



2024-2025

**Deputy Superintendent:
Academics Annual Plan**

Guiding Principles

MISSION

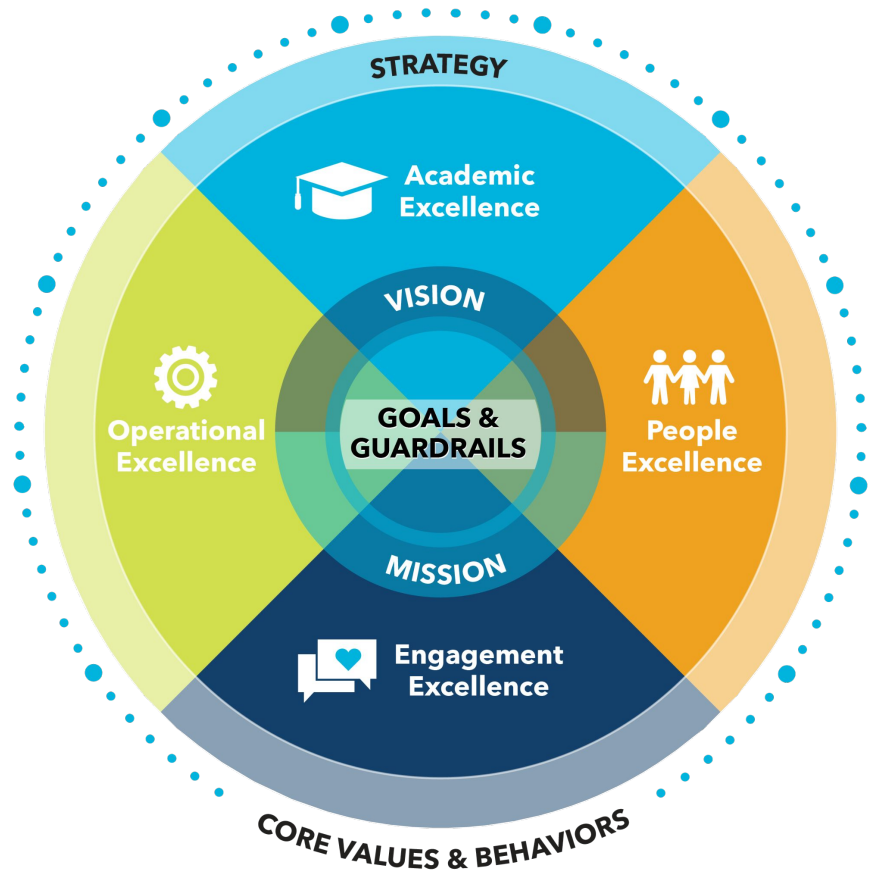
The mission of Charlotte-Mecklenburg Schools is to create an innovative, inclusive, student-centered environment that supports the development of independent learners.

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 future-focused.

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

We are community-driven.

Our vision is to lead the community in educational excellence, inspiring intellectual curiosity, creativity, and achievement so that all students reach their full potential.

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

Excellence without exception.

For more information, please see our full report.



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 1.001: Provide a comprehensive Pre-K to 12 curriculum with clear expectations for the level and complexity of content students are asked to learn, together with the associated outcomes.	
Wildly Important Goal	Increase the percent of school-based staff scoring 80% or better on the Knowledge-Based Questions (KBQs) from 80% to 90% by June 2025.
Key Levers	<ul style="list-style-type: none">• Provide a comprehensive reading, math and science curriculum including resources for students requiring specialized services• Provide comprehensive and ongoing reading, math and science professional development including use of resources for students requiring specialized services, for district staff, principals, master teachers and teachers• Provide MORE units to explicitly teach non-fiction literacy skills in one science and one social studies unit in kindergarten through third grade
Performance Measure(s)	Core Action Walks
Collaborating Departments	SPA MTSS

