

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.	<p>Comments:</p> <p>Mr. Runcie has shown effective leadership and management for Broward County Public Schools (BCPS). He fosters an open door environment for all stakeholders and has a focus on student achievement through superior instruction and streamlined operations.</p> <p>However, I do see a lack in succession planning as many key roles are currently vacant and many positions remain vacant for some time after a staff member departs. Leadership succession is a critical commitment for our Superintendent. Executive level administration of the organization ought to be identified as potential successors or have the potential, with development, to compete for key roles within the District.</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.				
<p>Suggested Evidence and Artifacts:</p> <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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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.	x			
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.		<div>Comments:</div> <p>Mr. Runcie continues to focus on student achievement by implementing new initiatives within our District to provide our students with a world-class education.</p> <p>The Cambridge was implemented at South Broward High and is an internationally recognized program and offers students courses that lead to the Advanced International Certificate of Education (AICE) diploma. Bethune, Watkins and Walker Elementary Schools were selected to participate in the Turnaround Arts initiative. Mr. Runcie continues to look for ways to successfully help turn around low-performing schools, narrow the achievement gap, and increase student engagement. There were also FAFSA completion events to increase the number of possible federal financial aid resources for our college bound students.</p> <p>I would like to see how the effectiveness of our staff training is measured, the results of training and how specific training is tracked. What resources do we provide our employees who may need to be retrained or require additional assistance?</p> <p>Mr. Runcie's focus has been for the students of BCPS to receive an enhanced education and have the resources to do so. Therefore, with regard to the aforementioned among many other attributes, he is highly effective in this area.</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.				
<div>Suggested Evidence and Artifacts:</div> <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				

Comments:

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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>Comments:</p> <p>In order for any organization to advance, continuous improvement must occur. With many opportunities for improvement existing, reaching a bargaining agreement for our employees was a major concern. Mr. Runcie reached agreements that provided a salary increases for our employees as well as secured an additional \$80 million in funding through leasing initiatives at BECON.</p> <p>In the area of student achievement, the District grade improved from C in 2013 to B in 2014, students showed a 3-point increase in reading learning gains, 2-point increase in math learning gains and our lowest 25% of students experienced a 5-point increase in math learning gains.</p> <p>Adequate progress in learning gains is paramount for our students and through improvements implemented by Mr. Runcie he has shown to be highly effective in this area without the foundation of traditional statistical data from the state.</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.				
<p>Suggested Evidence and Artifacts:</p> <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				

Comments:

In order for any organization to advance, continuous improvement must occur. With many opportunities for improvement existing, reaching a bargaining agreement for our employees was a major concern. Mr. Runcie reached agreements that provided a salary increases for our employees as well as secured an additional \$80 million in funding through leasing initiatives at BECON.

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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.		x		
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	<p>Comments:</p> <p>Mr. Runcie has worked well with all stakeholders to be effective in the area of communication. He maintains monthly meetings with me to listen and address my concerns. I see him at community, municipal, and District meetings and events. Mr. Runcie is usually the keynote speaker and always makes the time to speak with our customer base to answer any follow up questions. During Board meetings, workshops and news conference he keeps all stakeholders informed regarding the District and responds to inquiries accordingly.</p> <p>I do recognize the efforts made for the accessibility of District information through Twitter, other social media outlets and by branding BCPS. However, BCPS needs to stand alone in its communication efforts and not continue to be reactive to newsworthy items.</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, Mr. Runcie has earned a highly effective rating for the 2014 – 2015 annual evaluation.

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)

Board Member Signature

Date

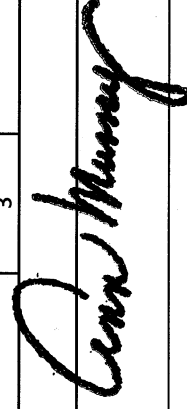
Superintendent Signature

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					
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	4	3			1.20
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				1.00
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					0.80
Overall Performance:			3			0.45
						3.45



Board Member Signature: _____