

Interview Questions Themes

Participants were interviewed individually. Their responses for each question were compiled and the following themes emerged.

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Issues & concerns from participants' respective fields

- The creation of the Diversity, Inclusion and Equity industrial complex does not address the underlying issues within the organization's culture
- Lack of universal values due to the decentralization of WUSTL makes it difficult to implement policies
- Undefined research aspirations
- Cost of higher education and the skepticism of its value by the public
- Uncertainty of funding, particularly federal sources as well as over reliance on tuition dollars from other countries
- Freedom of speech weaponized in service to destructive ideologies and the hyperpolarization on issues
- Increasing of disparities both locally and globally
- Instead of dealing with short-term issues, need long-term planning for global work in Africa, India, China and Latin America

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Key St. Louis issues to address

- Invest in St. Louis through community engagement for productive and effective solutions by:
 - patient care to reduce health disparities and health care access,
 - providing educational opportunities to the community
 - workforce development opportunities
 - research, to study post-industrial urban environments
- Tackle the problem of extreme poverty
- Gun violence as a public health issue
- Reduce divisive infrastructure in St. Louis
- Significant growth and equity problems in St. Louis, particularly in North St. Louis
- Reunification of city and county efforts, regardless of the outcome

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Key WUSTL issues to address

- More demands for equity and inclusion beyond the rhetoric and really impact people's lived experience
- Greater alignment in our approach to community engagement across the university
- Manage the growth of the university and schools effectively
- Break down barriers to cross collaboration
- Build on strengths of research and elevate faculty and their work
- Serve students to reduce anxiety and improve mental health
- Continue to grow global connections
- Increase funding sources

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Opportunities to take advantage of

- Reduce barriers to WUSTL collaboration:
 - Expand research opportunities across schools, particularly in Arts and Sciences and the Medical School
 - Collaborate across campus on grants; create a rapid response team
- Attract, retain and grow a high level of influential faculty, particularly in areas where the School already has strengths
- Carve out a unique policy role and identify what we want to achieve; Focus on skills related to advocacy and policy development
- Keep retirees engaged
- Increase diversity across WUSTL by fostering a culture of trust and openness
- Instead of taking on new opportunities, double down on initiatives such as intentional community partnerships, equity transformation
- Expand into undergraduate education
- Change the culture of stress for students, faculty and staff
- Teach in the community and increase community engagement, particularly by graduate students
- Global engagement with McDonnell on student recruitment and research
- Increase evaluation services and support to enhance the outcomes across the university and externally

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Institutional values to preserve

- Honesty and integrity
- Trust
- Diversity and inclusion
- Collaboration and problem-solving
- Transparency
- Academic freedom
- Commitment to evidence-based research & scholarship
- Humility
- Leadership & stewardship

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External factors which might present threats or challenges

- State of the St. Louis region:
 - Crime
 - Social factors like racial discrimination
 - Poverty
- Decline of higher education enrollment
- Funding environment
 - Decline in federal funds
 - Reliance on soft money
- Policy threats on a national and state level
- Faculty retirements
- External global relations to countries like China
- Lack of appeal of social work to undergraduates because it is seen as unscientific