

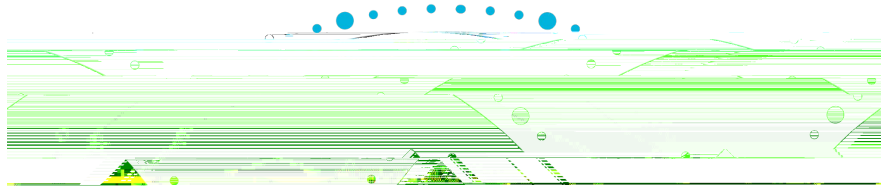
**2024-2025**

**Deputy Superintendent  
Annual Plan**

# Guiding Principles

## MISSION

The mission of Charlotte-Mecklenburg Schools is to create an innovative, inclusive, student-centered environment that supports the development of independent learners.



## VISION

The vision of Charlotte-Mecklenburg Schools is to lead the community in educational excellence, inspiring intellectual curiosity, creativity, and achievement so that all students reach their full potential.

## STRATEGY

CMS leads the way, charting a pathway of endless possibilities, for students and employees, through a connected ecosystem of families, community and organizations, both public and private.

## PILLARS OF EXCELLENCE



### Academic Excellence

Charlotte-Mecklenburg Schools commits to educating the whole child to world class standards and will provide a criteria-aligned comprehensive curriculum.



### People Excellence

Charlotte-Mecklenburg Schools commits to an improved employee experience inclusive of enhancing recruiting, retention, and training opportunities.



### Operational Excellence

Charlotte-Mecklenburg Schools commits to operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.



### Engagement Excellence

Charlotte-Mecklenburg Schools commits to being a collaborative and inclusive community partner, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

# Strategic Plan Overview

We are  
community-driven.

## Goals

Goals reflect our vision and will help us attain it.

Improved  
Early Literacy  
in Grades K-2

Improved  
Literacy Skills  
in Grades 3-8

Strengthened  
Mathematics  
Performance

Post-Grad  
Readiness

## Guardrails

Guardrails embody our values.  
These are not outputs, but ways of being at Charlotte-Mecklenburg Schools.

