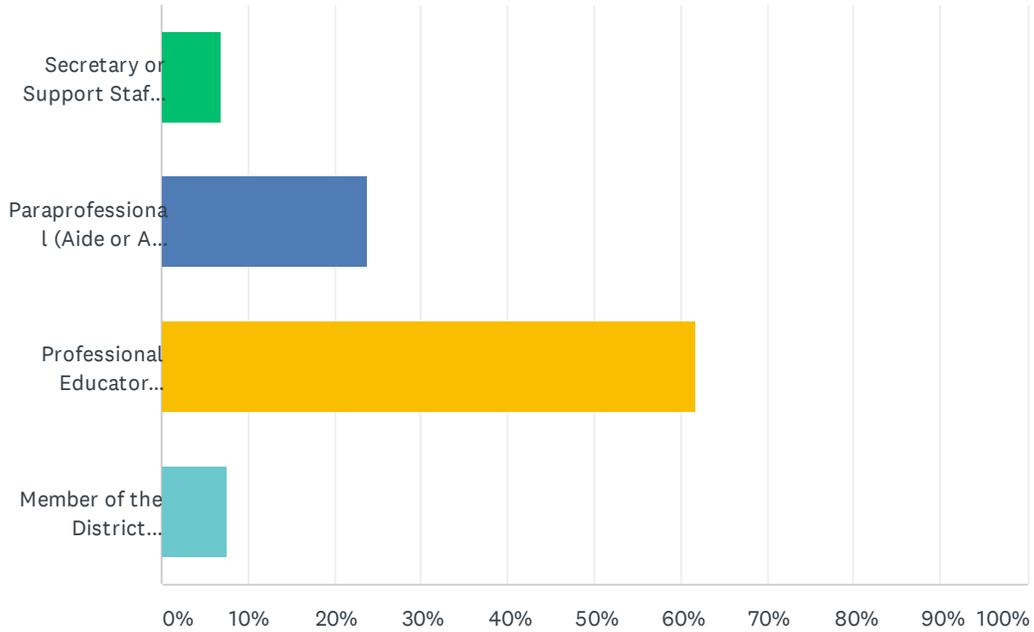


Q1 I am a:

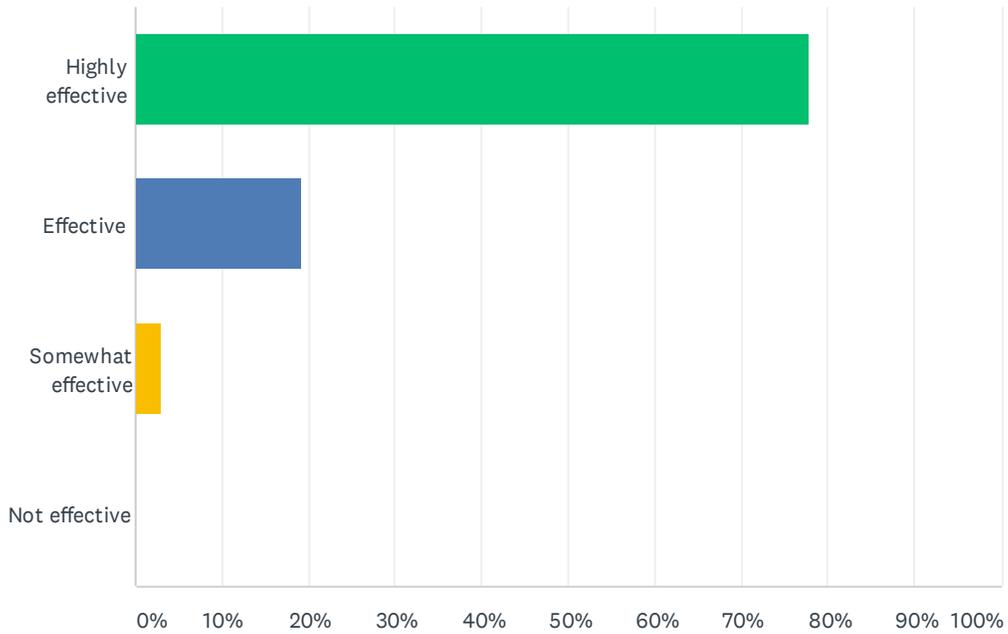
Answered: 348 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|--|-----------|------------|
| Secretary or Support Staff Member (IT, Extended School Care, etc.) | 6.90% | 24 |
| Paraprofessional (Aide or ABA Tech in SPA) | 23.85% | 83 |
| Professional Educator (Teacher or Specialist in SEA Unit A) | 61.78% | 215 |
| Member of the District Leadership Team | 7.47% | 26 |
| TOTAL | | 348 |

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

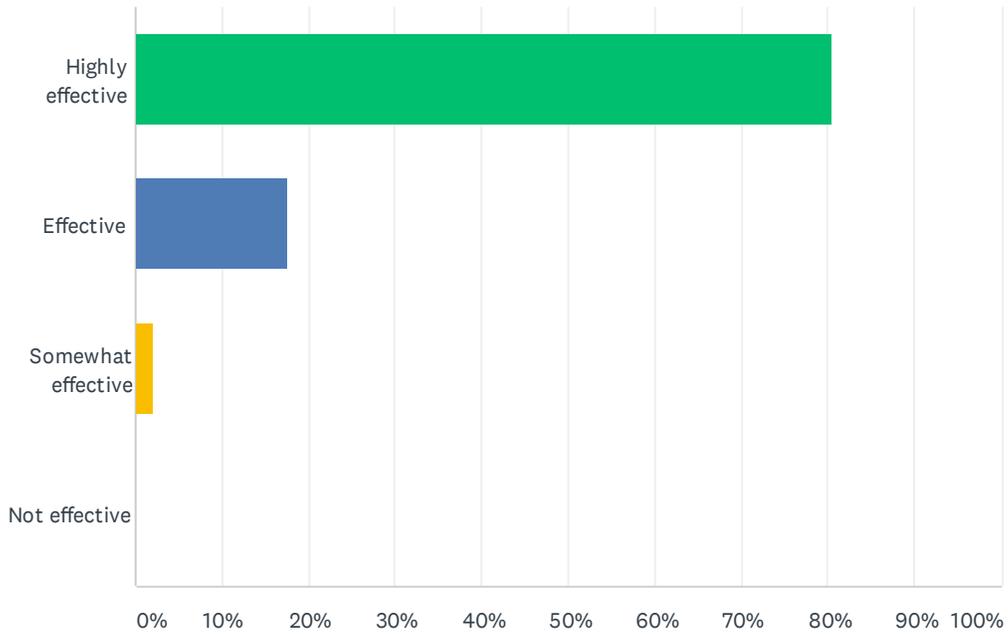
Answered: 348 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|--------------------|-----------|------------|
| Highly effective | 77.87% | 271 |
| Effective | 19.25% | 67 |
| Somewhat effective | 2.87% | 10 |
| Not effective | 0.00% | 0 |
| TOTAL | | 348 |

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

Answered: 348 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|--------------------|-----------|------------|
| Highly effective | 80.46% | 280 |
| Effective | 17.53% | 61 |
| Somewhat effective | 2.01% | 7 |
| Not effective | 0.00% | 0 |
| TOTAL | | 348 |

Q4 What do you see as the superintendent's strengths?

Answered: 301 Skipped: 47

Staff Feedback for the Superintendent - June 2020

| # | RESPONSES | DATE |
|----|---|-------------------|
| 1 | Communication and accessibility | 6/5/2020 2:15 PM |
| 2 | Joe is a global thinker who is able to multitask and look at situations from different angles, anticipating the effects of decisions and communications. He is thoughtful in his approach and is open to feedback. His management of the current unprecedented pandemic situation and its far reaching impacts on our community and the education of our students has been impressive to witness. | 6/5/2020 1:24 PM |
| 3 | Strong communication skills | 6/5/2020 12:01 PM |
| 4 | Informative, well spoken and effective communicator. Very encouraging and supportive despite our current situation | 6/5/2020 10:52 AM |
| 5 | Especially at the start when we were all anxious about what our next steps were, communications reflected an attitude of "we've got this" and left many of us feeling like there was a captain at the helm steering us in the best direction for families and for teachers. | 6/5/2020 10:47 AM |
| 6 | Joe you always have the best interest of our students and our community at the forefront of every decision. You do not take serious decisions lightly and we know that you always "have our backs." Especially in times of crisis, we are proud to have you as our leader and the face that represents our school district. | 6/5/2020 10:21 AM |
| 7 | Communication, thoughtfulness, calm; put people first throughout this strange process and has the ability to be empathetic when communicating difficult information. Is transparent with information. Also allowed school teams to do what was best for their students within a cohesive model across the district. | 6/5/2020 9:20 AM |
| 8 | Kindness in all that you do. Always working hard to make the schools in Shrewsbury the best! And sometimes pretty funny!! | 6/5/2020 8:58 AM |
| 9 | The fact that you do not knee jerk to make decisions. Your plans for our school department are well thought out, and you keep your staff well informed. Over the years, you have let your compassion for staff and situations shine through. Your sense of humor. | 6/5/2020 7:43 AM |
| 10 | Moral compass, willingness to take risks, humility | 6/4/2020 11:59 PM |
| 11 | Dr. Sawyer's strengths are strong leadership and team building, excellent communication skills, management of operations of a large district, listens to Administrators and Teachers/Staff, advocate for students. We are so lucky to have you Dr. Sawyer! I appreciate all you continue to do to make this a great school District! | 6/4/2020 8:48 PM |
| 12 | Thoughtful and timely communication; exemplary and decisive leadership in unprecedented times; blazing new, safe, effective education trails without a road map; compassion; fairness; articulate; sense of humor | 6/4/2020 5:40 PM |
| 13 | Thorough, thoughtful, fair decision making. Effective, up to date, honest communication. | 6/4/2020 1:43 PM |
| 14 | - he asks for input - communicates regularly and very effectively - is visible in the schools - is approachable | 6/4/2020 1:13 PM |
| 15 | Communication, sense of humor, kindness, honesty | 6/4/2020 1:11 PM |
| 16 | I really appreciate the time you take to thoughtfully make changes as necessary, especially during this difficult time. It is very apparent that you care immensely about the well-being of our students and staff. Thank you for all that you do! | 6/4/2020 12:26 PM |
| 17 | You provide regular communication, you are organized, you are knowledgeable and you are in charge. | 6/4/2020 11:51 AM |
| 18 | He is a good communicator who is honest and sincere. I always feel that he means what he says/writes. | 6/4/2020 10:13 AM |
| 19 | Regular updates, genuine concern for our students | 6/4/2020 8:29 AM |
| 20 | Communication and willingness to listen. | 6/4/2020 8:27 AM |
| 21 | Great communication, empathy, realism - thanks for supporting us during this time!!! | 6/4/2020 7:47 AM |
| 22 | Good communication | 6/4/2020 7:12 AM |

