



Stakeholder Engagement SWOT Analysis Feedback Report

Overview

The following report provides stakeholder survey feedback on the four dimensions of the SWOT (strengths, weaknesses, opportunities, threats) analysis.

The survey was open to staff, parents, and community members from December 14, 2020 to December 18, 2020. The number of respondents from each of the stakeholder groups is as follows:

Staff: 333
 Parents: 852
 Community members: 8
Total: 1,193

Respondents were asked to provide feedback in two ways:

- **Open comments:** Respondents were asked if there was anything missing for each of the four sections of the SWOT analysis. The open comment *themes* are listed in order of strength. They include a sample of comments for each theme.
- **Strongly agree (sa)/strongly disagree (sd) section:** Respondents could strongly agree with up to two strengths, weaknesses, opportunities or threats; and respondents could strongly disagree with up to two strengths, weaknesses, opportunities or threats.

Strengths

Strengths—Staff	sa sd
History of being student-focused	sa 33 sd 6
History of being forward-thinking	sa 4 sd 14
History of practicing sound fiscal management	sa 10 sd 3
Highest state financial recognition	sa 0 sd 0
Students perform highest of all District 214 feeder districts on state assessments	sa 11 sd 6
Quality, caring certified and support staff	sa 81 sd 3
High student-teacher trust	sa 9 sd 0
High teacher-parent trust	sa 2 sd 35
High teacher retention	sa 4 sd 5
High family interest and involvement	sa 4 sd 9
History of providing sufficient resources for a high-quality education	sa 5 sd 9



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Offers an array of programs and services to meet student needs	sa 13 sd 6
Offers a variety of co-curricular activities offered to students	sa 1 sd 4
Has significantly increased the number of technology devices for students	sa 13 sd 2
Student to staff ratios are significantly below state average	sa 8 sd 11

Additional Strengths Themes:

Leadership: Building leadership. Supportive leadership. Strong administrative team on district level.

Strengths—Parents	sa sd
History of being student-focused	sa 53 sd 33
History of being forward-thinking	sa 10 sd 61
History of practicing sound fiscal management	sa 8 sd 8
Highest state financial recognition	sa 2 sd 3
Students perform highest of all District 214 feeder districts on state assessments	sa 31 sd 8
Quality, caring certified and support staff	sa 90 sd 7
High student-teacher trust	sa 35 sd 7
High teacher-parent trust	sa 15 sd 21
High teacher retention	sa 13 sd 8
High family interest and involvement	sa 43 sd 7
History of providing sufficient resources for a high-quality education	sa 35 sd 15
Offers an array of programs and services to meet student needs	sa 11 sd 41
Offers a variety of co-curricular activities offered to students	sa 4 sd 30
Has significantly increased the number of technology devices for students	sa 19 sd 6
Student to staff ratios are significantly below state average	sa 25 sd 7



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Additional Strengths Themes:

Student services and support: Providing services to IEP students in their home school. Excellent Early Childhood Program. Collaborative IEPS which focus on inclusion whenever possible. Wide spectrum of services for those with special ed needs.

Parent involvement and support: Heavily involved PTA. Great collaboration between staff and parents. Communication with parents when a child is facing difficulties.

Staff: THE most dedicated teachers. Top quality educators. High teacher passion and involvement. Highly qualified staff members who are positive role models for our students.

Strengths—Community	sa sd
History of being student-focused	sa 0 sd 0
History of being forward-thinking	sa 0 sd 1
History of practicing sound fiscal management	sa 0 sd 0
Highest state financial recognition	sa 0 sd 0
Students perform highest of all District 214 feeder districts on state assessments	sa 0 sd 0
Quality, caring certified and support staff	sa 0 sd 0
High student-teacher trust	sa 0 sd 0
High teacher-parent trust	sa 0 sd 0
High teacher retention	sa 0 sd 0
High family interest and involvement	sa 0 sd 0
History of providing sufficient resources for a high-quality education	sa 0 sd 1
Offers an array of programs and services to meet student needs	sa 0 sd 0
Offers a variety of co-curricular activities offered to students	sa 0 sd 1
Has significantly increased the number of technology devices for students	sa 0 sd 0
Student to staff ratios are significantly below state average	sa 1 sd 0

Additional Strengths Themes:

No additional themes identified.



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Weaknesses

Weaknesses—Staff	sa sd
Student performance gaps for Low Income, Black, Hispanic, and Students with Disabilities	sa 21 sd 10
Low percentage of special education students receiving 80% or more of their day in the regular classroom	sa 6 sd 12
Increased student social, emotional, and mental health needs	sa 41 sd 6
Projections of deficit budgets ahead with declining reserves	sa 6 sd 2
Aging facilities with projections of facility improvement needs over next five years	sa 10 sd 13
Ensuring competitiveness with salaries, benefits, and staff incentives to grow and learn	sa 73 sd 10

Additional Weaknesses Themes:

Board of Education support and relationships: BOE's lack of respect for staff. Unsupportive Board. Board respect and value for educators.

