

## DEDICATION

To my devoted husband:  
ROBERT LAVINSKY COPELAND

To my wonderful daughters:  
CHONITA COPELAND BENNETT  
and  
NICOLE MICHELLE COPELAND

To my mother:  
BETTIE HARRIS EDWARDS

To my guardians:  
THE LATE FRED W. LEE  
THE LATE FLORENCE HARRIS LEE

To my sisters  
JAMETTA EDWARDS KENDRICKS  
ANDRIA JOHON EDWARDS

To my special new friend  
DR. JANEEN PAIGE WITTY

To my extended family and friends  
THE FAMILY OF THE LATE MARIAN AND JAMES WADE  
JOHN W. RUFFIN AND FAMILY  
HERMENIA H. GREEN AND FAMILY  
DORIS AND JEFFREY LEWIS  
GEORGETOWN PRIMARY'S FACULTY AND STAFF

Whose unfailing love, faith, encouragement, and support made it possible for me to realize and achieve my goal. May they always know how grateful I am to have had them in my life. Without them, this dream may never have been achieved.

## ACKNOWLEDGMENTS

I would like to express my sincere gratitude to the members of my doctoral committee, Dr. Robert R. Richards, Dr. Jimmie C. Fortune, Dr. Wayne M. Worner, Dr. Glen I. Earthman, and Dr. Glenn L. Koonce for their continued support, knowledge, guidance, and expertise. I am eternally grateful to each of them for believing in me and allowing be the opportunity to complete this task. I would also like to extend my gratitude to Dr. David J. Parks who unselfishly gave of his expertise to assist me one on one numerous times during the last two years as I embarked to find closure to this chapter in my life.

I would also like to give thanks to Dr. Aaron Gay, Norfolk City Public Schools, and Dr. Robert Cowden, Chesapeake Public Schools for approving my instrument, so that schools in their district could be surveyed. Special thanks is also accorded these two men for their assistance and time spent checking to make sure that my instrument was acceptable, as well as offering guidance and assistance when needed to make sure that the statistical procedures were completed correctly.

I would like to give a special thank you to Dr. Janeen Paige Witty, Norfolk State University, for all the time and energy she gave me during the completion of my dissertation. She possesses a unique and valuable gift of love and devotion to the field of education, and to helping others achieve their goals. May she forever know how much I

appreciate her dedication and friendship during the completion of my dissertation. I would also like to give thanks to Dr. Elaine Witty, for her assistance, encouragement, and inspiration. I will always remember her telling me that I needed to prioritize my life in order to complete this task.

To the principals and teachers of the five schools surveyed during my study, I would like to say thank you for your help. The assistance by the principals of each school in administering and collecting the surveys was outstanding. The teachers on their staff assisted unselfishly. May each of them know that I am truly grateful for their participation in the completion of my study.

A special thank you is also awarded to the faculty and staff of Georgetown Primary where I have served as assistant principal during the entire time that I have worked on completing my doctoral degree. I thank them for believing in me, encouraging me, and assisting me in fulfilling my educational goals.

Special thanks to my extended family and friends who have pushed me, encouraged me, and supported me every step of the way. May they forever know how much their love and support has meant to me throughout the years. I would also like to say thank you to the many members of my family who did not live to see me complete my dissertation, but I know that they were looking down on me, encouraging me, and guiding me every step of the way.

Finally, I would like to express my heartfelt thanks to my devoted husband, Robert, who supported me all the way through this long and difficult journey. His love,

sacrifice, encouragement, patience, and belief in me, has meant more to me than I will ever be able to express. Thank you, my love, for being there for me. Also, to my wonderful daughters, Chonita and Nicole, thank you for all of your help throughout the years. You know, the little things that people say and do for you are extremely helpful when you realize that it comes from the heart. Thank both of you for being there, encouraging me, and just believing in your mother. And girls, thank you for constantly reminding me of the rule your daddy and I taught you, “YOU NEVER LEAVE A JOB THAT YOU HAVE STARTED UNTIL IT IS FINISHED.”

## TABLE OF CONTENTS

	Page
ABSTRACT.....	ii
DEDICATION.....	iii
ACKNOWLEDGMENTS.....	iv
TABLE OF CONTENTS .....	vii
LIST OF TABLES.....	x
APPENDIX TABLE A.....	xii
APPENDIX TABLE B.....	xiii
CHAPTER ONE.....	1
INTRODUCTION.....	1
Background.....	1
Significance of the Study.....	2
Statement of the Problem.....	3
Purpose.....	3
Research Questions .....	3
Limitation of the Study .....	5
Assumptions of the Study .....	5
Organization of the Study .....	5
CHAPTER TWO.....	7
REVIEW OF LITERATURE.....	7

School-Based Management .....	7
Shared Decision Making.....	23
Participation Management .....	27
Teacher Empowerment.....	32
Other Related Studies.....	46
CHAPTER THREE.....	54
METHODOLOGY.....	54
Introduction.....	54
Population and Sample.....	54
Instrument .....	60
Development of the Instrument .....	62
Validity.....	68
Scoring Procedures.....	77
Reliability .....	78
CHAPTER FOUR .....	80
ANALYSIS OF DATA.....	80
Findings for Research Questions.....	80
Cronbach’s Alpha.....	95
CHAPTER FIVE.....	98
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS .....	98
Summary.....	98

Conclusions.....	99
Recommendations .....	109
References.....	110
Appendix A.....	115
Appendix B.....	117

## LIST OF TABLES

Table 1.	Instrument Return Data.....	57
Table 2.	Age and Experience of Teachers.....	58
Table 3.	Educational Level .....	59
Table 4.	Teacher Involvement in School Committees .....	61
Table 5.	Domains and Items on the Satisfaction with Participation in Decision Making Questionnaire.....	64
Table 6.	Content Matrix.....	72
Table 7.	Summary of t-test of Involvement in the Operation of the School. ....	82
Table 8.	Summary of t-test of Involvement in Establishing Curriculum and Instructional Techniques .....	83
Table 9.	Summary of t-test for Teacher Development, Evaluation, and Work Allocation.....	85
Table 10.	Summary of t-test of Involvement in Establishing Student Teacher Relationships.....	87
Table 11.	Summary of t-test for Total Desired Involvement in School Decision Making.....	88
Table 12.	Summary of t-test for Total Actual Involvement in School Decision Making.....	90
Table 13.	Summary of t-test for Total Satisfaction with Involvement in School	



	Decision Making.....	92
Table 14.	Summary of t-test for Teachers' Total Involvement in School Decision Making Based on Age, Race, and Years of Experience.....	94
Table 15.	Summary of Cronbach's Alpha Data.....	97

APPENDIX TABLE A

Survey Cover Letter.....115

APPENDIX TABLE B

Satisfaction with Participation in Decision Making Questionnaire.....117