



**School Committee
Meeting Book**

**June 23, 2021
7:00 pm**

**Town Hall -100 Maple Avenue
Selectmen's Meeting Room**



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

AGENDA

**June 23, 2021 7:00pm
Town Hall—Selectmen's Meeting Room
100 Maple Avenue**

Items

Suggested time allotments

I. Public Participation	7:00-7:05
II. Chairperson's Report & Members' Reports	
III. Superintendent's Report	
IV. Time Scheduled Appointments:	
A. Update on School District's Response to the Pandemic: Report	7:05 – 7:15
B. Shrewsbury High School Mascot: Discussion & Potential Vote	7:15 – 8:00
V. Curriculum	
VI. Policy	
VII. Finance & Operations	
A. Adjustment to Food Service Substitute Pay Rate: Vote	8:00 – 8:10
VIII. Old Business	
IX. New Business	
A. Evaluation of the Superintendent: Vote	8:10 – 8:35
B. Updates to Superintendent's Contract: Vote	8:35 – 8:45
X. Approval of Minutes	8:45 – 8:50
XI. Executive Session	8:50 – 9:30
A. For the purpose of addressing G.L. c. 30A, § 21(a)(7) "[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements" ("Purpose 7"), Open Meeting Law, G.L. c. 30A, §§ 22(f), (g) – for the purpose of reviewing, approving, and/or releasing executive session minutes.	
B. For the purpose of addressing G.L. c. 30A, § 21(a)(3) "to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect of the	



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

bargaining or litigating position of the public body and the chair so declares” (“Purpose 3”) - the Shrewsbury Education Association Units A and/or B, the Shrewsbury Paraprofessional Association, and/or the Cafeteria Workers Association.

C. For the purpose of addressing G.L. c. 30A, § 21(a)(2) “to conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel” (“Purpose 2”) - non-represented secretaries/clerical/IT staff and/or administrators, including the Superintendent of Schools.

XII. Adjournment

9:30

Next regular meeting: TBD



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: I Public Participation

MEETING DATE: **06/23/21**

SPECIFIC STATEMENT OR QUESTION:

Will the School Committee hear thoughts and ideas from the public regarding the operations and the programs of the school system?

BACKGROUND INFORMATION:

Copies of the policy and procedure for Public Participation are available to the public at each School Committee meeting.

ITEM NO: II. Chairperson's Report/Members' Reports

SPECIFIC STATEMENT OR QUESTION:

Will the School Committee hear a report from the Chairperson of the School Committee and other members of the School Committee who may wish to comment on school affairs?

BACKGROUND INFORMATION:

This agenda item provides an opportunity for the Chairperson and members of the Shrewsbury School Committee to comment on school affairs that are of interest to the community.

STAFF AVAILABLE FOR PRESENTATION:

School Committee Members
Mr. Jon Wensky, Chairperson
Ms Sandra Fryc, Vice Chairperson
Ms. Lynsey Heffernan, Secretary
Dr. B. Dale Magee, Committee Member
Mr. Jason Palitsch, Committee Member

ITEM NO: III. Superintendent's Report

SPECIFIC STATEMENT OR QUESTION:

Will the School Committee hear a report from Dr. Joseph M. Sawyer, Superintendent of Schools?

BACKGROUND INFORMATION:

This agenda item allows the Superintendent of the Shrewsbury Public Schools to comment informally on the programs and activities of the school system.

STAFF AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools

ACTION RECOMMENDED FOR ITEMS I, II, & III:

That the School Committee accept the report and take such action as it deems in the best interest of the school system.



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

ITEM NO: **IV. Time Scheduled Appointments:** MEETING DATE: **06/23/21**
A. Update on School District's Response to the Pandemic: Report

BACKGROUND INFORMATION:

Dr. Sawyer will provide an update on the school district's response to the COVID-19 pandemic.

ACTION RECOMMENDED:

That the School Committee hear the report and take such action as it deems in the best interest of the school system.

STAFF AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: IV. Time Scheduled Appointments:

MEETING DATE: 06/23/21

B. Shrewsbury High School Mascot: Discussion & Potential Vote

BACKGROUND INFORMATION:

In November 2020 the School Committee was presented with a petition to change the Shrewsbury High School (SHS) mascot, and also with a counter-petition to keep the mascot. Dr. Sawyer was charged with forming an ad hoc group to study the question of whether to change the Shrewsbury High School mascot of the "Colonials." The SHS Mascot Ad Hoc Study Group has been investigating the origins of the mascot at SHS, learning about the mascot's historical context, and soliciting and considering viewpoints regarding how the mascot is perceived currently as a representation of the school community. Stakeholder groups were invited to participate in an online exchange regarding the SHS mascot, and the SHS Mascot Ad Hoc Study Group reviewed feedback from the exchange. At the meeting on June 9, Mr. Todd Bazydlo, SHS Principal, summarized the report of the Mascot Ad Hoc Study Group and advised that while there was not consensus on a single recommendation, the group's report illustrated two options for the School Committee's consideration as pathways forward: to either change the Colonials nickname and mascot entirely, or to keep the Colonials nickname but update the presentation of the mascot. The School Committee received additional feedback at its meeting on June 16 from three Native American representatives who are members of the Massachusetts Mascot Coalition Steering Committee, and also from the public by way of a public hearing.

At its June 23 meeting, School Committee members will discuss the study group's findings and options and the input it has received on the topic, and will determine whether or not to take any action on the matter. Dr. Sawyer has provided a memorandum with his recommendation for a potential pathway forward.

ACTION RECOMMENDED:

That the School Committee discuss the findings and options provided by the SHS Mascot Ad Hoc Study Group and the input it has received from stakeholders and take such action as it deems in the best interest of the school system.

STAFF AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools



Shrewsbury Public Schools

Joseph M. Sawyer, Ed.D.
Superintendent

June 23, 2021

To: School Committee
From: Joe Sawyer
Re: SHS Colonials Mascot: Recommendation for a Pathway Forward

Introduction:

Last November, the School Committee charged me with forming a study group to examine the question of whether the Shrewsbury High School mascot, the “Colonials,” should be changed. This was in response to the School Committee receiving a petition to change the mascot and a counter-petition to keep it. The charge of the study group included investigating the origins of the mascot at SHS; learning about the mascot's historical context; soliciting and considering viewpoints regarding how the mascot is perceived currently as a representation of the school community; sharing its findings with the community; and ultimately making a recommendation to the School Committee regarding whether to maintain or change the mascot.

The study group completed its work and its [report](#) was presented by SHS Principal Todd Bazydlo to the School Committee at your June 9 meeting. Ultimately, the members of the study group did not come to consensus on one recommendation for the School Committee, but instead the study group provided arguments for two different options: to either change the nickname and mascot entirely, or to keep the nickname Colonials but update the mascot's presentation. Of the 31 members of the group, 17 indicated they favored changing the mascot, 12 indicated that they wished to keep the mascot, and two did not make a choice. It is important to note that of the 12 who indicated they favor keeping the mascot, nine of them indicated they also believed the mascot should be updated in some fashion in an effort to make it more inclusive.

After the presentation of the report, the School Committee provided two avenues for public comment on the issue, to email the School Committee or to participate in a public hearing at your June 16 meeting. To date, the School Committee has received many emails (about 215 as of this writing), and 10 Shrewsbury community members spoke at the public hearing. Additionally, the School Committee heard the perspectives of three Native American representatives at its June 16 meeting.

The School Committee has indicated that you would take up the matter and decide whether and how to take any action regarding the mascot at your June 23 meeting. As is the case for every potential action you may take, my responsibility as superintendent is to provide you with my perspective and recommendation, which follows.

Context:

The debate about the SHS Colonials mascot, like those in other communities, is fraught with emotion and can create significant discord. When the petitions were first presented, Mr. Bazydlo and I needed to communicate a strong [message](#) to the community after it was clear that some were using the comment sections of the online petitions and social media platforms to communicate about the mascot debate in ways that were insulting, belittling, and disrespectful. I am proud that the members of the study group took a respectful and thoughtful approach to the matter, and that those who have corresponded with the School Committee and who presented at the public hearing have as well. The great majority of submissions in the anonymous online community exchange met expectations for civil discourse; the exchange did include some comments that some may consider harsh but were not considered to be offensive, while others were removed because they were outside the norms of respectful debate (the ThoughtExchange platform was selected in part for its ability to filter and report comments that were out of bounds). I think the district has made it clear that there is no tolerance for nastiness or ad hominem attacks, and the process we followed lowered the temperature after what occurred last fall.

Some of the criticisms of mascot decisions in other communities have been that decisions were made quickly, without adequate time or opportunity for stakeholders to be heard. This criticism will not hold here, as the process we have followed has been thorough, public, and has resulted in a great deal of feedback for the School Committee to consider.

As Mr. Bazydlo and I wrote last fall, a debate about the change of a mascot is always controversial and involves a high level of emotion, as it is deeply connected to both the identity of the organization and the perceptions of individuals who are affiliated with the organization. While there are certainly those who perceive that a school mascot is just not a big deal and that spending time on this topic is unnecessary and counterproductive, I think it is important to recognize that people on both sides of the argument place great importance on the issue, which is underscored by the fact that it has engendered more community engagement and correspondence than just about any other matter that has come before the School Committee (including this year's budget crisis and operational override).

Further, the nature of this particular mascot controversy is not limited to identifying with a community's high school as a student, parent, alum, town resident, or staff member. As one can see from the arguments presented from both sides, the debate about the "Colonials" mascot stirs strong feelings about the specific history of Shrewsbury and its connection to the origin of the United States, which connects to the larger debate in American society regarding how to appropriately reconcile the paradox of the nation's founding – where the ideals of liberty and equality did not apply at that time to Native Americans, African Americans who were enslaved, other people of color, and women, and would not for a very long time. The debate about the "Shrewsbury Colonials" does not exist in a vacuum, and the ongoing debates in society about how to best connect American history with the present day in efforts to seek or prevent change. These issues,

which are complex, are too often reduced to facile concepts that are categorized as “revisionist history,” “political correctness,” “cancel culture,” etc. To a large degree, the debate about the “Colonials” is serving as a proxy for these other controversies that make up the current so-called “culture wars” in American society, and so it is not surprising that it has been polarizing.

Concerns to consider:

Any time that members of our school community raise an issue where they communicate that they feel something is not right, it is our responsibility to pay attention and learn more about why this perception exists. I am grateful and proud that SHS students brought their concerns forward and used the democratic process of petitioning their local government regarding a desired change.

In listening to these students’ perspectives, and reading and hearing additional perspectives from other students and other stakeholders throughout this process, it is concerning to me that some perceive the Colonials mascot in a negative way because of its presumed connection to the harms of “colonialism,” and that *keeping* the name would make some students, alumni, and other community members feel less valued.

In listening to other students’ and stakeholders’ voices who disagree that the Colonials mascot endorses or represents the harms of colonialism, it is concerning to me that they perceive that *changing* the name would make some students, alumni, and other community members feel less valued.

Obviously, the School Committee faces a dilemma, as whatever determination is made will result in some members of our school community feeling less valued. A mascot should be a unifying and uplifting force in a school community, not a divisive or diminishing one.

Another concern that has been raised is the potential cost of changing the mascot. As stewards of the community’s investment in our schools, the School Committee should always consider the financial aspects of any decision it makes. I do believe that the overlapping of this issue with the recent operational override has led to some of the strong feelings conveyed on this issue, and I think it is important to again underscore that no one from the study group, and no correspondence or comments I have seen from proponents for changing the mascot, have suggested that it is perceived as so egregious that the district need shift significant financial resources in order to make an immediate change. If the School Committee determines that the mascot should change, it seems to me that there is consensus that this should be done deliberately, in phases and over time, when costs for new uniforms, signage updates, etc. would be incurred naturally. I hope that this will allay fears that somehow funds that are appropriately earmarked for other educational purposes would be shifted instead to bear the costs of a mascot change. As for those who suggest that if a change is made then many will no longer support the schools in the future at the ballot box or through philanthropic donations, I respectfully suggest that the School Committee make the decision that you believe is the right one based on the merits of the arguments.

Influence of the majority and minority:

Many have suggested that since a clear plurality of those who responded to the online community exchange do not favor a change, the School Committee should cede to the will of the majority. The difference, of course, between direct democracy and representative democracy is that elected representatives must not only consider what is most popular among their constituents, but also consider the perspectives of the minority in deliberating what is in the best interest of the community. Many changes in our society still may not have happened if governmental decisions were based solely on whether a majority of the community agreed, especially those involving advancing the rights or views of a minority. The community should expect its governmental representatives to use their best judgment, not merely vote in alignment with what is perceived as most popular. However, when an issue has a clear majority of a certain opinion within the community, it is also wise for elected officials to consider the reasons why that is, while also taking into consideration the perspectives of those who hold the minority opinion, and then taking all of these considerations into account when deciding the best course of action. I believe that the process our district has followed has allowed both majority and minority opinions on the issue to be clearly heard.

A pathway forward:

The mascot study group's report and the feedback from the community has provided the School Committee with ample information and arguments regarding the different perspectives on the SHS mascot issue. I deeply respect the ways in which most students, parents, alumni, community members, and staff have expressed their opinions, and I believe that these opinions are held sincerely and are well-meaning. I believe our community can be proud of the process that has been followed that has allowed for stakeholders to make their voices heard.

I do not think it necessary to outline the competing arguments again here, as the School Committee is very familiar with them. What I do believe is important in choosing the pathway forward from here is for you to consider the following questions:

- Has it been clearly demonstrated that the "Colonials" mascot should be interpreted in such a way that it can no longer be perceived as a positive representation of the SHS school community?
- Is there a clear difference between demographic groups in how the mascot is perceived and whether change is desired?
- Is there a pathway forward that respects the concerns raised on both sides of the debate?

My perspectives on these questions are as follows:

- *Has it been clearly demonstrated that the "Colonials" mascot should be interpreted in such a way that it can no longer be perceived as a positive representation of the SHS school community?*

- For me, this hinges on the interpretation of the term “Colonials” itself and whether it can be defined in a manner that is not inextricably tied to the negative elements of “colonialism.” I think that important arguments have been made by some on both sides of this issue. The lack of consensus among the members of the study group regarding the interpretation of the origin and the historical context of “Colonials” as Shrewsbury’s mascot is telling. The fact that there is ongoing debate as to whether this nickname represents positive values or is tainted suggests to me that there is an opportunity to create a better, more common understanding regarding what “Shrewsbury Colonials” represents – an understanding that unequivocally rejects the harms of “colonialism.”
- Additionally, an argument many who wish to change the mascot have employed – that using essentially the same mascot with a different name (i.e., “Patriots,” “Minutemen,” or “Revolutionaries”) would be a good alternative – reinforces for me the sense that this may be more of an issue of language than of representation, as referencing the same people but with a different name suggests that concerns are not centered on those individuals’ worthiness to be used as a mascot, but rather on the word chosen to describe them. I believe strongly that language is important, and since there are differing opinions among smart, reasonable people from varied backgrounds on how the name “Colonials” can be defined, I do not believe that it would be prudent to take the more extreme decision of changing the mascot entirely at this time, when an alternative approach could address many of the concerns raised.
- I think many are sensitive to the fact that we have very few Native American members of our community, and so it was very important to hear from the Native American representatives who spoke with you at your last meeting. The perspectives they shared were compelling, and I think illustrated their strong belief as to why using a Native American mascot is considered inappropriate cultural appropriation. Their perspective regarding a non-Native American mascot like “the Colonials” seemed less clear, and other feedback the School Committee has received suggests that there may not be a clear consensus among the Native American community with regard to perceptions of this kind of mascot. I believe this is something to continue exploring going forward.
- *Is there a clear difference between demographic groups in how the mascot is perceived and whether change is desired?*
 - It is especially important to consider what perspectives have been shared by those who identify as Black, Indigenous, or Persons of Color (BIPOC) since there are no district leaders who have been part of this process (including myself), nor are there any School Committee members, who identify as BIPOC. There were multiple members of the study group who identify as BIPOC, and the ThoughtExchange community exchange provided some insight into how different demographic groups rated comments.

- In reviewing the data from the community exchange, letters from stakeholders, and the final positions of the study group members themselves, opinions vary among different demographic groups regarding the interpretation of the “Colonials” mascot and whether a change is warranted. When considering the potential of whether there is a “tyranny of the majority,” it is important to consider whether the majority and minority groups with regard to the opinion they hold differ significantly by certain characteristics (such as race, ethnicity, or gender). While it appears that there is greater representation of BIPOC individuals among the minority of those who wish to change the mascot, the feedback shows that there is a mix of individuals from different demographics who hold different opinions on the issue.
- *Is there a pathway forward that respects the concerns raised on both sides of the debate?*
 - I believe that there is a pathway forward that is respectful of the sincere, strongly held, and differing opinions that have been shared, and that it should be centered on our central purpose: education. One thing that has been made clear through this debate is that we can do a better job of defining why “Colonials” was chosen as the mascot for SHS, the relation between the mascot and its historical origins, and the values it is intended to represent. That is not to say that even if this definition were to be provided, there would not have been (or will not still be) those who believe it should be changed. However, the process the district had gone through suggests to me that being intentional in working with our students and other stakeholders to more closely examine the mascot and its context holds promise for creating a common understanding about what history we honor and, through a critical eye, what history we denounce.
 - Because there is a lack of consensus among the study group members who most closely considered the issue; a clear preference among the large number of stakeholders who have shared their opinions; and disagreements about many of the historical aspects of the debate, it seems wise to keep the “Colonials” name. Choosing a path of greater change when there is not clarity among stakeholders that such a change is warranted would be ill-advised, when a more moderate approach has the potential to succeed at addressing many of the concerns raised, while reinforcing the positive aspects of the existing mascot that many have cited.
 - At the same time, given the concerns raised, I believe that the option advocated by most study group members who believe the name should be kept – to update the presentation of the mascot – is also important to pursue. I suggest an expansive interpretation of “updating the presentation” of the mascot should be used, one that does not only involve consideration of what changes to the iconography of the “Colonials” might be appropriate, but also includes significant efforts to better educate our students and our entire community regarding its historical context, both good and ill. These efforts should be undertaken with the intention of not only clearly defining what the mascot represents for the SHS community, but to further explore

and address concerns about the mascot that have been raised so that there is no mistake about what values the school wants to convey through its “Colonials” nickname.

- If the School Committee endorses this approach, I believe it should be made clear that the process of “updating” should be something that is to be facilitated and coordinated by the SHS administration in a future-focused manner, i.e., that this will not involve immediate changes unless it would be part of what would normally be in the process of being updated. This would mean that there would be no expenses incurred other than those that are a typical part of the school district’s expenditures. Any changes to existing iconography, logos, etc. should be considered over time and any costs managed within the normal budgetary process.
- The “updating of the presentation of the mascot” that SHS will undertake should include varied educational opportunities for our students and our entire community to further grow in understanding of the historical context of the “Colonials” mascot, and SHS should consider ways to partner with the Shrewsbury Historical Society, the Shrewsbury Public Library, Native American organizations, and higher education institutions in these efforts.

Conclusion

No decision in this matter will please everyone. It is clearly a highly polarizing issue. In many cases I expect that the stronger someone feels about the righteousness of their own position (on either side of the debate), the more likely it is that they may view the opposing position as not only unfavorable, but perhaps as unethical, immoral, or as an attack on their own identity.

Further, I believe it is important to recognize that some have articulated their positions in this debate in a manner that suggests they will view whatever action the school district takes (or does not take) as a proxy for the district’s stance on issues of racial equity. There are clearly a range of opinions on this issue, and I do not believe that the district’s work to address racism and equity should be reduced to this particular issue. We should continue to be clear that racism exists within our community and our school district, just as it does in every community and school district, and that we are committed to working to improve our schools where it comes to issues of race, equity, diversity, inclusion, and belonging.

Some have suggested that aligning with the clear majority preference is a democratic and fair approach. Others have suggested that, in this case, reflecting the majority view does a disservice to those who hold the minority opinion, since the issue is about values and perceptions of exclusion. Additionally, some have cited an expected high level of anger and dissent from the majority if the mascot were to be changed as a reason to avoid making this change. I believe that this decision should not simply be based on what the majority prefers, nor do I believe that it would be appropriate to make a decision that you would consider in conflict with our school district’s values in order to avoid backlash and “keep the peace.” My recommendation is not based on either of these things.

As you deliberate and decide, I suggest that you consider the School Committee's [Policy on Controversial Issues](#). Through the process we have followed, I believe that our district has honored this policy's statement that students have "the right to share and express their ideas and opinions on controversial issues, and, within a forum of fair and open discussion, grow in their understanding of the difficult and complex problems they face as citizens in today's world." The policy also emphasizes the importance of "encouraging students to search after truth and think for themselves." It is important to promote this approach for our entire community as we go forward. I am hopeful that this process will help all of us grapple with the paradoxes inherent in American history, instill a wariness of romanticizing historical events or figures, and thoughtfully consider the challenges of viewing the past through the lens of present-day beliefs.

As our students and other stakeholders become better educated about the historical context of the "Colonials" mascot, it remains to be seen whether concerns raised by those who advocated for changing the mascot will be ameliorated to a large degree, or whether sentiment to change the mascot might expand. As this unfolds, I believe it will be important that this issue be addressed at the SHS level for at least the next few school years to see if the "update" approach is working for our school community.

Regardless of what decision the School Committee makes, I believe that it is very important to emphasize that this is a complex issue with many nuances, and that reasonable people have different perspectives that should be considered, valued, and respected. While some will be displeased with the outcome no matter what, the school district must continue to approach this topic by modeling civic discourse and promoting empathy for different points of view. I am hopeful that strong disagreements will not lead to unnecessary and damaging divisions.

This is undoubtedly a fraught situation for our community, and choosing what path to pursue is a significant challenge for you, the School Committee. While this is a very difficult decision, I have complete confidence that each of you has given thoughtful consideration to the many aspects of this complex debate, and that whatever approach you take will be based on what you believe in in the best interests of our students, families, alumni, community members, and staff.



