



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
SUPERINTENDENT'S INTERIM EVALUATION**



EVALUATION PERIOD: 2/24/2022 - 8/1/2022

SCHOOL BOARD MEMBER: Lori Alhadeff				
EMPLOYEE: Dr. Vickie Cartwright		PERSONNEL NUMBER: 128736		LOCATION: Superintendent, # 9511
PERFORMANCE FACTOR	DESCRIPTOR	DESCRIPTOR RATING	PERFORMANCE FACTOR RATING	COMMENTS*
ACADEMICS	Articulates and promotes high expectations for teaching and learning	MET	EFFECTIVE	SEE ATTACHED.
	Provides rigorous and research-based curriculum through differentiated learning opportunities	MET		
	Monitors academic progress and revises plans as necessary throughout the school year	MET		
	Increases integration and accessibility of technology as an integral part of learning	MET		
LEADERSHIP	Ensures equitable, inclusive and culturally responsive practices among teachers, administrators and staff	MET	EFFECTIVE	SEE ATTACHED.
	Projects a positive image for the District	MET		
	Leads a collaborative process with the board to implement the District mission and vision that reflects a core set of values and priorities	EXCEEDED		
	Ensures facilities are maintained in a manner that creates a safe, healthy, and positive learning and working environment for students and employees	MET		
COMMUNICATION	Fosters open dialogue with Board and stakeholders, enhancing positive and professional relationships with all	MET	EFFECTIVE	SEE ATTACHED.
	Conducts multiple meetings to increase communication with all stakeholders to discuss District needs and plans	MET		
	Keeps Board informed on issues, needs, and operation of school system in a timely manner	MET		
	Interprets and executes the intent of Board policy appropriately	MET		
FISCAL RESPONSIBILITY	Analyzes available and potential resources strategically; allocates them in a cost-effective and equitable manner	MET	EFFECTIVE	SEE ATTACHED.
	Collaborates with Board and appropriate staff to determine priorities for budgeting and alignment to produce student outcomes	MET		
	Demonstrates extensive budget management skills	MET		
	Creates and maintains platform through which to share budgetary information and increase public awareness	MET		
EMPLOYEE MANAGEMENT	Actively works to retain and/or recruit the best staff available	MET	EFFECTIVE	SEE ATTACHED.
	Inspires employees to work toward the highest standards	MET		
	Aligns the skills, knowledge, and abilities of staff to the organization's mission, vision, and strategic goals	MET		
	Establishes a system of keeping staff informed of important matters	MET		
COMMUNITY	Seeks ongoing input, creates a communication plan for community to be actively involved in setting and supporting district-wide goals	MET	EFFECTIVE	SEE ATTACHED.
	Visits school sites and communicates effectively with teachers, students and staff	MET		
	Visible and approachable by members of the community; attends a variety of events	MET		
	Responds in an appropriate and timely manner to issues and feedback brought by members of the community	MET		
PROFESSIONAL RESPONSIBILITIES	Creates and maintains professional working relationships with Board and district staff	MET	EFFECTIVE	
	Selects the "right" path when faced with ethical choice points and adheres to policies, procedures, and federal and state laws	MET		
	Follows Rule 6A-10.081, Florida Administrative Code, Principles of Professional Conduct for the Education Profession in Florida	MET		
	Demonstrates tact and diplomacy in working with individuals and groups	MET		

* Comments are required for any Performance Factor with a rating of Needs Improvement or Unsatisfactory.



THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
SUPERINTENDENT'S INTERIM EVALUATION



EVALUATION PERIOD: 2/24/2022 - 8/1/2022

SCHOOL BOARD MEMBER: Lori Alhadeff		
EMPLOYEE: Vickie L. Cartwright	PERSONNEL NUMBER: 128736	LOCATION: Superintendent, # 9511

RATING	DESCRIPTION
EXCEEDED	Superintendent's actions or impact of actions <u>exceeded</u> the targeted goal and outcomes as demonstrated by evidence provided. The effort to work on the goal and outcomes exceeded expectations.
MET	Superintendent's actions or impact of actions <u>met</u> the targeted goal and outcomes as demonstrated by evidence provided. Significant effort was made to work on the goal and outcomes.
PARTIALLY MET	Superintendent's actions or impact of actions <u>partially met</u> the targeted goal and outcomes as demonstrated by evidence provided. Minimal effort was made to work on the goal and outcomes.
FAILED TO MEET	Superintendent's actions or impact of actions <u>failed to meet</u> the targeted goal and outcomes as demonstrated by evidence provided. No significant effort was made to work on the goal and/or outcomes.

PERFORMANCE FACTORS SCORING SYSTEM
All four rated lower than <u>MET</u> – <u>UNSATISFACTORY</u>
Two to three rated lower than <u>MET</u> – <u>NEEDS IMPROVEMENT</u>
At least two <u>EXCEEDED</u> without a rating lower than <u>MET</u> – <u>HIGHLY EFFECTIVE</u>
All remaining scenarios – <u>EFFECTIVE</u>

SUPERINTENDENT'S INTERIM EVALUATION RATING	SUPERINTENDENT'S INTERIM EVALUATION SCORE
EFFECTIVE	3.000

SUPERINTENDENT'S INTERIM EVALUATION	SCALE
Highly Effective	3.450 – 4.000
Effective	2.500 – 3.449
Needs Improvement	2.000 – 2.499
Unsatisfactory	1.000 – 1.999

BOARD MEMBER'S OVERALL COMMENTS	SEE ATTACHED.
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SUPERINTENDENT'S OVERALL COMMENTS	
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	SIGNATURE	DATE
BOARD MEMBER		9/23/22
SUPERINTENDENT		9-27-22

ACADEMICS

- The School Board members received information regarding the dropping of two schools to an unacceptable "F" rating, seven "D" ratings and one unsatisfactory rating. In addition, a corrective plan was put into place. I am looking forward to this subject being brought to a School Board Workshop.
- Broward County Public Schools (BCPS) currently has a "B" rating and needs to achieve an "A" rating.
- The Career, Technical, Adult & Community Education Department (CTACE) positively provides academic and technical skills for our students to succeed in future careers and to become lifelong learners.

LEADERSHIP

- Under the leadership of Broward County Public Schools Superintendent Dr. Vickie Cartwright, the Secure the Next Generation Referendum passed increasing funding to recruit and retain high-quality teachers/staff by increasing compensation, maintain/enhance school resource officers/school safety staff, maintain and enhance essential programs such as mental health services.
- The Superintendent has fully implemented metal detector wandering at games and randomized wandering during school as well as the Kathleen C. Wright Building during meetings/workshops.
- The Superintendent worked diligently with staff at Ramblewood Elementary School to clean the classrooms for the start of the school year and repair air conditioning units.
- Interior of the building at Broadview Elementary School needs renovations. On or around May 20, 2022, an outdoor awning collapsed injuring a parent and student. The music room at Broadview Elementary school is not complete and the lift chair for the music room has not been installed.
- Positively created Regional Superintendents in the organization chart.

COMMUNICATION

- The Superintendent has communicated the Alyssa's Alert/SaferWatch app which encourages teachers/school staff to download the app to their cellular phone.
- It cannot go unmentioned that multiple stakeholders have publicly expressed frustration with the Superintendent regarding a lack of communication with the School Board established advisory groups. The focus should be on listening and establishing solutions instead of defending the problems.
- There has been unacceptable late communication to the School Board with regard to press conferences. An example would be the Broward Sheriff's Office press conference held at Deerfield Beach High School on August 11, 2022.
- There continues to be a need for Wi-Fi extended signal boosters to eliminate Wi-Fi dead zones on school campuses.
- The Superintendent delivered an excellent presentation and communication in front of the Marjory Stoneman Douglas (MSD) Public Safety Commission.
- A positive transition occurred this school year with plain speak language for our Standard Response Protocol. However, ongoing training is needed for “muscle memory” and execution.
- The departments within Broward County Public Schools communicate in silos. There needs to be a plan for more robust communication between departments.

FISCAL RESPONSIBILITY

- The Superintendent's Grant Department staff has aggressively sought out grants. They have been awarded millions of dollars by locating and securing grants on safety/security and receiving related grants and awards.
- Implemented a re-engaging campaign 2.0 to bring back students.
- Balanced the budget.
- Re-organized the organizational chart saving the District 2 million dollars.

EMPLOYEE MANAGEMENT

- On February 26, 2022, and July 29, 2022, The Superintendent hosted two successful District Career Fairs in order to obtain additional teachers, bus drivers, etc. in time for the opening of the 2022-2023 school year.
- To date, there are too many task-assigned positions within the District. This creates additional work for staff which leads to undue mental stress and employee “burn out”.

COMMUNITY

- The Superintendent held numerous informative meetings in order to advise the public of the upcoming Student Outcomes Focused Governance Model and Strategic Plan. However, they were not highly attended.
- The Superintendent needs to attend BCPS committee meetings, for example the District Advisory/Committee meetings and other advisory meetings on a regular cadence.
- The reorganization of the organizational chart should have been openly discussed during a Board Workshop. However, The Superintendent chose to skip the Workshop and placed this on the May 17, 2022, Board Meeting. The school board members had their "backs against the wall" and the community expressed profound frustration.
- Initially, The Superintendent did not follow School Board Policy 4002.13 as it related to the Community Forum Panels. Even though the Policy had not been utilized in the past 15 years, it was and is still in effect.
- Due to inclement weather on June 4, 2022, several SAT testing sites cancelled the administration of the test. Realizing the importance of this situation, The Superintendent was quickly able to work with the SAT company in order to have these SAT tests rescheduled for the students.
- The Superintendent and staff assisted with securing funding for Coral Glades High School to add an auditorium at an estimated cost of \$23,100,000.00 through the District Educational Facilities Plan.

- Parents have been falsifying their school registration documents. Therefore, circumventing the system and finding loopholes, thus obtaining an illegal seat for their student at a non-boundary school. A good example is at Marjory Stoneman Douglas High School (MSD). The Superintendent needs to work collaboratively with Harold Pryor (State Attorney) to enforce consequences and hold a Town Hall event.
- Previously, the Superintendent has been made aware that BCPS Customer Service needs to be improved for parents/stakeholders. For example, there is no general email for operational matters/questions.

OVERALL COMMENTS

CONTINUOUS IMPROVEMENT AND GOALS FOR THE SUPERINTENDENT:

- Behavioral Threat Assessment monitoring plans needs to be written with quality.
- There is a strong need for routine and preventative maintenance at schools.
- The processes of the Building Department and procurement processes should be fully audited.
- Implementation of Ariba in the next year.
- Hiring a permanent Chief Fire Official and Chief Facilities Officer while adhering to all Board procedures and policies.
- Review all school safety and best practices from the Safe Havens Report.
- Ensure that the Broward County Public Schools (BCPS) Reunification Plan is shared with all law enforcement agencies.
- Needs to initiate a local and statewide conversation regarding school fire alarm drills.
- Develop tabletop and training exercises to address our new Standard Response Protocol.
- Roof warranty inspections need to be recorded electronically in Maximo.
- The SMART Bond Program is an inherited disaster. All findings from the August 2022 Grand Jury Report need to be investigated.
- Find proactive ways to provide more incentives for principals, teachers, and staff. For example, if a teacher downloads Alyssa's Alert, their cellular provider could issue a discount. Currently we have 9,000 downloads and a goal of 20,000 downloads by the end of this school year.

- Fire alarm installation upgrade at every school across the District, needs to be a completion priority.
- Need for a long-term plan for transitioning to green schools and use of SMART technology (for example, solar energy and being a less paper driven district).
- Add a Crisis Communications Specialist position to the organizational chart.
- All school websites should list their social media handles.
- BCPS needs to create a locking door policy.
- “Suicide Prevention Specialists” should be in Student Services not Exceptional Student Education (ESE).
- There is a need to accelerate the project timeline for Focus to be implemented. This would allow for more flexibility for parents to receive email report cards and grades.
- Clever and Canvas should be brought into negotiations to be required as part of the current contract language. Clever is required in our Instruction Continuity Plan which references Clever.
- There is an urgent need to create a plan of action on how to bring back students to BCPS since the enrollment is trending downward. For the 2022-2023 school year, BCPS enrollment decreased by 3,254 students.
- The new security structure chain of command needs greater training across all schools.
- The SMART Bond needs to be completed by 2025, by holding staff and AECOM accountable for targeted goals. A School Board Workshop on the Long-Term Facilities Master Plan needs to occur.
- Work with AECOM on creating a faster process for “Final Completion” of the SMART Bond projects.

- Make certain cabinet staff has been evaluated timely as per their contracts.
- A Communication Flow Chart needs to be created.
- Policy 5.1 Enrollment and Withdrawal needs to be revised.



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
SUPERINTENDENT'S INTERIM EVALUATION**



EVALUATION PERIOD: 2/24/2022 - 8/1/2022

SCHOOL BOARD MEMBER: Daniel Foganholi				
EMPLOYEE: Dr. Vickie Cartwright		PERSONNEL NUMBER: 128736		LOCATION: Superintendent, #9511
PERFORMANCE FACTOR	DESCRIPTOR	DESCRIPTOR RATING	PERFORMANCE FACTOR RATING	COMMENTS*
ACADEMICS	Articulates and promotes high expectations for teaching and learning	MET	EFFECTIVE	Though Effective, I would like to see you be more aggressive with goals and focus to get our District to an 'A' status as soon as possible with a great sense of urgency. With plans brought to the Board, this would require "out of the box" thinking and working with different stakeholders to get us to that place as soon as possible. You have done a good job bringing the focus back to teaching and learning.
	Provides rigorous and research-based curriculum through differentiated learning opportunities	MET		
	Monitors academic progress and revises plans as necessary throughout the school year	MET		
	Increases integration and accessibility of technology as an integral part of learning	MET		
LEADERSHIP	Ensures equitable, inclusive and culturally responsive practices among teachers, administrators and staff	MET	EFFECTIVE	The culture that is within this organization needs to change. I believe that the previous administrations put systems and behaviors in place that are not only toxic, but counterproductive and you cannot allow this to continue. You have displayed actions to be civil and diplomatic, but I believe that Broward County Public Schools needs aggressive leadership and a bolder voice for the 6th largest district in the country. We speak about equity and I believe that our schools in minority communities need a champion in the Superintendent. You need to be the voice that will fight and push with an equitable lens to ensure all of our schools have a safe and healthy environment.
	Projects a positive image for the District	MET		
	Leads a collaborative process with the board to implement the district mission and vision that reflects a core set of values and priorities	EXCEEDED		
	Ensures facilities are maintained in a manner that creates a safe, healthy, and positive learning and working environment for students and employees	MET		
COMMUNICATION	Fosters open dialogue with Board and stakeholders, enhancing positive and professional relationships with all	MET	EFFECTIVE	Over-communicating due to the demand of the position and how business is run in the District is important. Having open dialogue with community stakeholders and media are crucial in your role as Superintendent. I have recommended in conversation to over-communicate and increase the number of press releases and coverage on situations that happen within the District. The community needs to hear about positivity from the District and not rely on media and other stakeholders to provide the narrative on your behalf. I think that you do a great job and have great intentions behind your efforts but focusing on better communication falls on your Communications & Legislative Affairs Department. This is a new school system and people need to know about the great things that are happening.
	Conducts multiple meetings to increase communication with all stakeholders to discuss District needs and plans	MET		
	Keeps Board informed on issues, needs, and operation of school system in a timely manner	MET		
	Interprets and executes the intent of Board policy appropriately	MET		
FISCAL RESPONSIBILITY	Analyzes available and potential resources strategically; allocates them in a cost-effective and equitable manner	MET	EFFECTIVE	There are a lot of questions when it comes to fiscal responsibility in our county. One of your focuses should be on transparency and changing how everyone in Broward County Public Schools does business. Whether it be town halls, newsletters, or press releases, find a way to bring more public awareness to where our money is going and how it is being spent.
	Collaborates with Board and appropriate staff to determine priorities for budgeting and alignment to produce student outcomes	MET		
	Demonstrates extensive budget management skills	MET		
	Creates and maintains platform through which to share budgetary information and increase public awareness	MET		
EMPLOYEE MANAGEMENT	Actively works to retain and/or recruit the best staff available	EXCEEDED	HIGHLY EFFECTIVE	This is Highly Effective solely on the fact of how new the staff and your Cabinet are. You are on track to building a new team that will help you get on track with regaining trust with the public and the stakeholders in our community. Continue to reset and find the way to get the staff you need to push the District forward.
	Inspires employees to work toward the highest standards	EXCEEDED		
	Aligns the skills, knowledge, and abilities of staff to the organization's mission, vision, and strategic goals	MET		
	Establishes a system of keeping staff informed of important matters	MET		
COMMUNITY	Seeks ongoing input, creates a communication plan for community to be actively involved in setting and supporting district-wide goals	MET	HIGHLY EFFECTIVE	You have done a great job with being involved in our community. Visiting schools, showing up at meetings, and supporting the community has helped you navigate through the obstacles in our District. I would like to see going forward, strategic plans to build our county. I believe that you need to be an ambassador and the leader in our county to fight for jobs, equity and opportunity, especially in the minority community. You have met the criteria, but I believe that you can be the example of what a leader should be fighting for in Broward which not only focuses on teaching and learning, but equity and opportunity as a whole.
	Visits school sites and communicates effectively with teachers, students and staff	EXCEEDED		
	Visible and approachable by members of the community; attends a variety of events	EXCEEDED		
	Responds in an appropriate and timely manner to issues and feedback brought by members of the community	MET		
PROFESSIONAL RESPONSIBILITIES	Creates and maintains professional working relationships with Board and district staff	EXCEEDED	EFFECTIVE	
	Selects the "right" path when faced with ethical choice points and adheres to policies, procedures, and federal and state laws	MET		
	Follows Rule 6A-10.081, Florida Administrative Code, Principles of Professional Conduct for the Education Profession in Florida	MET		
	Demonstrates tact and diplomacy in working with individuals and groups	MET		

* Comments are required for any Performance Factor with a rating of Needs Improvement or Unsatisfactory.



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
SUPERINTENDENT'S INTERIM EVALUATION**



EVALUATION PERIOD: 2/24/2022 - 8/1/2022

SCHOOL BOARD MEMBER: Daniel Foganholi		
EMPLOYEE: Dr. Vickie Cartwright	PERSONNEL NUMBER: 128736	LOCATION: Superintendent, #9511

RATING	DESCRIPTION
EXCEEDED	Superintendent's actions or impact of actions <u>exceeded</u> the targeted goal and outcomes as demonstrated by evidence provided. The effort to work on the goal and outcomes exceeded expectations.
MET	Superintendent's actions or impact of actions <u>met</u> the targeted goal and outcomes as demonstrated by evidence provided. Significant effort was made to work on the goal and outcomes.
PARTIALLY MET	Superintendent's actions or impact of actions <u>partially met</u> the targeted goal and outcomes as demonstrated by evidence provided. Minimal effort was made to work on the goal and outcomes.
FAILED TO MEET	Superintendent's actions or impact of actions <u>failed to meet</u> the targeted goal and outcomes as demonstrated by evidence provided. No significant effort was made to work on the goal and/or outcomes.

PERFORMANCE FACTORS SCORING SYSTEM
All four rated lower than <u>MET</u> – <u>UNSATISFACTORY</u>
Two to three rated lower than <u>MET</u> – <u>NEEDS IMPROVEMENT</u>
At least two <u>EXCEEDED</u> without a rating lower than <u>MET</u> – <u>HIGHLY EFFECTIVE</u>
All remaining scenarios – <u>EFFECTIVE</u>

SUPERINTENDENT'S INTERIM EVALUATION	SCALE
Highly Effective	3.450 – 4.000
Effective	2.500 – 3.449
Needs Improvement	2.000 – 2.499
Unsatisfactory	1.000 – 1.999

SUPERINTENDENT'S INTERIM EVALUATION RATING	SUPERINTENDENT'S INTERIM EVALUATION SCORE
EFFECTIVE	3.286

BOARD MEMBER'S OVERALL COMMENTS	
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SUPERINTENDENT'S OVERALL COMMENTS	
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	SIGNATURE	DATE
BOARD MEMBER		9/23/22
SUPERINTENDENT		9-27-22



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
SUPERINTENDENT'S INTERIM EVALUATION**



EVALUATION PERIOD: 2/24/2022 - 8/1/2022

SCHOOL BOARD MEMBER: Debra Nixon				
Employee: Dr. Vickie Cartwright		Personnel #: 126736		Location: Superintendent, 09511
PERFORMANCE FACTOR	DESCRIPTOR	DESCRIPTOR RATING	PERFORMANCE FACTOR RATING	COMMENTS*
ACADEMICS	Articulates and promotes high expectations for teaching and learning	EXCEEDED	HIGHLY EFFECTIVE	See attached comments.
	Provides rigorous and research-based curriculum through differentiated learning opportunities	EXCEEDED		
	Monitors academic progress and revises plans as necessary throughout the school year	MET		
	Increases integration and accessibility of technology as an integral part of learning	MET		
LEADERSHIP	Ensures equitable, inclusive and culturally responsive practices among teachers, administrators and staff	MET	EFFECTIVE	See attached comments.
	Projects a positive image for the District	MET		
	Leads a collaborative process with the board to implement the district mission and vision that reflects a core set of values and priorities	MET		
	Ensures facilities are maintained in a manner that creates a safe, healthy, and positive learning and working environment for students and employees	MET		
COMMUNICATION	Fosters open dialogue with Board and stakeholders, enhancing positive and professional relationships with all	MET	EFFECTIVE	See attached comments.
	Conducts multiple meetings to increase communication with all stakeholders to discuss District needs and plans	PARTIALLY MET		
	Keeps Board informed on issues, needs, and operation of school system in a timely manner	MET		
	Interprets and executes the intent of Board policy appropriately	MET		
FISCAL RESPONSIBILITY	Analyzes available and potential resources strategically; allocates them in a cost-effective and equitable manner	MET	EFFECTIVE	See attached comments.
	Collaborates with Board and appropriate staff to determine priorities for budgeting and alignment to produce student outcomes	MET		
	Demonstrates extensive budget management skills	MET		
	Creates and maintains platform through which to share budgetary information and increase public awareness	EXCEEDED		
EMPLOYEE MANAGEMENT	Actively works to retain and/or recruit the best staff available	EXCEEDED	EFFECTIVE	See attached comments.
	Inspires employees to work toward the highest standards	MET		
	Aligns the skills, knowledge, and abilities of staff to the organization's mission, vision, and strategic goals	MET		
	Establishes a system of keeping staff informed of important matters	MET		
COMMUNITY	Seeks ongoing input, creates a communication plan for community to be actively involved in setting and supporting district-wide goals	MET	EFFECTIVE	See attached comments.
	Visits school sites and communicates effectively with teachers, students and staff	EXCEEDED		
	Visible and approachable by members of the community; attends a variety of events	EXCEEDED		
	Responds in an appropriate and timely manner to issues and feedback brought by members of the community	PARTIALLY MET		
PROFESSIONAL RESPONSIBILITIES	Creates and maintains professional working relationships with Board and district staff	MET	HIGHLY EFFECTIVE	See attached comments.
	Selects the "right" path when faced with ethical choice points and adheres to policies, procedures, and federal and state laws	MET		
	Follows Rule 6A-10.081, Florida Administrative Code, Principles of Professional Conduct for the Education Profession in Florida	EXCEEDED		
	Demonstrates tact and diplomacy in working with individuals and groups	EXCEEDED		

* Comments are required for any Performance Factor with a rating of Needs Improvement or Unsatisfactory



THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
SUPERINTENDENT'S INTERIM EVALUATION



EVALUATION PERIOD: 3/21/2022 - 8/1/2022

SCHOOL BOARD MEMBER: Dolores Niles		
Employment No. 10288	Employment ID 118776	Position Superintendent

RATING	DESCRIPTION
EXCEEDED	Superintendent's actions or impact of actions exceeded the targeted goal and outcomes as demonstrated by evidence provided. The effort to work on the goal and outcomes exceeded expectations.
MET	Superintendent's actions or impact of actions met the targeted goal and outcomes as demonstrated by evidence provided. Significant effort was made to work on the goal and outcomes.
PARTIALLY MET	Superintendent's actions or impact of actions partially met the targeted goal and outcomes as demonstrated by evidence provided. Minimal effort was made to work on the goal and outcomes.
FAILED TO MEET	Superintendent's actions or impact of actions failed to meet the targeted goal and outcomes as demonstrated by evidence provided. No significant effort was made to work on the goal and/or outcomes.

PERFORMANCE FACTORS SCENARIO SYSTEM
All four rated lower than MET - UNSATISFACTORY
Two to three rated lower than MET - NEEDS IMPROVEMENT
At least two EXCEEDED without a rating lower than MET - HIGHLY EFFECTIVE
All remaining scenarios - EFFECTIVE

SUPERINTENDENT'S INTERIM EVALUATION RATING	SUPERINTENDENT'S INTERIM EVALUATION SCORE
EFFECTIVE	3.285

SUPERINTENDENT'S INTERIM EVALUATION	SCORE
Highly Effective	3.450 - 4.000
Effective	2.500 - 3.449
Needs Improvement	2.000 - 2.499
Unsatisfactory	1.000 - 1.999

BOARD MEMBER'S OVERALL COMMENTS	
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SUPERINTENDENT'S OVERALL COMMENTS	
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	SIGNATURE	DATE
BOARD MEMBER	<i>Dolores Niles</i>	9/26/22
SUPERINTENDENT	<i>Nicki Cantu</i>	9.27.22

Additional Comments

Comments for Academics: The use of in-school tutoring and the ESSER teachers were good uses of resources to have high expectations for learning and to monitor and revise plans as necessary. The availability of technology was evident in all the schools I visited.

Comments for Leadership: There are still many buildings that need attention. This will continue being the case until the needs assessment is completed and there is an actual plan in place to address the needs. There have been safety procedures that have been added (example: wandng) to help create a safe environment for our students and staff. Broward County Public Schools Superintendent Dr. Vickie Cartwright does a good job of projecting a positive image for the District as she attends various community and school events.

Comments on Communication: I have concerns with the response time to my communication to the Superintendent. There continues to be a communication problem throughout the District, as well as the community. There needs to be changes within our staff to solve these problems. There were meetings to meet the Superintendent and to discuss Goals and Guardrails, but they were not very interactive. Meetings with stakeholders could be improved.

Comments on Fiscal Responsibility: I will continue to monitor the budget to be sure it is centered around much needed salary increases for our teachers and staff. I have had several discussions with both the Superintendent and Deputy Superintendent of Operations, and they have created a budget that includes my priorities and concerns. The Superintendent has also had staff implement a managed menu for software that will allow the District to leverage our buying power. She has also implemented a carve out process to help speed up the roofing projects in the SMART bond program. The budget is very comprehensive and is available to the public online, as well as through the various budget hearings.

Comments on Employee Management: Communication with teachers and staff in the schools must be improved. We send out BCPS Alerts and have added more Twitter, Instagram and videos to our communications, but I would like to see us include another form of communication so that we can be sure they are seeing the message. Recruitment is very innovative and allows a larger number of people to be aware of and apply for a variety of staff vacancies.

Comments on Community: The Superintendent attends a wide variety of meetings throughout the community, such as Chamber of Commerce, City Commission, Broward League of Cities, BABSE, BCCPA, BCAA, and many District events. The community meetings and the online portal for the community to give input for Goals and Guardrails was a positive way to gain their input. The meetings could have been more interactive and should have allowed the community to speak, we did most of the talking.

Comments on Professional Responsibilities: I appreciate the Superintendent's demeanor and patience when working with various groups. She keeps her composure and listens to the concerns without talking over anyone. She is kind and shows compassion when speaking with others. When she had to meet with the Board of Education on the District's behalf, she was composed and professional, even when she was bombarded with questions that were not relevant to the discussion and were questioning her leadership and decision making in another school district.



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
SUPERINTENDENT'S INTERIM EVALUATION**



EVALUATION PERIOD: 2/24/2022 - 8/1/2022

SCHOOL BOARD MEMBER: Sarah Leonardi				
EMPLOYEE: Dr. Vickie Cartwright		PERSONNEL NUMBER: 128736		LOCATION: Superintendent, #9511
PERFORMANCE FACTOR	DESCRIPTOR	DESCRIPTOR RATING	PERFORMANCE FACTOR RATING	COMMENTS*
ACADEMICS	Articulates and promotes high expectations for teaching and learning	MET	EFFECTIVE	See attached comments
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	Ensures facilities are maintained in a manner that creates a safe, healthy, and positive learning and working environment for students and employees	PARTIALLY MET		
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	Conducts multiple meetings to increase communication with all stakeholders to discuss District needs and plans	MET		
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	Demonstrates extensive budget management skills	MET		
	Creates and maintains platform through which to share budgetary information and increase public awareness	PARTIALLY MET		
EMPLOYEE MANAGEMENT	Actively works to retain and/or recruit the best staff available	PARTIALLY MET	NEEDS IMPROVEMENT	See attached comments
	Inspires employees to work toward the highest standards	MET		
	Aligns the skills, knowledge, and abilities of staff to the organization's mission, vision, and strategic goals	EXCEEDED		
	Establishes a system of keeping staff informed of important matters	PARTIALLY MET		
COMMUNITY	Seeks ongoing input, creates a communication plan for community to be actively involved in setting and supporting district-wide goals	PARTIALLY MET	NEEDS IMPROVEMENT	See attached comments
	Visits school sites and communicates effectively with teachers, students and staff	MET		
	Visible and approachable by members of the community; attends a variety of events	MET		
	Responds in an appropriate and timely manner to issues and feedback brought by members of the community	PARTIALLY MET		
PROFESSIONAL RESPONSIBILITIES	Creates and maintains professional working relationships with Board and district staff	MET	EFFECTIVE	See attached comments
	Selects the "right" path when faced with ethical choice points and adheres to policies, procedures, and federal and state laws	MET		
	Follows Rule 6A-10.081, Florida Administrative Code, Principles of Professional Conduct for the Education Profession in Florida	EXCEEDED		
	Demonstrates tact and diplomacy in working with individuals and groups	MET		

* Comments are required for any Performance Factor with a rating of Needs Improvement or Unsatisfactory.



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
SUPERINTENDENT'S INTERIM EVALUATION**



EVALUATION PERIOD: 2/24/2022 - 8/1/2022

SCHOOL BOARD MEMBER: Sarah Leonardi		
EMPLOYEE: Dr. Vickie Cartwright	PERSONNEL NUMBER: 128736	LOCATION: Superintendent, #9511

RATING	DESCRIPTION
EXCEEDED	Superintendent's actions or impact of actions <u>exceeded</u> the targeted goal and outcomes as demonstrated by evidence provided. The effort to work on the goal and outcomes exceeded expectations.
MET	Superintendent's actions or impact of actions <u>met</u> the targeted goal and outcomes as demonstrated by evidence provided. Significant effort was made to work on the goal and outcomes.
PARTIALLY MET	Superintendent's actions or impact of actions <u>partially met</u> the targeted goal and outcomes as demonstrated by evidence provided. Minimal effort was made to work on the goal and outcomes.
FAILED TO MEET	Superintendent's actions or impact of actions <u>failed to meet</u> the targeted goal and outcomes as demonstrated by evidence provided. No significant effort was made to work on the goal and/or outcomes.

PERFORMANCE FACTORS SCORING SYSTEM
All four rated lower than <u>MET</u> – <u>UNSATISFACTORY</u>
Two to three rated lower than <u>MET</u> – <u>NEEDS IMPROVEMENT</u>
At least two <u>EXCEEDED</u> without a rating lower than <u>MET</u> – <u>HIGHLY EFFECTIVE</u>
All remaining scenarios – <u>EFFECTIVE</u>

SUPERINTENDENT'S INTERIM EVALUATION	SCALE
Highly Effective	3.450 – 4.000
Effective	2.500 – 3.449
Needs Improvement	2.000 – 2.499
Unsatisfactory	1.000 – 1.999

SUPERINTENDENT'S INTERIM EVALUATION RATING	SUPERINTENDENT'S INTERIM EVALUATION SCORE
EFFECTIVE	2.714

BOARD MEMBER'S OVERALL COMMENTS	See attached comments
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SUPERINTENDENT'S OVERALL COMMENTS	
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	SIGNATURE	DATE
BOARD MEMBER		9/27/22
SUPERINTENDENT		9/27/22

Academic Comments:

Broward County Schools Superintendent Dr. Vickie Cartwright joined our District on a more permanent basis in the middle of a year in which the District was still reeling from the impacts of the COVID-19 pandemic. She took definitive action to realign staff to better streamline academic achievement and try to provide the members of the School Board with more information about the academic progress of our students. With that said, some areas require improvement given the state of student performance in this District.

First and foremost, Broward County Public Schools continues to be a B-rated school district - the only one in the tri-county area. Although the timing of when Superintendent Cartwright joined us on a more permanent basis (in the middle of the school year), as well as the period for which we are evaluating Superintendent Cartwright (February 24, 2022-August 1, 2022), created complications, Dr. Cartwright did her best to address the academic needs of our students. Districts throughout the country were in survival mode during this period, and our District still was able to make some modest gains during that period. While there is still learning to be recovered, I look forward to continual improvement under Dr. Cartwright's leadership.

She did her best to ensure that during another unusual school year students had access to differentiated learning opportunities and that there was as little disruption as possible. However, during the 2021-2022 school year there were serious issues with the integration of technology. Teachers and schools repeatedly reached out to me regarding insufficient technology, and I raised this concern with the Superintendent repeatedly during our monthly meetings. I was routinely told that she was not hearing the same complaints and therefore did not appear to act. I was later informed that the Superintendent did investigate these matters and tried to remedy the technology gap by bringing forward several items to purchase more technology and that 1:1 integration remains a priority for her. One barrier to achieving 1:1 integration was that there was no consensus on the School Board to make this happen. Broken computers and insufficient numbers of laptop carts continue to plague our District and these issues are exacerbated when one accounts for the socioeconomic needs of our students. For purposes of equity, it is imperative that the School Board supports the Superintendent in her effort to address the technology gap.

In terms of monitoring academic progress, the Superintendent regularly brought forward progress monitoring information to School Board members and made staff changes to align goals and resources around academics.

Leadership Comments:

There has been a lot of work on Dr. Cartwright's part in the space of equity and inclusivity that may go unnoticed. While I feel there is still room to grow, she has done a lot to mitigate the damage of the current discriminatory and harmful policies coming down from Tallahassee. Unfortunately, those legislative efforts cause our district to spend a lot of time defending our most vulnerable populations and takes away from the time and energy of nurturing them. That is not Dr. Cartwright's fault.

I have concerns internally about turnover of staff that support our LGBTQ+ students and I hope that Dr. Cartwright implements a plan to support that work soon. With that said, the Superintendent attended quarterly roundtable meetings with some of our LGBTQ+ students – a powerful gesture and an important opportunity to hear from students. She prioritized the safety and security of the participants at our annual Equity and Diversity Conference where there were unfortunately concerns around protests and picketing – a true sign of the times and an indication of how District time and energy is spent in this current climate.

The District continues to suffer from an image issue. Our enrollment continues to decline and as I visit municipalities and community groups there is a persistent negative narrative about our school district. That narrative includes a lack of transparency, overwhelming bureaucracy, insufficient academic performance, lax accountability, and dilapidated facilities that go unchecked. These are all issues that Dr. Cartwright inherited and will take time to fully address. She has shown a commitment to doing so by engaging in an annual campaign to knock on doors and hear from families. Superintendent Cartwright is very deliberate about speaking positively and engaging in positive events on behalf of our District.

When it comes to facilities, while some progress has been made with the SMART bond, inequities remain in many of our schools. Teachers and students go without basic facility needs, like bathroom doors and functioning air conditioning until news of these problems reaches the School Board. While a new cafeteria for Stranahan HS was approved, that project is already experiencing delays. Progress at Northeast HS continues to drag on.

In terms of communication with staff, particularly teachers, I found that during this tumultuous year, teachers were left to figure things out on their own. I'm specifically referring to the interpretation of legislation around teaching and learning (HB 1557 and HB 7). The District refuses to provide specific guidelines in writing to teachers and I continue to hear from our educators that they are confused and scared about accidentally running afoul of these new laws.

Regarding implementing the District's mission and vision, Dr. Cartwright has worked collaboratively with the School Board and has directed staff as well. We have had numerous workshops on the strategic plan, and she takes the feedback and

certainly tries to implement those changes. I look forward to seeing how she ensures our strategic plan is followed moving forward once it is complete.

Communication Comments:

The Superintendent made swift changes to the Department of Communications and Legislative Affairs that were wise, particularly with the leadership of that department. There is a notable difference in the behavior and tone of our interactions with the media under new leadership. My evaluation of this section should not reflect on that department or its leadership, rather it should reflect on the Superintendent.

While Dr. Cartwright is willing to engage in an open dialogue with members of the School Board, the public has not seen that same willingness to engage in conversations with them. This continues to come up in major decisions being made in the District. One glaring example is that of the organizational chart changes. These changes were for whatever reason made public mere days before they would be voted on. The public perception was that we were attempting to keep these changes from the public so that they would not have sufficient time to look them over and comment on them. This may not have been the intent, but that was the perceived impact. In a district that has been criticized for a lack of transparency, this certainly did not help the situation.

The School Board continues to hear from advisory groups that they do not feel heard in numerous ways. Chairs of various advisory boards have reached out to me asking for the Superintendent to meet with them and to really hear their concerns. This continues to occur and that disconnect has only seemed to widen with time. Our community meetings are more often about delivering information rather than listening to the community - this needs to change. There is also the appearance that as we repeal and update policies, we are systematically removing the community input pieces of those policies. Better communication with our Advisory Groups and stakeholders would do much to alleviate these wounds.

There has been a more concerted effort from this Superintendent to communicate with members of the School Board and I anticipate that she will continue to implement systems to improve that communication. For instance, I repeatedly hear from the community about delays happening on construction (Stranahan cafeteria) or policies coming to the School Board (Respect & Civility in BCPS Policy, #1010) before I hear it from the Superintendent or staff. I look forward to the Superintendent fixing this lapse soon.

