



# 2024-2025 Strategy and Innovation Annual Plan

# Guiding Principles

## MISSION

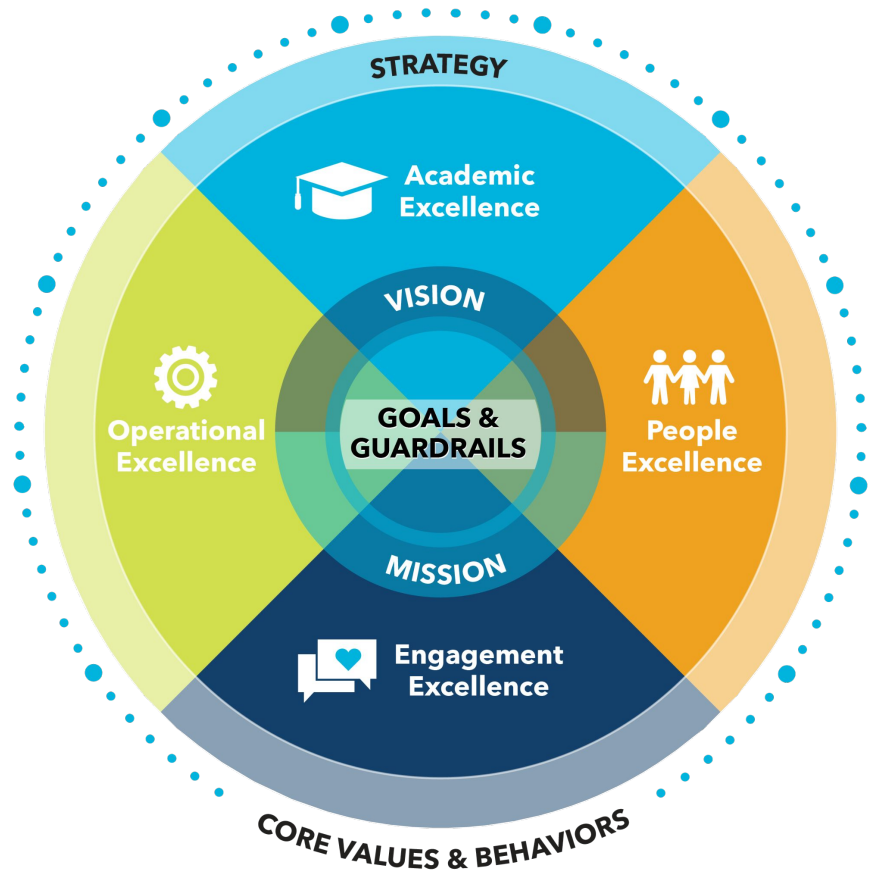
The mission of Charlotte-Mecklenburg Schools is to create an innovative, inclusive, student-centered environment that supports the development of independent learners.

## 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 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 1.004: 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 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.

## **Key Levers**

- Align department and school improvement planning to district annual and strategic plans, including a monitoring and reporting cadence across stakeholders
- Conduct data analyses and next step action planning at the executive leadership, learning community, school, grade level content area and teacher levels on the cadence on which new data are available

# 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 Continued:</b>	<b>Provide high-quality standards-based instruction across Charlotte-Mecklenburg Schools to achieve the student outcome focused goals.</b>
<b>STRATEGY Ae 1.004: Guide instruction with appropriate data driven analysis so all students reach the student outcome focused goals.</b>	
<b>Performance Measure(s)</b>	Attendance at the district data analysis sessions following each benchmark assessment window PL Calendar aligned to Benchmark Assessment Windows Survey results from the data analysis sessions  Attendance at the monthly data-focused PL sessions PL Calendar of Monthly Sessions for Level-Alike Leadership and Instructional Specialists Survey results from the monthly data-focused PL sessions
<b>Collaborating Departments</b>	Learning and Teaching



# 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.*

<b>PRIORITY Oe2:</b>	<b>Modernize our technological infrastructure and systems.</b>
<b>STRATEGY Oe 2.004: Prepare for the adoption of the new student information system that North Carolina will be launching statewide in the 2025-26 school year.</b>	
<b>Wildly Important Goal</b>	Transition 100% of our student information system from PowerSchool to Infinite Campus by July 2025.
<b>Key Levers</b>	<ul style="list-style-type: none"><li>• Implement and monitor the progress of the data preparations, platforms and integrations and Student Information System (SIS) processes for implementation of Infinite Campus in 2025-26</li></ul>
<b>Performance Measure(s)</b>	100% of Stakeholders are trained prior to launch Database mappings and new ETL processes for loading data from the new SIS into our data warehouses Successful data cleanup and migration Successful 3rd party integrations with Infinite Campus
<b>Collaborating Departments</b>	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.

