A web-based survey was administered to stakeholder groups to provide an additional opportunity to contribute ideas and suggestions to help shape the School’s strategic plan. A total of 251 surveys were completed. This one-pager presents the most prevalent themes for the 2030 Vision question listed below. Analysis of the other survey questions is underway.

Question: Imagine it is the year 2030 and you are feeling absolutely fantastic about the Brown School’s accomplishments over the past 10 years. Please describe 3-4 things that have been accomplished at the Brown School that make you feel particularly proud.

The numbers listed after each theme indicate the number of individuals from each stakeholder group who identified that theme. The themes are ordered based on the total counts (largest to smallest). A sample of survey responses is included after each theme for additional context. The stakeholder key is:

- **TOT**=Total Count  
- **EC**=External Collaborators (e.g., alumni, community collaborators, National Council)  
- **F**=Faculty  
- **SA**=Staff  
- **SU**=Students  
- **UN**=Unknown

- **Strong community partnerships have notable impact on the St. Louis Community.**  
  (111-TOT  32-EC  14-F  13-SA  28-SU  24-UN)  
  - Meeting critical community needs: safe, affordable housing to address homelessness; health & behavioral health care delivery organizations; economic assistance  
  - Faculty is fully engaged; community organizations are integrated fully into Wash U services  
  - Heavily invested in near north communities near Wash U  
  - Servant-leadership approach, not ‘savior’  
  - Community-based research sensitive to local needs  
  - Brown School is respected by the community; the community feels supported by the Brown School  
  - Racial disparities are eliminated in the region; there is more equitable power, less privilege and oppression  
  - Leaders in implementing anti-poverty and anti-racism programs to support black communities

- **Brown School offers free/reduced tuition/debt-free education.**  
  (95-TOT  15-EC  10-F  16-SA  39-SU  15-UN)  
  - Loan forgiveness/no loan; meaningful merit and scholarships; affordable housing and food

- **Brown is a model for diversity & equity across faculty, students, and staff**  
  (62-TOT  9-EC  9-F  14-SA  17-SA  13-UN)  
  - Faculty mirrors color of student body, students reflect the community; 40% of color  
  - Non-white majority also includes Latinx and American Indian/Alaska Native  
  - All have cultural humility, social justice awareness and feel accepted
• Faculty & students conduct high quality research that has broad scale impact, including in policy. (51-TOT 11-EC 12-F 11-SA 11-SU 6-UN)
  • Brown School Policy Center is recognized as influential and useful (e.g. Kaiser, Brookings)
  • Notable contributions to meaningful policy & practices that show results; connects students to policy opportunities
  • Research is endowed and collaborative (not silos)
  • Leaders in policy that addresses social determinants of health
  • Leaders in Public Health research and Social Policy education and impact (eg: health equity)
  • Relevant to the local community
  • Technology is integrated to improve research and teaching

• The Brown School and its social work program are both ranked #1. (45-TOT 13-EC 7-F 5-SA 10-SU 10-UN)
  • In macro Social Work practice, research and innovation
  • Strong national and international presence and recognition

• Graduates are impacting the world as they assume high level leadership positions in government, not-for-profit, education, industry and other key areas of influence. (41-TOT 9-EC 9-F 6-SA 14-SU 3-UN)
  • All grads find meaningful employment; 100 % placement; and are fully competent practitioners
  • Many are ‘famous’ with recognized names
  • Many are staying to help make an impact in their hometown
  • Grads are comfortable working with people with a range of political opinions and religious beliefs

• The Field Education Office provides stronger support and practicums are paid. (41-TOT 3-EC 0-F 5-SA 25-SU 9-UN)
  • Access to high profile practicums (e.g., WHO) with international, national, regional choices
  • Practicums are paid (e.g., $15/hr)
  • Has sufficient staff and resources; low staff turnover
  • Is better integrated, informed and organized to assist students with quality practicums
  • Connects with practicums that properly prepare students for real-world jobs

• Public health program is ranked in the top ten nationally. (37-TOT 4-EC 5-F 6-SA 14-SU 8-UN)
  • High enrollment; Brown Public Health program features its own Policy Institute

• Increased physical building space and faculty/staff size. (29-TOT 7-EC 5-F 5-SA 9-SU 3-UN)
  • Classroom upgrades completed
  • Adequate workspace, functional business office, dependable printers
  • Extensive world-class facilities, parking improvements
  • Lower cost food options, pantry snacks, women’s restroom in engineering
  • Own medical health center; access to childcare
  • Higher quality faculty and adequate number of staff to support 3-degree program
• **Students feel faculty are supportive and dedicated to students’ success.**  
  (28-TOT  2-EC  7-F  5-SA  8-SU  6-UN)  
  • Faculty are approachable and serve as active mentors  
  • Faculty are capable of ‘difficult discussions’; have reasonable expectations  
  • Toxic faculty have been dealt with

• **Brown School strongly supports and advocates for non-tenured faculty and staff.**  
  (24-TOT  1-EC  3-F  9-SA  9-SU  2-UN)  
  • Treated with respect and equity - living and fair wages for all employees  
  • Transparency exists around staff compensation, grading, hiring, career advancement  
  • Improvement plans, resulting in higher retention  
  • Adjuncts receive improved benefits and resources. A universal standard is in place for adjunct faculty.  
  • Better relationships exist between tenured faculty, adjuncts and staff.

• **Brown School plays an active role in policy advocacy — national, state and local.**  
  (22-TOT  6-EC  1-F  4-SA  9-SU  2-UN)  
  • Higher pay for social work  
  • Progressive policy advocacy

• **Transdisciplinary collaboration is the norm.**  
  (17-TOT  3-EC  5-F  1-SA  3-SU  5-UN)  
  • With Wash U undergrad and the Med School (child adversity to health outcomes)  
  • With government agencies and engineering to create clean water solutions  
  • Inter-research collaborations inside Brown School and with other schools and institutions  
  • Transdisciplinary work is part of the curriculum

• **Underrepresented groups feel safe, comfortable & supported.**  
  (11-TOT  2-EC  2-F  1-SA  5-SU  1-UN)  
  • Persons of color/Trans/Gender non-conforming/disabled are all mentioned; all find a sense of belonging  
  • Use of pronouns is normalized/nametags include preferred pronoun