

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2014-2015

Directions: Use the scoring rubric identified for each standard to indicate the performance of the Superintendent. Indicate the rating by placing a √ in the box under the appropriate column. The definition of each rating is found in the *Guidelines and Timeline for the 2014-2015 Superintendent's Evaluation*. Use space associated with each standard, as needed, for specific comments.

Goals/Indicators

Scoring Rubric

Goal 1: Leadership/Management (40%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century.		3		
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Comments:</p> <p>Mr. Runcie provides effective leadership and management for the District. Mr. Runcie, his staff, the board, parents and community members did an amazing job leading the bond referendum effort. The overwhelming support for the bond referendum demonstrated the rebuilding of the public's trust.</p> <p>Since the passage of the bond, many issues have been raised regarding our construction management and our procurement processes. There has also been some criticism as to whether or not the District can get the job done. Some of these comments have been warranted, others have not. Regardless, it is imperative that Mr. Runcie communicates the process to the public, involves appropriate committee members in decision making when appropriate (QSAC), responds swiftly to inaccurate information and ensures that we operate in a transparent manner.</p> <p>PLEASE SEE ADDITIONAL PAGES ATTACHED</p>			
Provide vision and strategic direction to district.				
Lead in an encouraging, participatory, and team-focused manner.				
Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our schools and district departments.				
Demonstrate an understanding of organizational and educational leadership.				
Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting education.				
Improve public trust and confidence in the institution and strengthen the focus on our core mission – student achievement.				
Delegate appropriate authority to staff and monitor their follow-through.				
Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and where appropriate, disciplinary measures.				
Respond timely and appropriately when faced with unforeseen events.				
Promote acquisition of grants, innovation and technological advancements that enhance student achievement, employee performance and effective operations.				
Keep Board informed of issues, needs, and operation of the school system in a timely manner.				
Appropriately interpret and execute the intent of Board policy.				
Create and maintain professional working relationship with Board.				
Continue collaboration with union and employee groups.				
Suggested Evidence and Artifacts: <ul style="list-style-type: none">• Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan• Development and attainment of partnerships, grants and other resources to support initiatives• Results from outreach and collaboration with employees and their respective union/meet and confer groups• Presentations to internal and external stakeholders• Involvement in state and national organizations to provide input and influence local, state and national policy decisions• Development and refinement of Board Policies• Consistent and regular one-on-one meetings with Board members• Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda				

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Mr. Runcie must continue to facilitate an open dialogue with staff throughout the District. There has been a high turnover of staff in key positions and there have been multiple delays in filling these positions. This strains existing staff and there is no continuity nor succession planning within the organization. Mr. Runcie has become more proactive in board discussions from the dais. For the purpose of conducting this evaluation, Board Members received back up materials that gave detailed information and analysis about our board meetings. This information was extraneous. A detailed analysis of reading scores, Advanced Placement passage rates or end of course exams would have been preferred and more relevant.

Mr. Runcie must continue to communicate with all Board Members and ensure that all Board Members are made aware of and invited to important community events and meetings. This year, during the capital and operational budget process, I appreciated the input from Mr. Runcie and staff; however, approving the budget is clearly the responsibility of the Board. Mr. Runcie must provide multiple opportunities in workshop format for the Board to discuss the capital and operational budgets prior to public hearings. Once the public hearing occurs there is a strict timeline governed by statute to complete the process. He must also provide information requested by Board Members, for example, the second tier of projects of the capital needs assessment. Failure to provide information and discussion opportunities earlier in the process could jeopardize the Board's ability to produce a sound Capital Plan.

Mr. Runcie's staff must be proactive in addressing issues and concerns from the community. Mr. Runcie publically stated that he was unaware of a program being moved to Stranahan High School during board discussion on the dais. Subsequently, it was confirmed that the program that was relocated there. Mr. Runcie continues to provide leadership on key issues including school discipline, eliminating the school house to jail house pipe line, formulating a relationship with Code.org, serving on State Committees, expanding our Dual Language Program, the Broward Debate Initiative, and the Linking Education and Employment Outcomes Programs.

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Goal 2. High Quality Instruction (25%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness.			2	
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>Comments:</p> <p>Over the summer, Mr. Runcie appointed Mr. Gohl as the new Chief Academic Officer. It is encouraging to see Mr. Gohl step up to the plate and evaluate the progress of the District. Under his leadership, a new literacy plan will be created.</p> <p>School based staff and administrators must have the correct tools and support systems in place, in order to meet the needs of each student. The expenditure of resources must align to the District’s core mission. The District must provide high quality reading instruction to our students and give teachers the tools and professional development needed to meet the needs of every learner. As students move through the Response To Intervention (RTI) Tiers, it is imperative that teachers are provided with the additional support needed to meet the individualized needs of these students including supplemental reading programs (with a multisensory approach) and we must also invest in additional staff at the school level to provide support to classroom teachers. At the elementary level, a smart investment would be to hire reading teachers to provide small group and individual instruction to students in RTI.</p> <p>PLEASE SEE ADDITIONAL PAGES ATTACHED</p>			
Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.				
Promote instructional strategies that include cultural diversity and differences in learning styles.				
Implementation of instructional and administrator evaluation systems focused on improving instructional and leadership practice.				
Support a broad range of academic and enrichment opportunities for all students focused on the development of well-rounded students.				
Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes.				
Promote the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.				
Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none">• Student Achievement/Performance Data• Implementation plan for Common Core State Standards• Implementation plan for instructional and administrator evaluation systems• Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices• Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students• Utilization of quality assessments and interventions to enhance achievement				

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Mr. Runcie must continue to work to eliminate silos that exist within the District and is currently developing a plan to align curriculum and professional development. Teachers are increasingly frustrated with My Learning Plan, evaluations and Marzano. The District must find balance and support individuals in the classroom. The District staff and school based administration also operates in silos at times. One example is the issue with the hiring of Head Start teachers. These teachers should be some of our best and brightest. Discrepancies in learning outcomes still exist across the district and we must continue to implement best practices.

Mr. Runcie must continue to monitor Exceptional Student Education and the suggestions brought forward by the external review. The District has dramatically reduced the wait time for screening and evaluating prekindergarten students by adding additional teams. Mr. Runcie must also continue to ensure that there are appropriate staff to student ratios. Mr. Runcie should be applauded for reducing the Speech Pathologist to student ratio. He must closely monitor individual school sites to ensure that there are appropriate Support Facilitator to student ratios. All initiatives should be implemented county wide and include ESE students.

Broward County students fall slightly below the state average in Science, Biology, History and Civics. Our students' scores for Algebra End of Course Exams and grade 10 reading are on an upward trend and our students outperformed the state average. The District must continue to focus on its core mission and ensure that every student is reading on grade level. We can and must do better in this area.

