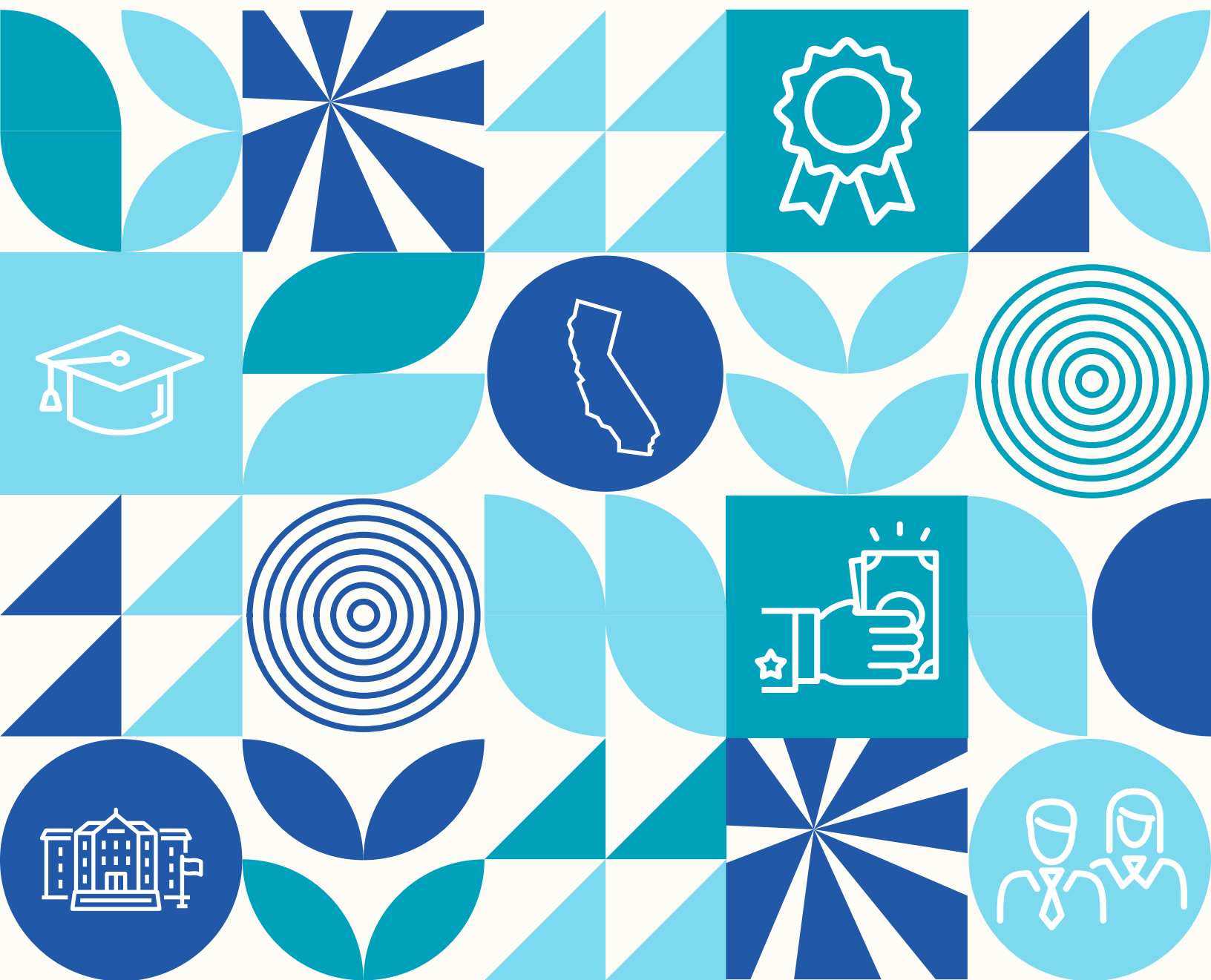


# CBO VALUE OF CERTIFICATION STUDY



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## OVERVIEW

A quantitative research study was conducted by the California Association of School Business Officials (CASBO) during April - May 2024. Emails were sent to 3,000 contacts, with a Chief Business Official or similar title, with a response rate of  $n = 427$  for the survey.

