



Deputy Superintendent: Student Services 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 Ae2:	Create multiple life pathways for each student, ensuring their success, whether enrolled, employed or enlisted.
STRATEGY Ae 2.001: Create Charlotte-Mecklenburg Schools Learner Profiles to provide in a cohesive, digestible format a map for students, families and other stakeholders of the milestones by grade level a Charlotte-Mecklenburg Schools student should meet by graduation from high school.	
Wildly Important Goal(s)	Increase the percent of eligible K-12th grade students that have a grade level learner profile including their interest inventory, career development plan, aligned course plan, post-secondary readiness dashboard and engagement in extracurricular opportunities from 53% to 75% by June 2027.
Key Lever(s)	Ensure all eligible K-12 students have a comprehensive grade-level learner profile that includes their interest inventory, career development plan, aligned course plan, post-secondary readiness dashboard, and active participation in extracurricular opportunities
Performance Measure(s)	Learner Profile reports Professional Development (PD) attendance PD survey data
Collaborating Departments	Advanced Studies Career and Technical Education Communications and Engagement Exceptional Children Learning and Language Acquisition Office of Academic Performance

Pillar: Academic Excellence

Goals 1, 2, 3

Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.

PRIORITY Ae2:	Create multiple life pathways for each student, ensuring their success, whether enrolled, employed or enlisted.
STRATEGY Ae 2.002: Leverage the new Learner Profile Platform where a learner profile will be created for the middle and high school levels to ensure that all students have access to a trusted adult to become next-step-ready.	
Wildly Important Goal(s)	Ensure that 85% of eligible 8–12th grade students have a learner profile including their interest inventory, career development plan, aligned course plan, identified trusted adult, strengths and opportunities by June 2027.
Key Lever(s)	Ensure all eligible K–12 students have a comprehensive grade-level learner profile that includes their interest inventory, career development plan, aligned course plan, post-secondary readiness dashboard, and active participation in extracurricular opportunities
Performance Measure(s)	Learner Profile reports Log of outreach efforts
Collaborating Departments	Advanced Studies Career and Technical Education Communications and Engagement Exceptional Children Learning and Language Acquisition Office of Academic Performance

Pillar: Academic Excellence

Goals 1, 2, 3

Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.

PRIORITY Ae2:	Create multiple life pathways for each student, ensuring their success, whether enrolled, employed or enlisted.
STRATEGY Ae 2.003: Collaborate with government and private industries to increase opportunities for students to explore careers, the military and other postsecondary pathways, including internships, apprenticeships and employment.	
Wildly Important Goal(s)	Increase from 0 to 65% of students in all middle and high schools will be exposed to post-secondary opportunities available in the CMS region by June 2027.
Key Lever(s)	Ensure that students in high schools with school-based CTE Coordinators are consistently exposed to a range of post-secondary opportunities available in the CMS region, supporting informed decision-making and future planning.
Performance Measure(s)	CTE Tracking Dashboard
Collaborating Department	Career and Technical Education Engagement and Partnership Impact

Pillar: Academic Excellence

Goals 1, 2, 3

Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.

PRIORITY Ae2:	Create multiple life pathways for each student, ensuring their success, whether enrolled, employed or enlisted.
STRATEGY Ae 2.004: Build a continuous pipeline of credentials for students progressing to 2-year or 4-year colleges and enhancing their commitment to future endeavors.	
Wildly Important Goal(s)	Increase the number of students earning Tier 2 or Tier 3 credentials across CMS schools from 8,842 to 9,019 (2% growth) in total student credentials earned in Tier 2 and Tier 3 by June 2027.
Key Lever(s)	Ensure that students in high schools with school-based CTE Coordinators are consistently exposed to a range of post-secondary opportunities available in the CMS region, supporting informed decision-making and future planning.
Performance Measure(s)	CTE tracking dashboard NCCTE Admin
Collaborating Department	Career and Technical Education

Pillar: Academic Excellence

Goals 1, 2, 3

Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.

PRIORITY Ae3:	Eliminate the gaps in performance and opportunities between student groups.
STRATEGY Ae 3.001: Continue working with community partners to provide exposure/opportunities to Pre Kindergarten-aged students to meet their needs for academic support.	
Wildly Important Goal(s)	Ensure 100% of Pre-K teachers will use the entry assessment data to develop an instructional plan for their students, utilizing the Finch platform by June 2027.
Key Lever(s)	Strengthen consistent implementation of the Transition to Kindergarten Community Plan by integrating the tool into Pre-K and K instructional routines, family engagement efforts, and school readiness planning, supported by ongoing professional learning, coaching, and collaboration with school teams.
Performance Measure(s)	Teaching Strategies Gold (TSG): Finch Platform Reports
Collaborating Departments	Exceptional Children Office of Academic Performance Office of Technology

Pillar: Academic Excellence

Goals 1, 2, 3

Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.

