



# Report on Charlotte-Mecklenburg Schools 2024-2025 Annual Plan

June 20, 2025

# Progress Monitoring Indicator Key

## Report on Charlotte-Mecklenburg Schools 2024-2025 Annual Plan

The 2024–2025 academic year marked the official launch of our district’s five-year Strategic Plan—an ambitious plan designed to elevate student achievement and institutional excellence. Grounded in our commitment to student success, the plan is structured around our four Pillars of Excellence, encompassing 18 priority areas and 70 targeted strategies.

In its inaugural year, the district set and met bold goals that advanced both student outcomes and organizational performance. This report highlights the measurable impact of our year-one efforts, as reflected through five key progress indicators.

	<b>Met or exceeded current annual target</b>	<ul style="list-style-type: none"><li>• Strategy was implemented and project was completed</li><li>• Key Levers were all completed</li><li>• Ready to move to the next phase for 2025-2026</li></ul>	
	<b>Moving toward annual target, but annual target was not met</b>	<ul style="list-style-type: none"><li>• Strategy was implemented, however was not reached</li><li>• Key Levers need more time to implement or changes need to be made</li><li>• Work will continue in 2025-2026</li></ul>	
	<b>Annual target not met</b>	<ul style="list-style-type: none"><li>• Strategy was implemented, but not achieved</li><li>• Key levers were not complete, or need major revision</li><li>• Work will be evaluated for 2025-2026</li></ul>	
	<b>Strategy Work to Continue in 2025-2026 with Goal Adjustment</b>	<ul style="list-style-type: none"><li>• Strategy was implemented</li><li>• Key learnings yielded needed adjustments</li><li>• Work will continue in 2025-2026</li></ul>	
	<b>Data not available</b>	<ul style="list-style-type: none"><li>• There is not enough data to determine 2025-2026 impact at this time</li></ul>	

# 2024-29 Goals and Guardrails

## Student Outcomes Focused Governance

Charlotte-Mecklenburg Schools has aligned our work to achieve the goals and guardrails below. These are a result of the Charlotte-Mecklenburg Board of Education's commitment to Student Outcomes Focused Governance (SOFG), a framework for keeping a school board and a school district's leadership focused on investing time on goals and actions that directly move the needle for students' academic achievement and physical, emotional, and social well-being.

Goals	From 2022-22	To	By
➤ <b>Goal 1:</b> Increase the percent of <b>K-2 students</b> scoring at or above benchmark in early literacy as measured by DIBELS	67%	91%	June 2029
➤ <b>Goal 2:</b> Increase the percent of students scoring CCR (college and career ready)* on reading end of grade assessments in <b>grades 3-8</b> .	31%	50%	June 2029
➤ <b>Goal 3:</b> Increase the percent of students scoring CCR (college and career ready)* on <b>Math I</b> assessments.	27%	57%	June 2029
➤ <b>Goal 4:</b> Increase the percent of high school students graduating with their graduation cohort on track to be enrolled, enlisted, or employed.	72%	85%	June 2029

## Guardrails

- **Guardrail 1:** While ensuring schools have the resources needed to meet student needs, the Superintendent shall not neglect strategies or resources for significantly reducing achievement gaps.
- **Guardrail 2:** The Superintendent shall not allow an unsafe environment in schools, at school-related events, or on transportation.
- **Guardrail 3:** The Superintendent shall not neglect social-emotional support; character development support; attendance support; or access to enrichment activities that successfully engage students.
- **Guardrail 4:** While ensuring all schools have teachers equipped to deliver high-quality instruction, the Superintendent shall neither neglect targeted nor comprehensive strategies for teacher recruitment, retention and engagement.

\* CCR (college and career ready) means that a student scores a Level 4 or Level 5 on the state end of grade or end of course assessment.

# 2024-29 Goals and Annual Targets

Goals	From 2022-23	To	By
➤ <b>Goal 1:</b> Increase the percent of <b>K-2 students</b> scoring at or above benchmark in early literacy as measured by DIBELS	67%	71%	June 2024
	**	75%	June 2025
		79%	June 2026
		83%	June 2027
		87%	June 2028
		91%	June 2029
➤ <b>Goal 2:</b> Increase the percent of students scoring CCR (college and career ready)* on reading end of grade assessments in <b>grades 3-8</b> .	31%	34%	June 2024
	**	37%	June 2025
		40%	June 2026
		43%	June 2027
		46%	June 2028
		50%	June 2029
➤ <b>Goal 3:</b> Increase the percent of students scoring CCR (college and career ready)* on <b>Math I</b> assessments.	27%	32%	June 2024
	**	37%	June 2025
		42%	June 2026
		47%	June 2027
		52%	June 2028
		57%	June 2029
➤ <b>Goal 4:</b> Increase the percent of high school students graduating with their graduation cohort on track to be enrolled, enlisted, or employed.	72%	74%	June 2024
	**	76%	June 2025
		78%	June 2026
		80%	June 2027
		82%	June 2028
		85%	June 2029

\* CCR (college and career ready) means that a student scores a Level 4 or Level 5 on the state end of grade or end of course assessment.

