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Charlotte-Mecklenburg Schools

2024-2025
Office of Technology
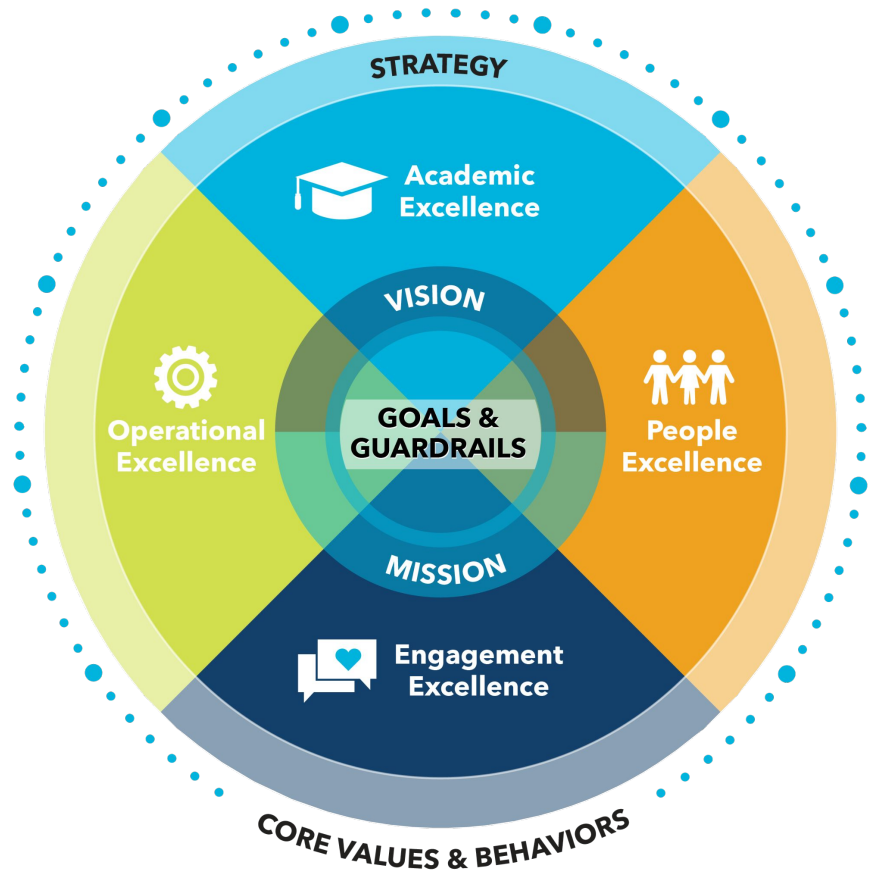# Annual Plan

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.

STRATEGY
Academic Excellence
VISION
Operational Excellence
GOALS & GUARDRAILS
People Excellence
MISSION
Engagement Excellence
CORE VALUES & BEHAVIORS

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.

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Charlotte-Mecklenburg Schools

Operational 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 2.001: Enhance the resilience of our cybersecurity infrastructure through the implementation of advanced defense mechanisms, system upgrades, meticulous refinement of work procedures and targeted training.	
Wildly Important Goal	Increase cybersecurity defense mechanisms from 75% to 100% by June 2025.
Key Levers	- Establish a framework to govern AI (artificial intelligence) prioritizing the safety and security of our staff and students - Implement and monitor the progress of the Building Services Gentec School Server upgrade to update all school camera servers to the latest Microsoft server operating system - Implement and monitor the progress of the CTE (Career and Technical Education) Desktop Systems Reimaging, updating all CTE desktop systems to latest Microsoft Windows operating system with latest versions of CTE approved applications - Implement and monitor the progress of the service account password rotation project - Implement and monitor the progress of updates to the Microsoft data loss prevention policy
Performance Measure(s)	Charlotte Mecklenburg School Systems Online Cyber Security Daily Reports
Collaborating Departments	Academics Data Operations Educational 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 Oe2:	Modernize our technological infrastructure and systems.
STRATEGY Oe 2.002: Implement the Charlotte-Mecklenburg Schools Business Modernization system to streamline workflow and reporting, including finance, procurement and HR modules.	
Wildly Important Goal	Increase the interface acceptance rate from 0% to 99.5% by July 2025.
Key Levers	● Implement Phase 1 of the Charlotte-Mecklenburg Schools Business Modernization project, implementing Oracle Fusion Cloud for the Enterprise Resource Planning (ERP) finance system, including the following steps: Design, Configuration and Development, Project Methodology (testing, review and approval of system) and Production Live
Performance Measure(s)	Monitoring of RAID Log Weekly updates through PMO (Project Management Oversight)
Collaborating Departments	Finance Human Resources 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 Oe2:	Modernize our technological infrastructure and systems.
STRATEGY Oe 2.003: Establish a comprehensive device life cycle replacement protocol designed to optimize student accessibility and ensure that no device utilized by students or staff surpasses a four-year in-service period.	
Wildly Important Goal	40% of students have a modern device that is less than 4 years old by June 2025.
Key Levers	- Establish a baseline of inventory for all schools including a physical audit of devices at schools - Identify schools that need refreshed devices, prioritizing schools with the oldest devices - Enact the procurement process for the purchase of devices - Create a deployment plan, including support and communication for schools - Train stakeholders on districtwide device management practices, including but not limited to internal staff on inventory best practices, data verification and using our inventory system and technology staff on device management - Create and enact a system for monitoring school-based technology contacts' execution of device management
Performance Measure(s)	Inventory FAM Data
Collaborating Departments	Finance

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 2.005: Implement an advanced Information Technology Service Management (ITSM) platform to decrease ticket resolution times, improve operational efficiency and increase satisfaction for users.	
Wildly Important Goal	Migrate 0% to 100% Cherwell requests to ServiceNow by May 2025.
Key Levers	- Plan the implementation of ServiceNow to align with instructional technology and other department service request needs - Implement and monitor the progress of the training of internal staff, piloting of the tool Go Live and ongoing platform updates and maintenance
Performance Measure(s)	Number of catalog items and process flows set up Training attendance for fulfillers
Collaborating Departments	Academics Finance Human Resources 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 5.004: Monitor developments with (AI) generative artificial intelligence, seeking to adopt this to serve students better when suitable for specific use cases.	
Wildly Important Goal	Facilitate stakeholder engagement and feedback sessions to guide the development of a Charlotte-Mecklenburg Schools AI vision statement by February 2025.
Key Levers	- Conduct research and analysis on use of AI (artificial intelligence), forming a dedicated AI task force comprising educators, instructional technology staff, and administrators to engage in activities such as analyzing existing use cases and success stories of AI implementation in education - Establish governance frameworks to guide the responsible development and deployment of AI technologies, including but not limited to ethical guidelines and principles for use - Collaborate with curriculum developers to integrate AI tools and resources into the existing curriculum and provide associated training and resources for teachers and staff on effective and safe use of AI tools
Performance Measure(s)	AI Visioning Workshops Focus Groups Number of engagement and feedback sessions Stakeholder Feedback Plan
Collaborating Departments	Academics Communications Strategy and Innovation

2024-25 Department Plans Index

Department	**Cyber Security**
WIG(s)	Maintain a 100% success rate for validating sensitive triggers through the use of Microsoft O365 by June 2025.
Performance Measure(s)	Microsoft DLP Reporting
Department	**Educational Technology**
WIG(s)	Increase school-level Technology Contact Onboarding Sessions from 0% to 80% completion by June 2025.
Performance Measure(s)	Attendance Reports from Educational Technology PD Sessions Canvas Course Reports
Department	**Modernization**
WIG(s)	Implement the ERP (Finance) Oracle with zero critical errors and all significant defects resolved to zero by Sept 2025.
Performance Measure(s)	Documented in RAID Log TaaS Results
Department	**Technology Operations (Network and Security)**
WIG(s)	Increase the replacement of wireless access points from 18% to 100% by June 2025.
Performance Measure(s)	Access Point Replacement Schedule
Department	**Technology Support and Inventory**
WIG(s)	The technology support specialist team will complete 90% of their tickets and requests from 76% within a 5 day period by June 2025.
Performance Measure(s)	ServiceNow Dashboard Weekly ServiceNow Reports