

**The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2015-2016**

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 2015-2016 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's leadership promotes open dialog with staff as his approach is problem solving rather than through retribution, yet there have been examples of staff not utilizing his leadership approach and failing to present issues that arise in their departments and require additional District support. Senior staff must understand and be accountable for this and continue to move the District forward with Mr. Runcie's guidance. We need to be more diligent in ensuring that, as the Board continues to approve job descriptions, these jobs are posted and filled so that the necessary staffing is in place to support our schools. Mr. Runcie has created a strong Senior leadership team which is clearly focused on student achievement and best business practices. This staff needs to continue to promote the Board's vision and strategic direction through Mr. Runcie's guidance.</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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| 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. | | 3 | | |
| 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>Instruction resources and enrichment activities continue to be supported, at the District level, with accountability measures being implemented. We need to ensure that we are constantly self-evaluating programs which are working and those that need to be removed or replaced in order to meet students' current needs and challenges. Mr. Runcie needs to continue to work closely with Senior Staff to ensure that this self-reflection is occurring on a regular basis and that new opportunities are being explored at all levels. Promoting the success of ALL students so that they reach their highest potential is challenging but must be the daily goal of all District Staff as they support school-site efforts and initiatives. Mr. Runcie clearly demonstrates innovative thinking as he emphasizes these ideas with staff.</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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| 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. | | 3.5 | | |
| 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>I appreciate the work that has been done around our updated strategic planning process. This work needs to continue to drive the District's direction and focus. Zero-based budgeting is a best practice that the District needs to support and see grow across multiple departments to ensure that ALL dollars are being spent in the most efficient manner. The Board's priorities are being incorporated through the Budget process even though there are limited resources. Mr. Runcie must continue to look internally for opportunities for additional cost savings, specifically in the area of health-care, so that we can afford our employees additional raises and to free dollars for additional student supports.</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 | | | | |

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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. | | 3.5 | | |
| Promote stakeholder involvement while establishing a communication system that effectively conveys District successes. | <p>Comments:</p> <p>Communication has dramatically improved over the past 6 months. With the Board's support for new communication software, the District is able to reach parents and constituents in an unprecedented manner. Senior staff has made a strong effort to continue to share the positive stories that are created in our schools every day. Working closely with the media is imperative to ensure that the positive message, about our students' achievements and District programs, continues to reach the public while we continue to be transparent about the issues that we face and are challenged with every day. Mr. Runcie and his staff have made great strides in this area.</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)

Donna Kox

Board Member Signature

9/15/2016

Date

Robert Runcie

Superintendent Signature

9/27/2016

Date