



## End-of-Cycle Summative Evaluation Report: Superintendent

**Superintendent:** Joseph M. Sawyer, Ed.D. \_\_\_\_\_  
**Evaluator:** School Committee \_\_\_\_\_ June 18, 2014 \_\_\_\_\_  
**Name** **Signature** **Date**

### Step 1: Assess Progress Toward Goals (Complete page 3 first; check one for each set of goal[s].)

Professional Practice Goal(s)	<input type="checkbox"/> Did Not Meet	<input type="checkbox"/> Some Progress	<input type="checkbox"/> Significant Progress	<input type="checkbox"/> Met	<input checked="" type="checkbox"/> Exceeded
Student Learning Goal(s)	<input type="checkbox"/> Did Not Meet	<input type="checkbox"/> Some Progress	<input type="checkbox"/> Significant Progress	<input checked="" type="checkbox"/> Met	<input type="checkbox"/> Exceeded
District Improvement Goal(s)	<input type="checkbox"/> Did Not Meet	<input type="checkbox"/> Some Progress	<input type="checkbox"/> Significant Progress	<input type="checkbox"/> Met	<input checked="" type="checkbox"/> Exceeded

### Step 2: Assess Performance on Standards (Complete pages 4–7 first; then check one box for each standard.)

#### Indicators

**Unsatisfactory** = Performance on a standard or overall has not significantly improved following a rating of *Needs Improvement*, or performance is consistently below the requirements of a standard or overall and is considered inadequate, or both.

**Needs Improvement/Developing** = Performance on a standard or overall is below the requirements of a standard or overall but is not considered to be Unsatisfactory at the time. Improvement is necessary and expected. *For new superintendents, performance is on track to achieve proficiency within three years.*

**Proficient** = **Proficient practice is understood to be fully satisfactory. This is the rigorous expected level of performance.**

**Exemplary** = A rating of *Exemplary* indicates that practice significantly exceeds *Proficient* and could serve as a model of practice regionally or statewide.

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
Standard I: Instructional Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Standard II: Management and Operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Standard III: Family and Community Engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## End-of-Cycle Summative Evaluation Report: Superintendent

**Step 3: Rate Overall Summative Performance** (*Based on Step 1 and Step 2 ratings; check one.*)

Unsatisfactory

Needs Improvement

Proficient

Exemplary

~~Step 4: Rate Impact on Student Learning~~ (*Check only one.*)

**Note:** District Determined Measure for rating impact on student learning are still in development.

Low <input type="checkbox"/>	Moderate <input type="checkbox"/>	High <input type="checkbox"/>
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**Step 5: Add Evaluator Comments**

Comments and analysis are recommended for any rating but are required for an overall summative rating of *Exemplary*, *Needs Improvement* or *Unsatisfactory* or Impact on Student Learning rating of *high* or *low*.

**Comments:**

Dr. Sawyer runs the Shrewsbury district in a highly capable and professional manner. District goals and strategic priorities are always well-defined and referenced while making critical decisions, such as budget formation and budget scenarios. He is a hands-on administrator, who has a clear sense of the importance and the relevance of every role in the district, from classroom teachers to central office staff to technology support staff. He works collaboratively with the school committee, with his leadership team, with the Shrewsbury Education Associations, and with all stakeholders. He learns continuously from others, builds upon that knowledge, and creates a path for the success of every educator and student in the district to have access to a world class education. His effective leadership kept the district steady during a time in which uncertainty prevailed.

**Comments:**

In a number of areas, Dr. Sawyer demonstrated exemplary ratings. An obvious strength was his exceptional communication with the community about the FY 15 budget and the potential effects of both the reduction budget and the override budget on the school system. His clarity and transparency and advocacy in his written and verbal communication, from the first day of school until June 3<sup>rd</sup>, can be cited as one of the contributing reasons for why the vote passed overwhelmingly. Also, his emphasis on high standards, for students, educators and staff, and especially for himself, continues to have no equal. He came into this role as superintendent with this trait, and continues to be a role model of an intense work ethic and a drive to have this district reach its maximum potential. He was extremely articulate and effective in defining the inherent value of the public schools and in engaging the community in a lengthy dialogue to maintain and preserve this value.

Dr. Sawyer is a highly skilled and qualified superintendent who has guided the district through very challenging times. He sustained optimism during duress, and relentlessly pursued the goal of educating students well with reduced resources while also educating the entire community on the need for investment in an excellent public school system. Shrewsbury continues to be most fortunate to have a superintendent such as Joe Sawyer.

It is hard to think about this year without focusing on the budget crisis, but everything else keeps going on regardless. In the midst of developing and redeveloping (and redeveloping!) budget proposals we have lost key personnel that required searches, we have had to navigate changes in curriculum and testing as well as dealing with the ordinary day to day activities. Through this all, Dr Sawyer has put enormous energy and focus into all tasks and has gotten the district through what has to be one of the most challenging years in decades. He communicates well with the staff, students and public and is highly respected. This undoubtedly made a difference in the recent tax increase that the system needed to meet the needs of students. Besides being insightful, strategic and energetic, he has been able to deal effectively with those who had disagreements with the school system.

This year of crisis after crisis has shown Dr Sawyer to be an exceptional leader.

Dr. Sawyer's performance as Superintendent of Shrewsbury Public Schools during the 2013-2014 school year truly went above and beyond what could reasonably be expected of a Superintendent. Dr. Sawyer managed the district during a year of unprecedented stress and challenges stemming largely from a lack of resources, and a variety of other crises that unexpectedly impacted the district. Each of these had the potential to harm staff morale, student performance, and our professional culture. Dr. Sawyer's leadership minimized the harm of these impacts, and maintained to a significant degree the quality and integrity of our program.

**Comments:**

Dr. Sawyer's communications with the public, in particular, should be singled out for commendation. Dr. Sawyer skillfully took many of the hardships and negatives associated with our district this year – almost all of which were born out of a lack of resources – and effectively used them to communicate to Shrewsbury residents the need for additional support. In addition, Dr. Sawyer made exemplary use of social media in getting information into the public sphere about a full range of issues impacting our district.

Dr. Sawyer's effective communication and exceptional leadership helped to bring about a situation wherein many of the district's financial concerns will be addressed, via a successful operational override. Dr. Sawyer's leadership not only managed the district effectively and successfully through a crisis not of his making, but helped to end that crisis as well.

Each time I complete Dr. Sawyer's evaluation I make a statement regarding his ability to be an effective leader during a period of time in our school district when we are faced with budget constraints. It is far more difficult to lead when times are difficult. Dr. Sawyer not only showed strong leadership skills and vision; he helped a typically conservative town understand why additional funding was critical to the well being of the schools and the community as a whole. He went above and beyond in his role as Superintendent and helped craft a message that was clear and concise so that all stakeholders in the community could understand the FY15 school budget request. Dr. Sawyer did an exceptional job this year. His commitment to the students in our district, his passion for education and the time and dedication to his position are the main reason our district was able to successfully navigate through the past few years, and still maintain strong academic successes. He proved beyond a doubt that he is a strong leader who possesses the skills and knowledge required to lead during times of crisis.

The budget crisis and the Proposition 2 ½ override took up considerable time this year. It should be noted that while Dr. Sawyer spent considerable amounts of time and energy dealing with the school budget, he also continued to do all of the other aspects of his job duties, which are numerous and varied. Not only did he deal effectively with the budget work, he continued to meet or exceed his annual goals and district goals.

Dr. Sawyer works tirelessly for our district and should be commended for his dedication to education and the children of Shrewsbury. Our community is a better place because of Dr. Sawyer and the incredible value he brings to his position as Superintendent.

I am truly honored to work with him and look forward to seeing what his leadership will mean to our school district now that there is adequate funding to start restoring what has been lost and return to managing ordinary day to day activities. I am sure that Dr. Sawyer's enthusiasm and insightful approach to education will mean an even brighter future for our district.

**Comments:**

It is times of adversity that truly define an individual. Since being named Superintendent, Dr. Sawyer has been faced with an era of declining resources, increased class sizes and the real prospect of an education system unable to provide the quality of education that the community expects. Yet, he comes every day with his A game, always looking for ways to provide a world class education for our 6,014 students. He is the ultimate financial steward. He constantly looks for, and has been extremely successful in providing, innovative ways to invest in our program (such as through the additional of a math coach or the transitional program at the high school) which result in reduced costs to our district, and more importantly, kids staying closer to home.

Dr. Sawyer has done an outstanding job since being named as Shrewsbury's superintendent. Dr. Sawyer's leadership, performance and efforts in fiscal 2014 were even that much more extraordinary.

Without the exceptional leadership and clear, concise and consistent communication regarding the issues faced by the school district, the override would not have passed and our school district would continue to be unraveling. Dr. Sawyer started this year in September painting a picture of where we are as a school district, when he presented State of the District I and II. His message was clear, namely that we have insufficient resources to meet our students needs and that the quality of our education provided to our students is deteriorating. He continued this message in October when he reported on our test score results, which saw Shrewsbury fall to a level 2 district, through the budget development process from late Fall through Spring and presentation to the community through Facebook, his blog, twitter, listserv and TV shows, and finally to town meeting in May.

The following response from the community nicely summed up Dr. Sawyer's performance:

*"Dr. Sawyer is an outstanding superintendent and I feel our community is lucky to have him! He has demonstrated strong leadership in very challenging times. He is always articulate in his communication. Correspondence with parents, as well as with the community is clear, timely, accessible, and transparent. Please recognize Dr. Sawyer's unwavering commitment to children and families of Shrewsbury and thank him for a job well done!"*

Dr. Sawyer has done an incredible job for our kids and our community and been amazing in doing more with less for so long. I look forward to seeing what the district can do under Dr. Sawyer's leadership now that we have provided the additional resources that our district sorely needed.

## Superintendent's Performance Goals

Goals should be SMART and include at least one goal for each category: professional practice, student learning, and district improvement.

Check one box for each goal.

Goal(s)	Description	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
<b>Professional Practice</b>						
1	<p>Professional Practice Goal:</p> <ul style="list-style-type: none"> <li>By April <u>2015</u>, at least 85% of parents and staff who respond to a survey will indicate that they judge the superintendent's communication about important school district issues to be very good, with at least 50% judging it to be excellent.</li> </ul> <p>Activities for <u>2013-2014</u>:</p> <ul style="list-style-type: none"> <li>Start superintendent's blog</li> <li>Create school district Facebook page</li> <li>Create superintendent's Twitter account/feed</li> <li>Regular schedule of Facebook post/Twitter messages and blog entries</li> <li>Record at least six television shows on local cable</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Student Learning</b>						
2	<p>Student Learning Goal: By April <u>2015</u>, 80% of students who have participated in a "project based learning" unit of instruction will be judged "proficient" on the unit's summative assessment.</p> <p>Note: Goal is a two year goal aligned with two year district goals</p> <p>Activities for <u>2013-2014</u>:</p> <ul style="list-style-type: none"> <li>Work with assistant superintendent and leadership team to ensure professional development for teachers in Project Based Learning (PBL) is provided</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

2	<ul style="list-style-type: none"> <li>• Work with assistant superintendent and leadership team to ensure development of curriculum experiences and assessments that fit PBL approach</li> <li>• Directly observe teaching of PBL during classroom visits and collect exemplars of student work from PBL units of instruction at each level</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>District Improvement</b>						
3	<p>Achieve <a href="#">School Committee's Fiscal Priorities &amp; Guidelines</a></p> <ul style="list-style-type: none"> <li>• Development of FY15 Budget to reflect priorities &amp; guidelines</li> <li>• Advocacy for community to provide financial support for School Department needs</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4	<p>Advance <a href="#">School Committee's Five Year Strategic Priorities &amp; Goals</a></p> <ul style="list-style-type: none"> <li>• Promote and oversee efforts to achieve progress towards these priorities &amp; goals</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## Superintendent’s Performance Rating for Standard I: Instructional Leadership

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<b>I-A. Curriculum:</b> Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>I-B. Instruction:</b> Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>I-C. Assessment:</b> Ensures that all principals and administrators facilitate practices that propel personnel to use a variety of formal and informal methods and assessments to measure student learning, growth, and understanding and make necessary adjustments to their practice when students are not learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>I-D. Evaluation:</b> Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>I-E. Data-Informed Decision Making:</b> Uses multiple sources of evidence related to student learning—including state, district, and school assessment results and growth data—to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Overall Rating for Standard I</b> (Check one.)	The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.
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Unsatisfactory