\*\* Final 2024-2025 data not official until Fall 2025.

# 2025-26 Goal Interim Measures

Annual Goals & Interim Measures		From 2024-25	To	By
➤	<b>Goal 1:</b> Increase the percent of <b>K-2 students</b> scoring at or above benchmark in early literacy as measured by EOY (end of year) DIBELS	**	79%	June 2026
	Increase the percentage of Kindergarten students scoring at or above benchmark in early literacy as measured by DIBELS.	**	85%	June 2026
	Increase the percentage of 1st Grade students scoring at or above benchmark in early literacy as measured by DIBELS.	**	80%	June 2026
	Increase the percentage of 2nd Grade students scoring at or above benchmark in early literacy as measured by DIBELS.	**	74%	June 2026
➤	<b>Goal 2:</b> Increase the percent of students scoring CCR (college and career ready)* on reading end of grade assessments in <b>grades 3-8</b> .	**	40%	June 2026
	Increase the percent of students scoring CCR (college and career ready) on reading final MVPA benchmark assessment (grades 3-5).	**	41%	June 2026
	Increase the percent of students scoring CCR (college and career ready) on reading final MVPA benchmark assessment (grades 6-8).	**	40%	June 2026
➤	<b>Goal 3:</b> Increase the percent of students scoring CCR (college and career ready)* on <b>Math I</b> assessments.	**	42%	June 2026
	Increase the percent of students scoring CCR ( college and career ready) on Math I final MVPA benchmark assessment (grades 6-8).	**	80%	June 2026
	Increase the percent of students scoring CCR ( college and career ready) on Math I final MVPA benchmark assessment (grades 9-12).	**	24%	June 2026
➤	<b>Goal 4:</b> Increase the percent of high school students graduating with their graduation cohort on track to be enrolled, enlisted, or employed.	**	78%	June 2026
	Increase the percent of cohort students achieving at least one Goal 4 indicator at the end of 10th grade.	**	57%	June 2026
	Increase the percent of cohort students achieving at least one Goal 4 indicator at the end of 11th grade.	**	75%	June 2026

\* CCR (college and career ready) means that a student scores a Level 4 or Level 5 on the state end of grade or end of course assessment.

\*\* Final 2024-2025 data not official until Fall 2025.

# 2025-26 Guardrail Interim Measures

Guardrails		From 2024-25	To	By
➤	<b>Guardrail 1:</b> While ensuring schools have the resources needed to meet student needs, the Superintendent shall not neglect strategies or resources for significantly reducing achievement gaps.			
	Decrease the performance gap between the highest and lowest performing racial/ethnic student groups in DIBELS (K-2).	**	28%	June 2026
	Decrease the performance gap between the highest and lowest performing racial/ethnic student groups in EOG/EOC ELA.	**	37%	June 2026
	Decrease the performance gap between the highest and lowest performing racial/ethnic student groups in EOG/EOC Math 1.	**	50%	June 2026
➤	<b>Guardrail 2:</b> The Superintendent shall not allow an unsafe environment in schools, at school-related events, or on transportation.			
	Decrease the total number of Reportable Offenses and Persistently Dangerous Offenses.	**	9.3%	June 2026
	Increase the percentage of Grade 5-13 students who feel safe at school.	**	81%	June 2026
	Decrease the percentage of teachers agree that <i>Threats of violence toward teachers are conduct issues at my school</i> ".	**	19%	June 2026
➤	<b>Guardrail 3:</b> The Superintendent shall not neglect social-emotional support; character development support; attendance support; or access to enrichment activities that successfully engage students.			
	Increase the percentage of schools meeting CKH Culture & Climate baseline for teachers on the mid-year survey.	**	42%	June 2026
	Increase the percentage of schools meeting CKH implementation fidelity for leaders on the mid-year survey.	**	36%	June 2026
	Increase the percentage of high school students engaged in at least one extracurricular activity or club.	**	***	June 2026
➤	<b>Guardrail 4:</b> While ensuring all schools have teachers equipped to deliver high-quality instruction, the Superintendent shall neither neglect targeted nor comprehensive strategies for teacher recruitment, retention, and engagement.			
	Decrease the percentage of school vacancies on the 1st day of school.	**	2.5%	June 2026
	Decrease the percentage of highly effective teachers leaving Charlotte-Mecklenburg Schools during the school year.	**	14%	June 2026
	Increase the percentage of master teachers participating in required professional development.	**	***	June 2026

\*\* Final 2024-2025 data not official until Fall 2025.

