



Chief of Staff Department Annual Plan 2026-2027

Our Guiding Principles: The CMS Way!

Endless possibilities start with



OUR MISSION

To create an innovative, inclusive, student-centered environment that supports the development of independent learners.

OUR VISION

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

2024 – 2029 DISTRICT GOALS

-  Improve Early Literacy in Grades K – 2
-  Improve Literacy Skills in Grades 3 – 8
-  Strengthen Math Performance in Math 1
-  Post-Grad Readiness

CORE BELIEFS

Public education is essential to democracy and necessary for economic opportunity, mobility and the broader public good.

We are responsible for building and maintaining a high performing school district.

Each student is uniquely capable and deserves an engaging, relevant, and challenging educational experience.

Our principals and teachers make the critical difference in student achievement and building a positive school community.

The school system, families, and communities are necessary partners in ensuring the academic, social, emotional and behavioral success of students.

GUARDRAILS



Equity over Equality:
Reducing Achievement Gaps



Safety & Security



Attending to the Whole Child:
Wellbeing & Engagement



Staffing:
High Quality Teachers

FOUR PILLARS OF EXCELLENCE



Academic Excellence



People Excellence



Operational Excellence



Engagement Excellence

OUR COMMITMENT TO DELIVER **EXCELLENCE** WITHOUT EXCEPTION

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
--	---	---	---

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.





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.

PRIORITY Ee1:	Work collaboratively with community partners and governmental agencies to equitably meet the needs of our students and staff.
STRATEGY Ee 1.005: Participate in national and state networks of school districts to better inform policies and practices.	
Wildly Important Goal(s)	CMS will strengthen engagement in local, regional, state, and national education networks and translate learning into actionable strategies that improve district practices, ensuring 100% of key insights are shared with internal stakeholders through a standardized system by June 2027. CMS will establish a baseline of Executive Cabinet participation in these engagements to inform and expand strategic involvement by June 2027.
Performance Measure(s)	Number of share outs of Local, State and National reports to Executive Cabinet Weekly Implementation of a standardized dissemination system Executive Cabinet participation across networks Tracked distribution logs Quarterly monitoring of system usage and effectiveness
Collaborating Departments	Board Operations Communications and Engagement Executive Cabinet Office of General Counsel

2026–27 Department Plans Index

Department	Customer & Administrator Services
WIG(s)	CMS will strengthen engagement in local, regional, state, and national education networks and translate learning into actionable strategies that improve district practices, ensuring 100% of key insights are shared with internal stakeholders through a standardized system by June 2027. CMS will establish a baseline of Executive Cabinet participation in these engagements to inform and expand strategic involvement by June 2027.
Performance Measure(s)	Number of share outs of Local, State and National reports to Executive Cabinet Weekly Implementation of a standardized dissemination system Executive Cabinet participation across networks Tracked distribution logs Quarterly monitoring of system usage and effectiveness