

School Committee Member Superintendent Evaluation - School Committee Composite (July 2021 - April 2022)		
	Choose rating from dropdown menu in cell below (click on triangle)	
<p><b>Student Learning Goal</b> By the end of March 2022, the Superintendent of Schools will have taken steps to seek a deeper understanding of the effects of the ongoing pandemic on the collective academic progress and social and emotional well-being of Shrewsbury Public School students, and will publicly report his findings and recommendations.</p>	Some progress	<p>Comment: There is no public education pandemic playbook for student learning and this level of unpredictability presented many challenges in addition to other non-pandemic related issues that required a significant amount of Dr. Sawyer's time and effort. The confluence of these challenges prevented him from making the progress he would have liked on this goal, as acknowledged in his self appraisal. Throughout these challenges, Dr. Sawyer developed metrics by pulling data from a variety of sources and presented them in a manner that was easy for School Committee members and the community to understand. As a result, he successfully met the critical needs of the school community. Dr. Sawyer demonstrated keen insights into the effects on mental and emotional health among staff and students. Assessing the impact of learning will continue to be a moving target and the School Committee is confident in Dr. Sawyer's ability to continue leading Shrewsbury Public Schools in a successful direction for all students &amp; staff.</p>
<p><b>Professional Practice Goal</b> By the end of March 2022, the Superintendent of Schools will have developed updated internal communications protocols in order to improve the effectiveness and efficacy of communications with SPS staff.</p>	Significant progress	<p>Comment: Dr. Sawyer's communication with staff and the community provided valuable information in a calm and caring manner, and displayed strong leadership during unprecedented times. His communication has been measured, thoughtful, frequent and clear. While the goal of exploring alternative means of communication remains ongoing, SPS stakeholders expressed confidence that they are kept current on major happenings.</p>
<p><b>Progress toward District Goals</b> The district's Strategic Priorities &amp; Goals are linked below. Also consider the stated goals for this year relative to managing through the pandemic:  <ul style="list-style-type: none"> <li>• <i>Implement mitigation strategies that reduce the risk of transmission of the virus that causes COVID-19</i></li> <li>• <i>Create a sense of belonging and support students' social, emotional, &amp; mental health needs</i></li> <li>• <i>Provide learning opportunities that support students' academic needs</i></li> </ul> </p>	Significant progress	<p>Comment: Dr. Sawyer's leadership to maintain the goal of full in-person learning as a top priority was handled in a thoughtful, caring, and intelligent manner with health and well-being of staff &amp; students as his top priority. He has handled many challenging issues with grace and compassion. Dr. Sawyer's detailed oversight of the districts response to the pandemic reassured the community that the district is taking a comprehensive approach to our responses, consistently aligned to the latest public health guidelines and laser focused on the goal of minimizing disruptions to full, in-person learning for all students. The mental health needs of our students has evolved as a major need and Dr. Sawyer is always providing ways to help the community access support as seen in many communications to families in emails, coordinating virtual meetings with mental health experts, and a future forward focus within our budget cycle for next school year by recommending investments in critical resources to mitigate this escalating mental health crisis.</p>
<a href="#">Link to Strategic Priorities &amp; Goals 2018-2022</a>		
<b>Standard I: Instructional Leadership</b>		
I-A. Curriculum:Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measureable outcomes.	Proficient	
I-B. Instruction: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.	Proficient	

