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

**STRENGTHS** (internal)
- Quality & diversity of people (faculty, staff, students)
- Visionary and inclusive leadership
- Commitment to the St. Louis region
- Explicit focus on social justice and equity
- Collegial environment
- One School vision anchored by our values

**WEAKNESSES** (internal)
- Lack of collaboration
  - Between disciplines & programs
  - Between faculty and staff
- Recruitment challenge due to regional geography & demographics
- Debt-to-income ratio of professions; affordability
- Unclear identity of public health at Brown
- Limited flexibility: No online or part-time options
- Lack of transdisciplinary collaboration within Brown & across university

**OPPORTUNITIES** (external)
- Vibrant local non-profit & donor community
- Global partners and reputation
- Expand visiting scholars program
- Greater recognition of Brown’s value in St. Louis
- Increase involvement in social justice movements
- Growth of professional development needs & interests

**THREATS** (external)
- St. Louis regional economic development
- City and County merger
- Community distrust of Brown School & WUSTL
- Cost of graduate education vs. earning potential
- Increase in online education
- Social devaluation of graduate education
- Political climate
- Economic disparities
- Mental health challenges

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

1. **The shifting global demographics** especially with respect to inequalities will have both internal (e.g., faculty retirement, recruitment) and external impact (e.g., language, resource scarcity).
2. **The cost and delivery of education**
   - Increasing cost of education (affordability; debt-free)
   - Methods of delivery: part-time, online
   - Shifts in graduate education funding
   - Technology and the learning environment
   - Moving away from “credit hour” systems of tuition
   - Devaluing of higher education
3. **The political and economic environment**
   - The outcomes of upcoming elections
   - The influence of US politics around the world and effect on student recruitment
   - Local political efforts like City and County merger
4. **Global climate change**
   - Impacts curriculum, skills, and job market
   - Immigration policy and immigration patterns
   - Natural disaster preparedness

Continued on Back
Five Strategic Questions Themes | Below are the major themes that emerged for each strategic question.

1. **Challenges to address over the next 5 years**
   - Maintaining the School's financial health
   - Rising cost of education
   - Changing the School culture to support One School
   - Increasing rank and reputation in social work, public health and social policy; being leaders in our fields
   - Growing our community engagement and impact in St. Louis
   - Continued commitment to diversity and inclusion

2. **School values to preserve**
   - Diversity, equity and social justice
   - Community engagement – valuing our relationship with the community
   - Amplifying our impact
   - Excellence
   - One School; collegiality; collaboration

3. **Key opportunities we must pursue to achieve excellence**
   - Achieving One School
   - Increasing diversity of thought and student body
   - Increasing transdisciplinary work across WUSTL and with the community
   - Increasing funding for students and faculty research

4. **One thing to change**
   - Improving the School’s financial health
   - Increasing community engagement efforts and diversifying the communities we serve
   - Decreasing the cost of education
   - Expanding our curriculum and culture to be more global

5. **Changes in school culture**
   - More connectedness among and within faculty, students, staff
   - Reducing the rigidity and calcification within the organization to improve culture
   - Allowing research faculty to teach
   - Strengthening our community engagement
   - Increased support for global competency and monetary resources
   - Sustaining a commitment to equity plus a respect of including ideology