



**Mission Effectiveness Standards**  
**APPROVED BY PRESIDENTS AS OF APRIL 2023**  
**APPROVED by CRN BOARD of DIRECTORS June 2023**

*The Mission Effectiveness Standards articulate the shared mission and identity of the Cristo Rey Network of schools. Taken as a whole, these Standards establish the intent to which schools agree to operate, and by which they can fulfill their mission and empower students to succeed in college and life as productive, faith-filled individuals.*

**Standard One**

A Cristo Rey school is explicitly Catholic in mission and enjoys Church approval.

**Standard Two**

A Cristo Rey school serves only students with limited economic resources and is open to students of various faiths and cultures.

**Standard Three**

A Cristo Rey school is family centered and plays an active role in the local community.

**Standard Four**

A Cristo Rey school prepares all students to enter and graduate from college.

**Standard Five**

A Cristo Rey school requires participation by all students in the Corporate Work Study Program.

**Standard Six**

A Cristo Rey school integrates the learning present in its work program, classroom and co-curricular experiences.

**Standard Seven**

A Cristo Rey school has effective administrative and board structures, and complies with applicable state and federal laws.

**Standard Eight**

A Cristo Rey school is financially sound.

**Standard Nine**

A Cristo Rey School supports all students in accessing and persisting through colleges that match their achievements, needs, and ambitions.

**Standard Ten**

A Cristo Rey school is an active participant in the Cristo Rey Network.



## Standard One

**A Cristo Rey school is explicitly Catholic in mission and enjoys Church approval.**

1. The school meets the requirements of its religious sponsor in areas of Catholic identity and mission; culture and community; staff and Board formation; and religious studies curriculum, liturgies, retreats, and community service.
2. Throughout its religious studies and faith formation programs, the school incorporates teachings and primary sources of the Catholic faith tradition along with the tenets of [A Cristo Rey Spirituality](#).
3. Celebrations of Catholic faith reflect engagement with religious and cultural customs of the local community.
4. The school has in place personnel, processes, and programs such that the school is religiously vibrant, marked by its faith identity in all aspects of the school's life.
5. The school welcomes students from all faith traditions and those with no faith tradition.

## Standard Two

**A Cristo Rey school serves only students with limited economic resources and is open to students of various faiths and cultures.**

1. Through its admissions process, the school continually renews its commitment to the marginalized by diligently enrolling students from economically disadvantaged families and neighborhoods. The school's recruitment program is staffed and structured in a way that successfully meets the school's goals for 9th grade recruitment on an annual basis.
2. All accepted applicants to a Cristo Rey school must complete an income verification process that uses shared Network guidelines and that incorporates most recently filed tax records, family size, and other relevant financial information. This verification may be either fully conducted by a third-party organization or conducted by the school and randomly audited by a Network-approved third-party to ensure consistent verification practices. The school annually shares the student income information with the Network.
3. While recognizing the occasional need for presidential discretion in extenuating family circumstances, schools recruit students who are eligible for the federal free or reduced lunch program, targeting at least two-thirds of each admitted 9th grade class to have family income below the free and reduced lunch guidelines, set at 185% of the Federal Poverty Guidelines and updated annually. Each school also maintains an admissions policy such that all incoming students have a family income that falls below 250% of the Federal Poverty Guidelines, or 300% of the Federal Poverty Guidelines for identified schools located in cities for which the local median household income is higher than the national median, as annually updated by the US Department of Health and Human Services. (See SY22-23 [income guidelines here](#)).
4. Beyond the revenue generated by the Corporate Work Study Program, the school provides financial aid to families based on a sliding assessment of ability to pay while maintaining a policy that, unless disallowed by applicable school choice funding restrictions, every student must pay something.

### **Standard Three**

#### **A Cristo Rey school is family centered and plays an active role in the local community.**

1. The school communicates with parents to help them understand the school's mission, operations, benefits, and challenges of the academic and work-study program during admissions and freshman orientation.
2. The school communicates consistently with parents to bring them into the process of their student's learning and growth across all components of student life, including academics, Corporate Work Study, and extracurricular experiences.
3. The school makes a determined effort to fill administrative and faculty positions with qualified people who are culturally sensitive and, as much as possible, reflect the racial, linguistic and cultural identities of the student population.
4. Through its outreach, the school establishes itself as an active participant in the improvement of the surrounding community and shares programs, resources, and facilities.

### **Standard Four**

#### **A Cristo Rey school prepares all its students to enter and graduate from college.**

1. The school implements a comprehensive college-ready curriculum, designed for a high level of student engagement in learning, learning that is sufficiently rigorous to prepare every student for college and career success. The faculty is committed to and has planned for systematic implementation of the curriculum.
2. The school's curriculum and instructional practices are also designed to provide the foundation for eventual post-graduate success.
3. The faculty demonstrates commitment to regular and effective use of evidence-based instructional strategies with a high probability of maximizing student achievement.
4. The school provides students with a variety of intervention structures necessary to succeed in a college preparatory curriculum, e.g. bridge programs, tutorial programs, etc.
5. The faculty meets the individual needs of student learners.
6. A variety of relevant assessments (e.g. P/SAT College Board test battery, curriculum-aligned formative and summative assessments, diagnostic assessments) are used to inform classroom instruction and to plan for improvements in student achievement.
7. The school closely examines student retention data and actively works to increase student retention.
8. The school obtains and maintains accreditation by the recognized regional high school accrediting association and meets the state graduation requirements.

## Standard Five

### A Cristo Rey school requires participation by all students in the Corporate Work Study program.

*NOTE \*\* indicates temporary descriptors intended to be revised in FY24 or FY25 as additional information becomes available*

1. All students in grades 9-12 must work at least one full work day per week.
  - a. \*\*Schools unable to identify paid/funded or unpaid placements sufficient to deploy all students in all grade levels should develop an urgent and credible plan to do so as quickly as possible.
2. All students must be 14 years old and legally authorized to work by their first day of work.
3. The Corporate Work Study Program is conducted as a business and is subsequently attentive to the needs and expectations of the school's corporate clients.
4. \*\*All schools should engage in program innovation with intentionality with the purpose of benefiting student development and effectively serving corporate partners. The Corporate Work Study model was originally developed with the intention of offering a full week (Monday through Friday) employment option to corporate partners. This model has been adapted at some schools - either in whole (i.e. 80% "no Friday" work week), or in part (i.e., a meaningful percentage of students without work or supervisors on Fridays) - due to local market dynamics, school capacity, and/or school preference. In those cases, schools should:
  - a. Commit to sharing ideas and data about this approach, including their program's intended outcomes and demonstrate measurable results throughout the 2023-24 academic year
  - b. Implement a process to annually re-evaluate the effectiveness and impact on student, financial, and operational outcomes due to their deployment model
5. The Corporate Work Study Program structures its job portfolio to ensure that at least 90% of students are working in paid or funded jobs.
  - a. Because paid CWSP jobs provide students with the strongest opportunities to build social capital, professional skills and lifelong professional relationships, schools strive to maximize the experience of all students in organization-funded positions with at least 80% of students working in jobs paid for by the organization, whether for-profit or non-profit, for which they work.
  - b. The Corporate Work Study Program also contracts with non-profit organizations that do not offer paid positions to our schools, but serve the local community and provide students with valuable work and organizational exposure.
    - i. Schools actively seek philanthropic support to fund any unpaid jobs ("funded jobs")
    - ii. The school targets placing no more than 10% of students in positions that are both unpaid and unfunded.
6. The Corporate Work Study program strives to retain at least 90% of paying and funded jobs from one year to the next.
7. A yearly fee for the students' work appropriate to the going market rate for a full-time salary and benefits is charged to corporate sponsors, representing a business expense, not a charitable contribution to the school. The job price is reviewed annually and

increased as appropriate to reflect changing market conditions. *See addendum for detail on appropriately benchmarked pricing.*

8. The Corporate Work Study Program properly trains students for the workplace and provides sufficient guidance and assessment throughout the school year.
9. Site supervisors and school staff evaluate students' performance in the work program using a common Cristo Rey Network form, at least twice a year. Performance data is shared annually among the schools.
10. Directors of the Corporate Work Study program participate in the ongoing cross-selling initiatives among work-study directors throughout the country.

### **Standard Six**

**A Cristo Rey school integrates the learning present in its work program, classroom and co-curricular experiences.**

1. As a Catholic institution focused on educating the whole student, the school recognizes that its work and academic programs are interdependent and interconnected. At the school's very foundation is the conviction that work and academics enhance one another for the benefit of the students, the corporate partners, the teachers and the community.
2. The school makes certain that all faculty and staff understand they have a stake in the success of Corporate Work Study. All strategies and programs related to integration respect the sensitivities of the work situation. The school assumes the added workload and effort necessary for integration.
3. The school maintains equally high standards and expectations for students at school and in Corporate Work Study, including student training, re-training, and/or classroom based learning.
4. Students receive academic credit for Corporate Work Study, as arranged with the local accrediting agency.
5. Both the Academic and Corporate Work Study staff select and retain and, if necessary, dismiss students based on academic and/or workplace performance.
6. Use of student time in the school schedule is allocated purposefully, with clear alignment to the school's academic and work-based learning objectives and intended measurable outcomes.

### **Standard Seven**

**A Cristo Rey school has effective administrative and board structures and complies with applicable state and federal laws.**

1. The school's Board includes religious, community, business, and educational leaders, is appropriately trained, understands its responsibilities and role in the school, and supports and understands the school's mission and programs.

