine learning)
4. Impact new local government

Threats

1. Income disparity/shrinking middle class
 2. Competition- define and differentiate
 3. Aging population needing resources
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SWOT Analysis Brainstormed List

On 4/4/19, the National Council brainstormed strengths, weaknesses, opportunities and threats related to the Brown School. Then the ideas from each area that had the most agreement were identified and reported out.

Strengths: Positive Internal Conditions

Strengths Summarized based on Group Agreement

- Students and faculty represent diverse backgrounds and communities, nationally and internationally
- MSW and MPH and MSP
- Excellent faculty
- Leads university's community outreach
- Deep domain knowledge with critical areas such as child development, public health/social determinants

Brainstormed Strengths (#of NC in agreement)

- Excellent Faculty (8)
- Multiple disciplines (7)
- Cross- department/school partnerships/degrees (4)
- Leads university community outreach (5)
- One school culture (2)
- Clark Fox Forum brings in orgs/communities from not only local but also global conferences as a convening place (2)
- New leadership- new ideas (2)
- Reputation currently (3)
- Name recognition (1)
- We can be forum for civil discussion in absence of unbiased media (2)
- Diverse student from around the globe (8)
- Ever evolving curriculum renew and adjustments (5)
- MSW and MPH and MSP (7)
- Inclusive (6)
- Location Midwest which provides the Midwestern attitude & culture (4)
- Involvement in regional issues as a "LAS" (2)
- Proximity to urban STL (3)
- Practice and policy focus (1)
- Deep domain knowledge with critical areas such as child development, public health/social determinants (3)
- Seen as convener at a time of polarization/distrust of information (1)
- Students and faculty represent diverse backgrounds and communities, nationally and internationally (6)
- Strong research effort (3)
- National/international force with SW, PH, and policy (1)
- Well-funded institution (define) (1)
- Policy (impact) focus and emphasis on evidence as basis for advocacy (1)

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- Fairly strong alumni support (1)
- Curriculum/student development (1)
- Focus on clinical social work strengthen the program and broader exposure of therapies (1)
- Financial resource management & training (1)
- How we operate: cooperative/collaborative (1)

Weaknesses: Negative Internal Conditions

Weaknesses Summarized based on Group Agreement

- Aging of most senior faculty/leaders
- Cost of education
- St. Louis region and Missouri lag the nation in health, social justice, job creation - resulting in challenges to recruit students and faculty
- University is isolated to a great degree from reality of community; focus on global issues, minimizing local concerns

Brainstormed Weaknesses (#of NC in agreement)

- Turn policy into action locally (1)
- Whether the inclusion of public health diminishes its prominence outside of the Brown School (1)
- Liberal bent of academic institutions (2)
- Multiple disciplines, but not a collegial culture (1)
- Compliance with evidence-based approaches at the expense of learning other modalities (2)
- Aging of most senior faculty/leaders (5)
- Unknown future of higher education (1)
- Need to be nimble with social change and universities can't always respond quickly (2)
- Location in a smaller city (2)
- Cost of education (7)
- Ivory tower perception by local community (5)
- Still not as diverse as world (4)
- Location of school on campus puts the students in a more isolated space for being inclusive (2)
- Little collaboration with other WU schools, more opportunities available (2)
- Not engaged in north Delmar (NODE) (2)
- Integration of PH/SW/SP is a new combo not done or accepted before in US (1)
- New chancellor learning curve (3)
- Relative wealth of alums (4)
- St. Louis region and Missouri lag the nation in health, social justice, job creation- resulting in challenges to recruit students and faculty (9)
- Impact on community needs to gain even greater recognition (3)
- University is isolated to a great degree from reality of community; focus on global issues, minimizing local concerns (5)
- Resource allocation to activities that are not relevant to the consumer (2)

Opportunities: Positive External Possibilities

Opportunities Summarized based on Group Agreement

- Health IT
- Medical school. Intersection with public health
- Understanding medial data (big data/machine learning)
- Impact new local government
- Build relationships across disciplines at Washington University external to school especially related to policy impact and public health

Brainstormed Opportunities (#of NC in agreement)

- Negative social/political issues (ex: migrant children) to address from a social work perspective (3)
- To spread best education practices out to much larger audience (via internet) (3)
- Gain greater prominence in each area of focus (1)
- Leverage BS repository of data and IP (1)
- Reinvent healthcare lower cost, more available (2)
- Test theories at local level (faster) (1)
- Impact K-12 public education (1)
- Build on reputation & current research (4)
- Health IT (5)
- Medical school. Intersection with public health (7)
- Understanding medial data (big data/machine learning) (6)
- Distribution of the population in focus (1)
- Consider policy implications of above (1)
- Impact new local government (5)
- Expand donor base- encourage young alumni (3)
- Consider broadening social policy agenda to include public policy issues (2)
- Build credibility at local level; help our vulnerable populations <5yr. old have increased nutrition (2)
- Build relationships across disciplines at Washington University. External to school especially related to policy impact and public health (7)
- Coordination with law/business/engineering faculties for joint coursework for intersecting initiatives leverage faculties (5)
- 2020 election could provide new political climate, better support of social problems, academia, research etc. (2)
- Help shape legislative agenda locally (in addition to nationally e.g.: Medicaid expansion, opioid crisis, women's health issues) (2)
- Lead STL nonprofits/social service agencies to greater leverage (2)
- Develop culture of giving back through brown school graduates working in corporations (1)
- Transportation- can High speed trains bring rural and urban together. (1)
- Develop nonprofit leaders in region (even if not BSW grads) (1)

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Threats: Negative External Possibilities

Threats Summarized based on Group Agreement

- Income disparity/shrinking middle class
- Tech in class or out of class (Do we need physical classrooms?)
- Competition- define and differentiate
- Aging population needing resources
- Can people live off a social work salary
- Anti-information/knowledge bias mitigates impact of evidence- based academic platform

Brainstormed Threats (#of NC in agreement)

- Income disparity/shrinking middle class (6)
- Declining college enrollment (2)
- Jobs??? What kinds of jobs? How do we prepare students? (1)
- Mental impact of social media (2)
- Balance of domestic issues vs. global (2)
- Rural vs. urban (and) (1)
- Tech in class or out of class (Do we need physical classrooms?) (3)
- Geophysical environment (1)
- Competition- define and differentiate (4)
- Aging population needing resources (5)
- Need to be rated #1 (2)
- Can people live off a social work salary (3)
- Guns/marijuana impact (3)
- Prepare students for adversity and failure (2)
- Continue education in supporting frontline (our alums) workers and aging population (2)
- Prepare students for leadership (2)
- Divided population between non college educated vs. college educated population- trump syndrome continues (2)
- Contentious social and political environment (2)
- Fast moving technology leaving people behind and feeling disconnected/Suicide rates up (2)
- Pace of change from technology (2)
- Urban focus leaves rural communities behind (2)
- Anti-information/knowledge bias mitigates impact of evidence- based academic platform (3)
- Internet commoditizing what we do (education) (2)
- Negative perceptions of social workers as a profession (1)
- Anti-intellectual culture of right wing (2)
- Competitors chasing leading programs (1)
- Online programs (degree) (1)

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NOTES

Top 5:

Strengths:

1. Students, faculty represent diverse backgrounds, nationally and internationally
2. Integrating the three degrees – break down the silos and bringing everyone together
3. University has been too isolated from communities, so leading the university's community and outreach efforts
4. Excellence in faculty, and to understand that you will be recognized in policy
5. Evidence based research, strong research effort and knowing that our knowledge is in critical domains

Weaknesses:

1. Faculty are moving forward into retirement, so how do you keep up the talent
2. Cost of education
3. Ivory tower perception by the local community
4. Being isolate from the reality of the community – focus on global, minimized commitment to St. Louis...and being in St. Louis, a conservative place with conflicting values
5. Lack of diversity

Opportunities:

1. Building relationships across University, especially related to PH and SP impact
2. Understanding big data (medical data) and machine learning and this is a chance for the Brown school to take a leadership role in understanding this and transforming this
3. Intersection with Brown and Medical school especially in research
4. Awareness of Health IT and its impact on health and public health – including in curriculum
5. Impacting the new local government in St. Louis

