

National Standards and Benchmarks for Effective

Catholic Elementary and Secondary Schools

Rubrics for Benchmarks

Standard 5: An excellent Catholic school has a governing body (person or persons) which recognizes and respects the role(s) of the appropriate and legitimate authorities, and exercises responsible decision making (authoritative, consultative, advisory) in collaboration with the leadership team for development and oversight of the school’s fidelity to mission, academic excellence, and operational vitality.

Benchmark: 5.2

The governing body systematizes the policies of the school’s operations to ensure fidelity to mission, and continuity and sustainability through leadership successions.

Level 4 Exceeds Benchmark	The governing body systematizes and shares the policies of the school’s operations, as well as training and accountability measures for successful implementation of policies. This information is provided to all stakeholders on an ongoing basis to ensure fidelity to mission. Continuity and sustainability of policies and programs are ensured through carefully planned and executed leadership successions. These plans for succession apply not only to the governing board but to the school leadership team, and all other leadership associated with school operations, such as advisory boards, parent groups, volunteer groups, affiliated clubs and others.
Level 3 Fully Meets Benchmark	The governing body systematizes the policies of the school’s operations, to ensure fidelity to mission, and continuity and sustainability through leadership succession. There are systems in place that ensure the ability of the school to operationalize the policies. There is planning for leadership succession on all levels.
Level 2 Partially Meets Benchmark	The governing body systematizes some of the school’s operation however there is clear evidence that not all policies are implemented or accounted for. Leadership succession planning is not a priority and is addressed on an as needed basis.
Level 1 Does Not Meet Benchmark	The governing body does not systematize the policies of the school’s operations. There are few guidelines for operations and each operation appears to function independently with little integration. The commitment to ensuring fidelity to mission is not demonstrated, expressed or evident. Leadership succession is not understood or planned for. There is little measurable continuity and sustainability

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	through leadership succession, contributing to a sense of instability.
Possible Sources of Evidence	<ul style="list-style-type: none">• Operations Policies documents• Instruction manuals for implementing operations policies• Measures of accountability for policy implementation• Reports documenting assessment of operations policies• Reports documenting implementation• Leadership succession plans past and present• Budgets• Job descriptions• Succession plans for all stakeholder groups• Communications regarding policies to stakeholder group