

**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.	X			
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	Comments: PLEASE SEE COMMENTS BELOW			
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.	X			
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 COMMENTS BELOW			
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.				
<b>Suggested Evidence and Artifacts:</b> <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.	X			
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 COMMENTS BELOW			
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.				
<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 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.	Comments: PLEASE SEE COMMENTS BELOW			
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.				
<b>Suggested Evidence and Artifacts:</b>				
<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:

Mr. Runcie continues to provide leadership that is changing the culture of Education in Broward County. He has done a tremendous job building partnerships with the business, faith, and LGBT Communities.

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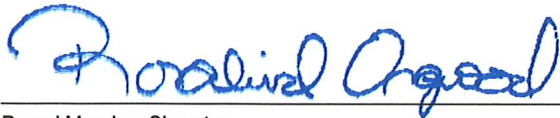
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Overall Performance Evaluation Rating:

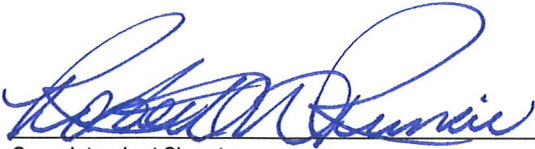
Circle One: **Highly Effective** (3.400-4.000)      Effective (2.450-3.399)      Needs Improvement (1.450-2.449)      Unsatisfactory (1.000-1.449)



Board Member Signature

September 18, 2017

Date



Superintendent Signature

9/19/2017

Date

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**Goal 1: Leadership/Management**

Congratulations to Mr. Runcie for being chosen as the 2016-2017 Superintendent of the Year by the National Alliance of Black School Educators. Mr. Runcie continues to be an outstanding, influential leader and has recently been elected to serve as the President of the Florida Association of District School Superintendents (FADSS).

Mr. Runcie's leadership has ensured the financial stability of the District while offering salary increases for teachers and staff. The District saved \$812,000 by refinancing two COPs and \$10MM in technology devices and infrastructure under the SMART bond program.

Mr. Runcie has worked very hard to create a collaborative working environment with BTU Leadership. This collaboration has resulted in improved working relationships across the District. Modifications are to include changes in our teacher performance appraisal system, an increase number of teacher preplanning days, and investment of almost \$30 million to restructure high school schedules to give teachers more planning time, and the development of a strategy in response to the Board's directive to increase ESP and teacher salaries - resulting in an investment of over \$31 million for teacher and ESP salary increases.

Mr. Runcie continues to leverage talent across the District and attract qualified professionals. He recently hired a highly qualified Chief Financial Officer candidate in a short period of time, allowing for a smooth transition with our retiring CFO. Departments continue to perform and meet expectations. For example, the Technology Department has completed the deployment of more than 83,000 new computers months ahead of schedule and millions of dollars under budget. The phenomenal talent in our Coaching and Induction Department earned the District the Teacher Incentive Fund (TIF) Grant in the amount of \$54 million over five years. Broward was the only large Urban District in the Nation to receive this grant, which will help the District better place and compensate effective teachers in 32 Title-I schools. The new leadership in the Exceptional Student Learning Support Division has addressed all 110 recommendations outlined in the 2013-2014 Evergreen Independent Review and will continue to work on improving ESLS services and experiences for our students including launching a new Parent Friendly ESLS website, closing all seclusion rooms in Broward County Public Schools and updating the Matriculation Guide.

Mr. Runcie has also aggressively addressed the findings of the Districts Disparity Study. From 2014/2015, the annual number of SBBC Certified M/WBE Business Enterprise firms increased from 507 to 730. The Districts spend with SBBC Certified M/WBE Firms increased from \$2.6MM in 2008-2013 to \$33.8MM in 2017.

Mr. Runcie has been very responsive to Board Members' concerns. He continues to direct internal audits, challenge his staff and build public trust. The District received no audit findings for the single audit and comprehensive Annual Financial Report.

Finally, Mr. Runcie continues to take public positions at the local, state and national level in support of children and aligned with School Board priorities.

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**Goal 2: High Quality Instruction**

During the 2016-2017 school year, the District continued to see improvement in High Quality Instructions. 60% of our Elementary students showed increases in the percentage of third grade students exceeding or meeting grade level proficiency. EOC's Math scores increased by 8 percentage points for both Algebra 1 and Algebra 2. We increased the number of students enrolled in computer science from a few hundred students three years ago to over 50,000 this year. Also, we only had 60 students sitting for AP Computer Science three years ago and this past May we had over 1,000 students taking the exam. When it comes to closing the achievement, Broward had more African-American students taking the AP Computer Science exam this year than the entire rest of the state of Florida combined. In addition, we tripled the number of Hispanic students taking computer science.

96% of Broward Schools earned a grade of A, B, or C. One District school increased by three letter grades while another dozen schools increased by two letter grades. The number of schools earning an A grade improved by 18 schools to 59 District schools earning an A grade (41 in 2016 to 59 in 2017).

During this evaluation period, Mr. Runcie continued to create and expand opportunities for our students to shine. More schools offered Dual Language Programs, the number of schools participating in Debate increased to include elementary schools and a new program was started to enhance learning experiences for our Latino Students.

Finally, an analysis of subgroups and achievement gaps shows signs of progress. A cohort gap analysis based on FSA data shows that the District has improved in 35 of the 49 comparisons and had an increase in the performance gap in 14 of the 49 comparison groups.

**Goal 3: Continuous Improvement**

Mr. Runcie continues to demonstrate year after year, his willingness to taking on the challenge of transforming departments for the better. The Procurement department has undergone a complete transformation and continues to add value in overseeing the District's procurement activities. The great work of this department has improved efficiency, facilitated an improved bid process and enhanced customer service.

The SMART bond program for facilities renovation got off to a slow start but has worked hard to get back on schedule. The program has now initiated more than 1,000 projects (more than 70% of the work). The District has established new policies, procedures and more delivery methods to improve the implementation of the needed improvements. On Friday, August 21, we celebrate the Ribbon Cutting for the New Boyd H. Anderson High School New Cobra Research Center.

The "zero-based budget" initiative in ESE, resulted in a new organizational design and realignment of resources to deliver better services and address recommendations raised in the Evergreen Report and ESE Advisory Committee.

The District has improved its monitoring and tracking of our Strategic Plan goals. Mr. Runcie has held staff accountable and focused, resulting in the District being on track to meet three-year targets and has already achieved one of the goals in the three-year Strategic Plan.

Finally, Mr. Runcie has responded to the School Board's desire to see improvements in the preparation of agenda items, tracking and responding to inquiries, and restructuring board meetings to run more efficiently. Mr. Runcie and his team has delivered in these areas which have seen significant improvement.

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**Goal 4 : Effective Communication**

Mr. Runcie does an excellent job in representing the District, communicating strategic priorities and accomplishments, and effectively collaborating with a wide-range of local community, state and national organizations and individuals.

The Communications department has improved its ability to source media stories showcasing the great programs and activities going on in the District.