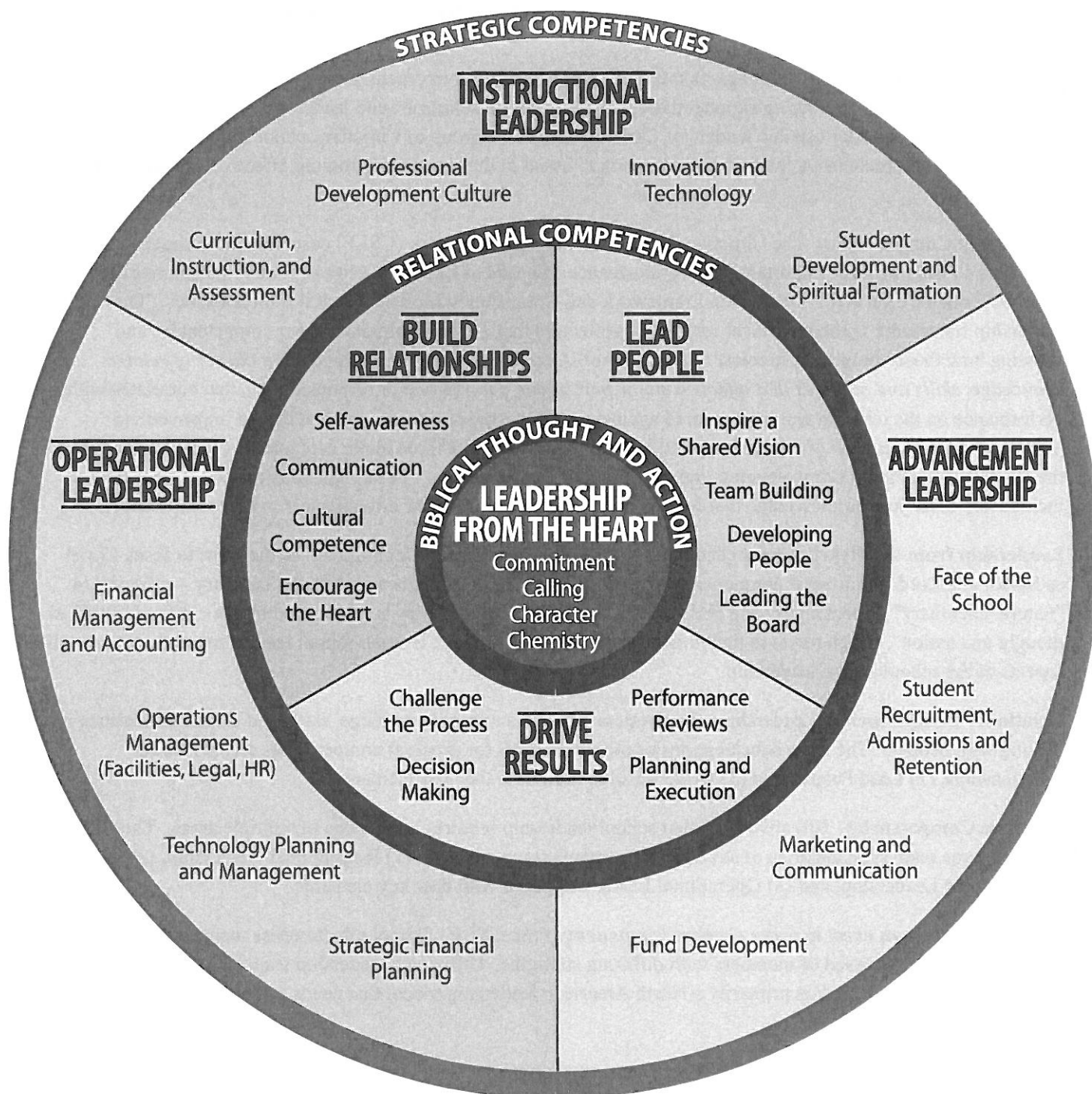


The Christian School Leadership Framework



The Christian School Leadership Framework (CSLF) describes the competencies and behaviors considered most important to the performance of heads of Christian schools. The CSLF is built on three major categories: (1) Leadership from the Heart, (2) Relational Competencies – essential personal skills or processes, and (3) Strategic Competencies – key content areas.

The architecture of the CSLF is modeled after KIPP Leadership Framework and Competency Model. "Our leadership framework is the high-level category architecture that assists in organizing our competencies and showing how those competencies relate to one another. A competency can be defined as a *cluster of related knowledge, skills and attitudes that affects a major part of one's job.*" KIPP Leadership Framework and Competency Model, p.2, www.kipp.org.

Inspire a Shared Vision, Encourage the Heart, and Challenge the Process come from Kouzes and Posner, *The Leadership Challenge*, 2012.

Model the Way and Enable Others to Act are also built into this framework without those labels.



Christian School Leadership Framework 360 Survey Questions

(Leader's Name) [Click here to enter text.](#) is seeking to grow in their leadership effectiveness and has requested that you respond to the following questions with honest feedback regarding their strengths and weaknesses in Christian school leadership. This instrument is based on the ACSI Christian School Leadership Framework.

Your responses are anonymous and will be combined with responses from other employees in the school. The participant will receive a summary of the ratings and comments.

