

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

**Laurie Rich Levinson
School Board Member**

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			
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Superintendent Runcie continues to provide quality leadership and management to Broward County Public Schools (BCPS). He provides vision and direction to the District through our new 2024 Strategic Plan in which BCPS is committed to ensuring that our students are emotionally resilient and academically prepared for success in a global community.</p> <p>He continues to consistently exhibit calm demeanor and grace amidst adversity at times. Mr. Runcie forges partnerships with local and national organizations to assist with BCPS' ongoing recovery efforts, while sharing the District's safety and security progress, strategies, and goals with the community on a regular basis.</p> <p>In addition, he continues to lead and manage in a participatory, team-focused manner by meeting and engaging with teachers and students. He seeks their valuable input which is used in the decision-making process to promote innovation and advancements in student achievement and experience, as well as effective operations.</p> <p>Lastly, he led the District in successfully passing the Secure the Next Generation referendum last fall which provided BCPS with greatly needed resources to increase teacher and school-based employee salaries, while investing in additional security and mental health personnel in our schools.</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		
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 the needle on student performance and increase positive outcomes in BCPS by focusing on learning and excellence for students. He strongly supports a broad range of academic, social-emotional, and enrichment opportunities that promote the development of well-rounded students.</p> <p>Mr. Runcie continues to support engaging, innovative learning in our schools that enhance student experience, such as debate, robotics, the arts, coding, entrepreneurship, cybersecurity, and many more. The Reimagining Middle Schools Initiative was fully implemented in partnership with the Community Foundation of Broward with a focus on problem and project-based learning, social-emotional learning, and summer enrichment camps. The Gifted Academy at Plantation High School was also initiated. In addition, Career Technical programs have expanded and diversified, with 14,000 industry certifications being earned by our students.</p> <p>BCPS narrowly missed an "A" District grade by one percentage point and has no District-operated schools that received an "F" grade. With BCPS' continued commitment to literacy and early learning, the percentage of third grade students meeting or exceeding grade level proficiency in reading increased once again and is now at 60%. Third grade math scores increased by 3 percentage points to 65.6%. Biology scores increased from 63 to 68% and Geometry scores increased from 52 to 56%. In addition, BCPS District-operated school graduation rates are at a high of 87.6%.</p> <p>Student achievement is trending in an upward direction and our teachers, administrators, and staff are dedicated to our students' success under Mr. Runcie's leadership. However, middle school and most high school scores are only increasing incrementally. Superintendent Runcie and his staff must analyze available instructional resources and break down professional learning silos so that resources are effectively aligned and maximized for meaningful, professional learning. This is essential to continue the positive growth trajectory and move the needle faster for BCPS' students in all subject areas.</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.		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>Continuous improvement has consistently been a priority for Superintendent Runcie. He continues to strengthen and enhance safety and security strategies, procedures, and protocols for BCPS. The second phase of the independent risk assessment was completed. Video surveillance was upgraded and expanded, the radio system was migrated and enhanced, intercom systems are being upgraded, real-time access of District cameras by the Sheriff's office was provided, and a new Enterprise Risk Management Framework is being implemented through the development of our Office of Safety, Security & Emergency Preparedness.</p> <p>In addition, Mr. Runcie made major shifts in the organizational structure of the SMART Bond Program management team along with the appointment of a new Executive Director. The objective of these changes was to develop and implement more realistic processes within the administration of the SMART Program, balanced with a maintained commitment to program completion. Single point of entries, music equipment, athletic weight rooms/tracks, and technology have all been completed.</p> <p>The Lean Six Sigma framework was introduced by Strategic Initiative Management. This methodology is being leveraged to solve problems, save costs, and increase operational efficiency. The Finance Department had positive capital year-end results by reducing debt service and increasing revenue through interest and gains on investments. Mr. Runcie worked with our CFO to identify cost savings, as well. He must continue to pinpoint additional areas/departments for savings and operational efficiency to be brought forward this year, so he can work collaboratively with the Board to redirect resources and effectively allocate them to maximize school improvement and raise employee salaries.</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 			

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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.		3		
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	<p>Superintendent Runcie has regularly shared the District's goals, strategy, and progress in order to educate and inform the community through a variety of communications, including but not limited to press conferences, press releases, and media interviews. He has personally committed to increasing communication by delivering more than 120 presentations at media events and to local and national organizations. All presentations illustrated what BCPS is accomplishing in the areas of innovative learning, safety and security, mental health and wellness, and strategic partnerships.</p> <p>The Public Information Office led communications and marketing for the successful Secure the Next Generation referendum initiative. It continues to develop outstanding outreach efforts with businesses, universities, and legislators. This office also organizes the District's Caliber Awards, Community Involvement Awards, and Ed Talk which involve and honor our employees and stakeholders.</p> <p>However, it is still essential that the District works more with media outlets, BECON, and social media to share and obtain coverage to promote and showcase exceptional students, teachers, and educational opportunities across BCPS. Our intranet for employees must be leveraged to accomplish this, as well.</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

9/9/19

Date

Robert W. Runcie

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%)	<p>Ensure a high-functioning school system through quality leadership and collaboration with the School Board, staff, and stakeholders. Create conditions that result in strategically reimaging 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</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>			
Goal 2: High Quality Instruction (25%)	4			1.60
Goal 3: Continuous Improvement (20%)		3		0.75
Goal 4: Effective Communication (15%)		3.5		0.70
Overall Performance:		3		0.45
				3.50

Board Member Signature:

