

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

Donna P. Korn
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 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 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: As Chair, since 11/2019, I have had the opportunity to work more closely with Mr. Runcie and therefore serve in a capacity allowing me greater access to his leadership decisions during this unique and challenging time as we face educational decisions around COVID-19. He appropriately leans on his cabinet for their expertise and relies on them for guidance, through his team approach. He challenges his team to look outside-the-box to find strategies that focus on student learning while trying to anticipate the impact of each decision on students, family and staff. He has made key decisions to make changes in leadership personnel, although some of the changes could be more timely, but I understand the balance of action and compassion for employees can often be challenging. As Chair, he has kept me informed and allows staff to directly communicate with myself and Board Members to allow us access to the information that we need to make policy and budgetary decisions. Thoughtful decision-making has been key in ensuring that we stay focused on our core mission of student-achievement while ensuring the highest level of safety for students, staff and the community. I have seen challenges in leadership in some areas, specifically around negotiations and in our mental health support services, and I look to Mr. Runcie to ensure these areas have his continued focus for improvement. Continued and expanded dialogue with our employees will further strengthen our District. Continued focus on the strategic plan is imperative for student growth and innovation throughout the District. Mr. Runcie's involvement in educational organizations around the Country has played an important role in our ability to respond to the fluid changes and critical decisions necessary for success in this COVID-19 time.</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: Under Mr. Runcie's leadership, Broward has achieved unparalleled success in continuing to educate our students at the highest achievement levels, in these unique circumstances. Integration of our Canvas platform has allowed students and staff to effectively educate and learn in this challenging time. Teacher training, on Canvas and other online resources has been a challenge and one that requires continued focus and dialogue with employees to ensure trainings are effective and available to all in a timely manner. Including mindfulness in our daily instruction is a key factor in helping students find balance in these changing times. Expanding resources in this area will be pivotal in continued gains for students. Constant evaluation of the online tools we make available to our educators is key to ensure we continue success through distant learning as well as their continued use of them while we transition students back to classrooms. Mr. Runcie's focus, with Board direction, on reaching each student based on their diverse backgrounds and learning styles needs to be a focus to continue our successes. Mr. Runcie joined the District emphasizing support of the arts and extracurricular activities. He must ensure this direction continues so as to develop well-rounded students who continue to look forward to their educational experience.</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: Mr. Runcie's continued focus on the Strategic Plan, even in light of the monumental decisions being made and support necessary to adjust for the pandemic, has been important for the District to stay targeted in our goal of educating every student to reach their highest potential. The District is well-served to be more strategic in quality staff trainings which we coordinate with our unions and employees on how to best administer and integrate. Acknowledging that the strength Mr. Runcie has brought to the District, in our financial leadership, has been critically important as we navigate difficult financial time which we anticipate will continue for upcoming fiscal cycles. Long-needed changes in SMART program oversight is in place which will hopefully bring additional positive impacts in this area. This needs to remain a top priority for Mr. Runcie and any additional changes that need to be made should be done with no loss of time.</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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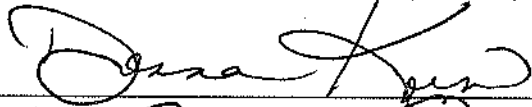
Goal 4: Effective Communication (15%)	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Increase the effectiveness of internal and external communication with stakeholders to improve the District's image, as well as marketing initiatives that will lead to 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: We have made progress in this area with expanded message from Mr. Runcie as well as with social media. Consistent and duplicate messaging will ensure the highest delivery of information and in these rapidly changing times, this is key for our students, staff and the community to fully understand the direction the District is taking through the pandemic. The Strategic Plan identifies additional areas for focus which need to continue to be implemented. 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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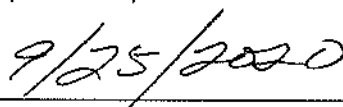
COMMENTS:

Overall Performance Evaluation Rating:

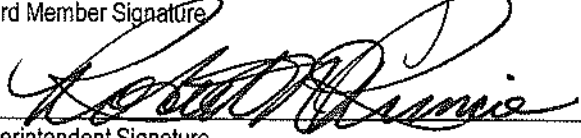
Circle One: Highly Effective Effective Needs Improvement Unsatisfactory
 (3.400-4.000) (2.450-3.399) (1.450-2.449) (1.000-1.449)



Board Member Signature



Date



Superintendent Signature



Date

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%)	<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 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</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>				1.20
Goal 2: High Quality Instruction (25%)	<p>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</p>				0.75
Goal 3: Continuous Improvement (20%)	<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>				0.60
Goal 4: Effective Communication (15%)					0.45
Overall Performance:					3.00

Board Member Signature: _____

