

**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.			2.0	
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	Comments: PLEASE SEE ATTACHED.			
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 1:

Mr. Runcie has worked with staff, in collaboration with external and internal stakeholders and with input from the Board, to develop the new Strategic Plan. I was disappointed that the previous three year plan did not culminate in a review of progress toward quantifiable measureable objectives. I understand that the previous Strategic Plan spanned a period of transition by the FLDOE from FCAT to FSA, and comparison of levels of proficiency from year to year was difficult. However, I do believe some form of comparison of Strategic Plan goals to actual outcomes was warranted. I look forward to an annual review of the new Strategic Plan to ensure resources and strategic direction are consistently moving the District in a positive direction, and an annual refocusing can be accomplished.

As some key leadership roles have moved from "in flux" to "in focus", other key roles are still vacant. I continue to encourage Mr. Runcie and his senior leadership team to ensure the Strategic Plan goals, and the outlined path forward, are clearly communicated in each department.

I applaud the Superintendent's effort to bring innovative programs to schools and to students. Broward County Public Schools leads the nation in many initiatives like Debate, First Move Chess, and Code.org; however I encourage the Superintendent to ensure that the programs are implemented with fidelity, and access is afforded to all students. These learning/enrichment opportunities should have clear objectives with a focus on outcomes, and measurable successes of the initiatives should be shared with the Board and all stakeholders.

I commend the Superintendent and the Informational Technology Department on meeting or exceeding the schedules for technology deployment. As the District moves a monumental amount of capital projects into the 2016-2017 budget year, I applaud Mr. Runcie for his efforts to ensure the Legal Department, Procurement, and the Office of Facilities and Construction collaborate to mitigate past issues. I remain concerned that slow progress on the SMART construction projects will amplify issues within the District's procurement and permitting processes, and encourage Mr. Runcie to continue pushing for seamless collaboration between departments. I am disappointed that the District was not better positioned with approved vendors for school choice projects recommended to schools, like new marquees and installation of playgrounds, to allow the work to flow easily. I encourage Mr. Runcie to closely monitor progress of projects to ensure no internally created bottlenecks exist. I also encourage Mr. Runcie to regularly review the progress and capacity of the Facilities Department program manager, District

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staff and vendors to ensure the push to complete projects does not overload the capacity of any group or entity.

Requests for information to the Board, as well as requests for policies to be workshopped over the course of this year, continued to have slow response. I continue to be concerned about the execution of the intent of Board policy with regard to investigations, and compliance with 4.9. I applaud the Superintendent for working collaboratively with stakeholder groups to address past issues with the implementation of Policy 4.9, and expect a continued open line of communication to ensure all concerns have been addressed. The Board is still waiting for the requested review of the procedures that are followed in adherence to Policy 4.9.

Recent issues uncovered regarding budget oversight by individual departments, specifically the Broward County Public Schools Police Department, give me cause for concern. I encourage Mr. Runcie to work diligently to ensure all department leaders are well-versed and comfortable in managing their respective departmental budgets. Issues within the Human Resources Department, with regard to review and submission of job descriptions, and the recent job offer to a candidate without required certifications, are troubling. Mr. Runcie has put the Board in difficult positions with regard to recent hires, and I encourage the Superintendent to ensure that employee placement and hiring is always done with the best interest of the District paramount.

I continue to have concerns with regard to the culture and climate within the organization at all levels. Disrespect for Board members and disregard for Board direction are not acceptable. Additionally, I am concerned that employees feel compelled to remain silent, rather than speak the truth.

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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.	Comments: PLEASE SEE ATTACHED.			
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.				
Suggested Evidence and Artifacts: <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 2:

I appreciate the District's shift to a uniform reading assessment in primary grades, and look forward to continued updates on the progress of the rollout and implementation. As mentioned in my interim evaluation, I look forward to a full-scale usage of both Naviance and the LEAPS curriculum and technology tool, which at this time have only been minimally utilized.

Recent conversations about the progress of PLCs and teacher understanding of the standards gives me concern about the District's progress in this area. A follow-up conversation with the Board regarding schools' movement among and across the four quadrants to ensure high quality instruction across all SES bands should be forthcoming.