Equity over  
Equality

Safety &  
Security

Attending to the  
Whole Child

High Quality  
Teachers

## Pillars of Excellence

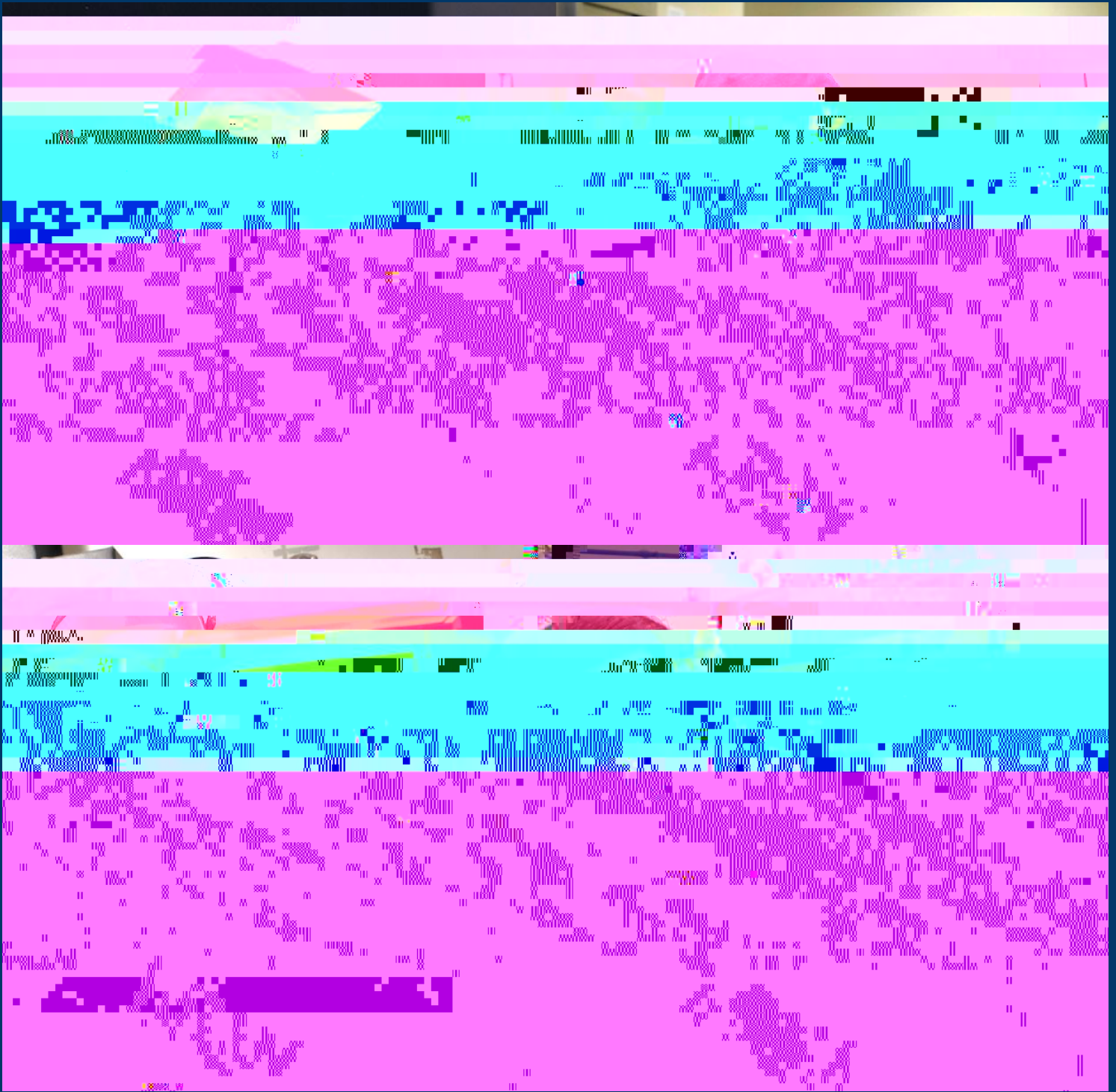
**Academic Excellence**  
Empower academic  
success

**People Excellence**  
Enable a thriving  
workforce

**Operational Excellence**  
Deliver efficient  
operations

**Engagement Excellence**  
Forge strong community  
partnerships

Department	Advanced Studies
<b>WIG(s)</b>	100% of middle schools will have at least one AIG locally endorsed Math 1 teacher by June 2025.
<b>Performance Measure(s)</b>	Attendance and assignment report End of series course completion report
Department	Exceptional Children Services
<b>WIG(s)</b>	<p>Increase from Tier 3 to Tier 2 as defined by state standards related to IDEA/NCDPI Indicator 11 count which captures the percent of students for whom a referral was received, and placement determined within 90 days from 54% to 75% by June 2025.</p> <p>Decrease the number of EC Department-identified Tier 3 (ATSI/low performing) schools by 50%, as determined by CCR performance in literacy and math for the Students with Disabilities subgroup, from 13 schools to 7 schools by June 2025.</p> <p>Reduce the disproportionate rate of African-American male identification in the category of Emotionally Disturbed from a risk ratio of 3.61 to 0.0 by June 2025.</p>
<b>Performance Measure(s)</b>	Advanced reporting spreadsheet Disproportionality meeting agendas and notes Instructional Walkthrough data Progress monitoring PLCs
Department	Federal Programs
<b>WIG(s)</b>	<p>Increase the percent of fund owners (Titles I, II, IV) that are “on track” for spending and implementation metrics from 61% average to 100% average by Dec 2024.</p> <p>Title I schools will increase the spending of their allotted funds as required by federal regulations in accordance with their SIP goals from 73% to 90% by June 2025.</p> <p>NCStar SIP Action Steps for Title I funding will show increase in alignment with</p>



**2024-2025**

**Deputy Superintendent: Student Planning,  
Placement & Programs Department Annual  
Plan**





# Academic Excellence

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# Pillar: Academic Excellence

Goals 1, 2, 3

Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.