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

ITEM NO: **V. Curriculum**

MEETING DATE: **06/23/21**

BACKGROUND INFORMATION:

ACTION RECOMMENDED:

STAFF & STUDENTS AVAILABLE FOR PRESENTATION:



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

ITEM NO: **VI. Policy**

MEETING DATE: **06/23/21**

BACKGROUND INFORMATION:

ACTION RECOMMENDED:

COMMITTEE MEMBERS/STAFF AVAILABLE FOR PRESENTATION:



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

ITEM NO: **VII. Finance & Operations**

MEETING DATE: **06/23/21**

A. Adjustment to Food Service Substitute Pay Rate: Vote

BACKGROUND INFORMATION:

The Food Service Department relies upon daily cafeteria aides to cover absences for staff across all school buildings. Attracting candidates for this role has become more difficult due to both COVID-related conditions and a tight labor market. It is important for the district to be able to recruit people for this role. A report from Mr. Collins that recommends increasing the substitute rate for cafeteria aides is enclosed.

ACTION RECOMMENDED:

That the Committee vote to increase the cafeteria aide substitute rate to \$14.25 per hour.

STAFF AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools



Shrewsbury Public Schools

Patrick C. Collins, Assistant Superintendent for Finance & Operations

21 June 2021

To: School Committee

Subj: RECOMMENDATION TO INCREASE SUBSTITUTE RATE FOR CAFÉ AIDES

Background

The Food Service Department relies upon daily cafeteria aides to cover absences for staff across all of our school buildings. It has become increasingly difficult to attract candidates for this role due to both COVID-related conditions and also a tight labor market for this type of work. We need to maintain the ability to recruit people for this role.

Current and Comparative Rates

Most of our substitutes live in Shrewsbury and a few reside in surrounding communities. With the state Minimum Wage rising on January 1, 2022 to \$14.25, we think it's important to keep up with that rate, despite the fact that the law does not apply to municipalities and school districts.

Listed below are some comparative rates.

District	Rate	Notes
Northboro/Southboro Public Schools	\$ 17.75	
MA State Minimum Wage as of 1 Jan. 2022	\$ 14.25	While the law does not apply to municipalities, the rate applies as a market comparative.
<i>Shrewsbury Public Schools [Proposed]</i>	<i>\$ 14.25</i>	Step 1 Café Aides will be at \$14.30 starting next year.
Grafton Public Schools	\$ 13.50	
Shrewsbury Public Schools [Current]	\$ 13.25	
Auburn Public Schools	\$ 13.00	

Recommendation

It is recommended that the School Committee vote to increase the cafeteria aide substitute rate to \$14.25.



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

ITEM NO: **VII. Finance & Operations**

MEETING DATE: **06/23/21**

BACKGROUND INFORMATION:

ACTION RECOMMENDED:

STAFF AVAILABLE FOR PRESENTATION:



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

ITEM NO: **VIII. Old Business**

MEETING DATE: **06/23/21**

BACKGROUND INFORMATION:

ACTION RECOMMENDED:

MEMBERS/STAFF AVAILABLE FOR PRESENTATION:



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: **IX. New Business**

MEETING DATE: **06/23/21**

A. Evaluation of the Superintendent: Vote

BACKGROUND INFORMATION:

The Superintendent's performance evaluation provides feedback on Dr. Sawyer's performance from June 2020 through the present. Ms. Fryc, as Committee Chair from June 2020 through May 2021 has written a composite evaluation (enclosed) based on information provided by Dr. Sawyer as well as input from the other members, which she will summarize at the meeting. School Committee members are also encouraged to add commentary and feedback as they see fit. Written feedback regarding Dr. Sawyer's performance as Superintendent is enclosed from surveys sent to SPS staff and to families and community members.

ACTION RECOMMENDED:

That the Committee vote to approve the evaluation of the Superintendent of Schools as presented.

MEMBERS AVAILABLE FOR PRESENTATION:

Ms. Sandra Fryc, Vice Chair, School Committee

Shrewsbury School Committee's Evaluation of the Superintendent of Schools – June 23, 2021

Goal or Evaluation Standard	Rating	Comments
Student Learning Goal To provide leadership to help the school district navigate the pandemic by developing a safe school environment for our students and staff that prioritizes everyone's well-being and enables high levels of learning for all.	Exceeded	Comment: While Dr. Sawyer's self-rating of this goal was "Significant Progress," the School Committee rated him as Exceeded. Dr. Sawyer and his team executed an extraordinary feat in creating a new model delivering educational services to all students during the COVID pandemic. His outstanding leadership and managerial expertise, combined with a reassuring and calm approach, and high-levels of transparent communication with staff and families, provided the direction our district needed to navigate a safe-school environment for students and staff during an unprecedented time. Dr. Sawyer, along with the District Leadership team, created a comprehensive educational plan that supported student learning to best fit their needs during the pandemic. Dr. Sawyer noted in his self-evaluation, some students struggled and their needs were not met; however, the Committee is confident that Dr. Sawyer and staff worked extremely hard and performed better than circumstances might have suggested. We are highly confident that our district will be able to mitigate the losses these students experienced this year.
Professional Practice Goal To build staff capacity (and my own capacity) through professional development to advance equity and anti-racism	Significant progress	Comment: Dr. Sawyer developed an initial action plan in June of 2020 to enhance the district's equity and inclusion efforts. The initial, and important step that he took, was to contract with the Assabet Valley Collaborative to conduct an "equity audit" for the school district. The feedback received from this audit provided important initial data to advance the work around diversity, equity, and anti-racism within the school community. The execution of this plan was visible throughout the year through Professional Development activities for staff, workshops, coursework, and presentations from keynote speakers. More work needs to be done here, though the district has continued to keep equity and anti-racism as priorities amidst a pandemic, which largely crowded out other initiatives.

Progress toward District Goals	Exceeded	<p>Comment: Despite the extraordinary work required of Dr. of Dr. Sawyer due to the pandemic, other district goals still needed to be managed. This was a game changing year as it also included three major district impacting initiatives: the new Beal School project, redistricting the elementary schools and the Fiscal Year '22 budget. The new Beal School project required ongoing meetings with the building committee as well as regular decision making as it neared completion for opening in fall of 2021. This project was complicated by the Fiscal Year '22 budget issues. Dr. Sawyer's strong working relationship with Town Manager, Kevin Mizikar and collaboration with the Committee and Board of Selection to discuss the School Department budget concerns led to the successful passing of the recent override that provided funding to open the new Beal School as planned, removed the need to layoff staff, and provide, free full-day kindergarten for all. The successful override also created a stabilization fund that will finally begin to deal with the town's longstanding structural deficit issue, providing the School Department with budget certainty for at least the next four years. This forward thinking and partnership with town leadership makes Dr. Sawyer a tremendous asset to the school district. Dr. Sawyer also worked with the Elementary School Redistricting Committee. This detailed and sensitive work, which was also time intensive, needed to be carefully done as it required some children to transfer from their existing elementary school as we planned to open the new Beal Elementary School. In addition to the significant work created by the pandemic, Dr. Sawyer continued to successfully manage the ongoing work of the district in a professional manner. The completion of these major district initiatives represents outstanding leadership on the part of Dr. Sawyer and despite the significant challenges posed by the pandemic, he advanced many district goals this year.</p>
Standard I: Instructional Leadership		
I-A. Curriculum: Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes.	Exemplary	
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.	Exemplary	
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.	Proficient	
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	
Overall Rating for Standard I: Instructional Leadership	Proficient	The pandemic created a situation where the district was less able to fully meet the educational demands of all students; however, Dr. Sawyer fostered an environment that encouraged and supported staff to go above and beyond in attempting to connect with students to continue to learn despite unprecedented challenges. Regardless of the circumstances, Dr. Sawyer was able to maintain high standards of learning across the district through the planning and preparation, and delivery of hybrid and remote learning. He remains proficient in this area and clearly had to balance the best interests of instructional leadership with the safety and well-being of staff and students.
Standard II: Management & Operations		
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	

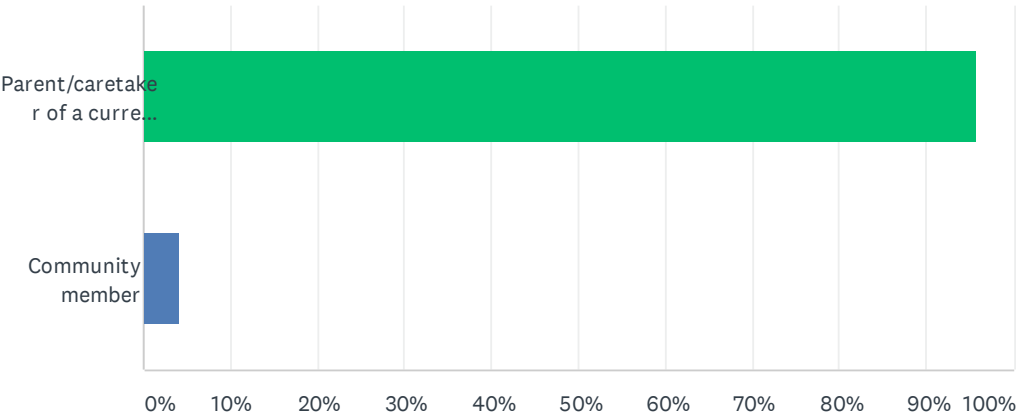
Overall Rating for Standard II: Management & Operations	Exemplary	Dr. Sawyer's management of the Shrewsbury Public Schools went above and beyond since March of 2020. As one parent responded to the recent evaluation, "Tough decisions define a leader." Often he was put in a difficult position, but made decisions that were well informed and data driven and always with the best interest of staff and students in mind. The logistical management of the district this past year was never-ending and an astounding array of new challenges needed to be managed. Never before has a year tested the district's operations management to such a degree. This category was designed to evaluate management functions in a steady state, routine environment. This year was vastly different. Policies had to be adapted, or invented to meet needs in a rapidly changing environment in which passions of staff, students, and parents were running high. Feelings regarding what should be done sometimes conflicted and there was pressure to act in a timely manner. Dr. Sawyer's management style was calm, informed and focused. Dr. Sawyer and his team should be highly commended for the herculean effort that required them to work many late nights and weekends in order to run the SPS this past year.
Standard III: Family & Community Engagement		
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.	Exemplary	
III-B. Sharing Responsibility: Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community.	Exemplary	
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.	Exemplary	
III-D. Family Concerns: Addresses family and community concerns in an equitable, effective, and efficient manner.	Exemplary	
Overall Rating for Standard III: Family & Community Engagement	Exemplary	This year required nimble, quick, and accurate communication and engagement with families and the community. Dr. Sawyer's communication to the SPS community, and the entire Shrewsbury community, has been outstanding. He took what may have been regarded as a risk in opting to share substantially more information with the public than what may have been required of him; however, this decision fostered greater trust between the district and the public. Despite the ever changing landscape due to COVID, Dr. Sawyer's calm demeanor and consistent messaging to staff and families provided much needed, real time information and assurance. The volume and various methods of transparent communication from Dr. Sawyer over the past year was noted frequently by staff and parents in the recent survey evaluation results. Comments included that his consistent communication fostered trust in the decisions being made by the district.

Standard IV: Professional Culture		
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.	Proficient	
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.	Proficient	
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	
Overall Rating for Standard IV: Professional Culture	Exemplary	Despite the most challenging year anyone can remember for our district, Shrewsbury Public Schools remains a high achieving district. Dr. Sawyer leads by example. He is dedicated to his staff and throughout this past year he has provided them with the motivation and strength to educate students during the most trying of circumstances. He balanced the complex needs of students, staff, and the district, while remaining level-headed and calm. The overwhelming majority of staff sentiments and comments from the recent evaluation survey stated that Dr. Sawyer led with tremendous professionalism, exercised sound judgment, and kept the interest of staff and students his first priority. He consistently displays empathy and is someone who genuinely cares for the well-being and perspectives of all within the school community. Despite the stress of the past year, Dr. Sawyer was incredibly patient and used a great deal of common sense when making very difficult decisions. He was extremely thoughtful about asking others' opinions, but was willing to make the tough decisions and own the outcome. Dr. Sawyer's commitment to high standards and continuous learning was never more evident than during the past year, when the district was challenged by how to provide all students, regardless of ability, with the best possible educational services.

<p>Overall Summative Rating for the Superintendent's Performance (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).</p>	<p>Exemplary</p>	<p>Dr. Sawyer's work, since he became Superintendent of SPS, laid the groundwork for the district's successful response to the pandemic. The district was able to quickly pivot due to the strong culture and educational environment that has been fostered by Dr. Sawyer. During the past year, Dr. Sawyer lead decisively and was outstanding in what he did and how he did it. I have worked with Dr. Sawyer for many years, in various capacities, and have always felt he was a strong and capable leader. This past year, his work and his response to the COVID pandemic, exceeded my opinion of him as an excellent public servant. This past year has demonstrated clearly the value that the Shrewsbury community received through having such a highly-skilled educational leader. Dr. Sawyer's performance is exemplary, while our district has long benefited from his leadership, the challenges created by the pandemic have shined a stark light on the need for thoughtful and strategic approaches, effective communication, and a culture of trust and openness. Throughout this crisis, it has been a comfort to this community to know that we have had stable, capable leadership for our students. As the Chair of the School Committee for the past two years, I have witnessed first hand the amount of work and commitment Dr. Sawyer has provided to the district. This included long days, nights, weekends and during his scheduled vacations, in order to complete the work required to reopen schools this fall and to continue to navigate the constant changes throughout the school year. Dr. Sawyer is invested in our town and in the success of all students. The COVID crisis reinforced the School Committee's confidence in Dr. Sawyer's ability to lead this district. His skills as a leader helped the district survive a year filled with many unknowns and challenges. The Town of Shrewsbury is fortunate to have him as its Superintendent and the School Committee's overall rating for Dr. Sawyer for the past year is Exemplary.</p>
--	------------------	---

Q1 I am a:

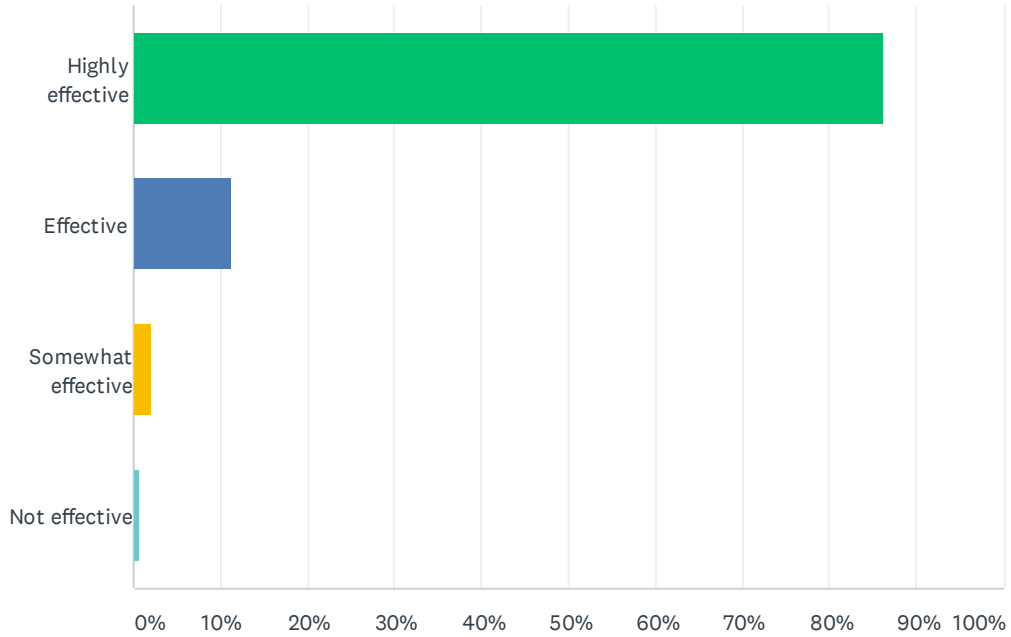
Answered: 649 Skipped: 0



ANSWER CHOICES		RESPONSES	
Parent/caretaker of a current Shrewsbury Public Schools student		95.84%	622
Community member		4.16%	27
TOTAL			649

Q2 Please rate the quality of the superintendent's communication.

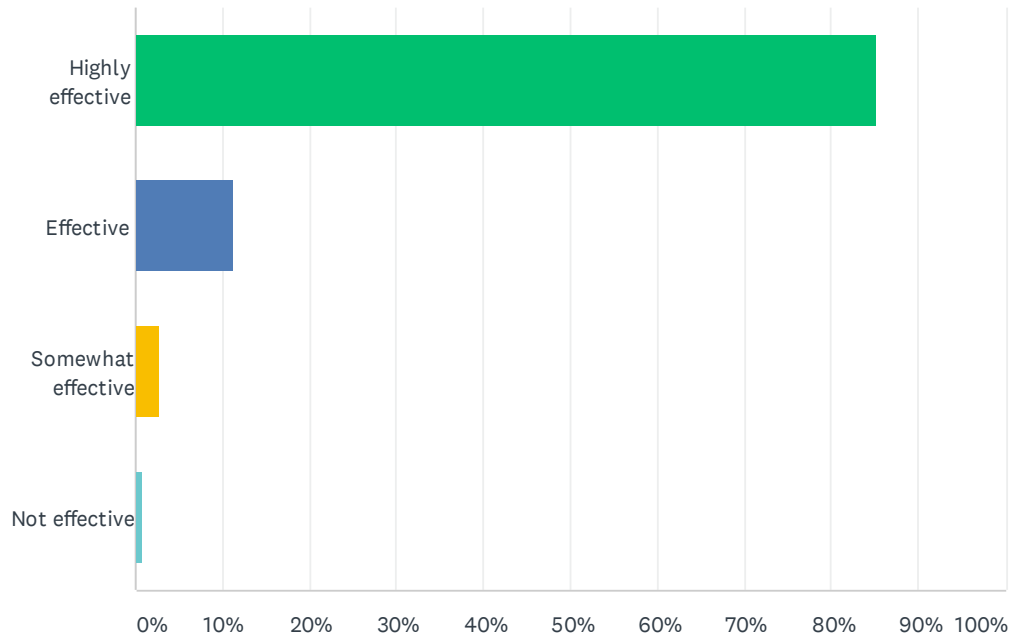
Answered: 649 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly effective	86.13%	559
Effective	11.25%	73
Somewhat effective	2.00%	13
Not effective	0.62%	4
TOTAL		649

Q3 Please rate the quality of the superintendent's leadership.

Answered: 649 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly effective	85.21%	553
Effective	11.25%	73
Somewhat effective	2.62%	17
Not effective	0.92%	6
TOTAL		649

Q4 Please add any comments you would like to share regarding the superintendent's leadership of the school district during the 2020-2021 school year.

Answered: 365 Skipped: 284

#	RESPONSES	DATE
1	Keep doing what you're doing! My wife and I routinely tell people both inside and outside of Shrewsbury (when the subject of schools arises in conversation): - We love our Superintendent of Schools! - He's the best! - Our school system would not be what it is today without him! - We're so lucky to have him!	6/19/2021 7:37 AM
2	Very pleased with the way you had handled the school year in the Pandemic under your leadership I think the school kids did very well. Have a wonderful summer.	6/19/2021 7:00 AM
3	Please provide filtered content restriction as parents don't know much on how to prevent kids from going off track of schoolwork while using their iPad for "school work". block things like facetime, Instagram, Tektok etc.. Thank you for the hw you handled the pandemic	6/18/2021 10:55 PM
4	I appreciate your respect, clarity, and humor!	6/18/2021 10:10 PM
5	During this very challenging year our superintendent once again proved his competence, organisational and leadership skills.	6/18/2021 9:52 PM
6	Joe Sawyer's done an amazing job holding the school together in a year like none we've ever seen (most of us too young to remember war years, or the pandemic of a century ago. Joe's demeanor, thoughtful words, and leadership couldn't have been better. Some missteps this year were not really Joe's responsibility, but communications sometimes could have been even more often. I don't know who could have handled things any better.	6/18/2021 9:08 PM
7	Too often the path of least resistance seems to be the chosen route.	6/18/2021 8:50 PM
8	Very calm in the storm, we had a steady keel. Thank you from a rower parent. We were never down on port. I know we have diverse opinions, but this MD gives you honors.	6/18/2021 8:42 PM
9	I appreciate the clear and sincere tone when communicating with the community. I've looked forward to hear from Dr. Sawyer as communication has been clear and helped know what to expect. I also feel appreciated as a minority and I am encouraged to see some action behind the rhetoric. Keep it up as we're not there yet. Please know we do appreciate all you! God bless!	6/18/2021 8:17 PM
10	Outstanding Superintendent!!!	6/18/2021 7:53 PM
11	Great job at keeping everyone informed of the constantly-changing information and regulations. Thank-you!	6/18/2021 5:06 PM
12	Great job. We always appreciate the communications that are sent.	6/18/2021 4:46 PM
13	Keep up the GREAT work. Thank You for all you do.	6/18/2021 4:05 PM
14	This was such a challenging year for educators, parents and students. Shrewsbury Public Schools did an amazing job. Thank You!	6/18/2021 3:22 PM
15	Dr. Sawyer did an amazing job this year! We felt well informed throughout the year. We had no doubt that our children would be safe in the Shrewsbury schools with him as our leader. Thank you Dr. Sawyer for everything you did for our children this year. We know you put their best interest first.	6/18/2021 3:12 PM
16	I think our school system did an excellent job given this years issues. We were far more prepared than other communities. Clearly this starts and the top.	6/18/2021 1:43 PM
17	Superintendent Joe Sawyer has always shown extraordinary leadership, which was more evident than ever during the recent pandemic crisis. We are very fortunate to have him as	6/18/2021 1:17 PM

Parent/Community Feedback for the Superintendent – June 2021

Superintendent of Schools in Shrewsbury!		
18	Joe Sawyer is an incredibly hardworking person with phenomenal leadership skills. His communication emails are very detailed, informative and timely. Overall a very effective leader.	6/18/2021 1:12 PM
19	Thank You for leading from the front in one the most challenging year .	6/18/2021 12:38 PM
20	Outstanding job dealing with this incredibly challenging year. Capped off with an early release day due to a June heat wave!	6/18/2021 12:38 PM
21	If I could give you a higher score, I would! You are an exemplary leader and I appreciate your thorough communication, as well as the humor in many of your emails. have a great summer.	6/18/2021 12:34 PM
22	I can't say enough about how well Dr. Sawyer communicates information to the parents of children in the SPS system. It is always far better to have too much information than not enough.	6/18/2021 12:14 PM
23	During such a tumultuous and often frightening year, I commend Dr. Sawyer for his handling of the pandemic as it related to our students. His approach was professional, cautious, and transparent. I always felt our students' safety was his priority. Thank you.	6/18/2021 11:40 AM
24	2020-21 was a year like no other - Dr. Sawyer did an amazing job as our Superintendent, in spite of all the challenges with Covid 19, the schools really rose to the challenge. Thank you	6/18/2021 11:40 AM
25	All good	6/18/2021 11:34 AM
26	Effective in some areas and ineffective in the others. It was a difficult school year and circumstances were such. Wish there was more transparency for the in-person kids and some support for remote kids.	6/18/2021 11:33 AM
27	Joe did a good job in an impossible situation dealing with the effects of Covid. I don't envy what he must have gone through these past 16+ months. I do feel like the schools could have done more with the students, especially given how, at least the middle school students and above all have access to ipads. Livestreaming full classes is certainly an idea that seemed odd that it was not utilized. There was a tremendous amount of "down time" each at home day for the kids in the hybrid program. Tough situation for sure.	6/18/2021 11:30 AM
28	I think more support for teachers vs parents.	6/18/2021 11:22 AM
29	Dr. Sawyer did an excellent job dealing with the school year during the pandemic.	6/18/2021 11:08 AM
30	I feel incredibly fortunate to have such a wonderful superintendent at the helm of our schools. Dr Sawyer has led by example and has been a voice of reason during a tumultuous time period. Thank you for all that you do!	6/18/2021 10:50 AM
31	I'm disappointed that we are even considering changing the mascot on Shrewsbury.	6/18/2021 10:29 AM
32	Thank you for performing this challenging job so well. I appreciate that you carefully collect and weigh all information that impacts the decisions that need to be made.	6/18/2021 10:04 AM
33	During this historic year of pandemic our Superintendent has done a remarkable job...we as parents really appreciate all that you have done for our kids and school.Thank you.	6/18/2021 9:59 AM
34	I applaud the outstanding leadership you've provided during the pandemic, surely the most stressful time the community has experienced in recent memory. [REDACTED]	6/18/2021 9:57 AM
35	a humble suggestion for calvin coolidge school - there is no A/C my 2 kids were in that school and especially this humid and hot climate why cant they put a forced air or atleast a pedestial fan for the kids not being fried out. i understand about the covid situations anyway no A/C - there is no harm by opening windows and having a pedestial fan systems.... i'm part of another town school systems and we provide an air flow system to the class rooms	6/18/2021 9:49 AM
36	I feel that Dr. Sawyer has done an incredible job this year. His leadership during this challenging school year has been nothing short of exemplary and I am very pleased with his performance and decision making skills.	6/18/2021 9:45 AM
37	I appreciated the the ability to weigh in my thoughts on decisions being made with the online polls. I think this is fair and allows us (the parents) to feel we have a say in what is happening.	6/18/2021 9:42 AM
38	Very good superintendent	6/18/2021 9:41 AM

Parent/Community Feedback for the Superintendent – June 2021

39	Thanks for all the hard work and planning. You're a true professional that has continued to help guide the system and town through good and difficult times.	6/18/2021 9:40 AM
40	In what has been an extraordinary year and never having been through a pandemic, Joe handled everything as best as he could and with his leadership kept the schools going in an unprecedented time.	6/18/2021 9:29 AM
41	Thank you for your thoughtful leadership and wonderful teamwork through this challenging year!	6/18/2021 9:25 AM
42	I appreciate your work with families and students, I wish that the principals can help us more because this year I am was very broken and still in my daughter incident with bullied by another student which makes me sad because shrewsbury have been home for me and my family , we love the town and schools for 23 years I been in shrewsbury never doubt that this is where I want to spend my life , now I'm just sad but I thank you so much Dr Joseph for the good leader in SPS	6/18/2021 9:09 AM
43	This was a hard year. Having a great leader in our community, especially in the realm of our children's daily life, was a comforting reminder that with planning and good fortune we can all persevere.	6/18/2021 9:09 AM
44	Dr Sawyer has done a tremendous job in his role as superintendent more so this year than ever. We are so thankful for all he has done! He is absolutely incredible!	6/18/2021 9:09 AM
45	He is doing a great job!	6/18/2021 9:06 AM
46	Thank you for balancing everything throughout this unprecedented year. Your leadership allowed kids to continue a modified form of education and to bring everyone back to school safely. Please keep it up! And, thank you for speaking out in a socially responsible way in response to some tragic events that occurred throughout this past year. We need more leaders that are willing to take a stand and do/say what is right for the entire community, and set a healthy example for our children.	6/18/2021 8:55 AM
47	Continue to do your best work!	6/18/2021 8:51 AM
48	We were so lucky to have such a strong school leadership team in place this year with the pandemic and budget crisis. Our school leadership were able to navigate both challenges effectively. Thank you	6/18/2021 8:48 AM
49	Clear, thoughtful, transparent communications. Thank you for your leadership.	6/18/2021 8:46 AM
50	You rock Dr. Sawyer! Shrewsbury is lucky to have you as our Superintendent.	6/18/2021 8:38 AM
51	We are lucky to have you Dr Sawyer! Thank you for all that you do for our children, parents and our community.	6/18/2021 8:36 AM
52	Dr. Sawyer is highly revered as a leader of our school community. He communicated effectively over the course of our global crisis, providing comfort, equity, and confidence.	6/18/2021 8:34 AM
53	We really appreciate your efforts to make this year of uncertainties a better one for kids and families.	6/18/2021 8:27 AM
54	We love you! Thank you for great leadership and persistent efforts to ensure that the new Beal school was effectively funded, among other things! Keep up the great work!	6/18/2021 8:20 AM
55	I am extremely grateful to the Superintendent, but also the School Committee and every staff member that worked throughout the pandemic to provide educational services to our students. In a landscape that continued to change, the leadership team was nimble and always communicated clearly with families. This year could have been a whole lot worse than it was, at least for my student. Thank you for all of your efforts.	6/18/2021 8:01 AM
56	Dr. Sawyer was an amazing leader during this unique and challenging school year. His communication was informative and factual throughout this school year. Please don't let CRT invade our schools. Expanding historical teaching is fine. Defining groups of people by the color of their skin is racist and should not be taught to our children. Please keep advanced math and other advance courses for our children. All kids need opportunities to be challenged whatever that looks like and it doesn't look the same to everyone. SPS has done an excellent job on helping our kids to not see color but to see each other as humans. Please encourage all levels to teach kindness. That is what is truly lacking.	6/18/2021 7:48 AM

Parent/Community Feedback for the Superintendent – June 2021

57	Awesome experience with shrewsbury public school and somewhere he has big role to play.	6/18/2021 7:41 AM
58	You are an amazing leader. So much boils down to competency and effort. One without the other does not work. You have both. The winners are the students. THANK YOU	6/18/2021 7:27 AM
59	Extremely grateful for Dr Sawyer. He is top notch! What he has done every year, and especially this year, has been nothing short of miraculous! Thank you Dr. Sawyer!	6/18/2021 7:14 AM
60	Dr. Did an amazing job navigating and leading through the pandemic. Not an easy job and one that could never make everyone happy. I was impressed by his leadership throughout this unprecedented time.	6/18/2021 7:13 AM
61	During the past year Dr Sawyer showed calm and effective leadership during unprecedented times. Our district and our students came through this year better due to his good work and guidance.	6/18/2021 7:08 AM
62	Thank you for your thoughtful and dedicated leadership during this challenging year. We always felt our children would be safe in school while continuing to learn. We appreciate the clear, consistent and straight-forward communication that came from your office all year. And also a little humor goes a long way - especially during a pandemic. So thank you for all you did and the tireless efforts of the administration and those in our school district. We are very pleased with the way this school year went.	6/18/2021 6:58 AM
63	Excellent	6/18/2021 6:49 AM
64	It's been a challenging year. Thank you for keeping us in the know and being transparent with the Covid cases in the schools. I think Shrewsbury schools did the best they could in a very difficult situation. Thanks for your leadership.	6/18/2021 6:15 AM
65	I am extremely impressed and grateful for Superintendent Sawyer's calm, reassuring and effective leadership during this trying past year. I have witnessed him in school committee meetings and his numerous communications. I very much appreciate his frequent and timely communication. I believe his leadership directly contributed to my son's successful year.	6/18/2021 6:14 AM
66	I have felt well informed of all aspects regarding SPS. This includes activities, budget issues, COVID protocols, etc. Any decision has been backed by an explanation of the various options, benefits or consequences and the reasons a decision was made. Knowing people in other districts, they do not receive this type of thoughtful dialog. Transparency is important, especially in the challenging year we just went through. Thank you for looking out for our children.	6/18/2021 6:13 AM
67	As a grandparent of an elementary student and a middle school student, I feel some anxiety at the recent direction in which I believe our schools are heading (CRT). So there's that. But as a result of the weekly emails and meetings that Joe Sawyer commits to, I see him as a very effective communicator and leader. And after an unexpected year of "adjusting on the fly", I send kudos to him for not running away screaming!!! Thank you, Joe Sawyer, for sticking with our kids during this tumultuous year.	6/18/2021 6:06 AM
68	I know this was a challenging year. Dr Sawyer and his team were amazing!	6/18/2021 5:55 AM
69	Dr. Sawyer is the best! You managed the covid situation so well . Truly appreciate you!!	6/18/2021 5:45 AM
70	Soo wonderful leadership, communicating to parents before the time for every new changes or opinion through emails, even through audio messages over the pandemic time. We are thankful for the concerns and cares for the students. Thank you, Sir.	6/18/2021 5:38 AM
71	I love his voice.. :) He is very responsive and attentive.Best superintendent ever seen	6/18/2021 5:21 AM
72	Keep up the great work Dr Sawyer	6/18/2021 2:33 AM
73	Awesome work Mr Superintendent,?steering the school district through the difficult situation! Going forward, we'd like the students to have more opportunities in STEAM fields especially external exposures, fairs, projects & competitions. Thanks!	6/18/2021 1:31 AM
74	Well we can't thank you enough for all the hard work you have done this year, it was tough year for everyone teachers, parents and students but we made it through safe and success it's all because the great leadership and great Communications, thank you so much again and we are so happy and proud to belong to this great town (Shrewsbury MA) and to the great beautiful schools and awesome teachers we have. Best regards! [REDACTED]	6/18/2021 1:16 AM

Parent/Community Feedback for the Superintendent – June 2021

75	You guys are best We are really happy to have my kids are part of this school!!! Thank you so much for wonderful full job all the teacher and all their worker !!	6/18/2021 12:55 AM
76	Dr. Sawyer, we are lucky to have you at the helm of our schools. Your communication is clear, transparent, thoughtful, and respectful. You are a wonderful model for our students, staff, and community. Thank you for your steadfast leadership during this unprecedented year.	6/18/2021 12:43 AM
77	Very detailed and transparent communication. His humor along with his serious consideration on the committee meeting email is quite applauding.	6/18/2021 12:09 AM
78	Awesome Year considering the Challenges we all faced which without the Support of You and your Staff !	6/18/2021 12:01 AM
79	Thanks for doing a great job this and every year. Really appreciate the work you're doing.	6/17/2021 11:58 PM
80	Very good for leading our schools and students in the tough year, thanks.	6/17/2021 11:47 PM
81	Keep it up	6/17/2021 11:36 PM
82	It was great year despite the remote learning. It was smooth year and would not have been possible with a great leadership. Thanks for that.	6/17/2021 11:28 PM
83	A bit too much pandering to unimportant topics during a pandemic such as the colonial thing. Also, town needs to fix structural issues with school budget and not default to over rides.	6/17/2021 11:19 PM
84	I was very pleased with the superintendent's leadership during this challenging year. This was our child's first year in Shrewsbury schools, and I felt throughout the year that communication from the Superintendent was clear and consistent. Decisions were well-guided and always seemed to take into account the best interest of the students, in terms of both their academics as well as their emotional well being. I look forward to many more years of schooling for my child in this district under the guidance of Dr. Sawyer.	6/17/2021 11:13 PM
85	No comment. Very satisfying! Thanks for all you do	6/17/2021 10:58 PM
86	Great work Dr Sawyer!	6/17/2021 10:56 PM
87	The steps and decisions he takes for improvement of students are very helpful for their learning.	6/17/2021 10:51 PM
88	You are just incredible! We cannot have anyone nicer than you.	6/17/2021 10:32 PM
89	Amazing job by all SPS staff during a most challenging year.	6/17/2021 10:28 PM
90	I have always felt "in-the know" with your thoughtful and direct emails throughout the school season. The countless hours you worked this year deserves a standing ovation. I wouldn't have traded places with you for all the money in the world. Thank you for your service to this community. I had a kindergartner at Beal and was very comfortable knowing your decisions and attention to detail were top notch. Thank you from the bottom of my heart.	6/17/2021 10:27 PM
91	Thank you Dr Sawyer for all that you do for SPS!	6/17/2021 10:26 PM
92	Can't thank you enough for your leadership, dedication and management of the past school year. We're fortunate to have you and your team watching out for our children and our schools. Thanks for all you do.	6/17/2021 10:24 PM
93	You did a stupendous job.	6/17/2021 10:16 PM
94	I have had the pleasure of meeting you. I have a Middle school child at Sherwood and look forward to him finishing under your SPS leadership. Thank you!	6/17/2021 10:12 PM
95	I think Joe Sawyer has always done an excellent job, especially throughout the pandemic. Great communication and I thoroughly enjoy the humor at the end of some of his email communications.	6/17/2021 10:12 PM
96	No direct means to e-mail him. Totally destroyed alumin morale with politically motivated anti "Colonials" diatribe. Not trusted to abide by recent prop 2,5 override to stay within agreement. Not satisfied candidates with full credentials being hired as more junior cheaper or politically connected applicants being chosen. Too many bells and whistles, less meat on the bone efforts.	6/17/2021 10:11 PM
97	.	6/17/2021 10:06 PM

Parent/Community Feedback for the Superintendent – June 2021

98	Right man for the job.	6/17/2021 10:06 PM
99	What Dr. Sawyer has done for our children and our community is nothing short of miraculous given the pandemic and budget challenges he faced. We are very thankful for all he does for us/our children.	6/17/2021 10:03 PM
100	Thank you Dr. Sawyer for all your hard work and dedication, especially this past year. We truly are lucky to have you!	6/17/2021 9:57 PM
101	N/A	6/17/2021 9:54 PM
102	He provided great leadership during a very difficult year. Many thanks!!	6/17/2021 9:49 PM
103	Shrewsbury schools did a fantastic job handling the pandemic!! The only decision I disagreed with was having the full day of school in the heat wave when most other schools had a half day or no school.	6/17/2021 9:47 PM
104	Thank you for your leadership!	6/17/2021 9:45 PM
105	Dr. Sawyer has done an outstanding job managing the schools during this unprecedented year. We are so fortunate to have such a committed leader. Thank you for all of your hard work this year and always!	6/17/2021 9:43 PM
106	It was perfect communication from her regarding every area.	6/17/2021 9:43 PM
107	Excellent	6/17/2021 9:41 PM
108	Dr Sawyer has proven exemplary leadership. As a parent and community member I am extremely thankful the SPS system has Dr Sawyer as the educational leader that oversees the public schools in town. Dr Sawyer is a man of great integrity, knowledge and heart that strives to provide each student in the public school system the best opportunities and support to be successful.	6/17/2021 9:41 PM
109	I can't thank you enough for your work over this past year and a half. Incredibly grateful to live in Shrewsbury and for the work you and all the teachers and staff have done. I felt comfortable sending my son back to school knowing that you were being thoughtful and careful for everyone's safety, and that you were guided by the best science available. I know there will be always be people who complain, but I could not be happier with your leadership.	6/17/2021 9:40 PM
110	Thank you to Dr. Sawyer for his leadership and guidance, helping our school community navigate this extremely difficult year! We are so fortunate to have him at the helm of our school system!	6/17/2021 9:40 PM
111	You did an excellent job during a most challenging time.	6/17/2021 9:33 PM
112	Overall, I have been happy with the leadership, but I often wonder if all sides of any given issue are given equal weight. This is particularly important as we encourage high school minds to remain open as they transition into adulthood. While we encourage social justice in our community, above all kindness and listening to even the most unpopular views is what ultimately leads to a better world. I have not witnessed that all sides of many of the most recent school district issues are being respected. It appears we are doing a good job of underscoring differences and not reminding ourselves of what common traits we share....this is really disappointing.	6/17/2021 9:32 PM
113	Very pleased with his decision making, support of the students & response to the pandemic. His Communication has been outstanding and we are very thankful for the hard work you've been in. You do a phenomenal job as our superintendent, thank you!	6/17/2021 9:27 PM
114	This was an unbelievable year and I felt Dr Sawyer was always transparent about his choices and how it was in the best interest of our students.	6/17/2021 9:27 PM
115	I thought Dr. Sawyer handled the Covid learning situation extremely well. He is to be commended for that. The only issue I have with Joe is the Colonials nickname issue. You should have explained to the young lady that Massachusetts was a colony so the Colonials nickname makes sense given our history with Artemis Ward and it was not up for debate. She will probably use this issue for her college essay explaining how she took up the battle for social justice. Dr. Sawyer should not have taken the bait. It has divided the town and it could have been avoided. The fact that Joe has refused to give his opinion on the what he thinks the outcome should be is weak leadership. He is the highest paid town employee and with that comes the responsibility to make a difficult decision and face the consequences.	6/17/2021 9:22 PM

Parent/Community Feedback for the Superintendent – June 2021

116	In a year that was beyond what we ever thought we would have to deal with, you did a great job managing SPS. I was glad to have you lead our district. You kept parents informed throughout of every possible change and process along the way. You asked for our feedback and consideration. Thank you for all you did for our children this year.	6/17/2021 9:21 PM
117	Respected sir, we are new in SPS. It was great to have a nice entire school team.we really appreciate. Thank you!	6/17/2021 9:20 PM
118	Very satisfied with your leadership	6/17/2021 9:14 PM
119	We cannot thank you enough for your dedication to science, communication, and education. We felt your leadership was critical to the success of this year!	6/17/2021 9:13 PM
120	Superintendent Sawyer does an excellent job at communicating clearly and in great detail relevant information about changes in school schedules and/or policy in a timely manner.	6/17/2021 9:08 PM
121	Excellent administrator and leader. thank you. SHS School system is the best, that is why we chose to raise our family here in Shrewsbury, since my children were little colonials, and now will be entering highschool. thank you.	6/17/2021 9:08 PM
122	Great job throughout this pandemic year! Thank you so much!	6/17/2021 9:07 PM
123	Great communication, great attention to detail and strong leadership skills demonstrated for many years...	6/17/2021 9:06 PM
124	Dr Sawyer is an incredible leader - from his swift response to how he handled the pandemic, to taking the community's input as he dealt with school closing and Virtual learning to reopening the schools on May 3rd our community was blown away with his leadership his calm and efficient manner and his superb control of the situation Dr Sawyer is a true leader - he cares about his community deeply - he cares about his students - his communications are always timely and helpful and take into consideration each and every student We are so lucky to have him.	6/17/2021 9:03 PM
125	We're lucky to have a parent superintendent! Who from his own experience as a thoughtful person towards his own kids can understand the need of other parents in our community...! Thank you for all your sincere efforts towards our community Best regards	6/17/2021 9:02 PM
126	Communication was reliable and was at a timely manner.	6/17/2021 9:01 PM
127	Thank you for leadership! This was a difficult year for all but your leadership made it easier on me as a parent in the decisions I had make regarding my child's school options.	6/17/2021 8:52 PM
128	Thank you for the proactive and informative communications.	6/17/2021 8:50 PM
129	Thoughtful and engaging. Thank you for all you and your team and all teachers have done for our children during this extraordinary year. Couldn't be prouder of being part of this community.	6/17/2021 8:48 PM
130	Really excellent job by the superintendent and staff especially during the pandemic.	6/17/2021 8:46 PM
131	Can be little more flexible regarding placement of students for school (which school they will attend under SPS system) depending on specific or especial need of the students and family!!	6/17/2021 8:45 PM
132	You were great! Being a leader and keeping the kids in school for at least hybrid was a big decision and it was important to keep the kids in school- thank you for staying strong on this decision	6/17/2021 8:45 PM
133	Thank you, Joe for your strength, agility and perseverance during a trying year!!! We soooooo appreciate you as our Superintendent and All of our Educators!!! Thank you, again!! Sincerely, [REDACTED]	6/17/2021 8:43 PM
134	Outstanding job!	6/17/2021 8:43 PM
135	An exemplary leadership through an unprecedented year.	6/17/2021 8:40 PM
136	I am extremely proud to have Dr. Sawyer leading the charge for our district. His decision making is always based on a mix of quantitative and qualitative factors, looking at the whole picture. I feel he truly has our students best interests in mind, and applaud his fiscal and emotional leadership during this difficult year. I always enjoy his newsletters, and give him two very enthusiastic thumbs up!	6/17/2021 8:39 PM

Parent/Community Feedback for the Superintendent – June 2021

137	We respect you and your service sir. Please also try and keep the costs low. Thanks	6/17/2021 8:37 PM
138	I wish there was more consistently across teams in MS and classes/requirements at the HS during COVID. It was hard for my kids to stay on top of everything because each teacher/team did their own thing. I know it was a pandemic, but it was hard to stay on top of all the assignments.	6/17/2021 8:37 PM
139	Dr. Sawyer does a great job of keeping parents, students and faculty informed of issues affecting the Shrewsbury school system and impacting students.	6/17/2021 8:35 PM
140	Open to feedback, listens and hears his community and always thoughtful in his approach. Excellent leader. We are an extremely lucky community to have Dr Sawyer.	6/17/2021 8:35 PM
141	Beyond grateful that, as we come to the end of this impossibly difficult year, the Superintendent has taken the lead to keep our children safe and in school.	6/17/2021 8:34 PM
142	I enjoy the jokes in the emails as well. Thanks for leading during a difficulty year.	6/17/2021 8:32 PM
143	I think Joe Sawyer is committed and provides effuse communication. I feel he is caring and wants to do the right thing. My only word of caution is to not sway so far left that you are sucked in or there will be many parents who have felt silenced (but talk to each other) to finally speak up OR leave to go to private schools. Thanks for all you do	6/17/2021 8:32 PM
144	In my opinion everything was handled very well! I was very impressed by how smooth everything went given the extraordinary circumstances. My child is a member of the graduating class of 2021 and all of it was organized so well! Having the graduation ceremony on the field was the best decision ever! Pandemic or not please keep it that way as I have another coming through and we would love to have it like that again. Thank you for your fantastic leadership, Dr. Sawyer, as well as for your great sense of humor!	6/17/2021 8:28 PM
145	We so appreciate your hard work and leadership. Your dedication to our students and community is invaluable.	6/17/2021 8:25 PM
146	This was an incredibly difficult year for us to navigate, as parents. I can only imagine the difficulty it was running a school district. I greatly appreciate the time and commitment that went into making this an overall successful school year.	6/17/2021 8:24 PM
147	I can't speak intimately about the quality of his leadership but I am so happy with the SHS experience that I feel a piece of that must be due to good leadership at the highest level	6/17/2021 8:23 PM
148	Friendly, honest, and forthcoming with information	6/17/2021 8:22 PM
149	So incredibly thankful for Dr. Sawyer's leadership, this year more than ever.	6/17/2021 8:22 PM
150	Pls continue the good work	6/17/2021 8:21 PM
151	I really liked the clear communication with everything that goes on in the school and town. I like the light jokes at the end of the serious topics. I also appreciate all the information for things that come up.	6/17/2021 8:18 PM
152	Dr. Sawyer has done an AMAZING job this year and throughout the entire pandemic. I can not imagine the stress and pressure he has felt during this time and I think that he has done an excellent job leading the school system through this time.	6/17/2021 8:17 PM
153	Dr. Joe Sawyer is a class act leader for all Shrewsbury Public Schools and our overall community. We were fortunate to have Dr. Sawyer lead our children as well as us parents during good times and challenging times with hard work, steadiness, resolve, strength, humility, effective regular communication etc.... We thank Dr. Sawyer for all he has done for our children and our community.	6/17/2021 8:16 PM
154	Need teaching staff to be reflective of the diversity of students. Also more education on religious holidays for staff so they are aware not to assign homework/tests on those days. Major Muslim/Jewish/Hindu holidays are very much represented populations of SPS. I feel a good job is done in elementary schools but by middle and definitely by HS this is lacking. Thank you!	6/17/2021 8:16 PM
155	Fantastic job by you and everyone at SHS. Could not have asked for any better! Thank you very very much. Have an amazing summer! So very well deserved!	6/17/2021 8:15 PM
156	I find his decisions to be well thought out and reasonable. I appreciate the communication	6/17/2021 8:13 PM

Parent/Community Feedback for the Superintendent – June 2021

provided and feel he goes above and beyond to explain his thinking in his decision making. This makes it easy to understand why we are taken in one direction or another. I also appreciate his responsiveness when further clarification is needed. Please send our thanks!