Threats:

1. Income disparity and shrinking middle class – how does this impact affordability and desire to attend college/graduate school
2. Physical classrooms – will learning continue to occur in classrooms
3. Competition – how do we define and differentiate ourselves
4. Aging population and needs of this population
5. Will people be able to live off a SW salary in the future
6. Anti- information campaign

Strengths

- Students, faculty represent diverse backgrounds from our communities – nationally and internationally
- Multidisciplinary of degrees need to be integrated together
- People are addressing the nation's most pressing health care needs
- University has been too isolated; Brown leads University's reputational and outreach

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- Excellence – not just in faculty and the work but also a part of understanding you will be recognized; voice heard in policy
- We have faculty who have expertise in the most pressing areas

Weaknesses

- Faculty are retiring – succession planning? How do you keep up the talent?
- Cost of education
- Ivory tower perception by local community
- Being isolated from the reality of community; being more focused in global issues
- Where does STL stand in leading health and social justice issues?
- Lack of diversity

Opportunities

- Building relationships across disciplines across the university (outside of brown) in particular policy and public health impact
- Understanding big data; machine learning; medical data
- Intersection with public health in medical school; opportunity to ally with medical school
- Health IT. awareness of information technology and its impact on health; need to make it evident in research and curriculum
- Impacting the new local government – school needs to be more embedded in local government

Threats

- Income disparity and the shrinking middle class – how does that impact the interest and ability to attend college?
- Will we even have physical classrooms in the future? Online?
- What is the competition? How do we define ourselves and differentiate ourselves with others?
- Aging population will need a lot of resources
- Will people be able to live off a SW salary in the future?
- Is the anti-information bias that impacts the ability to use evidence-based.

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**National Council
Future Timeline
04.04.19**

- Further polarization of society- two Americas
- Online education changing roles of the university
- Believe the world will become more globalized- Is Brown ready to lead here? Is it a role for Brown/graduates to consult internationally?
- 2020 election will be pivotal
 - a) Funding and in many other areas
- Technology
 - a) Delivery of education
 - b) Other solution to the public beyond education
- Impact and following years as it relates to 2020 election
 - a) Health care
 - b) Environment
 - c) Immigration -> student and body and faculty
- Dealing with conflicts caused by government debt and burden v. effectively dealing with social issues
 - a) Mental health
 - b) Disparities
 - c) Income, education, health
 - d) Opioid
- The impact of digital revolution as it relates to:
 - a) A1
 - b) Virtual reality
 - c) Big data
- Dealing with negative consequences of artificial technology eg. Depression
- Funding for “effective healthcare”
- Use of technology
 - a) Impact in practice
 - b) Lose of healthcare
 - c) Many other brown school areas
- Online education
 - a) Transform how they will receive & expectations
- Federal debt
 - a) Aging population & its impact on social security, Medicaid, etc.
 - b) High level & impact on social services
- Climate change
 - a) Impact it will have on people’s health as a whole

Strategic Questions
National Council
04.04.19

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

Top Answers

- Digital world: use it to maximize our potential and stay ahead
 - Consulting with private sector to solve their problems->as a part of revenue stream
 - Create new models for new revenue sources; in keeping with advancing knowledge and the school's mission
 - St. Louis ranks so low on so many issues- we have to make an impact in our community
 - Build curriculum to skills and business models
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- How do we impact change? How to supply tools?
 - Funding community partnerships
 - Cultural change->space issues
 - Ongoing increase in cost of education vs. limited growth in salaries
 - Communicating message about what can be done with Brown School degree
 - Loan forgiveness program, based on staying in low-paying areas e.g. non-profits
 - Consulting with private sector to solve their problems->as a part of revenue stream
 - Fundraising e.g. clinical trials
 1. Economic revitalization
 - St. Louis ranks so low on so many issues- we have to make an impact in our community (3)
 - How to think about root causes
 - Digital world: use it to maximize our potential and stay ahead (2)
 - Be the leading edge: e.g. AI can be a knowledge facilitator
 - Integrate/synthesize how faculty interact with students vs. each other and across 3 disciplines
 - Donor support fun solutions not just buildings. Understand the importance and need for investing in solutions (3)
 - Keep up with funding for scholarships "need-blind" admissions (3)
 - Understand the long term financial health re: faculty, staff
 - Create new models for new revenue sources; in keeping with advancing knowledge and the schools mission
 1. E.g. . Business alliance and the commercial students road to understand business financials and management
 - Continuing increased level of communication- what's happening here->global awareness (2)
 - Crates prominence and builds
 1. Opportunities to lead
 2. Here in community and vice versa 2 way
 - Incorporate more of the clinical social work dynamic and how to attract those students "known as" visibility"
 - Effectively working with the new chancellor and make sure we are on top of mind
 - We are the highest ranked WashU school, funding needs to match that
 - Build curriculum to skills and business models

