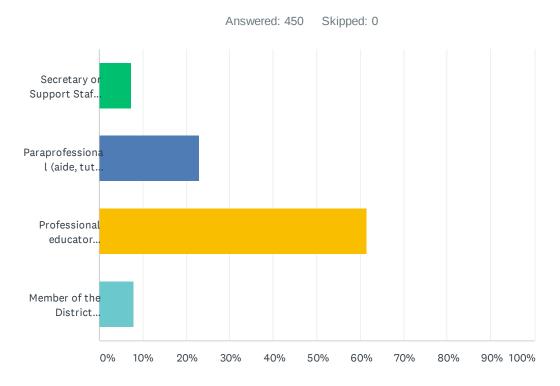
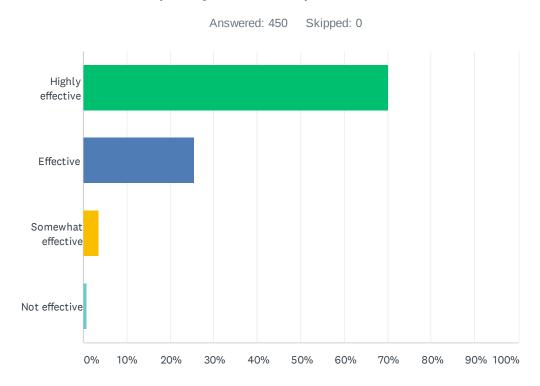
## Q1 I am a:



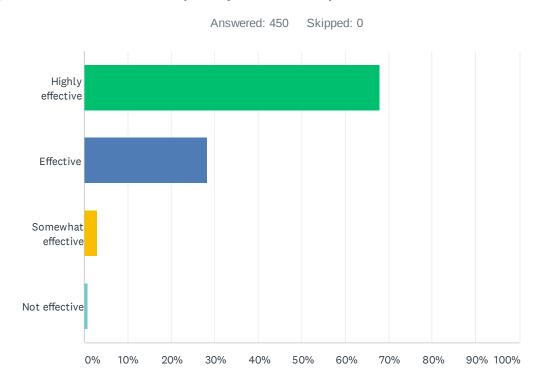
| ANSWER CHOICES   | RESPONSES |     |
|--|-----------|-----|
| Secretary or Support Staff Member (Office Support, IT, etc.) | 7.33%     | 33  |
| Paraprofessional (aide, tutor, ABA tech, etc. in SPA)        | 23.11%    | 104 |
| Professional educator (teacher or specialist in SEA Unit A)  | 61.56% 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

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



| 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.



| 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  |
|   | As an experienced educator, I don't think we could have had better central admin and building   | 6/18/2021 2:45 PM  |
| 7 | 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!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!  | 0/16/2021 2.45 PW  |
| 8 | 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   | 6/18/2021 2:03 PM  |
|   | 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!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!  |                    |
| 8 | 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 2:03 PM  |

| Libest a lot of thost in this district between the district response to teacher concerns regarding control and the response to teachers who fought for radioal capital and inclusion. The district response to many of concerns was often filled with toxic positivity, which was degrading and unhelpful.  3 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, endorolally, mentally, morably and physically. He and his decleated team have given us all the strength and motivation to carry na sets we can this year and to continue to have hope and fath in our missions, goals and values with empaty and kindness. He leads by example.  4 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 laways sensed a true level of transparency with the direction of district leadership. Thank you!  5 I all pally appreciate your guidance, leadership, compacsion 8 support this year. You had to make many difficult decisions in spite of the potential for regative reactions from different members of the school community/loving as we were all feath under unleave of what the best ourse of action should be. However, you held firm to your principles and reassured us along the way, supporting as 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 were truly in the best interest of the students and I feel very good and proud about that was truly in the best places to work.  5 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 July and the place is a guiding force! His leadership and the continued of the place is a guiding force! His leadership and the continued of   |    |   |                    |
|---|----|---|--------------------|
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| 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 youl and always sensed a true level of transparency with the direction of district leadership. Thank your and always sensed a true level of transparency with the direction of district leadership. Thank you for call 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.  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.  17 I think Dr Sawyer did a great job communicating important information as well as changes made during this unusual school year  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.  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.  20 Thank you for your hard work! It's been an eventful year and you have done a wonderful job (Al8/2021 8:56 AM keeping us all informed and motivated!  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 appreciate that your year was even more insane than ours i  | 13 | 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.  | 6/18/2021 10:27 AM |
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| 27 Highly Appreciated 6/18/2021 8:08 AM   | 26 | 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.  | 6/18/2021 8:14 AM  |
|   | 27 | Highly Appreciated  | 6/18/2021 8:08 AM  |

| 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  | 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 begining 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 |

|    | 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 |

|    | 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  |

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. Sawver, 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 6/17/2021 9:11 AM 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. 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 6/17/2021 7:06 AM 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. 78 Thank you for all your hard work during this difficult year! 6/17/2021 6:03 AM Outstanding job! You worked tirelessly for OVER a year to make it possible to provide models 79 6/17/2021 5:38 AM of learning that kept us safe. Thank you! 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 I appreciate Joe's consistency in communicating with staff as well as his transparency with 82 6/16/2021 9:07 PM decisions being made or anticipated. Thank you so much! I respect and admire Dr. Sawyer's outstanding leadership and communication of the school 83 6/16/2021 8:32 PM district during this school year. I am so grateful! I don't know how you did it, Joe. Thanks for providing steady, transparent leadership 84 6/16/2021 8:24 PM throughout. I hope you get much needed R&R this summer. 85 I feel that Dr. Sawyer has been fantastic about keeping parents and SPS Staff well informed 6/16/2021 6:41 PM throughout this incredibly challenging year. He made great decisions to keep everyone safe. I appreciate that we were pool tested. Staff and Families were informed of changes about COVD 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. This was a difficult year but having a leader like you made it a little easier. It's very reassuring 6/16/2021 5:57 PM 86 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! 87 Extraordinary job during this challenging year. Thank you, as always, for your leadership. I'm 6/16/2021 5:45 PM proud to be a member of the SPS staff! 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