Staff Feedback for the Superintendent - June 2020

| | | |
|----|---|-------------------|
| 23 | Communication - although it has always been true, it has been clearly evident during our remote learning time. I appreciate the clear, frequent communication. | 6/4/2020 6:07 AM |
| 24 | One strength is that he is transparent and approachable. | 6/3/2020 10:19 PM |
| 25 | Clear communication Thorough Careful Sees the big picture | 6/3/2020 8:40 PM |
| 26 | I appreciate how you support staff members and encourage us to keep going and doing what we do best. This has been a challenging time for everyone and I truly appreciate knowing that I am making a difference. Thank you! | 6/3/2020 7:57 PM |
| 27 | Leadership and communication to parents and staff. **Love your last item on the school committee agendas. | 6/3/2020 7:47 PM |
| 28 | I believe you try to be as transparent as possible. | 6/3/2020 6:16 PM |
| 29 | Core values Courage Consistency w/ communication, meetings, etc. High expectations for students and educators Professional knowledge Responsiveness - always available when you need him Competence | 6/3/2020 6:05 PM |
| 30 | *Strong communicator *Tackles tough issues head on and doesn't gloss over things. * Encourages staff to be reflective educators and to question when things need to be fixed * Challenges staff to be better - to improve their practice not just to be "positive" * Accepts feedback and adjusts his practice | 6/3/2020 5:35 PM |
| 31 | Communication for sure! Honesty, transparency, integrity and some "dumb dad jokes" thrown in. | 6/3/2020 5:32 PM |
| 32 | Strong, intelligent, well spoken, well written, invested, engaged, compassionate and even witty. I feel safe knowing he always has our best interest at heart and extremely honored and proud to be part of his team. | 6/3/2020 4:07 PM |
| 33 | Relying on our core values when making difficult decisions. | 6/3/2020 3:52 PM |
| 34 | Communication as needed: infrequent during most of year, more frequent and supportive during pandemic; numbering items on communications; supportive messages for staff; working with different entities (admin, staff, union) to develop plans that fit entire district; humor. | 6/3/2020 3:14 PM |
| 35 | Communication, thoughtful consideration before action, trusting the people charged with leadership. | 6/3/2020 3:01 PM |
| 36 | Writes thorough emails. | 6/3/2020 1:33 PM |
| 37 | Joe is an amazing leader. No matter what the circumstance, Joe handles it with amazing grace and professionalism. I just finished reading his email regarding the current issues our society is facing and am inspired by his words. He, simply put, is the definition of a leader. Thank you for all you do. | 6/3/2020 1:27 PM |
| 38 | Communication | 6/3/2020 1:26 PM |
| 39 | Clear communication Ability to see, articulate, and explain challenges Visibility in schools | 6/3/2020 1:11 PM |
| 40 | Dr. Sawyer does a phenomenal job of leading this district and building a school community (students, faculty, parents, district administration, etc.) of cooperation, kindness, hard work, and all of the other attributes listed in the "Portrait of a Graduate." I was ecstatic to join this district when I first got hired, and I still feel that way today. Moreover, I believe that this is in large part because of the philosophies, beliefs, and messages that Dr. Sawyer actively promotes at all levels of the district. | 6/3/2020 12:48 PM |
| 41 | He is a humble guy and very compassionate. | 6/3/2020 12:40 PM |
| 42 | Conveying clear messages and strong presence during this crisis | 6/3/2020 11:43 AM |
| 43 | You have handled these situations as well as anyone could. You have handled the criticism that the district has faced very diplomatically and calmly, and you have been prompt and clear in the districts responses. | 6/3/2020 11:38 AM |
| 44 | I appreciate your judicious decision making in the face of uncertainty throughout this situation. | 6/3/2020 11:33 AM |
| 45 | Strong leader with good sound judgement and intelligence. He is an excellent communicator to both staff and parents | 6/3/2020 11:31 AM |

Staff Feedback for the Superintendent - June 2020

| | | |
|----|--|-------------------|
| 46 | clear, concise communication | 6/3/2020 11:00 AM |
| 47 | commitment, communication, professionalism | 6/3/2020 10:54 AM |
| 48 | Regular communication with faculty and community. Very visible. | 6/3/2020 10:45 AM |
| 49 | Acknowledgement of the hard work done by staff by simple emails at key times. | 6/3/2020 10:19 AM |
| 50 | Very organized and reflective with decision making | 6/3/2020 10:17 AM |
| 51 | Thoughtful in decision-making and takes the time to communicate why decisions are being made Makes decisions that consider the needs of the students in the district. | 6/3/2020 10:14 AM |
| 52 | Addresses issues quickly and takes the time needed to make appropriate/well-thoughtout decisions. Connects well with his staff and the community - is a "real" person. | 6/3/2020 9:56 AM |
| 53 | He seems to really care about the students in our district. | 6/3/2020 9:48 AM |
| 54 | His responsiveness He keeps us connected and updated open to suggestions, ideas | 6/3/2020 9:10 AM |
| 55 | Everytime I see a communication from you, I feel so lucky that we have you as the head of our district. The care and thought you put into ever communication is apparent, and I truly believe that you have everyone's best interest at heart, from students, to teachers, to the community at large. I appreciate that you treat your teachers as professionals, and communications are frank and informative. | 6/3/2020 9:07 AM |
| 56 | Staying open, honest, and human while still being extremely informative, and not keeping staff/families in the dark has been invaluable during this time (and always). The transparency of communication to staff during this time was the best it could be in my mind. There was/is a culture during this pandemic of it being a clear team effort. As an aside, I've just had a chance to look through the Senior Recognition Schedule and I think what has been planned is perfect. It's thoughtful, safe, and shows how much SPS cares about our students. | 6/3/2020 8:40 AM |
| 57 | Communication and leadership. | 6/3/2020 8:13 AM |
| 58 | Dr. Sawyer is a strong leader who genuinely cares for his District employees and students. He is transparent and fair, thoughtful when making decisions, and leads by example. | 6/3/2020 8:05 AM |
| 59 | Dr. Sawyer does a wonderful job collaborating with his peers, listening to the concerns that are presented, and spending time formulating a course of action. Every decision, big or small, has a well thought out response that keeps the interest of our community as top priority. | 6/3/2020 7:42 AM |
| 60 | Communication, especially during the recent crisis | 6/3/2020 6:57 AM |
| 61 | Dr. Sawyer listens to his community. He hears parents, staff, students and weighs all sides before making decisions for our district. He has advocated for my position during this pandemic and fought to keep my salary. I am very grateful for this. | 6/3/2020 5:44 AM |
| 62 | The thoughtfulness with which you approach new challenges | 6/2/2020 11:44 PM |
| 63 | Compassionate, empathetic, has a good handle on what is most important for supporting our students and their families. Good sense of humor too. | 6/2/2020 11:24 PM |
| 64 | Provides information about school policies immediately when necessary. | 6/2/2020 10:22 PM |
| 65 | transparent, caring, honest, thoughtful | 6/2/2020 10:17 PM |
| 66 | Knowledgeable Reliable Deliberate Sincere | 6/2/2020 9:13 PM |
| 67 | Clear communication. Dedication to the teachers, students, and community he serves. | 6/2/2020 8:58 PM |
| 68 | Communication; Vision | 6/2/2020 8:52 PM |
| 69 | He quickly responds to any situation that arises. | 6/2/2020 8:35 PM |
| 70 | Joe leads by example and works to provide clear expectations for where the district is going. | 6/2/2020 8:29 PM |
| 71 | Ability to communicate with others | 6/2/2020 7:51 PM |
| 72 | He does an excellent job of navigating the layers of state and federal regulations, specifically around budgetary issues. He is a consistent advocate for increased funding to support the needs of learners. The plans he and his team present are almost always well-thought-out and | 6/2/2020 7:46 PM |

Staff Feedback for the Superintendent – June 2020

meticulously planned. I appreciate the tremendous time and effort he has put into the work of remote/crisis learning.

| | | |
|----|--|------------------|
| 73 | Communication, compassion and calm and effective leadership throughout this whole pandemic experience. I am also a parent of children in this school system and I am so proud and grateful for your decisive action while taking into account countless factors. Thank you for your careful guidance—we are so fortunate to have you at the helm. | 6/2/2020 7:45 PM |
| 74 | I wholeheartedly believe that we are lucky Dr. Sawyer is our district's leader. He is committed to making our district the best that it can be for our students. Especially during these times I greatly appreciate his dedication, compassion and honesty. I can't imagine how hard he is working, especially now. Just as he consistently thanks us for our work, we owe him great thanks! I hope he can sense the gratitude we feel and the respect we hold for all that he does for the staff, the students and the community. | 6/2/2020 6:24 PM |
| 75 | Communication is efficient, clear, and productive | 6/2/2020 5:46 PM |
| 76 | intelligence, thoughtfully deliberative | 6/2/2020 5:10 PM |
| 77 | Honest, but empathic in communications; Doesn't hide the hard truths, but is still able to keep our school community feeling united and working towards common goals. | 6/2/2020 4:50 PM |
| 78 | I've always felt as though he genuinely recognizes and appreciates the work I do. I also feel that he develops a relationship with everyone, regardless of their position. | 6/2/2020 4:17 PM |
| 79 | Dr. Sawyer communicated frequently and honestly. He demonstrates his trust in the SPS staff, which is communicated for the community to see, which really makes me feel supported and appreciated! | 6/2/2020 4:03 PM |
| 80 | Calm - clear - pro-active - realistic - great sense of humor! | 6/2/2020 3:57 PM |
| 81 | Decisiveness. Confidence. Transparency. Empathy. Timely placed humor :) | 6/2/2020 3:40 PM |
| 82 | He is straight forward and transparent in his communications. | 6/2/2020 3:40 PM |
| 83 | Dr. Sawyer consistently provides both staff and families with detailed information about district policies and decisions. He has developed a good relationship with the school committee . | 6/2/2020 3:28 PM |
| 84 | Joe is a strong leader who conveys that he strongly believes in the educators and students of SPS. As a parent and an educator, he understands first-hand the complexities that students, teachers, and families manage, and this enables him to make balanced decisions that consider the impact on all members of the SPS community. | 6/2/2020 3:19 PM |
| 85 | Communicating both verbally and through writing. Leaning on other administrators. | 6/2/2020 3:16 PM |
| 86 | The superintendent has demonstrated great leadership during these unprecedented times. | 6/2/2020 3:07 PM |
| 87 | THE communication piece has been very detailed and complete. I liked how questions were always addressed even if the answers were still set in stone--it helped to know that questions that we had were being considered and thought about. | 6/2/2020 3:05 PM |
| 88 | Communication | 6/2/2020 2:46 PM |
| 89 | Clear and effective communication during Covid-19.Helped most of the people to challenge themselves to be creative and created opportunities for paraprofessionals to get involved and gave a feel of belonging in this critical times. | 6/2/2020 2:36 PM |
| 90 | Communication | 6/2/2020 2:15 PM |
| 91 | Overall, dealing with the crazy time of the pandemic has been good from the beginning. | 6/2/2020 2:15 PM |
| 92 | The communication to families regarding how our school district was handling the school closure was excellent. You helped lead a strong plan where in my opinion teachers had support and didn't feel alone in their efforts to continue our work with students. | 6/2/2020 1:56 PM |
| 93 | Regular and timely communication on all topics. | 6/2/2020 1:46 PM |
| 94 | I see the superintendent's strengths are Leadership, passionate about his job, and keeps his community informed about the events. | 6/2/2020 1:18 PM |
| 95 | You communicate on a regular basis and are transparent with budget issues. You are empathetic with teachers' struggles with remote learning, but also push us to be better | 6/2/2020 1:08 PM |

