

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

**Ann Murray**  
**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 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.	X			
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Comments:</p> <p>I want to congratulate you on a successful school opening for the 2019-20 school year. For the fifth consecutive year, BCPS has remained 100% in compliance with class size reduction requirements, with no financial penalties from the state and we have continued to put more funding towards our schools by reducing administrative expenses. Although the SMART program has had challenges to yield the outcomes and timelines projected, you have put a team in place to work with our management firm to ensure the work promised to the community is completed at a steady pace and funded accordingly.</p> <p>Additionally, the JROTC continues to be the largest in the nation with a program in every District High School. However, with the successful JROTC program established within the District, I would like to see a concerted effort put in place to further the Hollywood Hills Military Academy and see that work implemented with a commitment for growth and success.</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.				
<b>Suggested Evidence and Artifacts:</b>				
<ul style="list-style-type: none"> <li>• Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan</li> <li>• Development and attainment of partnerships, grants and other resources to support initiatives</li> <li>• Results from outreach and collaboration with employees and their respective union/meet and confer groups</li> <li>• Presentations to internal and external stakeholders</li> <li>• Involvement in state and national organizations to provide input and influence local, state and national policy decisions</li> <li>• Development and refinement of Board Policies</li> <li>• Consistent and regular one-on-one meetings with Board members</li> <li>• Consistent communication apprising Board Members of critical issues at Board Workshops, Board Meetings and through emails and memoranda</li> </ul>				

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<b>Goal 2. High Quality Instruction (25%)</b>	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.		<b>X</b>		
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>See comments on page 6.</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><b>Suggested Evidence and Artifacts:</b></p> <ul style="list-style-type: none"> <li>• Student Achievement/Performance Data</li> <li>• Implementation plan for Common Core State Standards</li> <li>• Implementation plan for instructional and administrator evaluation systems</li> <li>• Development and implementation of professional learning opportunities, plans and support systems to improve instruction and implement Common Core State Standards and Marzano instructional practices</li> <li>• Development and implementation of initiatives/programs that support a well-rounded education that meet the social, cultural, and academic needs of students</li> <li>• Utilization of quality assessments and interventions to enhance achievement</li> </ul>				



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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.		<b>X</b>		
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>Overall, BCPS shows continuous progress on the state's school grades ratings. BCPS earned a district grade of "B", narrowly missing an "A" by one percentage point. BCPS has no traditional schools that received an "F" grade.</p> <p>BCPS continues to facilitate and expand the opportunity for the school choice applications. Over 48,000 applications were submitted to the district, which attracted more than 3,000 new students to the district.</p> <p>The high school and center cadre directors led a collaborative effort among traditional high school principals, non-traditional high school principals and central office support departments to address the graduation rate. When the federal graduation rates were published, BCPS realized a 3.3 percentage increase from 81% to 84.3%. The graduation rate for traditional high schools is 95.1%.</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><b>Suggested Evidence and Artifacts:</b></p> <ul style="list-style-type: none"> <li>• Strategic Plan and progress of the plan, including the articulation, implementation, stewardship and promotion of the strategic plan</li> <li>• Development and implementation of a performance management system</li> <li>• Improved budget process incorporating enhanced planning, communication and resource distribution</li> <li>• Development and implementation of innovative and entrepreneurial programs</li> <li>• Analysis and recommendations for improvements to the organizational structure</li> <li>• Redirection of resources to support schools</li> <li>• Use of audits to improve practices and accountability</li> </ul>				

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<b>Goal 4: Effective Communication (15%)</b>	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.		<b>X</b>		
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	<p>Comments:</p> <p>You conducted several forums on school safety and provided information and updates regarding school safety measures, state funding, mental health services and programs, counseling and support services for students and employees, and the SMART initiative as it pertains to school safety. The Demographics and Student Assignment department implemented a new call center system to manage call load and provide more time for staff to work hands-on with applicants.</p> <p>BCPS expanded the district's social media digital marketing strategy, targeting groups of candidates that showed an interest in education, teaching or working with kids. This resulted in an increase of applicants applying for jobs and resulted in less than 1% of vacant teaching positions on the first day of school.</p> <p>The SMART team introduced simplified reporting metrics for better transparency and accuracy to the public. It expanded communication delivery methods with the quarterly at a glance pamphlets, increase social media post, photo and video documentation, site visits, and more.</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><b>Suggested Evidence and Artifacts:</b></p> <ul style="list-style-type: none"> <li>• Climate Surveys</li> <li>• Comprehensive communications plan</li> <li>• Outreach efforts to increase parent input and involvement</li> <li>• Outreach efforts to engage the community and businesses</li> <li>• Outreach efforts and collaboration with municipalities, universities, and legislative groups</li> <li>• Communication tools that enhance communication and customer service</li> <li>• Newsletters and public engagement documents designed to strengthen connections to the community</li> </ul>				



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COMMENTS:

Overall, you earned a highly effective rating for the 2018 – 2019 school year.

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

Date

Superintendent Signature

Date

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**Goal 2. High Quality Instruction (25%)**

Comments:

For the 2018-19 school year, 60% of third grade students met or exceeded grade level satisfactory performance, scoring at level 3 or higher on the ELA assessment, and 12 traditional schools had an increase of 10 percentage points or greater for third grade students scoring at level 3 or higher on the ELA assessment, particularly Pasadena Lakes scoring 16 points higher.

BCPS was recognized by Cambridge International as a “Cambridge International District of the Year”. Several of our students earned top awards, with one of our students ranking highest in the world. Also, Physical Plant Operations partnered with Career, Technical, Adult and Community Education to provide 20 high school seniors with paid internships to work within the department alongside professional journeypersons to gain exposure to construction trades. These are tangible experiences for our students that provide opportunities outside of the classroom, better preparing them for post-secondary education and the workforce.

You have been with BCPS since 2011 and have implemented a focus on early learning and K-2 education. This is the year I expected to see a significance increase in learning gains and student achievement in all of our elementary schools, especially in our lowest quartile (our most challenged students), but six of my elementary schools declined in ELA learning gains and five of my elementary schools declined in Mathematics learning gains in the lowest quartile. For me, when the third grade children reached kindergarten in the 2015-16 school year, BCPS was supposed to have these children further along today than their third grade peers then. We did not meet the mark at those locations and that is unacceptable for any school.

Two of my elementary schools had an impressive increase in the percentage of students in the lowest quartile experience learning gains. Bethune is up 39% points in ELA learning gains and up 42% points in Mathematics learning gains for students in the lowest quartile. Watkins is also up 24% points in ELA learning gains and up 28% points in Mathematics learning gains for our most challenged students. I expect to see a concerted effort put in place for our most challenged students to experience learning gains and see those plans implemented with fidelity and staff held accountable when goals are not reached in all schools.

**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	
<b>Goal 1: Leadership/Management (40%)</b>	4				1.60
<b>Goal 2: High Quality Instruction (25%)</b>		3			0.75
<b>Goal 3: Continuous Improvement (20%)</b>					0.70
<b>Goal 4: Effective Communication (15%)</b>		3			0.45
<b>Overall Performance:</b>					<b>3.50</b>

Board Member Signature: 