\*\*\* Annual target yet to be finalized.








# Academic Excellence

# Pillar: Academic Excellence

Goals 1, 2, 3

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

<b>PRIORITY Ae1:</b>	Provide high-quality standards-based instruction across Charlotte-Mecklenburg Schools to achieve the student outcome focused goals.				
<b>IMPLEMENTATION PHASE:</b>	<div>24-25 Initial</div>	<div>25-26 Full</div>	<div>26-27 Sustained</div>	<div>27-28 Sustained</div>	<div>28-29 Sustained</div>
<b>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.</b>					
Increase the percent of school-based staff scoring 80% or better on the Knowledge-Based Questions (KBQs) from 80% to 90% by June 2025.					
<b>STRATEGY Ae 1.002: Ensure equitable instructional practices are administered uniformly across the district.</b>					
<b>Elementary:</b> Increase the percentage of K-2 students scoring at or above benchmark in early literacy as measured by DIBELS from 70% to 75% by June 2025.					
<b>Middle:</b> Increase the percentage of students scoring CCR (college and career ready) on Reading End-of-Grade (EOG) assessments in grades 3-8 from 30% to 37% by June 2025.					
<b>High:</b> Increase the percentage of students scoring CCR (college and career ready) on Math 1 End-of-Course (EOC) assessments from 28% to 37% by June 2025.					
100% of CMS principals will be rated as “progressing” within their individualized coaching plans by June 2025. (Ae1.002 KL 1).					
<b>Rationale:</b> The key lever identified for this strategy prior to 2024-25 will be amended. Every principal has an established, individualized coaching plan and their performance is monitored.					

# 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>Ae1 (Continued):</b>	<b>Provide high-quality standards-based instruction across Charlotte-Mecklenburg Schools to achieve the student outcome focused goals.</b>				
<b>IMPLEMENTATION PHASE:</b>					
<b>STRATEGY Ae 1.003: Incentivize and invest in teachers, principals and staff applying to, accepting positions at and persisting in high-needs schools.</b>					
Reduce the employee attrition rate to 14% from 18.2% by August 2025.					
Maintain 98% of teacher positions filled for at least 8 of the 10 months of the school year through June 2025.					
<b>STRATEGY Ae 1.004: Guide instruction with appropriate data driven analysis so all students reach the student outcome focused goals.</b>					
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 Specialists from their baseline by at least 1 unit surrounding the various data points in the balanced assessment system through offering monthly PL sessions, on-demand support, and regular office hours between July 2024 and July 2025.					
<b>Rationale:</b> Targeted strategies to execute on the district theory of change will take place in the 2025-26 school year, including but not limited to the continued development of district specialists, master teachers and teachers.					

# Pillar: Academic Excellence

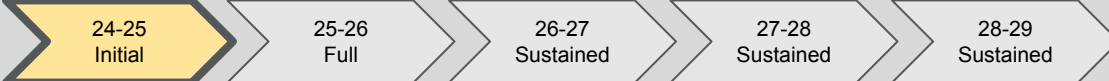
Goal 4

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

**PRIORITY**  
**Ae2:**

Create multiple life pathways for each student, ensuring their success, whether enrolled, employed or enlisted.

**IMPLEMENTATION**  
**PHASE:**



**STRATEGY Ae 2.001:** Create Charlotte-Mecklenburg Schools Learner Profiles to provide in a cohesive, digestible format a map for students, families and other stakeholders of the milestones by grade level a Charlotte-Mecklenburg Schools student should meet by graduation from high school.

100% of students in grades 9th-12th will create a Learner Profile by June 2025.



**STRATEGY Ae 2.002:** Leverage the new Learner Profile Platform where a learner profile will be created for the middle and high school levels to ensure that all students have access to a trusted adult to become next-step-ready.

100% of student in grades 8 and 10 will review their Learner Profile with their trusted adult by June 2025.



**STRATEGY Ae 2.003:** 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.

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.



**STRATEGY Ae 2.004:** Build a continuous pipeline of credentials for students progressing to 2-year or 4-year colleges and enhancing their commitment to future endeavors.

Develop the course planner platform aligned to student career development plan and district opportunities by June 2025.



# Pillar: Academic Excellence

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.				
IMPLEMENTATION PHASE:	<div>24-25 Initial</div>	<div>25-26 Full</div>	<div>26-27 Sustained</div>	<div>27-28 Sustained</div>	<div>28-29 Sustained</div>
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.					
95% of Pre-K seats filled and maintained by September 2024.					<div>✓</div>
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 2025.					<div>→</div>
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 2025.  Rationale: Strategies will be put in place to positively impact student achievement.					<div>▲</div>
STRATEGY Ae 3.002: Implement core experiences to accelerate academic growth of all student groups.					
Elementary: Increase the percentage of K-2 students scoring at or above benchmark in early literacy as measured by DIBELS from 70% to 75% by June 2025.					<div>→</div>
Middle: Increase the percentage of students scoring CCR (college and career ready) on Reading End-of-Grade (EOG) assessments in grades 3-8 from 30% to 37% by June 2025.					<div>→</div>
High: Increase the percentage of students scoring CCR (college and career ready) on Math 1 End-of-Course (EOC) assessments from 28% to 37% by June 2025.					<div>→</div>

# Pillar: Academic Excellence

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.				
IMPLEMENTATION PHASE:	<div>24-25 Initial</div>	<div>25-26 Full</div>	<div>26-27 Sustained</div>	<div>27-28 Sustained</div>	<div>28-29 Sustained</div>
STRATEGY Ae 3.003: Offer multiple opportunities for enhanced learning to students in need, coordinating with community partners as needed.					
Build a tool with comprehensive, family-friendly resources and communicate awareness of our tool to CMS families by June 2025.					<div></div>
STRATEGY Ae 3.004: Expand access to advanced learning experiences, programs and courses to address the disproportionality of students identified to receive services.					
The FAM-D (Facilitated Assessment of MTSS- District Level) overall rating will Increase from 69% in June 2024 to 75% by 2025.					<div></div>

# Pillar: Academic Excellence

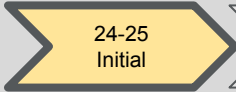


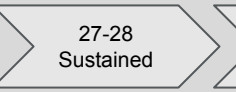
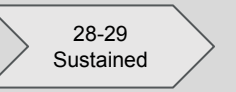






Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.

PRIORITY Ae4:	Provide inspiring educational experiences for students to discover and maintain a love of learning.				
IMPLEMENTATION PHASE:	<div>24-25 Initial</div>	<div>25-26 Full</div>	<div>26-27 Sustained</div>	<div>27-28 Sustained</div>	<div>28-29 Sustained</div>
STRATEGY Ae 4.001: Continue providing a wide variety of classes and experiences that produce a well-rounded education.					
The percentage of high school students engaged in at least one extra-curricular or club will increase by 10% by May 2025.					<div>II</div>
Rationale: Baseline survey data will be collected during the 2025-26 school year.					
Cultural and artistic field trips will increase to a minimum of 2 in grades K-8 by June 2025.					<div>✓</div>
STRATEGY Ae 4.002: Ensure regular exposure to cultural and artistic experiences for students inside and outside of the classroom, especially those students from under-resourced communities.					
Increase cultural and artistic field trips to a minimum of two in grades K-8 by June 2025.					<div>✓</div>
STRATEGY Ae 4.003: Create affordable opportunities for all students to engage in extracurricular activities, including student interest clubs, volunteerism, and civic engagement.					
The percentage of high school students engaged in at least one extra-curricular or club will increase by 10% by May 2025.					<div>II</div>
Rationale: Baseline survey data will be collected during the 2025-26 school year.					

# Pillar: Academic Excellence

Guardrails 2, 3

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

<b>PRIORITY Ae5:</b>	Develop the well-being of the entire child, promoting positive behaviors, consistent attendance and building strong social-emotional skills.				
<b>IMPLEMENTATION PHASE:</b>					
<b>STRATEGY Ae 5.001: Work with community partners to offer physical and mental health services for students and families at schools.</b>					
Increase CMS schools using the Meaningful Medicine Teletherapy program from 12.3% to 15% by June 2025.					
Address the needs of 38 CMS schools who requested SEL (22), Mindfulness (7) or Student-led Club Support (9) by June 2025.					
Increase CMS schools using the Meaningful Medicine School-based virtual care from 39.2% to 43% by June 2025.					
<b>STRATEGY Ae 5.002: Work with community partners to assess existing whole-child resources, and then actively network with families on these available services.</b>					
Increase CMS schools using the Meaningful Medicine Teletherapy program from 12.3% to 15% by June 2025.					
Increase CMS schools using the Meaningful Medicine School-based virtual care from 39.2% to 43% by June 2025.					
<b>STRATEGY Ae 5.003: Identify root causes for absences and collaborate with organizations to offer comprehensive child welfare and attendance services to students to promote student attendance and re-engagement efforts.</b>					
Decrease the chronic absenteeism rate from 23.35% to 20% by June 2025.					

# Pillar: Academic Excellence

Guardrails 2, 3

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

PRIORITY Ae5 (Continued):	Develop the well-being of the entire child, promoting positive behaviors, consistent attendance and building strong social-emotional skills.				
IMPLEMENTATION PHASE:	<div>24-25 Initial</div>	<div>25-26 Full</div>	<div>26-27 Sustained</div>	<div>27-28 Sustained</div>	<div>28-29 Sustained</div>
STRATEGY Ae 5.004: Expand access to training and supports to reduce the disproportionality of student disciplinary infractions.					
Reduce behavior infractions for African American students from 62% to 57% by June 2025.					<div></div>
STRATEGY Ae 5.005: Integrate SEL learning into instruction to support students' social development.					
80% of teachers will show fidelity of SEL implementation during Core Action Walks by June 2025.					<div></div>



# People Excellence

# Pillar: People Excellence

Guardrail 4

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

<b>PRIORITY Pe1:</b>	<b>Competitively recruit and retain a highly qualified and committed workforce.</b>				
<b>IMPLEMENTATION PHASE:</b>					
<b>STRATEGY Pe 1.001: Increase investments in the recruitment, selection, staffing and retention of employees including the new housing initiative in development.</b>					
Reduce the employee attrition rate to 14% from 18.2% by August 2025.					
Maintain 98% of teacher positions filled for at least 8 out of 10 months in school year through June 2025.					
Percentage of teachers who list that housing may impact their continued employment in CMS decreases from 61% to 51% by June 2025.					
<b>STRATEGY Pe 1.002: Refine our recruitment strategy to ensure we can identify qualified candidates to fill vacancies for hard-to-staff roles.</b>					
Establish business rules to define and forecast high-needs vacancy areas by December 2024.					
Create a playbook to address high-needs vacancy areas by January 2025.					
<b>STRATEGY Pe 1.003: Refine our recruitment strategy to ensure we can identify qualified candidates to fill vacancies for hard-to-staff roles.</b>					
Increase the retention of Beginning Teachers (years 0-3) from 76.6% to 80% by June 2025.					
<b>STRATEGY Pe 1.004: Develop comprehensive total rewards compensation and incentive plans for all teachers and supporting staff of the district targeted at sustainable compensation levels.</b>					
Develop a Total Rewards dashboard (website) including a calculator, marketing materials, and accessible benefit options by January 2025.					
Double public website access between January 2025 baseline to June 2025.					
Add 10% new unique internal website access users monthly from January 2025 baseline to June 2025.					

# 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.

## IMPLEMENTATION PHASE:



**STRATEGY Pe 2.001:** Develop innovative ways to increase the availability of ongoing professional development and coaching, including finding the time required.

Increase the number of approved department professional development submissions scheduled on the PD Dashboard from 0% to 75% by June 2025.



**STRATEGY Pe 2.002:** Provide regular opportunities for educators to observe instruction in their content area.

Increase collaborative walk-through training and calibration exercises for principals, master teachers and Central Office Staff from 0 to 52 opportunities by January 2025.



**STRATEGY Pe 2.003:** Provide targeted professional learning opportunities and coaching for newly hired teachers that results in effective, equity-driven instruction and are aligned to our goals/guardrails and the intended outcomes.

Increase the retention of Beginning Teachers (years 0-3) from 76.6% to 80% by June 2025.



**STRATEGY Pe 2.004:** Increase employees' skills on inclusive practices and develop systems to constantly refine these practices.

Provide Professional Development (PD) support to increase the number of departments incorporating equitable and inclusive practices from 0% to 50% by June 2025.



**STRATEGY Pe 2.005:** Develop and implement a succession planning process for the district that includes talent planning.

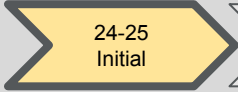


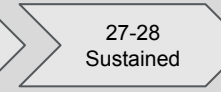





Increase the distribution of a needs assessment survey from 0% to 100% of district departments by June 2025.



**Rationale:** This strategy has been paused to ensure the necessary structures and support are in place with modernization.





