

## **Chapter I: Performance and Supervision Education in Florida**

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**Abstract:** The main aim of this study is to observe the educational performance and evaluation system in Colonial High School, Orange County in Florida. Data was collected from the members of administration and staff on the instructional methods applied. Various models like the Marzano Model were also looked at its application in the evaluation of the performance of the teachers and the principals in Orange County. The structure in the Orange County and the management of education in the county was also looked at in the process. Therefore, it seeks to provide an understanding of how education in Orange County is evaluated. To achieve this objective, qualitative research methods have been used. Data has been collected from both primary and secondary sources. The primary sources are the data obtained from the teachers and parents while the secondary sources of data are obtained from journals and different articles. Total of 50 interviews have been conducted and the focused group discussion has also been conducted. The analysis of the data was done using the content analysis, narrative analysis and the discourse analysis. From the analysis of data, Orange County has a proper management of education where teachers are always evaluated, and the performance monitored. There is an existing management structure in Orange County Public Schools. Principals are given the opportunity to interview teachers for vacancies. When they interview the teachers then they can integrate their ideas and identify the teachers who can deliver. Principals can advertise for, recruit, and recommend good candidates for hire. A principal has no direct authority to fire an employee. They must go through the chain of command and make a recommendation to the school board. Therefore, principals can make recommendations that the teacher be fired, but the actual removal from position is from the superintendent/school board. Teacher certification is the process by which an individual goes through to get license to teach within a given area, after completing all the other requirements such as course work, test. Principals are evaluated by the superintendents. Students are subjected to various tests that include Federal Aviation Administration tests, Exceptional Student Education (ESE) tests, Scholastic Aptitude Test (SAT) tests, End Of Course, (EOC) tests, and English language proficiency, (ELP) tests. Therefore, Saudi Arabia should adopt a system where the citizens are able to vote the board members. The principals should have a minimum of master's degree. They should be given the power to hire teachers in their respective schools. The principals should also be administrators. Teachers must have licenses to teach in the schools.

### **1Introduction**

Assessment of performance of students in public schools is one of the most important aspects of education management. In Orange County, there is Public Schools Instructional Personnel evaluation system. The basis of the instructional personnel evaluation system is to ensure that the goals outlined in the District Plan are achieved. Therefore, it presents a new paradigm in the management of education and assessment of performance in Orange County. There is also an existence of local assessment policy in Orange County. The local policies are meant to guide in the achievement of the objectives of the goals set out in the district plans and pursuant to the state law on education. Florida state law demands for the evaluation and assessment of the performance of education system.

In the United States, education is provided by both the State governments and the Federal Government. However, different states perform differently in their educational performance. States have different parameters that are essential in managing their education systems. There are

different indices that are applied in monitoring education performance in different states. The parameters are critically vital in ranking the education systems.

The graduate rate in Florida (FL) is estimated to be 75.6%. Economically, training a pupil in Florida is estimated to be at \$8,433. In Florida, the schools are classified as regular schools, magnet schools, and charter schools. The Florida school system is still considered as the best in the United States when compared to other states. Thus, this paper will attempt to explain how the Florida school's system works. It attempts to describe the hierarchy in the management of schools in Florida starting from the head of education to the lowest level of authority. This paper also analyzes how Florida department of education is able to evaluate different schools and rate the schools (Waschull, 2018). Teachers are also recognized as vital components of this education system and as such the paper attempts to look at how the teachers can also be evaluated. The main objective of this paper is to explain how the FL schools work in Orange County and to specifically understand the evaluation processes that are applied for teachers, principals, students, and the schools in Orange County. In Saudi Arabia, there are different types of schools that include public schools, private schools, Royal Commission Schools, and Home Schooling. In the United States, there are also public schools, private schools, pre-schools, Charter schools, and home schooling. The table below compares the types of schools in Saudi Arabia and in the United States.

School	Saudi Arabia		United States	
	Grade	Age	Grad	Age
Preschool	VPK + Kindergarten (1,2,3)	3-6	VPK	3-5
Elementarily school	1 to 6	6-12	Kindergarten to K-5	5-11
Middle school	7 to 9	12-15	6 to 8	11-14
High school	10 to 12	15-18	9 to 12	14-18

## 2 Literature Review

In the United States, States spend an estimated 19.8% of their budgets on education. However, an estimated 45.6% of the revenues in schools are from the state governments (Hazen, 2019). Estimated revenue of 43.5% is from the local sources. Therefore, improving the quality of education in states is always concerted efforts by the state governments. Studies have shown that an increase in resources to the schools have a positive impact on increasing the quality of education in a country (Sule, 2016). In the United States, states that have very huge allocation to their education systems have the best systems of education. In Florida, the estimated expense on the education is \$8,433 (Hazen, 2019). The funding is done by the state system. However, the percentage of budget that goes into education among the states commensurate to the budget on the pupils. In other words, when there is high spending on the education then the budget allocation to the education will also increase.

A successful education system must integrate best research, proper thinking, and practice in the community. Therefore, a successful education system must integrate different components. Some educational studies have indicated that a proper education system has the components of

planning, proper administration, proper supervision, educational evaluation, educational controlling, and coordination of educational services, educational organization, and educational direction. Therefore, a good education system must always be monitored and evaluated. Different governments have been making sure that they implement different aspects of components in the education system. Educational management remains a critical component of ensuring that there is success in the education system. The components of education are vital in the decision-making. However, when managing the education system, proper evaluation must be based on the possible outcomes of the education system.

### **Methodology**

To understand how the performance evaluation works, an assessment of Colonial High School in Orange County. It will also evaluate the structure of the organization of the county school boards in California.

### **Objectives**

1. To explain how FL schools work in the United States.
2. To find out the evaluation process of teachers, principals and deputy principals in Orange County Schools.
3. To understand the methods of evaluation used by teachers to evaluate their students.

### **Significance**

Understanding the evaluation of performance in Colonial High School and the Orange County Public School is an important practice that might provide an insight on the evaluation practices. It is a significant process in ensuring that the best practice in education management can be simulated to the Kingdom of Saudi Arabia.

### **Sources of Data**

The main sources of data in this study are the primary source of data and the secondary source of data. Primary sources of data of data are obtained from the teaching staff, non-teaching staff, pupils, principals of various schools, and the school supervisors. These groups of data are those that have direct interactions with the pupils and those that are part of the change. According to the structural model, these are the people who are directly linked to the organizations. The schools are the organizations. Secondary data can be collected from the secondary materials like the reports available in the department of education and other secondary materials. Thus, distinction is made between the two sources of data in different schools.

### **Data Collection**

Primary data collection was collected through interviews. The structured interviews were given to the teachers, pupils, their guardians, and the officials at the department of education. A total of 50 interviews were conducted with the aim of understanding the education system in Florida. Focused group discussions were also organized and conducted to help in knowing the education system of Florida and comparing Education system in Florida and the Kingdom of Saudi Arabia education system. Secondary source of data was collected using literature reviews. Secondary sources of data included the data from the state department of education. It involved periodic reports from the state departments and the data that have been documented in the journals. The data collection varied from the primary sources of data and secondary sources of data. Thus, the collection of data followed a predetermined trajectory.

### **Research Method**

The research method applied was the qualitative research method. The qualitative research method has been used owing to the need for creating meaning from the existing systems. The qualitative research study explains the meaning of an existing phenomenon. In the study, the performance evaluation was to be analyzed. Thus, there was a need to critically understand the functioning of this system. Therefore, this study had the interactional method that intended to ensure that the objective of the study is achieved. The main aim was to understand the evaluation of performance of the education systems in Florida. After understanding this system, then it was to be applied in the context of Saudi Arabia. Therefore, the comparison between the two countries was also done. The choice of this research method is necessitated by the needs to understand the functionality of the system. Qualitative method remains vital in understanding the nature of the project. Qualitative research method was also chosen to enable in gaining an in-depth understanding of the education systems in Florida and the application of the education in Florida to the case of Saudi Arabia.

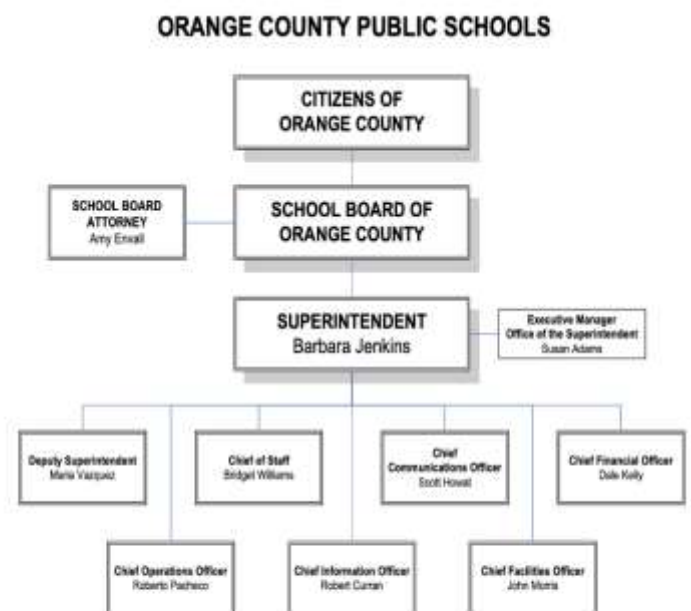
### Data Analysis

The data analysis was conducted through content analysis. Content analysis is a method of data analysis that attempts to understand the communications that exist between different people. It is important in simulating the social experiences among different people in the society. The use of content analysis has provided a better understanding of the communications and the education sector in Florida. Content analysis was also applied in understanding the oral communication obtained through interviews. The main reason for using the content analysis was to serve the purpose of making inferences about the process of communications, looking at the consequences of communication, and making inferences as the antecedents in the communication process. Thus, the content analysis formed the basis of analyzing the data collected from both primary sources and the secondary sources. The content analysis also involved categorization of the verbal behaviors.

Narrative analysis was also used in the analysis of the data. Narrative analysis has the reformulation of the stories that are given by the respondents. The method involved revision of the primary data. Finally, discourse analysis was also used in the analysis of the data collected. Discourse analysis was specifically vital in ensuring that the data collected provided meanings for the people. Discourse analysis remains essential in the process of coming up with a working system. In discourse analysis, the meanings were provided by different stories that had been vital. Discourse analysis was particularly given from the data collection mechanisms that had been applied.

### Administration of Florida Education

United States Secretary of Education is the head of United States Department of Education. The secretary of education has the responsibility of implementing education policies in the United States. In Florida, the citizens of Florida are considered to be supreme. However, there is a board of the Orange County. Below the school board is superintendent who is also deputized by a deputy. Below the deputy superintendent are area superintendents, who are in charge of North, West, South, and East areas. There



are principals and assistant principals who oversee the administration of different schools. At the lowest level are the teachers, librarians, security, as well as student counselors. There are eight members that make up the Orange County School Board. Seven are elected from the single district which they represent, where each must reside in that district; and one is elected county wide and serves as the chairman of the school board. *Superintendent of schools is an administrator or manager in charge of a number of public schools or a school district, a local government body overseeing public schools. All school principals in a respective school district report to the superintendent.*

## **Structure of Orange County Public Schools**

### **Educational Evaluation**

Evaluation determines the degree of realization of the objectives that had been set out in planning process. Therefore, evaluation remains a vital management and administration process in the educational system (Sule, 2016). Short-term evaluations are conducted based on the short-term aims and goals. Long-term evaluations are also based on the long-term goals of the educational system. In Florida, there is a proper evaluation based on the time taken and the objectives achieved. Therefore, evaluations seek to give the differences that exist. Evaluation is always the final process in administration of the educational system. In managing the education systems, the process ensures that the pupils can be identified, and their progress mapped. In functioning systems, the administrators are able to trace the changes and the proceedings of the pupils from the lowest. The attrition rates are also calculated. Thus, educational evaluation provides an important knowledge to the administrators and helps them in management of their systems. (Sule, 2016).