Needs Improvement

Proficient

Exemplary

<p><b>Comments and analysis (recommended for any overall rating; required for overall rating of Exemplary, Needs Improvement or Unsatisfactory):</b></p> <p>Dr. Sawyer's goal is that Shrewsbury's students receive a world-class education. He has proposed updated curriculum to align the math curriculum, worked with the committee, his team and the SEA to come to an agreement related to the new educator evaluation system, and informed the committee and the community on test results, including but not limited to MCAS, SAT and AP exams. Also, the committee has seen presentations on Project-Based Learning from students, been updated during the past year and a half about PARCC, and has had access to anonymous staff and community surveys, in which he scores well.</p>
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The Superintendent has done an exemplary job in ensuring that curriculum and instruction in Shrewsbury Public Schools are of the highest caliber, and consistently exceed external expectations of our district, even in the face of severe resource limitations.

Dr. Sawyer continues to work in a collaborative manner with district staff to ensure that curriculum and instruction remain strong despite budget challenges. He worked with the district leadership and the SEA to implement the new educator evaluation model in a timely manner. He is cognizant of the need to include the opinions, concerns and opinions of stakeholders in major decisions regarding learning and educational practices that will strengthen the school district.

Dr. Sawyer provided excellent guidance during the SEA negotiations.

Dr. Sawyer has high expectations for the school district and strives to ensure that all staff members provide students with a high level of educational experiences in order for them reach their full potential.

Dr. Sawyer has worked effectively with stakeholders to ensure the timely implementation of the new educator evaluation system. He has accomplished this by working collaboratively with his team, building principals and the SEA. This has not been an easy feat, particularly during prolonged, and at times fragile, negotiations with the SEA over a new contract. He has been able to do this because of the trust and respect that he has from the SEA, teachers and his team.

Dr. Sawyer collaboratively and thoughtfully recommended a path for the district with respect to whether to use the MCAS or PARCC tests next year, and recommended that the district use PARCC. The recommendation was timely, thoughtful and the right course for our district. PARCC and the Common Core have been controversial for some in the community. Dr. Sawyer skillfully presented both sides of the controversy at an April school committee meeting, and thoughtfully explained the difference between standards and curriculum rigor, which would not be compromised in Shrewsbury. I also appreciate the leadership that Dr. Sawyer demonstrated at the committee meeting at which he rightfully defended the integrity of his team after an allegation of a conflict of interest public participation, and by following up with the newspaper to make sure that this issue would be reported correctly.

Education in Massachusetts involves a complex set of ever-changing rules and regulations that are difficult to fully understand and it is not easy to distill everything into a presentation that can be understood by all community stakeholders. Yet, Dr. Sawyer accomplished this. Simply put, without the clear and consistent presentation of data regarding the school district – such as class size, student growth, student/teacher ratio and Shrewsbury's per pupil and curriculum expenditures – the fiscal 2015 budget and the override would not have passed.

Has performed very well, but I feel that Dr Sawyer will be able to provide more attention to this now that the budget is not consuming so much of his time.

**Examples of evidence superintendent might provide:**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Goals progress report  | <input type="checkbox"/> Analysis of staff evaluation data                      | <input type="checkbox"/> Relevant school committee meeting agendas/materials    |
| <input type="checkbox"/> Analysis of classroom walk-through data                              | <input type="checkbox"/> Report on educator practice and student learning goals | <input type="checkbox"/> Analysis of leadership team(s) agendas and/or feedback |
| <input type="checkbox"/> Analysis of district assessment data                                 | <input type="checkbox"/> Student achievement data                               | <input type="checkbox"/> Protocol for school visits                             |
| <input type="checkbox"/> Sample of district and school improvement plans and progress reports | <input type="checkbox"/> Analysis of student feedback                           | <input type="checkbox"/> Other: _____   |
|   | <input type="checkbox"/> Analysis of staff feedback                             |   |