I am still looking forward to a comprehensive review of resources and programs used throughout the District to ensure alignment to the Strategic Plan. This review has been discussed for some time, but it is not apparent to me as a Board member that the review and subsequent reduction has occurred. During several recent budget discussions, the Board has requested clear communication of department and general fund expenditures that are being reduced or eliminated as new requests are granted.

As the new organizational structure has shifted oversight of Talent Development, I have concerns regarding the separation of evaluation and support. I continue to encourage Mr. Runcie to ensure all departments understand the importance of separating the two. It is imperative that both instructional staff and site-based administrators feel empowered to initiate a request for support from District staff and that a request for support is in no way a negative reflection of them or their school.

As mentioned in my interim evaluation, I appreciate the Superintendent's stated focus on reducing teacher workload and assessments for students; while some forward progress has been made on this front, I encourage Mr. Runcie to continue pushing staff to look at ways of further reducing both.

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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.			2.5	
Update and implement the District vision, mission, priorities and strategic plan that will serve as a system framework focused on comprehensive outcomes and measures.	Comments: PLEASE SEE ATTACHED.			
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 3:

I appreciate the efforts to update the Strategic Plan. I am looking forward to annual conversation with the Board, as mentioned in previous evaluations. I applaud the efforts of the Facilities Department and Procurement Department to work more closely to ensure SMART program projects began. I continue to encourage Mr. Runcie to ensure all departments work together and communicate regularly as the volume of projects increases.

As mentioned in last year's evaluation, the SSOS initiative continues to implement programs to turn around student achievement in struggling schools. I commend the Superintendent for these efforts and continue to be interested in a conversation with the Board to determine ROI. Attendance and student achievement data, as well as stakeholder survey results would provide metrics against which the District could benchmark progress and determine ROI.

I appreciate the efforts of the Superintendent to work with department leaders to further streamline and bring efficiency to the organization. I encourage Mr. Runcie to continue to seek and implement true end-user feedback mechanisms to ensure continuous improvement processes are having desired outcomes with stakeholders: especially with regard to the amount of time and effort spent on Facilities and Construction and Procurement processes to ensure efficient and cost effective implementation of SMART initiative projects. The District continues to make small progress on the Evergreen report recommendations, however there is still much work to be done. I encourage Mr. Runcie to continue a focus in this area. As leadership roles within schools transition, it is imperative that there is a clear understanding of IDEA and strict adherence to IEPs to ensure continued delivery of services to students.

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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.		3.0		
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	Comments: PLEASE SEE ATTACHED.			
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.				
Suggested Evidence and Artifacts:				
<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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GOAL 4:

I applaud Mr. Runcie's continued efforts to create authentic opportunities for conversation with, and input from, all stakeholders. I am always looking for improved communication with both internal and external stakeholders. I look forward to the District's utilization of the new app to improve stakeholder access to information and increase communication. I applaud the Superintendent as he continues to be a visible presence in the community, and the effort he makes with teacher talks, Conversations with the District, and Ed Talk.

Mr. Runcie and District staff continue to provide updates to stakeholders on facility projects through the SMART initiatives, and I encourage continued transparency and communication with all stakeholders through the process. The new format of the quarterly reports to the Bond Oversight Committee were an attempt to provide more detailed information to the public. I look forward to staff tweaking this report to further clarify project status so all stakeholders have direct access to clear, concise information. I encourage Mr. Runcie to create and keep clear and open lines of communication with new employee group leaders as the District looks to improve working conditions and professional development for employees as well as student achievement.

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COMMENTS:

No further comments.

Overall Performance Evaluation Rating:

Circle One: Highly Effective Effective Needs Improvement Unsatisfactory
 (3.400-4.000) (2.450-3.399) (1.450-2.449) (1.000-1.449)

Walter P. Brinkworth

Board Member Signature

9-14-2016

Date

Robert R. Rennie

uperintendent Signature

9/27/2016

Date

The School Board of Broward County, Florida
 Robert W. Runcie, Superintendent of Schools
 Superintendent Annual Evaluation Scoring Worksheet
 2015-2016

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 2015-2016 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		2	
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	
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		2.5	
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		
Overall Performance:	2.38			

Board Member Signature:

