

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			
	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
<p>Goal 1: Leadership/Management (40%)</p> <p>Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimaging 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.</p>		2.75		
<p>Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.</p> <p>Provide vision and strategic direction to district.</p> <p>Lead in an encouraging, participatory, and team-focused manner.</p> <p>Leverage talent of newly appointed staff in key roles to build effective leadership capacity in our schools and district departments.</p> <p>Demonstrate an understanding of organizational and educational leadership.</p> <p>Demonstrate an understanding of current legal, regulatory, and emerging issues and trends affecting education.</p> <p>Improve public trust and confidence in the institution and strengthen the focus on our core mission – student achievement.</p> <p>Delegate appropriate authority to staff and monitor their follow-through.</p> <p>Accurately evaluate senior staff performance to include ongoing commendations and constructive suggestions, and where appropriate, disciplinary measures.</p> <p>Respond timely and appropriately when faced with unforeseen events.</p> <p>Promote acquisition of grants, innovation and technological advancements that enhance student achievement, employee performance and effective operations.</p> <p>Keep Board informed of issues, needs, and operation of the school system in a timely manner.</p> <p>Appropriately interpret and execute the intent of Board policy.</p> <p>Create and maintain professional working relationship with Board.</p> <p>Continue collaboration with union and employee groups.</p>	<p>Comments: Superintendent Runcie continues to exhibit educational leadership focusing on the District's core mission of providing quality educational opportunities for all students. His collaborative leadership style has led to a variety of opportunities for students to be exposed to innovative learning and the tools necessary to be college and career ready.</p> <p>In contrast, certain District departmental functions, including the implementation of the SMART Bond Program, have lacked proper monitoring of required duties and appropriate accountability measures. The timely identification of issues and proposed plans of action to handle unforeseen problems have not always been shared. The Superintendent must hold his staff accountable to ensure appropriate District policies and procedures are "consistently" followed throughout the District.</p>			
<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.	3.75			
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>Comments: Superintendent Runcie has continued to implement a variety of measures to improve overall student achievement. Strategies to assist students through enhanced learning initiatives have continued to provide enriched educational opportunities. Programs such as LEEEO, Debate, Chess, Latinos in Action, Dual Language and Coding have greatly benefited our students. Expansion of innovative programs throughout the District have also afforded families a broader range of educational opportunities. Initiatives and mentoring programs have led to improved outcomes and have assisted in reducing achievement gaps. Additionally, continued efforts in implementing the Evergreen recommendations have continued to improve educational services for our ESE Students.</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.		2.75		
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: Superintendent Runcie has worked diligently with the Board to update the District's Strategic Plan including measurable goals. Additionally, performance management measures implemented by the Superintendent have led to significant savings that were reinvested in the District. In addition, Reports such as the Disparity Study and the Evergreen Report have provided important recommendations to assist the District in improving overall services.</p> <p>However, it appears that policies/procedures are not always followed in a consistent manner and lack of strong control measures are adversely impacting business practices. Additionally, detailed essential information pertaining to budgets and significant expenditures are not always available in a timely manner for consideration at workshops, public hearings and board meetings.</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.		2.75		
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	<p>Comments: Superintendent Runcie is a visible presence in the community throughout the District. He continuously reaches out to a variety of stakeholders (both internal and external) to involve them in the development of District programs and potential policy/procedural changes.</p> <p>The Superintendent should continue to work with his staff (across departments and schools) to strengthen communication efforts that will ensure information shared with the Board, and the public is accurate and transparent. Enhancement of details and the timely sharing of critical information must be improved to ensure vital facts are considered when decisions are being made.</p> <p>Additionally, the Superintendent must take greater measures in communicating to his staff the importance of adhering to policies/procedures in a consistent manner. In addition, enhanced efforts need to be made to ensure all stakeholders (internal and external) are better informed of the status (delays and progress) of the SMART program.</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.				
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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COMMENTS:

I am confident the Superintendent will continue to have a strong leadership role in the creation of initiatives that will improve student achievement and move the District forward in a positive manner. The District would benefit from further strengthening of procedures that would assist in improving operational efficiencies and business practices. Measures to improve communications and overall department functions must be addressed.

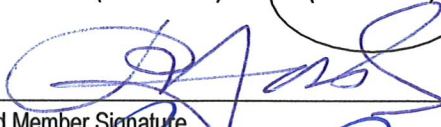
Overall Performance Evaluation Rating:

Circle One: **Highly Effective**
(3.400-4.000)

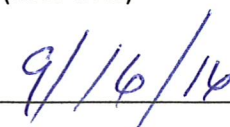
Effective
(2.450-3.399)

Needs Improvement
(1.450-2.449)

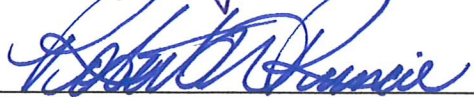
Unsatisfactory
(1.000-1.449)



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
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%)		2.75			1.10
Goal 2: High Quality Instruction (25%)	3.75				0.9375
Goal 3: Continuous Improvement (20%)		2.75			0.55
Goal 4: Effective Communication (15%)		2.75			0.4125
Overall Performance:					3.0

Board Member Signature: 