

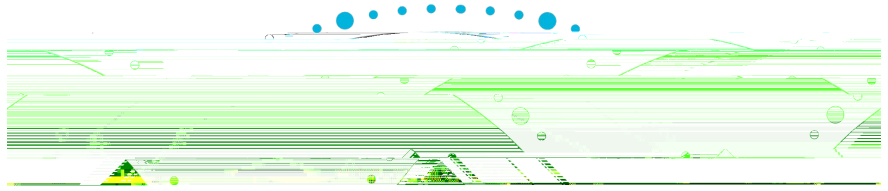
**2024-2025**

**Chief of Staff and Community Engagement**

# 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

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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 Ae3:</b>	Eliminate the gaps in performance and opportunities between student groups.
<b>STRATEGY Ae 3.003:</b> Offer multiple opportunities for enhanced learning to students in need, coordinating with community partners as needed.	
<b>Wildly Important Goal</b>	Build a tool with comprehensive, family-friendly resources and strive to communicate awareness of our tool to all CMS families by June 2025.
<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</b> <b>Ae5:</b>	<b>Develop the well-being of the entire child, promoting positive behaviors, consistent attendance and building strong social-emotional skills.</b>





# People Excellence



# Pillar: People Excellence

Guardrail 4

Improving the employee experience inclusive of enhancing recruiting, retention, and training opportunities.

<b>PRIORITY Pe2:</b>	<b>Develop the workforce with high-quality, rigorous professional learning that is competency-based.</b>
<b>STRATEGY Pe 2.004: Increase employees' skills on inclusive practices and develop systems to constantly refine these practices.</b>	
<b>Wildly Important Goal</b>	Provide Professional Development (PD) support to increase the number of departments incorporating equitable and inclusive practices from 0% to 50% by June 2025.
<b>Key Levers</b>	<p>Include and monitor the effectiveness of inclusive practice employee development in a) district employee onboarding programming b) teacher onboarding programming and c) district leader onboarding programming</p> <p>Include and monitor the effectiveness of ongoing inclusive practice employee development, clearly outlining needed employee skills and competencies by employee role</p> <p>Acquire and utilize an electronic platform for employee training and development to create access to training and development for all employees</p>
<b>Performance Measure(s)</b>	<p>Core competency PD attendance</p> <p>PD session offered that include inclusive protocols</p> <p>PD sessions offered the meet the professional growth and development needs for all levels within the organization</p>
<b>Collaborating Departments</b>	Central Office and School-Based Staff



# Engagement Excellence

# Pillar: Engagement Excellence

*Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.*

<b>PRIORITY</b> <b>Ee1:</b>	<b>Work collaboratively with community partners and governmental agencies to equitably meet the needs of our students and staff.</b>

# Pillar: Engagement Excellence

*Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.*

<b>PRIORITY Ee1:</b>	<b>Work collaboratively with community partners and governmental agencies to equitably meet the needs of our students and staff.</b>
<b>STRATEGY Ee 1.002: Partner with all community entities required to ensure that Charlotte-Mecklenburg Schools creates meaningful career opportunities and internships to advance students.</b>	
<b>Wildly Important Goal</b>	Increase the number of CMS Partners that have an active partnership agreement (MOU) from 102 approved partners to 154 approved partners by June 2025.
<b>Key Levers</b>	In addition to implementing key levers in Priority Ae2: Continuously improve and monitor the system and tools needed to ensure compliance with procedures, regulations, policies and laws when collaborating with external organizations
<b>Performance Measure(s)</b>	Quarterly Partnership Prospecting meetings Quarterly Partnership Onboarding
<b>Collaborating Departments</b>	Career and Technical Education



# Pillar: Engagement Excellence

*Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.*

<b>PRIORITY Ee1:</b>	<b>Work collaboratively with community partners and governmental agencies to equitably meet the needs of our students and staff.</b>
<b>STRATEGY Ee 1.004: Develop local and state coalitions consisting of parents, other school districts, education associations, and local community-based organizations to advance the district's advocacy priorities.</b>	
<b>Wildly Important Goal</b>	Increase the number of local and state coalition partnerships within CSI and TSI schools from 0 to 15 by June 2025.
<b>Key Levers</b>	<ul style="list-style-type: none"><li>Create a tracker to record and monitor the development of local and state coalitions.</li><li>Identify existing partnerships with coalitions that focus on increasing compensation and affordable housing for teachers</li><li>Provide social-emotional and character development support and access to enrichment activities that successfully engage students and enhance early literacy support to K-2 students and staff</li><li>Establish annual meeting cadence between local/state coalitions and Charlotte-Mecklenburg Schools</li></ul>
<b>Performance</b>	

# **Pillar:** Engagement Excellence



# Pillar: Engagement Excellence

*Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.*

<b>PRIORITY Ee2:</b>	<b>Strengthen home-school partnerships to increase student academic achievement.</b>
<b>STRATEGY Ee 2.001: Support all school sites in: (1) developing a cohort of school volunteers and parent leaders that is truly representative of the school and (2) gaining access to targeted community partner resources.</b>	
<b>Wildly Important Goal</b>	Increase the number of active volunteers and parent leaders by 10% from 16K to 17.5K by June 2025.
<b>Key Levers</b>	<p>Using identified high priority district needs that are aligned to the district strategic plan, communicate and collaborate with current community organizations to recruit volunteers that support the greatest needs of the school district</p> <p>Prospect and identify additional community partners with organizations that can provide resources and support aligned with school needs</p> <p>Create, implement and progress monitor a system and associated tool(s) needed to ensure compliance with procedures, regulations, policies and laws when collaborating with external organizations and engaging volunteers</p>
<b>Performance Measure(s)</b>	Tracking of Registered and Active Volunteers Volunteer Recruitment Efforts
<b>Collaborating Departments</b>	Family Engagement and Community Outreach



# Pillar: Engagement Excellence

*Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.*

<b>PRIORITY</b> <b>Ee2 Continued:</b>	

# Pillar: Engagement Excellence

*Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.*

<p><b>PRIORITY Ee3:</b></p>	<p>Establish open dialogue for two way communication between the district and community, providing clear information and listening attentively.</p>
<p><b>STRATEGY Ee 3.003:</b> Strengthen our customer service at every touch point, and institute a system for measuring our quality of service to inform improvements.</p>	
<p><b>Wildly</b></p>	

# Pillar: Engagement Excellence

*Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.*

<b>PRIORITY Ee3 Continued:</b>	Establish open dialogue for two way communication between the district and community, providing clear information and listening attentively.
<b>STRATEGY Ee 3.003:</b> Strengthen our customer service at every touch point, and institute a system for measuring our quality of service to inform improvements.	
<b>Performance Measure(s)</b>	Data Collection from K12 Insight: Let's Talk! Survey Results
<b>Collaborating Departments</b>	Board Services Communications Compliance Human Resources Strategy and Innovation Student Services Technology

# Pillar: Engagement Excellence

*Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.*

## **PRIORITY Ee4:**

**Coordinate with community organizations and pursue new funding opportunities to provide the resources needed for our students and staff and to create new opportunities for them.**

**STRATEGY Ee 4.002: Increase the coordination of our efforts: (1) Within Charlotte-Mecklenburg Schools: Across the Charlotte-Mecklenburg Schools Grants department, Partnerships, Family and Community Engagement, the Federal programs department and others as needed, and (2) Between Charlotte-Mecklenburg Schools and the Charlotte-Mecklenburg Schools Foundation.**

## **Wildly Important Goal**

Increase the number of cross-functional department meetings from quarterly to bi-monthly to address department and school needs with available community resources by June 2025.

## **Key Levers**

Collaboratively conduct a districtwide needs assessment to identify high priority district needs that are aligned to the Charlotte-Mecklenburg Schools strategic plan  
Map district needs to available community resources  
Create, implement and progress monitor a system and associated tool(s) needed to conduct monthly collaborative alignment meetings with all internal and external stakeholders indicated in the strategy



# 2024-25 Department Plans Index

Department	Customer and Administrator Services
<b>WIG(s)</b>	To develop, implement and manage a districtwide communication system that is responsive to CMS families, constituents, and staff for improved customer experiences as measured by stakeholder survey results and data collection using an intuitive digital customer service tracking system integrated by October 2024.
<b>Performance Measure(s)</b>	Customer Service Tracking System Data Collection Stakeholder Survey Results
Department	Family Engagement and Community Outreach
<b>WIG(s)</b>	<p>Increase family engagement PD attendance from 48% to 75% trained staff by June 2025.</p> <p>Develop and relaunch the CMS Family Academy to engage 2,500 families in the academy by June 2025</p>
<b>Performance Measure(s)</b>	<p>Implementation walkthrough checklist Number of attendees per session Survey results from the focused sessions</p> <p>Attendance per course offering Course offerings Survey results</p>
Department	Strategic Partnerships
<b>WIG(s)</b>	<p>Increase the number of CMS Partners that have an active partnership agreement (MOU) from 102 approved partners to 154 approved partners by June 2025.</p> <p>Identify three primary partnership needs which are aligned with the 24-29 Strategic Plan priorities at 100% of CMS school locations by December 2024.</p>
<b>Performance Measure(s)</b>	<p>MOU's (Partnership Agreement System) per quarter Partnership Prospecting meetings per quarter Quarterly Partnership Onboarding</p> <p>Needs Identification</p>



# 2024-25 Department Plans Index

Department	Supplier Diversity
<b>WIG(s)</b>	Increase the number of active diverse suppliers' in our database from 257 to 600 by June 2025.
<b>Performance Measure(s)</b>	Monitoring of Social Media Campaign Monthly and Quarterly Reports Number of new diverse suppliers added