

*National Standards and Benchmarks for Effective*

*Catholic Elementary and Secondary Schools*

**Rubrics for Benchmarks**

**Standard 6: An excellent Catholic school has a qualified leader/leadership team empowered by the governing body to realize and implement the school’s mission and vision.**

**Benchmark: 6.6**

The leader/leadership team works in collaboration with the governing body to provide an infrastructure of programs and services that ensures the operational vitality of the school.

Level 4 Exceeds Benchmark	The leader/leadership team works in collaboration with the governing body and the local community to develop short-term and long-term plans to ensure appropriate budgeting for the operational vitality of the school. This work provides an infrastructure for dedicated personnel who implement processes, programs and services to support enrollment management, personnel decisions, budgeting, finance and development. All plans for facilities, budgeting, advancement and development are transparent and shared with the community and supported by the community to ensure the operational vitality of the school.
Level 3 Fully Meets Benchmark	The leader/leadership team works in collaboration with the governing body to provide an infrastructure of programs and services that ensures the operational vitality of the school. To ensure this, budget and personnel are provided to create and implement policies, programs and procedures.
Level 2 Partially Meets Benchmark	The leader/leadership team does not have the support of the governing body but works within the school to establish policies and procedures to provide an infrastructure of programs and services that ensures the operational vitality of the school. Without support, not all areas can be properly sustained to ensure operational vitality. Or the governing body provides the budget and personnel to create and support an infrastructure of programs and services to ensure operational vitality, but the programs are not fully adopted or inconsistently implemented by the leader/leadership team, with some areas receiving more attention and time than other areas.

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Level 1  Does Not Meet Benchmark	The leader/leadership team does not work in collaboration with the governing body to provide an infrastructure of programs and services that ensures the operational vitality of the school. As a result the operational vitality is in serious jeopardy.
Possible Sources of Evidence	<ul style="list-style-type: none"><li>• Policies for facilities, human resources, finance, development and marketing</li><li>• Collaborative infrastructure planning documents</li><li>• Public documentation of plans; website presentation of plans</li><li>• Budget allocations of strategic dollars</li><li>• Listings of designated personnel for strategic areas of vitality, job descriptions/expectations</li><li>• Board meeting minutes</li><li>• Minutes and reports from parent meetings and gatherings</li><li>• Community surveys and/or interview data</li><li>• Listings of measurable outcomes related to operational vitality</li><li>• Development funding reports</li><li>• Facilities improvements records</li><li>• Budget communications to all stakeholders</li></ul>