

SWOT Worksheet for School Health Programs

A SWOT analysis is a scan of the internal and external environment of your program. It is used to identify strengths and weaknesses that are internal to your program and opportunities and threats external to your program in the environment in which it operates. It is a useful tool for reducing a large amount of data into a more manageable profile of your school health program, and it provides a framework for identifying the issues that impact your strategic plan.

Instructions: Your program staff and strategic planning workgroup should review the internal program data you identified as part of your strategic planning process. *Internal data* describe the current status of your program and how it operates. With an internal assessment, you analyze your program's position, performance, problems, and potential. (Consult the Data Sources Matrix tool in the Strategic Planning Kit for School Health Programs for a list of internal data sources.) An important source of internal data is the DASH Program Inventory, which provides a snapshot of what your program currently is doing related to the following program components:

- *Program management* (the qualifications and skills of program staff to conduct activities under the cooperative agreement) and *staffing* (the establishment of positions required under the cooperative agreement).
- *Program planning* (the process of choosing activities and identifying appropriate individuals to involve in your activities) and *monitoring* (tracking your program activities).
- *Professional development* (the systematic process used to strengthen the professional knowledge, skills, and attitudes of those who serve youth to improve the health, education and well-being of youth) and *technical assistance* (tailored guidance to meet the specific needs of a site or sites through collaborative communication between a specialist and a site(s)).
- *Partnerships* (a group of individuals or organizations working together to address common goals).

Based on what your internal data indicate, generate and record in the SWOT Analysis: Internal Assessment Table below a list of program strengths and weaknesses.

- *Strengths* are elements internal to your school health program that facilitate reaching your program goals.
- *Weaknesses* are elements internal to your school health program that are barriers to reaching your program goals.
- Group the strengths and weaknesses based on the program components in the Program Inventory. Use the *Other* category to record any strengths and weaknesses that do not relate directly to one of the four defined program components (e.g., funding diversification).

Review the external program data you identified as part of your strategic planning. *External data* describe the population your program serves and the environment in which it operates. With an external assessment, you analyze the forces that affect the environment in which your program functions. (Consult the Data Sources Matrix tool in the Strategic Planning Kit for School Health Programs for a list of external data sources.)

Based on what the external data indicate, generate and record in the SWOT Analysis: External Assessment Table below a list of program opportunities and threats.

- *Opportunities* are aspects of the external environment that facilitate reaching program goals. Opportunities are not just positive aspects of the environment but can also be the chance to address program gaps and initiate new activities.
- *Threats* are aspects of the external environment that are barriers or potential barriers to reaching program goals.
- Group the opportunities and threats using the same components that you used to group strengths and weaknesses. Use the *Other* category to record opportunities and threats that do not relate directly to one of the four defined components (e.g., youth populations at disproportionate risk for disease, policies that could influence program implementation).
- When you have finished the SWOT analysis, review the findings, revise them if needed, and finalize the table. You will use the findings from your SWOT analysis to complete your strategic plan.

SWOT Analysis: Internal Assessment Table

Program Component	Program Strengths	Program Weaknesses
PROGRAM MANAGEMENT AND STAFFING	(e.g., fully staffed team)	(e.g., limited professional development opportunities for staff)
PROGRAM PLANNING AND MONITORING	(e.g., newly revamped tracking system in place to document technical assistance activities)	(e.g., lack of staff skills in collecting and analyzing data for program planning)
PROFESSIONAL DEVELOPMENT EVENTS AND TECHNICAL ASSISTANCE	(e.g., our distance learning capabilities)	(e.g., training cadre too small)
PARTNERSHIPS	(e.g., program participation in regional school health coordinating council)	(e.g., no working relationship with department of education assessment unit)
OTHER	(e.g., recent recognition by department of education commissioner for our program work)	(e.g., insufficient work space and storage)

SWOT Analysis: External Assessment Table

Program Component	Program Opportunities	Program Threats
PROGRAM MANAGEMENT AND STAFFING	(e.g., staff dedicated to health education coordination in most school districts)	(e.g., state hiring freeze so unable to fully staff program)
PROGRAM PLANNING AND MONITORING	(e.g., collaboration with university faculty who are consulting on program evaluation)	(e.g., resistance of schools in state to participate in YRBS- Youth Risk Behavior Survey)
PROFESSIONAL DEVELOPMENT EVENTS AND TECHNICAL ASSISTANCE	(e.g., use of standards-aligned HIV prevention materials in less than 50% of districts and schools suggesting need for technical assistance)	(e.g., limited number of teacher release days)
PARTNERSHIPS	(e.g., new leadership within the community planning group for HIV prevention)	(e.g., historically negative relationship between two key partners)
OTHER	(e.g., lower rates of condom use reported by Hispanic female teens on YRBS suggesting need for targeted intervention)	(e.g., unfavorable parental attitudes toward required physical education courses in middle schools)