

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2016-2017

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 2016-2017 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.		3.0		
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Comments:</p> <p>I appreciate Mr. Runcie's work across the organization to align board agenda items to the Strategic Plan goals. Mr. Runcie and staff have provided opportunity for the Board to review progress toward Strategic Plan goals in a workshop format. As expressed in the workshop, KPIs that serve to measure progress under each goal of the Strategic Plan should also be monitored in a way that is transparent to both the Board and all community stakeholders. This year's agenda items and budget cycle decisions came to the Board annotated with impact toward achieving the Strategic Plan goals, and I look forward to regular review of progress and return on investment.</p> <p>Please see attached 2016-2017 Superintendent's Eval: Leadership/Management continued.</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 			

Leadership/ Management (40%) continued:

In last year's evaluation, and in the 2017 mid-year evaluation, I included the following quote, "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." Mr. Runcie has publicly indicated this comprehensive review is forthcoming, and I look forward to the opportunity for board discussion and direction as it relates to the budget.

I applaud the Superintendent for actively seeking initiatives and opportunities for the District to achieve the Strategic Plan goals through leveraging grants. I am however concerned that this District must ensure sustainability plans, as we cannot continue to depend on subsequent grants to move this work forward. I encourage the Superintendent to work diligently to that end, as we have seen significant improvement within schools across the District supported by various grant opportunities and initiatives. It is imperative that the positive impacts are maintained.

I applaud the Superintendent for the creation of the SMART Futures web pages that are available online. From a view on a single school site, to a sort by municipality, to a district-wide comprehensive view, these pages allow our stakeholders to easily view each project. Mr. Runcie must ensure staff relays any changes in status with consistency and clarity. The District is still working to be better positioned to complete the school choice small projects, and I remain concerned about the slow progress on the SMART projects overall, but have seen a significant increase in the amount of projects moving into design phase over the past year. It is imperative that the Superintendent continues to monitor the progress and capacity of the Facilities Department, program manager, District staff and vendors to ensure the push to complete projects does not overload the capacity of any group or entity.

Over the past year, senior staff has met with representatives from employee groups to begin to address stakeholder concerns over Policy 4.9. I appreciate the collaboration that has occurred, but we are still awaiting the updated policy returning to the Board. It is my understanding Policy 4.9 should be before the Board in early to mid-October, and I expect to see it then, as the updates are long overdue.

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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.		3.0		
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>As mentioned in previous evaluations, I appreciate the District's shift to a uniform reading assessment in primary grades and look forward to continued updates on improved processes and student growth. As a board member, I applaud and appreciate the various dashboards tracking many of the outcomes on student achievement. I look forward to regular updates on how this data is driving District-wide initiatives, site-based administrative decisions, and classroom instruction.</p> <p>Mr. Runcie encourages staff to seek and provide expanded initiatives and opportunities focused on the development of well-rounded students. As additional initiatives are added it is imperative that professional development and District support is provided to ensure implementation with fidelity.</p> <p>As mentioned in many previous evaluations, I look forward to a full-scale usage of Naviance, LEAPS, and other procured curriculum and technology tools which have still only been minimally utilized.</p> <p><i>Please see attached 2016-2017 Superintendent's Eval: High Quality Instruction (25%) continued.</i></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.				
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 			

High Quality Instruction (25%) continued:

Mr. Runcie must ensure all students and staff are aware of the tools, receive proper training, and truly integrate them into the educational experience. I encourage Mr. Runcie to provide usage reports to the Board that accurately depict usage, rather than a single log in to any particular program. As the District incorporates Canvas as the learning management system, it is incumbent upon the Superintendent to work collaboratively with employee groups to ensure appropriate and timely professional development is provided.

As the District expands initiatives and educational programs, reducing teacher workload and assessments for students are critical considerations. I encourage Mr. Runcie to continue pushing staff to look at ways of further reducing both, and improving communication around this effort.

