

**“WITHOUT A DOUBT, THE ENTITY WITH THE GREATEST
INFLUENCE ON THE QUALITY OF SCHOOL
EFFECTIVENESS IS THE SCHOOL BOARD” – ROD PAIGE**

21ST CENTURY BOARDS

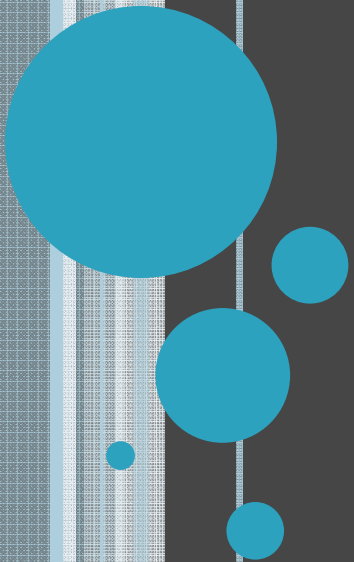
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FROM VISION TO LEARNING: EFFECTIVENESS MEASURES OF CHRISTIAN SCHOOL BOARDS

INTRODUCTION



BACKGROUND

- Education reform
 - Teachers
 - Administrators
 - School boards
- Relationship between governance and student achievement
 - Goodman, Fulbright, and Zimmerman (1997)
 - Rice et al. (2000)
- Boards impact what happens in schools



PROBLEM

- Christian schools are facing sustainability issues
- Are boards prepared to tackle these issues?
 - Deutschman, A. (May, 2005). Change or die. *Fast Company*, 54-62.
- Research on school leadership fails to specifically address Christian schools
 - Non-profit boards—Herman & Renz (1997 &1999); Bradshaw, Murray, & Wolpin (1992)
 - Private colleges and seminaries—Jackson & Holland (1998)
- Need to examine internal process rather than external product



PURPOSE

- Examine the practices of Christian School board members
 - Actions of school administrator, board president, board members
 - Demographic relationships
 - Board Self-Assessment Questionnaire (Smoley, 1999) as a measure of effectiveness
- Identify practices that can assist members in being more effective



RESEARCH QUESTION

How effective are the actions of
Christian school boards?

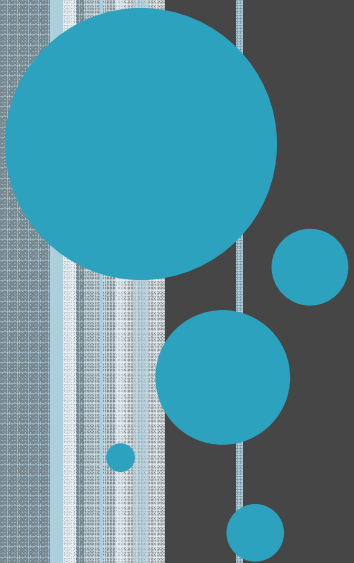


SECONDARY QUESTIONS

- What are the background characteristics of Christian School board members?
- What patterns exist in the Christian School board effectiveness ratings of school board members, presidents, and school administrators?
- Are there statistically significant differences between the ratings of Christian School board members, presidents, and school administrators?



METHODOLOGY



RESEARCH DESIGN

- Quantitative survey research
 - Logical, organized structure
 - Cross-sectional
 - Board Self-Assessment Questionnaire (Smoley, 1999)
- Participants
 - 37 CSI school boards and administrators

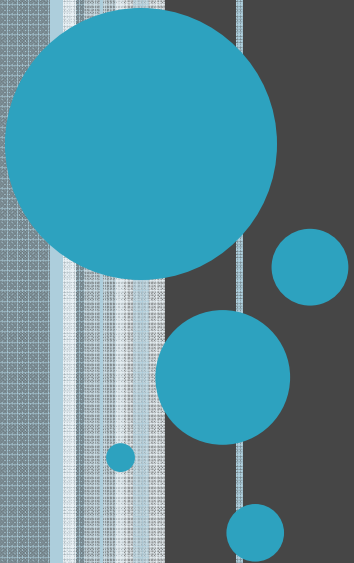


DATA COLLECTION

- The 73-item survey instrument used by Smoley (1999) was originally developed by Chait, Holland, and Taylor (1996) measures the six competencies of effective school boards as outlined in Smoley's (1999) conceptual framework
 - Making rational decisions
 - Exercising appropriate authority
 - Functioning cohesively as a group
 - Connecting to the community
 - Working toward board improvement
 - Acting strategically
- Demographic questions added by researcher



RESULTS



1) WHAT ARE THE BACKGROUND CHARACTERISTICS OF CHRISTIAN SCHOOL BOARD MEMBERS?

