

**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.		X		
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	Superintendent Runcie provides vision to Broward County Public Schools (BCPS). He maintains a climate of open dialog and leads in an inclusive, team-focused manner.			
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.	Mr. Runcie exhibited strong leadership and management skills with the overwhelming passage of the SMART bond by the voters. This demonstrated public trust and confidence in BCPS. It is essential that he has proper accountability measures and monitoring in place to execute the bond effectively.			
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.	Mr. Runcie builds partnerships and collaborates extremely well personally with the School Board, staff, students, and community. However, through his leadership and management, he must ensure that senior staff performance is evaluated accurately and that silos are broken down so that departments truly work collaboratively with each other towards the common goal of moving teaching and learning forward in BCPS.			
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.				
<b>Suggested Evidence and Artifacts:</b> <ul style="list-style-type: none"><li>• Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan</li><li>• Development and attainment of partnerships, grants and other resources to support initiatives</li><li>• Results from outreach and collaboration with employees and their respective union/meet and confer groups</li><li>• Presentations to internal and external stakeholders</li><li>• Involvement in state and national organizations to provide input and influence local, state and national policy decisions</li><li>• Development and refinement of Board Policies</li><li>• Consistent and regular one-on-one meetings with Board members</li><li>• Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda</li></ul>				

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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.		2.5		
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>Mr. Runcie continues to support the development and implementation of numerous initiatives that meet the academic, social-emotional, and cultural needs of students. In 2014-2015, the BEST Blueprint for high quality instruction was introduced. It was designed to create an organized, systemic process to teaching and learning. As outlined in the Blueprint, Mr. Runcie must ensure that teachers are provided appropriate professional development through trainings and Professional Learning Communities (PLCs), while promoting teacher collaboration across the District and State. In addition, it is essential that the Response to Intervention (RtI) process is supported appropriately in all schools.</p> <p>Using results currently available, student achievement outcomes are mixed. In two-thirds of the subjects/areas measured, student achievement improved. However, BCPS only outperformed the State pass rates in one-third of the subjects/areas measured. The overall strategic plan goals in high quality instruction were not met. BCPS currently has an abundance of data that must be strategically leveraged to improve student achievement across all levels.</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.				
<b>Suggested Evidence and Artifacts:</b> <ul style="list-style-type: none"><li>• Student Achievement/Performance Data</li><li>• Implementation plan for Common Core State Standards</li><li>• Implementation plan for instructional and administrator evaluation systems</li><li>• Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices</li><li>• Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students</li><li>• Utilization of quality assessments and interventions to enhance achievement</li></ul>				

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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.	X			
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>Mr. Runcie is continuously improving BCPS by aligning resources and developing an organizational structure that supports operational effectiveness and efficiency. He must work collaboratively with the Board to determine priorities for balancing the budget. Through performance management, the District's priorities are implemented by focusing on improving student achievement and business processes. Mr. Runcie also supports the use of audits to improve practices and accountability.</p> <p>This past year, the purchasing policy/procedures have been revised as requested and approved, and if implemented and monitored correctly, will bring cost savings to BCPS. In addition, through debt refinancing and BECON leasing, the District has realized savings and/or revenue opportunities in excess of \$130 million.</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.				
<b>Suggested Evidence and Artifacts:</b> <ul style="list-style-type: none"><li>• Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan</li><li>• Development and implementation of a performance management system</li><li>• Improved budget process incorporating enhanced planning, communication and resource distribution</li><li>• Development and implementation of innovative and entrepreneurial programs</li><li>• Analysis and recommendations for improvements to the organizational structure</li><li>• Redirection of resources to support schools</li><li>• Use of audits to improve practices and accountability</li></ul>				

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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.		2.5		
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	<p>Mr. Runcie continues to make positive strides in the effective communication goal. The Website is in the process of being revamped, a mobile app has been launched, and the utilization of social media has been substantially increased. In addition, the SMART bond communication plan was developed and implemented solidly, both internally and externally.</p> <p>However, effective internal communication on a whole still remains a challenge for the District. An example of this would be the rollout of the BEST Blueprint. It did not have an effective internal communication plan as to the purpose, explanation, and importance of this initiative with regard to its impact in improving student performance.</p> <p>Mr. Runcie must move this goal forward by ensuring that the initiatives and system priorities are more clearly communicated, both internally and externally, as well as continuing to secure more positive media coverage for all the wonderful things happening in BCPS.</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.				
<b>Suggested Evidence and Artifacts:</b> <ul style="list-style-type: none"><li>• Climate Surveys</li><li>• Comprehensive communications plan</li><li>• Outreach efforts to increase parent input and involvement</li><li>• Outreach efforts to engage the community and businesses</li><li>• Outreach efforts and collaboration with municipalities, universities, and legislative groups</li><li>• Communication tools that enhance communication and customer service</li><li>• Newsletters and public engagement documents designed to strengthen connections to the community</li></ul>				

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COMMENTS:

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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)

*Laurie Rich Levinson*  
Board Member Signature

*9/8/15*  
Date

*Reta M. Runcie*  
Superintendent Signature

*9/9/2015*  
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		2.5		0.63
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	4			0.80
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		2.5		0.38
Overall Performance:					3.00

Board Member Signature:

