

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: 10.5

Current and projected budgets include a statement of the actual and projected revenue sources, indicating an appropriate balance among revenue sources, and a statement of actual and projected expenditures including the actual cost per child, benchmarked compensation/salary scales, and other health benefits and retirement costs.

Level 4 Exceeds Benchmark	Budget projections rely on best current research and practices at peer institutions regarding cost trends. Cost per child is developed in an easily understood, thorough way that helps current and prospective families understand the real relation between tuition and costs at the school. Benchmarking data includes comparison against past years' data as well as direct peer-to-peer comparison with appropriate organizations and is accompanied by analysis of any major variances.
Level 3 Fully Meets Benchmark	Current and projected budgets include a statement of the actual and projected revenue sources, indicating an appropriate balance among revenue sources, and a statement of actual and projected expenditures including the actual cost per child, benchmarked compensation/salary scales, and other health benefits and retirement costs.
Level 2 Partially Meets Benchmark	Current and projected budgets include all cost and revenue sources, but <ul style="list-style-type: none">• Cost per child and comparison to tuition is not made explicit, or• Employment costs do not include a full picture of salary plus all associated non-salary costs (insurance, taxes, benefits, retirement), or• Benchmarking does not provide enough context to enable the planning team to fairly assess all cost buckets, including salaries and benefits.
Level 1 Does Not Meet Benchmark	Plan fails to include all expected revenue and costs, broken out by type and category for analysis, or Some cost or revenue categories cannot be calculated in a comprehensive way, or Data is presented out of context (no comparison to past periods or benchmarks against best practices at

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Possible Sources of Evidence	<ul style="list-style-type: none">• Financial plans and budgets, current and prior years (for trending and comparison)• Minutes or records of budget development and review meetings• Documented results of research from peer institutions on external benchmarks performed