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- Can the business school provide the tools? Trans disciplinary work and business knowledge: financial struts knowledge
 - Market brown to WashU undergraduates
 - Developing and having access to tech expertise and tools
 - Communication with recent graduates, the community, to market the school e.g. social media
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Question #2: What school values must we preserve at all cost?

Top Answers

- Data driven- EBP
 - Global excellence->STL> National->Global
 - I. If in policy arena->need evidence –move into practice –translation into practice
 - Integrity and reputation ->maintain at all costs
 - Inclusion of all 7 schools at University
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- Uncompromising commitment to our community- STL (have to stay focused at it-> focused (1)
 - Commitment to quality->curriculum, faculty, programs (1)
 - Commitment to innovation_>cutting edge (1)
 - Welcoming/inclusive (persuasive attitude of the university will set us apart
 - Data driven- EBP (5)
 - II. If in policy arena->need evidence –move into practice –translation into practice (1)
 - Inclusion of all 7 schools at University (2)
 - Important strategic planning throughout the years (1)
 - I. Actionable
 - II. Ongoing process
 - I. Collaboration across the school (1)
 - II. Transdisciplinary
 - Global excellence->we are really good the level of excellence across all 3 disciplines ->can set us apart (3)
 - Finding the commonalities between underserved and overserved populations
 - Identifying the solutions across disparate populations (1)
 - Seek innovation partners (strive for innovation) (1)
 - Building practice communities outside of STL (1)
 - Focusing on the students -> training them to have the impact in the world (1)
 - Increase awareness of the Brown School research->practical application of it (1)
 - I. Example: white papers a policy
 - Faster dissemination of research to practice (1)
 - Transparency- sharing of best practice (1)
 - Reserve the values of working with people that can't be evaluated (1)
 - Some clinical therapies are effective although not evidence based (1)
 - Continue to educate people who want to go into direct practice (1)
 - Don't eliminate practices that we value just because they can't be measured (1)
 - What school values can we bring to other places/orgs? (1)
 - I. Bringing education to others
 - Can we bridge our values and fact base to others? (1)

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- What role can we play-science-policy translating and exporting in the media op eds. (1)
 - Balance the needs of education, research and service missions (outside influence) (1)
 - I. Gives us our leading position
 - Need to ensure prominence (1)
 - Professional development (1)
 - Thought leaders in our respective fields; influence the direction of the fields (1)
 - Elevate our science, etc to influence/shape our fields (1)
 - Pushing out our work and being present (1)
 - Global excellence->STL> National->Global (3)
 - Any student (the best can come to brown) – regardless of cost (1)
 - Integrity and reputation -> maintain at all costs (2)
 - Be data driven/evidence-based (1)
 - Keep our focus underserved and vulnerable populations (1)
 - Intellectual curiosity
 - Flexibility- priorities, curriculum, goals (1)
 - Building and maintaining a sense of community (1)
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Question #3: What key opportunities must we pursue if we are to achieve excellence as a school?