Staff Feedback for the Superintendent – June 2020

| | educators | |
|-----|---|-------------------|
| 96 | Super professional and always tries his best to make the right decisions for the district. | 6/2/2020 1:07 PM |
| 97 | Quickly identifies situations Relays information using many media methods Makes sure the information is understandable No matter how difficult the situation allows his humanity to show Includes a bit of humor where appropriate | 6/2/2020 12:58 PM |
| 98 | Firstly, Dr. Sawyer is transparent in that he makes us feel as though he's communicating decisions and info as soon as he gets it - key during this difficult time! Also, he's empathetic, and makes everyone feel valued/heard. Finally, I really liked the new video component to his messages! Somedays, I'm so exhausted by the time those messages come in, that I listen to his video as I'm cooking dinner-- makes it much more accessible! (: I am proud to work in his district! | 6/2/2020 12:49 PM |
| 99 | Dr. Sawyer pulled the immediate leadership team together, adding additional members who play critical roles (nursing and IT) and instituting daily meetings for COLT and additional meetings for other groups. These meetings served as a basis for team building, cross team collaboration, and empathy for each other's challenges. Dr. Sawyer has the ability to make sense of a myriad of detail and signal direction forward. He had more of a sense of purpose than sometimes seemed to be coming from state or federal officials. He did not make snap decisions but weighed information thoughtfully, He is a strong leader in that he can stand firm until an answer reveals itself. He demonstrated empathy towards staff and leadership. | 6/2/2020 12:44 PM |
| 100 | Open and honest communication with staff. | 6/2/2020 12:40 PM |
| 101 | You are personable, fair, approachable and care for students and staff alike. | 6/2/2020 12:32 PM |
| 102 | Dr. Sawyer articulates a clear vision, communicates frequently and clearly with SPS employees and Shrewsbury community, and is friendly and approachable. | 6/2/2020 12:27 PM |
| 103 | First and foremost he cares about his students, faculty and families. He's organized and a good listener. | 6/2/2020 12:12 PM |
| 104 | Strong, consistent communication | 6/2/2020 12:08 PM |
| 105 | always tries, acknowledges struggles, inserts humor in messages which I so appreciate. God knows we need a good laugh! | 6/2/2020 12:05 PM |
| 106 | During this pandemic there was great communication. | 6/2/2020 11:58 AM |
| 107 | Leadership, communication and responsibility. I was particularly happy to see you respond to the parents who accused the you and Todd of "washing your hands" of the seniors. Anyone with a modicum of sense can see this was an outrageous statement to make. I am glad you did not let it go unchecked and stood up for yourself and Todd. | 6/2/2020 11:54 AM |
| 108 | Communication, common sense, organization, leadership | 6/2/2020 11:40 AM |
| 109 | Dr. Sawyer's strengths are his strong leadership skills and effective communication with all members of our schools and the community. I have great appreciation and admiration for Dr.Sawyer and his administration as they led us through this pandemic.I feel he values all educators to work together to bring out the best in each other and our students. | 6/2/2020 11:38 AM |
| 110 | Communication and compassion | 6/2/2020 11:32 AM |
| 111 | Advocating for our students and budget needs. Recognizing our hard work publically. Communicating current events in the district. | 6/2/2020 11:29 AM |
| 112 | thoughtful, planner, impartial | 6/2/2020 11:27 AM |
| 113 | Commitment to the students, staff and community, communication, knowledge, leadership, active presence at school events | 6/2/2020 11:27 AM |
| 114 | strong leadership and a great communicator, insightful, decisive , caring, sense of humor | 6/2/2020 11:18 AM |
| 115 | Personable, caring, strategic | 6/2/2020 11:17 AM |
| 116 | Communication & inclusion. | 6/2/2020 11:16 AM |
| 117 | Being steadfast and reassuring. I know the superintendent is in a really difficult spot with everything that's going on, and I am a teacher who could definitely lose their job, but I think Dr. | 6/2/2020 11:12 AM |

Staff Feedback for the Superintendent – June 2020

| | | |
|-----|---|-------------------|
| | Sawyer seems like someone who is fair, reasonable, and transparent so I am not upset with him or the district. | |
| 118 | Clear and honest communication (when it's possible), empathy, visibility, good decision making. | 6/2/2020 11:12 AM |
| 119 | His empathy, compassion, understanding. His clear communication, intelligence, and high standards. | 6/2/2020 11:09 AM |
| 120 | Dr. Sawyer puts great thought and time into any plan before sharing the information with staff, parents, and community. The impact is clear, organized, and accurate. | 6/2/2020 11:05 AM |
| 121 | Articulate, forthcoming with information and holds staff to a high standard | 6/2/2020 11:04 AM |
| 122 | Our Superintendent is a strong leader who always has the best Interests of all SPS Students, families and staff in mind. He is admirable and honest. I have A LOT of Respect for Dr. Joe Sawyer. | 6/2/2020 11:01 AM |
| 123 | Great communication with all staff. | 6/2/2020 10:59 AM |
| 124 | Dr. Sawyer sets clear expectations and high standards. He is effective in his communication, and we know that his decisions are data driven. Really tough to find fault with how D.r Sawyer goes about his business. Right man for the job! | 6/2/2020 10:58 AM |
| 125 | Ability to communicate clearly, Committed to students, proactive. | 6/2/2020 10:55 AM |
| 126 | Level-headed, articulate, diplomatic, and compassionate toward all parties | 6/2/2020 10:55 AM |
| 127 | Stands behind his staff when it is the right thing to do. | 6/2/2020 10:47 AM |
| 128 | Dr. Sawyer is very transparent and quick to share information that is important for families and staff - especially with this unexpected time. | 6/2/2020 10:43 AM |
| 129 | Personable. Knows employees by name. | 6/2/2020 10:42 AM |
| 130 | Open, honest, balanced, intelligent and analytical, cautious when appropriate. | 6/2/2020 10:39 AM |
| 131 | Joe sees the big things and equally important the small things that teachers do to make a difference in the lives of their students. He's fair and kind. | 6/2/2020 10:30 AM |
| 132 | clear communicator, fair, asks for input, good decision maker, transparent about leadership tasks. | 6/2/2020 10:27 AM |
| 133 | Communication is the best! | 6/2/2020 10:22 AM |
| 134 | Dr. Sawyer's oral and written (and now video) communication skills are exceptional! I love the little bit of humor he adds in too :) | 6/2/2020 10:16 AM |
| 135 | Dr. Sawyer is very approachable, caring, and holds the district to high standards. | 6/2/2020 10:06 AM |
| 136 | Thank you Dr. Sawyer for your continued support and communication for everyone involved in the Shrewsbury Public Schools. You have shown great leadership during this unfortunate time. | 6/2/2020 10:06 AM |
| 137 | Always keeps us informed and up to date. He is very supportive and we feel he always has our back. We could not ask for a better leader for our schools! | 6/2/2020 10:06 AM |
| 138 | Always quickly honest, always has best interests of students, extremely professional, and knows everyone in the district no matter how small! | 6/2/2020 10:04 AM |
| 139 | His ability to relate to his staff and his compassion for them. I truly feel that he is working as hard as he can both in the best interest of the students and his staff. | 6/2/2020 10:04 AM |
| 140 | Joe has done a tremendous amount of work to lead us through this tumultuous year. Thank you! | 6/2/2020 10:03 AM |
| 141 | *Communication *Thoughtful/Understanding- Especially during this time, understanding different teachers' situations at home-remote teaching requirements were perfect! | 6/2/2020 10:01 AM |
| 142 | Decision making, leadership, communication, delivering tough news with empathy And understanding | 6/2/2020 9:59 AM |
| 143 | He is understanding and supportive of his staff. | 6/2/2020 9:55 AM |
| 144 | You are honest with the staff about expectations for us and what is coming. | 6/2/2020 9:52 AM |

Staff Feedback for the Superintendent - June 2020

| | | |
|-----|--|------------------|
| 145 | clear communication/planning | 6/2/2020 9:51 AM |
| 146 | Dr. Sawyer is always straightforward and seems very genuine. He appears to weigh information extensively before making decisions, but he always keeps the community, including teachers, well-informed to the extent it is possible. He seems to be fully invested in the best interests of students, so I trust that he is always trying to do what is best. He is a trustworthy and capable leader. | 6/2/2020 9:47 AM |
| 147 | Communicating in a timely manner and showing kindness to all. | 6/2/2020 9:43 AM |
| 148 | communication, personality, team player, always looks out for the best of the entire district | 6/2/2020 9:41 AM |
| 149 | Approachability, clarity, thoughtful action | 6/2/2020 9:40 AM |
| 150 | Communication, transparency, leadership | 6/2/2020 9:40 AM |
| 151 | communication, empathy, servant leadership, equity and making good decisions in difficult times and most of all - relatable and able to think of others. | 6/2/2020 9:38 AM |
| 152 | Dr. Sawyer leads with grace and conviction. I am currently reading a book on Winston Churchill and, not to be overdramatic, I see some parallels in their leadership qualities. Like Churchill, Dr. Sawyer has been able to take depressing news and lay out the facts bluntly and yet, at the same time, present a sort of hope for the qualities of humanity that allow us to push through the challenges. | 6/2/2020 9:36 AM |
| 153 | Good communicator | 6/2/2020 9:34 AM |
| 154 | leadership practical | 6/2/2020 9:33 AM |
| 155 | Communication, professionalism, hard working. | 6/2/2020 9:30 AM |
| 156 | The Superintendent gathers as much information possible in order to make thoughtful and meaningful decisions. He looks at the big picture and then to the best of his ability has it fit with each unique situation. | 6/2/2020 9:29 AM |
| 157 | Provides clear communication. Seeks understanding rather than jumping to conclusions. | 6/2/2020 9:29 AM |
| 158 | Communication, empathy | 6/2/2020 9:28 AM |
| 159 | Leadership Communication Visible and available Empathetic Compassionate Professional Respectful Helpful | 6/2/2020 9:27 AM |
| 160 | Always having the students at the forefront of your mind and your sense of humor. | 6/2/2020 9:25 AM |
| 161 | Being extremely clear about what's important to our community. Thoughtful, meaningful comments and knowing the right tone to set. Strong, decisive, urgent leadership has been wonderful during the shutdown period. | 6/2/2020 9:21 AM |
| 162 | Genuine care and concern for all employees. Always upfront and honest with information and willing to find out any information should someone ask about something. | 6/2/2020 9:20 AM |
| 163 | Great leader, sets the tone for the whole district | 6/2/2020 9:20 AM |
| 164 | Updating us very quickly when things change. Informing us with new information when he hears it. | 6/2/2020 9:19 AM |
| 165 | He is a man of the people. Easily approachable, reasonable and respectable. | 6/2/2020 9:19 AM |
| 166 | He is honest with the difficulties in making the decisions this year and with the choices he has made. | 6/2/2020 9:19 AM |
| 167 | Genuine caring for his staff and his students. Dedication to SPS. Thorough preparation, planning, and communication regarding our budgetary problems. | 6/2/2020 9:16 AM |
| 168 | willing to engage | 6/2/2020 9:15 AM |
| 169 | His accessibility. He always responds to emails and makes himself available to all staff. | 6/2/2020 9:11 AM |
| 170 | Communication, decision-making | 6/2/2020 9:10 AM |
| 171 | Excellent communication skills, vision for academic excellence and leadership. His personal commitment, good character and judgement. His sense of humor. | 6/2/2020 9:10 AM |

Staff Feedback for the Superintendent – June 2020

| | | |
|-----|--|------------------|
| 172 | He is a kind, helpful and dedicated superintendent. | 6/2/2020 9:09 AM |
| 173 | Communication skills, responsible decision-making skills, professionalism, problem-solving skills, listening skills, ability to provide direction and vision to the district. | 6/2/2020 9:07 AM |
| 174 | Calm, clear explanations. Glad to speak with everyone. Willing to listen and share his knowledge and compassion. | 6/2/2020 9:06 AM |
| 175 | amazing balance between supporting student and staff needs, genuine interest in the work of education, clearly present around the district | 6/2/2020 9:05 AM |
| 176 | Joe always keeps the students, families, and staff in mind when making tough decisions. He's a very effective communicator and he has a wonderful sense of humor. | 6/2/2020 9:04 AM |
| 177 | I appreciate the pay continuation through the end of the school year. | 6/2/2020 9:03 AM |
| 178 | Caring for both the students and teachers | 6/2/2020 9:03 AM |
| 179 | Joe sincerely cares about the district for which he is responsible. He also has a very relatable style | 6/2/2020 9:00 AM |
| 180 | Dr Sawyer is dedicated to the students, staff and community. He is a stellar human being that treats everyone with respect and dignity, which makes him genuine. As the leader he never misses a beat in serving to the best of his ability. He is fair and focused, and that shows his passion to the mission to provided constant support, while at the same time empowering others to excel. | 6/2/2020 8:59 AM |
| 181 | Visibility. | 6/2/2020 8:57 AM |
| 182 | work ethic commitment to our community sense of humor the ability to exercise grace | 6/2/2020 8:57 AM |
| 183 | During this difficult time our superintendent was amiable and diligent .He was resourceful and sincere keeping us updated on our current situation. | 6/2/2020 8:55 AM |
| 184 | Very smart, caring and funny too. Well prepared and thoughtful deliveries of important matters. | 6/2/2020 8:54 AM |
| 185 | Communication with staff and the Shrewsbury community. Very strong leadership skills. My own children attend a different school district and the difference in leadership is striking. Good education starts at the top. You and your colleagues worked together to create a plan that helped educators learn how to effectively reach students during this difficult time. | 6/2/2020 8:50 AM |
| 186 | I always appreciate that Dr. Sawyer makes thoughtful, careful decisions based on the facts at hand. It's clear that his actions are always motivated by his want to provide the highest level of education and safety for SPS students, while considering the well-being of the staff as well. | 6/2/2020 8:49 AM |
| 187 | He communicates information well; He has led the district well through the most of the COVID-19 crisis | 6/2/2020 8:48 AM |
| 188 | Leadership and fairness | 6/2/2020 8:48 AM |
| 189 | During this unprecedented time, I think Dr. Sawyer has done his very best to address the needs of the students and staff to the best of his ability. I think that he has made some extremely challenging decisions, but thoughtful to keep everyone safe and take a cautious, conservative approach. I appreciate his honesty, communication and ability to listen to various members of the district including parents, families and staff. | 6/2/2020 8:47 AM |
| 190 | I appreciate the detailed updates given through email, in person visits (when this was possible), videos, and in the school committee meetings especially when it is difficult news to share. Dr. Sawyer is always very professional and shows his dedication to Shrewsbury and the staff and students in all of the schools. | 6/2/2020 8:46 AM |
| 191 | I appreciate that you are always so thoughtful and careful in your decision making process. Everything from turning the early release day into a full day in case of snow delay in January, to thinking about how and when to approach remote learning to make sure we were following the law showed a very careful thought process. I appreciate your patience with making large decisions and your ability to see the pros and cons to many angles of a problem. | 6/2/2020 8:45 AM |
| 192 | Superintendent Sawyer's communications are thoughtful and honest. I really appreciate that. | 6/2/2020 8:43 AM |
| 193 | I was very impressed this year with how Joe responded to the issues with Covid19. I was very pleased with the amount of emails and videos and phone calls that came out when concerns of | 6/2/2020 8:41 AM |