2. A Cristo Rey school, while always following the requirements of its religious sponsor, has elements of independent governance that promote Board members taking an active role in the school's success.
3. The Governing Board performs a regular self-evaluation.
4. The Governing Board annually evaluates the performance of the President.
5. The school is staffed appropriately to ensure the effective education and formation of the student body – minimally including the following separate positions: President, Principal, Work Study Director and Development Director.
6. The school designs and implements a compensation structure that is supportive of quality performance.
7. The school's internal accounting system is appropriately managed, and the school and work-study program undergo an independent audit each year.
8. The school complies with all applicable state and federal laws, including immigration, labor and not-for-profit tax laws.

## **Standard Eight**

### **A Cristo Rey school is financially sound.**

1. A Cristo Rey school is not tuition driven. At full enrollment, collected average income from family contributions will not exceed 15% of operating expenses.
2. A Cristo Rey School consistently raises sufficient operating income through CWSP, vouchers, tax credits, investment income and traditional fundraising to cover the remainder of its annual operating costs.
3. The school's enrollment and enrollment plans reflect appropriate scale to use financial resources efficiently. At full enrollment, a Cristo Rey school has a minimum of 350 students and a maximum of 600 students, unless otherwise agreed as a condition of membership. The school maintains a realistic and aggressive plan for enrollment growth consistent with reaching, and once reached retaining, this enrollment.
4. The school develops a multi-year budget model to anticipate future needs and trends and reviews it at least once a year to ensure that the school is financially sound and sustainable.
5. Each school will have a cash reserve on hand equal to six months' operating expenses.
6. The school effectively tells its story and promotes raising funds from the larger community.

## **Standard Nine**

### **A Cristo Rey School supports all students in accessing and persisting through colleges that match their achievements, needs, and ambitions.**

1. A Cristo Rey school generates a pervasive college-going culture of high expectations, reflected by its traditions, norms, events, physical environment, curriculum, and consistent messaging by all staff to its students and families.
2. A Cristo Rey school appropriately structures a counselor-led, comprehensive college counseling program for grades 9-12 that leverages Network resources and benchmarks, maintains a strong and explicit focus on four-year colleges, and includes the following staples of a sound program:
  - a. Protected time for college counseling throughout all four years to provide instruction on the primary levers of college completion
  - b. Sufficient, qualified college counseling staff at a maximum of a 250:1 student to counselor ratio
  - c. Multiple opportunities for exposure to college campuses and representatives throughout all four years
  - d. Opportunities for family engagement throughout all four years
  - e. A data-driven approach to conducting college research leveraging technology and best practices in college list development to ensure a list targeting high-prospect and best fit schools for all students
  - f. Efficient and effective systems to manage the complexities of college application and financial aid, including software for tracking applications, established policies and protocols for financial aid application completion, etc. (applicable to schools with 11<sup>th</sup> and 12<sup>th</sup> graders)



- g. Utilization of alumni data to continuously refine the college counseling program (applicable to schools with graduates)
- 3. A Cristo Rey school has staff and resources in place to track, support, and engage graduates through:
  - a. Protected time to prepare seniors for the college transition (applicable to schools with 12<sup>th</sup> graders)
  - b. Prioritization of graduates at risk for non-persistence (applicable to schools with graduates)
  - c. Systems for communication and problem-solving with graduates (applicable to schools with graduates)
- 4. A Cristo Rey school establishes a robust network of advocates at local and national colleges and universities to ensure students' access, resources, and on-campus supports.

## **Standard Ten**

### **A Cristo Rey school is an active participant in the Cristo Rey Network.**

- 1. The school is operating in accordance with the results and plans outlined in the Feasibility Study.
- 2. The school participates in the various conferences and gatherings of the Cristo Rey Network.
- 3. A Cristo Rey school benchmarks itself against other Network schools, paying particular attention to schools with similar enrollments, demographics, and years of operation.
- 4. The school shares its learning and expertise with other Network schools.
- 5. The school participates in the Network support and assessment processes, such as the Mission Effectiveness Review Process and the yearly Annual Data Report collection.

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## **ADDENDUM:**

### ***Corporate Work Study job pricing guidance:***

Standard 5 requires market-appropriate job price. The following process should be followed to benchmark job price. Data is made available regularly by the national office:

Compile a range of sample annual mean wage salaries for positions within the school's metropolitan area that most closely resemble the work students perform. The school applies an increased adjustment of 25% - 40% for taxes and benefits and a decreased adjustment of 75% to account for the total number of work days. See most recent Federal Bureau of Labor Statistics report (Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates).

The school should also annually adjust its job price tracking roughly with CPI

***Cristo Rey Network Mission Effectiveness Reviews:***

The assessment process is meant to be a peer-to-peer review that relies heavily on a school's own self-assessment to guide the organization on a path of continued improvement and success within the framework of these Mission Effectiveness Standards. Mutual accountability among schools maintains and strengthens our shared brand as the Cristo Rey Network of schools and fosters the sharing of best-practices and continued innovation among schools. This process takes into account that each school differs from the others and may have alternate ways of addressing our Standards. Also, schools typically participate in the activities of accrediting agencies and are often reviewed by sponsoring religious congregations and dioceses. Assessment of these standards is meant to complement this ongoing work on the part of the schools rather than duplicate it.