# Pillar: People Excellence

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

<b>PRIORITY Pe3:</b>	Improve staff wellness with recurring positive practices that celebrate the employees' contributions.				
<b>IMPLEMENTATION PHASE:</b>					
<b>STRATEGY Pe 3.001:</b> Ensure that programs which recognize and elevate the appreciation of teachers and other staff are consistently implemented districtwide.					
Standardize strategies and processes for current and additional staff recognitions by June 2025.					
<b>STRATEGY Pe 3.002:</b> Collaborate with community partners to create and implement targeted employee wellness programs.					
Develop a comparison between teachers' desired wellness supports and CMS's current offerings by January 2025.					
Create and promote plans for comprehensive wellness offerings for 2025-26 school year by June 2025.					
<b>STRATEGY Pe 3.003:</b> Build the capacity of employees to promote wellness strategies for their teams and schools.					
Create a playbook for district and school leaders to promote wellness with their teams and schools by June 2025.					

# Pillar: People Excellence

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

<b>PRIORITY Pe4:</b>	Instill high performance standards by developing excellent leaders, ensuring thorough training and measuring performance effectively.				
<b>IMPLEMENTATION PHASE:</b>					
<b>STRATEGY Pe 4.001: Deepen Charlotte-Mecklenburg Schools culture of universally shared commitment to student success.</b>					
Develop a process for Student Outcome Focus Goal aligned projects to be reported on and monitored through the use of Charlotte-Mecklenburg Schools' project management tools to drive decision-making by June 2025.					
<b>STRATEGY Pe 4.002: Strengthen leadership and management training and coaching for supervisors and managers to improve their capabilities where needed.</b>					
<b>Rationale:</b> A midcourse adjustment occurred to ensure the necessary structures and support are in place for successful implementation.					
<b>STRATEGY Pe 4.003: Enhance the implementation of the formal performance evaluation system for all employees grounded in district developed frameworks.</b>					
Provide a minimum of 23 evaluation training sessions for supervisors by June 2025.					

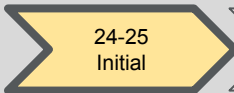

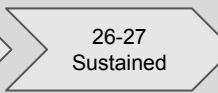
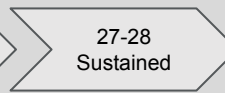







# Operational Excellence

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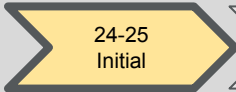


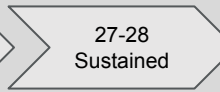
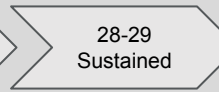





# Pillar: Operational Excellence

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

<b>PRIORITY Oe1:</b>	<b>Build and actively maintain great facilities.</b>				
<b>IMPLEMENTATION PHASE:</b>					
<b>STRATEGY Oe 1.001: Address Deferred Maintenance: (1) conduct a complete system-wide review of all facilities (the DSA, FCA), noting all deferred maintenance items by priority, and (2) create a multi-year funding plan to address the corrective actions integrating the needed funding into the budget process.</b>					
Perform phase 1, 2 and 3 Facility Condition Assessment of the District's portfolio of educational schools and facilities to inform a long range plan to prioritize critical work items by June 2025.					
<b>STRATEGY Oe 1.002: Build and maintain modern facilities that maximize student learning, prioritizing areas of need and integrate this work with the periodic comprehensive review as needed.</b>					
Establish plans, baseline metrics, and ongoing metrics to monitor progress of the 2023 bond projects in the areas of Communication, MWSBE, and Project Delivery by June 2025.					
<b>STRATEGY Oe 1.003: Ensure we meet safety and accessibility standards and make necessary facility upgrades in all classrooms and workspaces.</b>					
Develop a new warranty/turnover process to reduce failure rates of key systems and components to 5% or fewer by June 2025.					
<b>STRATEGY Oe 1.004: Reduce completion time for submitted work orders at all sites, and improve communication between the Operations Department and schools.</b>					
Identify and implement a work order system/process to improve communication and reduce completion time for submitted work orders at all sites by June 2025.					

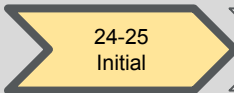

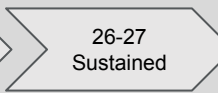
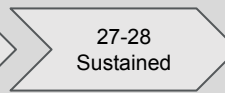