Fiscal Responsibility Comments:

With her changes to the organizational chart, the Superintendent saved over two million dollars a year. That cost-saving is to be commended. In the same vein, more needs to be done to eliminate redundancies as well as prioritize the compensation of our boots-on-the-ground employees in our schools. Superintendent Cartwright reiterates that goal often and it is my hope that she will continue to make changes to work towards that. While our budget is a publicly accessible document on our website and while we host many budget workshops and hearings, we need to think creatively about how to increase public awareness and public buy-in for this process. It is a complex process to wrap one's head around and this District would benefit from more public participation.

Employee Management Comments:

Dr. Cartwright has brought a level of professionalism, high expectations, and accountability to her role that was previously missing. While there is still room for growth, she has demonstrated a willingness to make staffing changes in a definitive and swift manner. She provides a rationale for these changes without hesitation, and I hope to see positive results from this realignment. I have seen her act when work product from the staff was not up to her standards, and I believe the culture of high expectations will take time to develop but will ultimately yield positive results for her.

However, there is one glaring vacancy that plagues this District - the Chief Facilities Officer position. This position desperately needs to be filled and it continues to remain open. Dr. Cartwright, perhaps trying to fill this void temporarily, hired a consultant to come on and evaluate our facilities program. This consultant did not provide any more information or context about our flawed SMART bond program than we already had. Instead of having staff spend time searching for, hiring, and working with this consultant, Dr. Cartwright should have continued to have staff searching for and hiring a highly qualified Chief Facilities Officer. I want to acknowledge how difficult that is given a multitude of factors, but it needs to happen, and I know it is a priority of the School Board to do so.

I am unaware of a system that the Superintendent has implemented to keep staff informed on important matters. For too long the District has relied on BCPS Alerts emails to communicate anything and everything to staff and we can no longer afford to do that. We need to take a layered approach to more authentically communicate with our staff that is proven to be effective.

Community Comments:

I am pleased with how Superintendent Cartwright makes a visible effort to attend community events and I regularly hear from employees and members of the public about how they had a positive conversation with her at a football game or a city commission meeting (see below for a list). She held meetings at schools early on in her tenure so District staff could hear concerns in a confidential and safe way from staff at schools throughout the District. I believe she should do more of this kind of input gathering.

On another note, providing timely responses is an area in which the District has struggled for some time, and I unfortunately have not seen the Superintendent take strong action to amend this. It often takes months of me raising a concern for it to be addressed if it ever is finally. For instance, in June, I was made aware of an arts education grant that we would be losing from Broward County because of slow action on the District's part. After weeks of inquiries, I was finally told that it was with our General Counsel Department, and then never received any more information. As far as I know, we lost thousands of dollars in grant money that would have gone toward arts education. This is just one example in an extensive list of delayed responses or no responses on issues and concerns raised by constituents.

It is disheartening when I follow up with a parent asking if their issue was resolved a week after I directed that issue to staff and they respond that no one at the District has contacted them. I believe that the Superintendent has worked hard to build relationships with different community groups and stakeholders. There is more work to be done in this area, especially with our advisory groups who often don't feel heard. While she clearly has a plan for communicating with certain community groups, I would like to see that plan expanded to groups with less social capital. I hope that as Dr. Cartwright settles into her role that she will continue to engage in and expand outreach with all stakeholders.

Community Activities and Involvement

1. February 10, 2022 – BCASC (Broward County Association of Student Councils) General Meeting – **SPEAKER**
2. February 11, 2022 – Meet & Greet with Coral Springs Police Department
3. February 24, 2022 – Broward County Council PTA/PTSA (BCCPTA) Town Hall – District 3 – **SPEAKER**
4. February 28, 2022 – Coconut Creek Lunch Bunch Meeting
5. March 1, 2022 – FL-ALAS Meeting
6. March 9, 2022 – Meeting with John Moreno-Escobar and The Latino Community
7. March 10, 2022 – Latino's in Action: Florida State Conference – **SPEAKER**
8. March 15, 2022 – Greater Fort Lauderdale Alliance Leadership Council (\$10K annual level) – **SPEAKER**

9. March 16, 2022 – Broward County Chiefs of Police Association (BCCPA) Meet & Greet
10. March 16, 2022 – Greater Fort Lauderdale Chamber of Commerce Board of Directors and Trustee Luncheon – **SPEAKER**
11. March 18, 2022 – VIRTUAL: Broward Alliance of Black School Educators (BABSE) S.L.I.C.E. Educational Conference – **SPEAKER**
12. April 7, 2022 - BABSE Scholarship Reception in Honor of Dr. Cartwright & Dr. Rosalind Osgood – **SPEAKER**
13. April 18, 2022 – 35th Annual BCAA North Scholar - Athlete Banquet
14. April 21, 2022 – Children’s Services Council Monthly Meeting
15. April 21, 2022 – Alliance Second Quarter Board Meeting
16. April 25, 2022 – Committee/ Advisory Meeting – **SPEAKER**
17. April 24, 2022 – 35th Annual Broward County Athletic Association (BCAA) South Scholar-Athlete Banquet – **SPEAKER**
18. April 27, 2022 – National Summit for Principal Supervisors - Theme: Reflecting, Reinventing, Restructuring: Shifting How We Lead So Schools Can Succeed – **SPEAKER**
19. April 28, 2022 – Board Member Led Strategic Plan Community Meeting
20. April 29, 2022 – BrightStar CU's Top Fun: Benefiting: Broward Education Foundation – **SPEAKER**
21. May 4, 2022 - Broward Workshop - state of the county breakfast
22. May 4, 2022 - 2022 Community Involvement Awards – **SPEAKER**
23. May 4, 2022 - City of Parkland Commission Meeting – **SPEAKER**
24. May 5, 2022 – Housing Affordability Summit – Prosperity Partnership Event (Also serving on the Education Pillar)
25. May 7, 2022 - 11th Annual South Florida Gifted & Talented Symposium – **SPEAKER**
26. May 9, 2022 – Gifted Advisory Council Meeting – **SPEAKER**
27. May 10, 2022 – Broward County Commission Meeting Regarding Referendum – **SPEAKER**
28. May 11, 2022 – Coffee and Conversation with Vickie Cartwright/new Broward Schools Superintendent hosted by Community Foundation of Broward – **SPEAKER**
29. May 11, 2022 – 7th Annual Behavioral Health Conference Hosted by United Way of BC & the Commission on Behavioral Health & Drug Prevention – **SPEAKER**
30. May 11, 2022 – District Advisory Council Meeting – **SPEAKER**
31. May 13, 2022 – Energize One Broward General Membership Annual Dinner
32. May 14, 2022 – Youth Summit Series
34. May 16, 2022 – EduPride Social Mixer & Tour of Stonewall Museum & Archives – **SPEAKER**
33. May 19, 2022 – Meet & Greet with Impacted Families of MSD Tragedy
34. May 20, 2022 – Teacher of the Year Celebration Luncheon Hosted by Greater Hollywood Chamber of Commerce Education & Workforce Committee – **SPEAKER**
35. May 20, 2022 – PTSA Banquet
36. May 21, 2022 – Guest Speaker/Instructor for the IDEAL Ed. Lead Program at FAU – **SPEAKER**
37. May 23, 2022 – Florida Restaurant & Lodging Association (FRLA) Excellence in Education Breakfast Awards – **SPEAKER**
38. May 23, 2022 – Hispanic Women of Broward Welcome & Meet & Greet – **SPEAKER**
39. May 25, 2022 – Parent Education Group Meeting at City of Coral Springs – **SPEAKER**

