



Office of Technology 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
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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
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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
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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.





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(s)	Ensure 100% of cybersecurity compliance requests are fully integrated within the Digital Approval Process as the mandatory review pathway by June 2027.
Performance Measure(s)	Finalized review process Number of reviewed vendor requests Reviewed vendor time in queue
Collaborating Departments	Data Operations Educational Technology Finance Office of Academic Performance Office of General Counsel

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(s)	Implement the Oracle Cloud HCM system in January 2028 by completing Payroll Parallel 3 and launching Payroll Parallel 4 by June 2027.
Performance Measure(s)	JIRA ticket system Reports, Integrations, Conversion, Enhancements (RICE) tracker
Collaborating Departments	All Charlotte-Mecklenburg Divisions and Schools

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(s)	Contingent upon funding, increase the percentage of students assigned a modern device that is less than four years old from 48.8% to 70% by June 2027.
Performance Measure(s)	Annual Device Refresh and Deployment Totals Device Age Analysis Report Inventory data Report Frontline Asset Management Total Enrollment by grade level
Collaborating Departments	All Charlotte-Mecklenburg Divisions and Schools

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(s)	Design and implement supervisor dashboards in ServiceNow with 100% of supervisors actively using the dashboard to monitor and manage operations by June 2027.
Performance Measure(s)	Number of new automations Number of system integrations
Collaborating Departments	Office of 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 Oe5:	Enhance the use of data to improve decision-making in all of our actions.
STRATEGY Oe 5.001: Modernize our data reporting platforms to improve the timeliness and accessibility of key data for supporting strategic efforts, improving operational efficiency and informing instruction.	
Wildly Important Goal(s)	Migration of the enterprise data warehouses to the district's new SQL servers from 0 to 100% by June 30, 2027.
Performance Measure(s)	Data populating in downstream uses (e.g., ClassLink apps, Navigator Portal reports, HRIS Power BI reports) Nightly Extracting, Transforming, and Loading job completion Number of databases moved to the 2025 SQL servers
Collaborating Departments	Data Governance Data Platforms HR Digital Modernization HRIS School Improvement and Data Integration

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(s)	Implement a districtwide professional development program on AI use, ensuring all CMS staff receive training on safe, ethical, and effective application of AI tools by June 2027.
Performance Measure(s)	Percent of staff completing AI training
Collaborating Departments	Office of Academic Performance Strategy and Innovation

2026–27 Department Plans Index

Department	Cybersecurity
WIG(s)	Ensure 100% of cybersecurity compliance requests are fully integrated within the Digital Approval Process as the mandatory review pathway by June 2027.
Performance Measure(s)	Number of Applications requested, length of review and number of approved or denied Reports and analytics from ServiceNow
Department	Data Warehouses
WIG(s)	Complete 100% migration of the enterprise data warehouses to the district's new SQL servers by June 2027.
Performance Measure(s)	Project tracking in Hive
Department	Educational Technology
WIG(s)	Implement a districtwide professional development program on AI use, ensuring all CMS staff receive training on safe, ethical, and effective application of AI tools by June 2027.
Performance Measure(s)	Percentage of staff completing AI training
Department	Information Systems & Support
WIG(s)	Increase the percentage of students assigned a modern device that is less than four years old from 48.8% to 70% by June 2027.
Performance Measure(s)	Annual Device Refresh and Deployment Totals Device Age Analysis Report Inventory data Report Frontline Asset Management Total Enrollment by grade level

2026–27 Department Plans Index

Department	IT and Business Applications
WIG(s)	Implement the Oracle Cloud HCM system by January 2028 with 99% of the business processes configured and producing 99.5% accurate payrolls by June 2027.
Performance Measure(s)	Current status reported per timeline Reporting via Workstreams (HR, RRTD, Payroll, Technical, Interface and report development dashboards)
Department	Network & Security
WIG(s)	Increase the percentage of district sites equipped with Wi-Fi 6 or better wireless infrastructure from the current Wi-Fi 5 standard from 50% to 75% district wide by June 2027.
Performance Measure(s)	Percentage of district sites upgraded to Wi-Fi 6 or better Percentage of scheduled E-Rate installations completed on time Reduction in wireless capacity and coverage complaints at upgraded sites ServiceNow incidents or support tickets Wireless network availability at upgraded sites (Target: 99.9%)