Top Answers

- Be the “go to” organization for policy, social work & PH
 - Applied science
 - National & international standing- build on it
 - Build on relationships with Brookings Institute
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- Be the “go to” organization for policy, social work & PH (3)
 - Funding (1)
 - Build on relationships with booking institute (2)
 - Size and scope of the program to achieve goals (1)
 - Promotion through media (1)
 - Increase brand awareness & recognition (1)
 - Capitalize on making integration of three disciplines to be model for solving social issues (1)
 - Increasing reputation & recognition of school to (tap into from orgs national and global) make it best place to be
 - a) High recognition across the board
 - To be the experts
 - More intense experiential learning process
 - a) Best practices centers
 - b) More exposure for students
 - c) Expand to corporations
 - Developing relationship with new administration (chancellor martin)

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- a) Nursing background (spouse)
- b) Public health interest
- c) Allison King- possible contact
- d) Trish Kohl
- National & international standing- build on it (2)
 - a) Scholarships
- Accessibility to all regardless of ability to pay
 - b) Best- brightest & most diverse
- Applied science (3)
 - c) Develop a means to use local resources
- Translate research into practice (1)
 - a) Commitment to community
 - b) For real outcomes to STL
- Recruit best faculty with Midwest mentality (1)
- Define what we mean by the “Best” -> how do we measure effectiveness
- Track career trajectory of graduates
- Privately funded loan forgiveness program for grads aligned with jobs (low-paying)
- Create the “Brown School Measure”
 - a) Leader in a particular field: social determinates; making it a product graduates would have skills; increased market value
- Increasing focus on clinical aspect->don't lose
- Agile- problem solving techniques companies as an example
 - a) Create curriculum
- Better on fundraising
 - b) Start earlier with young alums
 - c) Increase donor appeal
- Specific tools
 - a) Leadership skills

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?

Top Answers

- Leverage STL as lab to test ideas -> urban and rural (best practices)
 - Concise PR strategy to be leader in issues related to SW in US
 - PH and WUSM relationship
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- Replicate results here (STL) elsewhere
 - Drive research/data to implementation
 - Identify (specifically) what faculty are focused upon- and what are their \$\$ needs? How to make change with proper info (2)
 - Communications strategy -> cultivate relationships with media
 - Highlight as part of not separate from the community
 - Standards for data across disciplines/areas

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- Continuing education->keeping alums engaged and in the community
- More joint faculty appointments
 1. Include WUSM
- SW and MED-> social policy opportunities
- Joint/Team teaching/breaking across schools -> silo
- Accept
 1. Anticipate and prep how technology will impact learning
- How to apply and analyze big data
- Concise PR strategy to be leader in issues related to SW in US (3)
- Retain those we have trained? Reverse brain drain
- Leverage STL as lab to test ideas -> urban and rural (best practices) (3)
- Knock down ivory tower and perception (2)
- More action- oriented/due date
 1. Driven community action
 2. Balance of sending graduates to other needed community
- Build philanthropy into the culture
- Money raised to school prominence and reputation ratio
- Young alumni engagement
- Trustee representation on national council
- Potential impact of national council
- Relationship with new chancellor
- Alumni and development
- PH and WUSM relationship (3)
- Area of excellence? Pick one? One theme in each discipline?
- Role in Better Together conversation
 1. Evaluation of impact
- Scope and range of P.R/communications deliver experts to media
- Social media
- Adopt technology as driver of future ->and related partnering
- Prep disciplines for partnership and opportunities with technology
- Convene and educate re: tech
- Continuing education for non-alumni/retirees
- Convene industry leaders around social detriment of health
- Develop innovator rel. to make school a key partner with leading comp. and orgs. (Microsoft, Express Scripts, Centene, Ascension, etc.)
- Learning LATS concept in STL
- Continue to build and strengthen community relationships
- Anticipate, prepare for, how technology will impact learning
- Attract the best students in the country – and pay for them
- How do we take the wealth of data we have in research and elsewhere, and analyze and apply it to our work?
- The Brown School needs to have a succinct public relations strategy to directly involving strategic decisions in the United States
- How do we retain, in the St. Louis area, the skills and the people we have trained? Prevent a brain drain.
 - We also need to recognize the importance of having people in key places like DC