I-C. Assessment: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.	Exemplary	
I-D. Evaluation:Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions.	Proficient	
I-E. Data-Informed Decision Making: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.	Exemplary	
<b>Overall Rating for Standard I: Instructional Leadership</b>	Proficient	Dr. Sawyer maintained Instructional leadership proficiency while managing through a very challenging time for our school district. He continues to face unprecedented challenges as a result of the pandemic and other unforeseen issues that he's had to address throughout the year. While these challenges took a significant amount of Dr. Sawyer's time, he was still able to make progress & be an effective instructional leader. Dr. Sawyer and his staff have done commendable work in attempting to support student needs, assess impact on learning, and make adjustments where possible to address gaps and ensure student success. This work is and will remain very much "in progress" because the impacts of the pandemic are ongoing, often inconsistent and very unpredictable. Dr. Sawyer is seeking to find many ways to determine how well we are succeeding as a district in educating our children and the Committee is confident that his staff will continue utilizing the resources at their disposal to achieve optimal results.
<b>Standard II: Management &amp; Operations</b>		
II-A. Environment:Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, emotional, and social needs.	Exemplary	
II-B. Human Resources Management and Development:Implements a cohesive approach to recruiting, hiring, induction, development, and career growth that promotes high-quality and effective practice.	Exemplary	
II-C. Scheduling and Management Information Systems:Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff.	Exemplary	
II-D. Law, Ethics, and Policies:Understands and complies with state and federal laws and mandates, school committee policies, collective bargaining agreements, and ethical guidelines.	Exemplary	
II-E. Fiscal Systems: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.	Exemplary	

<b>Overall Rating for Standard II: Management &amp; Operations</b>	<p style="text-align: center;">Exemplary</p>	<p>Dr. Sawyer's forward thinking makes him an exceptional leader in management &amp; operations. This mindset lead to many successes throughout the school year in addition to mitigating many challenging aspects such as recruiting &amp; hiring while balancing the resource needs of our staff and students. His performance over the last 2 years of pandemic challenges shows his level of professionalism and ability to quickly pivot to meet the changing needs of the district. Dr. Sawyer is ethical, articulate, thoughtful, and collaborative in all he does as Shrewsbury's Superintendent of Schools. It is worth noting the district is on sound budgetary footing for the coming years, a situation unknown in Shrewsbury in nearly a generation. That could not have happened without the Superintendent's leadership. I would like to single out, for particular praise, the Superintendent's commitment to focusing increased investments in the coming Fiscal Year on mental health supports. Dr. Sawyer's command of the management and operations is beyond comparison. He leads with grace, dignity, and discipline - skills that have proved invaluable and his steady leadership has been critical to the district's success over the last 2 years and his institutional knowledge of where we are as a district will contribute to success in the years ahead.</p>
<b>Standard III: Family &amp; Community Engagement</b>		
III-A. Engagement: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.	<p style="text-align: center;">Exemplary</p>	
III-B. Sharing Responsibility:Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community.	<p style="text-align: center;">Exemplary</p>	
III-C. Communication: 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.	<p style="text-align: center;">Exemplary</p>	
III-D. Family Concerns:Addresses family and community concerns in an equitable, effective, and efficient manner.	<p style="text-align: center;">Exemplary</p>	
<b>Overall Rating for Standard III: Family &amp; Community Engagement</b>	<p style="text-align: center;">Exemplary</p>	<p>Dr. Sawyer's communication to families and the community has been steady and consistent during a very challenging year. His thoughtful, informative emails provided valuable insights into the current status of the pandemic as it relates to Shrewsbury Public Schools and the impact on our community. Additionally, Dr. Sawyer had to respond to many non-pandemic related issues that needed to be addressed in a timely, measured manner. This includes, but is not limited to, the SHS mascot petition, community group concerns pertaining to the school calendar, and responding to students basic rights to study controversial topics in schools. In every case, Dr. Sawyer dealt with these issues in a calm, dispassionate manner that maintained civility and showed high values, fairness and respect. It is important the district continues to center its Diversity, Equity, and Inclusion work as this is necessary to ensure that all families continue to feel welcome. Dr. Sawyer is leading from the values of true family engagement. His communications have been clear, and their frequency and openness have helped to bring reassurance to families in a time of significant anxiety throughout the community. The Superintendent has consistently demonstrated a willingness to be responsive and to engage. There have been many surveys and ways that the community can engage in providing critical feedback, such as principal hiring and soliciting feedback on his leadership, are examples of this effort. The recent survey he conducted of staff and the community, regarding his leadership and communication skills, is an example of his willingness to engage all stakeholders. Dr. Sawyer is always seeking ways to engage the community with many different forms of communication to ensure all perspectives are heard.</p>

<b>Standard IV: Professional Culture</b>		
IV-A. Commitment to High Standards:Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for achievement for all.	Exemplary	
IV-B. Cultural Proficiency: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.	Exemplary	
IV-C. Communication:Demonstrates strong interpersonal, written, and verbal communication skills.	Exemplary	
IV-D. Continuous Learning: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.	Exemplary	
IV-E. Shared Vision: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.	Exemplary	
IV-F. Managing Conflict:Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community.	Exemplary	
<b>Overall Rating for Standard IV: Professional Culture</b>	Exemplary	Dr. Sawyer leads by example and sets the tone that is clearly seen throughout the district; a strong staff culture, such as the one we enjoy, could not exist without a strong Superintendent. He masterfully sets a leadership vision and tone for all the work of the District and is incredibly well-respected by staff and families alike. Dr. Sawyer is sensitive to the many needs & perspectives of all staff and students. He has been forthright in areas of need and how the district is working to be more inclusive. He has shown the ability to provide balanced and fair decision making, as well as empathy and understanding of issues within our schools and community. Shrewsbury Public Schools is known statewide as a district with an enviable professional culture. Our staff at all levels strive for excellence, to support students and one another as a result of Dr. Sawyer's professionalism and leadership.

<p><b>Overall Summative Rating for the Superintendent's Performance</b>  <b>(Please consider the preponderance of the ratings above to provide an overall rating, as well as any comments on the superintendent's overall performance over the past year).</b></p>	<p>Exemplary</p>	<p>Dr. Sawyer's leadership and professionalism continues to guide the district through unprecedented times. While dealing with the pandemic has been very challenging on its own, it was compounded by FY22 budget challenges. Dr. Sawyer's collaboration with the Town Manager, BOS, and SC led to a successful Prop 2 1/2 override and much needed funding to provide predictable school budgeting including the successful opening of the new Beal School, and an FY23 budget that provides funding to add back in previously cut areas in the budget. Dr. Sawyer's handling of the mascot issue and other unforeseen issues was done with empathy, a careful assessment of these issues and the supporting facts. We are grateful for his approach to issues within our district and his willingness to listen to all stakeholders, evaluate, investigate, and, often times, make difficult decisions. Dr. Sawyer's work has become increasingly complex and multi-faceted during his time in the district and he continues to adapt and change to the benefit of everyone in our community. Over the next year, the School Committee recommends Dr. Sawyer re-focus his efforts on the strategic needs of the district and become less involved in the day to day operations. There were many unavoidable instances where Dr. Sawyer had to wear multiple hats, especially as the district experienced staffing shortages. The Committee has assisted Dr. Sawyer with improvements to Central Office staffing resources, such as HR, and this should allow him to take a step back and focus on strategy, student learning, professional practice, and overall district goals. Additionally, the Committee also recommend Dr. Sawyer have more in-person engagement within each of our schools through recurring site visits to make personal connections with principals, educators, staff, and students. Dr. Sawyer represents the best in his field and Shrewsbury Public Schools benefits greatly due to his work. We are extremely fortunate to have a capable, dedicated leader during a moment when educational leadership has become exceptionally difficult. There are many in Dr. Sawyer's position that are leaving the profession entirely as the public spotlight is harsher and less forgiving than in the recent past. Dr. Sawyer remains significantly invested in the success of Shrewsbury Public Schools as a leader, resident, and parent within our district.</p>
<p><b>Signatures</b></p>		
<p>_____</p>	<p>_____</p>	
<p><b>Jon Wensky, Chairperson, Shrewsbury School Committee</b></p>	<p><b>Date</b></p>	
<p>_____</p>	<p>_____</p>	
<p><b>Dr. Joseph Sawyer, Superintendent, Shrewsbury Public Schools</b></p>	<p><b>Date</b></p>	