

## SWOT Analysis Themes

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



### STRENGTHS (internal)

- Emphasis on racial equity
- Collaborative & supportive culture
- Strong leadership in Dean McKay
- Dedicated staff
- Passionate students
- Well-respected faculty
- Emphasis on community partnerships and voice



### WEAKNESSES (internal)

- Tuition costs and limited financial aid
- Online and part-time programs options not available
- Lack of integration of social work, public health and social policy programs
- Lack of capacity and financial processes in Finance & Research Office
- High student and staff turnover
- Lack of integrated technology systems



### OPPORTUNITIES (external)

- Expansion of programs to online and part-time
- Collaboration with Medical School and Institute for Public Health
- St. Louis City & County merger → Vibrancy
- Academy Diversity and Inclusion
- Savings and increased efficiency from adoption and support of new IT platforms



### THREATS (external)

- Rising cost of education
- Political and economic climate
- Decreased federal research funding
- Negative perceptions of St. Louis and Missouri
- Evolution of the education industry
  - Online programming
  - Decline of graduate programs
  - Changes in students' and funders' expectations

## Future Timeline Themes

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

### 1. Changing landscapes in demographics and workforce

- More skill-based workforce versus education-based
- Aging workforce
- People of color demographic shifts

### 2. Student admissions are effected by:

- Cost of education
- The balance of student debt and financial support
- Immigration shifts, perceived value of our professions, and job markets

### 3. Social justice issues and its impact on specific populations (e.g., race, women, behavioral health, white nationalism)

### 4. The political and economic environment

- The outcomes of upcoming elections
- Financial health of Brown School
- Funding scarcity and its long term effects (e.g., tuition costs, cost of living, research, increased disparities)
- Healthcare
- Unemployment

### 5. Technology

- Cost and how it is delivered
- Brown School's IT capacity to support technological expansion/advances

### 6. Climate change (e.g., policies, funding, immigration)

## 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

- Cost of education, student debt and career development
- Student stress and behavioral health
- Staffing: Hiring, retention, capacity, and work-life balance
- School finances (e.g., status of budget, transparency of budget and human resources information, more efficient and effective financial practices)
- Reducing silos and increasing communication and collaboration
- Campus parking

2

### School values to preserve

- Equity, diversity, and social justice
- Authentic community engagement & partnerships: regional, national, and international levels
- High quality research, teaching, and service
- Retain educational equity
- Attract and retain quality staff
- Transparent communication

3

### Key opportunities we must pursue to achieve excellence

- Diverse national partnerships (e.g., policymakers, government, tribal orgs)
- Ensuring unity of staff, faculty, and students
- Greater visibility of and more cross-disciplinary opportunities for students
- Professional development opportunities for staff
- Defining our brand regarding St. Louis and identifying positions that reflect our mission and values
- Recruit students from the neighborhoods they serve
- Addressing student issues outside of the classroom (e.g., food insecurity)

4

### One thing to change

- Advocate for a living wage and reduce tuition costs
- Greater connections across university, with community and within School
- More support for staff
- Breakdown of silos and strengthening of One School
- Improving macro and micro elements of the student experience
- Have a common equity language for faculty and staff
- Better balance between research and community work

5

### Change in school culture

- More training for faculty and staff to better support students
- Consistently documented operations and management policies (e.g., staff handbook, orientation)
- More interactions between centers, faculty, staff to share best practices
- Increase voice and value of staff
- Equitable accountability across all functions, policies, and procedures
- Welcoming and supportive of international students