2024 STRATEGIC PLAN

What Matters Most
GOALS

1. Every student graduates with meaningful employment or higher education opportunities.

2. Every student has access to a rich, diverse and rigorous curriculum.

3. Every student has access to more social and emotional support.

COMMITMENTS

EQUITY
Each student’s needs may be different, but those needs should be met at every school in CMS.

CULTURE
Students, teachers, parents, families, staff, leaders and partners work together to achieve.

STRATEGY 1

FOCUS ON THE CORE

Students
How students participate in their education

Teachers
Knowledge and skill of the teachers

Content
Level and complexity of content students are asked to learn

ACTIONS

Guarantee a viable curriculum for every student.
A consistent K-12 curriculum supports clear expectations and outcomes.

Challenge students with rigorous tasks and work.
High expectations boost student achievement regardless of student background.

Teach students in ways that reflect their cultures, identities and experiences.
Students learn best when we meet them where they are in life through the work they do.

Increase social, emotional and mental health resources and access.
Students face enormous pressures today that can distract them from learning.

STRATEGY 2

MANAGE OUR PERFORMANCE

Build on strengths

Adapt new ways of working

Measure our progress

ACTIONS

Develop a performance management system.
We will improve overall performance when we are clear about what success looks like, how we work and measure progress.

Implement a continuous improvement program.
We can improve each year if we can adapt to improve based on shared plans, measurable outcomes and clear communications.
**Personalize learning for students.**
Students learn in different ways and succeed when we build on their strengths.

**Use interventions proven to work.**
Opportunities for growth are lost when time is taken away from learning.

**Put grade-level text at the center of teaching in every classroom.**
Grade-level texts boost student achievement.

**Support teachers with development equal to performance expectations.**
Teachers must be equipped to meet students’ varied needs to succeed.

**Build a CMS culture of shared focus.**
The work of every CMS team member affects teaching and learning.

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**TARGETS**

<table>
<thead>
<tr>
<th><strong>2018 CURRENT</strong></th>
<th><strong>2024 TARGET</strong></th>
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</thead>
<tbody>
<tr>
<td>Graduate 100% of students.</td>
<td>89%</td>
</tr>
<tr>
<td>% of students graduate with their 4-year cohort</td>
<td>27%</td>
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<tr>
<td>% of students graduate with at least one DPI endorsement</td>
<td>47%</td>
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<tr>
<td>Increase access to rigorous coursework.</td>
<td>31%</td>
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<tr>
<td>% of students completing Math 1 by the end of 8th grade</td>
<td>47%</td>
</tr>
<tr>
<td>Cut achievement gaps of college and career readiness by at least half (50%) overall and for each sub-group.</td>
<td>47%</td>
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<tr>
<td>3rd Grade English/Language Arts</td>
<td>44%</td>
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<tr>
<td>5th Grade English/Language Arts</td>
<td>60%</td>
</tr>
<tr>
<td>5th Grade Math</td>
<td>42%</td>
</tr>
<tr>
<td>8th Grade English/Language Arts</td>
<td>24%</td>
</tr>
<tr>
<td>8th Grade Math</td>
<td>60%</td>
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<tr>
<td>Create aligned work plans in every school and department.</td>
<td>60%</td>
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<tr>
<td>% of employees report highest job satisfaction</td>
<td>50%</td>
</tr>
<tr>
<td>% of employees refer others to work at CMS</td>
<td>71%</td>
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<tr>
<td>% of school-age children in Mecklenburg attend a CMS school</td>
<td>71%</td>
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WHO DOES WHAT AND WHY

District Leaders collaboratively create a shared vision of strong instructional practice and provide the resources educators need to strengthen content, teachers and students.

Principals and their instructional leadership teams (ILTs) create strong school-based cultures of instructional practice, and provide teachers with the climate, coaching, feedback, direction, tools, training and support they need to succeed.

Teachers understand CMS’s expectations of student learning, know what to teach and how to teach it to meet our goals and targets.

Students from diverse backgrounds show higher levels of learning, intellectual prowess and achievement.

MISSION AND VISION

The mission of CMS is to create an innovative, inclusive, student centered environment that supports the development of independent learners. The vision of CMS is to lead the community in educational excellence, inspiring intellectual curiosity, creativity, and achievement so that all students reach their full potential. (C-M Board of Education, 2018)