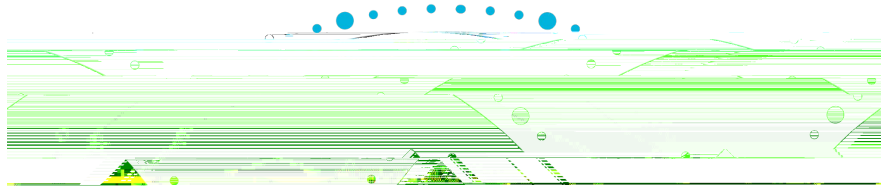


2024-2025 Strategy and Innovation Annual Plan

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



Academic Excellence

Pillar: Academic Excellence

Goals 1, 2, 3

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

PRIORITY Ae1:

Provide high-quality standards-based instruction across Charlotte-Mecklenburg Schools to achieve the student outcome focused goals.

STRATEGY Ae 1.004: Guide instruction with appropriate data driven analysis so all students reach the student outcome focused goals.

Wildly Important Goal

Increase offered relevant data analysis sessions to 100% of Instructional Leadership Teams within a week following each benchmark assessment window through May 2025.

Increase the capacity of School Performance Area Instructional

Pillar: Academic Excellence

Educating the whic Excellence

Pillar: Operational Excellence

Improving operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.

PRIORITY Oe2:	Modernize our technological infrastructure and systems.
STRATEGY Oe 2.004: Prepare for the adoption of the new student information	

Pillar: Operational Excellence

Improving operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.

PRIORITY Oe4:	Continuously improve effectiveness in all operations across the district.
STRATEGY Oe 4.001: Establish system-wide project management excellence to develop a collaborative, trusted, and results-oriented culture.	
Wildly Important Goal	Increase the percentage of CMS Central Office Leaders that rate their understanding and execution of project management principles from 18% to 75% by June 2025.
Key Levers	<p>Develop and implement annual processes to develop the five year Annual Planning forecast, the 2024-25 District Annual Report, and the 2025-26 District Annual Plan</p> <p>Develop, implement and monitor implementation of districtwide systems, tools and training for districtwide implementation of practices in systems management, including but not limited to project management, process improvement and creation and use of standard operating procedures</p> <p>Lead the development of multi-year strategic plans to meet the Goals and Guardrails as established by the Superintendent and the Charlotte-Mecklenburg Board of Education</p>
Performance Measure(s)	<p>On Demand Module participation</p> <p>Pre/Post Assessment on Project Management Principles</p> <p>Project Management with Excellence Workshop attendance</p>
Collaborating Departments	All Central Office Departments

Pillar: Operational Excellence

Improving operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.

PRIORITY Oe4:	Continuously improve effectiveness in all operations across the district.
STRATEGY Oe 4.002: Continue implementing the continuous improvement mindset, strengthening and improving the ability to work across department lines and improve the documentation of work processes and procedures.	
Wildly Important Goal	Increase the utilization of Project and Systems Management tools for both district wide Annual Plan projects and Department Annual Plan specific projects, from 0% to 95% by June 2025.
Key Levers	<p>Create and implement a districtwide Point of Contact and Standard Operating Procedure Directory</p> <p>Execute Phases 2 and 3 of the creation of the Charlotte-Mecklenburg Schools Standard Operating Procedure Directory</p> <p>Develop and implement a research and evaluation plan that supports district strategy continuous improvement and decision-making to determine where to focus future efforts</p>
Performance Measure(s)	Project Management Workbook tool utilization
Collaborating Departments	All Central Office Divisions and Departments

Pillar: Operational Excellence

Improving operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.

PRIORITY Oe4:	Continuously improve effectiveness in all operations across the district.
STRATEGY Oe 4.003: Systematically engage in reviewing targeted areas of opportunity with peer groups, such as the Council of the Great City Schools and others, to enhance the performance of the district.	
Wildly Important Goal	Create a directory of best practices from organizations across the nation and a plan to communicate those resources to internal stakeholders in support of continuous improvement in Charlotte-Mecklenburg Schools.
Key Levers	Leverage best practices from other partner districts across the nation
Performance Measure(s)	Number of resources shared Resource Directory
Collaborating Departments	Communications Data Strategy Operations

Pillar: Operational Excellence

Improving operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.

PRIORITY Oe5:	Enhance the use of data to improve decision-making in all of our actions.
STRATEGY Oe 5.001: Modernize our data reporting platforms to improve the timeliness and accessibility of key data for supporting strategic efforts, improving operational efficiency and informing instruction.	
Wildly Important Goal	Create a "control tower" for district leaders centered on the 2024-29 Goals and Guardrails in Power BI by July 2025.
Key Levers	Ingest and prepare the required student data sources Gather requirements for the displays and functionality Develop, test, and refine the reports
Performance Measure(s)	Power BI Reports on Goals and Guardrails Data
Collaborating Departments	Learning and Teaching Performance Area Superintendents Technology

Pillar: Operational Excellence

Improving operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.

PRIORITY Oe5:	Enhance the use of data to improve decision-making in all of our actions.
STRATEGY Oe 5.002:	

Pillar: Operational Excellence

Improving operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.

PRIORITY Oe5:	

Department	Data Analytics
WIG(s)	

2024-25 Department Plans Index

Department	Federal, State, and Local Testing
WIG(s)	Increase the efficiency of School Test Coordinators (STCs) with less than 2 years