Demographics of the survey sample indicate responses from those 35 - 65 years of age. Over 87% hold a Bachelors degree or higher level of education. The primary educational degrees leading to the CBO role were business administration, education and accounting. The sample was well distributed statewide throughout California and represented across LEA workplace settings.

Respondents with a current certification were 70% and 20% who never held the CBO certification. The remainder once held but are no longer current with a lapsed certification.

Respondents report that 73% of their employers' support certification preparation. This drops to 31% of employers paying certification fees and 17% re-certification fees. Whereas 64% report their employer offers no financial reward for certification. Only 6% report a salary increase for certification and < 1% reported a one-time bonus for certification achievement. This data is critically important to consider individual perception results from this study toward future data collection from employers.

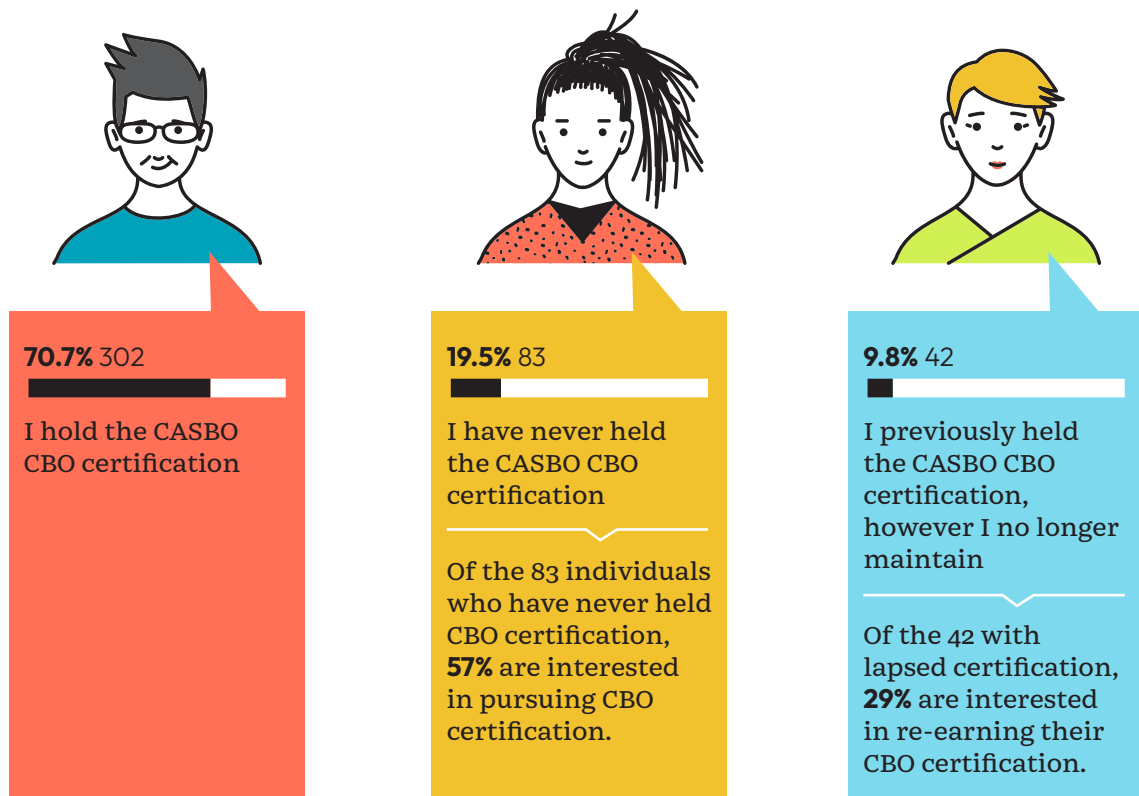
Career stability in the role as a CBO at one employer appears unsure. Of respondents, 24% indicate a desire to switch jobs within two years. That amount of turnover extrapolated statewide within CBO leadership could be disruptive, costly and time-consuming. In addition, 32% of the sample plan to retire within the next 3 - 5 years, before 2029.

Forthcoming turnover and retirements continue to demonstrate the need for statewide CBO training, competency development through continuing education, and verification of foundational knowledge as recognized by CASBO CBO certification.

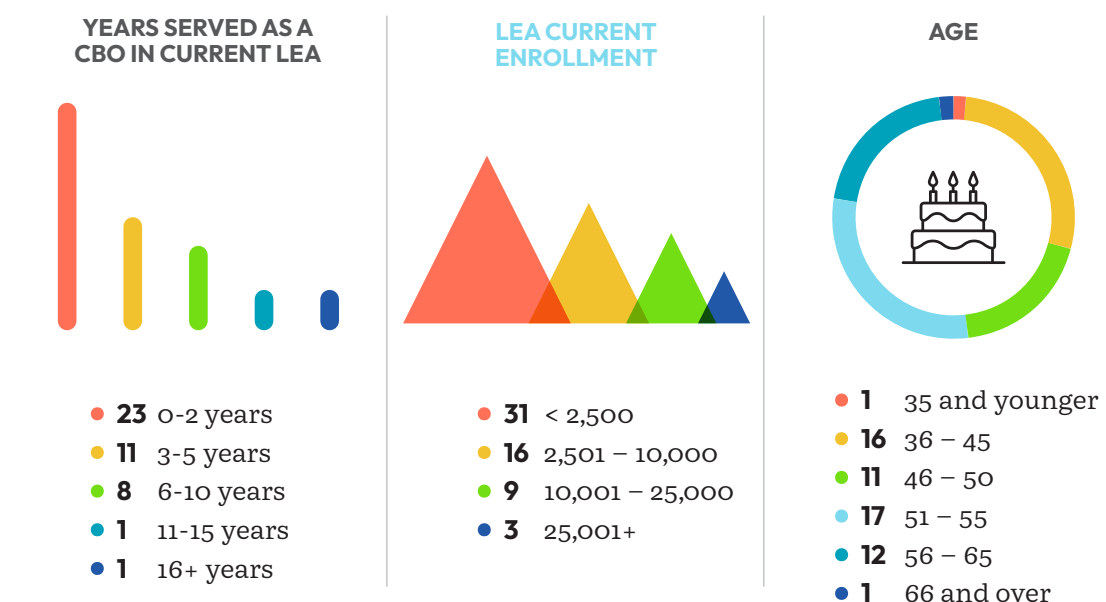
Employers should take heed to consider ways to attract, hire, upskill and retain those who commit to serving California schools in the role of the CBO. By understanding the key value drivers of certification, employers can improve motivations and rewards to recognize certified CBOs and support them as demonstrated leaders to improve operations and efficiencies in schools with better outcomes and environments for the students.

Research conducted by Tracy Petrillo, EdD, CAE, Chief Learning Officer, CASBO

## RELATED TO THE CASBO CBO CERTIFICATION: (N= 427):

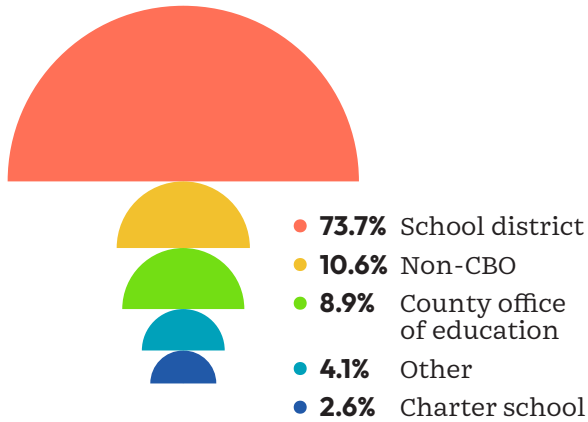


## DEMOGRAPHICS OFFERED FROM THOSE WHO EXPRESSED INTEREST IN EARNING THE CASBO CBO CERTIFICATION:

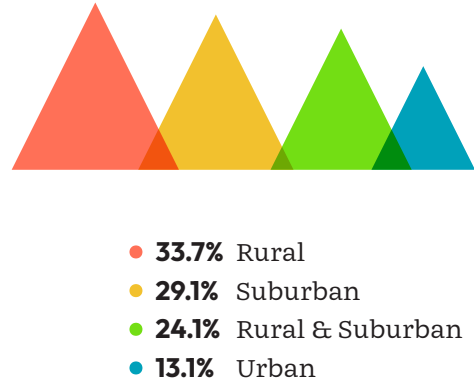


# OVERALL SURVEY RESPONDENT DEMOGRAPHICS

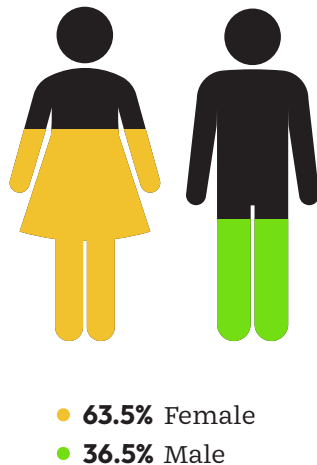
## WHAT TYPE OF LEA DO YOU SERVE AS A CBO?



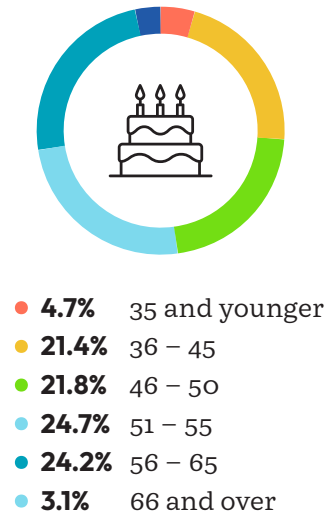
## WHICH CLOSELY DESCRIBES THE GEOGRAPHY OF YOUR LEA?