157	Joe seems committed to the well being of our school community. He has been appropriate in his responses to this very difficult year. I feel Joe takes his time when considering options and is thoughtful when making decisions that include the entire school district. Just because you can put it on paper, it doesn't mean it will work. I think Joe is conservative when considering major decisions so we are all successful.	6/17/2021 8:12 PM
158	I continue to tell people that Joe Sawyer is one of the clearest examples of why our move to Shrewsbury back in the early 2000's was one of the best decisions we've made as a family.	6/17/2021 8:12 PM
159	Excellent communication and very happy with the care and concern of our students no matter what the situation!	6/17/2021 8:12 PM
160	It was a difficult year for all. Overall shrewsbury should have adopted a different hybrid model. It was difficult on both of my children. I feel that some topics such as Changing the Mascot should have not been given as much attention as its been given. The topic should have not gone to an adhoc committee and if the Mascot changes the supporters of the change should pay for the rebranding.	6/17/2021 8:11 PM
161	Outstanding leadership. Shrewsbury schools are so fortunate to have you.	6/17/2021 8:11 PM
162	Dr. Sawyer has been an incredible leader for our community. His guidance and spirit have been paramount to how our families have navigated through the pandemic. It has been a very challenging year and he has handled it with the utmost care and professionalism. We are pleased at the options that were made available and the communication to the families have been key in helping us make decisions as well as making us feel that the district is thinking in the best interest of the children and families. He is a wonderful leader and a very important figure in our community. Thank you, Dr. Sawyer!	6/17/2021 8:10 PM
163	He is an absolute town treasure!!!! Can not be more grateful for his leadership!!!!	6/17/2021 8:10 PM
164	Dr.Sawyer is an excellent communicator and leader for making Shrewsbury schools a success. His high expectations of his Educators helps to motivate students to succeed in school. I would like to see conversations and lesson plans on the real stories of Indigenous tribes being overtaken by Colonials from the past and the present. I would like to see more diverse staff hired and the reconvening of the Anti-Racist School Committee beginning soon.	6/17/2021 8:08 PM
165	I hope dr sawyer gets some time to recharge this summer & takes care of himself. The pandemic wasn't easy for anybody but the constant changes and challenges for schools was really unique, there was no break and the risks were high. The safety and well-being of staff and students needed attention...it was an undoable job & I definitely hoped dr sawyer had some support during the year.	6/17/2021 8:08 PM
166	I think Dr Sawyer did an amazing job this year. It was a very challenging year and he did great communicating everything to parents and caregivers. Nice work Dr Sawyer	6/17/2021 8:06 PM
167	We have no complaints we were included notified about everything SPS provided us great care of our children and it's only possible under effective leadership	6/17/2021 8:05 PM
168	During a very difficult school year that presented multiple challenges surrounding the pandemic and remote schooling I believe Dr. Sawyer proved to be an outstanding leader not only within the schools but in the community as a whole. Dr. Sawyer did an excellent job in communicating to parents on a daily and weekly basis and worked through the hybrid model flawlessly which was not easily done due to all the challenges that it presented. Thank you Dr Sawyer for helping us get through this pandemic and ensuring that our children continued to receive the best education possible. You have faced and overcome the biggest challenge that you will most likely ever be presented with in your career and you came out on top to which I, as I parent am extremely grateful.	6/17/2021 8:05 PM
169	The Superintendent keep us constantly updated on all the developments during this challenging school year.	6/17/2021 8:05 PM
170	I'm sure Joe is well educated and understands the educational system but I just don't feel he is a leader. My preference is for a dynamic leader with energy and that will bob and weave and get creative and I just don't get that from Joe. I feels he is too rigid and stuck with protocols. I also don't feel he is willing to make a decision, whether it be right or wrong. He would rather	6/17/2021 8:04 PM

Parent/Community Feedback for the Superintendent – June 2021

wait for someone else to make a decision or point out the path that should be taken and then follow that direction. Too dry for me, he doesn't exude energy. I always have a cup of coffee nearby when I know he's talking. At the end of the day he did his job and nothing broke, I just think it could've have gone better and kids were in school, I mean, St John's did it all year.

171	Now that we have budget approved for schools as required, I would like Superintendent to work with his team on brining Shrewsbury school programs and rating similar or better than Neighboring towns like westboro and Hopkinton	6/17/2021 8:03 PM
172	I am new to the Shrewsbury area and I have never seen a flow of constant communication like this before. The way and manner the superintendent reaches out on I think every day to keep us in the loop and share information is none to be compared to. I am so glad my kids get to go to the Shrewsbury schools which is highly rated. And I now understand why.	6/17/2021 8:00 PM
173	Excellent performance under very difficult circumstances.	6/17/2021 7:59 PM
174	Thank you to all the teachers and staff. This is a year to be proud of in spite of all the challenges. Shrewsbury schools are the best! Communication was very helpful for a parent dealing with the pandemic. A little humor tossed in now and again. Thank you	6/17/2021 7:57 PM
175	Very happy with the way everything was handled this year! Excellent job!	6/17/2021 7:57 PM
176	Shrewsbury is incredibly blessed to have the leadership of Dr. Joe Sawyer at the helm of our school district, and especially given the events of the 20-21 school year. Dr. Sawyer's commitment to providing the community with continual open and honest communication about the ever changing face of operating a very large school system during a pandemic is impressive. The intentional focus on keeping students and staff safe in making every decision, and "owning" that such decisions may not be perfect for every family, but making those decisions calmly and firmly. This, coupled with the ongoing structural deficit challenge and it's impact on the school budget made an already incredible year that much more difficult. With his plate more than full, Dr. Sawyer had to sound the alarms loud and clear that Covid wasn't the only crisis at hand. Dr. Sawyer's fact based, impact focused communication enabled the town to mobilize quickly to put forth an opportunity for the community to reset the future state. Further, I want to call out that Dr. Sawyer, like many other parents, was also weathering the impact of the pandemic on his own family which includes three teenage girls, a population that has seen a huge increase in mental health crises during the pandemic. With the school year coming to a close, I hope that Dr. Sawyer has the opportunity to unplug for a bit and take a break! Simply an outstanding job this year, and thank you for your dedication!	6/17/2021 7:57 PM
177	During this challenging "pandemic" year, I feel Dr. Sawyer did a nice job of providing consistent and informative communication to the students and families.	6/17/2021 7:55 PM
178	He has made clear decisions, and has always had the children's safety in mind. Thank you	6/17/2021 7:54 PM
179	Fantastic job. In the toughest of circumstances the superintendent clearly communicated his plans and the underlying rationale and supporting data for those plans to the parents. I trust that upon reflection he will recognize things that could have been done better because he cares to. And I also trust he will use that information and the experiences of the past 18 months to better prepare for the future of education. I'm sure he will find lessons he can use even in the absence of a pandemic. His body of work during this crisis has left me with the utmost confidence in his ability to do what is in the best interests of our children.	6/17/2021 7:53 PM
180	Dr Sawyer has done a phenomenal job leading our schools through the double challenges of a structural budget crisis and the pandemic. The communication to the parent community somehow found the almost impossible balance between telling us everything and drowning us in emails. Throughout the year he thoughtfully adapted to feedback and the changing landscape. I can't think of an instance where I wish he would have handled something drastically differently.	6/17/2021 7:53 PM
181	During this particularly trying year, I felt like the decisions made by the superintendent were rational and always had the students' best interest at heart. I felt very confident with Dr. Sawyer helping to navigate the community through the many issues that came with this school year from the budget to pandemic to diversity and inclusion.	6/17/2021 7:53 PM
182	Did a great Job! We appreciate everything . Thank you so much.	6/17/2021 7:47 PM
183	Mr. Sawyer, I would like you to know that my daughter is in junior high and she has seen you at the school several times in the hallway and cafeteria interacting with the children. I feel this	6/17/2021 7:47 PM

Parent/Community Feedback for the Superintendent – June 2021

is very important. I also feel grateful that my phone messages are translated to my family in Arabic so that my wife and I understand what is going on within the schools.

184	Superintendent should voice the costs to change the mascot. The override was allowed because residents want the schools to be great for their kids. This is a waste of money and resources to change it	6/17/2021 7:46 PM
185	Using Edgenuity as a platform for fully remote students was the worst decision made. The remote learning students in the district were at a big disadvantage. Edgenuity was ineffective. The students lacked follow up from teachers and interactions from peers.	6/17/2021 7:42 PM
186	How is really doing great to keep everyone updated transcendently	6/17/2021 7:42 PM
187	A job very well done. Everyone and Everything was taken care of! We are lucky to have our superintendent. This wasn't an easy year but the administration exceeded our expectations.	6/17/2021 7:41 PM
188	I believe that Dr Sawyer has the children's best interest in everything he does for this community. I have the utmost respect for all decisions he makes. He does not rush decisions and he does not follow the crowd. His decisions are always informed..	6/17/2021 7:41 PM
189	Sporadic- multiple items squished together. Highlight important shares. Post school committee agenda in advance as other town departments do.	6/17/2021 7:40 PM
190	Always felt safety and children first. Very much appreciate the ideals of equity for all of the children in the community	6/17/2021 7:39 PM
191	We are very lucky to have a great leader like Dr. Sawyer running our schools. I feel very grateful to have a smart, thoughtful, and a sincere leader who knows how to help inspire our kids! Joe could run any school system in the country if not the entire US. Thanks for your consistent caring and persistence resulting a total dedication to the job! Please continue to write and communicate with such great consideration for all people and families. God Bless YOU and your family!	6/17/2021 7:36 PM
192	We feel incredibly lucky to have Dr Sawyer as our superintendent and to help lead our school district during the past school year.	6/17/2021 7:36 PM
193	Appreciate keeping schools open for hybrid. Would have liked more detailed info about plans to go back full time. Felt in the dark about about the going back full time until it actually happened.	6/17/2021 7:32 PM
194	Joe did an amazing job communicating with families on a weekly if not more basis. His communication prior to the roll out of the cohort rollout was great. I felt informed prior to making a decision on why cohort to choose. Thank you for all your hard work during a truly trying year.	6/17/2021 7:31 PM
195	Throughout the pandemic I said to my family on more than one occasion that I wished Dr. Sawyer could be managing government response instead of "just" the Shrewsbury Public Schools. He was a trusted, visible leader during a tremendously difficult time and led, not just the schools, but the community. I cannot thank Dr Sawyer enough for his contributions to this community and the health and safety of our families.	6/17/2021 7:30 PM
196	I appreciate the overload of communication we receive on a weekly basis. With recent events that occurred in the past year, I believe you empathized and brought awareness to our community which reminds all of us we are here together as a community and stand together strongly. You gave us a voice in regards to our students attending school in the fall and even mid year to return. You also reached out to have us provide feedback on the current structure of schooling and how our students are doing socially and emotionally. You went above and beyond! Thankyou for caring for our children!	6/17/2021 7:29 PM
197	We are extremely grateful to be part of the SP school system. We simply could not thank you enough for all of your efforts. Outstanding. Thank you	6/17/2021 7:28 PM
198	Dr.Sawyer is not a good person for this role. He lies and does not care about the children and their well being and what is best for them. He had them attend school in unbearable conditions due to excessive heat while other towns declared half a days. He isn't concerned with children's mental health as well and if it's not benefiting him he could care less. To be in this role the person should actually like children and care about what happens to them. He does not. If Shrewsbury would like to continue to be one of the top towns for education they might want to reconsider who they allow to be the superintendent. If he continues in this role I feel	6/17/2021 7:27 PM

Parent/Community Feedback for the Superintendent – June 2021

sorry for all the new families moving here because of the schools. They will never get the same education that was provided prior to him and unless he's no longer here it will only continue to be worse .

199	In the most trying year on record our family always knew what was going on with our sons school. Thanks	6/17/2021 7:26 PM
200	Joe, Before these trying times my husband and I have felt fortunate to have you as our Superintendent, our daughter's Coach and what we would consider our friend. I cannot even begin to express to you how impressed and appreciative we both are with your performance over this past year. As trying as this experience was on all of us for different reasons, there were so many days that I looked at my husband and said "can you imagine being Joe Sawyer right now?" Joe, you are poised, competent and endlessly impressive. Hats off to you. [REDACTED]	6/17/2021 7:25 PM
201	No comments or concerns, an extremely happy with the amount of information shared with us	6/17/2021 7:25 PM
202	I would like to commend your leadership most especially in a year the required navigating a plethora of pressing issues, which each alone could have dominated discussion and decision making in a "normal" year. Whether it was navigating education in a pandemic, providing support and a platform for issues of social justice and equity, vetting options for redistricting and calling out the severity of our budget shortages, you did so with an even keel and a commitment to principled decision-making. All the while, you demonstrated a willingness to hear all voices, to maintain transparency in the process and to show a balance of support for all stakeholders - students, staff, educators, parents and the community at large - with a sense of humor to boot. Thank you for your leadership and commitment to the Shrewsbury Public Schools.	6/17/2021 7:23 PM
203	This system is a flagship for MA!	6/17/2021 7:22 PM
204	Dr. Sawyer has during this very difficult year for students, teachers, staff and parents been, what I've noticed for the last 12 years with kids in SPS, passionate about our kids, our town and the education we provide them. There has been hard years before, the "budget cut years", and while managing school under the difficult "covid year" had to inform and educate our community about the necessity of a override vote that would have made our students suffer dire consequences while trying to catch up from a difficult school year, if failed. Dr. Sawyer and SPS staff has ran a steady, well managed ship during difficult times.	6/17/2021 7:21 PM
205	I appreciate superintendents efforts to keep parents upto date with right amount of communication. He always kept the future of the student in mind while taking decisions. THANK YOU!!!!	6/17/2021 7:19 PM
206	We are so fortunate to have you and appreciate everything you do for our children and community	6/17/2021 7:18 PM
207	Great job in a tough year. Thank you.	6/17/2021 7:17 PM
208	Two years ago we were promised that high school start time would be adjusted, two years later our kids still need to wake up at 5:45. Why changing mascot has more priority than our teenagers getting enough sleep?	6/17/2021 7:17 PM
209	Dr. Sawyer went above and beyond this past year. He kept the District informed made well researched decisions and provided excellent communication throughout this crazy year.	6/17/2021 7:15 PM
210	Well done! As we move out of pandemic, I'd like to see more community education events. I'd like us to look at student learning more in depth.	6/17/2021 7:15 PM
211	I really appreciate the hard work you do for the community, balancing everyone's needs and demands, gathering feedback, making the hard decisions, and explaining reasoning in a thoughtful, logical way that also always shows caring for everyone involved. Couldn't ask for more. Thank you!	6/17/2021 7:14 PM
212	Great job as always by Dr. Sawyer. We appreciate your dedication and leadership!	6/17/2021 7:12 PM
213	Thank you for your continued efforts as the leader of the Shrewsbury Public Schools. Our family appreciates your communication, your thorough consideration of various sides, factors, impacts, and ramifications when making decisions, and your efforts to continue to make Shrewsbury Public Schools an outstanding educational experience with teachers and staff that excel at what they do. While there is no perfect system, no perfect leader, and no situation that	6/17/2021 7:12 PM

Parent/Community Feedback for the Superintendent – June 2021

will please everyone at once, we appreciate all of the efforts made time & again to effectively meet the needs of the school community as best as possible. We are thankful that we are a part of this school community. From time to time it's easy to become frustrated with situations, protocols, etc. (i.e. needing a COVID test for every absence we had this year), but in the grand scheme of things we understand the efforts to protect the school community as a whole and we appreciate that.

214	Kudos!	6/17/2021 7:12 PM
215	Outstanding Leadership ! Thank you for a remarkable year!	6/17/2021 7:11 PM
216	Thank you so much for everything	6/17/2021 7:11 PM
217	I did not agree with how the Mascot committee was formed. I did not agree with the reasoning that went into it. I was very disappointed with the energy invested and the potential capital spend . I do believe you have otherwise done an exceedingly good job during challenging times. I also understand the political difficulty of the decision with the mascot but do believe it was an extraordinary waste given the budgetary challenges and safety issues facing the system.	6/17/2021 7:10 PM
218	I find it disgusting that the Baker administration had to order schools to reopen for Shrewsbury kids to go back. I've changed my stance on school choice. Additionally, keeping the budget crisis quite while we vote for a new police station to only be held hostage for a budget override was quite the move. Then pushing this mascot conversation until after the override was approved knowing the town would be in an uproar over the costs. You can say override funds aren't being used but you know you the money wouldn't be there if it wasn't approved.	6/17/2021 7:10 PM
219	Go JOE! You have done an outstanding job communicating with the parents throughout the pandemic! Applause!!! And praise the teachers!	6/17/2021 7:10 PM
220	Thank you, Joe Sawyer!! It wasn't an easy task getting through 2020 and into 2021! I think you are amazing!	6/17/2021 7:09 PM
221	We whole heartedly believe that Dr. Sawyer is an excellent superintendent! Excellent Communicator, Fair, and Thoughtful. He is always looking out for the school community	6/17/2021 7:08 PM
222	This year was...let's just say challenging. But the clear and consistent communication from you was helpful in navigating it. We were confident that there was caring leadership from the top down.	6/17/2021 7:08 PM
223	Dr. Sawyer was a leader and fabulous communicator throughout the school year. Unfortunately, I looked forward to his almost nightly emails leading us through the pandemic. His word was the most logical and heartfelt. I thank you Dr. Sawyer for the endless work you've done this year.	6/17/2021 7:07 PM
224	Dr. Sawyer's thoughtful leadership and serious communications, yet always with a lighthearted touch, were very much appreciated this year.	6/17/2021 7:06 PM
225	We strongly support Joe Sawyer and appreciate his leadership in the school district.	6/17/2021 7:06 PM
226	Very difficult year and communication was extremely important. We felt that you handled it wonderfully. We always felt like we were well informed throughout the entire year . Thank you for all that you do for our children.	6/17/2021 7:05 PM
227	Great job during a difficult year, thanks for all you do!!!	6/17/2021 7:05 PM
228	I really appreciate you being on top of things and being good leader in the community.	6/17/2021 7:05 PM
229	He is a great superintendent. Always taking care of everyone's best interest. I am very happy my kids have him as a superintendent.	6/17/2021 7:05 PM
230	I feel Dr. Sawyer's communications are very well constructed and articulate.	6/17/2021 7:05 PM
231	Great job keeping us informed on new information.	6/17/2021 7:05 PM
232	Excellent! The consistent messaging was helpful.	6/17/2021 7:04 PM
233	Superb Leadership	6/17/2021 7:03 PM
234	I am very thankful for Dr. Sawyer's steady and wise leadership and his frequent and clear communication in this very difficult year.	6/17/2021 12:54 PM

Parent/Community Feedback for the Superintendent – June 2021

235	Thank you for your tremendous leadership during the most challenging academic year our students have ever had (will hopefully ever have)!	6/17/2021 12:11 PM
236	I am very proud of our town's education system. I believe credit should be given to you for keeping the quality of education high while dealing with significant budget constrictions. Shrewsbury has one of the best school systems in the state (if not the nation), despite having one of the lower per pupil expenditures when compared to many surrounding towns. Joe, you have proven your value time and again, particularly with the unprecedented COVID crisis. Thank you.	6/17/2021 11:14 AM
237	I feel that Dr Sawyer is an excellent Superintendent. He is very good about communicating with parents, and being a parent himself, I feel he is very genuine and fair in his approach in his position.	6/17/2021 10:35 AM
238	Joe and his team were great - kudos for handling such a challenging year with poise. There was consistent and clear communication throughout the year. I am very impressed with Joe's performance...thank you!	6/17/2021 8:16 AM
239	Well done	6/17/2021 7:01 AM
240	Dr. Sawyer did an excellent job this year. He was consistent in communicating to the community during the pandemic. I appreciated all that he and the staff did to allow kids to come back to school safely. A superintendent's job is never easy and this year was especially difficult for them. I have always been impressed with Dr. Sawyer and this year solidified that. Shrewsbury is fortunate to have him.	6/17/2021 6:27 AM
241	We were lucky to have you during this insane year. Appreciated the short video updates along the way. The communication was robust but you made it less overwhelming for us when we couldn't afford time in the weeds. Well done! Thank you!	6/16/2021 9:49 PM
242	Thank you for every extremely challenging decision you had to make with our children's best interest in mind. Thank you for all the long hours, for going above and beyond for us, for dealing with the backlash of the unhappy and for taking care with each decision. While we know you'll still be working, we hope this summer brings you some rest and relaxation.	6/16/2021 9:07 PM
243	Dr. Sawyer deserves an immense amount of respect and gratitude for the way he dealt with the events of this past year. His communication was always open, honest and informative. Even when things looked grim, there was a light at the end of the tunnel because of his guidance and leadership. This working family cannot thank you enough! Please get some much deserved R & R this summer!	6/16/2021 9:07 PM
244	I was continually impressed by the thoughtful and organized approach for navigating this year's return to school amidst all the challenges that were faced. I also appreciated the openness and communication with SPS families throughout each step of the process or when there were changes to guidelines. It is clear that the safety and well being of the students was a #1 priority. Thank you!	6/16/2021 8:28 PM
245	outstanding!	6/16/2021 8:08 PM
246	Dr. Sawyer guided the school community through this extraordinarily challenging year with his usual steady hand. We are lucky to have him.	6/16/2021 7:20 PM
247	It would be nice if it was clear how to communicate with the school system. We were advised by other families not to email the superintendent about concerns since it fell on deaf ears, and could make our student a target. I would classify closing off communication with families as being ineffective, although up until that point I had thought that the superintendent was quite effective.	6/16/2021 2:45 PM
248	We are incredibly fortunate to have Joe Sawyer as Superintendent. He is a true leader.	6/16/2021 2:00 PM
249	Feeling so fortunate to have a superintendent that genuinely cares about the students and community. Thank you.	6/16/2021 1:29 PM
250	Above and beyond expectations. Thoughtfully, respectfully, skillfully negotiated the impact of unprecedented, external, uncontrollable forces (pandemic) on our children's education and our community. I'm continuously awed by the commitment and effort put forth by Dr. Sawyer.	6/16/2021 1:15 PM
251	Nice job during a terribly difficult time.	6/16/2021 12:41 PM

Parent/Community Feedback for the Superintendent – June 2021

252	The pandemic obviously made this past school year extraordinarily challenging for everyone involved with the school system, but the preexisting budget situation presumably made it that much more so. Especially under those circumstances, Superintendent Sawyer's strong leadership was crucial. We are very fortunate to have him.	6/16/2021 12:11 PM
253	Your leadership and communication were stellar - we are so lucky to have you. And your added humor always made me smile - thanks for never losing sight of the need to do so!	6/16/2021 12:09 PM
254	This year was very difficult and I feel that in terms of leadership for scheduling etc, that was very good, however in terms of taking care of the students mental health was clearly not a priority, even given that you have a wellness person in administration. Also I do not believe that the expectations for teachers were clear and consistent. I had some teachers	6/16/2021 12:01 PM
255	Joe is a blessing to the community. Keep up the great work!	6/16/2021 11:20 AM
256	WORTH READING - We understand there are larger logistics involved but if you look at a current student's pathway in SPS, there is no way you are thinking about social emotion supports based on actions. 1. Didn't make kindergarten '18-19, 2. Finally in SPS for 1st grade but no after school '19-20. 3. Part way through 1st grade made it into after-school. 4. Covid hits during spring of 1st grade. 4. Covid continues into 2nd grade '20-21. 5. Find out after voting to fund elementary school - that we are re-districted from the one school we moved to Shrewsbury to attend (very deceiving) 6. Principal's repeated solution for student support is instead of planning for all school meetings and sharing out the texts/activities in advance would be to have a student not participate '20-21. So in the end we cannot agree that student health and mental well-being is a priority when you do not foster this in action, do not plan beyond a few months so that parents can make informed decisions and have principal solve issues but rather pretending they do not exist. In this district, we have not experienced one action step at the elementary level where a decision was made in the best interest of students, and almost all decisions were made in the best interest of adults. I find this concerning. The same action steps can be articulated with the budget. Although this is not the superintendent per se, it is allowed to be continued and not addressed by the superintendent.	6/16/2021 11:14 AM
257	Marvelous leadership as a superintendent	6/16/2021 10:43 AM
258	I think you all did a wonderful job with such a difficult situation. Thank you for always keeping our children's health and safety top priority and for keeping us in the loop. I cant imagine how stressful this year must have been and dealing with those who were not so kind but thank you for all your hard work and dedication, truly appreciated.	6/16/2021 10:17 AM
259	Given the year we have had, I believe Dr. Sawyer has been an effective leader. Thank you.	6/16/2021 9:49 AM
260	Dr Sawyer showed remarkable leadership during this extraordinary year. He exemplified grace under pressure with every challenge he faced and every decision he made.	6/16/2021 9:44 AM
261	Very professional and caring in his communications on all aspects he addresses	6/16/2021 9:35 AM
262	He is the best superintendent he work to hard for our schools thank you	6/16/2021 9:28 AM
263	In my opinion, the superintendent provided an exemplary leadership during this extraordinary year. Dr Sawyer's clear and consistent communication, calm nature and sense of humor were truly helpful and very affirming. One of my children graduated from SHS, the other one is at Oak, and I cannot be grateful enough for the job of Dr Sawyer throughout this year. Thank you very much!	6/16/2021 9:09 AM
264	Joe Sawyer is an awesome role model and administrator. Thank you for all you have done for the schools in Shrewsbury!	6/16/2021 8:54 AM
265	very supportive and positive. He is definitely a good leader/example of encouraging the community and kept them aware on all aspects regarding the future and well-being of our children. Thank you for the very good work all of you have done during this particular time.	6/16/2021 8:47 AM
266	Appreciate emails informing up to date information	6/16/2021 8:32 AM
267	Our family truly appreciates the leadership, kindness and humor demonstrated by Dr Sawyer. We have a high level of trust in his leadership of our school system.	6/16/2021 8:25 AM
268	I was very impressed by your leadership all year. Your communication was impeccable. I'm truly grateful that you were at the helm during this difficult time. Thank you.	6/16/2021 8:19 AM
269	Dr. Sawyer did an amazing job under very difficult circumstances this year. I felt confident that	6/16/2021 8:05 AM

Parent/Community Feedback for the Superintendent – June 2021

my children were safe in the schools since September and I was very pleased with the continuous communication during the year. Joe Sawyer is a true leader and we are lucky to have him here in Shrewsbury.

270	Strong leadership navigating the school community through unprecedented times. Way to go, Joe!	6/16/2021 8:02 AM
271	This has been such a confusing year - I have appreciated how transparent and timely communication has been. Thank you for doing such a difficult job in a NORMAL year and handling it so well during this year.	6/16/2021 7:41 AM
272	Was a key factor in my remaining confident in my children's safety and well being during the entirety of the pandemic- couldn't have asked for better communication and on the fly policy making during such an unprecedented time	6/16/2021 7:33 AM
273	I have to say that I was hesitant at first with the decision of bringing back students full time so late in the school year, but I now see that it was the best thing to do. Dr. Sawyer you're the best!	6/16/2021 7:20 AM
274	Dr Sawyer has done an outstanding job leading students and families through challenges and communicating very clearly. We are so proud and thankful to have his leadership.	6/16/2021 7:14 AM
275	Dr. Sawyer ALWAYS goes above and beyond to advocate for the best for Shrewsbury's students and families. However this year's efforts were quite an accomplishment! The highest priority, as it should be, was the safety of students, staff families and community. Tough decisions define a leader, and Dr. Sawyer handled all of the tough decisions in a thoughtful manner, and communicated clearly about expectations. At a time when there was so much uncertainty, the entire community looked to Dr. Sawyer for guidance, and he delivered! The community is grateful!	6/16/2021 7:02 AM
276	We are very fortunate to have a dedicated, thoughtful superintendent and are extremely grateful for his leadership, transparency and communication during this very challenging year!	6/16/2021 6:52 AM
277	Outstanding communication to the parents and good decision making during the pandemic. Thank you!	6/16/2021 6:45 AM
278	Thank you for your tireless dedication, thoughtful consideration and full transparency with all aspects of SPS needs!	6/16/2021 6:14 AM
279	During such a volatile and fearful time, the clear and level-headed communications from superintendent Sawyer were a beacon in our community. Thank you for your leadership this year.	6/16/2021 6:13 AM
280	This town is so incredibly fortunate to have had Joe Sawyer as our superintendent during such a trying time. My family is very very grateful. I respected and had confidence in his decisions because of the strong leadership shown throughout very step as well as the history of his caring and sound decisions. His commitment to his job is very apparent and certainly was even clearer during many trying periods of the pandemic. Dr Sawyer Is highly competent, professional, approachable and respectful. Thank you Dr Sawyer!	6/16/2021 6:01 AM
281	Great year, will be marked in history! Thanks for your leadership.	6/16/2021 5:57 AM
282	Thank you Joe for all your effort in running our school system. This school year was quite the challenge, but your high quality leadership, communications and persistence paid dividends. Thank you	6/16/2021 5:55 AM
283	Dr. Sawyer has done a phenomenal job navigating through the pandemic. We are grateful for his leadership. I would only suggest more prompt decisions regarding snow days/early-release days for hot weather. Being informed that those things may come to fruition is helpful, but I often feel the final call is made later than necessary, which complicates childcare plans. Thank you for your consideration with that.	6/16/2021 4:32 AM
284	Thanks a bunch for your help and support throughout the remote school year. We appreciate SPS team and your leadership greatly. THANK YOU ALL.	6/16/2021 3:39 AM
285	Thank you for your leadership and constancy during a difficult time. Amazing!	6/16/2021 3:32 AM
286	Exemplary!	6/16/2021 1:37 AM
287	Superintendent Sawyer, you have done an exemplary, and quite surely exhausting, job of	6/16/2021 12:09 AM

Parent/Community Feedback for the Superintendent – June 2021

leading not only our schools, but our entire community, through the pandemic, government turmoil, and local budget issues during the past year and a half. I am continually impressed by your diplomacy and inclusion. We are extremely lucky to have you as head of our schools and a level-headed leader in our community. Many thanks.

288	Thank you for providing clear guidance and information to us families throughout the last year and a half. We really appreciated your leadership.	6/15/2021 11:53 PM
289	Thankful for the outstanding job in such a difficult time.	6/15/2021 11:32 PM
290	I was so pleased with how the Shrewsbury Schools handled this very difficult year. From the teachers to faculty to the superintendent, it was amazing! So proud to be part of this community.	6/15/2021 11:26 PM
291	Great communicator with transparency about thoughts, decisions, and rationale for them—with plenty of advanced notice so families could plan for and adapt to changes. He ALWAYS put staff & student safety first while balancing the need to provide quality education for all students. His positivity trickled down to building leaders which was readily communicated with students and families. The gratitude I have for this leader, especially during the Pandemic, is difficult to put into words and we are very lucky to have him successfully navigating us through this unprecedented year. Thank you for your tireless effort and leadership of our district!	6/15/2021 11:20 PM
292	Dr. Sawyer is an amazing superintendent and an excellent communicator and leader. His prompt responses to issues and his highly respectful approach to the school community are exactly what one needs in a school district superintendent. One cannot hope to have a better leader for the SPS community. The way in which he navigated the challenges of remote learning and led all the educators and teachers through these unprecedented times is commendable.	6/15/2021 11:11 PM
293	I have appreciated the prompt and clear communication that we have received all year.	6/15/2021 11:10 PM
294	This year has been a whirlwind to say the least. Dr. Sawyer did an amazing job with all of it. We are so pleased to be part of this community, Dr Sawyer is a big part of that. We put all of our trust in him with our children, knowing he will do whatever he needs to do to keep them safe. Thank you for everything you have done Dr. Sawyer!	6/15/2021 11:05 PM
295	Thanks for everything you have done to make this year the best it could be	6/15/2021 11:03 PM
296	Excellent leader, very good communication, transparent & honest. Very rare to see leaders like Joe. Thank you much Joe.	6/15/2021 10:59 PM
297	We really appreciate the excellent effort from Dr. Sawyer to help us go through the very challenging year! Very professional and demonstrated super leadership!	6/15/2021 10:51 PM
298	Thank you for your commitment to the students and staff of shrewsbury schools. Your emails provided a sense of inclusion and unity during fragile situations with regards to race and and prejudice. Thank you for speaking out for all that needed to be spoken about. We are lucky to have you, best of luck.	6/15/2021 10:50 PM
299	Superb leadership during a extraordinarily challenging time. Grateful for your stewardship during such trying times.	6/15/2021 10:50 PM
300	Thanks you for everything you, our administration, and teachers for providing a space that our kids still thrived despite the most difficult challenges.	6/15/2021 10:46 PM
301	I'm in education as well and being able to witness Mr. Sawyer lead decisively and provide the level of proactive communication he has consistently delivered to the diverse Shrewsbury community has been inspiring. He has been outstanding in not only what he has done but how. He has the managerial courage to course correct and pivot as needed and make data driven decisions where possible... while making anxious parents crack a smile in the middle of a pandemic. The Shrewsbury Schools are great hands under his leadership. Thanks for inviting feedback [REDACTED]	6/15/2021 10:43 PM
302	We have felt safer during a difficult and unpredictable year because of your leadership and communication style.	6/15/2021 10:41 PM
303	Dr. Sawyer is very thorough in his communications, as well as transparent. He leads the district in providing an excellent education for our children, but also considers the community in his decision making.	6/15/2021 10:40 PM

Parent/Community Feedback for the Superintendent – June 2021

304	We are lucky to have such a thoughtful leader!	6/15/2021 10:33 PM
305	Outstanding performance during the Corona pandemic	6/15/2021 10:30 PM
306	Thank you so much for all your highly extended support and communication which you have offered in this past critical year .	6/15/2021 10:22 PM
307	As a community member and an educator in a different district, I appreciate the way the Superintendent communicates with others. He is respectful and kind in his choice of words when talking about staff and students. He communication is both timely and effective.	6/15/2021 10:12 PM
308	Superintendent's leadership throughout this pandemic year from the beginning has been very commendable. As a parent of two middle schoolers, I sincerely appreciate your great leadership and support during these challenging times. Please keep up the great work. Thank you.	6/15/2021 10:07 PM
309	Felt there was some missed opportunities that were not taken advantage of that other local districts were able to take a little more advantage of. Seemed to play this a little too conservative at times when Covid rules allowed some flexibility.	6/15/2021 10:07 PM
310	COVID should have been taken more seriously. Too many cases among children in this town.	6/15/2021 10:05 PM
311	I truly appreciate Dr. Sawyer's grace and pragmatic approach towards guiding our district thru an extremely challenging year of budget restraints, looming massive cuts, redistricting, and of course all on top of the moving target of a pandemic! Thank you Joe for your steadfast approach.	6/15/2021 10:05 PM
312	You have worked really hard. We so appreciate your leadership in this trying times .	6/15/2021 9:57 PM
313	You provided steady, stable leadership during an unprecedented period.	6/15/2021 9:53 PM
314	i give Shrewsbury education system A++++... everything was handled amazingly when no one knew what the best decision would be. it took a lot of courage.	6/15/2021 9:53 PM
315	What I like about Dr. Sawyer is that he takes a democratic non-judgemental approach to problems. He creates groups/committees to investigate and then gets community buy in. He does not seem to dismiss or belittle parental/community concerns. Secondly, Dr Sawyer takes creative and practical action when it comes to the budget. I don't always agree with the cuts/etc. but they are so well thought out, there isn't a lot of push back when faced with these issues. He manages very well. And lastly- I think he did a very good job managing the crazy school year and keeping within the states mandates in order to keep everyone safe. It was hard for all but I felt good knowing his leadership was well thought out and crafted for the good of the students and staff, 5 out of 5 stars this year!	6/15/2021 9:45 PM
316	Thank you being a steady, comforting, and strong leader during this extremely tough year. You and your entire team of teachers and staff did a phenomenal job and we are very grateful for that. Thank you!	6/15/2021 9:43 PM
317	Dr. Sawyer has done an amazing job throughout this extremely difficult school year. He has handled each and every challenge perfectly always keeping the safety of the students, teachers and parents priority.	6/15/2021 9:38 PM
318	Great effort by all staff of SPS. Thanks !!!	6/15/2021 9:37 PM
319	Very well done. I truly enjoyed your speech at the graduation and I look forward to [REDACTED] freshman year. Thank you for all you do everyday for our schools! Enjoy your summer!	6/15/2021 9:35 PM
320	Thank you for communicating the rationale for all of your decisions this past, very challenging year. You've been crystal clear about what is being done and why. We were all nervous and a bit scared, and it was a relief to have you at the helm. Knowing that you care so much for every student and family in the SPS system gives me confidence that you are leading with everyone's success in mind. I have always admired your leadership, and this past year has only reinforced the reasons for that admiration. We are lucky to have you.	6/15/2021 9:31 PM
321	Superintendent Joe Sawyer communicates so well with parents in the Shrewsbury community. You always feel updated and informed as a parent.	6/15/2021 9:31 PM
322	We were extremely fortunate to have Dr. Sawyer as our superintendent during the pandemic. His leadership was thoughtful and effective. I also enjoy the jokes at the end of his emails.	6/15/2021 9:30 PM

Parent/Community Feedback for the Superintendent – June 2021

323	I have been very impressed with the information I received from the superintendent during the 4 years my children were at SHS. Until high school, my children were in private Catholic schools. The information I received since they started attending the public Shrewsbury school is a lot better than information I received from the other schools they attended. I was very impressed by the quality and timeliness of the information we received, especially during the turbulent COVID times just recently.	6/15/2021 9:30 PM
324	Dr. Sawyer's leadership is always A+, and this year was no exception. Shrewsbury is very fortunate to have him!	6/15/2021 9:30 PM
325	During this unprecedented and challenging year, Dr Sawyer demonstrated excellent and timely communication about covid guidelines, hybrid schedules, snow days, current events, school committee meetings etc, while dealing with other challenging budget issues, redistricting, and opening a new elementary school. His communication style is one that conveys confidence and consideration, while being respectful of all viewpoints. We are fortunate to have such an experienced and skilled leader.	6/15/2021 9:29 PM
326	Thank you!	6/15/2021 9:26 PM
327	This school year has been really rough both for staff and students. However, with our best superintendent, even remote students could feel stay connected with the school and community. Also, he was very quick to send out any information we should know beforehand. My husband and I really appreciate his leadership and hard work during this hard time. Thank you Mr.Sawyer!	6/15/2021 9:26 PM
328	NOTHING and no one during the whole pandemic made us feel better and safer than the thoughtful decisions made and shared by our superintendent. He reassured families every step of the way in this very difficult year. He's professional and excellent at his job. He's a very effective communicator and Shrewsbury is incredibly lucky to have him as our superintendent! Thank you, Dr. Sawyer!	6/15/2021 9:26 PM
329	Dr. Sawyer's leadership is exemplary, in these exceptionally challenging times and in 'normal' years. We are so fortunate to have him!	6/15/2021 9:25 PM
330	You and your team did an outstanding job during the past year and a half. I am in awe of the leadership. Thank you.	6/15/2021 9:22 PM
331	Joe, I admire you and the way you have led and managed our school community and town during this very difficult time for the past two years. I imagine that you haven't had a solid night's sleep for 1.5 years! Your service to the community was evident in every School Committee meeting, and every email you sent. My family is so grateful to you for the thoughtful way you have communicated to the many shareholders and how you have supported, students, teachers and parents during this very tumultuous time. The passing of the override is in my opinion due to the superior work YOU do in our district. You are an invested leader and I am always in awe of your humble and gracious manner. I'm not sure I can accurately convey my gratitude to you. Thank you for all you have done for us. I hope you ENJOY every moment of summer vacation. You have earned it exponentially!!	6/15/2021 9:22 PM
332	I appreciate his humility and sense of humor	6/15/2021 9:19 PM
333	I know you were probably trying to lighten the tone of your emails, but I found the joking agenda items (about ice cream cones and sports teams) to be a bit tone-deaf given the very real struggles many Shrewsbury families faced over the past year.	6/15/2021 9:18 PM
334	Dr. Sawyer has done a bang up job in the reopening of schools and assuring students and parents about the safety protocols. His emails about school committee updates were very informative and we always had a good laugh at the last item! It was something to look forward in a different kind of year. Keep up the good work, Dr. Sawyer!☺☺	6/15/2021 9:18 PM
335	Dr. Sawyer did a tremendous job this year leading the school district through all of the challenges the pandemic presented. In addition to the myriad of issues the pandemic presented, he also dealt with redistricting the school district and the mascot issue. We are so fortunate to have his strong leadership.	6/15/2021 9:18 PM
336	Dr. Sawyer has always been a tremendous leader. This school year especially, he has shown us what a true leader should be.	6/15/2021 9:16 PM
337	Great job!	6/15/2021 9:15 PM