Pillar: Academic Excellence

Goals 1, 2, 3

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

PRIORITY Ae3:	Eliminate the gaps in performance and opportunities between student groups.
STRATEGY Ae 3.001: Continue working with community partners to provide exposure/opportunities to Pre Kindergarten-aged students to meet their needs for academic support.	
Wildly Important Goal	<p>95% of Pre-K seats filled and maintained by September 15, 2024.</p> <p>Pre-K student literacy scores will increase from 94.2% at or above literacy benchmark in EOY 2024 to 96.2% at or above the benchmark in literacy by June 10, 2025.</p> <p>Pre-K students' scores will increase from 79.5% in language, EOY 2024 to 81.5% at or above the benchmark in language by June 10, 2025.</p>
Key Levers	<ul style="list-style-type: none">• Develop, implement and monitor a plan to ensure effective and timely enrollment of students in Charlotte-Mecklenburg Schools and NC Pre-K Child Development Centers prior to the start of the school year, including accurate and timely data entry into the relevant enrollment platform• Develop, implement and monitor a plan to ensure effective and timely procedures for monitoring enrollment of students in Charlotte-Mecklenburg Schools and NC Pre-K Child Development Centers during the school year, including but not limited to: rostering and tracking daily and monthly attendance rates, parent/guardian notification of absences• Provide needed tools for use by PreK administrators/principals and coaches to use to implement high quality Pre-K programming, including but not limited to: resources for curricular and assessment, classroom walk-through, early literacy teacher training and coaching teachers

Pillar: Academic Excellence

Goals 1, 2, 3

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

PRIORITY Ae3 Continued:	Eliminate the gaps in performance and opportunities between student groups.
STRATEGY Ae 3.001: Continue working with community partners to provide exposure/opportunities to Pre Kindergarten-aged students to meet their needs for academic support.	
Performance Measure(s)	Gate Chart P.A.S.T. and Letter ID Checkpoints P.A.S.T. and Letter ID Checkpoints Pre-K Principal Walk Through Tool Pre-K Evaluation Tool Teaching Strategies Gold Data Checkpoints
Collaborating Departments	CMS Communications Department CMS Communications Department Elementary School Principals & Data Managers

Pillar: Academic Excellence

Goals 1, 2, 3

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

PRIORITY Ae4:	Provide inspiring educational experiences for students to discover and maintain a love of learning.
STRATEGY Ae 4.001: Continue providing a wide variety of classes and experiences that produce a well-rounded education.	
Wildly Important Goal	<p>The percentage of high school students engaged in at least one extra-curricular or club will increase by 10% by May of 2025.</p> <p>Cultural and artistic field trips will increase to a minimum of 2 in grades K-8 by June 2025.</p>
Key Levers	<ul style="list-style-type: none">● Design and implement districtwide family and caretaker engagement sessions for learning and feedback about district school program choices● Engage families and caretakers multiple years in advanced of school program implementation and enrollment, starting with families and caretakers with children as young as 2 and 3 years old for programs in elementary schools● Evaluate current state for district programming in STEM, STEAM and Performing Arts; research and engage families in standards and practices for future state of programming for STEM, STEAM and Performing Arts● Design a course for local endorsement in gifted education with one key instructional strategy to be implemented after each session● Provide development for media coordinators to improve student literacy engagement● Collaborate with Public Library leadership to provide engaging and innovative learning experiences for K-12 students● Integrate digital learning strategies into core and supplemental instructional resources

Pillar: Academic Excellence

Goals 1, 2, 3

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

PRIORITY Ae4 Continued:	Provide inspiring educational experiences for students to discover and maintain a love of learning.
STRATEGY Ae 4.001: Continue providing a wide variety of classes and experiences that produce a well-rounded education.	
Performance Measure(s)	Monitoring system
Collaborating Departments	Learning and Teaching Student Services School Performance Assistant Superintendents