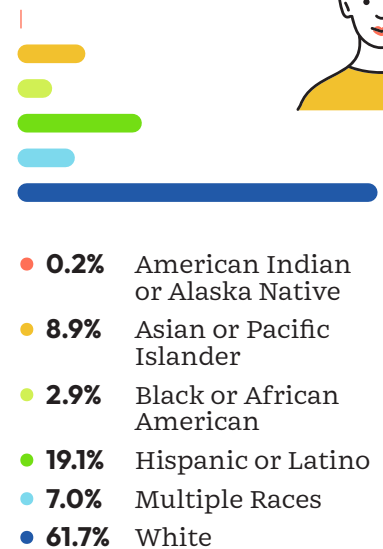
## GENDER



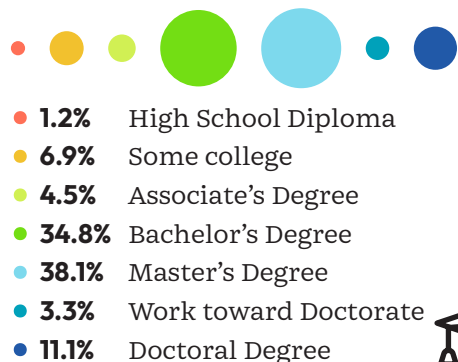
## AGE



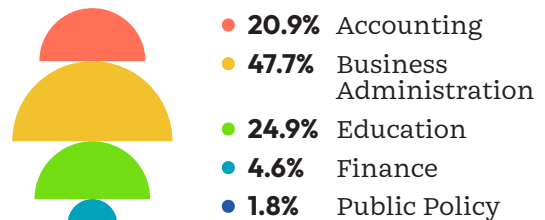
## RACE/ETHNICITY

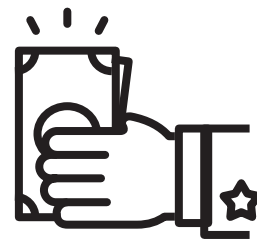


## HIGHEST LEVEL OF COMPLETED EDUCATION

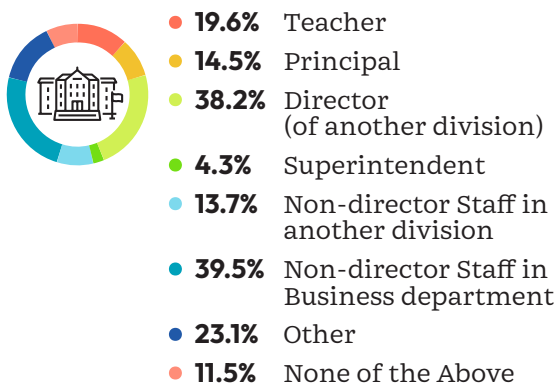


## MAJOR AT HIGHEST LEVEL OF EDUCATION

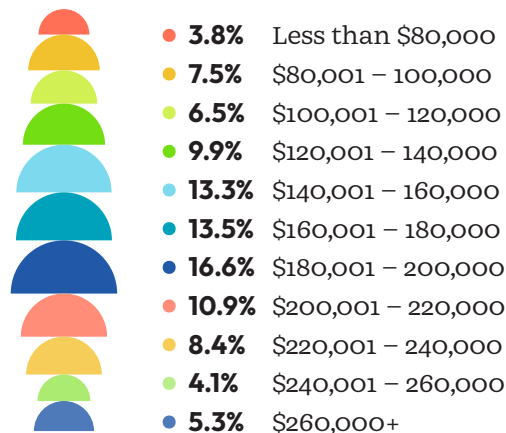




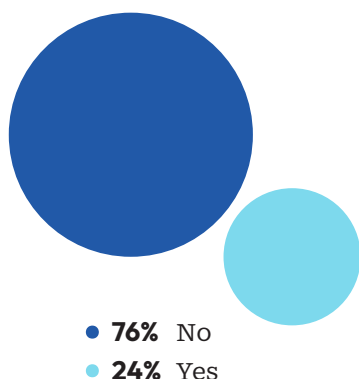
### OTHER POSITIONS HELD IN EDUCATION BEFORE BECOMING A CBO



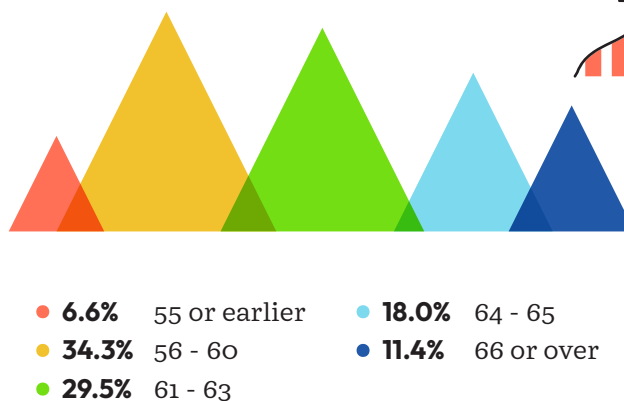
### CURRENT SALARY (MAY 2024)



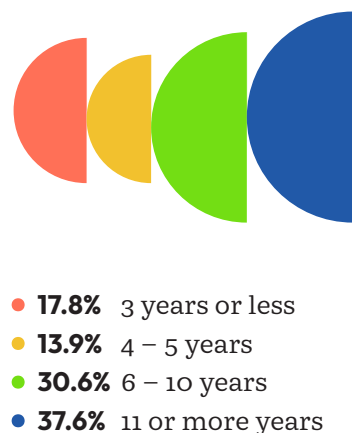
### DO YOU PLAN TO MOVE TO ANOTHER LEA WITHIN THE NEXT 2 YEARS?



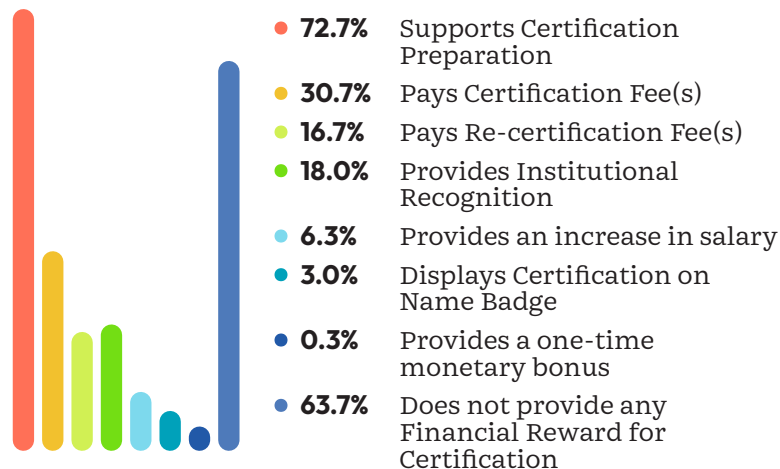
### AT WHAT AGE DO YOU PLAN TO RETIRE



### HOW MANY YEARS FROM NOW DO YOU PLAN TO RETIRE?



### RELATED TO CERTIFICATION, FOR THOSE WHO HOLD CERTIFICATION, MY EMPLOYER:



**TABLE 1: PERCEIVED VALUE OF CERTIFICATION**

When thinking about CASBO CBO certification, respondents indicated one answer for each statement below to indicate perceived value of certification.