Parent/Community Feedback for the Superintendent – June 2021

338	Everyone did a great job with this a challenging year, thank you	6/15/2021 9:15 PM
339	Thank you! You have made what initially was a nerve racking situation much better. I turned into the weekly school committee meetings. I heard the discussions and felt at ease as the year started. The communication was on point and truly made this a successful year.	6/15/2021 9:14 PM
340	He was fabulously awesome in sharing with us clean, clear and complete information regarding all the happenings. I have no words to appreciate him. I just want to say thank you for always being there for us.	6/15/2021 9:13 PM
341	Dr. Sawyer, we can't thank you enough for your strong and transparent leadership that you guided our district with during this most challenging year. You also worked so hard to help get Prop 2 1/2 passed which is absolutely essential to help our district continue to thrive. Thank you so very much!	6/15/2021 9:13 PM
342	SPS leadership and teachers did a phenomenal job in adjusting to remote/hybrid teaching, providing the technology and the curriculum to teach remote/hybrid, preparing the staff and schools to support hybrid and then adjusting yet again to full time in person. They put safety first and in this absolutely crazy year followed state mandates and provided a quality education. I am so proud to be from this town. The community appreciates and supports SPS. Well done.	6/15/2021 9:13 PM
343	It's our first year being part of SPS and we couldn't be more appreciative of Dr. Sawyer. I think he has done an incredible job under crazy circumstances. We are thankful to be part of this school system.	6/15/2021 9:12 PM
344	He has done a tremendous job this past year.	6/15/2021 9:11 PM
345	The little humorous asides to the school committee meeting agendas were MUCH needed this year and, frankly, are about 98% of the reason I read those emails. On a more serious note, thank you for your leadership in this incredibly challenging year.	6/15/2021 9:11 PM
346	This was a tough year and I think he did a great job	6/15/2021 9:10 PM
347	Keep up the great work!!	6/15/2021 9:10 PM
348	Dr. Sawyer is a wonderful leader and sets a great example for our students and community.	6/15/2021 9:10 PM
349	Thank you for your transparency during this challenging year. We've watched almost all school committee meetings for the last year and we are grateful for your hard work and dedication. Thank you for all you do for our kids and our community!	6/15/2021 9:10 PM
350	Very effective leadership and very transparent administration in these difficult times, handled not only the Covid situation but made statement wherever necessary about all the real world issues ☺☺	6/15/2021 9:09 PM
351	Great work! Keep parents inform on all issues.	6/15/2021 9:08 PM
352	I couldn't be more impressed with Joe Sawyer. Thank you very much for your hard work and leadership during this time.	6/15/2021 9:08 PM
353	Amazing leadership throughout an extraordinary year. He put the students and teachers health and safety first all while meeting parents and caretakers needs as well. Bravo	6/15/2021 9:06 PM
354	Grateful for Dr Sawyer's leadership, this year and every year. I feel fortunate to have such a high quality leader guiding our public school district and am appreciative of how I always feel he's prioritizing what's best for the students and teachers.	6/15/2021 9:06 PM
355	I appreciate Dr. Sawyer's transparency in his response to the pandemic and willingness to put students' safety and learning first.	6/15/2021 9:06 PM
356	Excellent leadership during difficult time very professional	6/15/2021 9:06 PM
357	Shrewsbury is so incredibly lucky to have Mr. Sawyer as our superintendent.	6/15/2021 9:04 PM
358	Thank you for all you did during this tough year and worked to make sure we all got the info and children got all the help with their learning and activities so they would have kind of regular school year	6/15/2021 9:03 PM
359	I believe that the school should have been remote until the state had lifted all the restrictions, when children are taking off their masks to eat they were getting the virus into the air and could	6/15/2021 9:02 PM

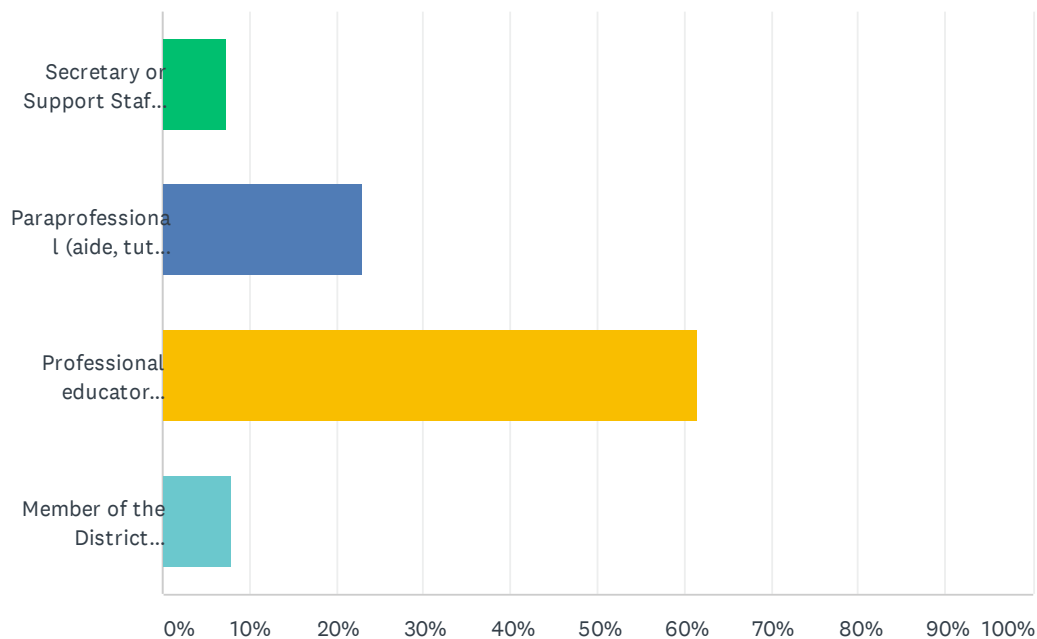
Parent/Community Feedback for the Superintendent – June 2021

have been spreading it . I also did not understand when their was a separate program for the remote students , in Worcester the teachers had children in the class and also remote children

360	Your dedication and diligence towards providing the best for our students during this unprecedented time was truly evident. Thank you!	6/15/2021 9:02 PM
361	Dr Sawyer continues to demonstrate what it means to be a leader. We are extremely lucky at Shrewsbury to have him as our superintendent. Thank you for your leadership during what can only be noted as uncharted territory	6/15/2021 9:01 PM
362	I was most disappointed with how I felt the override was held over our heads. Threatening not to open the new school or going back on a promise to provide free kindergarten seemed a bully approach.	6/15/2021 9:01 PM
363	Wonderful communication throughout the year and endless efforts to create a positive experience despite the pandemic.	6/15/2021 9:00 PM
364	Amazing job during this crazy time, I always felt like my children were in capable hands. I sincerely hope that you get to relax at some point during the summer!	6/15/2021 9:00 PM
365	Joe Sawyer is an amazing leader. We are so lucky to have him as our superintendent!	6/15/2021 8:58 PM

Q1 I am a:

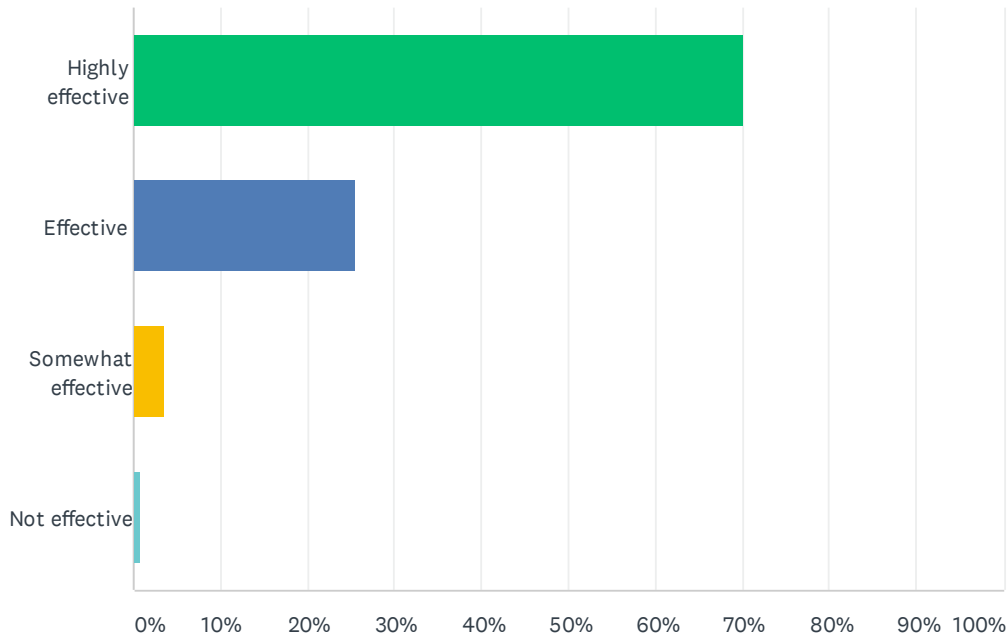
Answered: 450 Skipped: 0



ANSWER CHOICES	RESPONSES	
Secretary or Support Staff Member (Office Support, IT, etc.)	7.33%	33
Paraprofessional (aide, tutor, ABA tech, etc. in SPA)	23.11%	104
Professional educator (teacher or specialist in SEA Unit A)	61.56%	277
Member of the District Leadership Team	8.00%	36
TOTAL		450

Q2 Please rate the quality of the superintendent's communication.

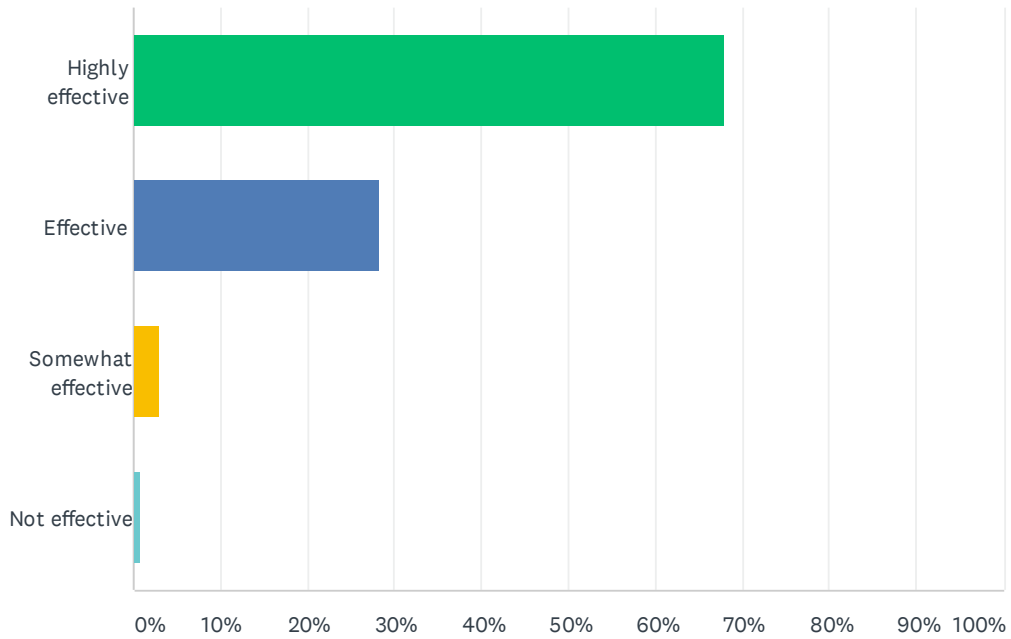
Answered: 450 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly effective	70.00%	315
Effective	25.56%	115
Somewhat effective	3.56%	16
Not effective	0.89%	4
TOTAL		450

Q3 Please rate the quality of the superintendent's leadership.

Answered: 450 Skipped: 0



ANSWER CHOICES	RESPONSES	
Highly effective	68.00%	306
Effective	28.22%	127
Somewhat effective	2.89%	13
Not effective	0.89%	4
TOTAL		450

Q4 Please add any comments you would like to share regarding the superintendent's leadership of the school district during the 2020-2021 school year.

Answered: 213 Skipped: 237

#	RESPONSES	DATE
1	Our public school is extremely successful due to the leadership of our superintendent! I am always impressed with his communications on every topic and always proud to be a Shrewsbury Public School employee.	6/20/2021 11:01 AM
2	Great leadership during a very eventful year! Always great feedback to the schools and community and keeping abreast of current state mandates. Thanks for all your hard work.	6/19/2021 10:45 AM
3	This year has been a challenging one, to say the least. I always felt that all of the decisions that needed to be made before and during this unprecedented school year were carefully thought out by Dr Sawyer keeping the faculty and the students safety in mind at all times. This feeling made us feel confident teaching knowing that the safety of us all was his first priority.	6/19/2021 7:20 AM
4	During this difficult year, the superintendent's leadership was important in terms of giving a unifying message. I was especially happy to hear your message about racial justice in response to the death of George Floyd and the increased activism afterwards. You gave a very strong message about the importance of equity and inclusion. Thank you for making such a strong statement that SPS stands for racial justice. It would be helpful if all administrators stood with you on this issue. We are seeing decisions from administrators that make us cringe. It is time for deeper education for administrators and staff about this issue. We are a 99% white staff. Proudly declaring to the school committee that we are addressing racial justice by having two PD presentations is not enough. There were a number of very important messages that were sent throughout the year as policies changed due to COVID. Unfortunately we still do not have a robust system to translate school communications so they reach all families in a language accessible to them. We have large populations of Portuguese speakers and Arabic speakers. We have to do better than having a Google translate button on the website. Do you know that that does not translate attachments or pdfs? For the most important messages, there should be professional translation. Please connect with Assabet VRTHS to see how they provide translations on a regular basis in several languages. If you say that every student and family is valued, this is an important way to show it.	6/18/2021 5:16 PM
5	I was extremely please with how Dr. Sawyer handled a constantly changing situation this year. He kept us informed and as prepared as he could throughout the course of the year.	6/18/2021 3:27 PM
6	I am completely in awe of how well you Dr. Sawyer, and the entire leadership team handled the end of last year and this year. It was certainly an unbelievable year and your communication and encouragement helped us to have a successful year in trying times. I commend you and the entire leadership team for the effort, the flexibility and the care you put into our district. I hope that this summer brings you time to rest and recharge.	6/18/2021 3:11 PM
7	As an experienced educator, I don't think we could have had better central admin and building leadership. This was a significant contributing factor for our successful year. Leadership's communication was clear and consistent with the ever changing mandates. Much appreciated during this challenging year!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!	6/18/2021 2:45 PM
8	Thank you for all your efforts to navigate this every changing school year. I felt at ease with you at the helm. I appreciate thoughtful approach.	6/18/2021 2:03 PM
9	Joe, thank you so very much for your leadership during this 2020-2021 school year.	6/18/2021 12:56 PM
10	I appreciated how he referred to our situation as a emergency and stood up for his staff. He also remained positive throughout the process which relieved me during some difficult times.	6/18/2021 12:01 PM
11	Thank you for your unwavering leadership this past year. What a wonderful job!	6/18/2021 11:38 AM

Staff Feedback for the Superintendent – June 2021

12	I lost a lot of trust in this district between the district response to teacher concerns regarding Covid and the response to teachers who fought for radical equity and inclusion. The district response to many of concerns was often filled with toxic positivity, which was degrading and unhelpful.	6/18/2021 10:57 AM
13	Joe has as always been an amazing leader, even more so this past year. I have nothing but respect and gratitude for all that he has been able to accomplish this year under all the pressures of a pandemic, emotionally, mentally, morally and physically. He and his dedicated team have given us all the strength and motivation to carry on as best we can this year and to continue to have hope and faith in our missions, goals and values with empathy and kindness. He leads by example.	6/18/2021 10:27 AM
14	This was a very tough year in multiple ways. Still, I consistently felt heard as a professional, was given the flexibility to work at my best with a high level of understanding and empathy, and always sensed a true level of transparency with the direction of district leadership. Thank you!	6/18/2021 10:25 AM
15	I really appreciate your guidance, leadership, compassion & support this year. You had to make many difficult decisions in spite of the potential for negative reactions from different members of the school community/town as we were all fearful and unaware of what the best course of action should be. However, you held firm to your principles and reassured us along the way, supporting us and encouraging us with compassion and humor. As a result, I think we did what was truly in the best interest of the students and I feel very good and proud about that.	6/18/2021 10:08 AM
16	Dr. Sawyer is a guiding force! His leadership and ability to make tough decisions makes this district one of the best places to work.	6/18/2021 10:01 AM
17	I think Dr Sawyer did a great job communicating important information as well as changes made during this unusual school year	6/18/2021 9:53 AM
18	I wish that you put more "humanity" in your emails. You are too formal and especially this year it was needed. I also felt that a lot of times you never took into consideration the teacher perspective. I understand the students are the priority but they won't get the best education if our needs are also not considered.	6/18/2021 9:51 AM
19	Joe you have lead us through a very difficult year and a half. I want to commend you for all of your support, leadership and the continued gratitude for all that we do every day.	6/18/2021 9:42 AM
20	Thank you for your hard work! It's been an eventful year and you have done a wonderful job keeping us all informed and motivated!	6/18/2021 8:56 AM
21	There was no way to please everyone this year. Although I did not agree with every single decision, I felt confident that you were doing what was best based on the information you had at the time. I consistently felt safe once we returned in the fall despite some fears beforehand, and I appreciate that your year was even more insane than ours in different ways.	6/18/2021 8:51 AM
22	timely communication to respond on concerns for other staff besides upper management.	6/18/2021 8:49 AM
23	Excellent job! Thank you for all of your hard work and dedication this year! I truly appreciate all that you have done in keeping our students and staff safe!	6/18/2021 8:35 AM
24	Great year, Joe. I appreciate your leadership, decision making, and empathy--it was a very difficult year but I knew we were in good hands!	6/18/2021 8:23 AM
25	Dr. Sawyer's communications very much stood out as thorough, detailed, timely, and precise. The communications were enjoyable to read, offered wonderful perspectives, and often had a personal or humorous touch. As my first year reading them, they impressed upon me a great communicator with a thoughtful style and approach. Thank you for your outstanding service and leadership.	6/18/2021 8:16 AM
26	I appreciate your strong leadership as we navigated this rough year. I also appreciate your efforts to keep diversity, equity, inclusion and belonging at the center of our conversations. I'd love to see more tangible results though, rather than just more conversations, especially in the area of diversifying our staff. Thanks for all you've done to make re-opening a success. Nothing beats in-person teaching!	6/18/2021 8:14 AM
27	Highly Appreciated	6/18/2021 8:08 AM

Staff Feedback for the Superintendent – June 2021

28	I did not envy the tough decisions you had to make this year. For the most part all were for the good- remote learning was not working and Zoom is only partially effective. The Zooming for 15 minutes at the beginning of classes never got easier.	6/18/2021 8:06 AM
29	Thank you Dr. Sawyer! It was a hard and challenging year for everyone beginning with you and your administrative team. You probably never dreamed that you would be handling a crisis of this magnitude. A lot of moving pieces and adjustments and all I have to say is that I admire the Shrewsbury school admin team for making this all happen. I also enjoy reading the fun fact/discussion question the School Committee is going to discuss! Thank you!!	6/18/2021 7:55 AM
30	I'm always pleased with Joe's leadership, and feel it was exceptional through this turbulent year. Grateful to have him at the helm.	6/18/2021 7:25 AM
31	Outstanding Professional Consistent Transparent Trustworthy	6/18/2021 7:23 AM
32	Thank you for leading us through a very challenging year. The leadership in this district is a tremendous strength!	6/18/2021 7:13 AM
33	You were absolutely fantastic in navigating what has been an endless list of obstacles. Get some rest.- [REDACTED]	6/18/2021 7:00 AM
34	Thank you for your hard work during this challenging year.	6/18/2021 6:59 AM
35	Decision-making can be slow and Principals seem to not have the autonomy to make decisions for their buildings in a timely manner at times.	6/18/2021 6:44 AM
36	I believe that during those days of extreme heat, that all schools should have had half days for those three days back at the beginning of June.	6/18/2021 6:28 AM
37	I think he did a great job!	6/18/2021 6:05 AM
38	I appreciate your calm and clear communication. I love to read the agenda for school committee meetings to see the special conversation at the end. They always make me laugh!	6/18/2021 4:34 AM
39	Thank you for guiding our district through this difficult and challenging year. Throughout it all, it was clear that you put the lives and education of our children first. You had to make extremely difficult decisions and you based those decisions not on what would be easiest or most popular, but on what would be best for our students. Thank you for your tremendous leadership.	6/18/2021 1:54 AM
40	You handled the pandemic well. It was a difficult situation. I appreciate that we were able to teach face to face with the students. You had to make some tough decisions that proved to be the best for students. As far as equity goes, I would like to see all students treated fairly, no matter what their race, be it black, brown, or white. Hopefully, there are not students that feel white shame. I do not feel that the school system is at all politically neutral.	6/17/2021 11:11 PM
41	This was a miserable year. You did the best you could. No matter what someone would be dissatisfied. Be proud we made it through (hopefully to the other side). Though, there were a few times you made a call that I (and many colleagues) did not understand. While already feeling down, it was tough to have to follow with a decision we did not understand and would have appreciated more explanation. While at this moment, I cannot recall a specific, so I am sorry, as that makes it harder for you to connect with.	6/17/2021 10:38 PM
42	Thank you for all that you have done in this extraordinarily difficult year. We have all benefitted from your leadership.	6/17/2021 10:27 PM
43	Although I wish you did this earlier, thank you for getting feedback from teachers on how hybrid was going and then giving us the time we needed to plan during hybrid semester 2. The work load semester 1 was unbearable. I understand wanting to put students first, but that was an extremely high cost to teachers (losing the Wednesday prep time every time there was a four day week for students.)	6/17/2021 10:18 PM
44	I think Dr. Sawyer handled the Pandemic crisis very well. The transparency and decisions made based on science demonstrated sound judgement and should be a role model for other districts. On a second issue, I believe that Dr. Sawyer should revisit his focus on areas of inclusion, equity and political neutrality. I am 100% for equity and inclusion however, if it involves any messaging that is NOT politically neutral (per his 2017 letter) then I do not want to be a part of or feel belonging to the school culture. We need to promote love and unity without	6/17/2021 10:02 PM

Staff Feedback for the Superintendent – June 2021

attacking any particular race. I believe that the administration needs to revisit their approach to this ideal.

45	I feel as though Joe's actions were well thought out and he always responded within a timely manner. I can't imagine being in the superintendents position throughout this pandemic. As someone new to the district this year, thank you.	6/17/2021 9:44 PM
46	Dr. Sawyer has led us through probably the most challenging year in our careers as teachers. He always did what was best for the students and because of his excellent leadership, this year ran as smooth as it possibly could have. Thank you for working so very hard for all of us this year.	6/17/2021 9:33 PM
47	Thank you for your superior work. I appreciate all hard work and great support during the pandemic time!	6/17/2021 9:21 PM
48	You will probably look at the feedback in this survey and feel bad for a moment or two. You will probably be surprised by the low ratings of your two questions and the many harsh comments you will read. You will probably do as you always do, and send one of your wordy emails thanking everyone for their efforts in this most difficult year. You will probably start thinking about your summer plans and maybe even have a few thoughts about the next school year. You will probably resolve to put this school year behind you and look forward to a more normal school year in 21-22. For the teachers who showed up, in their schools, to teach live this year, there are no feelings of joy, relief, or accomplishment. There is simply exhaustion, disappointment, and bitterness. Your "leadership" demonstrated that our feelings don't matter. Our health and safety don't matter. Our mental health and emotional wellness don't matter. A true leader, leads by example. You did not.	6/17/2021 9:13 PM
49	In probably the most stressful teaching year of my entire career, I felt that you had our backs every step of the way! Your leadership across the board was outstanding. You manifested every important quality of good leadership, under the most trying of circumstances. Our teaching community is sincerely grateful!	6/17/2021 9:09 PM
50	Please do not tell me ahead of time that you are going to call some kind of day off or early relay or delay and then not do it. Also, the only time this year I had issues with your leadership were the heat days at the end of the year. If classrooms need to be moved, then it is not okay to be in school. Other than that you have done a tremendous job during a terribly difficult year	6/17/2021 9:05 PM
51	Dr. Sawyer's leadership during this unprecedented year was nothing short of heroic. With information and protocols constantly changing he managed to keep us up to date and informed. He had to make decisions quickly and communicate them to all the staff quickly and this pace kept up for over a year. Thank you!	6/17/2021 9:05 PM
52	Great empathy and working to continue racial matters and equity within all aspects of our schools.	6/17/2021 8:48 PM
53	I have talked with friends that work in other districts and was shocked to hear in the height of all the high covid cases , they had no idea how many cases were in their school or district. I think your transparency while protecting personal identifying information about cases in our district did a lot to calm anxiety. While it was difficult at times, your leadership to get us back each step of the way has served our students, families and staff well. The mental health issues have become concerning and I feel proud as a district we balanced the covid issues with mental health issues . Now that we have been back in, the Fall will be so much easier mentally. As much as we tried to get back in person, I felt the district did take many measures to reassure and protect staff. (eg.) pool testing, sick time, PPE. I think you have done an amazing job Dr. Sawyer.	6/17/2021 8:48 PM
54	I appreciated seeing you walk into my classroom to measure how warm it was on the hot days the last week and half of school. Your emails are honest and frequent. Thank you!	6/17/2021 8:42 PM
55	I feel so fortunate to work in a district with such transparent and supportive leadership! Thank you for all you did to make this school year run as smoothly as it possibly could have.	6/17/2021 8:38 PM
56	Thank you for your hard work and the endless hours you have put in this school year.	6/17/2021 8:15 PM
57	Thank you for your support and guidance during such a difficult time.	6/17/2021 8:10 PM
58	This was a hell of a year! Well done	6/17/2021 7:59 PM
59	Joe did an amazing job this year. I was consistently impressed with his communication and his	6/17/2021 7:44 PM

Staff Feedback for the Superintendent – June 2021

	leadership this year!	
60	Great job keeping students and staff safe during the pandemic.	6/17/2021 7:25 PM
61	In a very difficult year, you have added layers to your communication by using videos. I especially appreciate your time and effort since we teachers were creating so many videos for the students.	6/17/2021 7:17 PM
62	I deeply respect Dr. Sawyer's communication skills, advocacy & knowledge. Given that, it's a shame that the opportunity wasn't taken to educate encourage participation in the election and the inauguration by students, the adults they reside with, and staff. (There was no need to discuss specific candidates. Every grade should have had appropriate curriculum). Sample curriculum activity: a discussion or debate about which way of voting is best (absentee, in person early or on the day, mail...). Never before has there been a more important time to recognize the necessity of civic education, as well as the responsibilities of members of a community to engage in a democratic society. (And not just because of Trump. If we had more of a focus in the early grades on the needs of a community to work together, even when we disagree, perhaps our response to Covid wouldn't have been so political & disastrous). didn't see a single message from the superintendent encouraging adults to vote or watch the inauguration (especially with their children, who were at probably at home that day). However, there were plenty of emails prior to the override vote. Please remember that education policy on a state and national level matters too. Reminding people to vote is not a partisan activity. For teachers and schools not to mention it, much less delve further into civics education, is a dereliction of duty. Thank you for giving me the opportunity to express my opinion and thank you for guiding us through this difficult, but nevertheless, successful year.	6/17/2021 7:16 PM
63	I don't even know where to begin. We are professionals, but we are also human. There seemed little to no empathy from you regarding those of us who came to work in brick and mortar buildings. I am skeptical of the Covid results you reported, the lack of leadership by putting yourself and your administration in harms way the same way we did, and an irresponsible decision to keep us in dangerous temperatures while you made a show with your entourage with an outdoor thermometer explaining to teachers and students the humidity and temperatures weren't that bad. Your ego drives you, and at times to our detriment.	6/17/2021 7:08 PM
64	Joe is an amazing leader. I have the utmost confidence in Joe as our superintendent. He is greatly respected and clearly works incredibly hard.	6/17/2021 7:06 PM
65	Your leadership makes me proud to work for this district.	6/17/2021 7:04 PM
66	Thank you for all of your extremely hard work this year. Together we were able to survive thanks to your leadership.	6/17/2021 7:02 PM
67	Great job communicating.	6/17/2021 7:01 PM
68	I feel you did the best you could in this very challenging year.	6/17/2021 7:00 PM
69	Dr Sawyer is the best. He is a stand up guy and leads the Shrewsbury public schools professionally and effectively.	6/17/2021 3:16 PM
70	Thank you for all your decisions and support this year! It may not always feel like it, but you are appreciated!	6/17/2021 2:02 PM
71	Thank you for timely decisiveness during a year when we needed answers/steps as quickly as could be found.	6/17/2021 1:04 PM
72	I can say with confidence as both a parent of a Shrewsbury Public School child and an employee, I am very impressed with Dr. Sawyer's leadership, professionalism, and commitment to all students and staff. I am truly honored to call Dr. Sawyer our superintendent and I know with confidence that other towns in the area look at our district with great admiration due to his extraordinary leadership. This was no doubt one of the most challenging years we may ever face, but Dr. Sawyer's leadership was impressive.	6/17/2021 12:06 PM
73	Very direct in giving us information updates about the COVID protocols. Made sure the working environments were safe for all students and educators.	6/17/2021 9:49 AM
74	I think Dr. Sawyer did an incredible job leading our district this year. He always had sound judgment and clearly had the students and teachers and their best interests in mind with every decision he made. The reason I did not rate "highly effective" is that, while his leadership is wonderful, there is a breakdown in leadership and communication at the administration levels	6/17/2021 9:28 AM

Staff Feedback for the Superintendent – June 2021

below him. I really value the importance placed on collaboration and professional discourse but that is only happening at the teacher level, and NOT between teachers and administrators. When decisions are made by administrators or department heads, they are unclear, not explained, and poorly communicated, with little room for teacher input and feedback. Teachers are not given the space to ask questions or communicate concerns, and when they do, they are seen as "complainers." At the school level, it feels like a teacher's professional judgement is not valued, and there is a "just deal with it" attitude if something is not working; there is no space for teachers to engage in professional and critical discourse with their administrators like we do all the time with our colleagues. This year especially, it felt like we had incredible and clear communication from Dr. Sawyer, but the communication from administrators below him was murky and decision-making was opaque. When Dr. Sawyer makes a decision, I trust that he has considered every aspect and is doing the right thing, and I know that he will explain that to us and respect the challenges each decision may create. I did not feel like these leadership qualities of Dr. Sawyer are trickling down to the people below him and I wish we had more of that at my school level.

75	Up until this year, I have truly seen you as a "would follow into battle"- type leader. I have respected your decisions, even the difficult ones and even the ones that I didn't agree with. This year I felt disappointed. I know that there was no easy answer to many (most?) of the choices, but I felt that teachers were consistently put last on the list. Our concerns for being overwhelmed, overworked, and burnt out were met with a periodic "you're doing a great job," "keep it up" email, when what we needed was something to go in our favor. I didn't feel like anyone had our back this year. This year is leaving a sour taste, not really because of the pandemic, but because of the lack of support and caring that I personally felt. It felt like all of our complaints and requests were seen as over-dramatic. I needed help and it felt like you didn't care.	6/17/2021 9:11 AM
76	Thank you so much for making this year happen!	6/17/2021 7:08 AM
77	I personally would commend Dr. Sawyer for his work throughout the school year unprecedented and ever-changing conditions. I did feel as though the approach to many of the challenges we faced was extremely top-down with only a select-few or tight inner-circle being trusted to give meaningful input to make important decisions. While this may not have been the intent, it had the effect of making people feel as though their experience, perspective, and expertise was insignificant and not trusted.	6/17/2021 7:06 AM
78	Thank you for all your hard work during this difficult year!	6/17/2021 6:03 AM
79	Outstanding job! You worked tirelessly for OVER a year to make it possible to provide models of learning that kept us safe. Thank you!	6/17/2021 5:38 AM
80	Thank you for all of your leadership during this challenging school year.	6/16/2021 10:02 PM
81	Definitely kept priorities in line this year.	6/16/2021 9:41 PM
82	I appreciate Joe's consistency in communicating with staff as well as his transparency with decisions being made or anticipated. Thank you so much!	6/16/2021 9:07 PM
83	I respect and admire Dr. Sawyer's outstanding leadership and communication of the school district during this school year. I am so grateful !	6/16/2021 8:32 PM
84	I don't know how you did it, Joe. Thanks for providing steady, transparent leadership throughout. I hope you get much needed R&R this summer.	6/16/2021 8:24 PM
85	I feel that Dr. Sawyer has been fantastic about keeping parents and SPS Staff well informed throughout this incredibly challenging year. He made great decisions to keep everyone safe. I appreciate that we were well tested. Staff and Families were informed of changes about COVID guidelines/protocol directly from Joe and instructed by our Principal's about what that would look at the school you work within. Feeling comfortable in a classroom of children during a pandemic speaks volumes to how well Dr. Sawyer led the SPS community.	6/16/2021 6:41 PM
86	This was a difficult year but having a leader like you made it a little easier. It's very reassuring to know you are so thoughtful in all of your decisions and have the students' best interests in mind in everything you do. Thank you!	6/16/2021 5:57 PM
87	Extraordinary job during this challenging year. Thank you, as always, for your leadership. I'm proud to be a member of the SPS staff!	6/16/2021 5:45 PM
88	Truly remarkable! I truly can't think of any other leader who would have been able to navigate	6/16/2021 3:50 PM

Staff Feedback for the Superintendent – June 2021

our district the way Joe has this past year. In spite of the pandemic, our district accomplished a great deal--and this is all because of Joe's leadership. THANK YOU!

89	Involvement with all schools	6/16/2021 3:45 PM
90	Thanks for leading us through this unprecedented year. Although some decisions along the way were not appreciated by all stakeholders, you consistently based decisions on the latest science-based public health recommendations and consultation with local experts. We should all be proud to have made it to this point!	6/16/2021 2:50 PM
91	We were incredibly fortunate to have Joe's experience, intelligence, and sense of humor and compassion during what truly was the worst year ever. I don't think we could have asked for a better leader.	6/16/2021 2:14 PM
92	I am so grateful to you in recognizing the need for kids to be in school (albeit hybrid for most of the year) during this unprecedented year. You are a blessing and a superstar!	6/16/2021 1:56 PM
93	Outstanding leadership in a most difficult year. Dr. Sawyer worked with care and credibility with all stakeholders to provide a safe learning environment for staff and students. He worked diligently to balance the needs of health, education, finances under trying circumstances. He worked patiently, persistently and with a great deal of common sense in an environment of rapidly changing and often conflicting information. Being a school superintendent is a difficult leadership position and being one during a pandemic is many times more complex. I commend him for his leadership, physical and mental endurance, intellect, and emotional intelligence.	6/16/2021 1:32 PM
94	Nice job keeping your head and keeping our district safe and productive. I believe that we had a very successful year given the situation.	6/16/2021 1:29 PM
95	Half days should be considered more often on hot days. If you are in the classroom after an hour it starts to feel like 100 and extremely difficult to breath in masks it's worse than you may think just by visiting for a few minutes	6/16/2021 12:52 PM
96	Overall and under this years circumstances, I think the leadership was handled well. I was disappointed around the decisions around the holidays not to be remote. I dont think you took into consideration the staffs stress and mental health regarding covid. It would have been nice to quarantine at home to keep our families safe and be able to visit them.	6/16/2021 12:21 PM
97	Job well done in a very challenging year. I was impressed with how you you handled every situation that came across our collective tables. I know it was hard work, I appreciated it.	6/16/2021 12:18 PM
98	Great job! Great district to work in!	6/16/2021 12:17 PM
99	During this difficult year - outstanding	6/16/2021 11:45 AM
100	I can't imagine working in another district, particularly without Dr. Sawyer. He is always very transparent in what is happening or what will happen. I always feel at ease knowing he is "taking care of business."	6/16/2021 11:39 AM
101	Thank you so much for your leadership during this challenging year. I heard a lot of stories from friends and family who work in other districts so I was very appreciative of your communication and support.	6/16/2021 11:32 AM
102	Thank you getting through this challenging year and providing great leadership. I did find at the start of the year it took a lot of time for our district to address/understand the reality of the challenges associated with developing/planning/building materials for the uniqueness of hybrid learning for teachers. Also I think often times communication for changes or other info (snow days, heat days, changes in learning model, etc.) throughout the pandemic has not been timely. I understand the need to gain more info/data to make decisions, but I think these delays caused an immense amount of stress for teachers.	6/16/2021 11:31 AM
103	It must have taken hours for you to plan and craft the hundreds of communications you wrote this year to keep all employees up to date with the many changes and last minute adjustments in educating students this year. Your communications are honest (even when you are delivering solemn news or news that may elevate stress) but always remind us of our focus (children) and always end with a sincere thank you. You had to make some difficult decisions this year and I admire how you always kept the best interest of children as the base for all decisions. Thank you for the endless hours you put in this year and I hope you enjoy some time this summer with your family and doing some of the things you love to do.	6/16/2021 11:28 AM

Staff Feedback for the Superintendent – June 2021

104	I am very grateful (especially having the comparison of seeing the leadership in my family's home school district) of how transparent, efficient, logical & data-driven, and also compassionate and sensitive the many complex and impossibly difficult decisions were handled this year. I am sure you faced innumerable agonizing hours facing "there's not good answer here" decisions, and you handled them with grace, strength, and level-headedness. It is in large part because of the excellent leadership in this district (from you on down) that we have weathered this crisis as well as we have and have avoided the higher levels of damage and burnout that I have seen happening elsewhere.	6/16/2021 11:24 AM
105	Provided outstanding communication and overall support to all staff and our concerns.	6/16/2021 11:09 AM
106	Thank you for all of your hard work this year. You provided strong leadership in very uncertain times, and I felt that I could trust every tough decision you had to make. You communicated clearly and consistently throughout the school year. Thank you!	6/16/2021 11:00 AM
107	I am grateful for your calm, skilled leadership, especially this year!	6/16/2021 10:59 AM
108	Thank you	6/16/2021 10:58 AM
109	In this unprecedented year, I really appreciated your support and communication. You faced challenges at every turn and you always communicated with us honestly and openly. Thank you for leading us through this incredible pandemic !!	6/16/2021 10:42 AM
110	Great decision making	6/16/2021 10:27 AM
111	Dr. Sawyer has done an unbelievable job of leading us through the pandemic. We were back in school with our students in September which many school districts across the state did not do. He has modeled the type of behaviors and leadership skills necessary to stabilize our district and schools during a historic global health crisis. He is clear and articulate in his communications and his reasoning for his decision making. Dr. Sawyer leaves nothing to chance and over communicates happenings with all constituents. He also has afforded the union to be a partner in the decision making process which is incredibly important in building trust. I could only wish the staff knew how fortunate they are to have someone who truly cares about their lives and families and he is someone who works non-stop to make their jobs easier. Dr. Sawyer has handled all of the changing guidance and regulations from the State in stride when he could have spent time and energy fighting them. He is about putting students first and working to prepare them to become better citizens and life long learners. Quite frankly, he is under appreciated by many and under compensated in comparison with similar school districts (who do less with more resources) when looking at the scope of his responsibilities.	6/16/2021 10:25 AM
112	Truly an outstanding job in the most challenging year. Leadership at the highest level and appreciate all the work done to get students back to school and everything that was done to keep students and faculty safe. Please rest up!	6/16/2021 10:16 AM
113	Thanks for your extraordinary service during a very challenging time.	6/16/2021 10:16 AM
114	I really appreciate your clear, concise communication. You are a strong and confident leader. I think you do your best to base decisions on all the information available to you in the moment. Hope you get to relax over the summer.	6/16/2021 10:12 AM
115	Thank you for your data-based decision making, transparency, and compassion. Shrewsbury PS are lucky to have such a level-headed and capable leader, especially during these challenging months!	6/16/2021 10:11 AM
116	You've had to make hard decisions all year and I do not envy that. I would appreciate decisions sooner when possible regarding heat/snow/remote days.	6/16/2021 10:06 AM
117	Thanks for your support over the last year and a half.	6/16/2021 9:44 AM
118	This has been a particularly tough year, and I haven't agreed with all of your choices, but I really appreciate the thought, effort, and care you have put into each decision you've made. I have a lot of confidence in your leadership, overall.	6/16/2021 9:39 AM
119	Mr. Sawyer, I highly appreciate your efforts during this unprecedented year and even before. You have always taken the best decisions, considered every requirement and given all possibilities for our children to grow and learn. You are always supportive to many families who needed any adjustments regarding various aspects through out this bitter year. we are very much fortunate enough to have such an energetic, responsive, and compassionate leader. we couldn't have had anyone nicer than you.	6/16/2021 9:33 AM

Staff Feedback for the Superintendent – June 2021

120	Leadership was very transparent in its decision making and even if I didn't agree with every decision, I did feel confident that the best interests of the SPS community were always the priority. As hard as this year was, it would have been infinitely more challenging if it were not for the good faith working relationship between leadership and staff.	6/16/2021 9:01 AM
121	The leadership at the beginning of the pandemic was excellent. I feel like you responded proactively and assuredly at a very unnerving time for students, faculty, and families. I feel like the summer was a bit of a mess from a teacher's point of view. There was very little transparency coming down at a time of great uncertainty and stress. Perhaps it was the length of time in between communications, but it was disappointing. This lack of transparency has filtered down through administration this year at times. It has become clear to me that professional educators are here to do the will of Central Office. Less and less do I feel like teachers are heard when we say what we need, and it feels incredibly top-down rather than collaborative. Less and less do I feel like a 'professional educator' rather than someone who carries out lesson plans (thankfully a strength is that I am able to create my own as I know that is not the case in every district). There is a definite culture of not being able to ask questions to administration because that's when we get on the wrong side of admin, that we're not toeing the line, but isn't this the complete opposite of our core values? Shouldn't public schools be a function of democracy, rather than autocracy? It is important to recognize that there is a wonderful culture within my school of collaboration, but that doesn't extend to administration, and I get the sense that that message comes from above. Communication is often thorough, although I am concerned that built-in translation isn't included every time - especially when many of your communications are so important and are given with an action item with a very short deadline (such as this survey!) I know that in other districts, everything is automatically sent home in the two majority languages outside of English. I would also like to provide feedback for the Assistant Superintendent for Curriculum and Instruction. Her position has just as much influence, if not more, as yours on our day-to-day roles. In closing, despite my above comments, I would like to express my gratitude for your overall performance. I feel fortunate to work in a district where I do feel valued at times for our work in the classroom. I believe the vast majority of your communications hit the right notes - especially in our move towards equity and how you have navigated hot-button issues over the past year or so. Nevertheless, the points above stand, and I believe they need to be addressed.	6/16/2021 8:57 AM
122	Crazy year, but good job keeping us going. With all the work we did this year to have at-home learning work and be effective, I hope that the traditional snow days that were not needed this year be removed from next year's plan. June is a reminder that we could get more learning done at home than at the end of the year. Too hot and students are already out of school in their heads.	6/16/2021 8:45 AM
123	In a tough year, the superintendent made calls that benefitted the students more than the teachers. I encourage the superintendent to consider the ways in which he can better support the faculty and staff to promote well being and happy employees.	6/16/2021 8:37 AM
124	This year was a challenging year for everyone. I felt communication this year was lacking and when it was present way too long. I would appreciate further notice about certain issues and a more summarized information.	6/16/2021 8:33 AM
125	I feel the hot days could have been handled better. It really felt unsafe (not to mention miserable for the teachers and kids.) Otherwise, I feel this year was such a challenge and was handled really well. I'm thankful to work in a district that collaborated as much as we did. Hoping this collaboration across schools continues!	6/16/2021 8:31 AM
126	I am in utter disbelief how you did not care about staff or students when making the decisions about the heat days. Some classrooms were over 90 degrees. Teaching is exhausting. Learning is exhausting. No amount of learning was getting done in that condition; it was a waste that we were there. The ones who have to sit in the heat are the teachers and students and staff, not the administration in our school or in the town hall. I feel that was a very unprofessional call and it was not fair to staff or students.	6/16/2021 8:30 AM
127	I do not feel like teachers opinions/suggestions were taken into consideration at all over the past year. The focus was on making parents happy, not the mental well being of our students and staff. I have never been treated like less of a professional than I have this year.	6/16/2021 8:30 AM
128	Thank you for everything!	6/16/2021 8:30 AM
129	Thank you for leading us through an incredible academic year. It was an incredibly tough one,	6/16/2021 8:28 AM

Staff Feedback for the Superintendent – June 2021

but you always have the best intentions and the interest of students and staff in mind.

