

The School Board of Broward County, Florida
Annual Evaluation of the Superintendent
2019-2020

Board Member:
 Dr. Rosalind Osgood

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 2019-2020 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 graduate from high school globally competitive for work and postsecondary education and prepared for life in the 21st century.	√			
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Mr. Runcie and his team has done an outstanding job with developing and starting the implementation of the Districts' Strategic Plan, STARS which extends beyond academic achievement to include mental wellness and school safety.</p> <p>Mr. Runcie continues to use adaptive problem solving to address issues and unexpected challenges that arise from outside sources like the pandemic. His ability to galvanize the collective expertise of key District leaders has resulted in improving academic outcomes and operational efficiencies. For example, through Strategic support provided to Charter School by District Staff, Charter School graduation rates have increased by 9%. The District was also a major food distributor during the early periods of the COVID-19 pandemic. The District provided over 2.6 meals. Feeding was one of a myriad of the support services the District provided to the community during the early months of the pandemic.</p> <p>Mr. Runcie's vision to create a Division of Safety, Security and Emergency Preparedness has given special attention to school safety, created 500 new job opportunities, and expanded District Security to a 24/7 operation.</p> <p>The Public has a lot of trust in Mr. Runcie. Stakeholders from across the county often voice their appreciation for Mr. Runcie's leadership. Mr. Runcie has really established himself as a leader amongst his peers. He is often called upon to share Best Practices from Broward County 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.	√			
Implement the transition to the Common Core State Standards and academic rigor that focuses on learning and excellence for schools and students.	<p>The District continues to move forward academically. For example, Advanced Placement pass rate increased 5.6% last academic year, Dual Enrollment participation and pass rate increased from 21 to 32. The District has had a 52% increase in Cambridge Schools across the district to include; Westpine Middle, Lauderhill 6-12 and Plantation High, and expanded curriculum available in Canvas.</p> <p>Mr. Runcie continues to show exemplary leadership by tackling some of the world's greatest challenges. He has consistently work to address discipline and resource allocation practices that disproportionately impact minorities by ensuring equity throughout the District. His budget requests resulted in funding being allocated based on need, not just equally. Over 475 teachers have been trained in the Equity Liaison Program and over 1200 staff members have taken Courageous Conversations about Race Courses. District Administration has participated in additional disciplinary training. These types of trainings will aid the District in its efforts to help the world eliminate racism.</p> <p>Over the summer the District implemented the Reclaim and Elevate program that provided 3-weeks of professional learning to over 200 teachers and a 4- week summer immersion component with approximately 1000 struggling students.</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.	√			
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>Mr. Runcie continue to strengthen the Districts facility operations. We have done a great job getting through the many challenges of the Bond Program. We have numerous projects moving forward. Mr. Runcie has also implemented a communications strategy for construction that helps the District be more accountable to the public. Numerous tweets, post, newsletters and Community presentations have been well received by the community</p> <p>Additionally, the District has struggled in our PPO department for several years. Mr. Runcie has restructured this department to move the work order process from manual to digital. PPO has worked diligently to prepare school campuses for reopening.</p> <p>Although Mr. Runcie has made significant improvement in the Districts Facility Operation. It is an area that I would like for him to continue to improve.</p> <p>The Grants department has gone to another level. The increase in grants at the District and School level to the tune of around \$200,000,000 has allowed the District to expand programs and services</p> <p>The Districts Property Audits were completed in 94 locations yield no exceptions in all 68 departments and 21 out of 26 schools.</p> <p>Mr. Runcie continues to save the District money by refinancing debt.</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.		√		
Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.	<p>The District's overall communications has improved. Communication around the SMART bond has been revolutionary. The tweets, post, newsletters and community presentations have been exceptional and as I stated earlier well received by the community. I am eagerly awaiting the launch of the new Smart Website. It will provide a more on time and visual construction update for the community. Communications to parents and National media outlets has gain a lot of positive traction for the District. Through the Pandemic the District has done a good job communicating.</p> <p>I still feel strongly that the District needs to improve in communications internally.</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:

Mr. Runcie's leadership has transformed the Broward County Public School System. The District has improved academically. The District is respected by the Business Community and relied upon by the community to provide support services in times of crises. Mr. Runcie's leadership has gain National recognition. Many of the minority students graduating from Broward County Public Schools today have opportunities that they would have never had without Mr. Runcie creating programs like Mentoring Tomorrow's Leaders and Latino's in Action.

Overall Performance Evaluation Rating: 3.85

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

Dr. Rosalind Osgood
Board Member Signature

September 30, 2020
Date

Robert Runcie
Superintendent Signature

9/30/2020
Date

The School Board of Broward County, Florida
Robert W. Runcie, Superintendent of Schools
Superintendent Annual Evaluation Scoring Worksheet
2019-2020

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 2019-2020 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	4				1.60
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	4				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	4				0.80
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		3			0.45
Overall Performance:						3.85

Board Member Signature: Dr. Rosalind Osgood