

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2017-2018

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 2017-2018 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		
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	Comments: Mr. Runcie has led our District through an unimaginably difficult 2017-2018 school year. While in some areas Mr. Runcie led effectively, in other areas his leadership missed the mark. Mr. Runcie's leadership response to Hurricane Irma and his role in partnering with outside organizations to serve the community needs was commendable. The restoration and recovery process to reopen schools went smoothly. Additionally, he quickly responded to the need to prepare our District for an influx of students from Hurricane devastated areas. Similarly Mr. Runcie responded with full-time dedication in response to the February 14 th tragedy at MSD. The workload associated with response and recovery has strained the organization, and unfortunately mis-steps were made. <i>Continued See Attached Sheet</i>			
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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Leadership & Management Continued –

While mis-steps are unavoidable in the aftermath of such a tragic event, it is imperative that leadership boldly accept mis-steps and clearly communicate how and why mis-steps occurred. Communication to external stakeholders, internal stakeholders and the board was identified as a weakness in prior evaluations, and this difficult year has amplified that weakness. As a Board member there have been many occasions that my first communication about an issue has come from others outside of the District. This is problematic. In response to tragedy many high-profile decisions were made without consultation or, at a minimum, communication with the Board. This is highly problematic.

I commend the Superintendent's initiative to bring in an external firm to perform a comprehensive Security Risk Assessment. This assessment will provide direction on recommendations to the Board. I look forward to robust conversation at the Board level and the Superintendent implementing all Board approved security enhancements with expediency and fidelity across the District.

As Mr. Runcie has worked to address concerns about security and improve the conversation on addressing mental health, other critical district conversations and initiatives have taken a back seat. I am hopeful that the coming year will bring a renewed focus

This year's budget review provided a detailed, comprehensive look at the budget. While I am confident in the Superintendent's management of staff to reduce expenditures in some areas, the Board continues to request clear communication of department and general fund expenditures that are being reduced or eliminated, as new requests are granted. With limited resources it is imperative that Mr. Runcie provide this comprehensive review and recommendations as they relate to the budget. As contracts come before the Board it will be impossible to approve new programs or initiatives, without this information. This has been an item of concern for several years in evaluations, without direct response.

As indicated in last year's evaluation, I applaud the Superintendent for actively seeking initiatives and opportunities for the District to achieve the strategic plan goals through leveraging grants. I continue to remain concerned with regard to sustainability plans. 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. In the aftermath of the tragedy at MSD additional grants are serving to support work across the District. It is imperative that the positive impacts are maintained, however we cannot allow either newly created staff positions or programs implemented to automatically become funded upon sunset of a grant, without strategically planning for such an impact to the General Fund.

During the past year, the ability of the Office of Facilities and Construction to deliver on the SMART program projects has been disappointing. While the capacity of the department was

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Leadership & Management Continued –

tested during both the hurricane and the tragedy, leadership and management to progress the SMART program was lacking. I remain concerned with the lack of clarity in the way the District communicates overall progress, as I indicated in a recent workshop. As I visited many District 3 school sites at the beginning of this school year, I was disappointed in progress at the individual schools. I was unaware of many of the issues individual projects were facing. Mr. Runcie must ensure staff relays any changes in status with consistency and clarity. I remain concerned about the slow progress on the SMART projects overall and reiterate from last year's evaluation, "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."

While Policy 4.9 was long overdue in coming to the Board, I commend the Superintendent for staff's commitment to working with the stakeholder groups to finally get it completed and presented for a vote.

I appreciate Mr. Runcie's continued work to align board agenda items to the strategic plan goals. I applaud the Superintendent's leadership to ensure the strategic plan process for the creation of the successor plan has begun timely and is inclusive of community input across all stakeholder groups. I continue to encourage Mr. Runcie to consider metrics that align directly to budget allocations so ROI can be determined. As stated in the recent workshop review of the strategic plan, and in previous year's evaluations, I also continue to request meaningful, measurable goals within the plan, and KPIs that serve to measure specific progress under each goal. I look forward to the development of the successor strategic plan.

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<p>Goal 2. High Quality Instruction (25%)</p> <p>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.</p>	<p>Highly Effective 4 points</p>	<p>Effective 3 points</p>	<p>Needs Improvement 2 points</p>	<p>Unsatisfactory 1 point</p>
<p>Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.</p>		3		
<p>Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.</p>	<p>Comments:</p> <p>Across the District schools have improved academically in most areas. While some gaps are closing others persist. In comparison to other large districts across the state our results are mixed. With ever expanding choice options it is imperative the District provide the highest level of attention to providing necessary and useful PD to educators. Through Mr. Runcie's leadership, the data dashboards have been expanded to include greater transparency into academic progress across the district. I commend Mr. Runcie's focus on data driven decisions and look forward to expanded conversations with the Board on allocation of resources to support significant gains to meet or exceed academic goals. Focus on longitudinal data is imperative to continue closing gaps and improving graduation rates. The district must move away from comparing proficiency rates year over year, to tracking cohort progress. <i>Continued See Attached Sheet</i></p>			
<p>Promote instructional strategies that include cultural diversity and differences in learning styles.</p>				
<p>Implementation of instructional and administrator evaluation systems focused on improving instructional and leadership practice.</p>				
<p>Support a broad range of academic and enrichment opportunities for all students focused on the development of well-rounded students.</p>				
<p>Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes.</p>				
<p>Promote the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment.</p>				
<p>Improve outcomes for all students while reducing achievement gaps among subgroups, especially young Black male students.</p>				
<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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High Quality Instruction Continued:

I look forward to regular, robust Board conversations around data and the opportunity to allocate resources to support targeted PD to deliver high quality instruction across the organization.

Early Learning and Literacy have been the focus for the past three years with the implementation of BAS, guided reading and increased fidelity with progress monitoring. Middle Grades Reimagined has shifted focus to middle school to ensure higher levels of engagement with students, as the district moves to integrate social emotional learning into academics. I applaud Mr. Runcie's ability to keep this focus moving forward in the midst of an incredibly difficult year. While progress has occurred, I am hopeful significant work can be accomplished going forward, and data driven decisions will be fully implemented.

Recent Board conversations have included a full scale usage of Naviance, professional development for BAS, and full scale implementation of other procured curriculum and technology tools. "Mr. Runcie must ensure all students and staff are aware of the tools, receive proper training, and truly integrate them into the educational experience," was included in last year's evaluation and this continues to be an area that needs focus. Professional Development across the organization is a concern, and although workshop presentations on PD have taken place, actual progress across the district is stagnant. I encourage Mr. Runcie to continue to work collaboratively with departments and 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 continue to remain critical considerations. As mentioned in previous evaluations, 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.			2	
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 remains committed to the District vision, mission, priorities and strategic plan. I look forward to the opportunity to create meaningful, measurable goals as we work collaboratively to create the new strategic plan. I encourage the Superintendent to provide ample opportunity for the Board to provide direction and feedback as we work to improve areas of concern.</p> <p>The areas of Food and Nutrition Services and Transportation Services have seen steady leadership, and continuous improvement, and serve as examples for the District.</p> <p>Mr. Runcie has hired several key cabinet positions that are proving beneficial to the District, however as the organization faces significant retirements across departments and limited resources for positions,</p> <p style="text-align: right;"><i>Continued See Attached Sheet</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.				
<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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Continuous Improvement Continued –

I remain concerned about succession plans. Technology expertise to support both old systems and integrate new systems have left the district reliant on outside contracts for support. I encourage Mr. Runcie to bring cost effective solutions, including department structure and professional development plans, to the Board for consideration.

I am concerned that Mr. Runcie has not aggressively addressed issues that continue to be raised by both the Board and external stakeholders specifically with regard to communications and facilities and construction.

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. In last year's evaluation I remarked, "It is imperative that any schedule changes, project concerns and/or budget concerns be communicated timely." I was extremely disappointed with the level of communication around individual project issues affecting District 3 schools specifically, and I am concerned that similar district-wide issues persist.

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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.	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	Comments: Throughout my tenure on the Board communication has been an area of concern that had seen improvements. Through this past year, difficulties with communication both internally and externally have been amplified. I appreciate Mr. Runcie is currently working to address the shortfalls and I encourage him to seek Board input and public discourse on improving this area. I look forward to the Superintendent's reorganization efforts to address gaps, and understand the need for a team that can respond to communication needs associated with response to the MSD tragedy separate and apart from the daily communication needs of the District. While Mr. Runcie continues to be a visible presence in the community, and utilizes multiple avenues of engagement with stakeholders, the Board's role in this has diminished over time. I encourage the Superintendent to ensure staff understands the importance of communicating important initiatives or items of concern with a sensitivity to the potential impact to the Board corporate.			
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.				
<i>Continued See Attached Sheet</i>				
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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Communication Continued -

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. Significant improvement is needed in the area of communication across many departments, including Facilities and Construction, Human Relations and Employee Labor Relations. I encourage Mr. Runcie to look for ways to ensure the Board is fully informed in a timely manner, and has ample opportunity to weigh in as appropriate.

Follow up on Board questions or concerns over the past year has been impacted by the lack of bandwidth across the organization in the wake of the tragedy at MSD. I understand this difficulty, and encourage Mr. Runcie to continue improvement in this area.

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COMMENTS:

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)

Wendy P. Brinkman
Board Member Signature

October 5, 2018
Date

Robert D. Lurie
Superintendent Signature

10/5/2018
Date

The School Board of Broward County, Florida
 Robert W. Runcie, Superintendent of Schools
 Superintendent Annual Evaluation Scoring Worksheet
 2017-2018

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 2017-2018 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		3			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		3			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			2		0.40
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			2.5		0.38
Overall Performance:					2.73

Board Member Signature:

