

National Standards and Benchmarks for Effective

Catholic Elementary and Secondary Schools

Rubrics for Benchmarks

Standard 10: An excellent Catholic school provides a feasible three to five year financial plan that includes both current and projected budgets and is the result of a collaborative process, emphasizing faithful stewardship.

Benchmark: 10.8

The governing body and leader/leadership team ensure that appropriately developed financial plans and budgets are implemented using current and effective business practices as a means of providing good stewardship of resources.

Level 4 Exceeds Benchmark	The governing body and school leaders have implemented a mature, effective planning process based on non-profit and education industry best practices and are following it carefully. The planning process itself is regularly evaluated for efficiency and effectiveness and is adapted to the needs of the specific school's situation in consultation with experts. Planning is not an "event" but is part of the regular rhythm of managing the school. Plans are not static "on the shelf" documents but are used in the day-to-day management of school operations, and are seen as living documents to be updated and improved on a consistent basis.
Level 3 Fully Meets Benchmark	The governing body and leader/leadership team ensure that appropriately developed financial plans and budgets are implemented using current and effective business practices as a means of providing good stewardship of resources.
Level 2 Partially Meets Benchmark	The governing body and leadership team engage in a regular planning process, but the process used does not incorporate current non-profit and education industry best practices. Planning is seen as an annual event rather than an ongoing process of analysis and discernment with regard to the stewardship of the temporal assets that undergird the school's mission.
Level 1 Does Not Meet Benchmark	Business and financial planning is not done in a regular, structured way, or the governing body or leadership team is not included in the planning process, or planning is done in an ad hoc way, without reference to a specific planning process or to non-profit and educational industry best practices.
Possible Sources	<ul style="list-style-type: none">• Planning process documents (to assess quality, maturity and

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of Evidence	source of documented planning process) <ul style="list-style-type: none">• Current and projected budgets• Agendas, minutes and results of planning meetings• Agendas, minutes and results of plan review and update meetings• Financial and strategic plan documents• Interviews with involved experts
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