

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

**Heather P. Brinkworth
School Board Chair**

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.		3		
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Comments: Over the course of the 2018-2019 school year, Mr. Runcie led the district through the first school year in the recovery period post tragedy. Much of the work centered around safety and security, mental health and social emotional learning. Mr. Runcie provides vision and strategic direction to the district. I applaud the superintendent and staff for the collaborative effort in developing the new strategic plan for the district. I commend the continued improvement to and addition of dashboards to provide access to district data, and I encourage the superintendent to continue to push staff to utilize data to drive decision making. While the district has developed a new plan, and the superintendent has committed to an annual review of the plan, I am disappointed that there was no official review and/or report provided to the Board and/or the public relative to the sunseting plan. During my time on the Board I have consistently requested regular review and opportunity to discuss progress on the strategic plan and at a minimum would have expected a report card of sorts on the sunseting plan. I did request that data from staff, and was provided it prior to completing this evaluation.</p> <p style="text-align: center;">See Attached Con't Leadership & Management</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 			

Continued Leadership & Management

The most critical area where Mr. Runcie needs to direct his attention is monitoring staff follow-through. An area of continued concern over the course of several annual evaluations has been the lack of follow through on board requests. Three specific examples include focus on academics, professional development and review/reduction of programs. Scheduling of academic topics is too infrequent and topic discussions do not provide level of depth required to inform board decisions. Additionally there has been a lack of focus and therefore progress on proficiency for cohorts of students as they move through our school system. I am disappointed in the length of time it took to bring the PD item for discussion and then further disappointed that 74K was expended for an external review that did not provide quantitative data and basically provided findings the district had been aware of for years. In order for academics to increase exponentially, high quality, relevant professional development is critical.

In 2016 and in 2017 I included the following quote, "I am still looking forward to a comprehensive review of resources and programs used throughout the district to ensure alignment to the strategic plan. This review has been discussed for some time, but it is not apparent to me as a board member that the review and subsequent reduction has occurred. During several recent budget discussions, the Board has requested clear communication of department and general fund expenditures that are being reduced or eliminated as new requests are granted." While a workshop was held to discuss a menu of choices for academic programs that would be available, it is not apparent to me as a board member that a comprehensive review of programs utilized in departments across the district has taken place and/or resulted in a reduction in budget. I applaud the efforts to ensure the district leverages purchasing power to acquire optimal pricing for programs, however there still exists a need to review and eliminate duplications/overlaps within the district. Understandably our school district has had significant strain to available resources, and I encourage Mr. Runcie to review the capacity of departments to ensure strategic plan initiatives and board requests for follow up receive appropriate attention.

As the District expands initiatives and educational programs, reducing teacher workload and assessments for students continue to remain critical considerations. As mentioned in previous evaluations, I encourage Mr. Runcie to continue pushing staff to look at ways of further reducing both, and improving communication around this effort. The number of assessment tools utilized by schools for progress monitoring continue to be a concern.

Improved BTU relations are an important component to ensuring our strategic plan goals are met. I encourage the superintendent to continue seeking ways to include BTU in conversations around implementation of strategic initiatives. Last year's negotiations were plagued with unnecessary contention and I look forward to a more professional, collaborative participation on the part of staff to negotiate on behalf of the district.

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

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.			2.5	
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>Comments: Strategic Plan Data</p> <p>The superintendent is to be applauded for continued increases in academic performance on the strategic plan objectives for high-quality instruction. The focus on Early Literacy produced a 58.7% proficiency rate for 3rd graders in district-operated schools in 2019, which is an 8.7% increase from the baseline. However, academic performance overall fell short of outlined goals and gaps persist. In March of 2018 the strategic plan targets were recalibrated to be based on District-operated schools, as the board provided direction that schools outside of the purview of the superintendent should not be included in determining progress toward goals. Those recalibrated goals were based on the 2017 actuals for District-operated schools. While the original methods and targets (inclusive of charter schools) showed desired and stretch targets met for Literacy and Early Learning in both reading and math, the recalibrated targets based on district-operated schools were not met. While the original methods and desired targets for Middle Grades Reading and Algebra I were met, both the original stretch targets and the recalibrated targets were not met. For</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 				

Continued High Quality Instruction

Strategic Plan Data

With all of the data collected and provided in the district dashboards, it is imperative that Mr. Runcie ensure board policy and budget recommendations directly tie to identified gaps. Mr. Runcie has effectively tied board items to strategic plan general areas however as indicated in last year's evaluation, "I look forward to regular, robust Board conversations around data and the opportunity to allocate resources to support targeted PD to deliver high quality instruction across the organization." With specific focus to target gaps with resources, the district can achieve the levels of proficiency we have laid out in our next strategic plan. As stated in my 2017 evaluation, I look forward to regular updates on how this data is driving district-wide initiatives, site-based administrative decisions, and classroom instruction.

Last year's evaluation included the following statement, "Focus on longitudinal data is imperative to continue closing gaps and improving graduation rates. The district must move away from comparing proficiency rates year over year, to tracking cohort progress." I applaud Mr. Runcie's response and subsequent creation of a longitudinal data dashboard. I encourage Mr. Runcie to include regular feedback to the board on how lack of cohort progress is being addressed. Although not included in the strategic plan goals, the dashboard data indicates significant gaps persist and proficiency rates are not improving over time for students. This area should receive warranted attention.

