



**Archdiocese of Baltimore  
Catholic Schools**

# **VIABILITY PROFILE**

**School Name:** \_\_\_\_\_

**School ID #:** \_\_\_\_\_

**Address:** \_\_\_\_\_  
\_\_\_\_\_

**Completed by:** \_\_\_\_\_

**Date:** \_\_\_\_/\_\_\_\_/\_\_\_\_



**Department of Catholic Education Ministries  
Office of the Superintendent**

April 2008

Peace of Christ!

The publication of the Factors of Viability in January 2006 was a milestone for our Archdiocese. The benchmarks, which were laid out in detail in this document, provided pastors, Pastoral Life Directors, principals and board members a clear vision of the necessary components to assure the stability and security of our Catholic schools. Each school leader was asked to use this document to assist them in charting a course where the school's strengths could be celebrated and the challenges clearly identified. The Factors of Viability were to be used as a map in setting the direction for effective strategic planning.

To travel this course effectively, the Division of Catholic Schools has created a profile assessment instrument to use as a compass in making sure that the school is heading in the right direction. This assessment had its beginnings with materials provided to us from the National Catholic Educational Association, for which we are most grateful. Listed on the following pages are the protocols that will determine the use of the Viability Profile. This process will become effective September 2008.

It is my hope that the assessment protocols will be viewed as part of the supportive network enabling us to work together collaboratively toward our shared goal: Providing the best Catholic education for our students now and in the future.

Peace and all good things!

Dr. Ronald J. Valenti  
Superintendent of Catholic Schools  
Archdiocese of Baltimore



## **Viability Profile Assessment Protocols**

1. The Viability Profile Assessment is an instrument that will be used by the Division of Catholic Schools in consultation with the principal.
2. The use of the Viability Profile Assessment instrument will be a total Administrative Team effort including the observations of Superintendent, Associate Superintendents and Directors. The protocol will include a self assessment by the principal in concert with parish(es) (if applicable) and school leadership. Obviously, the assessment will require multiple visits to the school by various members of the Administrative Team.
3. Upon completion of the Viability Profile Assessment there will be deliberation between the principal and/or the Superintendent/Associate Superintendent to assess the findings from the respective perspectives.
4. The normal procedure is that the schools will be assessed, via this instrument, on a rotational basis of approximately every three to five years. However, a school may be assessed more quickly than originally planned or more frequently than normal for any of the following reasons: a) the Superintendent may identify a school that demonstrates the need for an immediate review; b) a Vicar Bishop may request a Profile Assessment as part of their pastoral visit; c) a school submitting a Knott grant proposal must have a current Viability Assessment Profile.
5. Once a Viability Profile Assessment has been completed the outcomes will be shared with the respective Vicar Bishop, Pastor/Pastoral Life Director, Principal, Board Chair and appropriate departments within the Catholic Center.
6. A follow-up meeting will then ensue where a Plan of Action will be instituted. Part of the Plan of Action will be a determination of where the additional support is required from School/Parish, Division of Catholic Schools and/or other departments within the Archdiocese.



## 1. CATHOLIC IDENTITY

DIRECTIONS: Circle the number that most accurately reflects the school's current state with respect to each viability marker. Then add each circled number to arrive at the Viability Profile Rating.

<b>To develop, deliver, and sustain a distinctive Catholic identity in all schools within the Archdiocese.</b>					
<b>Viability Indicator</b>	<b>Extremely Weak</b>	<b>Weak</b>	<b>Satisfactory</b>	<b>Strong</b>	<b>Extremely Strong</b>
1. The school holds meaningful liturgical celebrations on a regular basis with a special emphasis on the Eucharist.	1	2	3	4	5
2. A climate of harmony is created by affirming the self-worth of all students, allowing ample time to bring the Beatitudes to life, guide choices, and demonstrate the social consequences of the demands of the Gospel.	1	2	3	4	5
3. The school reflects an attitude and practice of prayer and contemplation throughout the daily interactions of students and adults.	1	2	3	4	5
4. An age-appropriate understanding of Scripture and Faith of the Church is fostered.	1	2	3	4	5
5. Students prepare for, actively participate in, and reflect on Christian service and understand the impact these efforts will have on building the Kingdom of God.	1	2	3	4	5
6. The school community understands and can articulate the mission.	1	2	3	4	5
<b>Please total this section (indicator scores) and transfer the score to the appropriate Cumulative Indicator Score area below.</b>					
Comments:					