## Superintendent's Performance Rating for Standard II: Management and Operations

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<i>Check one box for each indicator and indicate the overall standard rating below.</i>				
<b>II-A. Environment:</b> Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, emotional, and social needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>II-B. Human Resources Management and Development:</b> Implements a cohesive approach to recruiting, hiring, induction, development, and career growth that promotes high-quality and effective practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>II-C. Scheduling and Management Information Systems:</b> Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>II-D. Law, Ethics, and Policies:</b> Understands and complies with state and federal laws and mandates, school committee policies, collective bargaining agreements, and ethical guidelines.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>II-E. Fiscal Systems:</b> Develops a budget that supports the district's vision, mission, and goals; allocates and manages expenditures consistent with district- and school-level goals and available resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<b>Overall Rating for Standard II</b> (Check one.)	The education leader promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.
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Unsatisfactory

Needs Improvement

Proficient

Exemplary

**Comments and analysis (recommended for any overall rating; required for overall rating of Exemplary, Needs Improvement or Unsatisfactory):**

Dr. Sawyer is an efficient and capable operations manager. He has had strong leadership in his HR director and Business manager to assist him, and with his team, he has managed the intricacies of a large staff during lean budget times, responded to numerous and complicated budget challenges, such as the influx of homeless students in the late fall/early winter, and has updated the

committee on issues related to school safety and the increase in mental health concerns, especially as it relates to the increase in Out of District placement. He also worked collaboratively with the Shrewsbury Education Association during the year-long negotiation process. His ability to develop a budget during challenging times is exemplary. He and his team presented throughout the year the budget needs, the reasons for the needs, and the effects of those needs on students, and they created a budget to reflect those needs in a responsible and effective way. Also he was very responsive in his creation of multiple scenarios to meet the demands of numerous stakeholders in the budget process. All of his budget presentations and documents have been straightforward, effective, factual and transparent.

The management of the district's environment during the 2013-2014 year presented extreme challenges in the face of serve resource limitations amongst other difficult circumstances, however regardless of those circumstances the Superintendent did a commendable job. Our approach to recruitment and hiring continues to provide the district with quality staff well beyond what our salary structure might merit of its own accord. The management of our budget during a year of financial crisis was exceptional.

Dr. Sawyer provides excellent management of the school district. As Superintendent, his job duties are broad and varied and require more than a typical work week to complete. He has proven to be an exceptional leader during the most difficult financial constraints faced by our district. He provided the understanding and guidance required for the district to navigate through this difficult time and still achieve strong academic results. Dr. Sawyer used the Fiscal Priorities developed by the school committee as his guide when developing the FY15 budget. This enabled the community to clear understand the connection between the district's priorities and funding request. He and his team developed and implemented short and long term plans to improve education practices in the district.

Dr. Sawyer and his staff effectively and efficiently executed plans and procedures to meet the needs of all students. Their approach also considered how to provide services in as cost effective manner as possible.

Dr. Sawyer and his staff went above and beyond during the development of the FY15 budget. From the school committee's initial budget request through the override and non-override budget scenarios, Dr. Sawyer and his staff carefully assessed the district's needs in order to provide a budget that would provide the students with the best possible education possible, yet at a good value for the taxpayer's investment in education. Dr. Sawyer masterfully explained the budget needs to the community to ensure that everyone clearly understood the need for funding. He conducted himself professional during meetings and public hearings. He answered all questions and concerns in a polite and efficient manner.

Dr. Sawyer has been successfully implementing our district's strategic priorities – engage and challenge all students, promote health and wellness, enhance learning through technology and enhance value to the community – since adopted in December 2011.

Together with his team, including Melissa Maguire and MaryBeth Banios, Shrewsbury has developed innovative programming to keep all kids of all learning levels in the district. In addition, despite limited resources, Shrewsbury has been proactive in teaming with the Shrewsbury and Family Services to address the increasing incidence of mental health issues facing our students. The result of all of these efforts have been a decline in year-over-year out of district tuition.

Dr. Sawyer and his team continue to focus on school safety and security. He steers a joint committee made up of school and public safety personnel in an effort to have protocols in place to best ensure the safety of all students.

Shrewsbury has extraordinary educators and administrators who continue to provide extraordinary efforts. This is not by accident. Dr. Sawyer and his team, specifically Barb Malone, carefully identify and hire candidates who have the ability to succeed in Shrewsbury and then require these individuals to earn professional status. In addition, Dr. Sawyer is first to recognize excellence and does so on a regular basis through his annual awards presented on opening day for staff and promoting and assisting with the John P. Collins Awards through the Shrewsbury Education Foundation.

