



# Catholic Education Collaborative

*Uniting Communities for Excellence*

## *Key Dimensions of a Catholic School*

*Benchmarks for Catholic School Excellence  
Descriptors, Indicators and Data Sources*

# Key Dimensions of a Catholic School

The Catholic Education Collaborative, in collaboration with our Partners, has developed a blueprint of success for Catholic schools in the greater Dayton area of the Archdiocese of Cincinnati.

The blueprint consists of 10 Key Dimensions of a Catholic School and benchmarks to achieve that vision.



## Mission, Vision, and Culture

Clear Mission and Vision statements provide direction to function as a Catholic School. A statement of Core Beliefs reinforces the Mission and Vision and serves as the basis for building a strong Catholic school culture.



## Governance

The Catholic School has a strong, well-functioning Board/Education Commission comprised of competent, well-trained members committed to the School Mission and Vision. A strategic plan that realizes the Mission and Vision is developed, monitored and communicated.



## Leadership

The spiritual, instructional, and managerial leadership nurtures the school culture based on Mission and Vision. The School leadership recruits and retains qualified teachers while promoting professional growth opportunities to build the capacity for shared leadership among educators.



## Religious Formation and Education

Students receive age appropriate Christian instruction in the Roman Catholic tradition. The learning environment supports a faith-filled dynamic and diverse Catholic culture. Children, faculty, and staff of many faiths are present in our schools; therefore, evangelization efforts are woven into the fabric of family and community life.



## Curriculum, Instruction, and Assessment

Curriculum and instructional methods are modeled on research and accepted best practice to meet the needs of all students. Multiple and varied assessment strategies are employed and communicated to demonstrate individual student growth. School curriculum meets and/or exceeds the Archdiocesan Graded Courses of Study.



## Professional Learning

Faculty and staff receive relevant, ongoing Professional Development to support the Mission, Vision, and Culture of the School. Student success is realized through a resilient, passionate, faith-filled faculty.



## Student and Family Support

Students and their families are knowledgeable concerning critical resources and student services available to help them overcome challenges for a comprehensive and well-integrated school experience.



## Finance

The School is viable financially and provides transparent stewardship in all accounting and financial matters. The School strategic plan is supported through financial planning and addresses affordability.



## Facilities

The School is clean, safe and updated with well-maintained learning facilities to provide sufficient, appropriate spaces to support learning within a culture of faith.



## Stewardship and Advancement

The Advancement Plan communicates with all stakeholders to invite, welcome and engage potential students, families, friends and supporters of the School. Advancement efforts secure the enrollment and financial support necessary to ensure the ongoing viability in support of the Mission and Vision. The School models good stewardship in its actions and explicitly teaches principles of Christian stewardship.

*The Key Dimensions integrate and support the accreditation process of the Ohio Catholic School Accrediting Association (OCSAA).*

**Catholic Education Collaborative  
Key Dimension Assessment Matrix**

<b>Key Dimension 1: Mission, Vision and Culture</b>	
<b>Key Dimension Indicators</b>	<b>Potential Data Sources</b>
<b>The school:</b>	
1.1. Has a clear Mission statement grounded in the charism that defines the school's identity.	<ul style="list-style-type: none"> <li>• School Profile</li> <li>• School Vision, Mission and Belief Statements</li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
1.2. Has a clear Vision statement that identifies what it is trying to accomplish.	<ul style="list-style-type: none"> <li>• School Profile</li> <li>• School Vision, Mission Statements and Beliefs</li> <li>• <a href="#">Part III - Blue Ribbon Summary</a></li> </ul>
1.3. Articulates its core beliefs as they are expressed in the Vision and Mission.	<ul style="list-style-type: none"> <li>• School Profile</li> <li>• School Vision, Mission Statements and Beliefs</li> <li>• <a href="#">Part III - Blue Ribbon Summary</a></li> </ul>
1.4. Has Vision and Mission statements clearly articulated to the school stakeholders.	<ul style="list-style-type: none"> <li>• School Vision, Mission Statements and Beliefs</li> <li>• Evaluation of Organizational Effectiveness</li> <li>• <a href="#">Website</a></li> <li>• <a href="#">In-school postings</a></li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
1.5. Can articulate its core beliefs as they are expressed in the Vision and Mission.	<ul style="list-style-type: none"> <li>• Evaluation of Organizational Effectiveness</li> <li>• <a href="#">Teacher interviews</a></li> <li>• <a href="#">Student interviews</a></li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
1.6. Reviews Vision and Mission annually to identify the school's stakeholders.	<ul style="list-style-type: none"> <li>• <a href="#">Strategic Plan</a></li> <li>• School Vision, Mission Statements and Beliefs</li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
1.7. Surveys students and parents regularly about its effectiveness to convey continuous improvement.	<ul style="list-style-type: none"> <li>• <a href="#">Annual Parent Satisfaction Survey</a></li> <li>• <a href="#">Student surveys</a></li> <li>• Evaluation of Organizational Effectiveness</li> </ul>
1.8. Demonstrates its responsibility in nurturing the Reign of God.	<ul style="list-style-type: none"> <li>• <a href="#">ACRE Reports</a></li> <li>• <a href="#">School projects</a></li> <li>• School Improvement Plan</li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
1.9. Is committed to forging relationships with the Collaborative, the Archdiocese, and the community at large.	<ul style="list-style-type: none"> <li>• Evaluation of Organizational Effectiveness</li> <li>• <a href="#">Teachers participate in professional development</a></li> </ul>

