



Strategy and Innovation 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.





Academic Excellence

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(s)	Conduct 18 SOFG Monitoring Report Protocol sessions to inform strategic adjustments by May 2027.
Key Lever(s)	Leverage specialists to lead strategic data analysis cycles that drive improvements in core instruction and accelerate student progress toward outcome-focused goals.
Performance Measure(s)	Number of completed SOFG Monitoring Report Protocol session templates
Collaborating Departments	Office of Academic Performance



People Excellence

Pillar: People Excellence

Guardrail 4

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

PRIORITY Pe4:	Instill high performance standards by developing excellent leaders, ensuring thorough training and measuring performance effectively.
STRATEGY Pe 4.001: Deepen Charlotte-Mecklenburg Schools culture of universally shared commitment to student success.	
Wildly Important Goal(s)	Ensure that SOFG data is accessible to 100% of stakeholders via the Power BI dashboard bimonthly by June 2027.
Performance Measure(s)	FACE TOC Power BI Dashboard KickUp dashboard
Collaborating Departments	Communications and Engagement Office of Academic Performance Office of Strategy Management Recruitment, Retention and Talent Development Student Services



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 2.004: Prepare for the adoption of the new student information system that North Carolina will be launching statewide in the 2025-26 school year.	
Wildly Important Goal(s)	Achieve full utilization of all core SIS modules (enrollment, attendance, gradebook, scheduling, state reporting etc.) by June 2027.
Performance Measure(s)	Attendance Records Canvas Completion Feedback Forms OnFlo submissions Requests for re-trainings Ticket numbers
Collaborating Departments	All Charlotte-Mecklenburg Schools and Divisions

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 Oe4:	Continuously improve effectiveness in all operations across the district.
STRATEGY Oe 4.001: Establish system-wide project management excellence to develop a collaborative, trusted, and results-oriented culture.	
Wildly Important Goal(s)	100% of cross-functional projects, aligned to the Theory of Change, will use Charlotte-Mecklenburg School's project management tools to drive aligned decision-making by June 2027.
Performance Measure(s)	Hive usage Monthly project monitoring reviews
Collaborating Departments	Communications and Engagement Office of Academic Performance Strategy and Innovation Recruitment, Retention, and Talent Development

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 Oe4:	Continuously improve effectiveness in all operations across the district.
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.	
Wildly Important Goal(s)	100% of district leaders, with cross-functional projects, aligned to the Theory of Change, will establish and begin using at least one structured continuous improvement routine aligned to the PDSA cycle, resulting in target achievement, by June 2027.
Performance Measure(s)	Obeya Report Outs
Collaborating Departments	Communications and Engagement Office of Academic Performance Strategy and Innovation Recruitment, Retention, and Talent Development

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 Oe4:	Continuously improve effectiveness in all operations across the district.
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.	
Wildly Important Goal(s)	Establish a research repository of best practices that is available to internal stakeholders in support of continuous improvement in Charlotte-Mecklenburg Schools by June 2027.
Performance Measure(s)	Defined scope of work Milestones
Collaborating Departments	Communications and Engagement CMS Foundation Office of Academic Performance Office of Strategy Management Recruitment, Retention, and Talent Development Student Services

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 5.002: Conduct regular data review meetings to drive continuous improvement at schools and across the District.	
Wildly Important Goal(s)	100% of cross-functional projects, aligned to the Theory of Change, involving multiple departments, will participate in recurring project data review meetings by June 2027.
Performance Measure(s)	Hive dashboards Obeya Report Outs
Collaborating Departments	Communications and Engagement Office of Academic Performance Strategy and Innovation Recruitment, Retention, and Talent Development

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 5.003: Enhance the capability of all staff to use data to drive improvement, including training.	
Wildly Important Goal(s)	100% of Theory of Change metrics have the data needed to inform Obeya report outs and problem solving sessions by June 2027.
Performance Measure(s)	Percent of monitoring reports with identified key lever data
Collaborating Departments	Office of Academic Performance Office of Strategy Management Recruitment, Retention and Talent Development Student Services

2026–27 Department Plans Index

Department	Data Platforms
WIG(s)	Achieve 100% utilization of all core Infinite Campus SIS modules across Charlotte-Mecklenburg Schools by increasing staff access to onboarding materials from current baseline levels to 100% by June 30, 2027.
Performance Measure(s)	Attendance Records Canvas Completion Feedback Forms OnFlo Submissions Requests for Re-Trainings Ticket numbers
Department	Federal, State & Local Testing
WIG(s)	The percentage of monitored students added back to the graduation rate due to the missing or incorrect documentation will drop from 6% to 3% by July, 30, 2027.
Performance Measure(s)	CGR Feedback form CGR principal check ins Counselor and data manager training Review of withdrawal documentation
Department	School Improvement and Data Integration
WIG(s)	Conduct 18 SOFG Monitoring Report Protocol sessions to inform strategic adjustments by May 2027.
Performance Measure(s)	Number of completed SOFG Monitoring Report Protocol session templates

2026–27 Department Plans Index

Department	Strategic Planning & Research
WIG(s)	Establish a research repository of best practices that is available to internal stakeholders in support of continuous improvement in Charlotte-Mecklenburg Schools by June 2027.
Performance Measure(s)	Identify and implement a citation management system Select a platform for hosting the repository
Department	Strategy Management
WIG(s)	Ensure 100% of cross-functional projects, aligned to the Theory of Change, will use Charlotte-Mecklenburg School's project management tools and participate in monthly project monitoring reviews to drive aligned decision-making by June 2027. 70% of district leaders, with cross-functional projects, aligned to the Theory of Change, will establish and begin using at least one structured continuous improvement routine aligned to the PDSA cycle, resulting in target achievement, by June 2027. Maintain that 100% of cross-functional projects, aligned to the Theory of Change, involving multiple departments, will participate in recurring project data review meetings by June 2027.
Performance Measure(s)	Creation of system and structure Defined scope of work Hive usage Monthly project monitoring reviews Participation in Central Office Leadership professional learning Workshop attendance