Staff Feedback for the Superintendent – June 2020

Coronavirus were escalating. He kept us informed and offered outlets for those that had concerns. He stepped up and I am pleased with the outcome.

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| 194 | He compassionately considers the multiple perspectives and experiences throughout our community; he is able to hear and acknowledge these and still navigate a firm line of decision making. He exhibits self-reflection and striving for personal growth and encourages that in his staff. | 6/2/2020 8:38 AM |
| 195 | He cares about the staff and students and will do his best to support them | 6/2/2020 8:38 AM |
| 196 | Communication, transparency, leading with vision and mission in mind. Caring about our students, staff and town | 6/2/2020 8:37 AM |
| 197 | Clear, calm and thoughtful communication, and a much appreciated sense of humor. Understanding of the role of teaching the whole child and works to improve upon these goals in our district. | 6/2/2020 8:37 AM |
| 198 | Articulate, positive communicator | 6/2/2020 8:37 AM |
| 199 | Great communicator, very bright and thoughtful. I feel confident that you will represent our district with the utmost professionalism. | 6/2/2020 8:34 AM |
| 200 | First and foremost, Dr. Sawyer is a leader; in every sense of the word. Dr. Sawyer is a phenomenal communicator who, without question, ALWAYS has Shrewsbury Public Schools' best interests at the forefront of every decision or initiative. His communications to staff are informative, transparent and never once did they cause an eyeroll or any semblance of being disingenuous. This has never been more true than with his consistent updates during this Covid-19 pandemic, school closure and Remote Learning period we are in. Dr. Sawyer is approachable, available and present. His site visits are not that of just routine or to "make an appearance" rather seemingly they are of true interest, care and investigation to see how & what students, faculty and administration are doing. Lastly, and what I believe is the greatest testament to describe Dr. Sawyer's strengths: any SPS employee with children in another district can attest that Dr. Sawyer is the epitome of who a public school superintendent should be, a model on how they should lead and should pen an instruction manual on how they should communicate. It's Dr. Sawyer who makes every SPS employee wish there was school choice for SPS employee families. | 6/2/2020 8:33 AM |
| 201 | Commitment and dedication to community, ownership of role, lead by example, holding standards high and encouraging students and staff to work to their capacity. | 6/2/2020 8:32 AM |
| 202 | Excellent communication skills, passionate about his work, thoughtful and considerate, great sense of humor, loyal and respectful to his staff | 6/2/2020 8:31 AM |
| 203 | Compassion, support your teachers, clarity in communication | 6/2/2020 8:31 AM |
| 204 | knowledgeable, hard-working, committed to ensuring the success of all SPS students. | 6/2/2020 8:29 AM |
| 205 | Dr.Sawyer obviously cares about the Shrewsbury community, not just the students but the families and community as a whole. | 6/2/2020 8:28 AM |
| 206 | He seems to genuinely gather all the information possible before making decisions and I think that should be commended. | 6/2/2020 8:26 AM |
| 207 | Confident, thoughtful, decisive and intelligent. | 6/2/2020 8:25 AM |
| 208 | During this very difficult time you have shown great strength of character and empathy for staff, students and their parents! | 6/2/2020 8:24 AM |
| 209 | Communication, cooperation, flexibility, strong presence in the schools (prior to remote learning) | 6/2/2020 8:24 AM |
| 210 | Dr. Sawyer communicates effectively and to all appropriate stakeholders in times of change and crisis. Two examples from this year are (obviously) the Covid-19 pandemic, and when a former employee was arrested on suspicion of possession of child pornography. He seems to consider the needs and perspectives of all stakeholders before advocating for or taking actions. | 6/2/2020 8:23 AM |
| 211 | He works really hard to improve his leadership technique to push the district forward. He works to include all stakeholders and share information as quickly and clearly as possible. You allocate funds that prioritizes teachers and students. You are super professional, responsible, reliable, organized, and knowledgeable. | 6/2/2020 8:23 AM |

Staff Feedback for the Superintendent - June 2020

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| 212 | Dr. Sawyer's communication skills are professional, consistent, honest, and compassionate. | 6/2/2020 8:23 AM |
| 213 | The superintendent seems to truly care about students and staff. He understands the diverse needs of our learners and families. I think he has done an amazing job leading our district during this unprecedented time. | 6/2/2020 8:22 AM |
| 214 | great communication | 6/2/2020 8:21 AM |
| 215 | Strong leader who communicates well with a large and diverse student and staff body. | 6/2/2020 8:21 AM |
| 216 | Integrity. Honesty. Handling difficult situations. Communication. | 6/2/2020 8:20 AM |
| 217 | He is a strong leader and extremely personable. | 6/2/2020 8:20 AM |
| 218 | Your level of transparency and your ability to communicate with everyone in the district. You are also very approachable and make frequent visits to SHS. It always nice to see you! | 6/2/2020 8:18 AM |
| 219 | Dr. Sawyer possesses excellent communication skills and has the best interest of students, parents and community. | 6/2/2020 8:17 AM |
| 220 | Steadfast and direct, the superintendent has SPS' best interests at the forefront. I appreciate his honesty and engagement with all aspects of the SPS community. | 6/2/2020 8:15 AM |
| 221 | Thoughtful planning | 6/2/2020 8:15 AM |
| 222 | Consistent, welcoming, dedicated. | 6/2/2020 8:13 AM |
| 223 | I see you as a person who is calm in presence, strong in beliefs, grounded in humanity, who leads with heart. I see you as a person who sincerely listens for understanding of others and carefully considers all who will be affected by your decisions. | 6/2/2020 8:11 AM |
| 224 | I think he's honest with sharing the information that he knows. I think that he tries to work within a budget that is clearly inadequate and continues to work hard for what is best for the people of Shrewsbury. | 6/2/2020 8:11 AM |
| 225 | Dr. Sawyer has provided a strong voice and leadership skills needed to navigate through these unsettling times. His sense of empathy, strength and compassion provides some hope and relief to all staff and family members throughout the SPS district. | 6/2/2020 8:11 AM |
| 226 | The superintendent provides professionalism to a very high standard, he engages in quality communication to staff within the district and sets standards high for everyone within the district. | 6/2/2020 8:10 AM |
| 227 | Clear communication, calm leadership and great sense of humor! (The last items on the agendas for School Committee meetings are hilarious!) | 6/2/2020 8:09 AM |
| 228 | Smart, thoughtful, compassionate, hard-working, leadership | 6/2/2020 8:09 AM |
| 229 | Having clear priorities and voicing them consistently - to staff and the community. You have been a calming presence and a true leader. I cannot thank you enough for everything you have done and continue to do in this crisis. | 6/2/2020 8:09 AM |
| 230 | His dedication to the town and the people of Shrewsbury. His decision making skills, intellect, ability to connect to all groups, genuine caring and compassion, strong communication skills and humor. | 6/2/2020 8:09 AM |
| 231 | Forethought and clarity of communication as well as having developed a sense of trust among staff and families. | 6/2/2020 8:09 AM |
| 232 | Compassionit and keeps everyone informed about what""s happening. | 6/2/2020 8:06 AM |
| 233 | Communication, respect for all content areas | 6/2/2020 8:03 AM |
| 234 | Calm , organized thoughtful communicator, very hard worker | 6/2/2020 8:02 AM |
| 235 | his empathy and communication skills | 6/2/2020 8:01 AM |
| 236 | -Professional -Knowledgeable | 6/2/2020 8:01 AM |
| 237 | Dr. Sawyer is thoughtful and thorough when communicating critical information with staff and families. Dr. Sawyer has taken into consideration the challenges staff are facing during this | 6/2/2020 8:00 AM |

Staff Feedback for the Superintendent – June 2020

pandemic and communicated his expectations clearly and has modeled showing grace and understanding. Dr. Sawyer

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| 238 | Dr. Sawyer is an excellent communicator both verbally and in writing. I always feel well informed as an employee. He also displays genuine care and concern for all of our students. | 6/2/2020 7:59 AM |
| 239 | Communicates well with staff and community to keep us informed of the issues going on within the district. | 6/2/2020 7:58 AM |
| 240 | his presentations are clear, concise and transparent; he has developed a strong connection to school employees which makes us feel appreciated and recognized. | 6/2/2020 7:58 AM |
| 241 | Your ability to communicate, your public speaking skills, your interest in all staff members | 6/2/2020 7:58 AM |
| 242 | Communication | 6/2/2020 7:57 AM |
| 243 | Communnication | 6/2/2020 7:56 AM |
| 244 | The genuine heartfelt communication to staff expressing understanding and support when needs. I was very much affected emotionally when Dr. Sawyer used the word "Grace" so appropriate in talking about the present Covid-19 situation. | 6/2/2020 7:56 AM |
| 245 | Dr. Sawyer has a calm, clear, kind, concise and effective way about him to articulate the most difficult of news and uncomfortable of conversations. He makes decisions with the best interest of students and staff in mind at all times. During these past few months, he has had to manage a school system forced to change its definition of education and move an entire system to remote teaching. No small task, all while facing a financial crisis. I cannot thank him enough for his leadership during this time. I truly felt reassured whenever he had information to share, decisions to make and communications with the community. Also, I love his serious levity:) | 6/2/2020 7:55 AM |
| 246 | Communication | 6/2/2020 7:55 AM |
| 247 | Communication. I feel well informed with all events. You are honest and upfront. You have a nice sense of humor and you have NOT forgotten what it is like to be a teacher in this ever changing world. | 6/2/2020 7:54 AM |
| 248 | Empathy Honesty Integrity | 6/2/2020 7:54 AM |
| 249 | Dr Sawyer has been amazing through this remote learning process. I find him calm and compassionate to both his staff and the entire community. He had kept himself "put together" during this time professionally and personally as he is watching his daughter experience these challenges her senior year! | 6/2/2020 7:53 AM |
| 250 | Professional, respectable, shares new information quickly with the district | 6/2/2020 7:52 AM |
| 251 | Joe has a calm demeanor and has developed strong leadership qualities. I also appreciate his subtle sense of humor:) | 6/2/2020 7:52 AM |
| 252 | Leadership | 6/2/2020 7:49 AM |
| 253 | Care about community, want best for all. Regular communication. Supportive Level headed/especially during this difficult time. | 6/2/2020 7:46 AM |
| 254 | He is articulate, reasonable, level-headed, and genuinely cares about SPS. | 6/2/2020 7:44 AM |
| 255 | Knowledge what is happening at all levels within his schools. Calm and professional demeanor at all times. Keeping the welfare/health of all staff & students at the forefront during this pandemic. | 6/2/2020 7:43 AM |
| 256 | level of communication with Staff and parents | 6/2/2020 7:43 AM |
| 257 | superb communication and leadership excellent updates during the pandemic and school closing | 6/2/2020 7:43 AM |
| 258 | Joe has been incredibly clear and upfront with everything that has gone on during this unprecedented time- despite the fact that there are so many unknowns. I am so thankful to have a superintendent that truly has the best interest of his staff and the students and families of the town as his first priority. Thank YOU for all your incredible hard work over the past several months and for all the future work that is to come. We are lucky to have you! | 6/2/2020 7:42 AM |
| 259 | Communication with staff and families. Compassion and care for our community. | 6/2/2020 7:42 AM |