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Key Dimension Assessment Matrix**

<b>Key Dimension 2: Governance</b>	
<b>Key Dimension Indicators</b>	<b>Potential Data Sources</b>
<b>The Board of Trustees:</b>	
2.1. Reflects diversity of all stakeholders (parents, staff, pastor, faculty, alumni, students, and community leaders).	<ul style="list-style-type: none"> <li>• School Profile</li> <li>• Code of Regulations</li> <li>• Roster with member affiliation</li> <li>• Succession Plan for Board</li> <li>• Part III – Blue Ribbon Summary</li> </ul>
2.2. Exhibits a comprehensive understanding that Catholic education includes adult faith formation and religious education.	<ul style="list-style-type: none"> <li>• Code of Ethics</li> <li>• Board minutes</li> <li>• Part III – Blue Ribbon Summary</li> </ul>
2.3. Is comprised of women and men dedicated to the religious charism embodied in the Vision and Mission of the school.	<ul style="list-style-type: none"> <li>• The philosophy of religious education of the school</li> <li>• Board minutes</li> <li>• School Profile</li> <li>• Code of Regulations</li> <li>• Part III – Blue Ribbon Summary</li> </ul>
2.4. Functions under by-laws which are reviewed on a regular schedule, updated as needed, and approved by the Archbishop.	<ul style="list-style-type: none"> <li>• Confidentiality Statement</li> <li>• Conflict of Interest Statements signed annually</li> <li>• School Profile</li> <li>• Code of Regulations</li> <li>• Part III – Blue Ribbon Summary</li> </ul>
2.5. Develops, monitors, assesses, and communicates on a regular basis, a strategic plan incorporating all stakeholders.	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Annual Board Goals</li> <li>• Board minutes</li> <li>• School Profile</li> <li>• Code of Regulations</li> </ul>
2.6. Communicates on a monthly or quarterly basis to all stakeholders.	<ul style="list-style-type: none"> <li>• Examples of communication</li> </ul>
2.7. Provides orientation, training, mentoring and ongoing self-evaluation for continuous improvement through feedback from all stakeholders.	<ul style="list-style-type: none"> <li>• Board formation plan</li> <li>• Evaluation of Organizational Effectiveness</li> </ul>
2.8. Works in collaboration with the pastor(s) as outlined in “Renewing Our Commitment to Catholic Elementary and Secondary Schools in the Third Millennium,” 2005 USCCB.	<ul style="list-style-type: none"> <li>• Minutes from board meetings</li> <li>• Support letter from pastor(s)</li> </ul>
2.9. Works with the school leadership team to ensure that the Mission of the school is implemented with fidelity.	<ul style="list-style-type: none"> <li>• Annual leadership evaluation</li> <li>• School Mission</li> </ul>
2.10. Engages in a defined quality selection process when identifying new school leaders.	<ul style="list-style-type: none"> <li>• Statement on Selection process</li> <li>• Succession Plan for appropriate School leadership</li> </ul>