**CUMULATIVE INDICATOR SCORE:**  
(Please note this score on the Summary Sheet)

<b>Needs Immediate Support (6-13)</b>	<b>Needs Support (14-21)</b>	<b>Viable (22-30)</b>

Additional support is needed from the following (*check one or all that apply*):

<b>School /Parish</b>		<b>Division of Schools</b>		<b>Archdiocese</b>	
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## 2. DEVELOPMENT AND PLANNING

DIRECTIONS: Circle the number that most accurately reflects the school's current state with respect to each viability marker. Then add each circled number to arrive at the Viability Profile Rating.

<b>The Development of a comprehensive long-range strategic plan that is in concert with the Archdiocesan Strategic Plan which encompasses the creative vision of the local school community.</b>	<b>Extremely Weak</b>	<b>Weak</b>	<b>Satisfactory</b>	<b>Strong</b>	<b>Extremely Strong</b>
<b>Viability Indicator</b>					
1. The plan makes use of demographic indicators of student/feeder school population.	1	2	3	4	5
2. The plan includes goals for an annual fund, planned giving, endowment, grants, funds and staffing needs.	1	2	3	4	5
3. The plan includes the development and assessment of programs to recruit and retain students (Enrollment Management).	1	2	3	4	5
4. The plan is based on clear, well-understood statements of mission and philosophy, is well-written , enlists the support of the school community, and is reviewed and updated annually.	1	2	3	4	5
5. The plan includes the creation of a media and personal communication plan to reach targeted constituents.	1	2	3	4	5
6. The school community is aware of and supports the plan.	1	2	3	4	5
<b>Please total this section (indicator scores) and transfer the score to the appropriate Cumulative Indicator Score area below.</b>					
Comments:					

**CUMULATIVE INDICATOR SCORE:**  
(Please note this score on the Summary Sheet)

<b>Needs Immediate Support (6-13)</b>	<b>Needs Support (14-21)</b>	<b>Viable (22-30)</b>

Additional support is needed from the following (*check one or all that apply*):

<b>School /Parish</b>		<b>Division of Schools</b>		<b>Archdiocese</b>	
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### 3. DIVERSITY

DIRECTIONS: Circle the number that most accurately reflects the school's current state with respect to each viability marker. Then add each circled number to arrive at the Viability Profile Rating.

<b>To recognize, serve, promote and embrace diversities among students, teachers and parents inclusive of their social, ethnic, religious, intellectual, teaching and learning style differences.</b>	<b>Extremely Weak</b>	<b>Weak</b>	<b>Satisfactory</b>	<b>Strong</b>	<b>Extremely Strong</b>
<b>Viability Indicator</b>					
1. Worship services include language, music and physical expression that respect the diversity of all people.	1	2	3	4	5
2. The curriculum includes opportunities for children to demonstrate attitudes and behaviors valuing one's heritage, the uniqueness of all cultures, difference and commonality in cultural diversity, and eliminating stereotypes related to race, ethnicity, gender, religion, socioeconomic status, and individuals with disabilities.	1	2	3	4	5
3. The school uses instructional activities that recognize and appreciate students' cultural identities and learning styles.	1	2	3	4	5
4. The school evaluates assessments and testing procedures to ensure that they are free of bias.	1	2	3	4	5
5. The staff development training includes experiences that prepare school personnel to design, manage, implement, and evaluate education that is multicultural.	1	2	3	4	5
6. The school provides opportunities for students to analyze and evaluate social issues and propose solutions to contemporary problems.	1	2	3	4	5
7. The school provides information and resources to assist teachers and administration in knowing when and how to initiate an intervention process for students with learning disabilities as well as for gifted and talented students.	1	2	3	4	5
<b>Please total this section (indicator scores) and transfer the score to the appropriate Cumulative Indicator Score area below.</b>					
Comments:					

**CUMULATIVE INDICATOR SCORE:**  
(Please note this score on the Summary Sheet)

<b>Needs Immediate Support (7-15)</b>	<b>Needs Support (16-24)</b>	<b>Viable (25-35)</b>

Additional support is needed from the following (*check one or all that apply*):

<b>School /Parish</b>		<b>Division of Schools</b>		<b>Archdiocese</b>	
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#### 4. EDUCATIONAL PROGRAMS

DIRECTIONS: Circle the number that most accurately reflects the school's current state with respect to each viability marker. Then add each circled number to arrive at the Viability Profile Rating.

<b>To provide educational programs for students' spiritual, physical, social, and academic growth.</b>	<b>Extremely Weak</b>	<b>Weak</b>	<b>Satisfactory</b>	<b>Strong</b>	<b>Extremely Strong</b>
<b>Viability Indicator</b>					
1. The Archdiocesan Course of Study is used as the document for curriculum planning.	1	2	3	4	5
2. The delivered academic program of each student is documented and used to form the instructional and assessment practices of teachers.	1	2	3	4	5
3. Instruction and assessment reflect an appreciation of how individual students learn.	1	2	3	4	5
4. Teachers help students understand and articulate how they learn.	1	2	3	4	5
5. A plan for curriculum evaluation at the local level is written that includes how this information will be shared with the Division of Catholic Schools.	1	2	3	4	5
6. The educational environment at the school supports each child's need to grow spiritually, intellectually, physically, and emotionally.	1	2	3	4	5
7. Professional staff hold appropriate and current Catechetical, Youth Ministry, National and/or state certifications. School holds a recognized accreditation.	1	2	3	4	5
8. Professional staff model life-long learning by having an individualized plan for growth.	1	2	3	4	5
9. All available data is used to evaluate and improve the school's educational environment.	1	2	3	4	5
<b>Please total this section (indicator scores) and transfer the score to the appropriate Cumulative Indicator Score area below.</b>					
Comments:					

**CUMULATIVE INDICATOR SCORE:**  
(Please note this score on the Summary Sheet)

<b>Needs Immediate Support (9-20)</b>	<b>Needs Support (21-33)</b>	<b>Viable (33-45)</b>

Additional support is needed from the following (*check one or all that apply*):

<b>School /Parish</b>		<b>Division of Schools</b>		<b>Archdiocese</b>	
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## 5. FACILITIES

DIRECTIONS: Circle the number that most accurately reflects the school's current state with respect to each viability marker. Then add each circled number to arrive at the Viability Profile Rating.

<b>Maintain, in collaboration with the Division of Fiscal Services and the Office of Facilities Management, a process of physical plant fiscal viability with a required, timely, and uniform reporting process.</b>	<b>Extremely Weak</b>	<b>Weak</b>	<b>Satisfactory</b>	<b>Strong</b>	<b>Extremely Strong</b>
<b>Viability Indicator</b>					
1. Data is tracked annually.	1	2	3	4	5
2. There is an effectively administered, written preventative maintenance plan with work orders in place.	1	2	3	4	5
3. Regular safety training occurs with supporting documents.	1	2	3	4	5
4. There are both audio and visual emergency communications that may be projected on both audio and visual systems.	1	2	3	4	5
5. The school facility exceeds minimum code standards.	1	2	3	4	5
6. There is a Master Plan for the Campus approved for future growth.	1	2	3	4	5
7. Every effort is made to provide a physical plant that is barrier-free and accessible to people with disabilities.	1	2	3	4	5
<b>Please total this section (indicator scores) and transfer the score to the appropriate Cumulative Indicator Score area below.</b>					
Comments:					

**CUMULATIVE INDICATOR SCORE:**  
(Please note this score on the Summary Sheet)

<b>Needs Immediate Support (7-15)</b>	<b>Needs Support (16-24)</b>	<b>Viable (25-35)</b>

Additional support is needed from the following (*check one or all that apply*):

<b>School /Parish</b>		<b>Division of Schools</b>		<b>Archdiocese</b>	
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## 6. FAMILY INVOLVEMENT

DIRECTIONS: Circle the number that most accurately reflects the school's current state with respect to each viability marker. Then add each circled number to arrive at the Viability Profile Rating.

