

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.	4			
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Superintendent Runcie has provided solid leadership and management through Broward County Public Schools' (BCPS) most difficult year ever, in the aftermath of the MSD tragedy. He continues to exhibit calm demeanor while reorganizing his administration to create a recovery team that is solely focused on support to our students and families. Mr. Runcie is committed to learning from the tragedy and has engaged national experts to develop ways to create a safer and more secure environment, as well as assist through the difficult recovery process. He has implemented Districtwide safety enhancements and has led in expanding mental health services.</p> <p>In addition, Mr. Runcie provides high quality leadership by promoting innovation and advancements that enhance student achievement and efficient operations. He maintains a professional working relationship with the Board and has increased collaboration with union and employee groups.</p> <p>Mr. Runcie has also recently reorganized leadership and management for the SMART Bond Program to facilitate a higher level of effectiveness and accountability, in order to reduce further delays and guarantee that each school receives its promised scope.</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 				

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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.		3.5		
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>Superintendent Runcie continues to move student performance and increase positive outcomes in BCPS by focusing on learning and excellence for students. He strongly supports a broad range of academic and enrichment opportunities that promote the development of well-rounded students.</p> <p>With BCPS' commitment to literacy and early learning, the percentage of third grade students meeting or exceeding grade level proficiency increased from 57% to 59%. This score is up 7 percentage points in the last three years. Science scores increased by 4% in 5th grade and 2% in 8th grade; however, more focus and growth is critical in math and science. In addition, BCPS' traditional school graduation rates are at a high of 85.2%. Black students closed the gap with White students by 3.2%. Advanced placement (AP) passing rates increased from 54.5% to 56.9% this year and are up 4.3% in two years. The total AP passing rate for Black, Hispanic, and White students increased for the third consecutive year. Computer Science AP exam participation increased again this year, as well. Additionally, our Career and Technical Education programs continue to thrive and are expanding.</p> <p>Student achievement is moving in an upward direction and our teachers, administrators, and staff are preparing students to be college and career ready under Mr. Runcie's leadership. Additional resources must be aligned for meaningful professional learning in order to continue this positive growth trajectory.</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 				

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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.	4			
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>Superintendent Runcie forges critical partnerships through community and district relationships to implement BCPS' priorities focused on improving student achievement and business processes. He continues to develop an organizational structure that supports operational efficiency, and his staff executes performance management reviews which target comprehensive outcomes and measures.</p> <p>This year Mr. Runcie initiated a phased approach to realigning the school allocation plan to follow equity-based guidelines, and a transparent budget document to provide information regarding the District's budget. In addition, BCPS received its highest bond ratings in a decade and upgraded its operations and financials software system to provide improved performance.</p> <p>Mr. Runcie must continue to work collaboratively with the Board to determine priorities and redirect the allocation of resources effectively to maximize school improvement and 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>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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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	
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	<p>Effective communication was an enormous challenge BCPS faced following the tragedy at MSD. There was an unprecedented number of inquiries and information requests from media outlets that staff worked on diligently. However, due to the enormity of the situation, external stakeholder communication suffered.</p> <p>This has continuously been an area that has needed improvement. It is essential that the many positive successes that occur in our schools each and every day are effectively highlighted and promoted in the media.</p> <p>There has been internal stakeholder communication progress through the launching of the new staff intranet which serves as an information hub for staff-focused information and communications. In addition, the new District website debuted.</p> <p>Mr. Runcie continues to develop outstanding outreach efforts with businesses, universities, and legislators; however, BCPS must increase its external communication effectiveness and its parent and community engagement.</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.				
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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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)

Laurie Rich Levinson

Board Member Signature

10/10/18

Date

Robert D. Lurie

Superintendent Signature

10/11/18

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	
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Goal 2: High Quality Instruction (25%)	4				1.60
		3.5			0.88
Goal 3: Continuous Improvement (20%)					
	4				0.80
Goal 4: Effective Communication (15%)			2		0.30
Overall Performance:					3.58

Board Member Signature: 