40. May 25, 2022 – SAILEbrate our Schools, Fort Lauderdale! SPONSORED BY: Greater Fort Lauderdale Chamber of Commerce and ORGANIZED BY: Education and Workforce Council – SPEAKER
41. May 27, 2022 – BCCPTA 89th Annual Banquet – SPEAKER
42. June 1, 2022 – Roundtable Discussion with Committee Chairs Regarding Referendum – SPEAKER
43. June 1, 2022 – Meet & Greet Reception with Dr. Cartwright Hosted by BEF – SPEAKER
44. June 3, 2022 – 10th Annual FL-ALAS State-Wide Conference – SPEAKER
45. June 6, 2022 – Office of Safe School/DOE
46. June 10, 2022 – End of the Year Educators Celebration – SPEAKER
47. June 13, 2022 – City of Deerfield Beach - Community Meeting – SPEAKER
48. June 15, 2022 – Florida TaxWatch Broward Schools SMART Bond Update Zoom Meeting
49. June 15, 2022 – City of Margate Commission Meeting – SPEAKER
50. July 12, 2022 – City of Deerfield Beach Commission Meeting (Referendum) – SPEAKER
51. July 14, 2022 – 2023 Florida Teacher of the Year Gala
52. July 25, 2022 – Virtual Broward Museum CEO Group to Network & Share Opportunities – SPEAKER
53. July 27, 2022 – City of Parkland Mayor's Back to School Breakfast
54. July 30, 2022 – Children's Services Council of BC School Community Beautification Day @ Apollo Middle School

Professional Responsibility Comments:

Superintendent Cartwright has brought a level of professionalism to this position that the District needed. She is polite and treats people with respect while bringing a no-nonsense attitude to the job when it comes to the expectations of her staff. She has given me no reason to believe she has failed to meet the codes of professional conduct required in her position and has not given me a reason to question her ethics. Her position is tough, and she is under constant scrutiny, and despite all that, she continues to demonstrate tactful and diplomatic behavior.

Overall Comments:

Superintendent Cartwright inherited a tough and unprecedented situation when she became the Superintendent of Broward County Public Schools. She has done much to begin repairing what was broken in the District and still has her work cut out for her. I believe the Superintendent when she says her motto is "Students First". She has appropriately focused her attention on academic achievement and has tried to align resources around that area. At the heart of what is broken in our District however is transparency, communication, and collaboration with our community. I caution the Superintendent to take these issues seriously, and to not get caught up in the culture entrenched in the District. She brought a fresh perspective, approach, and voice when she joined us, and I advise her to stay true to that.



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
SUPERINTENDENT'S INTERIM EVALUATION**



EVALUATION PERIOD: 2/24/2022 - 8/1/2022

SCHOOL BOARD MEMBER: Mr. Ryan Reiter				
EMPLOYEE: Dr. Vickie Cartwright		PERSONNEL NUMBER: 128736		LOCATION: Superintendent, #9511
PERFORMANCE FACTOR	DESCRIPTOR	DESCRIPTOR RATING	PERFORMANCE FACTOR RATING	COMMENTS*
ACADEMICS	Articulates and promotes high expectations for teaching and learning	EXCEEDED	HIGHLY EFFECTIVE	
	Provides rigorous and research-based curriculum through differentiated learning opportunities	EXCEEDED		
	Monitors academic progress and revises plans as necessary throughout the school year	MET		
	Increases integration and accessibility of technology as an integral part of learning	MET		
LEADERSHIP	Ensures equitable, inclusive and culturally responsive practices among teachers, administrators and staff	EXCEEDED	HIGHLY EFFECTIVE	
	Projects a positive image for the District	MET		
	Leads a collaborative process with the board to implement the district mission and vision that reflects a core set of values and priorities	EXCEEDED		
	Ensures facilities are maintained in a manner that creates a safe, healthy, and positive learning and working environment for students and employees	MET		
COMMUNICATION	Fosters open dialogue with Board and stakeholders, enhancing positive and professional relationships with all	MET	EFFECTIVE	
	Conducts multiple meetings to increase communication with all stakeholders to discuss District needs and plans	MET		
	Keeps Board informed on issues, needs, and operation of school system in a timely manner	EXCEEDED		
	Interprets and executes the intent of Board policy appropriately	MET		
FISCAL RESPONSIBILITY	Analyzes available and potential resources strategically; allocates them in a cost-effective and equitable manner	MET	EFFECTIVE	
	Collaborates with Board and appropriate staff to determine priorities for budgeting and alignment to produce student outcomes	EXCEEDED		
	Demonstrates extensive budget management skills	MET		
	Creates and maintains platform through which to share budgetary information and increase public awareness	MET		
EMPLOYEE MANAGEMENT	Actively works to retain and/or recruit the best staff available	MET	EFFECTIVE	
	Inspires employees to work toward the highest standards	MET		
	Aligns the skills, knowledge, and abilities of staff to the organization's mission, vision, and strategic goals	EXCEEDED		
	Establishes a system of keeping staff informed of important matters	MET		
COMMUNITY	Seeks ongoing input, creates a communication plan for community to be actively involved in setting and supporting district-wide goals	MET	HIGHLY EFFECTIVE	
	Visits school sites and communicates effectively with teachers, students and staff	EXCEEDED		
	Visible and approachable by members of the community; attends a variety of events	MET		
	Responds in an appropriate and timely manner to issues and feedback brought by members of the community	EXCEEDED		
PROFESSIONAL RESPONSIBILITIES	Creates and maintains professional working relationships with Board and district staff	EXCEEDED	HIGHLY EFFECTIVE	
	Selects the "right" path when faced with ethical choice points and adheres to policies, procedures, and federal and state laws	EXCEEDED		
	Follows Rule 6A-10.081, Florida Administrative Code, Principles of Professional Conduct for the Education Profession in Florida	MET		
	Demonstrates tact and diplomacy in working with individuals and groups	EXCEEDED		

* Comments are required for any Performance Factor with a rating of Needs Improvement or Unsatisfactory.



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
SUPERINTENDENT'S INTERIM EVALUATION**



EVALUATION PERIOD: 2/24/2022 - 8/1/2022

SCHOOL BOARD MEMBER: Mr. Ryan Reiter		
EMPLOYEE: Dr. Vickie Cartwright	PERSONNEL NUMBER: 128736	LOCATION: Superintendent, #9511

RATING	DESCRIPTION
EXCEEDED	Superintendent's actions or impact of actions <u>exceeded</u> the targeted goal and outcomes as demonstrated by evidence provided. The effort to work on the goal and outcomes exceeded expectations.
MET	Superintendent's actions or impact of actions <u>met</u> the targeted goal and outcomes as demonstrated by evidence provided. Significant effort was made to work on the goal and outcomes.
PARTIALLY MET	Superintendent's actions or impact of actions <u>partially met</u> the targeted goal and outcomes as demonstrated by evidence provided. Minimal effort was made to work on the goal and outcomes.
FAILED TO MEET	Superintendent's actions or impact of actions <u>failed to meet</u> the targeted goal and outcomes as demonstrated by evidence provided. No significant effort was made to work on the goal and/or outcomes.