As mentioned throughout this review, neither the fiscal 2015 budget nor the override would have passed without Dr. Sawyer's leadership. This passed because of Dr. Sawyer's strong partnership with parents, educators, the town manager and other elected officials and the resulting trust and confidence that these groups have in Dr. Sawyer. Dr. Sawyer has an incredibly strong community presence and he can be seen regularly at sporting events, school plays, fundraisers, advocacy events, the Garden Party, the SYFS gala and the SEF grant dinner. On a statewide level, Dr. Sawyer has also been very active with the Massachusetts Association of School Superintendents and the Assabet Valley Collaborative Board of Directors (as Vice Chair), where he has built on relationships within the Collaborative that have resulted in significant savings.

Beginning in early fiscal 2014, Dr. Sawyer and Mr. Hurley constantly monitored and reported upon the district's financial performance. The presentations were clear, concise and transparent. As a district, we have never been more transparent and financial transparency has been a hallmark of Dr. Sawyer's tenure. Dr. Sawyer and Mr. Hurley presented budget data in any format requested by the Boards, including for the first Saturday presentation of the school budget to the Finance Committee on March 8<sup>th</sup>. This transparency in the budget process led to better understanding by the finance committee of the district's financial challenges (and the finance committee's unanimous support for the override) and played a seminal role in the successful passage of the override.

Exceptional management skills. Remarkable flexibility & creativity in developing budget under adverse circumstances as well as educating the public and advocating for needed funding.

**Examples of evidence superintendent might provide:**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Goals progress report                  | <input type="checkbox"/> Budget presentations and related materials | <input type="checkbox"/> Staff attendance, hiring, retention, and other HR data |
| <input type="checkbox"/> Budget analyses and monitoring reports | <input type="checkbox"/> External reviews and audits                | <input type="checkbox"/> Analysis of student feedback                           |

- Analysis of staff feedback
- Analysis of safety and crisis plan elements and/or incidence reports

- Relevant school committee meeting agendas/minutes/materials
- Analysis and/or samples of leadership team(s) schedule/agendas/materials

Other: \_\_\_\_\_

## Superintendent's Performance Rating for Standard III: Family and Community Engagement

		Unsatisfactory	Needs Improvement	Proficient	Exemplary
<i>Check one box for each indicator and indicate the overall standard rating below.</i>					
<b>III-A. Engagement:</b>	Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, district, and community.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>III-B. Sharing Responsibility:</b>	Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>III-C. Communication:</b>	Engages in effective communication with families, community stakeholders, and the media about key district issues, including student achievement, district needs, and best practices in education.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>III-D. Family Concerns:</b>	Addresses family and community concerns in an equitable, effective, and efficient manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Overall Rating for Standard III (Check one.)</b>	The education leader promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the district and its schools.				

Unsatisfactory

Needs Improvement

Proficient

**Exemplary \***  
 \*(For the overall rating (4) committee members gave Exemplary and (1) gave Proficient)

**Comments and analysis (recommended for any overall rating; required for overall rating of *Exemplary, Needs Improvement* or *Unsatisfactory*):**

Dr. Sawyer is a highly effective communicator. This year his communication with the public has been more outstanding than usual. He began the process with a 2-part State of the District back in September, which updated the community about the seriousness of the lack of resources, worked with Fiscal Study members in their development of the town's Fiscal Study Report, used Facebook and Twitter effectively (to the delight of students on snow days), and highlighted achievements and successes of educators and students on his listservs and through meetings. In staff and community surveys, his communication skills received the highest results. Where he excelled this year was in his ability to explain a complicated budget in a direct and relatable way. He spoke at school committee meetings, on various Shrewsbury cable shows, at PTO president's meetings, at Town Meeting, and at numerous town, civic and resident groups to which he was invited. His clarity, passion and advocacy for the public schools in these presentations were pivotal contributors to the reason why the override passed overwhelmingly.