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| 260 | communication, cares about the students and staff, thoughtful about decisions | 6/2/2020 7:41 AM |
| 261 | Providing timely communication | 6/2/2020 7:40 AM |
| 262 | Communication, compassion building relationships with community | 6/2/2020 7:37 AM |
| 263 | Thoughtful, reflective, level headed. | 6/2/2020 7:33 AM |
| 264 | His compassion and love for the students and faculty that he over sees. | 6/2/2020 7:33 AM |
| 265 | Good communicator, | 6/2/2020 7:31 AM |
| 266 | Constant open communication with public, town management, peers and employees. Reflective and intelligent decision making. Strong and dedicated work ethic which is highly respected and admired. His involvement providing information and voice to the school committee and representing SPS on any platform, as required, both internally and externally. | 6/2/2020 7:30 AM |
| 267 | He is always transparent and honest. He supports his staff and the community. | 6/2/2020 7:28 AM |
| 268 | Dr. Sawyers' strengths are many.He has the ability to make decisions for the good of all. The awareness that these decisions won't make everyone happy but the heart to acknowledge the opinions of those who disagree with him. He listens and takes into consideration all opinions before making decisions. Especially now with the pandemic, he has a lot on his plate but hardly ever shows it. A strong leader. | 6/2/2020 7:28 AM |
| 269 | Joe is a strong supporter of his teachers and the schools. He always has our best interest in mind. It was great to see such a human moment when speaking at the school committee meeting about the high school graduation. That moment showed how much you care about our students. | 6/2/2020 7:26 AM |
| 270 | His strengths are looking at things from ever angle and make it work regardless of what's thrown at him. Challenges makes him go beyond what I think he doesn't know he has . Simply put amazing | 6/2/2020 7:25 AM |
| 271 | Continuing to communicate information. Taking everything into account before making decisions. Last piece of School Committee agenda; I look forward to it every week! | 6/2/2020 7:24 AM |
| 272 | Communication. There is a lot of unknown right now but I appreciate Dr. Sawyer sending us all the information he can. | 6/2/2020 7:23 AM |
| 273 | The safety and concern of the community comes first with Dr. Sawyer. It is evident in calling snow days and the current virus. Equality and caring for all students and staff is of utmost importance to him. Family matters to him. He does a great job! | 6/2/2020 7:23 AM |
| 274 | Awareness of things happening at each school. Willing to take a stand when necessary. Focused on every student and their best interests. | 6/2/2020 7:22 AM |
| 275 | He cares and his passion for the students and families of Shrewsbury. His effort to always keep us updated with any/all pertinent information. His effectiveness in his approach to lead with an ability to work alongside his team regardless of where you are in the rank of employment. | 6/2/2020 7:21 AM |
| 276 | Seems to be direct; people report him as being an open person (I have limited experience with Dr. Sawyer directly). | 6/2/2020 7:20 AM |
| 277 | Communication, respect for all employees, knows everyone by name, kindness | 6/2/2020 7:19 AM |
| 278 | Leadership Compassion Willing to listen Team Builder | 6/2/2020 7:18 AM |
| 279 | honest, interested in hearing from others, empathetic, decisive when needed | 6/2/2020 7:17 AM |
| 280 | He is very calm and composed even during this pandemic. He is very clear in delivering his plans and town's decisions. | 6/2/2020 7:17 AM |
| 281 | Keep everyone posted on situations; being proactive rather than reactive | 6/2/2020 7:14 AM |
| 282 | transparency, consistency, appropriate level of response during crisis situations. | 6/2/2020 7:13 AM |
| 283 | Communication, Listening, Involving all stakeholders, Empathy, Compassion | 6/2/2020 7:12 AM |
| 284 | How much he clearly cares for his district, employees and students alike, and how he constantly strives to make the best decisions for everyone involved. | 6/2/2020 7:11 AM |

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| 285 | Leadership and compassion | 6/2/2020 7:10 AM |
| 286 | Honest, timely and clear communications Supportive of all shareholders | 6/2/2020 7:07 AM |
| 287 | Frequent and clear communication; a clear desire to support the SPS community; honest and authentic feedback and communication | 6/2/2020 7:06 AM |
| 288 | You are a thoughtful leader who takes an interest in your staff as well as the students. You just do everything right! We are lucky to have you leading us. | 6/2/2020 7:04 AM |
| 289 | Organized, communicates well with district leadership and staff | 6/2/2020 7:04 AM |
| 290 | Your compassion, communication, and thoughtfully considered intentional leadership. | 6/2/2020 7:02 AM |
| 291 | Logical approach to planning and a methodical attention to detail. Always having the impact on students as the primary driver of any change. | 6/2/2020 6:56 AM |
| 292 | Communication! | 6/2/2020 6:56 AM |
| 293 | As teachers in SPS, we know that you have our backs and support us throughout every situation. I feel like you truly understand how difficult this has been for us. I also appreciate how you communicate to the parents in the district. | 6/2/2020 6:55 AM |
| 294 | He is so transparent and makes us aware of everything going on. There is no secrecy in the district. He is honest, caring, empathetic, funny! He is doing an amazing job leading SPS! Couldn't ask for a better leader! | 6/2/2020 6:55 AM |
| 295 | Communication, clear and concise language, humor | 6/2/2020 6:55 AM |
| 296 | Honest and transparent communication even when the message involves difficult information, identifying clear expectations during this unprecedented time, collaborative & respectful approach to decision making | 6/2/2020 6:54 AM |
| 297 | Reaching out to families and staff on a regular, consistent basis. | 6/2/2020 6:54 AM |
| 298 | His clear communication skills and his empathy towards all the employed in the Shrewsbury Public Schools! | 6/2/2020 6:53 AM |
| 299 | He is very thoughtful and considerate- he continually connects with faculty about all situations and is very open and clear about how certain decisions can affect us, especially with COVID and the budget. | 6/2/2020 6:49 AM |
| 300 | His confidence as a leader, excellent communication to the community, remaining calm. | 6/2/2020 6:46 AM |
| 301 | Communication, empathy, visibility, smart, funny | 6/2/2020 6:42 AM |

Q5 What would you like to see the superintendent improve upon?

Answered: 194 Skipped: 154

Staff Feedback for the Superintendent – June 2020

| # | RESPONSES | DATE |
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| 1 | Continue to be open and honest - the best communications are those that show the human side of the administrator behind the curtain. It's okay to talk openly about the things that the district needs to improve on and it's okay to not have all of the answers. Encourage consistency across the district - sometimes each building "does their own thing" a little too much and that can make it difficult for students and families to know what is expected of them. | 6/5/2020 1:24 PM |
| 2 | ? | 6/5/2020 12:01 PM |
| 3 | Nothing. Shrewsbury did an outstanding job coordinating efforts during this pandemic. I just hope that as a district-- starting with district leadership-- we can strongly advocate for the funding our public school and all public schools need going into next year. I would just really like more information about how to help with this and what steps district leadership will take toward this end. The kids shouldn't suffer due to a pandemic they didn't cause and don't understand. All that aside-- I'm voting for Joe by crossing out "Biden" and writing in "Sawyer" on the ballot for the presidential election-- even though the Bulls were clearly the better team back in the day (and this is coming from a Celtics fan.) Agree to disagree, I guess! Thanks for your great leadership, Dr. Sawyer. | 6/5/2020 9:20 AM |
| 4 | To not have so many administrators/specialist in our school system. We need more people in our classrooms! Less in their office! Unfortunately this has been the way in Shrewsbury for years! And it gets worse every single year. | 6/5/2020 8:58 AM |
| 5 | Designing and implementing plans for safer schools. | 6/5/2020 7:43 AM |
| 6 | Presence, planning, decisiveness | 6/4/2020 11:59 PM |
| 7 | His effort and/or consideration to make a run for the White House :)) | 6/4/2020 5:40 PM |
| 8 | I would like to see a movement to have more educators and special educators and less administration. | 6/4/2020 1:43 PM |
| 9 | Visit our classrooms!!! | 6/4/2020 1:11 PM |
| 10 | I wish we could have had a bit more guidance from central office/admin. during remote learning with parents. I do not believe that many parents understood the expectations of the staff, which caused for some very unkind interactions from parents. I also think that a bit more communication around next steps, or potential next steps would be great. I know it's hard to share when we don't have answers, but perhaps just some thoughts around options. Thank you! | 6/4/2020 12:26 PM |
| 11 | I would like you to connect more with teachers. It seems there are fewer opportunities for teachers to interact with you. You have a lot of admin support and you go to the principals for feedback. I am not sure they are always giving you information that completely explains the hardships on teachers. You stopped meeting with the Faculty Advisory Council (FAC) once we went to remote learning. That would have been a meaningful opportunity for you to hear first hand what teachers were experiencing. I also think you should review what SEL supports have been offered to staff and students during this remote period. The students in my class who were receiving support on or before March 12 have gotten minimal support since March 13. During the first two weeks of remote learning teachers were most concerned about these students and hoped that additional support would be forthcoming. | 6/4/2020 11:51 AM |
| 12 | I would like him to stand up and stand behind all of the initiatives and district goals that he has helped to create. It's easy to support ideas and causes when times are good but it shows true leadership to continue to support those causes when times are tough. | 6/4/2020 10:13 AM |
| 13 | Be more supportive of teachers who have been working incredibly hard throughout this remote learning time. Take the time to really see the work that is being done - don't just rely on your assistant superintendents to report it to you. Their presentations throughout this past 3 months have painted their own efforts in the most positive light, but have not given you a picture of the tremendous amount of behind the scenes reality of what this learning time has required of teachers. Hold building principals accountable to how they are supporting teachers instead of just constantly "adding to their teachers' list." A lot of people have been paid their full rate and have not worked or done minimal work in this remote learning time. It feels to the classroom teacher that the needs of non-essential staff have been highly regarded, while the efforts of teachers have not been recognized in meaningful ways. I was highly offended and deeply hurt that the idea of cutting 65-75 TEACHERS would close your budget gap. The disclaimer that this | 6/4/2020 8:29 AM |

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would not be your preferred remedy was lost in the translation. That statement was transparent in its intent. It made me feel resentful, especially when I am hearing that paras who are being paid their full daily rate are now collecting unemployment benefits on top of their salaries of up to \$800+ to compensate them for the one or two days they are not being paid for their ESC positions. Its a win for that group while teachers sit and wait for pink slips to be handed out or more likely for a proposal that teachers take a significant pay cut to preserve positions.