### **School rating and tests**

Students are subjected to several tests. The first test is Scholastic Assessment Test. This is a test that measures the ability to read, write and do math in high school. It is used in Florida schools. Currently, it is also referred to as reasoning test. Florida Standards Alternate Assessment (FSAA) has been designed to enable students to participate in the state assessment. The FSAA has two main components that include FSAA performance and FSAA data folio that ensures that there is a continuous assessment of the students. In Florida, there is also the English Language Proficiency test that was last administered in the year 2005. This test consisted of a multiple-choice question on English language. The Florida Standards Assessments (FSA) tests are administered to evaluate the progress of students in Florida. The result of the FSA is applied in ensuring that a proper instruction exists for the students. FSA is taken by all public-school students who are between grades 3 -10. EOS tests are the end of course tests that the students are given by the state board of educations. The test is usually given to grades 9 to 12. For the universities, the ratings of students include QS ranking, Shanghai rating, and Times Higher Education. QS is an annual ranking for the universities that is known as Quacquarelli Symonds(QS) ranking.. QS specializing in the analysis of higher education institutions around the world (Wikipedia) and it is used to determine the best universities and colleges. Shanghai university ranking is an academic ranking that ranks schools in terms of their capacities and research (Donahue, 2016)

In Orange County, the school grading system is based on different factors. The factors that help in the grading system include achievements of the students, learning gains, graduation, acceleration success, and maintaining focus of students and learners who need most support. In the year 2018-2019, Orange County Public Schools applied a system that graded English language and arts, mathematics, sciences, and social studies. It graded the students on a rank from 0-100%. It graded on the basis of the

achievements and the learning gains. It also looked at the enrollment in schools. Therefore, the grading system remained vital in tracking the student performance in their respective schools.