**Catholic Education Collaborative  
Key Dimension Assessment Matrix**

**Key Dimension 2: Governance (cont'd)**

<p><b>The Education Commission:</b> 2.11. Reflects diversity of all stakeholders (parents, staff, pastor, faculty, alumni, students, and community leaders).</p>	<ul style="list-style-type: none"> <li>• Roster with member affiliation</li> <li>• Succession Plan</li> <li>• School Profile</li> <li>• Archdiocesan Education Policies and Guidelines</li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
<p>2.12. Exhibits a comprehensive understanding for Catholic education inclusive of adult faith formation and religious education.</p>	<ul style="list-style-type: none"> <li>• Commission minutes</li> <li>• Ethics Protocol</li> </ul>
<p>2.13. Is comprised of women and men dedicated to the religious charism embodied in the Vision and Mission of the school.</p>	<ul style="list-style-type: none"> <li>• The philosophy of religious education of the school</li> <li>• Commission minutes</li> <li>• School Profile</li> <li>• Constitution</li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
<p>2.14. Functions under by-laws which are reviewed on a regular schedule and updated as needed and approved by the Archdiocesan Area Commission.</p>	<ul style="list-style-type: none"> <li>• Confidentiality Statement</li> <li>• Archdiocesan Education Policies and Guidelines</li> <li>• School Profile</li> <li>• Constitution/By-laws</li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
<p>2.15. Assists school and/or pastoral leadership to monitor, assess, and communicate a strategic plan, which incorporates all stakeholders on a continual basis.</p>	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Commission minutes</li> <li>• School Profile</li> <li>• School Vision, Mission and Belief Statements</li> <li>• Evaluation of Organizational Effectiveness</li> </ul>
<p>2.16. Communicates on a monthly or quarterly basis to all stakeholders.</p>	<ul style="list-style-type: none"> <li>• Examples of communication</li> </ul>
<p>2.17. Provides orientation, training, mentoring and ongoing self-evaluation for continuous improvement through feedback from all stakeholders</p>	<ul style="list-style-type: none"> <li>• Commission formation plan</li> <li>• Evaluation of Organizational Effectiveness</li> </ul>
<p>2.18. Works in collaboration with the pastor(s) as outlined in “Renewing Our Commitment to Catholic Elementary and Secondary Schools in the Third Millennium,” 2005 USCCB</p>	<ul style="list-style-type: none"> <li>• Minutes from Pastoral Council / Education Commission meetings</li> <li>• Letter of support from pastor(s)</li> </ul>
<p>2.19. Works with the school leadership team to ensure that the Mission of the school is implemented with fidelity.</p>	<ul style="list-style-type: none"> <li>• Archdiocesan Principal/President Evaluation</li> <li>• School Profile</li> <li>• School Vision, Mission and Belief Statements</li> <li>• Evaluation of Organizational Effectiveness</li> </ul>
<p>2.20. The commission, when delegated by the pastor, engages in a defined quality selection process when identifying new school leaders.</p>	<ul style="list-style-type: none"> <li>• Statement on Selection process</li> </ul>

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<b>Key Dimension 3: Leadership</b>	
<b>Key Dimension Indicators</b>	<b>Potential Data Sources</b>
<b>The Leadership (team):</b>	
3.1. Ensures that Gospel values are integrated throughout the curriculum.	<ul style="list-style-type: none"> <li>• School Profile</li> <li>• School Vision, Mission and Belief Statements</li> <li>• Evaluation of Organizational Effectiveness</li> <li>• Religion Graded Course of Study</li> <li>• Schedule of worship and sacraments</li> <li>• Examples of lesson plans</li> <li>• Examples of formation programs</li> <li>• <a href="#">Part V – Blue Ribbon Curriculum and Instruction</a></li> </ul>
3.2. Nurtures the culture that reinforces the school’s Vision and Mission as delineated in the school’s beliefs or core values.	<ul style="list-style-type: none"> <li>• Parent/Student Handbook</li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
3.3. Recruits, hires, mentors, and retains qualified teachers. Promotes and provides professional growth opportunities while building capacity for shared leadership among educators.	<ul style="list-style-type: none"> <li>• Faculty Code of Conduct</li> <li>• Copies of Religious Education certificates</li> <li>• Professional Development</li> <li>• <a href="#">Documentation of certification and licensure</a></li> <li>• <a href="#">Leadership Succession Plan</a></li> </ul>
3.4. Provides an infrastructure of programs and services that animate the Mission of the school.	<ul style="list-style-type: none"> <li>• Service projects</li> <li>• Examples of lesson plans</li> <li>• Examples of formation program</li> <li>• <a href="#">OCSAA Goals</a></li> <li>• <a href="#">Part V – Blue Ribbon Curriculum and Instruction</a></li> </ul>
3.5. Consistently models the Vision and Mission to families, parish, and community through word and action.	<ul style="list-style-type: none"> <li>• Evaluation of Organizational Effectiveness tool</li> <li>• <a href="#">Volunteer and/or Parent/Student Handbook</a></li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
3.6. Systemizes the policies and procedures of the school’s operations which are grounded in the school’s Vision and Mission to ensure continuity through succession.	<ul style="list-style-type: none"> <li>• School Improvement Plan</li> <li>• School Education Policies and Procedures</li> <li>• Faculty Handbook</li> </ul>
3.7. Establishes and supports networks of collaboration at all levels.	<ul style="list-style-type: none"> <li>• <a href="#">Communication / newsletters</a></li> <li>• <a href="#">Testimonials or evidence of collaboration</a></li> </ul>

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Key Dimension Assessment Matrix**