Rank	Holding the CASBO CBO certification...	Overall Agree %	Overall Disagree %
1	Indicates professional growth	95	3
2	Enhances feeling of personal accomplishment	93	4
3	Increases marketability	93	4
4	Provides personal satisfaction	92	4
5	Enhances professional credibility	90	7
6	Indicates strong commitment to the profession	89	7
7	Indicates attainment of a practice standard	89	7
8	Enhances breadth/depth of knowledge	86	10
9	Promotes recognition from employers	86	10
10	Validates specialized knowledge	86	11
	Enhances personal confidence in abilities	85	10
	Provides professional challenge	85	10
	Increases superintendent confidence in CBO	83	9
	Increases preparation for demands of the job	83	11
	Promotes recognition from peers	82	11
	Indicates level of competence	80	15
	Provides evidence of accountability	79	14
	Enhances professional autonomy	77	13
	Increases effective job performance	70	21
	Promotes recognition from other professions	70	18
21	Increases salary	54	36
	Is cost-prohibitive to obtain	35	55
	Is cost-prohibitive to maintain	28	59
	Is excessively time-consuming to maintain	28	60
	Is excessively time-consuming to obtain	27	63

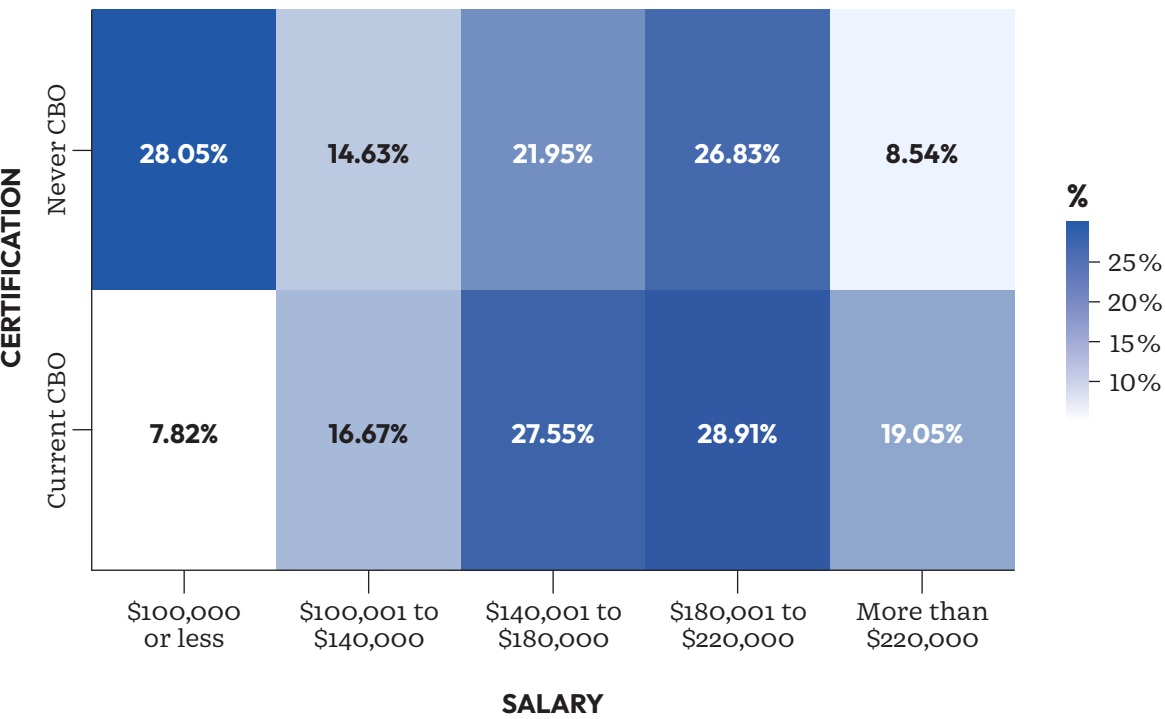
The Perceived Value of Certification Tool (PVCT®) survey items were used with additional items and demographics to consider intrinsic and extrinsic motivations.