PRIORITY Ae3:	Eliminate the gaps in performance and opportunities between student groups.
STRATEGY Ae 3.004: Expand access to advanced learning experiences, programs, and courses to address the disproportionality of students identified to receive services.	
Wildly Important Goal(s)	Ensure 100% of CMS elementary schools with fewer than 10 AIG-identified students implement YET University by June 2027. Ensure 100% of CMS elementary schools with 10 or more AIG-identified students implement YET University or submit a nurturing plan with specific components for approval by Advanced Studies by June 2027.
Key Lever(s)	Ensure all first-grade students have access to talent development and nurturing opportunities through high-quality resources and materials.
Performance Measure(s)	IIT data Nurturing plans PD Tracker School visit log with feedback
Collaborating Departments	Office of Academic Performance Advanced Studies

Goals 1, 2, 3

PRIORITY Ae4:	Provide inspiring educational experiences for students to discover and maintain a love of learning.
STRATEGY Ae 4.001: Continue providing a wide variety of classes and experiences that produce a well-rounded education.	
Wildly Important Goal(s)	Ensure that eligible students are engaged in advanced courses aligned to their post secondary goals increase by 3.5% in June 2027.
Key Lever(s)	Support eligible students in engaging in advanced courses that align with their post-secondary goals.
Performance Measure(s)	Marketing data on learner profile awareness with a focus on opportunities Number of eligible 6th–12th students are engaged in advanced courses SIS schedules
Collaborating Departments	Advanced Studies Career Technical Education Data Platforms Office of Academic Performance Student Services

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 4.003: Create affordable opportunities for all students to engage in extracurricular activities, including student interest clubs, volunteerism, and civic engagement.	
Wildly Important Goal(s)	Ensure that 75% of eligible 8-12th grade students are engaged in an opportunity aligned to their post secondary goals by June 2027.
Key Lever(s)	Ensure all eligible K-12 students have a comprehensive grade-level learner profile that includes their interest inventory, career development plan, aligned course plan, post-secondary readiness dashboard, and active participation in extracurricular opportunities
Performance Measure(s)	Learner Profile reports PD attendance PD survey data
Collaborating Departments	Advanced Studies Career and Technical Education Communications and Engagement Exceptional Children Learning and Language Acquisition Office of Academic Performance

Pillar: Academic Excellence

Goals 1, 2, 3

Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.

PRIORITY Ae5:	Develop the well-being of the entire child, promoting positive behaviors, consistent attendance and building strong social-emotional skills.
STRATEGY Ae 5.001: Work with community partners to offer physical and mental health services for students and families at schools.	
Wildly Important Goal(s)	Increase available school based virtual clinic sites across the school district from 123 schools to 135 schools by June 2027.
Key Lever(s)	Enhance family engagement by continuing health awareness campaigns that leverage School-Based Virtual Clinic resources to expand access to physical and mental health services.
Performance Measure(s)	Parent and family outreach communication about Meaningful Medicine Utilization data of Meaningful Medicine
Collaborating Departments	Family Engagement and Community Outreach Office of Academic Performance School Improvement and Data Strategic Partnerships Student Services Strategy & Innovation

Pillar: Academic Excellence

Goals 1, 2, 3

Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.

PRIORITY Ae5:	Develop the well-being of the entire child, promoting positive behaviors, consistent attendance, and building strong social-emotional skills.
STRATEGY Ae 5.003: Identify root causes for absences and collaborate with organizations to offer comprehensive child welfare and attendance services to students to promote student attendance and re-engagement efforts.	
Wildly Important Goal(s)	The percentage of students identified as chronically absent needing an intervention (6 or more unexcused absences) receiving/offered the appropriate tiered intervention(s) will increase from 15.3% in October 2026 to 100% to June 2029.
Key Lever(s)	Strengthen student attendance and by ensuring that school teams can identify root causes of absenteeism, and utilize the Standard Treatment Protocol to address attendance needs.
Performance Measure(s)	Absenteeism reports PowerBI Social Worker PD tracker SWARM
Collaborating Departments	Data Governance Data Platforms Office of Academic Performance Student Services

Pillar: Academic Excellence

Goals 1, 2, 3

Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.