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Goal 3. Continuous Improvement (20%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes.			2	
Update and implement the District vision, mission, priorities and strategic plan that will serve as a system framework focused on comprehensive outcomes and measures.	<p>Comments:</p> <p>Mr. Runcie has been successful in streamlining many of the operational processes within the District. He has reduced the transportation budget, identified areas for cost savings, and helped the District avoid class size penalties. Mr. Runcie must now focus his efforts on facilities and procurement. These departments must operate above reproach and follow all Board policies and procedures. If policies or procedures need to be strengthened, items must come to the Board. We must ensure that we maintain public trust.</p> <p>The facilities department will be scrutinized by the public, and the bond program must be implemented correctly and in a timely fashion. Mr. Messier’s departure, while beyond anyone’s control, will leave a void that must be filled immediately by a highly qualified, trained professional. The District must also continue to demonstrate transparency. The procurement department also needs to be monitored closely. Contracts and procurement procedures come under scrutiny at almost every Board meeting by Board Members and the public. District audits have also found deficiencies within this department. The Board continues to raise concerns about procurement; however, they have not been addressed effectively. This creates a distraction from our core mission of teaching and learning.</p> <p>Mr. Runcie must continue to monitor the implementation of Policy 4.9 and ensure that the Human Resources Department is following District polices and those procedures found in the collective bargaining contracts.</p>			
Assess programs and organizational functions to redirect resources to maximize school improvement and focus on critical functions.				
Continue a quality strategic planning process that will forge critical partnerships, community and District relationships, translating the strategic plan into reality.				
Implement appropriate leadership and performance management techniques to define roles, assign functions, and to determine accountability for attaining organizational goals.				
Work collaboratively with the Board and appropriate staff to determine priorities for balancing the budget and for effective allocation of resources.				
Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.				
Develop, implement, promote, and monitor continuous improvement processes.				
Suggested Evidence and Artifacts:				
<ul style="list-style-type: none">• Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan• Development and implementation of a performance management system• Improved budget process incorporating enhanced planning, communication and resource distribution• Development and implementation of innovative and entrepreneurial programs• Analysis and recommendations for improvements to the organizational structure• Redirection of resources to support schools• Use of audits to improve practices and accountability				

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Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board.		3		
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	<p>Comments:</p> <p>Mr. Runcie continues to make improvements in this area. The District has a large presence on social media. As a parent, I receive alerts via text, email, and Parent Link.</p> <p>The search engine on the web site must be modified and made more efficient and user friendly. This is one of Mr. Hunter's priorities.</p>			
Develop formal and informal techniques to obtain external and internal perceptions of the District by means of surveys, listening tours, and personal contacts.				
Promote and communicate system priorities using a variety of communication tools.				
Design and implement a comprehensive communications plan.				
Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.				
Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives.				
Provide a visible presence throughout the district and the community.				
<p>Suggested Evidence and Artifacts:</p> <ul style="list-style-type: none">• Climate Surveys• Comprehensive communications plan• Outreach efforts to increase parent input and involvement• Outreach efforts to engage the community and businesses• Outreach efforts and collaboration with municipalities, universities, and legislative groups• Communication tools that enhance communication and customer service• Newsletters and public engagement documents designed to strengthen connections to the community				

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COMMENTS:

Overall Performance Evaluation Rating:

Circle One: Highly Effective
(3.400-4.000)

Effective
(2.450-3.399)

Needs Improvement
(1.450-2.449)

Unsatisfactory
(1.000-1.449)

Robert Barthelemy

Board Member Signature

September 4, 2015
Date

Robert D. Hunsie

Superintendent Signature

9/8/2015
Date

The School Board of Broward County, Florida
Robert W. Runcie, Superintendent of Schools
Superintendent Annual Evaluation Scoring Worksheet
2014-2015

Directions: This scoring worksheet will be used to calculate the overall performance rating. Indicate the rating by placing the number of points in the appropriate column. This worksheet will automatically calculate the points times the weight for each section and provide the total points to determine the overall performance rating. The corresponding overall performance rating (Highly Effective, Effective, Needs Improvement, or Unsatisfactory) should be indicated on the evaluation form. For descriptions of each rating, please refer to the scoring rubric on the *Guidelines and Timeline for the 2014-2015 Superintendent's Annual Evaluation*.

		Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point	
Goal 1: Leadership/Management (40%)	Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student graduates from high school globally competitive for work and postsecondary education and prepared for life in the 21st century		3			1.20
Goal 2: High Quality Instruction (25%)	Improve student performance by focusing on raising academic rigor in teaching and learning among staff and students, and preparing students and staff for global competitiveness			2		0.50
Goal 3: Continuous Improvement (20%)	Align resources and develop an organizational structure that supports operational effectiveness and efficiency to implement the District priorities focused on improving student achievement and business processes			2		0.40
Goal 4: Effective Communication (15%)	Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board		3			0.45
Overall Performance:						2.55



Board Member Signature: _____