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| 14 | Nothing at this time. | 6/4/2020 7:47 AM |
| 15 | N/A | 6/4/2020 7:12 AM |
| 16 | Helping to build open / honest communication between staff and their supervisors / administrators, especially within certainly departments. | 6/4/2020 6:07 AM |
| 17 | Can't think of anything right now. He has done a great job with the whole COVID19 pandemic closure. | 6/3/2020 10:19 PM |
| 18 | It would be helpful to have shorter communications coming from Superintendent and Asst Superintendent's offices. At this time, especially, there is so much information coming our way that we need to get through, comprehend, and then communicate to families. | 6/3/2020 8:40 PM |
| 19 | Nothing! Thank you for everything that you are doing for our district. | 6/3/2020 7:57 PM |
| 20 | Not much. | 6/3/2020 7:47 PM |
| 21 | N/A | 6/3/2020 6:16 PM |
| 22 | Spending more time at schools | 6/3/2020 6:05 PM |
| 23 | Joe has so many strengths- the two biggest strengths are leadership and communication. Since Joe has these strengths, it would be great if he could look for these qualities when hiring administrators or help current administrators grow in these areas. Sometimes it feels like there is a "Shrewsbury Cut" when hiring other administrators. It is ok for building principals not to be shiny showpieces who can recite district protocols/initiatives. I would like for certain principals to be independent thinkers and to voice the concerns of their buildings so that effective change can be made. Hiring and training administration to be strong advocates for real issues and not just be "yes" people. Although #Shrewsburylearns has some good content, in some instances it encourages some principals to view visiting a classroom only as a social media opportunity. | 6/3/2020 5:35 PM |
| 24 | Maybe check in's with smaller staff groups like Elementary Para's, Sherwood, Oak, HS. | 6/3/2020 5:32 PM |
| 25 | Truly THE BEST at what he does! At a loss for what he could improve upon. | 6/3/2020 4:07 PM |
| 26 | Shorten or recap email info into single sentence items (the explanation/background is helpful, but the key message needs to be more prominent); think totally outside the box for possible adaptations in the fall in the event of deficit and/or school closure - how can we cut expenses and retain staff? I don't have the answer, but maybe the community does. Maybe the answer is not to cut staff, because that affects student learning. | 6/3/2020 3:14 PM |
| 27 | Recognizing that each level has its own intricacies that may not be understood fully by he or DLT and allowing those leaders to make decisions based upon the wealth of knowledge and experience they have at those levels. | 6/3/2020 3:01 PM |
| 28 | Be more human and show more empathy. I was disappointed to see it took so long for use to receive an email about the protests going on. Show more support to educators and appease parents less. | 6/3/2020 1:33 PM |
| 29 | Honestly, Joe is beyond impressive with his attention to detail, professionalism, creativity and passion for his district. I can't think of any areas for improvement right now. Classroom visits are always welcomed, but I completely understand his busy schedule | 6/3/2020 1:27 PM |
| 30 | Need to plan & commit time to district directed professional development, we need a structure and experts to have us work through cultural proficiency, including racism. Move away from Pathway model and have PD more tightly focused on strategic priorities. | 6/3/2020 1:11 PM |
| 31 | Just continue to build upon the district's work towards SEL and racial justice | 6/3/2020 12:48 PM |
| 32 | I lost my extended day pay (cannot collect) and cannot support my family on paraprofessional rate alone. | 6/3/2020 12:40 PM |
| 33 | Should virtual learning continue, grading and expectations for student participation need to be | 6/3/2020 11:43 AM |

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| | improved to increase student buy-in and dedication to continuing to do their best work. | |
| 34 | The budget is by no means the superintendent's fault, but the message comes from the central office-- The consistent lack of sufficient funding is a huge concern for our district. Year to year, it loses us excellent educators and erodes our greatest asset- our people. | 6/3/2020 11:33 AM |
| 35 | fewer emails later in the week and at night | 6/3/2020 11:00 AM |
| 36 | comment on district -more faces of color in teaching positions needed, district is mostly women but males over represented in leadership positions, positions of power and as recipients of superintendent awards -curious- | 6/3/2020 10:54 AM |
| 37 | I would like to see you make statements that shows district support for all our students especially during this time of racial unrest. Very disappointing that there has been silence. We also need to see greater commitment to equity in the district. The equity audit was a good first step but we need to move faster and in a more visible way. Some educators have taken part in book groups focused on racial justice. This kind of PD should be required. We are an educational system educating brown and black and white kids, yet our educators are overwhelmingly white women. While these white educators have great intentions, we need better professional development in this area. We need to have colleagues of color. We have to do better. You are the leader of our district so this commitment needs to come from you. | 6/3/2020 10:45 AM |
| 38 | During the "new normal," it's imperative that staff and students are safe and healthy. | 6/3/2020 10:17 AM |
| 39 | I think that the budgetary constraints are going to put a lot of stress on everyone in the district. Please consider this as we are planning for the 20-21 school year. I realize that we need to continue to work on the Strategic Priorities, but we also need to consider that resources need to support our work in this area. | 6/3/2020 10:14 AM |
| 40 | I would like us to focus more on our vulnerable students, and to focus less on appeasing parents. The "optics" are so much less important than our students. I feel like we were forced to push more work on our students so it looked good because parents of high achieving students felt like the work wasn't enough. That added unnecessary pressure to students who were already struggling with remote learning, either those who were working full time, taking care of family members, struggling with isolation, depression, anxiety. By being forced to do this we totally overlooked the struggles that our "average" students were facing, and did them a true disservice. | 6/3/2020 9:48 AM |
| 41 | I want to preface these comments by reiterating how much I love working in this district; there are so many wonderful things about our school culture, from the strong emphasis on collaboration to the encouragement to seek out new teaching practices and implement them in our classrooms and that culture starts with you. However, there are a few things that I see as problems in our district that need to be addressed from the very top. One thing is that the district is so admin-heavy and your message absolutely gets lost along the way to teachers. I truly believe that you have the best plans for the district, but your message passes through so many people before it gets to us and it completely distorts what you've said. I have been in so many meetings during the shutdown and beforehand when we were in session where you hear something different from the curriculum coordinators, the assistant principals, the principals, and the special ed chairs, etc, and when you ask a question no one has an answer because they have to check back with someone else (and the questions never get answered). I was very distressed in the first round of budget cuts when Sherwood had an entire foreign language program cut from the school while we are overflowing with people in admin or admin-like roles that have such a small impact on teaching and student learning. With a very ominous budget year coming up, I would hope that we don't lose more teachers in lieu of looking at where we can make lines of communication more direct by eliminating positions in between the superintendent and the teacher. I also think that you could encourage the administrators in the district to take greater care to follow your lead with more thoughtful communication. Nowhere is the message more distorted than with online communications. I have never seen you send out a quote or an image where you haven't thought deeply about how it connects to our work, yet we are bombarded by random memes and inspirational quotes in s'mores newsletters from everyone else in a leadership position in the district. When I see a communication from administrators featuring multiple memes, emojis, and inspirational quotes, the intention may be to "cheer us up" but what it signals to me is that my administrator thinks that I don't have the intellectual capacity to process complex information, or any information that is presented without a corresponding image. I think very carefully about every written word I send out to my students and their parents and I can only assume our admin do the same. So it is jarring for me to, for example, look through the Shrewsbury Learns hashtag on twitter and see tweets from | 6/3/2020 9:07 AM |

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administrators trying to use a student's tragedy in a very public way to get attention from John Krasinski and Some Good News or trivialize our school nurses (after the beautiful tribute you sent on school nurse appreciation day) with a meme about how they put band-aids on boo-boos. I often think to myself, "Does Joe see this? What does he think about this? Does he like how this represents our district?" Finally, we have a deep problem with understanding how to have cultural proficiency and anti-racist classrooms. At Sherwood this year, we had a "winter" celebration where teachers were encouraged to dress in "festive" costumes and trophies were handed out to teachers dressed like Santa Claus and the Elf on the Shelf for being the "most festive." Our administrators and curriculum coordinators have not demonstrated themselves to have a deep or, in some cases, even basic understanding of cultural proficiency, and cannot lead the schools in this. You must engage the district in anti-racist and culturally responsive practices and people who are already in leadership positions are not the most appropriate people to do this. It is imperative to identify teachers who are already engaged in this work so that they can become involved in leading their colleagues, but also to engage EVERYONE in this learning, instead of making this a self-selecting element of professional development as it has been in the past. We are doing our students a grave disservice by allowing them to be educated in a school district where their predominantly white teachers and administrators don't understand even basic tenets of anti-racism and cultural proficiency, and therefore can't teach these lessons to their students.

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| 42 | At times, the volume/length of communication was overwhelming, though I understand it was necessary during this time. Some redundancy when received from both the superintendent and assistant superintendent. | 6/3/2020 8:40 AM |
| 43 | Every year I am fearful of losing my job. It is such a terrible way to end each year. I would like to see a tangible way to fix this issue. I know our taxes need to be raised and I would like to see this addressed. As a para I would like to see job security as a top priority. We work directly with the children and I feel we should be treated as an important part of the school district. | 6/3/2020 8:13 AM |
| 44 | I can't think of anything at this time. Dr. Sawyer has done a fine job of leading us through this school year, especially under the circumstances. | 6/3/2020 8:05 AM |
| 45 | This has been a new adjustment with lots of uncertainties and I, along with so many others, appreciate how hard DLT is working. A lot of those "uncertainties" are due to other parties not putting out the information needed to make decisions for our school district. However, I think it would be helpful to give educators some additional information regarding next year before the last day of school. What are some of the options that are being discussed? | 6/3/2020 7:42 AM |
| 46 | Including more voices in committees doing work that will affect them. Example: the schedule for "classes" was created by administrators. Blocks for all levels were about the same length; middle level educators were expected to have groups of 50+. For example: one "science block" for a team requires all 105 students for that team to show up for "class" at the same time for 20 min. Please consider including people who are directly impacted by any schedule in the committee work for future plans. | 6/3/2020 6:57 AM |
| 47 | With an almost \$6.5 million dollar budget deficit, I am anxious about the next school year and what it will look like for our district. I'm nervous about students not getting supports they need, I'm nervous about my position, and I fear that we may lose standing as one of the better districts in the state. | 6/3/2020 5:44 AM |
| 48 | Having a good pulse on the culture at different schools. I think that sometimes the principals convey a sentiment that the rest of the staff does not always agree with, | 6/2/2020 11:44 PM |
| 49 | He claims to have a great appreciation for support staff in order for Inclusion to work successfully, but hours for paras to work in assisting teachers (to help their students) keep being cut. This is not helping the students and is not a true inclusive model. | 6/2/2020 10:22 PM |
| 50 | Being more aware of what some of the positions require. | 6/2/2020 8:35 PM |
| 51 | Although communication is very good as a whole, I believe there is still a disconnect between different levels of our leadership team and eventually to our different departments. | 6/2/2020 8:29 PM |
| 52 | A clear stance against the social injustices that are occurring in our society right now. He shows a trickle down rather than a trickle up stance. Admin are inspired to do what they see for, despite their experiences in the current academic times. | 6/2/2020 8:17 PM |
| 53 | ??? He's an excellent leader! | 6/2/2020 7:51 PM |

