Overall SAL & Staff Themes
SWOT, Future Timeline and Strategic Question

SAL and Staff Sessions Overall Data

SAL
SWOT Analysis Major Themes Summary
Date: 03.05.19

Major Themes

Strengths
- Strong administrative leadership
- Dedicated staff
- Passionate students
- Emphasis on racial equity, community partnerships and voice
- Collaborative and supportive culture

Weaknesses
- Tuition cost and limited financial aid
- Online and part-time options not available
- Integration of SW, PH, and SP (myth)
- Lack of capacity and budget process in business and research office
- Lack integrated technology systems

Opportunities
- Vibrancy of STL - providing diverse opportunities
- Greater flexibility in timing and/or program delivery
- Savings and efficiency from adaptation and support of IT platforms
- Collaboration opportunities - med school, nationally and global partners

Threats
- Rising cost of school debt; deters people from attending grad school
- Perceptions of MO and STL
- Decreased research funding
- Evolution of education industry
  - Online programming
  - Decline of grad programs
  - Change in expectations of students and funders
  - Students in online programs and field education
Full Group Discussion
Any surprises?

- What didn’t make the top 5 list - was faculty and research
- Division between faculty and staff
- Perception of collaboration of faculty and staff and then also have high staff & student turnover
  - High student turnover - not related to retention; but the natural turnover makes it hard to address ongoing issues because have to start over again
  - I don’t know that we know staff turnover is a bad thing?
  - What are the factors of high staff turnover
    - Lack of growth/unsupportive environment
    - Or it’s a supportive people to develop people
    - Limited growth potential
    - Leadership and culture
    - Career progression
    - Salary
  - Do we actually have high turnover? How does our turnover compare to other schools or university
    - Staff of color seem to have turnover at the university level
- These are perceptions of whether this is an issue - even perceptions constitute a problem. It’s an issue as well; need to address that perception.
- City/County merger and racial divide
  - School has an opportunity to educate in-house as to what that means
  - We act as though we are immune to what is happening in the community; there are a lot of things bubbling on the outside that could become an issue to our internal community; need to talk about the issues and our role in these community issues
  - We like to play nice. Would like to have a strong enough voice that will elevate the concerns of the black community with these issues
  - It is a threat and an opportunity and could be our strength. Need to engage with boldness and courageousness
- A little bit of threat of the view of WU
Below are the major themes that emerged from the SWOT analysis conducted by SAL on 3/11/19. See page 2 for raw responses from the activity.

**Strengths**
1. Emphasis on racial equity - racial equity fellows
2. Collaborative supportive culture
3. Strong admin leadership: Mary
4. Dedicated staff
5. Passionate students

**Weaknesses**
1. No part-time or online options
2. Cost of tuition
3. Limited financial aid
4. Messy budgeting process
5. High turnover among students & staff

**Opportunities**
1. Expansion of programs/classes into online space
2. Part-time classes = older students
3. Collaboration with med school & IPH
4. St. Louis City/County-New vibrancy & OPPS (GIS)
5. Academy for Diversity, Inclusion, & Equity

**Threats**
1. Evolution of education industry
2. Online programming
3. Rising cost of school/debt deters people from attending graduate school
4. Political & economic climate
5. Decreased funding (gov) for research
6. Perception of MO/STL
SWOT Analysis Brainstormed List

*On Tuesday 3/11/19, SAL 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*

- Strong administrative leadership
- Dedicated staff
- Passionate students
- Emphasis on racial equity, community partnerships & voice
- Collaborative/supportive culture

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**Brainstormed Strengths (# of SAL in agreement)**

- Emphasis on racial equity - racial equity fellows (8)
- Community partnership & voice (3)
- Program flexibility (individualization) (4)
- Collaborative supportive culture (8)
- Alignment of 3 programs in field (in process) (3)
- Staff to create relationship with native communities/organizations (2)
- Well-resourced broader campus (WU) (1)
- Well respected faculty (6)
- Space for creative problem solving (3)
- Care for students/very responsive to needs of students (5)
- Small classes-intimate environment (4)
- Leading research institution in social work, public health (5)
- Growing strength in policy (2)
- Global partnerships (2)
- Awesome library (5)
- Investigator independence (2)
- Investigator-initiated research (3)
- Strong administrative leadership: Mary (9)
- Building on impact 2020 (2)
- Dedicated staff (9)
- Hillman Hall is completed (3)
- Passionate students (9)
- Good facilities (1)
- Climate/culture shift-more open (3)
• Innovative research ideas/collaborations (4)
• Fun (5)
• Collaboration w A&D (3)
• Tons of “free food” (2)
• Danforth Staff Council (2)
• Alumni involvement/support (2)
• Career Services dedicated to the Brown School (7)
• Professional development for staff, (adv. degree support for) students, community (5)
• Connecting @ Brown (2)
• Lots of WU-subsidized resources (2)
• Opportunities for partnerships (1)
• Connections with med school and Institute for Public Health (2)
• Crossroads Training for faculty and staff (4)

Weaknesses: Negative Internal Conditions
Weaknesses Summarized based on Group Agreement

• Tuition cost/limited aid
• PT/online options not available for degree programs
• Integration of social work, public health and social policy-Myth
• Business Office & Research-lack of capacity & messy budgeting process
• High student/staff turnover
• Technology-lack of integrated systems

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Brainstormed Weaknesses (# of SAL in agreement)

• Youth of students (2)
• No part-time or online options (13)
• School climate-related to diversity and inclusion (sometimes) (2)
• Cost of tuition (10)
• Limited financial aid (7)
• Per semester tuition structure (5)
• Consistency of classroom experiences (2)
• Work-life balance -weekend & late night emails (2)
• # of tech platforms that don’t “talk” to each other (6)
• Timely financial processes (2)
• Low staff morale (3)
• Number of adjuncts (3)
• Faculty/staff divide (4)
• No spare spaces to follow up on Crossroads Training (2)
• Investigator independence promotes silo-style operation (3)
• Sponsored financial compliance/clinical trial compliance (2)
• Staff/faculty diversity (2)
• Lack of capacity, expertise and transparency in business and research offices (6)
• Macroaggression for non-majority/international students (6)
• Culture/climate (3)
• Tendency to rely on “what we did last time”
• Separation of PH/SW/MSP: competition (5)
• Messy budgeting process (7)
• Pressures on students for practicum/work study/outside jobs (3)
• High turnover among students & staff (7)
• Competing priorities/serving some according to stature rather than strategy (1)
• No “real” work/life balance (5)
• Job duties don’t match pay (for students & staff) (4)
• “One school” idea isn’t really implemented (5)
• Lack of systems/tech create duplicate administrative tasks (3)
• Work that detracts from Brown substantive work (3)
• Alignment of field education among 3 programs is challenging (2)
• Limited growth opportunities for staff (4)
• Hand holding of students (2)

Opportunities: Positive External Possibilities

Opportunities Summarized based on Group Agreement
• St. Louis vibrancy, COL, OPPS
• Greater flexibility in timing and programming (Online/Part-Time)
• Academy for Diversity, Inclusion, & Equity & other diverse opportunities
• Saving & efficiency from adaptation & support for shared IT platform (My Day, CRM, Media Site, etc.)
• Collaboration with med school & other partners

Brainstormed Opportunities (# of SAL in agreement)
• Expansion of programs/classes into online space (7)
• Part-time classes = older students (7)
• Collaboration with med school & IPH (7)
• Low cost of living in STL (5)
• Merger of med school & Danforth (Olin) (1)
• Library catalog (services & resources) (1)
• Minimum wage increase (5)
• Increase diversity of students from STL region (4)
• New chancellor (3)
• My day (3)
- Discuss Day of Discovery and Dialogue
- New online BSW program @ Maryville (Feeder program)
- St. Louis City/County-New vibrancy & OPPS (GIS) (7)
- Community partnerships-less formal engagement (3)
- Academy for Inclusion, Diversity & Equity (8)
- Dual degree (global) partnerships (3)
- Paradigm shift in the delivery & access of information (2)
- Improvement of public transportation system (3)
- Savings and efficiency from adoption of shared platforms with rest of the university (CRM, MediaSite, etc.) (5)
- Increased compliance and reporting capacity (CEDH & CSWE) (1)
- The many collective impact initiatives in St. Louis that we can contribute to/be part of (3)
- Our research as a means to educate on policy (3)
- Real dialogue about St. Louis climate

Threats: Negative External Possibilities

 Threats Summarized based on Group Agreement

- Rising cost of school debt
- Perception of Missouri/St. Louis
- Decreased funding for research
- Evolution of education industry
- Political and Economic climate (more political than economic)

Brainstormed Threats (# of SAL in agreement)

- MBAs setting into non-profit/social space (2)
- Evolution of EDU industry (8)
  - Part-time
  - Online programming (11)
  - Decline in graduate programs (6)
  - Expectations of students & funders (5)
  - Students in online programs in field education
- Rise in technology-> prevent jobs
- Automation in social work
- Advanced computer modeling-public health
- Change of chancellor may lead to less support of Brown School/competing university priorities (6)
- Rising cost of school/debt deters people from attending graduate school (11)
- Red state (Republican) (6)
- Climate change (4)
- Decreased ability for donations after successful and large campaign
• Starting salaries for MSW & MPH (5)
• Community view of Washington University (5)
• Other schools of social work public health and social/public policy (4)
• Political & economic climate (8)
  o Hostility to welfare/support
  o United States policies that impact immigration/international students/faculty (7)
• 20B market for MSW/MPH/MSP (5)
• Rankings : MSW, MPH-Philanthropy (5)
• Decreased funding (government) for research (8)
• Steady increased cost of public sector (1)
• Perception of MO/STL (8)
• City/county merger: loss of black voice (3)
• Bad economy (1)
• Audits (1)
### Future Timeline Summary
**04.2.2019**

<table>
<thead>
<tr>
<th>2021</th>
<th>2022</th>
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<td>Issue: expectations of future</td>
<td>Issue: the growth of the area</td>
<td>Issue: climate change</td>
<td>Issue: increased</td>
<td>Issue: inflation</td>
<td>Issue: MBAs take over</td>
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<tr>
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<td>Issue: the racial equity of the region</td>
<td>Issue: the risk of profit</td>
<td>Issue: more</td>
<td>Issue: crime</td>
<td>Issue: financial health of Bloom</td>
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<td>Issue: more</td>
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**Trends:**
- Centralization of services and resources at WOSU
- Education
- Employment
- New city, county programs
- Economic
- Publication
- Financial
April SAL Meeting