- Participants
 - Few years of experience
 - Predominantly white, middle-aged, well-educated men
- School board characteristics
 - Meeting time less than 10-hours per month
 - Little, if any, time spend on professional development
 - High expectations of students



2) WHAT PATTERNS EXIST IN THE CHRISTIAN SCHOOL BOARD EFFECTIVENESS RATINGS OF SCHOOL BOARD MEMBERS, PRESIDENTS AND SCHOOL ADMINISTRATORS?

- Making decisions
- Exercising authority
- Vignette #1



2) WHAT PATTERNS EXIST IN THE CHRISTIAN SCHOOL BOARD EFFECTIVENESS RATINGS OF SCHOOL BOARD MEMBERS, PRESIDENTS AND SCHOOL ADMINISTRATORS?

- Functioning as a group
- Connecting to the community
- Vignette #2



2) WHAT PATTERNS EXIST IN THE CHRISTIAN SCHOOL BOARD EFFECTIVENESS RATINGS OF SCHOOL BOARD MEMBERS, PRESIDENTS AND SCHOOL ADMINISTRATORS?

- Working toward board improvement
- Acting strategically
- Vignette #3



3) ARE THERE MEAN DIFFERENCES BETWEEN THE RATINGS OF CHRISTIAN SCHOOL BOARD MEMBERS, PRESIDENTS AND SCHOOL ADMINISTRATORS?

- Evaluation and improvement
- Gender differences

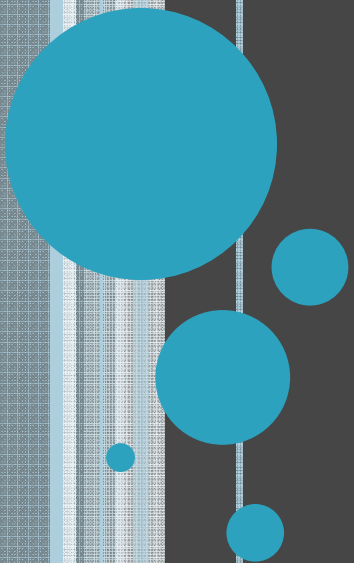


4) WHAT ARE SOME OF THE FACTORS THAT PREDICT SCHOOL BOARD EFFECTIVENESS?

- BSAQ correlations
 - As school size increases, so do
 - Years of post-high school training
 - Working toward board improvement
 - Acting strategically
 - Expectations of student achievement



DISCUSSION



THEORETICAL SIGNIFICANCE

- Demographic data on Christian School board members
- BSAQ
 - Decisions and core values relationship
 - Working *with* vs. *under* the board



PRACTICAL SIGNIFICANCE

- External structures
 - Term length
 - Recruitment and demographics
- Internal functions
 - Making decisions and functioning as a group
 - Exercising authority
 - Working toward board improvement
 - Acting strategically



FUTURE RESEARCH

- Broader sample
- Relationship between size and effectiveness
- Impact of professional development
- Board effectiveness and student achievement
- Qualitative/Mixed-Methods to identify core areas of effectiveness



MODEL FOR CHRISTIAN SCHOOL BOARD EFFECTIVENESS

- New model as goal of future research
- Need to empirically examine effectiveness of board competencies
- Student achievement



MODEL FOR CHRISTIAN SCHOOL BOARD EFFECTIVENESS

- Change is accelerating. School governance is increasingly complex. How are board prepared for this?
- Imagine new cheese...and prepare for 2nd order change at the board level



STEPS FORWARD

- Moving forward
 - Who needs to be part of this conversation around Christian School board effectiveness?
 - How should studies such as this be framed in order to engage stakeholders?
 - What is missing that needs to be explored yet?

