



Diocese of Charlotte
CATHOLIC SCHOOLS

To: Families and Friends of Charlotte Catholic High School

Re: New Governance Structure

September 8, 2022

Beginning with the 2023-24 school year, Charlotte Catholic High School will adopt a President-Principal model of school governance, with Mr. Kurt Telford assuming the role of President and a search for a new Principal launching this current school year.

This model is a form of educational governance that takes the varied and numerous responsibilities for managing an elite, Catholic school such as Charlotte Catholic and spreads them over two leadership positions. Some key outcomes of this model are to allow for more attention to be given to external relationships with stakeholders, benefactors, institutions of higher learning, foundations, and corporations, to raise the profile of the school in the community and create more room for envisioning the future. Under the leadership of Mr. Kurt Telford in collaboration with a highly competent and hard-working faculty, creative auxiliary organizations, dedicated parents, and loyal benefactors, the school has grown in many magnificent ways.

The President-Principal model is now frequently used in Catholic secondary education. According to research from the National Catholic Education Association, this model is used in 60% to 75% of secondary Catholic high schools in the country. It is also being successfully used by other Catholic high schools in surrounding dioceses.

Charlotte Catholic has established itself as a premier high school in the Charlotte area educating servant leaders of tomorrow as it accomplishes its vision to seek to “inspire Christ filled lives that are nourished by prayer, charity and the sacraments.” As we embark on our next phase of growth, we have several challenges and opportunities on the horizon as we seek to intentionally mature in a manner that maintains our foundational principles and fosters a strong Catholic identity. We believe this next chapter will benefit from a President-Principal model of leadership.

In Christ,

Dr. Gregory P. Monroe
Superintendent of Catholic Schools

Frequently Asked Questions

What is the benefit of sharing the educational leadership role into two positions in the President - Principal Model?

Ultimately, by splitting the leadership responsibilities, this model makes the Principal's job more manageable and enables effective operation of the school and adherence to the school's mission while allowing the President to focus on an outward strategic vision for the school and an inward nurturing of the mission and belief statements of the school.

What will be the President's role?

The President is the head of the school with responsibility for the finances, enrollment, operations, and donor relations in collaboration with the MACS Office and Catholic Schools Office (CSO). The President's direct reports will be the Principal, Development and Marketing, Business, Information Technology, and Facilities personnel. With the Principal managing the day-to-day academic affairs of the school, the President will have the capacity to assist with and help lead crucial tasks often overlooked or under-resourced in many Catholic high schools. These include:

- Visioning
- Long range planning
- Strategic goal setting & execution
- Financial management
- Public relations & marketing
- Alumni relations
- Partnering with businesses, colleges, and local organizations
- Fundraising and Development
- Working directly with the School Advisory Board & Catholic Schools Office
- Facilities planning and enrollment management

What will be the Principal's role?

The Principal will have primary responsibility for the management, delegation, and supervision of the day-to-day academic affairs of the school, including:

- Supervising instruction
- Evaluating student learning
- Curriculum development and assessment
- Faculty development/supervision/evaluation
- Student admissions
- Student discipline
- Program scheduling
- Student activities/athletics
- Managing the educational administrators, department heads, school counselors, and athletic staff

Direct reports include the Assistant Principal, Dean of Students, Athletic Director, Faculty and School Counselors. The Principal will have equal responsibility, along with the President, for the Catholic faith formation of the students.

What Responsibilities will the President and Principal Share?

- Work with CCHS Chaplain and Campus Ministry
- Insuring Catholic identity and culture
- Articulating Catholic vision
- Upholding the philosophy and mission of the school
- Promoting Christian community

- Collaborating with the Diocese and partner schools
- Working with parent affiliate groups
- Faculty/staff faith development and morale
- Student Safety and Mandated Reporting

Why does Charlotte Catholic need a President?

Charlotte Catholic's Principal has been ultimately responsible for all the above duties since its inception with the assistance of key stakeholders and the entire school team. We believe overall effectiveness will increase by adding the role of President to our executive leadership team. This frees up the Principal to concentrate on academic and school-related goals, and allows the President to work on long-range strategic objectives.

Is the President only outward-facing?

The President impacts all aspects of school operations, including the classroom and athletic fields, mission effectiveness, and family engagement. The President does not necessarily "do" this work, but does "inspire" the work, sets the tone and agenda, and enables resources to be appropriately allocated. The President is still very relevant to the student experience and essential to its vitality. The President's role is about servant leadership; a unique privilege afforded by the model. The President's role has been purposefully carved out to "Be outwardly facing but inwardly grounded." This position has more autonomy in regard to scheduling as opposed to the principal who is more closely tied to the day-to-day affairs of the schools, and so the President has the ability to more readily respond to the needs dictated by external events, donors and relationships.

While the President aims outward, a school's external reputation is a function of what's going on inside. The Principal's day-to-day decisions have communal impact. For this reason, better to define the president's role as "outside-in" and the principal's role as "inside-out" to recognize both must collaborate frequently on roles. Because there is so much crossover, a healthy collegial relationship, even a friendship among the two leaders and the Chaplain, is key.

Why are we making this governance change now?

We are a growing school, area, and Diocese. Charlotte Catholic has embarked on a strategic planning process, and this is an important step in moving forward with our strategic plan. To plan for the next phase of the school and to continue to raise the profile of the school in the local community takes a comprehensive vision, long-term planning, and the ability to execute marketing, branding, and fundraising strategies. This takes executive leadership with time and capacity to focus on these issues.

When is this change taking place?

The goal is to have a new Principal named by March 1, 2023, with the new position starting July 1, 2023, for the 2023-2024 school year.

What does the Timeline look like?

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| • <u>Community or Internal Survey</u> | Early Nov 2022 |
| • School Community input/Faculty & Staff input | |
| • <u>Approval of Position Profile/Search Prospectus</u> | Mid Nov 2022 |
| • Post search link nationwide | |
| • <u>CSO/MACS Build Candidate Pool</u> | Mid Dec 2022 |
| • Continue candidate sourcing until a decision is made | |
| • <u>Schedule Meeting of Search Committee</u> | Late Dec – Early Jan 2023 |
| • Search committee to include select school stakeholders and CSO representatives | |
| • Select semi-finalists to be advanced and interviewed | |
| • Schedule zoom interviews and check references | |
| • <u>Select 2 or 3 Finalists</u> | January 2023 |
| • Bring finalist(s) to campus | |

- Conduct background checks
- Constituent evaluation of candidates

Superintendent–in collaboration with the search committee and President – Appoints Next Principal

- Develop Transition and Onboarding Plan
- July 2023 start date

Late February/March 2023

Will school tuition increase because of this new position?

No. A tuition increase for 2023-24 will be consistent with prior school years and reflect normal increased operating costs.