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- How do we leverage the St. Louis community so that we can apply and test our theories (be the lab to test our theories and ideas that emerge from the school)
- Leverage urban and rural, and be a trusted and knowledgeable partner in both subsets
- Decrease the perception of this school as an ivory tower
 - WashU should be in the midst of the Ferguson issue, but was still perceived too much as an ivory tower to really engage
 - Forward through Ferguson – the conversation remains the same as five years ago, so how so we actually make an impact
 - If the Brown School is involved, we need deliverable and turn theory to action
- We need substantive things, that we can measure in community decision making – how do we get people on the same perspective
- St. Louis and WashU are both microcosms of America and if we can show that something works here, it can be replicated elsewhere
- The role the school places is leading the research, using the data, communicates it, available to public policy, but is it our job to move it forward?
- Focus on action oriented, and get National Council to really understand what our faculty members are actually doing – the projects, etc. that we can fund – and have students involved in implementing
- Really think about communicating what is happening here in the broadest possibly arena – visibility is key in recruiting the top faculty, students, etc.
- St. Louis is not a media center, so this needs to become a big focus. Increase public relations so that the community and nation is much more aware of what happens here and why we are part of the community and part of
- Using subjective data and learn more about the meaning of data in its purest form and need to understand what objective data really means – develop standards for our data so that we can really understand what this means and how the data is used by faculty and students
- Bullet proof the understanding of data across the communities and disciplines that we serve
- Getting involved in the policy and government behind data
- Continuing education – how do we really keep people connected and aware of what the School is doing? Building a connective community and have WashU be the node of the conversations
- More joint faculty appointments – with the medical school, other schools on campus
- Co-teaching at the medical school and bring in clinical social work therapists to train
- Break the barrier between the Brown School, Medical School and other schools
- We need to think culturally about how to make philanthropy part of the culture
 - How do we increase the emphasis on this and change this
 - This needs to be a key part of the strategic plan
- Bring young alumni along and help them understand the importance of giving back
- Making more outside contacts and bringing them in the community
- More trustee representation on our National Council
 - Mary Stillman?
- Fundraising and management skills – have administration, faculty, students align on this
- Develop a strong relationship with Chancellor Martin – what can we do to facilitate this relationship to strengthen it?
- Public relations and apply and adopt in community
- Best practices applied in St. Louis
- Replicate results here, national and then global (in this order – St. Louis should be a priority)
- How do we connect public health and the medical school – students, faculty, research?

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- Do we need to pick on thing (social work, public health, social policy) to focus? Refine our focus.
- Better Together – involve all three of our program involved to highlight this in the community, if we can commit and do it well
- Participate in the evaluation in the impact of Better Together
- Scope and range of public relationships
- Do we need to spend money on this? Grow the team?
- Better use of social media?
 - How do we measure this impact and utilize
- Accept technology as a driver of the future – and build on this. Adopt innovative technology.
- Use the Engineering school and partner across disciplines
- Partner with leading technology companies and leaders. Let the people who are experts, be experts, but find good technology partners and combine our skill sets
- How do we need to help our technology partners to know what social issues are coming so that they can help push out strategies to pus our social issues
- Mini programs in executive education to share them the impact of the Brown School, so that they know what is coming
- Collaboration
- Next Move- continuing education for the retired generation
- Build revenue and reputation with these strategies
- Build innovation
- Develop innovative relationships to make the Brown school a key partner with leading companies and organizations
- Microsoft, Express Scripts, Centene, private equity
 - VP and a Board member
- Be the place that these companies can go for knowledge
- Learning laboratory to have translation impact in St. Louis to make a difference
- Continue to change and build and strengthen our relationships within the community

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

Top Answers

- Leadership- development
 - Importance of learning/understanding financial resource management & skills- emphasis on application
 - Cooperative/collaborative with internal & external stakeholders – removing the silos breaking past traditional boundaries working across disciplines – take the lead- bring resources together from across all schools
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- Improve, re-energize, and foster a true one-school culture
 - 1. Evidence of this shows up in-our structure- our culture – our outcomes
 - 2. Break down “barriers” – MPH, MSW
 - 3. Operate as one group producing a body of work collectively
 - We are the go to for excellent needs of learning and practice- and our culture is a beacon for others