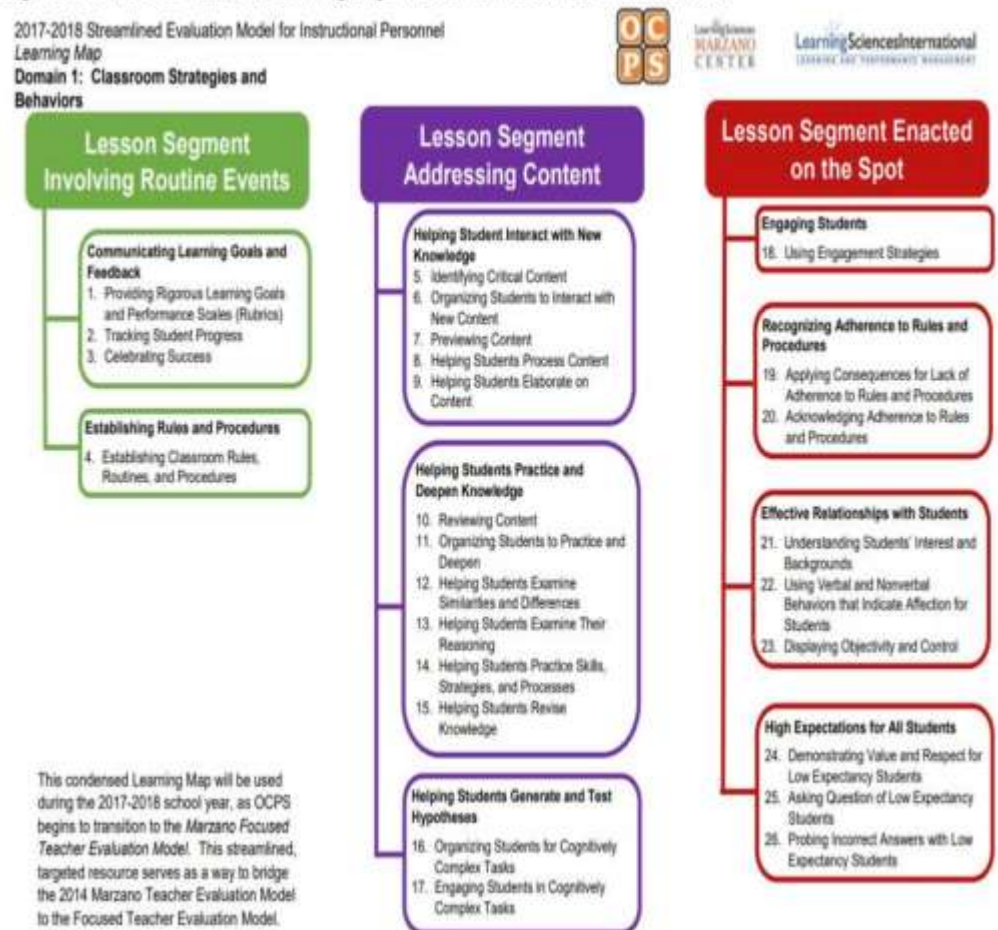
### Evaluating Teacher Performance

A principal has no direct authority to fire an employee. They must go through the chain of command and make a recommendation to the school board. Therefore, principals can make recommendations that the teacher be fired, but the actual removal from position is from the superintendent/school board. In the United States, teachers must be licensed to teach in schools. In Orange County, teacher performance is always evaluated using the teacher performance rubric. The principals evaluate the teachers. There are also superintendents who are in charge of several areas. The rubric consists of the indicators in learning. The analysis uses the evidence gathered in the process of evaluating teachers. The evidences are always gathered from the professional growth, observations, walkthroughs, and conferences. There is an established performance rating. There are also self-assessments that are used in evaluating the individuals. Teachers are also evaluated based on the performance of their students. In Orange County, the superintendent is responsible for the evaluation of the teachers. At local level, the teachers are also evaluated by the principals who are part of the management and administration of schools (Donahue, 2016).

### Marzano Teacher Evaluation Model

The model is based on four main domains that are further disintegrated into sixty other elements (Sahin & Kilic, 2018). The four main domains include classroom strategies and behaviors, planning and preparing, reflecting on teaching, as well as, collegiality and professionalism (Donahue, 2016). Classroom strategies have a direct impact on the students and other learners. The classroom strategies have the largest number of elements compared to the other domains. The classroom strategies consist of routine segments and on spot segments. It consists of 18 elements (Sahin & Kilic, 2018). The second domain is the planning and preparing that consist of 8 elements. The elements in planning and preparing can be divided into lessons and units that consists of 3 elements, technology that consists of 2 elements, and special needs of students that consist of 2 more elements. The third domain is reflecting on the teaching. Reflecting on the teaching consists of 5 elements. The elements include focusing on the personnel evaluation and professional growth. In other words, it focuses on

Figure 1- 2017-2018 Domain One Learning Map for the Marzano Teacher Evaluation Model



the teachers' growth and their career progression. The fourth domain is the collegiality and professionalism. Collegiality involves promotion of an environment that is peaceful. Collegiality also ensures that there is promotion of exchange of ideas among different people. It also promotes District school development. The Marzano Teacher Evaluation is critical in understanding and evaluating the performance in public schools.

### **Hiring Process**

Principals has no direct authority to fire an employee. They must go through the chain of command and make a recommendation to the school board. Therefore, principals can make recommendations that the teacher be fired, but the actual removal from position is from the superintendent/school board. Principals in the schools, also make the recommendations regarding the hiring as well. The teachers must be authorized and must have the required license to teach in the schools. Principals are the principal elements in most Florida schools. The principals participate in budgeting process, they also chose their members of the teaching staff that depends on the seniority, and participates in the overseeing of the curriculum in schools. The principals are hired by the District Boards under the department of education. Teachers are mostly hired by the principals depending on the rules of the district and depending on the seniority of the principal. Principals are closely monitored by the Superintendent and the boards at various districts. It is a standard that ensures that they are evaluated (Beare, Caldwell & Millikan, 2018).

### **Evaluating School Principals**

First, Principals in the schools have trainings and certifications in administration. The principals have master's degree or Phd. The principals are evaluated by the supervisors and the area superintendent. Besides, the board is also responsible for evaluating the teachers. Assessing school principals is vital in ensuring that there is accountability in the administration of the schools. In Orange County, both summative assessment methods and formative assessment methods are applied in assessing the principals. The assessors conduct formative assessment of the principals based on their abilities to provide instructional services. The assessors are able to look at the activities of the principal's and their abilities to plan and have the administration of the schools in their control. Formative assessments are also applied in the assessment of the performance of the principal. However, the evaluations are always taking the formal shape. It influences the results and enables the easier management of the schools. Orange County evaluates the principals who are the managers of the schools (Beare, Caldwell & Millikan, 2018).