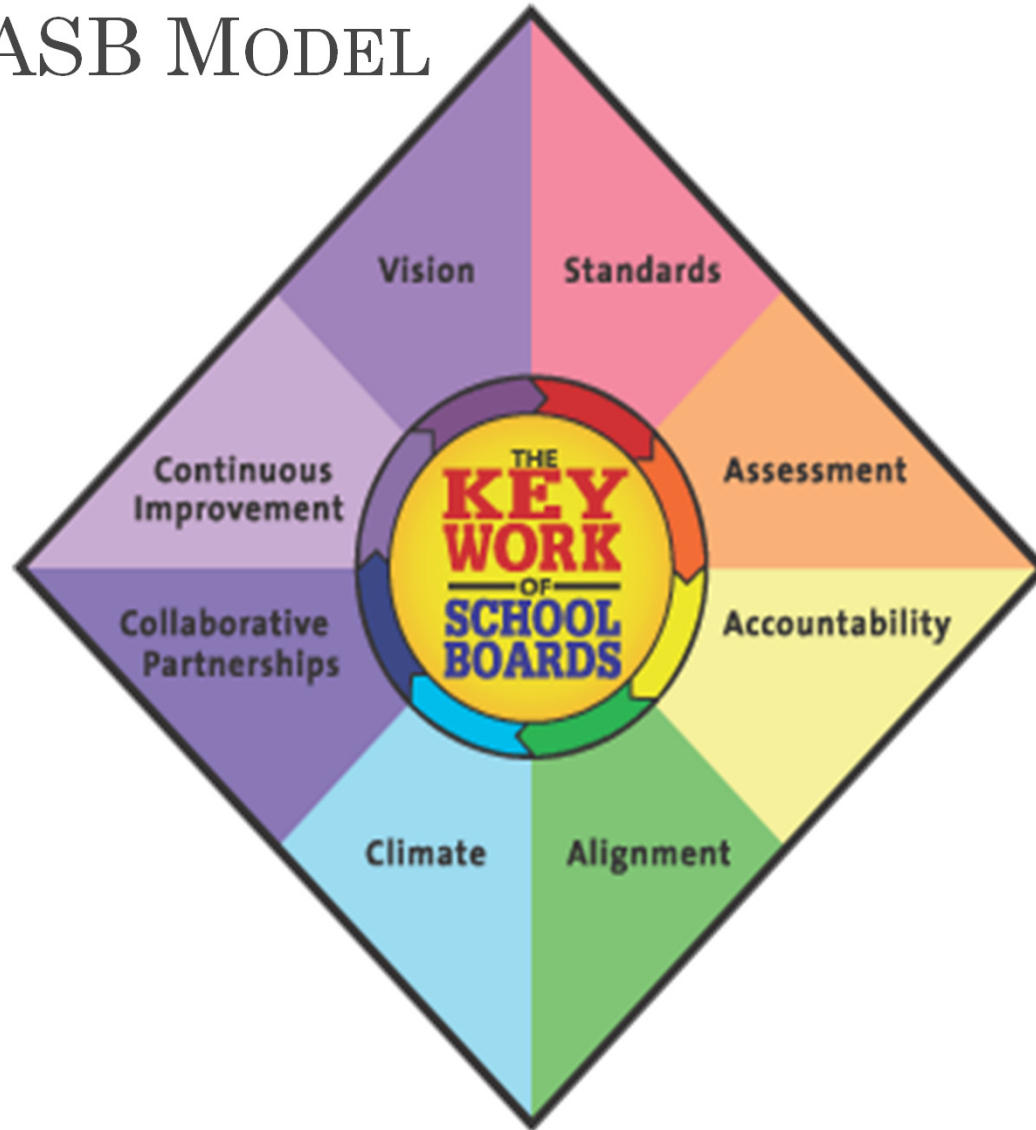


STUDENT ACHIEVEMENT

- Lighthouse Study
 - Elevating beliefs vs. accepting beliefs
 - Set clear expectations
 - Create conditions for success
 - Hold the system accountable to the expectations
 - Build the public will
 - Learn together as a board team



NEW NASB MODEL



Ryan G. Zonnefeld - July 2010 CSI
Convention

