



Deputy Superintendent: Student Planning, Placement and Programs 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

Pillar: Academic Excellence

Goals 1, 2, 3

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.
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.	
Wildly Important Goal(s)	Increase the amount of schools that will implement at least one cultural or artistic experience supported by transportation and community partnerships annually from 10% to 50% by June 2027.
Key Lever(s)	Increase access to high-quality, real-world arts learning by partnering with colleges and industry professionals to create collaborative, portfolio-based programs, with a focus on engaging students and educators from schools with limited offerings
Performance Measure(s)	BOY Survey Partnership collaboration Program implementation tracker
Collaborating Departments	Student Planning, Placement & Programs Student Services

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Department	Arts Education
WIG(s)	Increase the amount of schools that will implement at least one cultural or artistic experience supported by transportation and community partnerships annually from 10% to 50% by June 2027.
Performance Measure(s)	Percent of new partnerships or new endeavors with cultural/artistic organizations Percent of schools completing a cultural/arts access audit Percent of students that were reached and student/teacher surveys on quality of experience
Department	ASEP
WIG(s)	Increase aligned After School Enrichment Program (ASEP) enrichment offerings from 425 to 460 or more experiences by June 2027.
Performance Measure(s)	ASEP Enrichment Dashboard Field Trip plans Procurement for trips and services Timely completion of planned enrichment experiences through submission of Contracted Services
Department	Student Placement
WIG(s)	Improve customer service and operational efficiency by achieving a 95% one-business-day response rate, reducing processing times by 20%, maintaining fewer than 5% overdue requests, and reaching 90% customer satisfaction by June 2027.
Performance Measure(s)	Percent of inquiries responded to within one business day Percent of requests processed within established service timelines
Department	Student Planning & Outreach
WIG(s)	Increase participation in the school choice lottery to 17.5% of eligible students, by deepening community partnerships and expanding responsive outreach efforts by June 2027.
Performance Measure(s)	Higher Parchment application volume Improved top-three choice placement rates Reduced application barriers and drop-offs

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Department	Student Records Modernization and International Admissions
WIG(s)	Enhance operational excellence and access to services by processing 95% of student records requests within 3–5 business days and increasing F-1 and J-1 international student enrollment by 20% by June 2027. Achieve 85% district-wide compliance in cumulative folder management as measured by standardized audit results, supported by implementation of a training playbook and tiered training model. With the focus on Title I schools by the end of June 2027.
Performance Measure(s)	F-1 information sessions J-1 orientation sessions Number of tiered trainings Standardized audits