<b>PRIORITY Oe4:</b>	<b>Continuously improve effectiveness in all operations across the district.</b>
<b>STRATEGY Oe 4.001: Establish system-wide project management excellence to develop a collaborative, trusted, and results-oriented culture.</b>	
<b>Wildly Important Goal</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>Key Levers</b>	<ul style="list-style-type: none"><li>• 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</li><li>• 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</li><li>• 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</li></ul>
<b>Performance Measure(s)</b>	On Demand Module participation Pre/Post Assessment on Project Management Principles Project Management with Excellence Workshop attendance
<b>Collaborating Departments</b>	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.*

<b>PRIORITY Oe4:</b>	<b>Continuously improve effectiveness in all operations across the district.</b>
<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>	
<b>Wildly Important Goal</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>Key Levers</b>	<ul style="list-style-type: none"><li>• Create and implement a districtwide Point of Contact and Standard Operating Procedure Directory</li><li>• Execute Phases 2 and 3 of the creation of the Charlotte-Mecklenburg Schools Standard Operating Procedure Directory</li><li>• Develop and implement a research and evaluation plan that supports district strategy continuous improvement and decision-making to determine where to focus future efforts</li></ul>
<b>Performance Measure(s)</b>	Project Management Workbook tool utilization
<b>Collaborating Departments</b>	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.*

<b>PRIORITY Oe4:</b>	<b>Continuously improve effectiveness in all operations across the district.</b>
<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>	
<b>Wildly Important Goal</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.
<b>Key Levers</b>	<ul style="list-style-type: none"><li>• Leverage best practices from other partner districts across the nation</li></ul>
<b>Performance Measure(s)</b>	Number of resources shared Resource Directory
<b>Collaborating Departments</b>	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.

<b>PRIORITY Oe5:</b>	Enhance the use of data to improve decision-making in all of our actions.
<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.	
<b>Wildly Important Goal</b>	Create a "control tower" for district leaders centered on the 2024-29 Goals and Guardrails in Power BI by July 2025.
<b>Key Levers</b>	<ul style="list-style-type: none"><li>● Ingest and prepare the required student data sources</li><li>● Gather requirements for the displays and functionality</li><li>● Develop, test, and refine the reports</li></ul>
<b>Performance Measure(s)</b>	Power BI Reports on Goals and Guardrails Data
<b>Collaborating Departments</b>	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.*

<b>PRIORITY Oe5:</b>	Enhance the use of data to improve decision-making in all of our actions.
<b>STRATEGY Oe 5.002:</b> Conduct regular data review meetings to drive continuous improvement at schools and across the District.	
<b>Wildly Important Goal</b>	Create a set of student data summary reports tailored to the Performance Area levels in Power BI by July 2025.
<b>Key Levers</b>	<ul style="list-style-type: none"><li>• Develop the security model for role-based data access</li><li>• Gather requirements for the displays and functionality</li><li>• Develop, test, and refine the reports</li></ul>
<b>Performance Measure(s)</b>	Power BI reports tailored for the Elementary, Middle, K-8, and High School Performance Area groups
<b>Collaborating Departments</b>	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.*

<b>PRIORITY Oe5:</b>	<b>Enhance the use of data to improve decision-making in all of our actions.</b>
<b>STRATEGY Oe 5.003: Enhance the capability of all staff to use data to drive improvement, including training.</b>	
<b>Wildly Important Goal</b>	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>Key Levers</b>	<ul style="list-style-type: none"><li>• Collaborate with Accountable and Responsible leaders of the Strategic Plan strategies to identify highest-leverage candidate strategies for research and evaluation projects</li><li>• Collaborate with UNC Charlotte faculty to match research and evaluation needs with research partners</li></ul>
<b>Performance Measure(s)</b>	2024-29 CMS Research and Evaluation Landscape document
<b>Collaborating Departments</b>	All Central Office Departments