People Excellence

Pillar: People Excellence

Guardrail 4

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

PRIORITY Pe2:	Develop the workforce with high-quality, rigorous professional learning that is competency-based.
STRATEGY Pe 2.002: Provide regular opportunities for educators to observe instruction in their content area.	
Wildly Important Goal	Increase collaborative walk-through training and calibration exercises for principals, master teachers and Central Office Staff from 0 to 52 opportunities by January 2025.
Key Levers	In addition to implementing key levers in Priority Ae1: <ul style="list-style-type: none">• Schedule and implement two collaborative walk-through training sessions at district schools for principals, reading and math master teachers and central office leaders
Performance Measure(s)	Training session attendance
Collaborating Departments	Human Resources Learning and Teaching Recruitment, Retention and Talent Development Technology

2024-25 Department Plans Index

Department	Arts
WIG(s)	<p>Increase quarterly submission of program feedback and meetings with art teachers in the CMS Arts Education Portrait of a Graduate (POG) pilot program from 0 to 100% by June 2025.</p> <p>Increase the percentage of CMS students participating in at least one arts experience from 20% to 50% by June 2025.</p>
Performance Measure(s)	<p>Arts experience attendance data</p> <p>Community Partners and Arts Experience Tracker</p> <p>Survey feedback data</p>
Department	Elementary Education
WIG(s)	<p>Increase the percent of school-based staff scoring 80% or better on the Knowledge Based Questions (KBQs) from 88% to 90% by June 2025.</p> <p>Increase Core Action Walks conducted by Elementary School Curriculum Specialists with Instructional Specialists from 0 to 2 by June 2025.</p>
Performance Measure(s)	<p>Core Action Walkthrough Report</p> <p>PD Survey</p> <p>Specialist Support Log</p>
Department	English Learner Services
WIG(s)	<p>Increase the number of Multilingual Learner (ML) students in grades 3-8 who complete two full Authentic Linguistic Formative Assessment (ALFA) cycles from 11% to 21% by February 2025.</p> <p>Increase the percentage of high schools implementing the CMS Multilingual Learner (ML) Placement Guidebook from 0% to 20% by June 2025.</p>
Performance Measure(s)	<p>Authentic Linguistic Formative Assessment (ALFA) participation tracker</p> <p>Multilingual Learner (ML) Placement Guidebook implementation tracker</p>

2024-25 Department Plans Index

Department	High School Education
WIG(s)	<p>Increase the percent of school-based staff scoring 80% or better on the Knowledge Based Questions (KBQs) from 0% to 90% by June of 2025.</p> <p>Increase Core Action Walks conducted by High School Curriculum Specialists from 0 to 2 by June 2025.</p>
Performance Measure(s)	<p>Core Action Walkthrough Report PD Survey Specialist Support Log</p>
Department	K-12 Education + Digital Learning and Library Services
WIG(s)	<p>100% of schools not meeting the school library media program minimum requirements for circulation will increase their circulation by 10% by June 2025.</p> <p>100% of the 10+ pilot schools will demonstrate improvement in effective use of digital learning in instruction by June of 2025.</p>
Performance Measure(s)	<p>Coaching logs/spreadsheet Physical Book and Sora (digital) Circulation reports Professional development participant feedback</p>
Department	Middle School Education
WIG(s)	<p>Increase the percent of school-based staff scoring 80% or better on the Knowledge Based Questions (KBQs) from 0% to 90% by June of 2025.</p> <p>Increase Core Action Walks conducted by Middle School Curriculum Specialists and L&T staff to ensure every school receives feedback three times per year.</p>
Performance Measure(s)	<p>Core Action Walkthrough Report PD Survey Specialist Support Log</p>

2024-25 Department Plans Index

Department	Pre K
WIG(s)	<p>Increase Pre-K students' scoring at or above benchmark in literacy from 94.2% to 96.2% by June 2025.</p> <p>Increase Pre-K students' scores in language from 79.5% to 81.5% by June 2025.</p> <p>Increase TSGold Interrater Reliability Certification of teachers from 69.81% to 80% by June 2025.</p>
Performance Measure(s)	<p>Anecdotal note entered in TSGold with at least 2 artifacts</p> <p>Checkpoint and Trimester data reporting data analysis</p> <p>Completed Interrater Reliability Certification</p> <p>PAST data reporting data analysis</p>