Future Timeline Themes (votes)

- Political climate -locally and nationally (4)
  - Policies that directly impact us regarding student aid and research dollars
  - Immigration policies
  - Legislative policies

- Changing landscapes in
  - higher education (4)
  - demographics (aging workforce, people of color increase) (3)
  - technology (how its delivered and cost) (3)

- Climate change (3)
  - impact touches on all public health, social work, and policies -need to better prepare students; research funding; public policy that we push for; the vulnerable populations we focus on and they will become more vulnerable and impacted the most

- Economy (4)
  - Financial health of the school as it relates to the economy
  - Cost of education
  - Increased wage stagnation
  - Moving toward a more skills-based rather than an education-based economy

- Transformation of STL (2)
  - Racial equity transformation
  - City-county merger
  - Cost of living
**Question #1: What challenges will we need to deal with effectively over the next five years?**

**Facts**

- Cost of education & cost of living & resources to participate in education career
- Student debt
- Competition-online US traditional approach

**Trends**

- School financial health-management of resources -fiscal responsibility
- Sufficient staff-retention of staff and faculty
- Response to increasing diversity of students
- Diversity & inclusion-more commitment
- Increased commitment and connection with external partners
- Political climate
- St. Louis perceptions

**Unique Ideas**

- Branding-not just social work-> unify programs
- Space
- Virtual work environments-less confined by traditional
- Technology infrastructure and alignment
- Faculty training-obtaining grants
- Faculty/staff-mentoring (faculty/staff divide)

**Individual Responses**

**Facts**

- Price of graduate education
- Society is untrusting, healthcare decisions, politicians, research
- How do we strategically advance the Brown School mission in an untrusting world

**Trends**

- Programing changes (PT, online, enrollment, tuition, top talent)
- Diversity & inclusion-too shallow, more committed investment, advancement, @ University level
• Political climate
• Reinforcing our culture to meet societal shifts
• Reinforcing our connection to external resources
• Value of our staff; the contributions our staff makes to the school
• Research funding—funding is decreasing. Plan to determine what the school will do. Plan to prepare faculty to be more competitive in getting funded.
• Keep working on financial health
• Be more transparent, help others understand the impact of decision of their spending
• Promote accountability
• Improve resource management
• Increase the comprehension of fiscal health & responsibilities
• Increasing knowledge & awareness of how we manage our fiscal resources
• Retaining diverse faculty, staff & students
• Insuring equity in all aspects of the schools (programs) admissions—on
• Understand needs & necessary items to be successful (laptops, etc.)
• Plan to have a greater impact on our society & promote our good work
• Education is being questioned
• Cultural change—generational changes of our student body, incorporation of technology & way of thinking. Access to information. “Starbucks” culture
• How do our values align with this generation
• How do we prepare for this new culture
• Increased dependency on technology—digital transformation and incorporation of technology
• Change in higher education industry
• Increase in online programming
• Decline in enrollment
• Debt to income ratio too disparate
• Tuition prices too high

Unique ideas

• Budget
• Branding—not just SW
• Space
• Virtual work community
• More choice in the program
• Responding to increase diverse populations, climate change
• Perception of St. Louis
• Finances of the school
• Staffing of the school in particular to support 3rd degree program
• Politics-lack of bi-partisan
• Increasing knowledge & awareness about how the Brown School manages resources
• Improve fiscal responsibility & accountability
• Think about how we can provide more resources for students to be prepared & successful for school (laptops, etc.)

**Question #2: What school values must we preserve at all cost?**

**Facts**
- Commitment to equity
- Commitment to inclusion & diversity
- Commitment to social justice

**Trends**
- Relationship building
- External community: vulnerable populations and integrity
- Internal community: research and evidence, culture and climate

**Unique Ideas**
- Reputation beyond rankings
- Development of staff
- Professional & legitimize social services
- Focus on teaching
- Standard of excellence
- Attain non-oppressive culture (proper use of authority & power)
- Legacy of social work and public health
- Conversations around cost of education & “do no harm” to students
- Real world impact

**Individual responses**

**Facts**
- Equity and the impact on diversity (2)
- We need to preserve social justice, equity, diversity and integrity; and wrapped up into all of that is the importance of relationships, and relationship building, relationships help built other values (2)
- We need to come up with our definition of diversity and equity
- Everyone has a different interpretation of this-> what’s the browns school?
- Preserve: equity, social justice, diversity efforts. Significant change to more than just race
a) Take the steps necessary to really grow that across the school and incorporate that into our highest leadership levels in a way that is clearly evident
b) Taking unpopular steps: bold discussion, more of a definition (bold) off what this means to us and what we are willing to do what it takes

- Inclusion & diversity & equity (3)
- Hold ourselves to highest standard, we strive for excellence in teaching, research & service
- Sense of community
- Integrity
- What we preach-committed to diversity & equity. We must make it at all levels & it’s not in our current status
- Value of equity
  a) in creating school that reflects global, location demographics
  b) understand how to apply it; we understand the difference between equity and equality but have difficulty applying it
  c) obtain a better understanding of what equity means and how it can be applied to jobs
- All conversations around cost of education & valuing our students in a way that doesn’t harm them financially
- Reputation of the program, beyond rankings
  a) Impact on local community

Trends

- Commitment to culture & sense of community (2)
- Social justice & community to vulnerable population (2)
- Commitment to equity among students, faculty, staff
- Social justice & taking a stand on behalf of those without a voice
- Engagement with community/external population, commitment to research
- People over profits; both the internal and external populations
  o Keep commitment to research & evidence
  o Need to define equity value, what it means to the Brown school?