<b>Am effective communication network with parents / caregivers / families, encouraging active participation in the life of the school.</b>	<b>Extremely Weak</b>	<b>Weak</b>	<b>Satisfactory</b>	<b>Strong</b>	<b>Extremely Strong</b>
<b>Viability Indicator</b>					
1. Parents / caregivers are educated about and assist in embracing the mission and charism of the school.	1	2	3	4	5
2. Parents / caregivers understand and support their child(ren)'s participation in the religion program and spiritual life of the school.	1	2	3	4	5
3. There is an open dialogue for the well-being of the child(ren) between / among parents / caregivers, teachers, and administrators.	1	2	3	4	5
4. Parents / caregivers are actively involved in the learning process of their child(ren).	1	2	3	4	5
5. Parents / caregivers are encouraged to take ownership in embracing programs by offering time, talent, and treasure to the school.	1	2	3	4	5
6. There is on-going communication of students' success and needs.	1	2	3	4	5
7. All volunteers are STAND verified.	1	2	3	4	5
<b>Please total this section (indicator scores) and transfer the score to the appropriate Cumulative Indicator Score area below.</b>					
Comments:					

**CUMULATIVE INDICATOR SCORE:**

(Please note this score on the Summary Sheet)

<b>Needs Immediate Support (7-15)</b>	<b>Needs Support (16-24)</b>	<b>Viable (25-35)</b>

Additional support is needed from the following (*check one or all that apply*):

<b>School /Parish</b>		<b>Division of Schools</b>		<b>Archdiocese</b>	
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## 7. FINANCES

DIRECTIONS: Circle the number that most accurately reflects the school's current state with respect to each viability marker. Then add each circled number to arrive at the Viability Profile Rating.

<b>To generate and properly steward the resources necessary to meet the present and future needs of our Catholic schools.</b>	<b>Extremely Weak</b>	<b>Weak</b>	<b>Satisfactory</b>	<b>Strong</b>	<b>Extremely Strong</b>
<b>Viability Indicator</b>					
1. The school monitors total costs from financial statements.	1	2	3	4	5
2. A savings of four months average liquid operating income is maintained before the start of an endowment fund.					
3. The school maintains active procurement of endowment funds for tuition assistance, repairs, maintenance, and future capital expansion.	1	2	3	4	5
4. The school provides the ability to provide a Catholic education to those who are unable to pay full tuition.	1	2	3	4	5
5. The schools keep bad dept expense to 2% or less of tuition income.	1	2	3	4	5
6. The school conducts regular/monthly analysis/reconciliation.	1	2	3	4	5
7. The school researches, identifies, cultivates, and utilizes resources available for funding including all federal funded programs that apply.	1	2	3	4	5
8. Adheres to Archdiocesan directives and guidelines.	1	2	3	4	5
9. Advanced tuitions are held in a reserve account.	1	2	3	4	5
10. Balanced budget in the last three years.	1	2	3	4	5
11. Budget is built reflecting actual cost per pupil.	1	2	3	4	5
12. Tuition revenue + Parish support = at least 80% of operating budget.	1	2	3	4	5
13. Faculty salary schedule is at or above Archdiocesan scale.	1	2	3	4	5
<b>Please total this section (indicator scores) and transfer the score to the appropriate Cumulative Indicator Score area below.</b>					
Comments:					

**7. FINANCES**  
*(Continued)*

**CUMULATIVE INDICATOR SCORE:**

(Please note this score on the Summary Sheet)

<b>Needs Immediate Support (13-29)</b>	<b>Needs Support (30-46)</b>	<b>Viable (47-65)</b>

Additional support is needed from the following *(check one or all that apply)*:

<b>School /Parish</b>		<b>Division of Schools</b>		<b>Archdiocese</b>	
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## 8. GOVERNANCE

DIRECTIONS: Circle the number that most accurately reflects the school's current state with respect to each viability marker. Then add each circled number to arrive at the Viability Profile Rating.

<b>An effective and productive School Board must have an effective working relationship between / among parish(es) and school and operate using a written constitution with adherence to established by-laws.</b>	<b>Extremely Weak</b>	<b>Weak</b>	<b>Satisfactory</b>	<b>Strong</b>	<b>Extremely Strong</b>
<b>Viability Indicator</b>					
1. Board members clearly understand and adhere to their roles and responsibilities.	1	2	3	4	5
2. Board business is conducted effectively and efficiently.	1	2	3	4	5
3. There is informed decision-making based upon open, honest communication between parish(es) and school.	1	2	3	4	5
4. There is adherence to all Archdiocesan policies for School Boards; e.g. size, composition, conflict of interest, written bylaws, annual goals.	1	2	3	4	5
5. There are appropriate and successfully operational standing and ad hoc committees to support the work of the Board.	1	2	3	4	5
6. In-service training and on-going education is provided for Boards.	1	2	3	4	5
7. Catholic Identity of the school is clearly understood by all Board members.	1	2	3	4	5
<b>Please total this section (indicator scores) and transfer the score to the appropriate Cumulative Indicator Score area below.</b>					
Comments:					

