

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2018-2019

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 2018-2019 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	X		
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Comments: One of the most critical aspects of the position is the selection of senior management. As we continue to see transition in senior managerial positions, which is often found in large school districts, attracting and selecting optimal candidates is key. This is an area for improvement as the pool of candidates needs to be enhanced allowing for the selection of the strongest individuals for each leadership position. Working more closely with key partners, through relationship building, is an opportunity to be further explored. The Superintendent's focus on safety & security is paramount as he takes this clear direction from the Board. Mr. Runcie's continued efforts to explore security enhancing measures from around the Country is a strength which must remain a priority. Remaining focused on educational advancement for students and staff is clearly Mr. Runcie's goal through his efforts to direct staff to identify and win expanded grants, encourage and supports schools to grow innovative programs benefiting their communities, expand CTACE opportunities to ensure college and career readiness, and supporting District-wide programs with successful track records for increasing high school graduation such as continuing to be the largest JROTC program in the nation with 99% seniors graduating. Growing our social and emotional learning is also a key Board initiative which Mr. Runcie has successfully strived to expand for students and staffs with additional opportunities to pursue.</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.	X			
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>Comments:</p> <p>The District increasing graduation rates 3.3%, to 84.3% is evidence of a focus on high quality instruction. Further evidence of achieving this goal is District's 3rd grade FSA ELA results attaining the highest or tying the State's five largest school districts' results. Continued focus on Reimagining Middle Schools is also critical in the effort of achieving high quality instruction, although this is an area that needs to be closely monitored to ensure our path and progress is meeting or exceeding expectations. Expanding Cambridge school offerings by 64% also offers the highest quality education to more students. Additional District funding to support travel for students with financial needs to participate in academic and extracurricular activities promotes high quality instruction allowing students to develop far beyond the classroom experience and push their limits to reach their highest potential. Grants also demonstrate significant improvements with examples of awards such as being awarded the Designation Renewal for Head Start/Early Head Start, the Magnet Schools Assistance Program, and the Frederick A. Deluca Foundation award. Extending high quality instruction opportunities before and after school as well as through Extended Learning Opportunity Programs allows the District to access additional opportunities to enhance student learning and development.</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>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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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.		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.	<p>Comments: Redesigning and updating the Strategic Plan is a primary tool to ensuring continuous improvement and Mr. Runcie successfully directed his team through this process. Feedback from all aspects of the community is key to its success as well as the Superintendent's focus on ensuring that all initiatives are within the structure of the Strategic Plan. Meaningful professional development, is an area for improvement, which must be focused on feedback from teachers, bargaining units such as BTU, and educational leadership organizations. The District also needs to show a concentrated effort on strengthening relationships with existing and potential partners while ensuring that we have our closest allies at the table as we move the District forward such as PTA, BEF, the business community, and our bargaining and meet & confer groups. The area of the SMART Bond has seen marked improvement but must continue to be closely monitored and controlled with support from the Oversight Committee & Tax Watch. Mr. Runcie's leadership created the launch of the District's first-ever Office of School Safety, Security & Emergency Preparedness which reflects the Board's commitment to investing in innovative approaches to ensuring ever-expanding safety for all students & staff.</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.			X	
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	<p>Comments: Although we have made strides in this area and some of our vacant positions have been recently filled, the area of communication remains an arena of great opportunity. The recent selection in our Government Affairs Dept has proven advantageous, quickly. The additional new hires need to have the same immediate and global impact. The Strategic Plan offers framework for this area which should be a strong measure of success and opportunity. 21st Century avenues of communication are key while ensuring that we reach all families overcoming language barriers and access due to financial impacts. Outreach, collaboration and optimizing partnerships needs to drive this area.</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 				

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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)


Board Member Signature

9/9/2019
Date


Superintendent Signature

9/13/19
Date

The School Board of Broward County, Florida
Robert W. Runcie, Superintendent of Schools
Superintendent Annual Evaluation Scoring Worksheet
2018-2019

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 2018-2019 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				1.00
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				0.60
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	3.38

Board Member Signature: 