<b>PRIORITY Ae2:</b>	Create multiple life pathways for each student, ensuring their success, whether enrolled, employed or enlisted.
<b>STRATEGY Ae 2.003:</b> Collaborate with government and private industries to increase opportunities for students to explore careers, the military and other postsecondary pathways, including internships, apprenticeships and employment.	
<b>Wildly Important Goal</b>	Increase the number of students earning tier 2 or tier 3 credentials from 2221 to 2265 by June 2025.  Increase the number of CTE concentrators from 4486 to 4576 by June 2025.
<b>Key Levers</b>	” Establish a 23-24 tier 2 and tier 3 credential baseline target  <b>Key Levers</b>

# Pillar: Academic Excellence

Goals 1, 2, 3

*Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.*

<b>PRIORITY Ae4:</b>	Provide inspiring educational experiences for students to discover and maintain a love of learning.
<b>STRATEGY Ae 4.002:</b> Ensure regular exposure to cultural and artistic experiences for students inside and outside of the classroom, especially those students from under-resourced communities.	
<b>Wildly Important Goal</b>	Increase cultural and artistic field trips to a minimum of two in grades K-8 by June 2025.
<b>Key Levers</b>	<p>Create a digital tracking system for arts experiences, including data entry points for field trips, residencies, school shows, internships and cultural events</p> <p>Expand and enhance partnerships with local arts organizations through the City of Charlotte's Art &amp; Culture Plan to provide more varied opportunities as well as the number of experiences available to students; monitor and report plan implementation and effectiveness data to make informed decisions about future arts programming</p> <p>Create a contracted service and field trip dashboard to monitor the number of enrichment experiences in After School Enrichment Programs; evaluate the effectiveness of contracted services on a regular cadence to evaluate the year over year student experience and ensure alignment to student academic and developmental needs</p>
<b>Performance Measure(s)</b>	Participation rates
<b>Collaborating Departments</b>	Arts Community Partnerships Learning and Teaching Student Services



# Pillar: Academic Excellence

Goals 1, 2, 3

Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.

<b>PRIORITY Ae4:</b>	Provide inspiring educational experiences for students to discover and maintain a love of learning.
<b>STRATEGY Ae 4.003:</b> Create affordable opportunities for all students to engage in extracurricular activities, including student interest clubs, volunteerism, and civic engagement.	
<b>Wildly Important Goal</b>	The percentage of high school students engaged in at least one extra-curricular activity, team or club will increase by 10% by May of 2025.
<b>Key Levers</b>	<p>Define what constitutes an enrichment activity and develop an enrichment policy</p> <p>Collaborate with enrichment stakeholders to develop a tool to measure student, school and type of enrichment engagement including execution of school enrichment plan</p> <p>Build guidance and expectations for schools to embed an enrichment plan in their school improvement plan for 2025-26 school year</p>
<b>Performance Measure(s)</b>	Opportunity Tracker
<b>Collaborating Departments</b>	Arts Athletics

# 2024-25 Department Plans Index

Department	CTE
<b>WIG(s)</b>	Increase the number of students earning tier 2 or tier 3 credentials from 2221 to 2265 by June 2025.  Increase the number of CTE concentrators from 4486 to 4576 by June 2025.
<b>Performance Measure(s)</b>	NCCTE Admin and DPI credential reports NCCTE Admin, CCIP PowerSchool reports
Department	Planning
<b>WIG(s)</b>	Evaluate 100% of programs and attendance boundaries impacted by the 2023 Bond in an efficient manner while getting strong community and engagement feedback to improve student outcomes by June 2025.
<b>Performance Measure(s)</b>	Attendance records and feedback surveys Completion of the drawn boundaries
Department	Student Placement and Records
<b>WIG(s)</b>	Implement Instructure Scribbles Software in all 186 school sites in order to support enrollment by June 2025.
<b>Performance Measure(s)</b>	Scribbles data platform