



Shrewsbury Public Schools

Joseph M. Sawyer, Ed.D.
Superintendent

November 14, 2025

To: School Committee
From: Joe Sawyer
Re: Proposed Superintendent's Goals for the 2025-2026 School Year

With the district's strategic goals and action steps for 2025-2026 having been approved, in turn I am submitting these goals for this school year. Per the Department of Elementary and Secondary Education's framework for evaluating the superintendent of schools, the superintendent is ultimately responsible for all of the district's goals, as well as two categories of individual goals, one focused on an area of student learning and one focused on the development of my own professional practice. These goals are designed to be completed by early April so that they can be included in my summative evaluation, which is currently scheduled to be completed prior to the next School Committee election.

A key consideration for this year's goals is that this will be my last year as your superintendent, given my announcement that I will retire at the end of June.

The format of the following goals is in keeping with the guidelines provided by the Department of Elementary & Secondary Education for performance goals to be "S.M.A.R.T.", i.e., S=Specific and Strategic; M=Measurable; A=Action Oriented; R=Rigorous, Realistic, and Results-Focused; T=Timed and Tracked.

The student learning goal I am proposing is related to our district's efforts to continuously improve our educational programming by ensuring that we have proper resources in place and that those resources are employed in a cost-effective manner. Specifically, the goal is to facilitate a review of student services (including services for students with disabilities and intervention services for students who are exhibiting difficulty in school) by an outside expert consultant in order to confirm what best practices are already in place, consider opportunities for improvement, and look for potential efficiencies.

The professional practice goal I am proposing is to work to provide a smooth, positive, and supportive transition from my tenure to the next superintendent of our school district.

The specific goals are listed below. I look forward to your feedback at your meeting on November 19, where I ask that you vote to approve these goals.

Student Learning S.M.A.R.T. Goal

By April 2025, the Superintendent of Schools will have successfully facilitated a review of the district's student services by an outside expert in order to provide insight into what best practices are already in place, consider opportunities for improvement, and look for potential efficiencies, to inform the work of meeting the district's strategic commitments to educational excellence, the enhanced well-being of all, and optimization of resources.

Potential actions to achieve this goal:

- Engage an outside consultant to provide expertise
- Convene and facilitate a team of district staff to engage with the consultant regarding the review of student services
- Facilitate the consultant's work to engage with SPS staff to analyze current practices and make recommendations for opportunities for improvement
- Work with the consultant, district leaders, and the staff project team to synthesize their findings and present them publicly, in order to inform the district's work to achieve its strategic goals

Professional Practice S.M.A.R.T. Goal

By April 2025, the Superintendent of Schools will have taken steps to facilitate a smooth, positive, and supportive transition of superintendent leadership for the district.

Potential actions to achieve this goal:

- Prepare briefing materials and other relevant information to provide key insights into the work of the school district for the next superintendent
- Once the next superintendent is selected, provide opportunities for meetings to discuss important topics to aid the next superintendent's entry into the role
- Work with the School Committee, district leaders, principals, employee association leaders, staff advisory committees, parent leaders, student groups, and municipal leaders to provide orientation experiences for the next superintendent