

**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 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.	X			
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Mr. Runcie demonstrates strong organizational and educational leadership, and has most definitely improved public trust and confidence in Broward County Public Schools (BCPS), while strengthening the focus on student achievement. He leads in a participatory manner, encouraging open dialog with administrators, teachers, students, and staff on issues of teaching and learning.</p> <p>Mr. Runcie collaborates exceptionally well with external stakeholders to develop and attain partnerships which provide resources to support educational initiatives. He also maintains a collaborative relationship with the Board, carrying out the District's vision and strategic direction. Mr. Runcie delegates appropriate authority to staff, but still needs to monitor follow-through more closely to achieve collective goals.</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.				
<b>Suggested Evidence and Artifacts:</b>	<ul style="list-style-type: none"> <li>• Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan</li> <li>• Development and attainment of partnerships, grants and other resources to support initiatives</li> <li>• Results from outreach and collaboration with employees and their respective union/meet and confer groups</li> <li>• Presentations to internal and external stakeholders</li> <li>• Involvement in state and national organizations to provide input and influence local, state and national policy decisions</li> <li>• Development and refinement of Board Policies</li> <li>• Consistent and regular one-on-one meetings with Board members</li> <li>• Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda</li> </ul>			

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<b>Goal 2. High Quality Instruction (25%)</b>	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.		3.5		
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>Mr. Runcie has moved student performance and outcomes in BCPS by focusing on learning and excellence for students. He strongly supports academic and enrichment opportunities for all students in order to provide a well-rounded education that meets their social, cultural, and academic needs. This year the District placed a laser focus on literacy and early learning. The percentage of third grade students meeting or exceeding grade level proficiency increased from 55% to 57% in 2017, and is up five percentage points from 2015. The percentage of students scoring at level one is down 3% this year. In addition, proficient performance on math EOCs showed significant increases: Algebra 1 was up 8%, Algebra 2 was up 8%, and Geometry was up 7%. On the 2017 FSA and EOC exams, BCPS either maintained or increased the percentage of students scoring level 3 or higher on 18 of the 22 tested areas. Although, there is certainly much room for growth and improvement, student performance is moving in a positive direction and our teachers, administrators, and staff are preparing students to be college and career ready under Mr. Runcie's leadership. It is essential that the District develop and offer meaningful professional learning opportunities to continue to raise the bar.</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><b>Suggested Evidence and Artifacts:</b></p> <ul style="list-style-type: none"> <li>• Student Achievement/Performance Data</li> <li>• Implementation plan for Common Core State Standards</li> <li>• Implementation plan for instructional and administrator evaluation systems</li> <li>• Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices</li> <li>• Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students</li> <li>• Utilization of quality assessments and interventions to enhance achievement</li> </ul>				

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<b>Goal 3. Continuous Improvement (20%)</b>	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.	<b>X</b>			
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>Mr. Runcie continues to enhance operational efficiency for BCPS. The Strategic Plan has been updated and implemented, focusing on comprehensive outcomes and measures. BCPS shows a positive trend in 70% of the Council of the Great City Schools key performance indicators for K-12 school operations.</p> <p>Mr. Runcie continues to improve Purchasing by implementing the Procurement Turnaround Plan, increasing service levels to all departments, with a focus on SMART and BEST. The Supplier Diversity Outreach Program has been updated and improved, as well. He provides enhanced educational programs by aligning resources, creating space allocation efficiencies, and reinvesting in our schools and communities. He must continue to provide school options and innovative educational opportunities by working collaboratively with the Board to determine priorities and redirect resources focusing on improving student achievement.</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><b>Suggested Evidence and Artifacts:</b></p> <ul style="list-style-type: none"> <li>• Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan</li> <li>• Development and implementation of a performance management system</li> <li>• Improved budget process incorporating enhanced planning, communication and resource distribution</li> <li>• Development and implementation of innovative and entrepreneurial programs</li> <li>• Analysis and recommendations for improvements to the organizational structure</li> <li>• Redirection of resources to support schools</li> <li>• Use of audits to improve practices and accountability</li> </ul>				

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<b>Goal 4: Effective Communication (15%)</b>	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>Mr. Runcie has enhanced communication internally and externally. He provides a visible presence, and has developed and maintained meaningful relationships throughout the District and community. His team works diligently to increase the effectiveness of external communication with stakeholders by using tools such as the On the Right Track publication, Twitter Chats, and the Superintendent Podcast to highlight priorities, accomplishments, initiatives, and events.</p> <p>Mr. Runcie has developed successful outreach efforts with municipalities, universities, and legislators; however, BCPS must increase its external communication effectiveness with the media to receive positive coverage regarding all the District's wonderful stories and accomplishments. Internal stakeholder communication has improved with initial focus on a new system and procedures, but much work still remains in this area, as well.</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><b>Suggested Evidence and Artifacts:</b></p> <ul style="list-style-type: none"> <li>• Climate Surveys</li> <li>• Comprehensive communications plan</li> <li>• Outreach efforts to increase parent input and involvement</li> <li>• Outreach efforts to engage the community and businesses</li> <li>• Outreach efforts and collaboration with municipalities, universities, and legislative groups</li> <li>• Communication tools that enhance communication and customer service</li> <li>• Newsletters and public engagement documents designed to strengthen connections to the community</li> </ul>				

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COMMENTS:

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**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)

*Laurie Rich Levinson*  
Board Member Signature

*9/18/17*  
Date

*Robert Duncie*  
Superintendent Signature

*9/19/2017*  
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	
<b>Goal 1: Leadership/Management (40%)</b>	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	4				1.60
<b>Goal 2: High Quality Instruction (25%)</b>	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		3.5			0.88
<b>Goal 3: Continuous Improvement (20%)</b>	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					0.80
<b>Goal 4: Effective Communication (15%)</b>	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			0.45
<b>Overall Performance:</b>						3.73

Board Member Signature: \_\_\_\_\_

