

SWOT Analysis Themes

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

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