The top five certification value items agreed or strongly agreed were: indicates professional growth; enhances feeling of personal accomplishment; increases marketability; provides personal satisfaction; and enhances professional credibility.

One-third (35%) of all respondents' felt certification was cost-prohibitive to obtain.

Slightly more than half respondents (54%) agreed/strongly agreed that CBO certification increases salary.

TABLE 2: HEAT MAP DEMONSTRATES CBO SALARIES AND CERTIFICATION VALUE



There is a statistically significant difference favoring those with current CBO certification having higher salaries ( $p < 0.0001$ ). As this heat map depicts, the largest differences are among respondents in the lowest and highest salary categories. Twenty-eight percent (28%) of 'never certified' CBOs reported \$100k or less, compared to only eight percent (8%) of 'current certified' CBOs. Nineteen percent (19%) of 'current certified' CBOs report more than \$220k annual salary compared to only nine percent (9%) of 'never certified' CBOs. This data is consistent across all sizes of school districts throughout California.



**TABLE 3: PERCEIVED VALUE DIFFERENCES**

CASBO CBO Value of Certification Study descriptor	% agree those CBO certified	% agree those never CBO certified	p- value
Increases effective job performance	73	62	0.049
Increases preparation for demands of the job	87	78	0.0378
Is cost-prohibitive to maintain	24	36	0.0314
Is excessively time-consuming to obtain	25	41	0.0043
Promotes recognition from employers	89	77	0.0033
Enhances professional autonomy	80	65	0.0029
Enhances breadth/depth of knowledge	91	78	0.0013
Increases marketability	96	85	0.0004
Validates specialized knowledge	91	76	0.0003
Indicates professional growth	98	89	0.0002
Promotes recognition from peers	87	70	0.0002
Increases superintendent confidence in CBO qualifications	87	70	0.0001
Enhances feeling of personal accomplishment	96	82	<.0001
Enhances personal confidence in abilities	89	71	<.0001
Enhances professional credibility	95	73	<.0001
Indicates attainment of a practice standard	94	79	<.0001
Indicates level of competence	86	63	<.0001
Indicates strong commitment to the profession	94	73	<.0001
Is cost-prohibitive to obtain	30	54	<.0001
Provides evidence of accountability	86	60	<.0001
Provides personal satisfaction	96	78	<.0001

These findings indicate statistical significance, between 21 of the 25-item survey, for those who are currently CBO certified compared to those never CBO certified. A p-value of less than 0.05 is considered statistically significant.

This data demonstrates the intrinsic values and extrinsic impacts that are held in belief once an individual achieves CBO certification. These values are not understood fully until certification is achieved.

## CONCLUSION

CASBO is the exclusive provider of statewide CBO certification for Chief Business Officials. Multiple providers offer training programs from which completion leads to CBO exam eligibility. Certification is validated by passing a comprehensive examination. The remote-proctored exam is offered virtually, twice per year and the results are validated by an external psychometrician. Each exam item and exam form are developed by subject matter experts and peer-reviewed for quality and relevance.

This data is important for employers to understand that supporting certification and continuing education could be a valued employee benefit in a competitive workforce for hiring and retention of school business operations staff. It is recommended that certified CBOs consider ways to share the certification value outcomes with their employers regarding possible rewards and recognition programs to implement following certification.

In some industries, salary increase is strongly aligned with advanced education and certification. The study results do not indicate salary increase as an outcome to certification for CBOs in California. This is another opportunity for the professional to share the competency statements from the CBO exam blueprint that can be directly aligned to career laddering and salary progression.

Those never certified report concern about the cost and time to obtain and maintain certification. This result indicates an opportunity for professional development funds to be allocated in a strategic manner for succession planning toward the CBO role and for those who directly support school business finance and operational departments.

School business in California is only as stable and strong as the individuals who lead it.



**QUESTIONS?**  
**CONTACT CERTIFICATION@CASBO.ORG**



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