### **Overview of Education Performance and supervision in Saudi Arabia**

In Saudi Arabia, evaluation of schools is conducted by director in charge of supervision. The director of supervision is a person who is allowed to observe and evaluate educational supervisors and leadership supervisor. Principals are always evaluated by leadership supervisor. Teachers are evaluated and observed not only by school principal, but also by educational supervisor who has the same major with the teacher. For example, when the principal evaluates math teacher, the math supervisor must accept it or he/she can change it and provide justification.

### **3 Results and Interpretation**

From the analysis of the education management and performance in Florida, there are several steps that can be taken by Saudi Arabia. First, people should be able to pick the school board and hire the superintendent. It helps in ensuring that there is accountability among the superintendent and the board. Secondly, the principals should have at least a master's degree. They should be given the power to hire



and fire teachers. However, teachers must also be licensed before they can train and teach their students. Thirdly, students must be subjected to the state level tests to ensure that the progress is evaluated and proper instructions given to the students. The teachers must also have special education training in schools. Fourth, to ensure that there is security, the police must also be part of the school and provide security to the schools. Therefore, Saudi Arabia should integrate several components of the Florida education system including making website for all schools; preparing a working website is necessary towards ensuring that there is close monitoring of the education and the educational activities in the schools. Parents can monitor the decisions made by the district boards and ensure that different objectives are achieved. Parents can evaluate school; the parents must be able to evaluate different schools with the objective of ensuring that the quality of education in the schools is not compromised. The parents are also able to take part in the elections to the district boards. People can pick or vote SCHOOL BOARD OF COUNTY and superintendent to hire or fire him/her. The ability of making people to pick the boards helps in inculcating different principles into the management of education services in the country.

Principal can hire teacher and fire them; the ability of principals to hire and fire the teachers helps in aligning the school with the vision of the principals. Teachers should have a teacher license like here in USA. **Licensing** helps in regulating professionalism in the teaching profession. It is critically essential for teachers to have a professional body that can guide them and monitor their progress. The professional bodies are able to look at the conduct of the teachers and look at the professionalism of teachers. Principal and AP must have license in administration. The licensing in administration also helps in regulating the professionalism in the schools. Police should attend in school daily to increase the security in the schools.

Any teacher must have certificate in special education to understand how to deal with student with special need. Special need student should be with normal student in same class to avoid discriminations. School building should be a safe from any criminal specially classroom with strong doors to keep student safe. Student should go to teacher in his class not teacher go to student because moving to classes make student refresh. The teachers should open the door every time and welcome student to feel them welcome and happy and close after they get in to keep them safe. There should also be more classes in early morning or after school time to help some student. Besides, gym and pool should be in Saudi school to promote extra-curricular activities. The schools should apply official state testes to check student knowledge and level. The principals of the schools must have Master or PhD or EdD.

#### 4 Conclusions

Evaluation of performance in the Florida School system looked at several aspects. In this study, the focus was on the evaluation of teachers, evaluation of the principals, deputy principals, and the pupils. It compared the information obtained with the evaluation and performance in the Kingdom of Saudi Arabia. In this evaluation, the Marzano teacher evaluation model was used in providing an understanding of the teacher evaluation. Orange County Schools has the head of education that is in charge of the department of education. At Florida Orange County, citizens were the most supreme. Below the citizens of the schools on the board are the superintendent. There are four deputy superintendents who are in charge of South, North, West, and East. The Marzano is critically important in understanding different activities in the schools. Each of the individuals has their own roles in the school. There are different exams that are used in the evaluation of the children. The teachers are evaluated by the principals. There is also a minimum qualification of the principals. One of the qualifications of the principal is that he must have a master's degree. However, teachers who are practicing in Florida must be registered to be able to practice in the state. Principals are also evaluated by the superintendent. There are also different boards



that are responsible for the evaluation of principals. Florida Orange county schools have a distinct and definite evaluation process that looks at teachers and evaluate the teachers at various levels. The students are also subjected to various forms of continuous assessments at various stages of their education cycles. Thus, Florida Orange County schools are critically vital in ensuring that the students are evaluated and looks at the progress of both the learners and the administration.

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