

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: 10.3

Financial plans define revenue sources that include but are not limited to tuition, tuition assistance/scholarships, endowment funds, local and regional partnerships, public funding, regional cost sharing, (arch)diocesan and/or religious communities' assistance, foundation gifts, entrepreneurial options and other sources not listed.

Level 4 Exceeds Benchmark	A diverse range of revenue sources are intentionally included. Past experience with sources is used to guide future expectations and direct fund-raising activities. Research on best practices and benchmarking against practices at highly successful schools is incorporated into the process. Revenue sources are regularly re-considered to maintain and improve the diversity and strength of the financial plan.
Level 3 Fully Meets Benchmark	Financial plans define revenue sources that include but are not limited to tuition, tuition assistance/scholarships, endowment funds, local and regional partnerships, public funding, regional cost sharing, (arch)diocesan and/or religious communities' assistance, foundation gifts, entrepreneurial options and other sources not listed.
Level 2 Partially Meets Benchmark	Some revenue sources beyond tuition and parish / diocesan assistance are reflected in the plan.
Level 1 Does Not Meet Benchmark	Revenue source analysis is not incorporated into the financial planning process, or Source analysis is limited to one or two sources, such as tuition or parish assistance.
Possible Sources of Evidence	<ul style="list-style-type: none">• Financial transaction history, showing number of revenue sources engaged, timing, and dollars resulting from each flow, by year trended over time• Financial planning committee/school board meeting minutes• Financial planning documents• Research reports

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	<ul style="list-style-type: none">• Source-level risk analyses
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