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| 54 | Of late, I have been discouraged by the degree of transparency and messaging. As a teacher, it has felt as though decision-making has been limited to an inner-circle with information only being provided at the last minute on a need-to-know basis. This has had the impact of sending the message (hopefully an unintentional one) that teachers' perspectives and professional knowledge about what is best for student learning is secondary to issues of public perception or the administrative expertise of those in leadership positions. This tight control of decision-making and the messaging has worked to disempower teachers rather than to make them feel as trusted members of the district with valuable skills and insights. Also, I have been disheartened to not hear any message go out to the teachers or community related to the killing of unarmed black people in this country. A number of leaders around the country have sent a clear message about where their institutions and districts stand as it relates to committing to the work of equity and dismantling systemic racism. The district's silence during this time is a weakness in my opinion. | 6/2/2020 7:46 PM |
| 55 | I'm sorry that the budget continues to be such a difficult struggle. I'm very concerned about the fiscal status of our school department for this fall as a result of the struggling economy. I wish the forecast wasn't so bleak. Thank you for your service, Joe. | 6/2/2020 7:45 PM |
| 56 | N/A | 6/2/2020 5:46 PM |
| 57 | economizing his words, especially in parent communications | 6/2/2020 5:10 PM |
| 58 | Continue seeking input and feedback from all members of our school community, including teachers, parents, and students, especially around continued challenges like remote learning and whatever else may be to come. | 6/2/2020 4:50 PM |
| 59 | Keep doing what you're doing, though I can't imagine how difficult it is to be in your position these days! | 6/2/2020 4:03 PM |
| 60 | Nothing specific. Thank you so much for your outstanding leadership! | 6/2/2020 3:57 PM |
| 61 | No improvements. I think you have done a wonderful job guiding this district through probably the most challenging time any of us have been faced with in our careers. Thank you for the stress you have endured, the long nights I'm sure you've had, and for thoughtfully making all the extremely difficult choices. Thank you for everything! We appreciate you! | 6/2/2020 3:40 PM |
| 62 | Improve communication of empathy for those who have lost or may lose jobs in the district due to budget cuts. | 6/2/2020 3:40 PM |
| 63 | When there budget crises is hopefully alleviated, I would like to see more staff and especially administrators hired from outside of the district to allow for more diversity in educational styles and practices. | 6/2/2020 3:28 PM |
| 64 | As a member of DLT who is not a member of SLT, I feel that there are instances in which Joe should directly communicate with me, but instead he communicates with me through others. This is understandable given the number of people he oversees and the difficulties inherent in communicating with so many individuals, but something is lost when there is no direct communication. There are time when I feel that my perspective should have been considered but was overlooked. | 6/2/2020 3:19 PM |
| 65 | Talking more to teachers about what's going on everyday at all levels. | 6/2/2020 3:16 PM |
| 66 | At this time, nothing comes to my mind. | 6/2/2020 2:46 PM |
| 67 | Hopefully things fall in place soon, Till then would like him to continue support the school students and staff. Create more funds and try to retain each and every employee in these critical times. Can also delegate more working hours online for para's. | 6/2/2020 2:36 PM |
| 68 | Delegating and letting the principals make decisions for their school. While I truly do understand your role considering the pandemic it took way to long to communicate information around graduation activities. Hearing crickets from high school admin was not helpful at all. Let them at least give out info to us related to why there was such a holdup. Seniors waited too long to learn ANYTHING was going to happen for them....and staff did also. I have not heard anything from SEA at all, but I assume there will be cuts to staff. If this is the case, I hope there will be cuts to administration also. While I can understand how much the state is asking for information and the district must provide it....keep in mind we are here for the KIDS! Make sure the proportion of cuts does affect central office staff also. While nice that Dr. Lizzotte is moving to Patton and there will be a savings around \$115,000 there should be more cuts to the top during this time also. | 6/2/2020 2:15 PM |

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| 69 | I am not sure. | 6/2/2020 1:56 PM |
| 70 | 1) Nothing particular, but, if possible ,Have informal meeting/coffee with all school faculty once a year. Not entire district together but individual school. | 6/2/2020 1:46 PM |
| 71 | I would love continued communication regarding furloughs and layoffs. As a recent hire, I worry about my job security and will need time to seek other employment if necessary. It will be difficult since other districts are seeing the same issues due to covid-19. | 6/2/2020 1:08 PM |
| 72 | N/A | 6/2/2020 1:07 PM |
| 73 | There's nothing I would like improved on but I hope that soon, we get more specifics around what the different school re-opening/Fall will look like. I know that's not easy and likely not on the top of the list for concerns right now. Thank you for all that you do! | 6/2/2020 12:49 PM |
| 74 | I feel uncomfortable providing this feedback during such a difficult time as I believe he did better than could possibly be expected during such a crisis. He is still leading thoughtfully and skillfully. His strength and his development are exactly the same: attention to detail until an answer reveals itself leaves him open to criticism of moving too slowly, but I don't think he did. Just right leadership. | 6/2/2020 12:44 PM |
| 75 | Keep doing a great job of communicating with staff and asking for our input. | 6/2/2020 12:32 PM |
| 76 | I'm not aware of areas for improvement. | 6/2/2020 12:27 PM |
| 77 | Better address racial inequities. We started to see how things look from a minority's standpoint during our brief bias training and more needs to be done to make students feel like this is their world too. I also believe more frank conversations about systemic racism in our nation need to take place. | 6/2/2020 12:08 PM |
| 78 | As a district, not just the superintendent's responsibility, we need to have a tighter action plan to respond to future school closures which can be put into place nearly immediately. | 6/2/2020 12:05 PM |
| 79 | more classroom visits | 6/2/2020 11:58 AM |
| 80 | Very happy with Dr Sawyers' performance and leadership. | 6/2/2020 11:54 AM |
| 81 | not sure | 6/2/2020 11:40 AM |
| 82 | Nothing I can think of | 6/2/2020 11:32 AM |
| 83 | Additional focus on our most vulnerable students. Continue attention to staff mental health. Professional development in self-care. | 6/2/2020 11:29 AM |
| 84 | keep in mind that staff members may be able to assist or innovate new approaches but they aren't "seated at the table" | 6/2/2020 11:27 AM |
| 85 | Thank you for everything you do for our district! | 6/2/2020 11:27 AM |
| 86 | Making district-wide growth in SEL that include all domains, such as sports | 6/2/2020 11:17 AM |
| 87 | Just in general from district leadership, some of the e-mails seem really tone-deaf given what is going on. When I see e-mails about good news and smiles, with no acknowledgement of what's happening, it makes me feel like the district is out of touch or just sticking their head in the sand. I know there are many constituencies in town that limit how district leadership can express themselves, but I would appreciate a bold stance or at least a tone that reflects the moment. That's just me though. | 6/2/2020 11:12 AM |
| 88 | I'm having trouble thinking of anything consistent or systematic enough to note. I don't always agree with all decisions but I understand how difficult it is to try to please everybody, follow strict guidelines, and try to do the right thing all the time. | 6/2/2020 11:12 AM |
| 89 | I would like to see Dr. Sawyer, along with all administration, visit schools much more frequently. | 6/2/2020 11:05 AM |
| 90 | N/A | 6/2/2020 11:01 AM |
| 91 | If anything, the only fault I can find is a bit of over-explanation. Even with that, it's better to share too much or over-explain decisions rather than leaving things open for interpretation. Fantastic leader! | 6/2/2020 10:58 AM |
| 92 | n/a - just keep doing what you're doing | 6/2/2020 10:55 AM |

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| 93 | More frank conversations, visible leadership and focus around cultural proficiency and bias in all forms. Make hiring admin/teachers/staff of color a priority. Educate white faculty/staff AND families that we might have to go through some discomfort to grow in the areas of diversity, cultural proficiency and overcoming bias, and that's okay. I think Dr. Sawyer gets it, but it's time to bring these issues to the forefront for our district. | 6/2/2020 10:39 AM |
| 94 | none at this time. | 6/2/2020 10:27 AM |
| 95 | I would like to see the messaging be more human. They are too polished and overly professional. I would like to see more "real", personal language, particularly when it came to creating the remote learning. It came across very hard to understand and "high level pedagogy". (Honestly, the humor at the end of the School Committee agenda emails...I want to see way more of that! And I don't mean only jokes but more raw language.) | 6/2/2020 10:06 AM |
| 96 | N/A | 6/2/2020 10:06 AM |
| 97 | Nothing he is great!!! | 6/2/2020 10:06 AM |
| 98 | Nothing I can think of, I wouldn't want the major decisions on my shoulders he has to make every day. I think he's a great leader. | 6/2/2020 10:04 AM |
| 99 | Overall nothing. The only disappointing thing is that through out Covid we have had to change plans regularly and many communications seem to contradict themselves over time. I recognize that this is due to the State and Federal government continually changing there recommendations and you are forced to adjust your plans/communication in conjunction with them. | 6/2/2020 10:04 AM |
| 100 | I appreciate the communication keeping us up to date with the ever changing landscape of the COVID-19 situation. However, lengthy communications need more than a few hours to read over and digest, before the need to act on what has been presented. | 6/2/2020 10:03 AM |
| 101 | Just to continue to be understanding of teachers' situations at home, having 2 small children at home and juggling remote teaching was challenging, but I know some districts were not as thoughtful with their teaching staff. If we have to continue remote teaching, this was an ideal amount of requirements for us. Thank you for all that you do, Dr. Sawyer! | 6/2/2020 10:01 AM |
| 102 | The district should make a statement about race and equity in our district (and our nation). The current protests show that more systematic work needs to be done across the board to ensure the safety and equity of everyone, and it deserves comment. | 6/2/2020 9:52 AM |
| 103 | I don't always agree or like the decisions Dr. Sawyer makes, but I trust that he is doing the best he can for everyone, so I couldn't ask for anything more. I am proud to have Dr. Sawyer as our superintendent. | 6/2/2020 9:47 AM |
| 104 | N/A | 6/2/2020 9:41 AM |
| 105 | I cannot think of anything to improve upon at this time. | 6/2/2020 9:40 AM |
| 106 | N/A | 6/2/2020 9:34 AM |
| 107 | Joe does a terrific job. He deserves a lot of credit for his navigation of this pandemic. | 6/2/2020 9:33 AM |
| 108 | Empower the leaders in the district more so he doesn't have to take on as much of the work. | 6/2/2020 9:29 AM |
| 109 | There are times in dlt when Joe asks for input or suggestions, but there is a perception that the decision on the matter is already made. | 6/2/2020 9:29 AM |
| 110 | Transparency | 6/2/2020 9:28 AM |
| 111 | Dr. Sawyer, we are so fortunate to have you as our Superintendent of Schools. Thank you. | 6/2/2020 9:27 AM |
| 112 | Fix the top-down approach that seems to be more inclusive of middle management than teachers. I'd like to have more input on the critical decisions that are facing us now - from equity and cultural proficiency to how we are facing the reality of the pandemic. Too many times during this crisis, I have heard the messages from you or Amy Clouter, and then got mixed messages from assistant principals and curriculum coordinators - on everything ranging from office hours to what the focus of content should be. I'd like to see more of a focus on cultural proficiency. It was a positive step to have the Assabet Valley Collaborative come in - but it was very self selective. This needs to be a district focus. (P.S. this is not just in response to recent events - this has clearly been a need for several years). | 6/2/2020 9:21 AM |

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| 113 | Calling snow days by 430am so Out of state travelers can get the call before getting in the shower :o) | 6/2/2020 9:19 AM |
| 114 | The communications we receive is often later on a Friday afternoon or filled with so much extra information that it's hard to know what the message is. Being more conscious of when communication is given and how would be helpful. | 6/2/2020 9:19 AM |
| 115 | Parents and students are not accountable enough. It seems to be 150% teacher responsibility to get students to do the work, at least at the high school. Parents and students need requirements to do their part (except when there are extenuating circumstances). | 6/2/2020 9:16 AM |
| 116 | school visits | 6/2/2020 9:15 AM |
| 117 | I know that the budget is not in his control but this is a problem that we need to address with the entire town. The message of the school district as one of "getting the most bang per buck" is really affecting moral. | 6/2/2020 9:11 AM |
| 118 | Keep up the great work communicating effectively. | 6/2/2020 9:09 AM |
| 119 | More for the district.. find a way to get the money thru grants, go fund me, private donations to save jobs. We need everyone on board after the devastation that has happened here. We need all the help we can moving forward; students, families, community and our staff. | 6/2/2020 9:06 AM |
| 120 | I appreciate all you do. You have a very tough job and you're handling all of this incredibly well. Thank YOU! | 6/2/2020 9:04 AM |
| 121 | IncreaseThe pay scale in shrewsbury | 6/2/2020 9:03 AM |
| 122 | I don't know about specific items to improve upon, but there certainly will be upcoming challenges due to the virus and to budgeting issues that existed before the virus. I want you to know that I appreciate all the work you have done and will continue to do on behalf of the district, its students and employees. | 6/2/2020 9:00 AM |
| 123 | I think the communication especially during this crisis has overwhelming and way too detailed oriented. I think during a crisis it is essential to be concise and the communication loses the message in the details. | 6/2/2020 8:57 AM |
| 124 | I think that you are doing an excellent job handling this previously uncharted course! In terms of next year, I think it would help tremendously if you assembled a team of teachers to talk possible reopening scenarios. I think the teachers would appreciate having a seat around this table to feel as their voices are heard as the district tries to plan for the unknown. | 6/2/2020 8:57 AM |
| 125 | You're doing a great job, Joe. | 6/2/2020 8:54 AM |
| 126 | Nothing. | 6/2/2020 8:50 AM |
| 127 | Nothing at this time. | 6/2/2020 8:49 AM |
| 128 | At the beginning of the crisis, it would have been nice if the district could have tried to pull together an action plan faster than it did. I know that you had to deal with the teacher's union and the state, but the initial response seemed so sluggish. Also, it took way too long to decide to announce that grades would be P/F for the semester. It was almost as if you wanted to hear from other districts first. Stop hemming and hawing and just make the announcement. It had minimal impact on most of the student body. | 6/2/2020 8:48 AM |
| 129 | He can only do so much in these difficult times. | 6/2/2020 8:48 AM |
| 130 | It would be nice to have more frequent updates. | 6/2/2020 8:46 AM |
| 131 | I would like to see the reinstatement of student programs and classroom assistant hours rather than more administrative hires. When looking at student learning, I feel we should work from the ground up. With the differentiation in instruction that is expected, and the student progress that is expected, I feel it is vital to have proper supports in the classroom and on grade level teams. | 6/2/2020 8:45 AM |
| 132 | I think he is a model of leadership. One thing that was challenging during remote learning was that teachers were given specific direction around remote learning scheduling, grading, etc. and they were then criticized for it in surveys by some families. I don't know if perhaps these district wide expectations could have been more clearly communicated (somewhere along the line) as being that and not a reflection of each individual teacher's set of choices. | 6/2/2020 8:38 AM |