# Pillar: Operational Excellence

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

<b>PRIORITY</b> Oe2:	Enhance the resilience of our cybersecurity infrastructure through the implementation of advanced defense mechanisms, system upgrades, meticulous refinement of work procedures and targeted training.				
<b>IMPLEMENTATION</b> PHASE:					
<b>STRATEGY Oe 2.001:</b> Enhance the resilience of our cybersecurity infrastructure through the implementation of advanced defense mechanisms, system upgrades, meticulous refinement of work procedures and targeted training.					
Increase cybersecurity defense mechanisms from 75% to 100% by June 2025.					
<b>STRATEGY Oe 2.002:</b> Implement the Charlotte-Mecklenburg Schools Business Modernization system to streamline workflow and reporting, including finance, procurement and HR modules.					
Increase the interface acceptance rate from 0% to 99.5% by July 2025.					
<b>STRATEGY Oe 2.003:</b> 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.					
40% of students have a modern device that is less than 4 years old by June 2025.					
<b>STRATEGY Oe 2.004:</b> Prepare for the adoption of the new student information system that North Carolina will be launching statewide in the 2025-26 school year.					
Transition 100% of our student information system from PowerSchool to Infinite Campus by July 2025.					
<b>STRATEGY Oe 2.005:</b> Implement an advanced Information Technology Service Management (ITSM) platform to decrease ticket resolution times, improve operational efficiency and increase satisfaction for users.					
Migrate 0% to 100% Cherwell requests to ServiceNow by May 2025.					

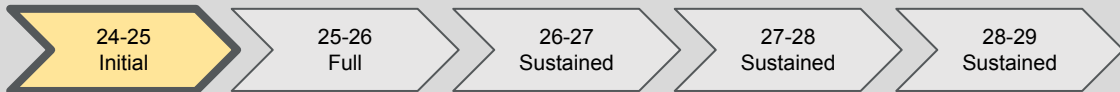



# Pillar: Operational Excellence

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

<b>PRIORITY Oe3:</b>	Develop and implement sustainable budgets and financial forecasts to guide prudent spending.				
<b>IMPLEMENTATION PHASE:</b>					
<b>STRATEGY Oe 3.001: Develop a multi-year financial forecast for the district to assist in the prioritization and sequencing of our actions and the prudent identification of resource needs.</b>					
Modernize financial systems and processes to improve operational efficiencies, resulting in more timely and transparent financial information while mitigating risks and improving reporting accuracy, by July 2025.					
<b>STRATEGY Oe 3.002: Improve funding formulas and create mechanisms to ensure equitable distribution of all resources across the district.</b>					
Modernize financial systems and processes to improve operational efficiencies, resulting in more timely and transparent financial information while mitigating risks and improving reporting accuracy, by July 2025.					
<b>STRATEGY Oe 3.003: Enhance comprehensive periodic financial reviews so resources are aligned to maximize return on investment and to balance short- and long-term needs.</b>					
Modernize financial systems and processes to improve operational efficiencies, resulting in more timely and transparent financial information while mitigating risks and improving reporting accuracy, by July 2025.					
<b>STRATEGY Oe 3.004: Streamline financial systems, policies and procedures to ensure schools are adequately and efficiently equipped to deliver high-quality learning experiences.</b>					
Modernize financial systems and processes to improve operational efficiencies, resulting in more timely and transparent financial information while mitigating risks and improving reporting accuracy, by July 2025.					

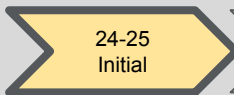

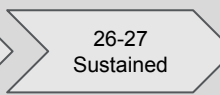
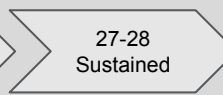
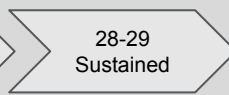




# Pillar: Operational Excellence

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<b>PRIORITY Oe4:</b>	Continuously improve effectiveness in all operations across the district.				
<b>IMPLEMENTATION PHASE:</b>					
<b>STRATEGY Oe 4.001: Establish system-wide project management excellence to develop a collaborative, trusted, and results-oriented culture.</b>					
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.					
<b>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.</b>					
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.					
<b>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.</b>					
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 by June 2025.					
<b>Rationale:</b> The project is still in the planning phase.					

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<b>PRIORITY</b> Oe5:	Enhance the use of data to improve decision-making in all of our actions.				
<b>IMPLEMENTATION</b> <b>PHASE:</b>					
<b>STRATEGY Oe 5.001:</b> Modernize our data reporting platforms to improve the timeliness and accessibility of key data for supporting strategic efforts, improving operational efficiency and informing instruction.					
Create a "control tower" for district leaders centered on the 2024-29 Goals and Guardrails in Power BI by July 2025.  <b>Rationale:</b> This project is still in the beginning stages of building the team and structures for a cloud environment.					
<b>STRATEGY Oe 5.002:</b> Conduct regular data review meetings to drive continuous improvement at schools and across the District.					
100% of quarterly benchmark instructional leadership team data analysis sessions are conducted within a week of the close of each benchmark assessment window by May 2025.					
<b>STRATEGY Oe 5.003:</b> Enhance the capability of all staff to use data to drive improvement, including training.					
Develop a 2024-29 CMS Research and Evaluation Landscape to measure the effectiveness and impact of identified strategies aligned to the 2024-29 Strategic Plan by June 2025.					
<b>STRATEGY Oe 5.004:</b> Monitor developments with (AI) generative artificial intelligence, seeking to adopt this to serve students better when suitable for specific use cases.					
Facilitate stakeholder engagement and feedback sessions to guide the development of a Charlotte-Mecklenburg Schools AI vision statement by February 2025.					