<b>Key Dimension 4: Religious Formation and Education</b>	
<b>Key Dimension Indicators</b>	<b>Potential Data Sources</b>
<b>The school:</b>	
4.1. Provides training for the administration and faculty to implement the National Directory for Catechesis objectives for effective religious education.	<ul style="list-style-type: none"> <li>• Copies of Religious Education Certificates</li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
4.2. Adapts religious formation to address the various ages and stages of faith formation and maturation.	<ul style="list-style-type: none"> <li>• Examples of religion lesson plans</li> <li>• <a href="#">Worship and prayer service schedules</a></li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
4.3. Reflects a school culture that is a vibrant articulation of Catholic appreciation for scripture and tradition.	<ul style="list-style-type: none"> <li>• Examples of religious formation programs</li> <li>• <a href="#">Scripture preparation for Liturgy of the Word</a></li> <li>• <a href="#">Plan to implement religious traditions throughout the school year</a></li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
4.4. Acts as a conduit for nurturing the life of faith within the family.	<ul style="list-style-type: none"> <li>• <a href="#">Evidence of ways school supports family life</a></li> <li>• <a href="#">Data on families’ participation in the school’s spiritual events</a></li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
4.5. Respects the diversity among families in the school culture by upholding the human dignity and sacredness of individuals.	<ul style="list-style-type: none"> <li>• <a href="#">Displays and Materials</a></li> <li>• <a href="#">Worship services include language, music and physical expression that respect diversity of all people</a></li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
4.6. Offers comprehensive liturgical experiences to stimulate the religious imagination of students, faculty and staff, nurturing more mature faith.	<ul style="list-style-type: none"> <li>• <a href="#">Evidence of respectful acknowledgement of different religious points of view.</a></li> <li>• <a href="#">Part III – Blue Ribbon Summary</a></li> </ul>
4.7. Empowers administration and faculty to understand and engage in the Church’s evangelizing efforts throughout the curriculum.	<ul style="list-style-type: none"> <li>• <a href="#">Evidence of formation related to evangelization</a></li> <li>• <a href="#">Part V- Blue Ribbon Curriculum and Instruction</a></li> </ul>
4.8. Provides religious formation within the school that addresses faculty and students formed in faith and those without opportunity or nurtured in faith.	<ul style="list-style-type: none"> <li>• <a href="#">Comprehensive formation plan</a></li> <li>• <a href="#">Part III- Blue Ribbon Summary</a></li> <li>• <a href="#">OCSAA Catholic Identity goals and guidelines</a></li> </ul>

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**Key Dimension 4: Religious Formation and Education (cont'd)**

<p>4.9. Implements the Church’s Catholic Social Teachings for student engagement that demonstrates sensitivity to local and global justice issues.</p>	<ul style="list-style-type: none"> <li>• <b>Examples of lesson plans</b></li> <li>• <b>Part V – Blue Ribbon Curriculum and Instruction</b></li> </ul>
<p>4.10. Includes service projects woven throughout the curriculum that heighten student awareness of discipleship, stewardship and social responsibility for cultivating communities that respect human dignity.</p>	<ul style="list-style-type: none"> <li>• Examples of service projects</li> <li>• <b>Lesson plans that reflect Catholic social teaching</b></li> <li>• <b>Part V – Blue Ribbon Curriculum and Instruction</b></li> </ul>
<p>4.11. Incorporates the OCSAA (Ohio Catholic Schools Accrediting Association) Catholic identity goals and guidelines.</p>	<ul style="list-style-type: none"> <li>• OCSAA Catholic Identity goals and guidelines</li> <li>• School Improvement Plan demonstrators</li> <li>• Examples of Religion lesson plans</li> <li>• Examples of formation programs</li> <li>• <b>Part V – Blue Ribbon Curriculum and Instruction</b></li> </ul>