|     | our district the way Joe has this past year. In spite of the pandemic, our district accomplished a great dealand 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 haven 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 |

| 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 and 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 stability 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 fortune 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  |
|     |  |                    |

| 120 | Leadership was very transparent in its decision making and even if I didn't agree with every decision, I did feel confidant that the best interested 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 m | 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 overt 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 |

|     | 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 |

|     | 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 and 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 |

|     | 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 bring 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  |

| While this was a very difficult year for all. I always feet as though the leadership takes if more than the secrets and students more to hear that from teaches. Understandably, we are here to enfacate the students and they are the "consumer", however, it would be wonderful more than lip a service was giving to staff and faculty. The mortien in this delicit is sliding down a slippery slope and it all comes from the top. Please think about how you can get the more than lip a service was giving to staff and faculty. The mortien in this delicit is sliding down a slippery slope and it all comes from the top. Please think about how you can get the more than the service was giving to staff and faculty. The mortien in this delicit is sliding down a slippery slope and it all comes from the top. Please think about how you can get the more than the service of  |     |  |                   |
|--|-----|--|-------------------|
| 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!  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 latter. 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 feetback 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. In the world to strength on the world to strength in the properties of the have no curriculum or classes that specifically teach students about language and things related to stereotypes.  In the world of the properties of the properties and they have no curriculum or classes that specifically teach students about language and things related to stereotypes.  It is not the properties of the properties of the properties and the properties of the properties of the properties of the properties of the pr | 177 | 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   | 6/15/2021 8:58 PM |
| 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 enderic 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 stituting idly with no information at all for weeks or morths. 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 distinct'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 price of feetback 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 PDS, a handful of small group diversity mentings, 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 well worry about a caring to ALL students were in the support of the social-emotional needs of students but rather numbers.  180 The budget sh | 178 | well thought out and took into account the health and well-being of students and staff. Thank  | 6/15/2021 8:55 PM |
| to support the social-emotional needs of students but rather numbers.  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!  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!  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.  184 Outstanding as always!  185 Thank you for the open communication! I think it was very helpful in getting us through this unique year.  186 BRAVO!!! JOB SO WELL DONE! THANK YOU FOR YOUR TIME, TALEND & LEADERSHIP THROUGH SUCH AN EXTRAORDINARY TIME!!  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   | 179 | 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 tes | 6/15/2021 8:54 PM |
| would not want to be anyplace else!  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!  Thank you for your leadership during this very difficult year for both teachers and students. I'm very fortunate to work under your leadership.  Outstanding as always!  Chank you for the open communication! I think it was very helpful in getting us through this unique year.  BRAVO!!! JOB SO WELL DONE! THANK YOU FOR YOUR TIME, TALEND & LEADERSHIP THROUGH SUCH AN EXTRAORDINARY TIME!!  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 8:49 PM  | 180 |  | 6/15/2021 8:51 PM |
| access to education for all students were greatly appreciated. I wish you a quiet summer ahead!  Thank you for your leadership during this very difficult year for both teachers and students. I'm very fortunate to work under your leadership.  Outstanding as always!  Thank you for the open communication! I think it was very helpful in getting us through this unique year.  BRAVO!!! JOB SO WELL DONE! THANK YOU FOR YOUR TIME, TALEND & LEADERSHIP 6/15/2021 8:39 PM THROUGH SUCH AN EXTRAORDINARY TIME!!  You have been completely calm, confident and thoughtful this year in a completely unprecedented time. I am grateful for your excellent leadership!  | 181 |  | 6/15/2021 8:51 PM |
| very fortunate to work under your leadership.  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.  186 BRAVO!!! JOB SO WELL DONE! THANK YOU FOR YOUR TIME, TALEND & LEADERSHIP 6/15/2021 8:39 PM THROUGH SUCH AN EXTRAORDINARY TIME!!  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  | 182 | access to education for all students were greatly appreciated. I wish you a quiet summer   | 6/15/2021 8:47 PM |
| Thank you for the open communication! I think it was very helpful in getting us through this unique year.  BRAVO!!! JOB SO WELL DONE! THANK YOU FOR YOUR TIME, TALEND & LEADERSHIP 6/15/2021 8:39 PM THROUGH SUCH AN EXTRAORDINARY TIME!!  You have been completely calm, confident and thoughtful this year in a completely unprecedented time. I am grateful for your excellent leadership!  | 183 |  | 6/15/2021 8:44 PM |
| unique year.  BRAVO!!! JOB SO WELL DONE! THANK YOU FOR YOUR TIME, TALEND & LEADERSHIP THROUGH SUCH AN EXTRAORDINARY TIME!!  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  | 184 | Outstanding as always!   | 6/15/2021 8:44 PM |
| THROUGH SUCH AN EXTRAORDINARY TIME!!  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  | 185 |  | 6/15/2021 8:44 PM |
| unprecedented time. I am grateful for your excellent leadership!   | 186 |  | 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   | 187 |  | 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 |

| 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, parentsand 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 |
|     |   |                   |