

## SWOT Analysis Themes

Participants identified the Brown School's strengths, weaknesses, opportunities, and threats.



### STRENGTHS (internal)

- Excellence in faculty and our work
- Multiple disciplines
- MSW + MPH + MSP
- Diversity of students and faculty from around the globe
- Addressing the nation's most pressing health needs
- Deep content expertise in critical areas
- Leader in university's community outreach



### WEAKNESSES (internal)

- Senior faculty are nearing retirement
- Cost of education
- St. Louis and Missouri lag the nation in health, social justice, job creation
  - Challenging to recruit students and faculty
- WUSTL is isolated to a degree from the realities of the St. Louis region
  - Focus more on global issues than local concerns



### OPPORTUNITIES (external)

- Build relationships across disciplines at WUSTL
  - Related to policy impact and public health
  - Medical school and public health
  - Law, business, and engineering for joint coursework and intersecting initiatives
- Expand knowledge and use of big data, machine learning, and health information technology
- Impact local government (e.g., Better Together)
- Build on our reputation and current research



### THREATS (external)

- Income disparity and shrinking middle class
  - Impacts interest and ability to attend college
- Aging population needs greater resources
- Inability to live off low salaries in the future
- Anti-information bias impacts the use of evidence-based programs and strategies
- The future impact of IT on classrooms and teaching
  - Impacts need for physical classrooms

## Future Timeline Themes

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

### 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

## Five Strategic Questions Themes |

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