

## What Superintendents Are Saying About *Planning for Success*

**The *Planning for Success* [PFS] process was streamlined and organized, and culminated in plans that are focused and easy to use and understand.**

- PFS is “an organized system for district planning.”
- The PFS model “seemed less bogged down in paperwork and jargon” than some other approaches to planning.
- The PFS process was “easy, straightforward, not overly complicated or convoluted.”
- A PFS plan is “concrete, easy to read, and easy to understand.”

**The PFS process provided an opportunity for district leaders to reflect and engage in honest dialogue.**

- The process “allowed us to create a space where people felt they could give their thoughts & opinions.”
- “People opened up and discussed issues and frustrations.”
- “Administrators were able to really identify key aspects of what, based on the data, we would need to do differently to move this work forward.”

**PFS plans are aligned with district systems and initiatives.**

- “There was alignment to teacher evaluation, our SIP process, and the district goal-setting process that I was using through NSIP [New Superintendent Induction Program].”
- “The next step is to link SIPs [School Improvement Plans] to this document...SMART goals and SIPs can all align to these four buckets [objectives].”
- PFS “connects DESE with our work and with the School Committee.”

**The PFS process strengthened districts’ communication about their goals and progress.**

- PFS “provides us with better tools for making our work public and understandable”... the PFS plan includes “an improved method to share the work publicly.”
- PFS “built a solid bridge between the community and the school”
- The process brought a “deeper level of understanding for the leadership team as we traditionally know it but also in a broader community.”
- “It allowed us to get a lot of input and feedback from stakeholders.”

**The quality of facilitation of the PFS process is essential.**

- “The piece I got from this is how incredibly important the consultant is. If you have a consultant who absolutely knows how to work groups, manage time, and select protocols, you’ll be successful.”
- “The people in the room should be developing the objectives, but when you come to ‘what are the outcomes?’ you need someone who can keep people to outcome-based thinking. What’s a doable outcome?”
- “You need someone who’s going to take it all and put it in an understandable format; someone who’s unbiased and doesn’t have an agenda.”
- PFS requires a facilitator who is “a very empathetic listener” and who is “credible, knowledgeable, inclusive, responsive.”