Unique Ideas

- Focus & teaching & research (2)
- Integrity
- Our excellence
- Conversations around cost of education & do-no-harm
- Reputation beyond rankings
- Professionalize and legitimize the social sciences development of staff
- Bold action will solidify equity commitment
Need to explore more than just race based equity

**Question #3: What key opportunities must we pursue if we are to achieve excellence as a school?**

**Facts**

- More flexible degree structure (PT, online)
- More options for students to fund education or decrease costs
- Help people compete financially (better training of faculty -> to get research funding - more infrastructure needed
  - For scholarships
  - For research
- More student support services (e.g. field, dual degrees, inclusion)
- Expand global opportunities (Africa, Latin America)
- Develop & enhance partnership with communities (both St. Louis & broader)
  - Leading where we are the content experts
  - And with internal research centers

**Trends**

- Better leverage knowledge & skill of full team (faculty, staff, students) for research & operations
- Work on retention & professional development for staff
  - More investment by school in this area
- Enhance communication around school
- Leverage the ranking of MPH & capitalize
  - Turning public health program into school of public health
- Increase diversity within school
- Having a greater research into practice and policy

**Individual responses**

**Facts**

- Range of scalable credentials: accreditations constrains us, not all need degree, degree isn’t always sufficient
- Credentials: balance between tradition and innovation
- More flexible with degree programs
  - More than just full-time students
  - Online, part-time enrollment
  - Part time on campus professional degrees
  - Changing demographics & lifestyles -> need more flexibility
If we don’t change, we will look old school
- Next wave of students will have an expectation around flexibility & custom
- More options for students to fund education/decrease tuition costs
- There are online programs that discourage top candidates from coming to St. Louis
- Barriers: Minimum wage, Practicum
- Rising cost of value of higher education

- Opportunities-lots. Take advantage of outside scholarships to fund students
- More collaborative research between faculty & departments
- How we want to address online/virtual education?
- Expand equity/inclusion support
- More student support, especially dual degree
- Strengthen support for students in the field
- Figure out better alignment of energy & resources
  - Do we try to solve problems
- Outside the university-different space than us
- Focus offerings on modular offerings (skill lab, professional development, certificates as compliment to degree program)
- All of the programs need to look at model of education-> needs to address for professionals restricting all the programs to be more successful
- Maintaining effectiveness of the degree when other industries pay more
- Strong sense of community/cultural openness-maintain
- Public health-leverage medical school (Health equity MPH institute vs. school agreement on culture/too dispersed)
- Election (presidential), political climate

Trends

- Helping our people compete financially
  - Outside scholarships
  - Bolstering research funding skills
- Better leveraging the knowledge and skills on our team both for research and for operations. Valuing the diversity of thought & experience across the full institution
- Real world partnerships
- Opportunity to work with others-make research come to life, research into practice & policy
- Achieve sustainability-alternative program options-options
  - More opportunities for people to fund education if it was part-time
  - Foster equity-know full time program isn’t for all
- Diversity of faculty, staff & students
  - Competitive in retaining staff students
• Develop/enhance partnerships with St. Louis community, research centers & other communities
• Enhance communication of Brown School work, importance of Brown education
• Taking advantage of the amount of knowledge that exists within the school-internally & externally. What should we leverage internally?
• Better integration with local community (2)
• Look for innovative partnerships similar to us, e.g. Centene
• Expand global opportunities: particularly in Latin America
• Building a culture that is dedicate to equity and inclusion
• Remain domestic, four seasons St. Louis
• Unification of public health initiative and faculty tracks

Unique Ideas

• Leading challenging issues facing the local community where we have expertise
• Increased flexibility to compete with online or part-time programs
• Mix of old & new. Business of higher education is changing
• Funding that makes training realistic
• Stay competitive-more online programming or decrease tuition costs
• Figure out how we can maintain impact, but provide more affordable education
• More pervasive impact in communities
• Take public health program and turn into school of PH
• STL-unique opportunity to partner with community orgs who work toward social justice, diversity and inclusion & Olin library (Ferguson)
• 12 research committees-opportunity to publicize more than we do now in higher education impact journal. Rather than write reports on website
• Leverage reputation of WUSTL to our favor. Heavier
• Continued professional development with topics on school priorities
• Crossroads-need more training on variety of topics
• Teaching & training
• Increase professional development
• Public health school
• Increase diversity within school
• Increase research impact (practice & policy)
• Pursuing a truly diverse school-faculty, staff (diversity of ideas, people, thought)
• Real development of faculty in seeking research funds (limited, hard to obtain) for junior & mid-level (where to go how to operationalize idea to lead the field)
• We must pursue challenging conversations that impact the community to pick a side and stand on it. No social work or public health. The issues that divide the community. We need to define equity for ourselves in specific terms
• Defining change for climate. Lead in areas where we need to lead-vaccination (support, debunk)
• Big issues around climate change
• Expand global opportunities
  o In Africa with ICHAD & smart Africa & WUSTL Africa
  o Work on retention of students, faculty, staff particularly
• HR certificate program needs to be infused @ school
• Resources to hire faculty in emerging roles
• The ranking of MPH program and be able to capitalize on it