Enrichment zone schools data is also provided in the dashboards and while not included in the sunseting strategic plan has been monitored since 2016. The data clearly shows that elementary schools are making progress in this area, middle, high and center schools have seen significant decreases in the percent of district-operated schools in the enrichment zone. As this metric is included in the new strategic plan, it is imperative that this be a focus and discussion held at the board level with regard to strategies and initiatives planned to improve this area.

While I applaud the superintendent for his expansion and addition of programs across the district to provide expanded opportunities for students it is imperative that our core academics improve simultaneously.

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

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.			2	
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: Mr. Runcie brought the cycle of continuous improvement to focus and has included mechanisms to monitor such. As the data regarding strategic plan goals indicated some areas have effectively improved meeting or exceeding goals and others continue to need focus. I applaud the superintendent's leadership to ensure programs and initiatives are in place for increasing 5 year retention rates for teachers. The strategic plan target of 47% was well exceeded with an actual of 60% in 2019. I continue to be concerned however, that many initiatives supporting this goal continue to be delivered through grant funding and a sustainable model must be developed. All of the Strategic Initiative Management goals were met and/or exceeded, and decrease in work order time completion time and decrease in routine maintenance cost per work order goals were also exceeded. While the Facilities and Construction goal of "projects underway" technically exceeds the target, the definition of "projects underway" does not match the definition that is understood by the general public, and therefore is not an accurate depiction of progress. The goal of facility related projects in construction procurement, construction or construction close-out did not meet the target as outlined in the strategic plan reaching 54% with a 60% target.</p> <p style="text-align: center;">See Attached Cont'd Continuous Improvement</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 				

Continued Continuous Improvement

The area of greatest concern under this section of the strategic plan relates to operational efficiencies. The baseline of the percentage of business/support service KPIs in top quartile was 26%, the target set forth in the strategic plan was 40% and the 2019 actual was 25%, 1% lower than the baseline after 3 years. This data does not indicate continuous improvement in this area.

I remain concerned about the slow progress on the SMART projects overall and reiterate from my last two evaluations, "it is imperative that the Superintendent continues to monitor the progress and capacity of the facilities department, program manager, district staff and vendors to ensure the push to complete projects does not overload the capacity of any group or entity." SMART program continues to be of concern to both me as a board member and the community I serve. I encourage Mr. Runcie to closely monitor progress as it relates to staff and/or program managers holding vendors accountable to contracts. This is an issue I and several board members have raised repeatedly and many delays of the SMART program are directly related to lack of attention to this. I look forward to the recent changes in how staff addresses this concern. Additionally, as revealed in audits, delays between board approval of items and the authorization to proceed notices being issued were purposeful and were not communicated to the board. Bringing items forward to the board for approval only to have them "held" by staff is not a transparent way to conduct business. I understand the need for staff to reduce the flow of work being let out in order to clear a backlog that existed, however bringing the items to the board for approval with the intention of holding them, leads the public to believe a certain level of progress exists when in fact there is not progress. Additionally, not conveying this to the board is unacceptable.

Outstanding audit findings and follow up on previous findings need oversight and compliance with school board policy with regard to a process to ensure follow up to "ascertain whether or not the corrective action agreed upon has in fact been taken". Payroll, accounts payable, IT security, SMART projects, P-cards all have issues identified in audits however no formal follow up on corrective action has been provided. Mr. Runcie recently indicated he will provide follow up, and I encourage swift action on that item.

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

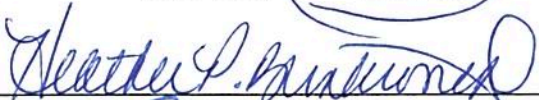
Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
<p>Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to greater understanding and trust among and between, all facets of the District, community, and the School Board.</p>			2.5	
<p>Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.</p>	<p>Comments: Internal silos have recently been revealed as departments do not seem to communicate effectively with each other. Significant leadership turnover in the past year may have contributed to this and I encourage Mr. Runcie to ensure the importance of communication across the organization to ensure impacts to students, staff and the community are minimized.</p> <p>Items pertinent to the board and especially items requiring board input and/or approval MUST be presented to the board before any action is taken by staff.</p> <p>The issue of communication, sharing and collaboration, between agencies as necessitated by new safety legislation needs improvement and I encourage Mr. Runcie to include appropriate agencies in conversations that pertain to policies and procedures impacting collaborative efforts.</p> <p>I appreciate the efforts the superintendent has taken to restructure communications and look forward to improvements in this area with all stakeholders. Community members, staff and students continue to advise the board of areas of concern with regard to communication and it is imperative that both internal and external communication be improved. I encourage Mr. Runcie to ensure both the individual school websites and the district website are utilized to provide clear and consistent information aligned with stakeholder feedback.</p>			
<p>Develop formal and informal techniques to obtain external and internal perceptions of the District by means of surveys, listening tours, and personal contacts.</p>				
<p>Promote and communicate system priorities using a variety of communication tools.</p>				
<p>Design and implement a comprehensive communications plan.</p>				
<p>Solicit opinions/feedback from stakeholder groups and individuals and adjust actions as appropriate.</p>				
<p>Develop and maintain meaningful, respectful and cooperative relationships with the media, municipality, county, community and legislative representatives.</p>				
<p>Provide a visible presence throughout the district and the community.</p>				
<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
2018-2019

COMMENTS:

Overall Performance Evaluation Rating:

Circle One: Highly Effective Effective Needs Improvement Unsatisfactory
 (3.400-4.000) (2.450-3.399) (1.450-2.449) (1.000-1.449)



Board Member Signature

Date



Superintendent Signature

Date 9/13/19

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		3		
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			2.5	
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			2	
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			2.5	
Overall Performance:				2.60

Board Member Signature: _____