# 2024-25 Department Plans Index

Department	Data Analytics
<b>WIG(s)</b>	<p>Create an efficient Data Governance structure that improves access to data and reduces the number of data requests by 50% by June 2025.</p> <p>Develop a system of SOFG Reporting that reduces the time spent on data query, visualization, and reporting from approximately 7 days to 4 days by June 2025.</p>
<b>Performance Measure(s)</b>	<p>Data Request Tracker Usage</p> <p>Number of Data Requests</p> <p>Number of Student Recognition Lists compiled within 24 hours</p> <p>Number of Summary Drafts completed within 2 Days</p>
Department	Student Information Systems
<b>WIG(s)</b>	<p>Transition our student information system from PowerSchool to Infinite Campus by April 2025.</p>
<b>Performance Measure(s)</b>	<p>A schedule for inter-departmental communication, coordination and training.</p> <p>A schedule for PowerSchool data clean-up and conversion with built-in measurables and accountability.</p> <p>A schedule for school communication, coordination and training.</p>
Department	Data Strategy
<b>WIG(s)</b>	<p>Create a "control tower" for district leaders centered on the 2024-29 Goals and Guardrails in Power BI by July 2025.</p> <p>Create a set of student data summary reports tailored to the Performance Area levels in Power BI by July 2025.</p> <p>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.</p>
<b>Performance Measure(s)</b>	<p>Number of Corresponding Strategies</p> <p>Percent of Aligned Research and Evaluation Projects</p>

# 2024-25 Department Plans Index

Department	Federal, State, and Local Testing
<p><b>WIG(s)</b></p>	<p>Increase the efficiency of School Test Coordinators (STCs) with less than 2 years of experience from 7.7 to 9.7 by July 2025.</p> <p>Develop and apply a standardized process for monitoring the implementation of 100% of federal, state, and local assessments (before, during and after testing) by July 2025.</p> <p>Increase the effective and accurate usage of the reporting process for the Projected Graduation Cohort Rates (10-12th) from 0% to 100% by June 2025.</p>
<p><b>Performance Measure(s)</b></p>	<p>End of year survey for STCs with less than 2 years of experience            Number of Work Sessions and Walkthroughs            STC retention from year to year            Tracking Spreadsheet</p> <p>Percent of milestones met            Projected Graduation Per Semester            Quarterly Executive Summary            Quarter Data Report Outs</p>



# 2024-25 Department Plans Index

Department	School Improvement and Data Integration
<p><b>WIG(s)</b></p>	<p>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.</p> <p>Increase the capacity of School Performance Area Instructional Specialists from their baseline by at least 1 unit scale score 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.</p> <p>100% of School Improvement Plans are aligned to the 2024-25 district goal and guardrail targets, adhere to all requirements for implementation and are monitored and adjusted throughout the school year in response to related student achievement data by June 2025.</p>
<p><b>Performance Measure(s)</b></p>	<p>Attendance at the district data analysis sessions following each benchmark assessment window</p> <p>Attendance at the monthly data-focused PL sessions</p> <p>PL Calendar aligned to Benchmark Assessment Windows</p> <p>PL Calendar of Monthly Sessions for School Performance Area Instructional Specialists</p> <p>Release of resources to support School Improvement Plan components (ie: goals, indicators, actions)</p> <p>Survey results from the data analysis sessions</p> <p>Survey results from the monthly data-focused PL sessions</p> <p>Training on new Goals and Guardrails and how to write aligned goals</p>
Department	Strategy Management
<p><b>WIG(s)</b></p>	<p>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.</p> <p>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.</p>
<p><b>Performance Measure(s)</b></p>	<p>On Demand Module participation</p> <p>Pre/Post Assessment on Project Management Principles</p> <p>Project Management with Excellence Workshop attendance</p> <p>Project Management Workbook tool utilization</p>