Weaknesses—Parents	sa sd
Student performance gaps for Low Income, Black, Hispanic, and Students with Disabilities	sa 56 sd 13
Low percentage of special education students receiving 80% or more of their day in the regular classroom	sa 29 sd 14
Increased student social, emotional, and mental health needs	sa 89 sd 20
Projections of deficit budgets ahead with declining reserves	sa 19 sd 11
Aging facilities with projections of facility improvement needs over next five years	sa 35 sd 24
Ensuring competitiveness with salaries, benefits, and staff incentives to grow and learn	sa 19 sd 42



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Additional Weaknesses Themes:

Diversity, equity, inclusion: Lack of diverse staff; staff not reflecting student population. Not enough cultural and racial diversity. No staff training on diversity, equity and inclusion. Minimal efforts to include curriculum highlighting people of color. No plan to eliminate racial bias.

Student services and support: No district gifted program. Poor ESL support during the pandemic. A robust EL program. Multi-tiered social emotional support. Decreased services for underperforming students. Outdated sped curriculum.

Full-day kindergarten: Lack of full day kindergarten. Opportunity for full day kindergarten. Kindergarten program is lacking (2.5 hours). Capacity and capability for full day K.

Weaknesses—Community	sa sd
Student performance gaps for Low Income, Black, Hispanic, and Students with Disabilities	sa 0 sd 0
Low percentage of special education students receiving 80% or more of their day in the regular classroom	sa 0 sd 0
Increased student social, emotional, and mental health needs	sa 0 sd 0
Projections of deficit budgets ahead with declining reserves	sa 0 sd 0
Aging facilities with projections of facility improvement needs over next five years	sa 1 sd 0
Ensuring competitiveness with salaries, benefits, and staff incentives to grow and learn	sa 0 sd 0

Additional Weaknesses Themes:

No additional themes identified.



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Opportunities

Opportunities—Staff	sa sd
Student engagement in hands-on, authentic, real-life learning opportunities	sa 23 sd 4
Expanding our continuum of services to better meet the needs of all students	sa 15 sd 5
Cultural awareness, diversity, and social justice	sa 16 sd 12
Teacher collaborative practices and professional development	sa 9 sd 3
Healing the issues caused by the pandemic	sa 47 sd 10
Partnerships with the community and higher education	sa 1 sd 13

Additional Opportunities Themes:

No additional themes identified.

Opportunities—Parents	sa sd
Student engagement in hands-on, authentic, real-life learning opportunities	sa 60 sd 15
Expanding our continuum of services to better meet the needs of all students	sa 50 sd 9
Cultural awareness, diversity, and social justice	sa 58 sd 23
Teacher collaborative practices and professional development	sa 7 sd 7
Healing the issues caused by the pandemic	sa 110 sd 26
Partnerships with the community and higher education	sa 9 sd 13

Additional Opportunities Themes:

Student services and supports: Expanding the continuum of services. Adding more opportunities for inclusion. Increased intervention/acceleration. Improve programs for ELL families to help assimilate into the school and community.

Diversity, equity, inclusion: Ensure candidate pool is diverse when hiring. More education about racial injustice. Further action on implicit bias training for leadership and staff. Creating short, medium, and long term goals and action items for the implementation of a DEI strategy. Disability awareness (of all types).



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Opportunities—Community	sa sd
Student engagement in hands-on, authentic, real-life learning opportunities	sa 1 sd 0
Expanding our continuum of services to better meet the needs of all students	sa 0 sd 0
Cultural awareness, diversity, and social justice	sa 1 sd 0
Teacher collaborative practices and professional development	sa 0 sd 0
Healing the issues caused by the pandemic	sa 0 sd 0
Partnerships with the community and higher education	sa 0 sd 1

Additional Opportunities Themes:

No additional themes identified.



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Threats

Threats—Staff	sa sd
State funding and legislation issues (tax freeze, pension shifts, equity funding)	sa 7 sd 4
Standardized testing/state data requirements (constantly changing and loss of support)	sa 13 sd 5
National shortage of teacher candidates	sa 17 sd 7
Challenging social media	sa 15 sd 10
Recent student enrollment trends/decline	sa 1 sd 11

Additional Threats Themes:

Board of Education support and relationships: School board’s disrespect of teachers. Lost trust between the school board and staff. School Board not supporting Superintendent and teachers.

Staff shortages: Teacher shortages. Substitute shortage. Senior staff retiring earlier.

Staff compensation: Low salaries are not competitive. Two tiered salary schedule where newer teachers receive significantly lower pay and fewer opportunities for pay increases. Comparatively lower sub pay than surrounding districts.

Threats—Parents	sa sd
State funding and legislation issues (tax freeze, pension shifts, equity funding)	sa 23 sd 11
Standardized testing/state data requirements (constantly changing and loss of support)	sa 29 sd 14
National shortage of teacher candidates	sa 9 sd 20
Challenging social media	sa 22 sd 21
Recent student enrollment trends/decline	sa 7 sd 21

Additional Threats Themes:

Impact of pandemic: Covid-related learning regression. Teacher burnout after pandemic. Loss of parent support due to pandemic response. Post pandemic divide of teachers v parents and community over different stances.



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Threats—Community	sa sd
State funding and legislation issues (tax freeze, pension shifts, equity funding)	sa 0 sd 0
Standardized testing/state data requirements (constantly changing and loss of support)	sa 0 sd 0
National shortage of teacher candidates	sa 0 sd 0
Challenging social media	sa 0 sd 0
Recent student enrollment trends/decline	sa 0 sd 0

Additional Threats Themes:
No additional themes identified.

Report compiled by CEC Director Arlana Bedard