PERFORMANCE FACTORS SCORING SYSTEM
All four rated lower than MET – UNSATISFACTORY
Two to three rated lower than MET – NEEDS IMPROVEMENT
At least two EXCEEDED without a rating lower than MET – HIGHLY EFFECTIVE
All remaining scenarios – EFFECTIVE

SUPERINTENDENT'S INTERIM EVALUATION RATING	SUPERINTENDENT'S INTERIM EVALUATION SCORE
HIGHLY EFFECTIVE	3.571

SUPERINTENDENT'S INTERIM EVALUATION	SCALE
Highly Effective	3.450 – 4.000
Effective	2.500 – 3.449
Needs Improvement	2.000 – 2.499
Unsatisfactory	1.000 – 1.999

BOARD MEMBER'S OVERALL COMMENTS	With the information gathered by the Board and the brief observance thus far, Dr. Cartwright's performance has been objectively satisfactory and has exceeded expectations in certain areas of concern.
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SUPERINTENDENT'S OVERALL COMMENTS	
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	SIGNATURE	DATE
BOARD MEMBER		9/22/22
SUPERINTENDENT		9-22-22



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
SUPERINTENDENT'S INTERIM EVALUATION**



EVALUATION PERIOD: 2/24/2022 - 8/1/2022

SCHOOL BOARD MEMBER: Nora Rupert				
Employee: Dr. Vickie Cartwright		Personnel Number: 128736		Location: Superintendent, # 9511
PERFORMANCE FACTOR	DESCRIPTOR	DESCRIPTOR RATING	PERFORMANCE FACTOR RATING	COMMENTS*
ACADEMICS	Articulates and promotes high expectations for teaching and learning	EXCEEDED	HIGHLY EFFECTIVE	
	Provides rigorous and research-based curriculum through differentiated learning opportunities	EXCEEDED		
	Monitors academic progress and revises plans as necessary throughout the school year	MET		
	Increases integration and accessibility of technology as an integral part of learning	MET		
LEADERSHIP	Ensures equitable, inclusive and culturally responsive practices among teachers, administrators and staff	MET	EFFECTIVE	The Superintendent has committed she and her team will be fulfilling our promise to the community. When ensuring the safety and functionality of all our facilities, create a warm, healthy and positive working environment. I expect that this will be a higher grade effective in short time, as the General Obligation Bond is beginning to turn the corner on effectiveness.
	Projects a positive image for the District	MET		
	Leads a collaborative process with the board to implement the district mission and vision that reflects a core set of values and priorities	EXCEEDED		
	Ensures facilities are maintained in a manner that creates a safe, healthy, and positive learning and working environment for students and employees	MET		
COMMUNICATION	Fosters open dialogue with Board and stakeholders, enhancing positive and professional relationships with all	MET	EFFECTIVE	
	Conducts multiple meetings to increase communication with all stakeholders to discuss District needs and plans	MET		
	Keeps Board informed on issues, needs, and operation of school system in a timely manner	MET		
	Interprets and executes the intent of Board policy appropriately	MET		
FISCAL RESPONSIBILITY	Analyzes available and potential resources strategically; allocates them in a cost-effective and equitable manner	MET	EFFECTIVE	
	Collaborates with Board and appropriate staff to determine priorities for budgeting and alignment to produce student outcomes	MET		
	Demonstrates extensive budget management skills	EXCEEDED		
	Creates and maintains platform through which to share budgetary information and increase public awareness	MET		
EMPLOYEE MANAGEMENT	Actively works to retain and/or recruit the best staff available	MET	EFFECTIVE	
	Inspires employees to work toward the highest standards	MET		
	Aligns the skills, knowledge, and abilities of staff to the organization's mission, vision, and strategic goals	MET		
	Establishes a system of keeping staff informed of important matters	EXCEEDED		
COMMUNITY	Seeks ongoing input, creates a communication plan for community to be actively involved in setting and supporting district-wide goals	MET	HIGHLY EFFECTIVE	Overall there still are pockets of areas in the District that feel they are not being heard by the Superintendent. Additionally, the relationship between Broward County School Board committees, employee groups, and the Superintendent is not a collaborative one. I would like to help in that process so together we can build better relationships.
	Visits school sites and communicates effectively with teachers, students and staff	EXCEEDED		
	Visible and approachable by members of the community; attends a variety of events	EXCEEDED		
	Responds in an appropriate and timely manner to issues and feedback brought by members of the community	MET		
PROFESSIONAL RESPONSIBILITIES	Creates and maintains professional working relationships with Board and district staff	MET	EFFECTIVE	
	Selects the "right" path when faced with ethical choice points and adheres to policies, procedures, and federal and state laws	MET		
	Follows Rule 6A-10.081, Florida Administrative Code, Principles of Professional Conduct for the Education Profession in Florida	EXCEEDED		
	Demonstrates tact and diplomacy in working with individuals and groups	MET		

* Comments are required for any Performance Factor with a rating of Needs Improvement or Unsatisfactory.



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
SUPERINTENDENT'S INTERIM EVALUATION**



EVALUATION PERIOD: 2/24/2022 - 8/1/2022

SCHOOL BOARD MEMBER: Nora Rupert		
Employee: Dr. Vickie Cartwright	Personnel Number: 128736	Location: Superintendent, # 9511

RATING	DESCRIPTION
EXCEEDED	Superintendent's actions or impact of actions <u>exceeded</u> the targeted goal and outcomes as demonstrated by evidence provided. The effort to work on the goal and outcomes exceeded expectations.
MET	Superintendent's actions or impact of actions <u>met</u> the targeted goal and outcomes as demonstrated by evidence provided. Significant effort was made to work on the goal and outcomes.
PARTIALLY MET	Superintendent's actions or impact of actions <u>partially met</u> the targeted goal and outcomes as demonstrated by evidence provided. Minimal effort was made to work on the goal and outcomes.
FAILED TO MEET	Superintendent's actions or impact of actions <u>failed to meet</u> the targeted goal and outcomes as demonstrated by evidence provided. No significant effort was made to work on the goal and/or outcomes.

PERFORMANCE FACTORS SCORING SYSTEM
All four rated lower than <i>MET</i> – <u>UNSATISFACTORY</u>
Two to three rated lower than <i>MET</i> – <u>NEEDS IMPROVEMENT</u>
At least two <i>EXCEEDED</i> without a rating lower than <i>MET</i> – <u>HIGHLY EFFECTIVE</u>
All remaining scenarios – <u>EFFECTIVE</u>

SUPERINTENDENT'S INTERIM EVALUATION RATING	SUPERINTENDENT'S INTERIM EVALUATION SCORE
EFFECTIVE	3.286

SUPERINTENDENT'S INTERIM EVALUATION	SCALE
Highly Effective	3.450 – 4.000
Effective	2.500 – 3.449
Needs Improvement	2.000 – 2.499
Unsatisfactory	1.000 – 1.999

BOARD MEMBER'S COMMENTS	I fully expect that the Superintendent will have more Highly Effectives as a few highlighted areas will be fully functioning by then. It has been a pleasure to have the opportunity to work with a collaborative Superintendent. Overall, it has been a great beginning even during such turmoil.
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SUPERINTENDENT'S OVERALL COMMENTS	
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	SIGNATURE	DATE
BOARD MEMBER	<i>Nora Rupert</i>	9/27/22
SUPERINTENDENT	<i>Vickie Cartwright</i>	9-27-22



**OFFICE OF THE SCHOOL BOARD
MANUEL SERRANO, SCHOOL BOARD MEMBER
DISTRICT 6**

PHONE: 754-321-2006

EMAIL: manuel.serrano@browardschools.com

DATE: September 19, 2022

TO: Personnel File

FROM: Manuel "Nandy" A. Serrano

SUBJECT: SUPERINTENDENT APPRAISAL SYSTEM – INTERIM EVALUATION

This memorandum is to reflect that I, Manuel "Nandy" A. Serrano, will not be submitting an Interim Evaluation for Dr. Cartwright.

Thank you.

Im:MNAS

C: Dr. V. Cartwright, Superintendent
Personnel File

The School Board of Broward County, Florida
Office of the School Board Members

Kevin Tynan, School Board Member
Countywide-At-Large

Telephone: 754-321-2008

Facsimile: 754-321-2700

DATE: September 19, 2022

TO: Personnel File

FROM: Kevin Tynan, School Board member, Countywide At Large

RE: **SUPERINTENDENT APPRAISAL SYSTEM – INTERIM EVALUATION**

This memorandum is to reflect that I, Kevin Tynan will not be submitting an Interim Evaluation for Dr. Cartwright.

Thank you.

Kevin Tynan
School Board Member
Countywide-At-Large

KT/amd

cc: Dr. V. Cartwright, Superintendent
Personnel File