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| 133 | Nothing in particular. Just continue to make students and staff the highest priority and continue to make thoughtful decisions as we navigate unprecedented times. | 6/2/2020 8:37 AM |
| 134 | N/A | 6/2/2020 8:37 AM |
| 135 | I honestly can not think of an area of improvement besides offering district leadership more opportunities to learn from Dr. Sawyer and model their leadership after his. | 6/2/2020 8:33 AM |
| 136 | Not sure it can be done with the amount of Covid information that has to be communicated and rapidly it could change but more concise and organized communication to staff and families from the district as a whole. | 6/2/2020 8:28 AM |
| 137 | There were some delays at the beginning of the remote learning in communications and decisions. There were quite a few emails late on a Friday that had information needed for the next week. I understand that everything was changing quickly at the time, but whatever can be done to get information to staff sooner rather than later would be very helpful and appreciated. There was a lot of stress from these unknowns and a lot of last minute scrambling to adhere to whatever guidelines were sent. As much notice and as much information as you can provide the staff would great. | 6/2/2020 8:26 AM |
| 138 | Continue doing more recorded videos. | 6/2/2020 8:24 AM |
| 139 | This may seem like a minor issue, but I believe it causes people to miss things, or not pay attention. Many of Dr. Sawyer's emails (and now videos) are too long and verbose. While I understand the need to explain things fully and the desire to ascribe more meaning by adding and interpreting quotes by famous thinkers, or referencing books and such, I feel that this sometimes comes off as pretentious and gets in the way of the message. I do think the joke agenda items on his emails about school committee meetings are a better way of connecting to the community at large. One more thing, which may just be bias on my part as a secondary school educator, but I feel like many of our district-wide policies are more geared toward elementary education than secondary education. One recent example was the decision to make "live" teaching time during remote learning later in the day for middle and high school teachers. While the logic made sense, in practice I do not believe this has lead to greater participation in live classes from students at the middle and high school levels. | 6/2/2020 8:23 AM |
| 140 | A lot of the time, you don't include everyone or give equitable practices and considerations the attention it needs. Right now, you missed the mark by not using your leadership position to denounce racism. Even the Shrewsbury, MA police department put out a statement. As our leader, I need to hear that from you and every principal in this town. | 6/2/2020 8:23 AM |
| 141 | More routine face to face meetings with support staff. | 6/2/2020 8:21 AM |
| 142 | Alignment of work/task forces across departments to ensure impact of task represents all | 6/2/2020 8:20 AM |
| 143 | This year most of the things that could have been done better were done for the first time due to the new circumstances. I think that with what has happened this year he has done the best that he could with what he had. | 6/2/2020 8:20 AM |
| 144 | Dr. Sawyer, You couldn't do a better job than you are already doing. Your leadership, approachability, and professionalism are top notch and can be seen in the leaders of the district. (Jen Manning, SHS) | 6/2/2020 8:18 AM |
| 145 | In this time of crisis, just an assurance that everything that can be done will be done to keep staff employed and more discussion at the schools about the issues of bias/racism. Not to say we have a big problem, but this is something that should not be ignored and we all need continued education regarding this matter. | 6/2/2020 8:15 AM |
| 146 | I think you've done a great job, especially throughout this pandemic. | 6/2/2020 8:15 AM |
| 147 | Nothing but trying to get more money for our district. This is critical for a good system to remain at the level of education that we would ALL like to see continue! | 6/2/2020 8:11 AM |
| 148 | I'm happy with his job performance. | 6/2/2020 8:09 AM |
| 149 | Nothing. I am thankful for your leadership. | 6/2/2020 8:09 AM |
| 150 | I can't think of anything at this time. | 6/2/2020 8:09 AM |
| 151 | Tendency to micromanage sometimes | 6/2/2020 8:02 AM |

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| 152 | -His clarity in budget. Just be clear with the numbers and what it actually means. While his data/slideshows are impressive, please break it down to keep everyone in the know and make sure that we actually understand. Also, some of the information can keep us feeling on edge and worried about the security of our jobs. I wish that he wouldn't worry us until they have concrete answers. | 6/2/2020 8:01 AM |
| 153 | Dr. Sawyer, I know you recognize that you have a strong leadership team and that you appreciate us, you do a fine job sharing that message. I ask you to consider how your actions will ensure that ALL district leaders will have the capacity to continue to do this challenging work in the fall when we return to school. It seems as though there will be additional mandatory days and requirements added to our already busy summer schedule and to-do lists. Of importance to consider, in order for leaders to come back in the fall recharged and ready for the next layer of challenges, there is going to need to be some downtime for people to rejuvenate. The work ahead will require us to again pivot on a moment's notice as we work to reassure our staff that everything will be okay while remaining positive and empathetic and lead our staff through another successful year. Thank you for all that you have done and will continue to do to lead this district during these unique times in school history; I appreciate your leadership and dedication to this district. | 6/2/2020 8:00 AM |
| 154 | I am unsure of whether or not Dr. Sawyer has a hand in this but we seem to always have budget issues in this town. This has been going on for the 20 years that I have lived here. It seems to me that we need better leadership in this area. The education of our children is too important for this issue to be present year after year. The fact that it gets ugly every so often shows me that we are not doing a good job of planning in this town. | 6/2/2020 7:59 AM |
| 155 | Inclusion of ALL grade levels when you speak of accomplishments in your emails. There are amazing things happening at all ages-not just the high school. our youngest learners may not be winning awards, but they are doing things that are just as amazing. | 6/2/2020 7:58 AM |
| 156 | Impossible presently but I would like to see more shaking hands with the staff and real pats on the back. | 6/2/2020 7:56 AM |
| 157 | Dr. Sawyer for President!!!! | 6/2/2020 7:55 AM |
| 158 | More recognition and understanding of what teachers are going through trying to teach from home while watching our own kids and teaching them. | 6/2/2020 7:55 AM |
| 159 | I think all the layers of leadership are not helpful. I think the remote learning has proved that your teachers are resourceful and get the job done! Also with all the cooks in the kitchen and every cook wants to push their initiatives and they need to be limited, there are only so many hours in the day. If more budget cuts you need the front line more than ever now. | 6/2/2020 7:54 AM |
| 160 | Being even more visible to your staff and students | 6/2/2020 7:54 AM |
| 161 | As of now Dr. Sawyers hands are tied filling the State Guidelines of remote learning. I currently cannot think of where he can improve. I think he is doing a great job! | 6/2/2020 7:53 AM |
| 162 | I wish we would have a definite answer about the plan for the 6 week ESY program. | 6/2/2020 7:52 AM |
| 163 | Make sure to make it personal. I know that there is not a lot of time and everyone is busy, but taking the time to personally recognize or say a kind word goes a very long way. | 6/2/2020 7:52 AM |
| 164 | Keep up what you're doing. | 6/2/2020 7:46 AM |
| 165 | Give teachers info regarding school plans for opening this fall. What is the new normal going to look like? What are the possible scenarios? | 6/2/2020 7:46 AM |
| 166 | I do not have enough interaction to answer this question. Maybe that's an area to improve on. | 6/2/2020 7:44 AM |
| 167 | I cannot imagine this job or how it gets done so well. Only improvement I would see is Shrewsbury is very top heavy with roles that could be absorbed without adding more staff or titles. Teachers need additional support in classrooms not more people directing them. Too many people directing and it's difficult to follow. | 6/2/2020 7:43 AM |
| 168 | Some of the videos are very long :). Many emails from many different administrators to sift through- maybe they could be condensed? | 6/2/2020 7:41 AM |
| 169 | I enjoyed the added video clips included in a few of your updates | 6/2/2020 7:40 AM |
| 170 | Not sure | 6/2/2020 7:37 AM |

Staff Feedback for the Superintendent - June 2020

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| 171 | I think he does it all perfectly! | 6/2/2020 7:33 AM |
| 172 | I think he is doing a great job! I would like to see him continue to communicate frequently with his staff to help them feel supported and included in decision making. | 6/2/2020 7:28 AM |
| 173 | I think Joe has done a wonderful job before the pandemic and especially during the pandemic. | 6/2/2020 7:26 AM |
| 174 | More time visiting the children and having time like 15 min in each classroom . Not a walk through. | 6/2/2020 7:25 AM |
| 175 | Walk throughs of every building and departments. Working with Princ. In every building to let them know that when information/or directives are given from you, that they deliver the same message across the district. There seems to be a disconnect often and therefore leads to more questions and concerns with all staff from building to building. | 6/2/2020 7:22 AM |
| 176 | I would like to see him secure some type of plan to work towards the school's overcrowding, especially at the high school. | 6/2/2020 7:21 AM |
| 177 | We have limited resources for seeking help with our principal. Many people joke about the poor leadership at our school and morale is low, it seems like we are stuck with it. Not sure how principals are supported or evaluated. | 6/2/2020 7:20 AM |
| 178 | Nothing coming to mind | 6/2/2020 7:19 AM |
| 179 | N/A I think our superintendent is doing has always done an outstanding and seems to get better each year! | 6/2/2020 7:18 AM |
| 180 | I would like him to improve on his transparency when it comes to summer special education programs. | 6/2/2020 7:17 AM |
| 181 | cleaner messaging and direction from Central Office Administration. | 6/2/2020 7:13 AM |
| 182 | Keep on keeping on. I have nothing specific for this question. I think you do a fantastic job of managing everything! You are a great model for our district. | 6/2/2020 7:12 AM |
| 183 | No suggestions | 6/2/2020 7:11 AM |
| 184 | Stay strong and positive! | 6/2/2020 7:07 AM |
| 185 | More feedback in developing budgets, especially budget cuts. | 6/2/2020 7:04 AM |
| 186 | Continue to be proactive about connecting families with the schools through addressing technology needs, cultural considerations, and social services. | 6/2/2020 7:02 AM |
| 187 | Fewer "new" initiatives until previous initiatives have had a chance to get established. I understand that many of them are state or federal requirements, but for the ones that aren't, give them a chance to breathe before moving on to something new. | 6/2/2020 6:56 AM |
| 188 | During this challenging time I feel you have done a terrific job! | 6/2/2020 6:56 AM |
| 189 | During these unprecedented times, we're very lucky to have you. | 6/2/2020 6:55 AM |
| 190 | N/A | 6/2/2020 6:55 AM |
| 191 | If possible could he definitely confirm employment for all paraprofessionals for September 2020. | 6/2/2020 6:53 AM |
| 192 | He needs to be more visible in schools and to staff. He was in the building maybe 3 times over the course of the school year- not enough. | 6/2/2020 6:46 AM |
| 193 | C | 6/2/2020 6:46 AM |
| 194 | can't think of anything to improve on | 6/2/2020 6:42 AM |