

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. | 3.5 | | | |
| Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning. | <p>Comments:</p> <p>You set a high standard for integrity and respect and is consistently viewed as objective and fair. This year you have addressed problematic situations head-on in a spirit of positive confrontation and served as a model of cooperation, sharing, and goodwill for our community. However, you often allow your employees too much room for excuses, have struggles to communicate when deadlines will be missed, and have left my office and ultimately my constituents struggling to understand the status of projects and ongoing issues important to those in my community. This does not improve transparency, public trust and confidence in this institution.</p> <p>Try adopting more of hardline approach when you see staff not performing and accurately evaluate performance to include ongoing constructive suggestions, and where appropriate, a professional development plan.</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 | | | |

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

| 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. | Highly Effective 4 points | Effective 3 points | Needs Improvement 2 points | Unsatisfactory 1 point |
|---|---|-----------------------|-------------------------------|---------------------------|
| Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students. | Comments: Overall, Broward earned a District grade of "B" for the fifth year in a row, narrowly missing an "A" designation by two percentage points and I appreciate the tremendous work and dedication of our teachers, school leaders, students, families, and staff members. This has been a difficult school year for our entire community and BCPS remains committed to meeting the needs of students and families and providing a high-quality education. When you have the services at a struggling school such as an extra hour or support services from staff to get a school from a "D" or "F" to an "A", "B", or "C", you should incorporate that same intensity and fidelity when the school is doing well to maintain or improve student achievement. Some of my schools' grades decreased because once the school was successful in reaching the target, the commitment launched to reach the target dissipates when it should continue because students who are not on level are continuing-g to matriculate through each school. It the responsibility of the District to provide Principals, staff, and teachers training to maintain the achievements so the schools do not regress and ideas are implemented when additional support is eliminated from the local level. | | | |
| 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 | | | | |

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

| 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. | 3.5 | | | |
| 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>The tragedy at MSD did unveil many aspect of our District that require improvement and placed a keen focus on security, staff, management processes and operational efficiencies. You executed an approval of our Secure the Next Generation initiative that will provide funding to secure school resource officers, high-quality teachers and staff, as well as secure important programs in schools, and expand educational opportunities for our students.</p> <p>Additionally, right now is the time to be forward thinking and proactive. You should be preparing now for when the next four years have passed and new ideas, funding, and resources will have to be put in place to substitute for this milestone.</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 | | | | |

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

| 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. | | 2.5 | | |
| Promote stakeholder involvement while establishing a communication system that effectively conveys District successes. | <p>Comments:</p> <p>Communication continues to be reactive instead of proactive. Our communication as a District is inadequate. We had to adjust communication on many issues that were stated during the MSD tragedy because staff did not properly vet the information prior to releasing it to the public. SMART program information is out of date by the time I receive quarterly updates and pertinent information is not provided to me by you or staff in a timely manner, specifically SMART monthly and quarterly information.</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>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 | | | | |

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

COMMENTS:

Overall, you earned an effective rating for the 2017 – 2018 school year. However, I would like to reiterated that as you hyper-focused on one community to recover stability; communication and support was lacking in the remainder of the District. As you mounted the challenges before you, you failed to keep the whole community informed.

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)

Ann Murray
Board Member Signature

10/5/2018
Date

Robert R. Runnie
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 | | | | 1.40 |
| 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 | | | | 0.70 |
| 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: | | 2.5 | | | 3.23 |

Board Member Signature: 