Staff

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)

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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