**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?**

**Facts**

• Commitment to diversity
• Streamline procedures

**Trends**

• More flexible curriculum structure
• Need for more strategic programming
• Practice more school regular values

**Unique Ideas**

• Overcoming fear of trying new ideas
• Stop saying “yes” to new ideas without understanding cost/benefit
• Recruit locally (faculty, staff, students) to grow allegiance with Washington University & Brown School
• Use of focus groups to understand current market
• Increase the transparency & accountability

**Individual Responses**

**Facts**

• Commitment to diversity evaluation of school priorities -not just at the senior leadership level

**Trend**

• Decrease student debt
• Attract more diverse students, staff, and faculty
• More strategic programming (too many programs or initiatives that do not align with school priorities/too many 1 person departments)
- Keep doing what we do
- Rigid degree structure must be adapted for non-traditional students
- Tuition structure: allow credits to be used for summer courses (this would also address cost issue)
- Structure of degree, use of online degree
- Model of 2 year curriculum
- More accessible (part-time, distance & learning, etc.)
- Flexible options
- Current mode is a barrier that deter many from school

Unique Ideas

- To change one thing, many other large & small changes have to be made
- Creating a learning community where everyone can be successful
- Increase transparency & accountability in the school
- More capacity in finance and research office
- Be better at community engagement, need more of a strategy as a school
- Need to be able to say no more often (prioritize)
- Do more operational planning & institutionalize this work
- Change our lack of focus on recruitment of faculty, staff, & students. (Should recruit locally because these people are invested in our community & would grow allegiance with Washington University & Brown School)
- Using focus groups/community advisor committee to know current market update/current social issue
- Respond quickly/clearly to emerging issues
- Overcome trepidation to change
- Adjusting goals/systems with equity
- Stop saying yes to everything-we strive for excellence/driven population= lots of ideas. We jump into ideas without cost/benefit analysis
- Do more of development of staff-building paths for advancement

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

Facts

- Divide between faculty and staff
  - (missing opportunities for more intentional collaboration)
  - Causes too many problems
  - Faculty has too much autonomy
  - Faculty seems to be less engaged in diversity efforts and that plays out with students
  - Create more common spaces where all voices are heard
• Faculty commitment
• What does equity look like in practice?
• Positive culture—don’t want that to change (2)
• Diversity, equity, inclusion commit
  o Define
  o Be intentional
  o Ask it of everyone
  o Model is at a value
• More flexible degree programs. We need to take a hard look at the FT student model and fund ways to incorporate part time and professionals. Own culture currently assumes people’s entire lives are in graduate school
• Faculty commitment to work place culture. They play large part in culture at school, so we can’t change culture without engaging all groups
• Must work on inclusion & supporting diversity of thought
• Cultural competency training broader, add more “topics”
• Focusing on streamlining our key initiatives in a way that doesn’t compete against each other but rather complement to make it easier for faculty, student, and staff to identify what are the most important things
• Reduce student debt

**Trends**

• More professional development opportunities for staff
• Be a model of our schools value
• More intentional in our programming
  o Too much going on—prioritize
• Negotiating when we adhere to policy and when we make exceptions
• Be a model of our schools values
• Negotiating about how we adhere to policy & make exceptions
• Our culture of being equitable & trauma informed
• We need to become more resilient & change embracing culture within school
• More adaptable to change
• Become more efficient in our opportunities & management
• Become more high performing through efficiency

**Unique Ideas**

• Mentorship program between staff & faculty
• Think critically and respond courageously to complaints and include everyone in planning response
• Increase transparency
• Provide professional development for students to prepare to practice school values in professional life
• More high performing with efficiency within operations and management
• Equitable & trauma-informed balancing students & community interests
• As we relate to bigger university-promotions
• Increase transparency
• Continue to become more of an environment that values input of people
• We live and work within
• Coming up with clear strategies to attract more diverse candidates to establish what equity looks like in practice
  o Admissions
  o Hiring

Other

• Think critically and respond courageously to complaints-include everyone in this approach
• Provide more training for students to prepare them for proactive school values as professionals

Individual responses

Facts

• We still have too much hierarchy, to be more collaborative we need to break it down, more effectiveness
• Committed in Diversity, Inclusion, and Equity but needs to be trickled down to all levels. Disconnect makes it hard for dean to implement. Needs to trickle more intentional with the recruitment, review, etc.
• We react to complaints without buy in re solution so we are one offense. Be courageous to be criticized thinkers in re to our response and require the same from students and faculty. Must model that behavior for professionalism
• Frequent opportunities for faculty and staff to collaborate
  o (addressing the divide that exists between the two groups)

Trends

• Be a model of our schools values

Unique Ideas

• Be proactive instead of reactive to complaints-think critically and respond courageously
• Provide more training for students to prepare them as professionals
Unknown questions: Individual Response

- Love to see equity and inclusion could be better racial & equity needs to be improved
- When we commit to putting people first, we love to align our piece
- Sometimes we set high expectations for departments and we are pushing people and doesn’t make them feel valued
- Increase prof. development for students. Help them practice during their time as students
- Teaching them that the values of our school are important to practice as a professional and as a student. Institution can value the community in a way that models for students
- Getting on the same page-make what defines D, I, E understood by all. What is brown schools culture? We have to define that first before we change it
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The Future Timeline: Events, Trends and Issues

- Balance of student debt and financial support [3 groups]
  - Student debt trends
  - Job placement
- Political climate and change – Local (Better together), federal [5 groups]
- Student admissions – immigration, job market and desired occupations for Masters and PhD students, need to show value of social work and public health fields and a robust job market in other to attract students [4 groups]
- Economic impact – Healthcare, unemployment
- Technology – online classes, being up-to-date, does the Brown School have enough infrastructure to support technological expansion if it tried to remain up-to-date?
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Future Timeline

04.16.19

- Changing leadership - University president
- Changes in higher education
  - Cost, access + debt
  - Demand for SW + PH
- Integration of technology/ labor market
- Climate change
- Research + funding
- True equity investment
- Political change/ climate
  - Immigration policy
- Racial inequity + disparities
- Pay equity + transparency
- Allocation related to staffing

Future Timeline

Group 1
- Change in leadership within Wash U, Brown School, and political leadership with our country and within the world
- Changes in higher education, cost access and students, demand for social work and public health services
- Integration of technology into the workplace and personal lives

Group 2
- Climate change
- Research and funding priorities
- True investment in equity

Group 3
- Technology replacing jobs—mass unemployment—feast or famine for MSW and MPH
- Education cost—free education vs. increased cost of education
- Uncertainty of politics

Group 4
- Cost of college and research funding
- Changes in immigration policy
- Racial inequity and disparities: more represented in the near future and not in the far future

Group 5
- Pay equity and transparency for staff and contract workers
• Allocation of resources—i.e. macro levels in funding education by the government, and at a micro level within the school. Staff capacity and allocation of resources related to staffing.
• Political climate can affect immigration, climate, education costs, and overall uncertainty of policy in general
The Future Timeline: Events, Trends and Issues

1. Technology changes - which will impact the way we do our work and the services we provide. Increase automation and online education. Cybersecurity will rise as a top goal for the government to prevent.

2. Political changes - change within administration, change of president, how that impacts economics - grant funding and the services that will be provided. Could be increase in polarization and unification. Global warming/climate change - regulation laws, how we run our facilities, institutions, our health.


4. Change in the economy - could result in tuition increases, higher cost of living, more disparities. Funding, scarcity of money and what its long-term effects could be.

Future Timeline

04.19.19

- Technology changes
  - Impacts work & services
  - Increase in automation & online education
  - Cyber security risks, improvements, prep, ID

- Political changes
  - President - polarization/ unification
  - Global warming
- Climate change regime
- Regulations
- Laws
- Facilities
- Policy, programs, and services
- Funding for long term effects
- Social justice issues + race
  - Shifting division
  - Impact on populations
  - Women, black lives, mental health
  - Rise in white nationalism
- Change in economy - increase in disparities
  - Tuition increase
  - Higher cost of living
Staff Listening Session
Strategic Questions - Carousel Design

Top responses
04.08.19

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

- Supporting students, keeping in mind rising costs and career opportunities, in particular how school is helping students with career development
- Hiring and retaining competitive staff - looking at a balance of workload and hired individuals
- School should be relevant to existing and upcoming social issues
- Parking

**Question #2: What school values must we preserve at all cost?**

- Racial equity
- Diversity
- (Transparent) communication
- Investment in the local community
- Social change
*These are priorities of both the Brown School and the social work field

**Question #3: What key opportunities must we pursue if we are to achieve excellence as a school?**

- Diverse national partnerships - policy makers, government, tribal organizations, large national organizations
- Ensuring unity of staff and students onto the same agenda and goals
- Collaboration - providing additional cross disciplinary opportunities for students, and publicizing current ones

**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?**

- Encourage open communication - breaking down silos with faculty and staff
- Improving opportunities for students - improving macro and micro elements of the student experience

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

- Provide training for faculty and staff to support students
- Consistently documented policies around operations and management (e.g. staff handbook, orientation, etc.)
Question #1: What challenges will we need to deal with effectively over the next five years?

- Dealing with fluctuating national & economy (affects recruitment, admission, employment after grad.) (1)
- Annual tuition increase and affordability (3)
- Keeping relevance to social justice issues locally, regionally, nationally, internationally (3)
- Competitive staff hiring & retention (4)
- Rising student debt & job placement (1)
- Supporting high-need/low-income students once they are here to help them succeed (5)
- Increasing workload with no change in staffing (4)
- Integrating/connecting research centers & projects (4)
- Staff & faculty capacity meeting student growth (1)
- Alignment of budget to program’s needs & mission (2)
- Parking (5)
- Internal opportunities for professional growth as staff (2)
- Increased focus on career development for students -> competitive career growth! (2)
  - Soft skills & training & hiring opportunities
- Theme:
  - Rising cost of tuition-> does it justify the career opportunity for students? (soft technical skills)
  - Hiring and retaining competitive staff
  - Staying at the forefront of existing and emerging social issues

Question #2: What school values must we preserve at all cost?

- Racial equity (4)
- Diversity; including diverse points of view (5)
- Communication (5)
- Invest in local community (5)
- Social change (4)
- Evidence-based practice (2)
- Transdisciplinary approach to learning & practice (2)
- Socioeconomic equity in students recruitment (2)
- Supporting innovative research (2)
- Standard of excellence (2)
- Equal emphasis on all of the values (1)
• Continued advancement in the fields of social work, public health, MSP (1)
• Openness to change (1)
• Social equity (1)
• Relationship (1)

Question #3: What key opportunities must we pursue if we are to achieve excellence as a school?

• Diverse national (2)
  o Partnerships
  o Policy makers
  o Larger organization like UN subsidiaries
  o Government organization, tribal organizations
  o Partnerships with global/international institutes
• Continued research opportunities for students (2)
• Inter-disciplinary collaboration (4)
• Access to resources for staff development (2)
  o Greater publicity
• Financial stability (2)
  o School
  o Student
• Continued community engagement with sensitivity to true needs & power dynamics historic & current (1)
• Offer additional cross disciplinary courses and/or sharing what’s currently offered (1)
• Unifying staff and faculty and students to the same mission (in sync) (4)
• Enhance alumni engagement (2)
• Pursue “part-time” student options -> staff cant benefit from Washu tuition remission benefit with brown school classes (2)
• Increasing commitment to educational equity (improving in regional schools, partnership on& off-campus (1)

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?

• More diverse faculty & staff (3)
• Dynamic approach to course offerings & lessons/course content=/changes meet student body & social needs) (2)
• Less meetings (more efficient use of time) (2)
• Eliminate hierarchy challenges (2)
• Breakdown silos between faculty and staff (3)
• Branding globally (1)
• Stop discouraging open communication between departments -> foster open dialogue (2)
• Improve student experience (1)
• Interdisciplinary projects that include students (do more of/maintain) (1)
• More leadership training for department heads (1)
• Transparency around hiring and staff operations (4)
• Recognize contributions to all levels of staff (not just faculty) (2)
• Streamline the financial processes (6)
• Identify/promote St. Louis as a place of opportunity to make social impact (2)
• Expand opportunities for student involvement (1)

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

• More inclusivity around other ethnic and cultural narratives beyond race (4)
• Remain committed and increase to community involvement in St. Louis region (3)
  o Improve relations
  o Long-term investment
• Create policy for operations/management (2)
• Collaboration across departments & schools within brown & Washington University (3)
  o Research centers
• Increase communication & collaboration between faculty & staff (4)
• Provide some training for both faculty & staff when supporting students (7)
• Create a staff handbook (3)
• Consistent(policies) staff orientation process (2)
Question #1: What challenges will we need to deal with effectively over the next 5 years?

- Transparency of financial and HR information
- Student debt and funding for students
- Staff capacity, (academic affairs)
- Streamlined financial processes
- Lack of community trust at university level
- Transportation -staff, faculty and students parking, safety and perceptions, community access

Question #2: What school values must we preserve at all cost?

- Equity in terms of voice for all, class, and race
- Diversity
- Community engagement, at St. Louis, regional, national, state and international levels
- High quality research

Question #3: What key opportunities must we pursue if we’re to achieve excellence as a school?

- Diversity of staff, students and faculty
- Professional opportunities for staff and faculty
- More explicit connections
- Community engagement in research in STL and beyond
- Diversity of grant funding

Question #4: What is the one thing we must change if we are to be successful as a school?

- Money -living wage, tuition
- Connections with institutions, community, within School
- Support -for staff and consistency among staff
- Unity -bringing together all these efforts -One School
- The way we do strategic planning -the process from abstract to concrete

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

- More interaction between centers, faculty, staff, and to share best practices
- Welcoming and supportive of internationals students
- Increase value and voice of staff
- Increase community service opportunities
- Figure out what our culture is
Question #1: What challenges will we need to deal with effectively over the next 5 years?

- Transparency of financial & HR info (job growth opportunities, etc.) (11)
- Student debt/ funding (4)
- Staff capacity (8)
- One school model/ distinction of programs/ interrelationships (3)
- Streamlined financial processes (6)
- Student mental health (3)
- Staff recognition, value, contribution, status (5)
- Lack of community trust (6)
- Transportation (staff/ faculty/ students/ community- safety) (6)
- Opportunities for full time working students -> part-time program? More flexible class times (online options) (2)
- Increase/ early education academic integrity (preventative) (2)
- Physical space (need more) (5)
- Robot workpocalypse for our graduates

Question #2: What school values must we preserve at all cost?

- Equity (staff, student, faculty)
  - Voice
  - Class, race
- Diversity
- High quality research
  - STL a community engagement
    - Regional, national, international
- Equity (staff, student, faculty) (16)
  - Voice
  - Class, race
- Diversity (13)
- Student centered (8)
- E.g. small class sizes, meaningful relationships with professors/ advisors
- Social impact (8)
- High quality research (11)
- Opportunities for growth + learning (9)
- Premier learning & teaching environment (6)
- STL a community engagement (13)
  - Regional, national, international
- Financial health of the school (3)
Question #3: What key opportunities must we pursue if we are to achieve excellence as a school?

- Diverse student body + staff/ faculty racially, economically, etc.
- Professional development opportunities (supported time) for staff
- Community engaged research (in St. Louis and beyond)
- More explicit connections between students, staff, and faculty
- Advanced technology- for video conferencing
- Diverse student body + staff/ faculty racially, economically, etc. (14)
- Professional development opportunities (supported time) for staff (14)
  - High quality opportunities for students to gain practical, professional and applied skills
- Community engaged research (in St. Louis and beyond) (11)
- Democratizing school governance by including staff & student voices (6)
- Seed funding for innovation (additional student scholarship opportunities)
- More explicit connections between students, staff, and faculty (14)
- Adopting emerging curriculum tracks (e.g. environmental/ climate public charge) (5)
- Support Jr. faculty in grant seeking (5)
- Grant opportunities (federal, local) etc. foundations – diversity of agencies (6)
- Prepare to support fully an increasingly diverse student body (7)
- Increasing field-based courses + community based courses (2)
- Advanced technology- for video conferencing (10)
  - Training in new technologies, video editing
  - Shared licensing ex: adobe creative suite
- Brown connection on WU board (esp. people of color)
- Capacity- building of MSW/ MPH professionals in STL community (1)
- A common cross- unit platform + dedicated support for communications and design (1)
- Visual rhetoric/ data visualization technology + training (1)

**Key Opportunities**

1) Diverse student, staff + faculty (recruit + retaining + supporting)
2) Professional development opportunities for staff and students (gain & apply skills)
3) More explicit connections between students, staff, and faculty
4) Community engagement (and research) in STL and beyond
5) Diversity in grant funding (e.g. diversity in agencies/ types)

Question #4: What is the one thing we must change if we are to be successful as a school?
• Spiral (schematizing) outward to the abstract (principles) from the concrete (story lived experience) (2)
• Unity disparate efforts to foster racial inclusion by creating a neutralizing structure -> one school (4)
• Provide multiple trajectories for staff growth + promotion (9)
• Increase student recruitment from STL area (9)
  o Allow part-time degree program
  o Do less of drastically changing cohort sizes annually
• Reduce tuition and increase paid practicum opportunities for students (8)
• Partner with more public institutions- public schools- as opposed to just non-profits and charter schools (6)
• Pay a living wage- $15/hour & benefits for all employees, including subcontractors, student workers, cleaning staff, Bon Appetit, grounds crew (13)
• Prepare for changing enrollment from international students -> less access to visas, etc. (2)
• To allow for authentic community engagement, need to prepare our systems to let community in and engage (7)
• Work to ensure there is sufficient staff to meet the goals of the centers, departments & school (7)
• Increase staff capacity/funding for staff (1)
• Expand communications to reach broader audience –research translation to use in field (1)
• Integrate the 3 programs -> one school
• Institutional racism (3)
• Given our investments in racial inclusion efforts, our long-term credibility depends upon visible advances in the region (3)
• Unnecessary exclusivity (1)
• Administrative burden/ efficiency (3)
• Divesting from the private prison, gun, and oil industries (3)
• Federal policies that limit student visa opportunities-> impact enrollment (1)
• Saturated market of MSW & MPH program (nationally) (1)

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

• More interaction between staff/ faculty/ centers
• Welcoming/ supporting international students
• Connectedness’s – across units/ parts
• More interaction between staff/ faculty/ centers (14)
  o Break down barriers
  o Financial living support for student body
• Community service opportunities (5)
• Welcoming/ supporting international students (7)
• More combined team/ staff goals projects (4)
• Decrease pressured to donate (2)
• Connectedness’s – across units/ parts (7)
• Figure out what our culture is (5)
• Full-time academic programs the only way to pursue advanced/ graduate level training (1)
• Full-time employment with benefits for all employees (1)
• Prioritize research that affects policy rather than research that brings in lots of money (3)
• Increased value and voice of staff (5)
• Part-time masters level programs- social work + public health (5)
• More sharing of best practices and approaches that work across centers & departments (7)
• Increased emphasis on continuing education + skill building (4)
• Teaching + community engagement are as important as research (tenure) (3)
Question 1: What challenges will we need to deal with effectively over the next five years?

- Budget, improve communication, and better understand budgetary effectiveness
- Reduce student stress
- Incorporate more paid practicum
- Reduce cost of attendance
- Reduce silos
- Improve parking
- Foster a better work/life balance

Question #2: What school values must we preserve at all cost?

- Retain educational equity including financial aid
- Attract and retain quality staff
- Authentic community partnerships that are sustainable
- Retain our commitment to social justice both internally and externally

Question #3: What key opportunities must we pursue if we are to achieve excellence as a school?

- Defining our brand relating to St. Louis issues and then staking out positions that reflect our mission and values
- Addressing student issues quickly and with impact
- Recruit students from neighborhoods they serve
- Engage with community with intention and transparency

Question #4: What is 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?

- We must change our parking
- We need to create a better balance between research and community work
- Common language around discussions of race and equity for staff and faculty
- Have honest two-way conversations across hierarchy (students, staff, faculty), breakdown of silos, and clear communication of reachable goals

Question #5: What in our school culture needs to change for the future?
- Hierarchy acknowledging power imbalances with respect between faculty and staff, educational backgrounds, etc. Treat everyone professionally
- Fewer silos between staff and other departments
- Equitable accountability across all functions, policies, procedures
- Better training and clearer expectations, better communication
- Make sure we have alignment with school’s mission
- Look for growth in helping staff, i.e. salaries and benefits.