**Catholic Education Collaborative  
Key Dimension Assessment Matrix**

<b>Key Dimension 5: Curriculum, Instruction and Assessment</b>	
<b>Key Dimension Indicators</b>	<b>Potential Data Sources</b>
<b>The school:</b>	
5.1. Has a rigorous curriculum and meets expectations contained in the Archdiocesan Graded Course of Study (GCS), aligned with state and nationally accepted content standards.	<ul style="list-style-type: none"> <li>• List of course offerings</li> <li>• School Educational Philosophy</li> <li>• Examples of lesson plans that demonstrate alignment with GCS</li> <li>• Curriculum Maps</li> <li>• Teacher credentials</li> <li>• Part V – Blue Ribbon Summary</li> </ul>
5.2. Prioritizes curriculum to identify core competencies at every grade level.	<ul style="list-style-type: none"> <li>• List of core competencies for each grade level/course</li> <li>• Part V - Blue Ribbon Summary</li> </ul>
5.3. Implements differentiated instruction for all students across the curriculum.	<ul style="list-style-type: none"> <li>• Process for identifying student learning needs</li> <li>• Intervention plans for school and individuals</li> <li>• Curriculum meeting minutes</li> <li>• Core Maps</li> <li>• Part V- Blue Ribbon Summary</li> </ul>
5.4. Provides research-based classroom instructional methods and curriculum, which reflects best practices.	<ul style="list-style-type: none"> <li>• Examples of lesson plans</li> <li>• Instructional Implementation Reviews</li> <li>• Curriculum meeting(s) minutes</li> <li>• Evidence of project based learning</li> <li>• Part V – Blue Ribbon Summary</li> </ul>
5.5. Uses consistent and systematic multiple and varied assessment strategies by all grade level teachers.	<ul style="list-style-type: none"> <li>• Examples of lesson plans</li> <li>• Evidence of multiple assessment tools</li> <li>• Demonstrates annual student growth</li> <li>• Curriculum Maps</li> <li>• Part V – Blue Ribbon Summary</li> </ul>
5.6. Communicates regularly assessment data that demonstrate student growth to all stakeholders by using multiple data resources.	<ul style="list-style-type: none"> <li>• Newsletters</li> <li>• Parent letters, bulletins, website</li> <li>• Standardized Testing</li> <li>• Reports to local commissions/councils/boards</li> <li>• Part VII – Blue Ribbon Summary</li> </ul>

**Catholic Education Collaborative  
Key Dimension Assessment Matrix**

**Key Dimension 5: Curriculum, Instruction and Assessment (cont'd)**

<p>5.7. Engages in a continuous improvement cycle in concert with OCSAA Continuous Improvement Plan to remain vibrant and relevant.</p>	<ul style="list-style-type: none"> <li>• School Improvement Plan and Progress Reports</li> <li>• School Professional Development Plan aligned with School Improvement Plan</li> <li>• <b>Individual Teacher Professional Development Plans</b></li> </ul>
<p>5.8 . Integrates technology instruction to support excellence in the curriculum.</p>	<ul style="list-style-type: none"> <li>• School Technology Plan</li> <li>• Examples of lesson plans</li> <li>• <b>Curriculum Maps</b></li> <li>• <b>Syllabi for technology integration with curriculum</b></li> <li>• <b>Part V – Blue Ribbon Summary</b></li> </ul>
<p>5.9 . Provides opportunities for students’ needing additional educational support, as well as advanced learning.</p>	<ul style="list-style-type: none"> <li>• School policy on student assistance</li> <li>• Intervention Assistant Team reports</li> <li>• List of support staff</li> <li>• <b>School communications</b></li> <li>• <b>Part V – Blue Ribbon Summary</b></li> </ul>
<p>5.10. Provides a variety of extra-curricular activities to engage students spiritually, socially and physically based on student interest.</p>	<ul style="list-style-type: none"> <li>• List of extra-curricular activities available such as clubs and sports</li> <li>• <b>School communications</b></li> <li>• <b>Part V– Blue Ribbon Summary</b></li> </ul>
<p>5.11. Reflects the OCSAA student goals in the school’s instructional program.</p>	<ul style="list-style-type: none"> <li>• School Continuous Improvement Plan and Progress Reports</li> <li>• School Professional Development Plan</li> <li>• <b>Curriculum Maps</b></li> <li>• <b>Examples of lesson plans</b></li> <li>• <b>Part V– Blue Ribbon Summary</b></li> </ul>
<p>5.12. Uses the curriculum to promote lifelong learning (PK-12 education and beyond).</p>	<ul style="list-style-type: none"> <li>• GCS</li> <li>• Examples of lesson plans using project based learning</li> <li>• Percent of students who enroll in higher education</li> <li>• Percent of students who graduate from a Catholic elementary school to a Catholic secondary and onto Catholic university or college</li> <li>• <b>Part V– Blue Ribbon Summary</b></li> </ul>