**CUMULATIVE INDICATOR SCORE:**  
(Please note this score on the Summary Sheet)

<b>Needs Immediate Support (7-15)</b>	<b>Needs Support (16-24)</b>	<b>Viable (25-35)</b>

Additional support is needed from the following (*check one or all that apply*):

<b>School /Parish</b>		<b>Division of Schools</b>		<b>Archdiocese</b>	
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## 9. LEADERSHIP

**DIRECTIONS:** Circle the number that most accurately reflects the school's current state with respect to each viability marker. Then add each circled number to arrive at the Viability Profile Rating.

<b>Catholic school administrators will be qualified leaders with a demonstrated vision for excellence in Catholic schools.</b>					
<b>Viability Indicator</b>	<b>Extremely Weak</b>	<b>Weak</b>	<b>Satisfactory</b>	<b>Strong</b>	<b>Extremely Strong</b>
1. A spiritual leader who takes time on a regular basis for personal prayer, reflection and retreat.	1	2	3	4	5
2. A spiritual leader is comfortable sharing God working in his / her life and helps others recognize God working in their lives.	1	2	3	4	5
3. Ensures that all program aspects are consistent with teachings of the Catholic Church.	1	2	3	4	5
4. Implements a curriculum that provides for varying abilities, needs, and interests of children.	1	2	3	4	5
5. Operates school according to Archdiocesan, state and federal policies; e.g STAND, Human Resources, Title Program such as I-9, etc.	1	2	3	4	5
6. Provides a school climate that fosters spiritual, academic, social, and physical development of students.	1	2	3	4	5
7. Builds and maintains effective relationships with pastor, parish, board, Archdiocese, community leaders, parents / caregivers and supporters.	1	2	3	4	5
<b>Please total this section (indicator scores) and transfer the score to the appropriate Cumulative Indicator Score area below.</b>					
Comments:					

**CUMULATIVE INDICATOR SCORE:**  
(Please note this score on the Summary Sheet)

<b>Needs Immediate Support (7-15)</b>	<b>Needs Support (16-24)</b>	<b>Viable (25-35)</b>

Additional support is needed from the following (*check one or all that apply*):

<b>School /Parish</b>		<b>Division of Schools</b>		<b>Archdiocese</b>	
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## 10. TECHNOLOGY

DIRECTIONS: Circle the number that most accurately reflects the school's current state with respect to each viability marker. Then add each circled number to arrive at the Viability Profile Rating.

<ul style="list-style-type: none"> <li>• Use and integration of technology for school administration.</li> <li>• Use and integration of technology in instruction.</li> <li>• Local implementation of Archdiocesan Technology Plan.</li> </ul> <b>Viability Indicator</b>	Extremely Weak	Weak	Satisfactory	Strong	Extremely Strong
1. A comprehensive school technology plan is developed by a technology committee composed by members of faculty, parents, and administrators and approved by the AOB.	1	2	3	4	5
2. A technology coordinator provides training and support for staff using technology as an instructional tool.	1	2	3	4	5
3. Curriculum integration of technology is strongly supported through the planning and budget process.	1	2	3	4	5
4. Technology is 4% of the total budget	1	2	3	4	5
5. Training/Professional Development is 30% of the technology budget.	1	2	3	4	5
6. An acceptable use policy is signed by faculty, students, staff and parents / caregivers.	1	2	3	4	5
7. E-rate application is made annually.	1	2	3	4	5
<b>Please total this section (indicator scores) and transfer the score to the appropriate Cumulative Indicator Score area below.</b>					
Comments:					

**CUMULATIVE INDICATOR SCORE:**  
(Please note this score on the Summary Sheet)

Needs Immediate Support (7-15)	Needs Support (16-24)	Viable (25-35)

Additional support is needed from the following (*check one or all that apply*):

<b>School /Parish</b>		<b>Division of Schools</b>		<b>Archdiocese</b>	
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