

TOWS Analysis

		INTERNAL FACTORS	
		Strengths (S) S1. S2. S3. S4.	Weaknesses (W) W1. W2. W3. W4.
EXTERNAL FACTORS	Opportunities (O) O1. O2. O3. O4. O5.	Strengths/ Opportunities (SO) • • • • •	Weaknesses/Opportunities (WO) • • • • •
	Threats (T) T1. T2. T3. T4. T5.	Strengths/Threats (ST) • • • • •	Weaknesses/Threats (WT) • • • • •

TOWS Example

		INTERNAL FACTORS	
		Strengths (S)	Weaknesses (W)
EXTERNAL FACTORS	Opportunities (O) O1. Districts support principal pipeline development O2. New partnership with state principal association O3. New curriculum available for building leaders specific to recruiting and retaining teachers	Strengths/ Opportunities (SO) <ul style="list-style-type: none"> • S1/O2 – Ensure principals association is aware of new LMS and has information to share with members • S1/S4/O1/O3 – Procure external curriculum available for new principals on recruitment and retention, create new modules for LMS • S3/O1 – Offer competitive grants to districts to explore creative principal pipeline solutions to be then shared via the LMS (S1) 	Weaknesses/Opportunities (WO) <ul style="list-style-type: none"> • W1/O3 – Build new learning for Principals • W2/W3/O1 – Create a state network to discuss rural principal pipeline development, professional development, and networking • W2/O1 – Hold a conference for rural principals that focuses on networking and building communities of practice • W3/O1 – Hold meeting with Principals association on the topic of licensure
	Threats (T) T1. Possible Title II funding cuts T2. Building leader time is restricted & roles are complex T3. No incentives for principals to participate T4. Teacher and Principal turnover in rural buildings is extremely high	Strengths/Threats (ST) <ul style="list-style-type: none"> • S1/S4/T2 – In the creation of learning modules, make sure they are quick so building leaders with limited time can participate in short blocks of time • S3/S5/T3/T4 – Decide how the report on competitiveness of pay should be used with districts and the public. Offer incentives from the state to principals who participate in activities? 	Weaknesses/Threats (WT) <ul style="list-style-type: none"> • W4/T1/T2 – Due to high turnover in principals (T4) and no office focusing on rural issues, creating a small group at the SEA to talk about solutions and programs may be necessary (could be funded through state money S3?)