# 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 Ee1:</b>	<b>Work collaboratively with community partners and governmental agencies to equitably meet the needs of our students and staff.</b>				
<b>IMPLEMENTATION PHASE:</b>	24-25 Initial	25-26 Full	26-27 Sustained	27-28 Sustained	28-29 Sustained
<b>STRATEGY Ee 1.001: Cultivate authentic partnerships with community-based organizations, the business community and institutions of higher education to meet the needs of our students.</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>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>					
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>STRATEGY Ee 1.003: Hold an annual partnership summit meeting with the Charlotte-Mecklenburg Schools Superintendent and our community partners.</b>					
Hold an annual partnership summit meeting with the Charlotte-Mecklenburg Schools Superintendent and our community partners by June 2025.					
<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>					
In support of Goal 1 (K-2 DIBELS) , create a tracking platform in order to identify needs and support in 100% of our K-2 Elementary School Performance Areas by partnering with our local and state coalitions from 0 to 5 by June 2025.					
<b>STRATEGY Ee 1.005: Participate in national and state networks of school districts to better inform policies and practices.</b>					
Engage with community partners and agencies to inform the development/revision of educational policies, regulations, and practices to disseminate relevant content to key internal stakeholders and departments via a standardized system 100% of the time by June 2025.					

# 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 Ee2:	Strengthen home-school partnerships to increase student academic achievement.				
IMPLEMENTATION PHASE:	<div><div>24-25 Initial</div><div>25-26 Full</div><div>26-27 Sustained</div><div>27-28 Sustained</div><div>28-29 Sustained</div></div>				
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.					
Increase the number of active volunteers and parent leaders by 10% from 16K to 17.5K by June 2025.					
STRATEGY Ee 2.002: Develop Charlotte-Mecklenburg Schools as a trusted source of valuable information for families with all things relevant to their children's educational needs and progress, including revamping and relaunching the Charlotte-Mecklenburg Schools Family Academy to provide resources and support to families.					
Develop and relaunch the CMS Family Academy to engage 2,500 families in the academy by June 2025.					




# 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:</b>	<b>Establish open dialogue for two-way communication between the district and community, providing clear information and listening attentively.</b>				
<b>IMPLEMENTATION PHASE:</b>					
<b>STRATEGY Ee 3.001: Maintain effective collaboration with media partners to share positive and uplifting stories of Charlotte-Mecklenburg Schools and our students.</b>					
Increase the the number of pitches that are picked up by our media partners from 120 to 132 by June 2025.					
<b>STRATEGY Ee 3.002: Continue to enhance and improve district and school websites, communication channels and social media.</b>					
Increase monthly social media engagements by 1000 (year-over-year) by June 2025.					
<b>STRATEGY Ee 3.003: Strengthen our customer service at every touch point, and institute a system for measuring our quality of service to inform improvements.</b>					
To develop, implement and manage a districtwide communication system that is responsive to CMS families, staff, and constituents for improved customer service exemplifying the CMS C.R.O.W.N. experience by increasing the average C.R.O.W.N. Experience rating by domain from each key stakeholder group from 0 to 3% by June 2025.					
<b>STRATEGY Ee 3.004: Improve internal communication structures to ensure all employees receive timely district news and important information.</b>					
Increase the amount of ways staff can receive good news stories and important information (email, newsletter, video, text, etc.) from 2 modes to 4 modes, to include a printed option and emails by June 2025.					
<b>STRATEGY Ee 3.005: Communicate with families in multiple languages and modes to best meet their needs.</b>					
Maintain ParentSquare contactability rate between 90% to 100% through June 2025.					

# 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 Ee4:</b>	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.				
<b>IMPLEMENTATION PHASE:</b>					
<b>STRATEGY Ee 4.001:</b> Secure more resources for our students and educators by aggressively pursuing funds targeted to the areas of highest impact and supporting ongoing innovation.					
Increase the number of grants, resources, and donations awarded to the district from 75 to 100 by June 2025.					
<b>STRATEGY Ee 4.002:</b> 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.					
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.					
<b>STRATEGY Ee 4.003:</b> Identify new sources of revenue from federal, state and local levels to maximize the use of recurring and non-recurring funds for all district operations.					
Increase the number of grants, resources, and donations awarded to the district from 75 to 100 by June 2025.					