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- Have our culture become a beacon for others
 - Increase donor participation->our alumni base
 - Increase sensitivity to long-term student debt (how can we reduce the debt burden) e.g. loan forgiveness programs
 - Foster a culture of solution-minded approaches
 - 1. The value of this could translate to financial values
 - US research- focused products-problem solvers funded by research
 - Graduate-only? Should we expand to include bachelor/undergrad
 - Leadership- development (5)
 1. Career path oriented to leadership & skill- based training & application
 2. How the school helps students to be more valued in their fields and career
 3. Cross train in multiple leadership skills & management skills
 4. Wrap around experience for students to be agents of change and leaders
 5. Draw from other disciplines to prepare students for leadership
 - Increased mindset around development – increased donor appeal (4)
 1. Revenue generating fundraising
 - Focus on impact translating research to practice/policy
 - Integrated into the community- St. Louis region (3)
 - Best practices are applied in the community adopted
 - Public health- (to be the best) is it limited by being integrated in a school of social work? Culturally- can the two integrate successfully? (2)
 - Strengthen focus on clinical social work program/emphasize/clarify (4)
 1. Broader exposure to a variety of therapies not just evidence- based therapies
 2. In addition to evidence- based
 - What do we mean by social work and the role of clinical practice
 - Importance of learning/understanding financial resource management & skills- emphasis on application (5)
 - Students should learn it in curriculum and in practice – fundraising – revenue generating – non-profit management (e.g. Peter Drexter)
 - Cooperative/collaborative with internal & external stakeholders – removing the silos breaking past traditional boundaries working across disciplines – take the lead- bring resources together from across all schools (9)
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- One issue which is there isn't a strong clinical program. Feels we need to strengthen our clinical program. Evidence based therapy is a big problem, too. It eliminates all other types of therapy— it makes our students think there is only one type of therapy that our students can learn. If we want students who are going to be clinicians, they have to know more than just evidenced based therapy. It matters for a certain approach, but not all. It needs to be expanded, in addition to evidence-based therapy.
 - Would like to add that we say we have social work, social policy, and public health. In this tagline, clinical social work should be stated.
 - We need to unpack what we mean by social work and clinical practice.
 - Did not realize that the lack of clinical social work presence was even an issue.
 - View things from the entrepreneurial world. Students need to understand the needs to make ideas happen. Are these things emphasized in classes? Do students look at budgets? Do they

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understand how funding happens and how you get resources? Financial management is important training in our students—it needs to be built into our curriculum and practice.

- Needs to be collaborative within the school, but also outside of the school. Use the full resources of the University/institution to get your work done. Use the entire map. Break down all traditional boundaries. New ideas come when silos are broken down.
- Transdisciplinary is so important. We should continue an emphasis on that.
- Asked for clarification on the financial resource management goal from the last group
- Should we have practicums about financial resource management?
- Management and leadership in general should be important
- Yes, the employee aspect.
- Because it's so expensive here and the quality of the faculty, the typical student here will have a unique career path. Students should have leadership as a big part of what they learn. People who graduate from here should be leaders. We have the top faculty and training... we should develop leaders. But, it seems to me that this is already in the culture.
- Part of the dynamic is the value of what they learn when attending the school, but the school needs to help them see how they can be more valued. We don't necessarily want to tell them they have to go get higher paying jobs, we don't want them to leave their values, but it's important they learn their value.
- Students need to learn to read a balance sheet. They need to learn how organizations are funded.
- It needs to be part of the curriculum, but the larger wrap around experience needs to raise your expectations that you have the ability to be an influencer. We want to graduate people to change the world—how do we give them this skillset? Part of its confidence and we should help them get this.
- There are a lot of great resources in the business school that could be used for this.
- Yes, this ties back to the transdisciplinary approach. We need to draw from other schools to prepare our students for leadership.
- As a change in culture, do we need to be taking the lead for that? Do we lead the way for all seven schools on campus? Why aren't we the leader for that?
- We might already be the leader for that.
- Everyone asked for examples of how we're already collaborating across campus.
- There is such an importance for development... we raised almost \$3.4 billion and less than \$100 million came to this school, one of the top ranked schools in the world, how are we not bringing in more money and having more resources? How do we increase our donor base?
- Yes, there is such an opportunity that everyone should want to support the Brown School.
- I want it to have integrated itself into the community. Our best practices need to become used and applied in our community. When I think about community, I'm saying the greater St. Louis region. The end goal is we're making it a better place.
- When I think of culture, I think of it being too competitive and things like that. My question is, are we becoming too competitive over cooperative?
- I think we're still extremely cooperative. Explains lots of reasons why.
- So we're talking more about maintaining. Seconding cooperative/collaborative point that was made by first group.

