1. Growing globalization around the world
   - Role of Brown School and its graduates to lead in this area (e.g., consultants to other governments)

2. Online education
   - Transforming how education is delivered
   - Changing expectations on what education is & should be
   - Changing role of universities

3. The impact of the digital revolution
   - Artificial intelligence and virtual reality
   - Big data
   - Delivery of education and impact on practice
   - Behavioral health effects (e.g., depression)

4. The political and economic environment
   - Further polarization of America
   - Impact of the Federal debt on social service funding
   - Aging population and its impact on Social Security, Medicaid, etc
   - Healthcare and the environment
   - Immigration and it’s impact on student and faculty recruitment

5. Global climate change
   - Impact on people’s health

6. Dealing with conflicts caused by the government
   - Debt burden vs. addressing key social issues
   - Disparities in health, education, income

Participants identified the following themes that would impact or influence the School over the next 10 years.
Below are the major themes that emerged for each strategic question.

1. Challenges to deal with over the next 5 years
   - Build leadership skills and business models to provide to our students
   - Create models for new business alliances
     - Students need to understand business models
     - Consulting with private sector to help address their needs
   - Having a greater role and impact in addressing the complex issues in St. Louis
   - Being a leader and maximizing the potential of the digital world

2. School values to preserve
   - Excellence locally, nationally, and globally
     - Excellence in faculty and students
     - Knowing what we are good at across all three disciplines to set us apart
   - Focus on students and developing future leaders
   - Evidence-based practices
     - Having the data to support what we are sharing
     - Translating evidence into action
   - Integrity and reputation — maintain at all costs

3. Key opportunities we must pursue to achieve excellence
   - Accessibility to all — regardless of ability to pay
   - Recruiting the best students
   - Applied science means developing a means to use local resources
   - Be the “go to” organization for social work, policy, public health
   - Capitalize on the integration of the social work, public health, and social policy as the model for solving social issues

4. One thing to change
   - Better leveraging of the St. Louis region as a place to try and share new interventions
   - Define the Brown School’s areas of excellence
   - Develop a PR strategy to be a leader in social work issues in the U.S.
   - Greater partnership between public health program and WU Medical School

5. Change in school culture
   - Greater emphasis on leadership, financial management, and revenue generating into curriculum
   - Strengthen our clinical social work program
   - Greater focus on integrating and applying best practices into the St. Louis region
   - Continue to have cooperative and collaborative relationships internal and external to the School