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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.		3.0		
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>Mr. Runcie is committed to the District vision, mission, priorities and strategic plan. I appreciate the annual review, and look forward to the recalibration of goals. I encourage the Superintendent to introduce specific KPIs in support of the plan to ensure resources are directed to provide the best return on investment.</p> <p>The District dashboards serve as a means for various levels of the organization to dissect and disaggregate data, and I encourage the Superintendent to provide information on how the dashboard insight drives decision making.</p> <p>Mr. Runcie utilizes audits and regular review of organizational processes to continue to improve efficiency within the organization.</p> <p>I commend the Superintendent and staff for ongoing efforts to support struggling schools, and introduce innovative programs.</p> <p>Please see attached 2016-2017 Superintendent's Eval:</p> <p><i>Continuous Improvement continued.</i></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.				
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 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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Continuous Improvement (20%) continued:

These efforts have proven effective in raising student achievement numbers overall, however I remain concerned that there are significant gaps in progress for some groups. The Superintendent and staff have worked to ensure a laser focus on early learning and increasing levels of reading proficiency by grade three, and I look forward to continued conversations about progress in this area. As the District shifts the laser focus to reimagining middle school, I encourage the Superintendent to ensure District resources are aligned to fully support the shift, while continuing the ongoing work. I continue to be interested in a conversation with the Board to determine ROI of investments in technology and innovative programs.

As the District moves to single sign on and Canvas as a learning management system it is imperative that all stakeholders are part of the training and communication.

I continue to encourage Mr. Runcie to ensure all departments work together and communicate regularly as the volume of SMART projects moves from design phase to construction. Mr. Runcie and staff have worked to improve Bond Oversight Committee reports, and have provided updates to communities in D3 with regard to specific projects. It is imperative that any schedule changes, project concerns and/or budget concerns be communicated timely.

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Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
<p>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.</p>		2.5		
<p>Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.</p>	<p>Comments:</p> <p>Mr. Runcie continues to be a visible presence in the community, and utilizes multiple avenues of engagement with stakeholders. I commend Mr. Runcie's efforts to engage the business community in support of both initiatives and advocacy. As the District continues to advocate for legislative support for public education, I encourage Mr. Runcie to provide additional opportunities for stakeholders and the larger Broward County community to be informed and involved.</p> <p>Mr. Runcie and district staff continue to provide updates to stakeholders on facility projects through the SMART initiatives. Staff continues to provide information to municipalities and/or community groups as requested. Mr. Runcie must ensure these regular updates clearly show progress (even if incremental), as many in the D3 community are anxious for progress.</p> <p>Please see attached 2016-2017 Superintendent's Eval:</p> <p><i>Effective Communication continued.</i></p>			
<p>Develop formal and informal techniques to obtain external and internal perceptions of the District by means of surveys, listening tours, and personal contacts.</p>				
<p>Promote and communicate system priorities using a variety of communication tools.</p>				
<p>Design and implement a comprehensive communications plan.</p>				
<p>Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.</p>				
<p>Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives.</p>				
<p>Provide a visible presence throughout the district and the community.</p>				
<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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Effective Communication (15%) continued:

I commend Mr. Runcie and staff working to improve the SMART Futures web pages, and look forward to continued efforts to improve communication.

I continue to encourage Mr. Runcie to keep clear and open lines of communication with employee group leaders, as the District looks to improve working conditions and professional development for employees, as well as student achievement.

Mr. Runcie must ensure the Board's vision and strategic direction are clearly communicated and monitored. In order for the Strategic Plan to impact our students as we intend, every employee must clearly understand how their work is tied to the plan goals. Board direction comes through the Superintendent to staff, monitoring of staff adherence to Board direction, and relaying information back to the Board on progress and/or obstacles are also the direct responsibility of the Superintendent. Staff follow-up to Board questions or requests for information is greatly improved. I applaud Mr. Runcie and staff on ensuring timely feedback and improved agenda preparation. The majority of board agenda items include all the relevant and pertinent information. While efforts are ongoing, internal communication regarding District level roll out of initiatives continues to need additional attention.


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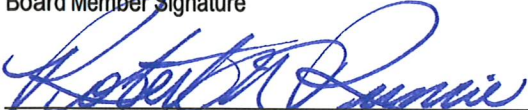
COMMENTS:

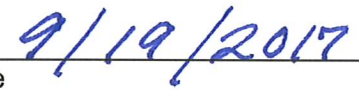
Overall Performance Evaluation Rating:

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


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
2016-2017

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 2016-2017 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				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				0.75
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				0.60
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				0.38
Overall Performance:					2.93

Board Member Signature: 