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- Group talks about public health program vs. being a standalone program and talks about how we got to where we are today.
- Do we need to have a standalone public health school? Is this program being limited by being part of the Brown School?
- What does that really mean, though? What makes it a limiting factor?
- Asks questions about what SLU does/did.
- Entire group questions, culturally, can the two be successful and integrate, with regard to social work and public health?
- Then would we also need its own social policy?
- Social policy seems more of a natural fit with social work.
- I second leadership.
- Second collaboration.
- Second development/donor appeal.
- Could we integrate our public health program with the medical school?
- They already have their own public health at the medical school. I think we need to improve, reenergize, and re-foster a true one-school culture.
- I could not have said it better.
- Do students feel like they have an impact in the community? Do they feel like they have made an impact before they leave? They need to be applied in real world settings while in the school. The school needs to be a learning laboratory. This may already be happening. Are we having measurable impact and solutions?
- Adds to the collaborative one, translating research to practice and policy.
- We not only need to have impact in St. Louis, but also national and globally. But we need to be able to show we've done this. We need to be able to show the impact.
- Some of it is structure. If there are two programs of public health at one University, that's a lost opportunity.
- Leadership is important and we've all said that, but some people don't think there is room in the MPH program for leadership development, yet this has always been part of the MSW program. It needs to be less about the discipline.
- Leadership development is something that's really struck me... it's so important to be successful in your career. Not everyone wants it, but it should be there.
- I think we should check the financial management part, since that's part of leadership development that we're talking about.
- If we could do all of this, it would be amazing.
- Other academic institutions who look for the best practice, do they come to us? Are we the go-to organization?
- But that's not in our school culture. Is that cultural?
- Are we the one that others want to emulate across the nation? How can we be a cultural beacon for others?
- Yes, have our culture become a beacon. But what about our culture needs to change? It's somewhere in there.
- Second the financial management. But I think it should include fundraising. Let's call it revenue generating. Fundraising, grants, social enterprises.

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- Second integrating into the community.
- Asks for clarifying with regard to fundraising, didn't we do really well with regard to our alumni base and what we have to work with?
- Yes, when we look at our numbers, even though it's just \$100 million of \$3.4 billion, we probably did okay.
- Increase our donor participation.
- Sensitivity to student debt is very important. Our students are coming out with so much debt. How much debt can our students going into these careers actually absorb?
- Yes, how could we make it easier on our students?
- What about a privately funded loan forgiveness program
- I'm hearing issues, but not necessarily cultural values.
- How do we define our culture? What is the school culture? We don't know how to change it if we don't know what it is. I think these things are the Dean's priorities, but I don't know how we wrap our finger around it.
- How many aspects of the school this list touches with regard to all of the ways we've defined culture.
- Can the Brown School foster a culture of solution minded approaches vs research minded approaches? You obviously need the research, but there is only so much the school can do with regard to impacting decisions. Can we be solution minded?
- Our school culture needs to change that we're a graduate degree only institution. Do we have to be a graduate only program? Why don't we offer bachelor's degrees at our school? Think if we had even longer to mold somewhere here at the Brown School to be leaders.
- Now the group will pick the top 3-5 most important items.
- I think our clinical social work, financial resource management, and cooperative/collaborative are our most important.
- Community is so important. Can it be used for fundraising? Those two should be together. We could also use the solution one with these. Solution minded approaches —can this be used to fundraising? It also will help to advance students careers.