The Superintendent's communication with all stakeholders in the community not only saw tremendous improvement over prior years, but was truly above and beyond what could be expected of a Superintendent operating under the pressures facing Dr. Sawyer this past year. The Superintendent's use of social media was innovative and attention-getting, helping to broadly inform various types of individuals throughout the community. Effective presentations and multiple public hearings regarding our FY'15 proposed budget helped to bring about a significant increase in both community awareness and concern. In the area of Family and Community Engagement, Dr. Sawyer truly exceeded my own expectations.

The budget issues reached a peak this year and considerable time and energy was spent by Dr. Sawyer in order to educate the community in regards to the needs of the school district. I believe that the successful passage of the recent Proposition 2 ½ override would not have happened had it not been for the clear, concise and transparent information provided by Dr. Sawyer regarding the educational needs of the district.

Dr. Sawyer's presentations to the Board of Selectman and Finance Committee were exceptional. The March 8<sup>th</sup> meeting with the Finance Committee is an example of Dr. Sawyer's ability to deliver complex and detailed financial information in a manner that helps all those involved better understand budget requests and how funding will be utilized by the district.

Dr. Sawyer's properly utilized social media, school list servs as well as public hearings and meetings in order to reach all stakeholders in the community.

Dr. Sawyer truly came into his own in terms of effective communication with the community. He provided clear and concise information to town boards and committees, as well as parents, students, school staff and the community at large. His messaging regarding the FY15 budget was extremely effective and the delivery of the information was done in a manner so that everyone could

clearly understand the priorities of the district.

Dr. Sawyer works collaboratively with the Town Manager and other town boards, committees, PTOs, as well as fundraising groups. He is proactive and does not hesitate to reach out to members in the community. He is well respected in his role as a Superintendent and leader in our community.

The public surveys conducted by Dr. Sawyer showed high scores for communication.

Without the exceptional leadership and clear, concise and consistent communication regarding the issues faced by the school district, the override would not have passed and our school district would continue to be unraveling.

Dr. Sawyer started this year in September painting a picture of where we are as a school district, when he presented State of the District I and II. His message was clear, namely that we have insufficient resources to meet our students needs and that the quality of our education provided to our students is deteriorating. He continued this message in October when he reported on our test score results, which saw Shrewsbury fall to a level 2 district, through the budget development process from late Fall through Spring and presentation to the community through Facebook, his blog, twitter, listserv and TV shows, and finally to town meeting in May.

Public survey shows high approval rating with >80% excellent communication. Comments refer to engagement, dedication, high visibility and frequent communication.

**Examples of evidence superintendent might provide:**

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Goals progress report   | <input type="checkbox"/> Sample district and school newsletters and/or other communications | <input type="checkbox"/> Analysis of survey results from parent and/or community stakeholders |
| <input type="checkbox"/> Participation rates and other data about school and district family engagement activities | <input type="checkbox"/> Analysis of school improvement goals/reports                       | <input type="checkbox"/> Relevant school committee presentations and minutes                  |
| <input type="checkbox"/> Evidence of community support and/or engagement   | <input type="checkbox"/> Community organization membership/participation/contributions      | <input type="checkbox"/> Other: _____   |

## Superintendent's Performance Rating for Standard IV: Professional Culture

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<b>IV-A. Commitment to High Standards:</b> Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for achievement for all.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>IV-B. Cultural Proficiency:</b> Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>IV-C. Communication:</b> Demonstrates strong interpersonal, written, and verbal communication skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>IV-D. Continuous Learning:</b> Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices, and theory to continuously adapt practice and achieve improved results. Models these behaviors in his or her own practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>IV-E. Shared Vision:</b> Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>IV-F. Managing Conflict:</b> Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<b>Overall Rating for Standard IV (Check one.)</b>	The education leader promotes the learning and growth of all students and the success of all staff by nurturing and sustaining a districtwide culture of reflective practice, high expectations, and continuous learning for staff.
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**Unsatisfactory**

**Needs Improvement**

**Proficient**

**Exemplary**

<p><b>Comments and analysis (recommended for any overall rating; required for overall rating of <i>Exemplary</i>, <i>Needs Improvement</i> or <i>Unsatisfactory</i>):</b></p> <p>Dr. Sawyer came to this district with a rigorous work ethic and high standards. He has continued to demonstrate exceedingly high standards for his leadership team, for educators and staff, for students, and especially for himself. His own capacity for hard work is evidenced in his deep involvement in the daily district operations and school budget formation, in his roles in the MASS, on the Assabet Collaborative Board, and his ubiquitous presence at various student academic and athletic events (to name a few). His communication skills, both written and verbal, have been exceptional, especially his ability to make the complicated more understandable and relatable. His writing is factual and persuasive, and he uses his Superintendent Blog and listservs to inform,</p>
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educate and update. His presentation at Town Meeting, with his analogy of passing the baton, was highly effective and inspirational. He is skilled at listening and resolving conflict, and while negotiations with the SEA were prolonged this year, they remained essentially non-contentious, in part because of the collaborative relationship he has built with educators.

The Superintendent has maintained an innovative, highly-professional, collaborative, cooperative professional culture under what could reasonably be described as extreme conditions resulting from limited budget resources and overcrowded classrooms. While educators and administrators have faced significant challenges, felt their time severely limited, and coped with undue stress, the district's already-exemplary professional culture was maintained throughout. Dr. Sawyer should be commended for his exceptional leadership in a time of financial crisis.

In the face of the fiscal crisis facing the school district, Dr. Sawyer maintained a professional and positive demeanor. Dr. Sawyer leads by example and sets high expectations for himself and his staff. He provides a work environment that is collaborative and respectful. He seeks guidance and input from his staff and respects their professional opinions.

Our schools have been operating under significant stress due to lack of resources and Dr. Sawyer was deeply concerned about staff health and morale and how this would affect the day to day educational experience in the classroom. He guided his staff appropriately in order to maintain best educational practices in light of significant challenges.

Dr. Sawyer is the consummate advocate for the Shrewsbury Public Schools. He regularly champions the strong tradition of excellence in our schools and, through social media and in person, makes the community aware of the many successes our students and educators attain, while encouraging continuous improvement through effective effort in academics, the arts, athletics, and community service.

As mentioned above, Dr. Sawyer regularly communicated to the community through Facebook, his blog, twitter, listserv and TV shows.

Dr. Sawyer is well read and is always looking for ways in which he can continue to improve his performance. He actively seeks committee and community feedback regarding his performance and ways in which he can improve. In addition, Dr. Sawyer regularly attends superintendent meetings and workshops on key issues such as the state testing program.

Dr. Sawyer has effectively communicated a shared vision when referring to our district's mission/values/priorities/goals when communicating about district issues and the accomplishments of students and staff; recognizing outstanding staff through his annual awards presented on opening day for staff and promoting and assisting with the John P. Collins Awards through the Shrewsbury Education Foundation.

Dr. Sawyer is extremely well skilled at building consensus. This has been Dr. Sawyer's approach since his appointment. During Dr. Sawyer's first 100 days in his role, he sought out stakeholders in the community for their input regarding expectations from him and the school district. He has continued this approach throughout his tenure and maintained an open line of communication with the community. He has also continued to maintain strong lines of communication with employee groups, meeting with the officers of the Shrewsbury Education Association and the Shrewsbury Paraprofessional Association on a monthly basis. This proactive and open dialogue about issues of concern has allowed us to maintain a positive culture and climate overall despite a long period where we did not have a settled contract with the SEA.

Communication is becoming more concise and clear. Excellent conflict management skills. I believe that Dr Sawyer will be able to devote more time to continuous learning and cultural proficiency with pressure relieved from budget focus.

**Examples of evidence superintendent might provide:**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Goals progress report                              | <input type="checkbox"/> Presentations/materials for community/parent meetings | <input type="checkbox"/> Analysis of staff feedback |
| <input type="checkbox"/> District and school improvement plans and reports  | <input type="checkbox"/> Analysis of staff feedback                            | <input type="checkbox"/> Other: _____               |
| <input type="checkbox"/> Staff attendance and other data                    | <input type="checkbox"/> Samples of principal/administrator practice goals     |   |
| <input type="checkbox"/> Memos/newsletters to staff and other stakeholders  | <input type="checkbox"/> School committee meeting agendas/materials            |   |
| <input type="checkbox"/> School visit protocol and sample follow-up reports | <input type="checkbox"/> Sample of leadership team(s) agendas and materials    |   |