Please complete the following questions and submit your responses by [Click here to enter a date.](#) Thank you for taking time to give this participant your insights and perspectives.

Indicate your position within the school. Ratings (not comments) will be grouped by these categories in the summary report to this leader.

- ☐ Faculty member
- ☐ Staff member
- ☐ Head of school
- ☐ Administrative role (not head of school)
- ☐ Board member
- ☐ Parent (not an employee or board member)

A: Leadership from the Heart

Christ centered leadership begins with (1) Commitment of the heart to Jesus Christ as Savior and Lord. Additional components include: (2) Calling, (3) Character, and (4) Chemistry—referring to “natural chemistry” of personality and ability. This cluster of competencies is surrounded by the circle of “Biblical thought and action” which refers to the biblical worldview “lens” that Christian school leaders must use to view all aspects of the school and of leadership.

	(Please check)	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know / Not applicable
1	Commitment: This leader is characterized by a deep personal commitment to the way of Christ.						
2	Calling: This leader leads with the conviction that God has called him to this school.						
3	Character: This leader's behavior can be characterized by Galatians 5:22-26 (Fruit of the Spirit).						
4	Chemistry: This leader's natural strengths are well suited to this school for this season.						

B: Relational Competencies

Leadership effectiveness requires a mix of knowledge, skills and character qualities in dealing with people. The three subcategories of these relational (or process) competencies are: (1) Build Relationships, (2) Lead People, and (3) Drive Results.

	(Please check)	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know / Not applicable
1.	BUILD RELATIONSHIPS						
a	Self-awareness: This Leader is sensitive to how his actions, comments and tone are perceived by staff.						
b	Communication: This leader's speech and writing are professional and articulate.						
c	Communication: This Leader is an effective listener.						
d	Cultural Competence: This Leader is considerate of cultural diversity.						
e	Encouraging the Heart: This Leader is generally affirming of staff i.e. offers emotional support or encouragement						
2.	LEAD PEOPLE						
a	Vision casting: This Leader envisions staff with a positive future for this school.						
b	Team building: This Leader empowers staff to work in teams with clear delegation of roles & accountabilities.						
c	Team building: This Leader is effective at conflict resolution.						
d	Developing People: This Leader identifies and develops staff leadership talents.						
3.	DRIVE RESULTS						
a	Challenging the process: This Leader encourages ideas for improvement.						
b	Making decisions: This Leader generally makes effective decisions in good time.						
c	Making decisions: This Leader communicates decisions effectively to staff.						
d	Performance reviews: The This leader's performance review of staff leaders is effective.						
e	Planning & execution: This Leader follows through for clear outcomes by making resource available, expecting accountable results and reviewing milestones.						

C: Strategic Competencies

Effective Christian school leadership requires knowledge in multiple areas. The CSLF includes three main subcategories of strategic (or content) competencies: (1) Instructional Leadership, (2) Advancement Leadership, and (3) Operational Leadership

	(Please check)	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know / Not applicable
1. INSTRUCTIONAL LEADERSHIP							
a	Curriculum: This Leader empowers a competent team to lead staff for the development of curriculum knowledge and successful implementation.						
b	Curriculum: This Leader is an academic (instructional) leader to staff because he is informed of trends in pedagogy.						
c	Curriculum: This Leader is well-informed and engaged in the school's student assessment processes and results.						
d	Professional development: This Leader encourages and resources staff to develop their instructional skills.						
e	Use of technology: This Leader is an advocate for the provision of relevant technology in school administration.						
f	Use of technology: This Leader is an advocate for the successful implementation of relevant instructional technology.						
g	Spiritual formation: This Leader drives the integration of spiritual formation activities for staff and students.						
h	Student development: This Leader drives the timetable for non-academic activities such as student leadership development, visual and performing arts, sport, student ministry such as missions, service learning, societies, etc.						
2. LEADERSHIP FOR THE SCHOOL'S ADVANCEMENT							
a	Face of the school: This Leader is effective as the external face for the school in terms of representing the school to local churches, civic organizations, and educational communities.						
b	Marketing: This Leader drives effective marketing strategies.						
c	Enrollment: This Leader prioritizes enrolment by committing energy and resources to student recruitment & retention.						
d	Enrollment: This Leader provides leadership and oversight to a well administered admissions process						
e	Fund development: This Leader promotes an awareness of fund-raising.						
f	Association: This Leader leads the school's involvement in the national Christian school movement.						

	<i>(Please check)</i>	<i>Strongly agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know / Not applicable</i>
1.	OPERATIONAL LEADERSHIP						
a	Financial: This Leader enables a collaborative process for drafting the annual budget.						
b	Financial: This Leader enables a practical system for staff expenditure.						
c	Facilities: This Leader is informed and engaged with staff concerning facility needs.						
d	HR: This Leader conducts HR matters such as salary, leave & working hours in a fair and consistent manner.						
e	Technology: This Leader oversees a technology plan.						

What does this person do that is particularly effective? (Please list 2 or 3 specific items)
[Click here to enter text.](#)

What specific suggestions would you have for this person on how he/she could become even more effective? (Please list 2 or 3 items)

[Click here to enter text.](#)

Any additional comments?

[Click here to enter text.](#)

Thank you for filling in this questionnaire.