PRIORITY Ae5:	Develop the well-being of the entire child, promoting positive behaviors, consistent attendance, and building strong social-emotional skills.
STRATEGY Ae 5.004: Expand access to training and supports to reduce the disproportionality of student disciplinary infractions.	
Wildly Important Goal(s)	Reduce the average monthly suspension rate of high-risk students at the top 20 intensive schools by 10% by June 2027.
Key Lever(s)	Build capacity to increase fidelity of Culturally Responsive Instruction, Core behavior prevention and Supplemental intervention practices in order to increase student engagement and promote welcoming positive school climates
Performance Measure(s)	Educators Handbook
Collaborating Departments	Data Governance Exceptional Children Office of Academic Performance

Pillar: Academic Excellence

Goals 1, 2, 3

Educating the whole child to world class standards by providing a standards-aligned comprehensive curriculum.

PRIORITY Ae5:	Develop the well-being of the entire child, promoting positive behaviors, consistent attendance, and building strong social-emotional skills.
STRATEGY Ae 5.005: Integrate Whole Child Development learning into instruction to support students' social development.	
Wildly Important Goal(s)	100% of students identified as needing Tier 2 or Tier 3 social-emotional and/or mental health interventions will be offered an appropriate support and/or intervention by June 2027.
Key Lever(s)	Integrate whole-child development strategies into instruction by teaching and reteaching student wellness strategies through master teachers and student support staff
Performance Measure(s)	Utilization of ECATS data
Collaborating Departments	Office of Academic Performance School Improvement and Data Integration School Based Support Staff Strategic Planning and Research Student Support Services

2026–27 Department Plans Index

Department	Advanced Studies
WIG(s)	Ensure 100% of CMS elementary schools with fewer than 10 AIG-identified students implement YET University by June 2027. Ensure 100% of CMS elementary schools with 10 or more AIG-identified students implement YET University or submit a nurturing plan with specific components for approval by Advanced Studies by June 2027.
Performance Measure(s)	IIT data Nurturing plans PD Tracker School visit log with feedback
Department	Athletics
WIG(s)	Increase student-athlete NCAA eligibility from 75% to 80% while maintaining a GPA of 3.1 or higher by June 2027.
Performance Measure(s)	DragonFly compliance reports Monthly Athletic Director updates NCAA eligibility reports Participation reports PD completion records Student-Athlete Advisory Committee (SAAC) leadership roster Student-athlete GPA Data Quarterly progress review
Department	Career & Technical Education
WIG(s)	Implement a centralized tracking system for completion data and ensure 100% of schools with CTE Coordinators reach their monthly target for post-secondary opportunities student feedback form completion by June 2027.
Performance Measure(s)	Completion data tracker

2026–27 Department Plans Index

Department	Exceptional Children
WIG(s)	The percentage of EC referrals that are completed within the 90-Day window will increase from 57% to 70% (Indicator 11) by June 2027
Performance Measure(s)	Metrics captured on the dashboard Professional development completion and attendance
Department	Federal Programs & English Language Learners
WIG(s)	100% of the K–12 enhanced English Language Development (ELD) curriculum with scope and sequence will be made accessible to all schools serving Multilingual Learners by June 2027.
Performance Measure(s)	Percentage of schools that have access to curriculum resources Professional Development Attendance Survey Data
Department	Pre K Programs and Services
WIG(s)	Ensure 100% of Pre-K teachers will use the entry assessment data to develop an instructional plan for their students, utilizing the Finch platform by June 2027.
Performance Measure(s)	Teaching Strategies Gold (TSG): Finch Platform Reports

2026–27 Department Plans Index

Department	Student Discipline & Behavior Support
WIG(s)	Reduce the average monthly suspension rate of high-risk students at the top 20 intensive schools by 10% by June 2027.
Performance Measure(s)	Attendance at the RESET Centers Check & Connect Educators Handbook: number of incidents and number of lost instructional days Provisionary Period Violations
Department	Student Support Services
WIG(s)	100% of students identified as needing Tier 2 or Tier 3 social-emotional and/or mental health interventions will be offered an appropriate support and/or intervention by June 2027.
Performance Measure(s)	Utilization of ECATS data
Department	Title IX
WIG(s)	Increase active quarterly communication for Title IX and Bullying Prevention from 4 to all 8 department managed channels by June 2027.
Performance Measure(s)	Quarterly Channel Utilization Rate Percentage of the eight designated district communication channels