**Catholic Education Collaborative  
Key Dimension Assessment Matrix**

<b>Key Dimension 6: Professional Learning</b>	
<b>Key Dimension Indicators</b>	<b>Potential Data Sources</b>
<b>The school:</b>	
6.1. Offers regularly scheduled faculty meetings addressing professional development needs based on OCSAA goals.	<ul style="list-style-type: none"> <li>• Faculty meeting agendas</li> <li>• School Professional Development Plan</li> <li>• Part V – Blue Ribbon Summary</li> </ul>
6.2. Promotes a passionate, faith filled faculty that demonstrates unity of purpose supporting student success.	<ul style="list-style-type: none"> <li>• Spiritual formation programs and/or communications</li> <li>• School Vision, Mission and Belief Statements</li> <li>• Part III - Blue Ribbon Summary</li> </ul>
6.3. Provides time and opportunities for faculty and staff to grow in professional knowledge and skill.	<ul style="list-style-type: none"> <li>• Master school schedule</li> <li>• Description of educational opportunities and benefits</li> <li>• School Professional Development Plan</li> <li>• School calendar</li> <li>• Part V- Blue Ribbon Summary</li> </ul>
6.4. Provides quality time and opportunities for faculty and staff to grow in faith.	<ul style="list-style-type: none"> <li>• Spiritual formation program</li> <li>• School Professional Development Plan</li> <li>• School calendar</li> <li>• Part V – Blue Ribbon Summary</li> </ul>
6.5. Promotes and supports vertical (grade/department levels) and horizontal (curriculum across the grades) collaboration among teachers.	<ul style="list-style-type: none"> <li>• Cross-grade/curricular projects and programs</li> <li>• Staff meetings</li> <li>• Schedules for staff</li> <li>• Part V – Blue Ribbon Summary</li> </ul>
6.6. Values and promotes professional learning through participation in common professional days.	<ul style="list-style-type: none"> <li>• School Professional Development Plan</li> <li>• School calendar</li> <li>• Part VII – Blue Ribbon Summary</li> </ul>
6.7. Supports professional learning communities (PLC) focusing on rigor, relevance and accountability to each other.	<ul style="list-style-type: none"> <li>• Faculty participation in PLC</li> <li>• Schedule for staff</li> <li>• Staff meeting agenda(s)</li> <li>• Part V – Blue Ribbon Summary</li> </ul>
6.8. Requires each teacher to have a high quality individual professional development plan that aligns appropriate certification/licensure and catechetical certification.	<ul style="list-style-type: none"> <li>• Copies of faculty credentials</li> <li>• Examples of staff's Individual Professional Development Plans</li> <li>• Part V – Blue Ribbon Summary</li> </ul>

**Catholic Education Collaborative  
Key Dimension Assessment Matrix**

**Key Dimension 6: Professional Learning (cont'd)**

<p>6.9. Ensures that comprehensive teacher evaluation incorporates data such as achievement, observation and parent/student feedback, and is aligned with each teacher's professional development plan.</p>	<ul style="list-style-type: none"> <li>• <b>Teacher evaluation process</b></li> <li>• Examples of teacher's evaluations</li> <li>• <b>Part V – Blue Ribbon Summary</b></li> </ul>
<p>6.10. Requires that each teacher's ongoing evaluation reflects high quality instruction and the ability to meet the needs of individual students for continual growth.</p>	<ul style="list-style-type: none"> <li>• <b>Review student achievement data</b></li> <li>• Examples of teacher's evaluations</li> <li>• <b>Part V – Blue Ribbon Summary</b></li> </ul>
<p>6.11. Provides the necessary mentoring to support outstanding teaching and learning throughout the curriculum.</p>	<ul style="list-style-type: none"> <li>• <b>School Mentoring Program, if applicable</b></li> <li>• <b>Instructional Implementation Review</b></li> <li>• School Professional Development Plan</li> <li>• Teacher's Individual Professional Development Plan</li> <li>• <b>Part V – Blue Ribbon Summary</b></li> </ul>
<p>6.12. Ensures that the faculty and staff have the knowledge and skills to nurture and model faith communities.</p>	<ul style="list-style-type: none"> <li>• <b>Catechetical certification</b></li> <li>• <b>Evidence of community building practices</b></li> <li>• School Improvement Plan</li> <li>• <b>Part V – Blue Ribbon Summary</b></li> </ul>

**Catholic Education Collaborative  
Key Dimension Assessment Matrix**

<b>Key Dimension 7: Student and Family Support</b>	
<b>Key Dimension Indicators</b>	<b>Potential Data Sources</b>
<b>The school:</b>	
7.1. Employs and communicates a well defined process to identify and assist students and their families who may be experiencing barriers to a successful school experience (tutoring, mentoring, etc.).	<ul style="list-style-type: none"> <li>• <b>A written procedure for making community referrals</b></li> <li>• Student Handbook</li> <li>• School Profile data</li> <li>• Current list of student support services</li> <li>• <b>Part V – Curriculum and Instruction</b></li> </ul>
7.2. Provides a process to identify and address the psychosocial needs of students and their families.	<ul style="list-style-type: none"> <li>• <b>A written procedure to identify and address the psychosocial student and family needs</b></li> <li>• Records of services that address student health and safety concerns</li> <li>• Current list of student support services</li> <li>• <b>Part V – Curriculum and Instruction</b></li> </ul>
7.3. Ensures that faculty and staff are knowledgeable concerning appropriate faith-based community resources and relevant community services to support spiritual and physical needs of students and families.	<ul style="list-style-type: none"> <li>• Student Handbook</li> <li>• Staff Handbook</li> <li>• Current list of student support services</li> </ul>
7.4. Nurtures a culture of trust that fosters hospitable environments that invite parents to approach faculty and staff to address the needs of their children or family.	<ul style="list-style-type: none"> <li>• Student Handbook</li> <li>• Current list of student support services</li> <li>• <b>Parent Satisfaction Survey</b></li> </ul>