130	Thank you for making sound decisions for the district and staff, and always communicating clearly. Not every town can say the same, and I'm thankful to work for Shrewsbury Public Schools! Thank you for taking staff and family input into consideration when presenting new ideas and voting on decisions (especially during this very challenging year!!)	6/16/2021 8:25 AM
131	Thank you for helping us navigate this difficult year!	6/16/2021 8:17 AM
132	Thanks for your leadership during this school year. I hope you get a chance to unwind and take a break this summer. You deserve it!	6/16/2021 8:16 AM
133	Amazing leadership during an amazing year, thank you.	6/16/2021 8:14 AM
134	I think Dr. Sawyer is wonderful! He is a great leader. He has amazing communication skills, truly cares about the staff and students/families, and is funny! I am so thankful to work under such a great Superintendent!	6/16/2021 8:10 AM
135	In this extraordinary year, Joe has made extraordinary efforts to keep the district up to date on both budget and covid information, with weekly updates, emails, visits to schools, and school committee info. I am grateful for his leadership, commitment and care that he demonstrates towards our schools every day.	6/16/2021 8:09 AM
136	I am proud to have you as my superintendent! You are a natural leader who made the best decisions during this very difficult school year. I am grateful for having the in person hybrid schedule and can't imagine the year without it. Thank for for getting us through this crazy year!	6/16/2021 8:04 AM
137	The communication especially at the beginning of the year was extremely lacking. We were only given important information very last minute which led to a lot of extra stress for both students and staff. I know that some things needed to change last minute because of changes the state was making but it would have eliminated a lot of stress to have some communication of what possible plans were or what ideas were being considered pending the state's final decisions.	6/16/2021 7:58 AM
138	Amazing leadership, Joe. We are so lucky to have you as our SUPERintendent! Your leadership was phenomenal throughout one of the most challenging years ever.	6/16/2021 7:51 AM
139	Outstanding navigation through a very tough year.	6/16/2021 7:45 AM
140	Thank you for the thoughtful and informed decision-making that went into making this year a success!	6/16/2021 7:41 AM
141	Dr. Sawyer's leadership and communication skills are top-notch.	6/16/2021 7:41 AM
142	Tough decisions had to be made this year. While I don't necessarily fault Dr. Sawyer for making the specific decisions he did, I do feel as those in many cases we were sold an idea that there was a robust collaborative process that actually factored into the decision-making. In reality, in most cases this process appeared to be for show only, and the ultimate decisions that were made almost always seemed to align with a previously decided agenda. Exhibit A: The decision to start school with the type of hybrid model we did came about because that decision was essentially already made in the summer. No amount of stakeholder survey data, committee work, or public comment was ever going to change that, yet people were given the false idea that their thoughts and experience would actually be considered. Please stop asking us to take surveys and serve on committees if our ideas are only used to say "look we took input from all of these people!" instead of actually factoring into the decisions that are made. It is insulting and causes people to become disillusioned with the process. Finally, while I understand that a big part of a superintendent's job is spin control and crafting a desirable image for a school district, it would be refreshing if "optics" were not the primary motivator behind some of our district's decisions, and we did right by our all of our students, staff, and community, instead of catering to the perceived views of the "mob". A few years ago Dr. Sawyer structured the school year around the idea of "playing to win" and not "playing not to lose". Sometimes "playing to win" means making courageous and unpopular decisions that flout what public opinion wants. Please consider this in the future with all of the political capital generated by forcing our schools to remain open throughout the worst stages of the worst pandemic this country has seen in over 100 years.	6/16/2021 7:34 AM
143	Outstanding work! I truly felt supported throughout the school year by you.	6/16/2021 7:31 AM
144	SPS is very lucky to have you at our helm! You stepped up to the challenge of the past 15	6/16/2021 7:28 AM

Staff Feedback for the Superintendent – June 2021

months, sacrificed much of your personal time to make sure that your staff, parents and students were kept well informed on state updates, health procedures and the many changes we had to make along the way. Thank you, Joe!

145	This was a year like no other. I always felt you had our best interests at heart. More importantly, you worked hard to make things better for the students. Thank you!	6/16/2021 7:28 AM
146	For most of the year, I feel as though your leadership was effective. However, there were points in the year where I feel you could have been more effective. For example, in December before the break when the town was red, we should have gone to remote and then stayed in remote for two weeks following the December break in order to mitigate disease. In this way, families could wholly enjoy their time together without worrying about illness and teachers could teach throughout this time period without being put in danger of illness. Another example was the recent heat day. On the first day, every single news station declared a heat emergency. We have no air conditioning in most of the buildings. I am not sure how you believe that you would be a better forecaster than the trained meteorologists. You put teachers and students in a dangerous situation that day. I felt like we were sweatshop workers. I should be treated with respect. That was not how I felt like that day. I left the building feeling sick that day. No one should leave school on a day like that feeling that way. I felt disrespected by my employer.	6/16/2021 7:23 AM
147	I thought the video updates that you did at the beginning of the year were very good. I appreciated your calm reassurance and yet serious tone. Not an easy thing to accomplish so, well done!	6/16/2021 7:15 AM
148	Demonstrated a commitment to the students, families and staff of this district above and beyond expectations, while doing so with humility and responsibility. Job extremely well done in unprecedented times. Thank you	6/16/2021 7:13 AM
149	The superintendent has been very forthcoming with information throughout this year (as he always has been), but it was even more appreciated this year as there was MUCH more information to sift through. I always find Dr. Sawyer to be very open and honest in his communication, which I am thankful for.	6/16/2021 7:11 AM
150	I think Dr. Sawyer did a fantastic job overall guiding us through the pandemic and balancing health and safety with academics. In regards to communication, I often felt this year as if decisions were not communicated as early as they could have been, which makes planning difficult. I hope we continue to have a couple of snow days and a couple of remote snow days in the future.	6/16/2021 7:00 AM
151	His willingness to keep everyone as informed as possible I feel led to less anxious staff. Whether we agreed or not, he was upfront and we knew what we were dealing with. Thank you	6/16/2021 6:52 AM
152	Thank you for your dedication!	6/16/2021 6:45 AM
153	N/A	6/16/2021 6:42 AM
154	During the past year, the administration used the pandemic to solidify its power base. They were not always concerned about their employees, but about their ability to garner more power under the curtain of Covid. The union was culpable due to the fear of the situation. As we know once power, and money is taken away it is never given back.	6/16/2021 6:21 AM
155	Thank you for your grace and compassion through this crazy year. I wouldn't have wanted to be under any other leadership!	6/16/2021 6:20 AM
156	Caring, sympathetic and educated consideration on all decisions and communications. Shrewsbury is lucky to have you.	6/16/2021 5:28 AM
157	Dr Sawyer provided excellent communication and support during a very difficult year.	6/16/2021 5:22 AM
158	This challenging year required a lot of communication and coordination between the superintendent and staff, and union reps. I felt supported and heard, even when I didn't agree with every decision.	6/16/2021 4:31 AM
159	I truly appreciate your leadership during this challenging times. I did feel that there were times that your communication raised the temperature in the district. For example... you had an MOA with the SEA that shared that if we went in the red , we would go remote. Just a few minutes before the state shared we were going into the red, you sent an email to all staff sharing that the district had changed the metrics it used and this would not be the case. This created a	6/15/2021 10:50 PM

Staff Feedback for the Superintendent – June 2021

lack of trust and a loss of faith. Also, during the recent heat wave we had, many staff were in school full days in an environment with students that were not productive. Other districts canceled afternoons on Monday, I'm not sure why we did not. Many staff and students were in very uncomfortable environments while others - principals and those in AC were not. The health and well being of all were not taken into consideration being in school those days.

160	Open and honest communication to staff and families.	6/15/2021 10:24 PM
161	Joe, this was a year unlike anything preceding or (hopefully) to come. You handled every decision with professionalism, trust in your staff, clear communication and transparency. You had to make difficult decisions and on top of the pandemic we had a budget crisis and are opening a new school. Thank you for your leadership. I don't know how you did it, but we made it!	6/15/2021 10:23 PM
162	Joe - Thank you for your leadership through one of the most difficult years we have ever faced.	6/15/2021 10:08 PM
163	Thank you for all that you did to make thoughtful decisions. We were very fortunate to have you steering the ship.	6/15/2021 9:58 PM
164	Thank you for all you did for the district during these extremely trying times. I can't imagine how difficult and relentless it must have been. I do have to say that they were times I believed decisions were made that appeared to value students over teachers. I know just about every person in my department broke down crying at one point or another during the year and there were things that could have eased their burdens or made them feel more safe that were not addressed. I know there was a lot that couldn't be done given the constraints we had, but there were times when some small concessions would have meant a great deal.	6/15/2021 9:54 PM
165	Over the past 15 months I have been in awe of the way Dr. Sawyer thoughtfully navigated SPS through the pandemic. Never quick to decide but thoughtful and always seeking feedback and collaboration from teachers and staff. As challenging as this year has been, I will forever be grateful that I was able to do it under the direction of the best administration in the state!	6/15/2021 9:42 PM
166	I think that Dr. Sawyer has done an excellent job in this very difficult school year.	6/15/2021 9:34 PM
167	When he allows the schools to operate on 90 degree days, he should come and work in one of the rooms on an upper floor.	6/15/2021 9:26 PM
168	In the face of unimaginable circumstances, you have led with empathy, transparency, and integrity. You always kept the best interest of the students and staff in mind while trying to juggle the expectations of DESE. Apart from the pandemic, I also respect your commitment to racial justice. I feel proud to work in a district that is committed to equity. And let's not forget the budget crisis that you have also handled very well! You once again put our students first and lead this community to a decision that will benefit our kids for years to come. I truly thank you for your leadership this year. No matter how difficult things got, I was always confident that you and the rest of our leadership team would make the right decisions for us and our students. I also looked forward to your weekly jokes at the bottom of your emails. I hope you have a very well deserved break with your family!	6/15/2021 9:15 PM
169	Thank you for helping us through this year. I feel very fortunate to be working in Shrewsbury and had great leadership through this difficult year.	6/15/2021 9:14 PM
170	It was especially nice to see the superintendent visiting at Sherwood during the school year. His communication with students was truly meaningful.	6/15/2021 9:12 PM
171	During this difficult year your communication was a huge strength. You communicated updates and mandates clearly and timely.	6/15/2021 9:12 PM
172	Thank you for all that you did this year.	6/15/2021 9:06 PM
173	Great job during a crazy year. Please remember teachers' sacrifices, contributions and resilience when we negotiate our contract.	6/15/2021 9:03 PM
174	Your talent, extreme hard work, and humility thoughtfully lead us through a difficult time.	6/15/2021 9:03 PM
175	Great job!	6/15/2021 8:59 PM
176	Dr. Sawyer's outstanding leadership was essential in steering the school through a year like no other! There aren't enough thank yous to show how grateful I am to have him as our superintendent!	6/15/2021 8:59 PM

Staff Feedback for the Superintendent – June 2021

177	While this was a very difficult year for all, I always feel as though the leadership takes suggestions from parents and students more to heart than from teachers. Understandably, we are here to educate the students and they are the "consumer". However, it would be wonderful if more than lip service was giving to staff and faculty. The morale in this district is sliding down a slippery slope and it all comes from the top. Please think about how you can get the morale up for your teachers and paras for the 2021-2022 school year. We are the ones on the front lines dealing with both students and parents. Emails telling us how wonderful you feel about working with such hard workers doesn't cut it any longer with the huge drop in morale. Please think about how you can get that morale up that doesn't cost much. Without happy teachers there won't be happy students or parents.....the leadership makes the morale!	6/15/2021 8:58 PM
178	I feel incredibly lucky to work under your leadership. Every decision this year was clearly very well thought out and took into account the health and well-being of students and staff. Thank you for all you do for our schools!	6/15/2021 8:55 PM
179	Dr. Sawyer made the most of a historically bad situation, between the budget situation and the pandemic. I'm not sure if there is much more that anybody could have done in the circumstances. However, I would very much like to see more transparency before the fact, not after it. While it's good to share finalized plans and survey feedback, I am somebody who would much prefer to receive that information earlier rather than later. What are the options being considered? What is the most likely outcome? Who is most likely to be effected? Even if things are not polished and set in stone, I would EASILY take that bit of uncertainty over sitting idly with no information at all for weeks or months. In an ideal world, I would actually vote for full and complete transparency on anything and everything within SPS (excluding any legal, personal, or confidential information). For example, what specifically are the district's next steps with equity and diversity? I don't want to hear about what may or may not have been done. Where are we going next? That leads to the other major piece of feedback I hope to see addressed. There should be an exponentially larger focus on equity and diversity than we currently have. A couple of whole district PD's, a handful of small group diversity meetings, and a district-leader only training is not good enough. Our BIPOC students are experiencing microaggressions and hurtful interactions on a daily basis. They just don't tell anybody because we don't have the systems for them to report it and they don't have the language or knowledge of how to do so, even if we did have the systems. We have a staff that is nearly all white, with next to no background in equity or anti-racism, and we have no curriculum or classes that specifically teach students about language and things related to stereotypes, microaggressions, upstanders, and anti-racism. Are we truly supporting and caring for ALL students right now, or is that just something on our website and we'll worry about accomplishing that in a few years when it's time to evaluate our 5 year district priorities? Because state standards and test scores don't mean a whole lot if you're a kid who is worried about getting teased with racial stereotypes and can't even bring in food from home since it looks/smells different. Point blank, we need to do WAY better for these kids and all kids.	6/15/2021 8:54 PM
180	The budget should have been on every weekly update. Redistricting mid covid does not appear to support the social-emotional needs of students but rather numbers.	6/15/2021 8:51 PM
181	You have been incredible in every way this year! I am so thankful for your leadership and would not want to be anyplace else!	6/15/2021 8:51 PM
182	Your leadership was truly spectacular this year. The decisions you made to ensure quality access to education for all students were greatly appreciated. I wish you a quiet summer ahead!	6/15/2021 8:47 PM
183	Thank you for your leadership during this very difficult year for both teachers and students. I'm very fortunate to work under your leadership.	6/15/2021 8:44 PM
184	Outstanding as always!	6/15/2021 8:44 PM
185	Thank you for the open communication! I think it was very helpful in getting us through this unique year.	6/15/2021 8:44 PM
186	BRAVO!!! JOB SO WELL DONE! THANK YOU FOR YOUR TIME, TALEND & LEADERSHIP THROUGH SUCH AN EXTRAORDINARY TIME!!	6/15/2021 8:39 PM
187	You have been completely calm, confident and thoughtful this year in a completely unprecedented time. I am grateful for your excellent leadership!	6/15/2021 8:39 PM
188	I think you have done a fantastic job in a very difficult situation.	6/15/2021 8:38 PM

Staff Feedback for the Superintendent – June 2021

189	It has been a tough year and I think you've done the best you can.	6/15/2021 8:36 PM
190	awesome, frequent, thoughtful, thorough	6/15/2021 8:36 PM
191	Joe, you led us through a pandemic with grace. I appreciate everything you did to keep us safe and healthy.	6/15/2021 8:35 PM
192	Thanks for all you do. It can't be easy hearing it all from faculty, staff, parents...and you continue to do so graciously. I hope you make some time for you this summer! Thank you!	6/15/2021 8:31 PM
193	Excellent leadership	6/15/2021 8:28 PM
194	Thank you for always thinking of us.	6/15/2021 8:25 PM
195	Excellent communication	6/15/2021 8:24 PM
196	This year has been the best we could have ever asked for, we appreciate all of the time, efforts and decision making that went into making this a safe, successful year. ENJOY SUMMER :)	6/15/2021 8:24 PM
197	Dr. Sawyer's clear, transparent and frequent communication during this most tumultuous year made all the difference to my mental well-being. Thank you so very much, Dr. Sawyer!	6/15/2021 8:24 PM
198	It helps that you always clearly explain why you take the actions that you do. Even when others don't agree with your actions, they at least understand your reasoning.	6/15/2021 8:19 PM
199	Excellent job in a challenging year! Thank you for all that you do!	6/15/2021 8:19 PM
200	communication is excellent but extremely long correspondence	6/15/2021 8:18 PM
201	Great job ! Charting in the unknown as graciously as you did with ease and compassion. The challenge you faced was hard and you did it with style and grace . Thank you!	6/15/2021 8:17 PM
202	I commend you on your communication and leadership through this pandemic. I am proud of the reopening plan and how our district adapted to support students during this difficult year. Thank you for leading the charge.	6/15/2021 8:17 PM
203	Super transparent. Clear in all communications and the reasons to support his decision. Couldn't be happier! Excellent job!	6/15/2021 8:17 PM
204	Very appreciative of Dr. Sawyer's leadership these past 15 months.	6/15/2021 8:15 PM
205	I couldn't imagine anyone better leading us through the most challenging school year of all of our collective careers.	6/15/2021 8:15 PM
206	The only suggestion I would make would be for snow days should all be remote. I think teachers have proven we can be effective. The last few days of school the kids are done! The winter they are into the groove.	6/15/2021 8:12 PM
207	Thank you for being very transparent. I feel you kept us well informed throughout this year.	6/15/2021 8:11 PM
208	Great leadership during the pandemic Positive communication	6/15/2021 8:11 PM
209	Toughest year of our life, your leadership was a guiding light. You did a great job balancing so many competing priorities and mandates, all the while getting an override passed.	6/15/2021 8:10 PM
210	Outstanding leadership!	6/15/2021 8:10 PM
211	Thank you for all of your hard work this year. It has not been easy for anyone but I appreciate all of your support through all of the ups and downs of this year.	6/15/2021 8:09 PM
212	Many of the decisions made this year were not in the best interest of students and staff.	6/15/2021 8:09 PM
213	I appreciate the clear and well thought out emails. Thank you.	6/15/2021 8:08 PM



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: **IX. New Business**

MEETING DATE: **06/23/21**

B. Updates to Superintendent's Contract: Vote

BACKGROUND INFORMATION:

A vote of the School Committee is required to authorize the Chair to approve an updated employment agreement with the Superintendent of Schools.

Last year, prior to any knowledge of the pandemic, the Superintendent of Schools recommended that his compensation be frozen for the current fiscal year due to the budget crisis that was anticipated. The Superintendent has requested that a compensation adjustment for the next fiscal year be made in a manner consistent with the approach that the School Committee recently took for non-represented employees who also had a compensation freeze this year, which was to adjust compensation rates to the level that they would have been *next* year if a typical cost-of-living increase had been provided both this past year and for next year (for a total of 4.0%). The Superintendent has also requested to have the term of his contract extended by one year (through June of 2026) and the addition of the new state and federal holiday of Juneteenth be added as a paid holiday. Finally, the Superintendent has also requested that the parties undertake a market study of compensation for the role of superintendent during the coming fiscal year in order to determine if any further compensation adjustments may be in order. All other contract terms would remain unchanged.

ACTION RECOMMENDED:

That the Committee vote to authorize the Chair to execute an updated employment agreement between the School Committee and Dr. Joseph M. Sawyer as Superintendent of Schools for the period of July 1, 2021 through June 30, 2026, and to include a 4.0% salary increase to \$206,176, the addition of Juneteenth Independence Day as a paid holiday, and an agreement to conduct a market study of the superintendent's compensation during Fiscal Year 2022 in order to determine if any further compensation adjustments may be in order, with all other contract terms remaining unchanged.

STAFF AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

ITEM NO: **X. Approval of Minutes**

MEETING DATE: **06/23/21**

BACKGROUND INFORMATION:

The minutes from the School Committee Meeting held on June 16, 2021 will be provided under separate cover.

ACTION RECOMMENDED:

That the Committee accept the minutes from the School Committee Meeting held on June 16, 2021.

STAFF AVAILABLE FOR PRESENTATION:

Mr. Jon Wensky, Chairperson

Ms. Lynsey Heffernan, Secretary



SHREWSBURY PUBLIC SCHOOLS SCHOOL COMMITTEE MEETING

ITEM NO: **XI. Executive Session**

MEETING DATE: **06/23/21**

A. For the purpose of addressing G.L. c. 30A, § 21(a)(7) “[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements” (“Purpose 7”), Open Meeting Law, G.L. c. 30A, §§ 22(f), (g) – for the purpose of reviewing, approving, and/or releasing executive session minutes.

B. For the purpose of addressing G.L. c. 30A, § 21(a)(3) “to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect of the bargaining or litigating position of the public body and the chair so declares” (“Purpose 3”) - the Shrewsbury Education Association Units A and/or B, the Shrewsbury Paraprofessional Association, and/or the Cafeteria Workers Association.

C. For the purpose of addressing G.L. c. 30A, § 21(a)(2) “to conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel” (“Purpose 2”) - non-represented secretaries/clerical/IT staff and/or administrators, including the Superintendent of Schools.

BACKGROUND INFORMATION:

Executive Session is warranted for these purposes.

ACTION RECOMMENDED:

That the School Committee enter into Executive Session:

A. For the purpose of addressing G.L. c. 30A, § 21(a)(7) “[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements” (“Purpose 7”), Open Meeting Law, G.L. c. 30A, §§ 22(f), (g) – for the purpose of reviewing, approving, and/or releasing executive session minutes;

B. For the purpose of addressing G.L. c. 30A, § 21(a)(3) “to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect of the bargaining or litigating position of the public body and the chair so declares” (“Purpose 3”) - the Shrewsbury Education Association Units A and/or B, the Shrewsbury Paraprofessional Association, and/or the Cafeteria Workers Association; and

C. For the purpose of addressing G.L. c. 30A, § 21(a)(2) “to conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel” (“Purpose 2”) - non-represented secretaries/clerical/IT staff and/or administrators, including the Superintendent of Schools, where deliberation in an open meeting may have a detrimental effect on the bargaining position of the public body; and return to Open Session only for the purpose of adjourning for the evening.

STAFF AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools

Ms. Barbara A. Malone, Executive Director of Human Resources



**SHREWSBURY PUBLIC SCHOOLS
SCHOOL COMMITTEE MEETING**

ITEM NO: **XII. Adjournment**