

**The School Board of Broward County, Florida
Interim Evaluation of the Superintendent
2014-2015**

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 2014-2015 Superintendent's Evaluation*. Use space associated with each standard, as needed, for specific comments.

Goals/Indicators

Scoring Rubric

Goals/Indicators	Highly Effective 4 points	Effective 3 points	Needs Improvement 2 points	Unsatisfactory 1 point
Goal 1: Leadership/Management (40%)			2.5	
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.				
Maintain a climate that promotes open dialog with school administrators, teachers, students, and staff on issues of teaching and learning.	<p>Comments:</p> <p>Superintendent Runcie continues to utilize PM sessions to drive departmental change and improvement. Unfortunately performance metrics and evaluation of senior staff is still not apparent to me as a board member. Decisions and actions at the senior staff level carry great weight in driving the mission, vision and direction of the district, and therefore it is imperative that metrics and evaluations also carry equal weight. The culture created within an organization is directly related to the success of that organization. It is the role and duty of the Superintendent to create a culture and climate to foster trust and an expectation of accountability. There is need for significant improvement in this area across and within ALL levels of the organization. All levels of the organization need to operate under the premise that actions have consequences and all levels need to work collaboratively to foster trust, collaboration and creativity to move the district closer to achieving strategic goals.</p> <p>Board items need to be consistently presented with accurate and complete information from staff, and agenda reviews need to include assuring the board is fully aware of the implementation of each item. Inaccuracies and/or failure to provide clear answers to board member questions by staff are inexcusable.</p> <p>Superintendent Runcie has worked collaboratively with the board to bring about policy changes for operational efficiency and resulting cost savings serve to benefit the district. The needs assessment integration into the SMART program and ADEFP have been riddled with difficulties, errors and omissions, which I am hopeful will be mitigated in the future with appropriate staffing within the Facilities Department. Voter approval of the \$800M GOB will require closer attention to detail moving forward. As Superintendent Runcie shifts focus from operational efficiencies to student achievement, I encourage him to ensure classroom experiences for students and teachers are held in high regard.</p> <p>I continue to encourage the Superintendent to foster a climate of mutual respect between staff and board members. Even in the face of difficult or repeated questions, or need for clarification from staff, a certain decorum is necessary to create and maintain a professional working relationship with the board.</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.			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:</p> <p>The list of academic and enrichment opportunities that have been strengthened or expanded across the district indicates Superintendent Runcie's commitment to high quality instruction. There is room for improvement with respect to the fidelity and consistency of the programs across the district. It is important the Superintendent closely monitor and gather data from district staff, and more importantly end users, to evaluate how programs are implemented, impacts on time to teach, and equity of resources. Furthermore it is necessary to review the progress of this District with regard to the Strategic Plan to ensure programs are effective in moving student achievement. Recent reviews of student achievement show flat to no progress in many key areas, and especially with regard to literacy rates.</p> <p>While the BEST program and CARE packages are listed as accomplishments under this section, it is premature in my opinion to count these as such with regard to high quality instruction. I look forward to receiving an end of year update with regard to successes and/or challenges with these initiatives.</p> <p>I appreciate Superintendent Runcie's recent commitment to focus on the literacy deficiencies across the district, and I encourage him to bring together literacy experts within our district- from the classroom to district level, as well as external literacy experts. I look forward to continued conversation with regard to growth and mastery. A comprehensive conversation is necessary to formulate a comprehensive plan, and I look forward to <u>all</u> levels of staff, especially classroom educators, being included in the process.</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 				

The School Board of Broward County, Florida
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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.		3.0		
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>Superintendent Runcie has worked to align resources and develop an organizational structure that has improved operational effectiveness and efficiency to implement the District priorities focused on improving business processes. The recent shift in focus from business processes to improving student achievement is paramount to the success of Broward County Public Schools. Progress of the District strategic plan should be reviewed and updated with the board to ensure significant focus is placed on comprehensive outcomes and measures.</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 				

The School Board of Broward County, Florida
Interim Evaluation of the Superintendent
2014-2015

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	
<p>Promote stakeholder involvement while establishing a communication system that effectively conveys District successes.</p>	<p>Comments:</p> <p>Superintendent Runcie continues to have a visible presence in the community. The Conversations with the District, community engagement public forums, continue to provide opportunities for stakeholders to address concerns and provide input. Superintendent Runcie should continue to engage the community and improve stakeholder participation in future events. Goals for community event attendance should be part of communication plans, as the District has room for improvement in the area of community engagement.</p> <p>While communication has improved in some areas, there are still areas needing improvement. District social media presence has expanded, however efforts to increase social media traffic should be increased as these avenues can serve as efficient, cost effective means of mass communication. Similarly rollout of important district initiatives requires comprehensive communications plans and implementation timelines. Several of the accomplishments listed in the interim evaluation, including the First Move Chess Initiative, BEST Blueprint, CARE Packages, Coaches Credentialing could have been improved in both fidelity of implementation and buy-in from stakeholders, with more effective communication.</p> <p>The solicitation of opinions and feedback from stakeholder groups was well advertised during the most recent survey window, and Superintendent Runcie's listening tours and personal contacts afford him a variety of input. Effective communication between stakeholders should include regular updates on how input and feedback are utilized to drive decision making. I encourage the Superintendent to incorporate the highlighting of initiatives and district successes that stemmed from stakeholder input in order to convey the importance of open lines communication and the District's responsiveness to stakeholder input.</p> <p>Communication between staff and board members with regard to public events, press conferences and school visits should provide pertinent information and set appropriate expectations. I appreciate that Superintendent Runcie has directed staff to provide regular updates to me with regard to issues specific to District 3, and I look forward to improved communication.</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 				

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COMMENTS:

Overall Interim 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)

Shatka L. Brantwood

Board Member Signature

2-27-2015

Date

Robert W. Ruffin

Superintendent Signature

2-27-2015

Date

The School Board of Broward County, Florida
Robert W. Runcie, Superintendent of Schools
Superintendent Interim Evaluation Scoring Worksheet
2014-2015

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 2014-2015 Superintendent's Interim 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			2.5		1.00
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		0.63
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		3			0.60
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		0.30
Overall Performance:						2.53

Board Member Signature: _____