**Catholic Education Collaborative  
Key Dimension Assessment Matrix**

<b>Key Dimension 8: Finance</b>	
<b>Key Dimension Indicators</b>	<b>Potential Data Sources</b>
<b>The school:</b>	
8.1. Maintains a 3-5 year financial management plan that supports the School strategic plan.	<ul style="list-style-type: none"> <li>• 3-5 year financial management plan</li> <li>• Part VI – Blue Ribbon Private School Addendum</li> </ul>
8.2. Complies with all civil law and Archdiocesan parish/school financial policies.	<ul style="list-style-type: none"> <li>• Archdiocesan Year End Report</li> <li>• Audit Reports, if available</li> <li>• Part VI – Blue Ribbon Private School Addendum</li> </ul>
8.3. Provides a transparent financial operation based upon efficient, effective and ethical professional business standards.	<ul style="list-style-type: none"> <li>• Monthly finance reports including all sources of revenue, e.g.: scholarships, state and/or federal funds</li> <li>• Operating Budget</li> <li>• Annual Report</li> <li>• Part VI – Blue Ribbon Private School Addendum</li> </ul>
8.4. Implements well-documented financial policies, procedures and internal controls to safeguard assets, rigorous budgeting processes and confidentiality.	<ul style="list-style-type: none"> <li>• Copies of internal policies and procedures</li> <li>• Part VI – Blue Ribbon Private School Addendum</li> </ul>
8.5. Compiles, analyzes and reviews financial statements and key operating/economic metrics on regular basis.	<ul style="list-style-type: none"> <li>• Financial statements and analysis</li> </ul>
8.6. Makes financial decisions based on economic cost-benefit analysis and grounded in good stewardship	<ul style="list-style-type: none"> <li>• Board/Commission minutes</li> <li>• Strategic Plan</li> <li>• Financial Statements</li> </ul>
8.7. Is viable financially.	<ul style="list-style-type: none"> <li>• Evidence of bad debt expense is 2% or less of tuition income, repairs, maintenance, and future capital expenditures</li> <li>• Year-end budget and forecast</li> </ul>
8.8. Addresses accessibility and affordability issues through scholarship programs, stewardship, tuition assistance grants, and other similar initiatives.	<ul style="list-style-type: none"> <li>• Evidence of a process to identify family need</li> <li>• Include list of Tuition Assistance options</li> <li>• Stewardship program</li> <li>• Evidence that the school budgets to provide for those unable to pay tuition</li> <li>• Part VI – Blue Ribbon Private School Addendum</li> </ul>
8.9. Employs ongoing research and planning to address the gap between current tuition and the actual cost to educate each child.	<ul style="list-style-type: none"> <li>• Long-term financial planning</li> <li>• Evidence of educating stakeholders about the actual per pupil cost</li> </ul>
8.10. Is committed to advocating for just wages for teacher and administrative salaries as a matter of social justice, in concert with Collaborative Partners.	<ul style="list-style-type: none"> <li>• A written plan to actively address just compensation to retain and recruit educators</li> <li>• Salary scale</li> </ul>

**Catholic Education Collaborative  
Key Dimension Assessment Matrix**

<b>Key Dimension 9: Facilities</b>	
<b>Key Dimension Indicators</b>	<b>Potential Data Sources</b>
<b>The school:</b>	
9.1. Reflects the diverse Catholic global culture by using age-appropriate symbols of faith that inspire religious imagination and faith commitment.	<ul style="list-style-type: none"> <li>• Physical displays throughout the school reflecting its religious dimension</li> <li>• Environmental checklist that incorporates religious elements</li> <li>• Part III- Blue Ribbon Summary</li> </ul>
9.2. Provides sacred space for various liturgical experiences that are integrated throughout the learning areas.	<ul style="list-style-type: none"> <li>• Environmental checklist that incorporates religious elements that contribute to establishing a sacred space</li> </ul>
9.3. Commissions a regularly scheduled building and grounds review by an approved professional facility representative.	<ul style="list-style-type: none"> <li>• Facilities Management Plan</li> <li>• Building inspection reports</li> </ul>
9.4. Reviews annually a facility plan that supports well-maintained buildings and grounds.	<ul style="list-style-type: none"> <li>• Facilities Management Plan</li> <li>• Part III- Blue Ribbon Summary</li> </ul>
9.5. Implements a sound financial plan to support the ongoing and overall facility plan that supports the ecological and environmental stewardship.	<ul style="list-style-type: none"> <li>• Facilities Management Plan</li> <li>• Budget line items/cost centers</li> <li>• Approved budgets</li> </ul>
9.6. Provides and integrates 21 <sup>st</sup> century technology to advance educational and support services throughout the learning environment.	<ul style="list-style-type: none"> <li>• School Improvement Plan</li> <li>• Technology Plan</li> <li>• Part III – Blue Ribbon Summary</li> <li>• Part IV – Curriculum and Instruction</li> </ul>
9.7. Evidences compliance with archdiocesan policy and federal, state, and local building, environmental, and safety codes.	<ul style="list-style-type: none"> <li>• Emergency procedures posted</li> <li>• Fire Drill/Tornado Drill log</li> <li>• Archdiocesan/School Policy</li> <li>• Emergency Plan</li> </ul>

**Catholic Education Collaborative  
Key Dimension Assessment Matrix**

<b>Key Dimension 10: Stewardship and Advancement</b>	
<b>Key Dimension Indicators</b>	<b>Potential Data Sources</b>
<b>The school:</b>	
10.1. Develops, implements, and reviews annually an Advancement Plan that supports the School strategic plan which includes the components listed in 10.2-10.5 below.	<ul style="list-style-type: none"> <li>• Advancement Plan</li> <li>• Board / Commission minutes</li> </ul>
10.2. Develops and implements a strategic and comprehensive marketing/PR plan that is reviewed and revised annually.	<ul style="list-style-type: none"> <li>• Marketing/PR Plan</li> <li>• Article placement in news media</li> <li>• Hits to web site</li> <li>• Marketing materials</li> <li>• Communication vehicles and frequency in place</li> <li>• Examples of communication</li> <li>• Part IV – Indicators of Academic Success</li> </ul>
10.3. Develops and implements a strategic development plan to maintain and enhance a wide constituency of supporters thereby providing financial support and related resources in support of the school's Mission and Vision. This plan is reviewed and revised annually.	<ul style="list-style-type: none"> <li>• Development Plan</li> <li>• Annual fundraising goal</li> <li>• Fundraising processes (annual fund, events, etc.)</li> <li>• Annual schedule of personal contacts with key constituents</li> <li>• Methods to continuously engage alumni</li> <li>• Part IV – Indicators of Academic Success</li> </ul>
10.4. Trains staff and key volunteers for implementing a strategic process of enrollment management best practices as defined by the Collaborative and the Archdiocese of Cincinnati.	<ul style="list-style-type: none"> <li>• Enrollment Management Process that includes a student recruitment/retention plan and program</li> <li>• Exit interviews / surveys</li> <li>• Enrollment history/analysis/projections</li> <li>• Annual Parent Satisfaction Survey</li> </ul>
10.5. Develops and implements a plan for modeling good stewardship based upon Christian principles and impacting the faith formation of faculty and students.	<ul style="list-style-type: none"> <li>• Stewardship education program</li> <li>• Community service projects</li> <li>• List of charities for which school raised and donated funds</li> </ul>

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<b>Dr. Karen Ristau</b>	<i>President, National Catholic Education Association</i>
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## Development of the Key Dimensions - A Timeline

<b>June 2008</b>	Birth of the <i>Key Dimensions</i> ; concept developed
<b>July-October 2008</b>	Benchmarks defined
<b>October 2008</b>	Partner school principals contribute to and help revise initial draft
<b>December 2008</b>	<i>Key Dimensions of a Catholic School</i> brochure developed and shared with Partner School faculties
<b>January 2009</b>	Student growth goals developed; leads to development of the Vision
<b>April 2009</b>	Data Elements Survey designed to identify sources of data to support <i>Key Dimensions</i> and Benchmarks
<b>May 2009</b>	<i>Key Dimensions</i> framework announced at CEC Leadership Summit
<b>June 2009</b>	<i>Key Dimensions</i> Task Force formed
<b>August 2009</b>	Professional Development Day: <i>Key Dimensions of a Catholic School</i> provided to educators at CEC schools
<b>October 2009</b>	CEC pilot schools conduct achievement testing for each grade 2-8 for individual student growth analysis
<b>January 26, 2010</b>	Partner school principals contribute to indicators and data collection
<b>October 2009- March 2010</b>	<i>Key Dimensions</i> Assessment developed with descriptors, indicators, data sources and process



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