What Matters Most

2024 STRATEGIC PLAN

Charlotte-Mecklenburg Schools
## WHAT MATTERS MOST 2024 STRATEGIC PLAN

### 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**
Dynamic role of our students 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 we do and content we provide.

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

- **Personalize learning for students.**
  Students learn in different ways and they succeed when we build on their strengths.

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

### STRATEGY 2

#### MANAGE OUR PERFORMANCE

**Build on strengths.**

**Adopt 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 will improve each year when we share plans, measure outcomes and communicate clearly.
**GOALS**

- Every student graduates with meaningful employment or higher education opportunities.
- Every student has access to a rich, diverse and rigorous curriculum.
- Every student has access to more social and emotional support.

**TARGETS**

**Put grade-level texts 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 in order to succeed.

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

**Graduate 100% of students.**
% of students graduate with their 4-year cohort
- **2018:** 89%
- **2024:** 95%

% of students graduate with at least one DPI endorsement
- **2018:** 27%
- **2024:** 75%

**Increase access to rigorous coursework.**
% of students complete Math 1 by the end of 8th grade
- **2018:** 31%
- **2024:** 60%

% of students complete at least one college level course
- **2018:** 47%
- **2024:** 75%

**Cut achievement gaps in college and career readiness by at least half (50%) overall and for each sub-group.**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Subject</th>
<th>2018</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd Grade</td>
<td>English/Language Arts</td>
<td>47%</td>
<td>80%</td>
</tr>
<tr>
<td>5th Grade</td>
<td>English/Language Arts</td>
<td>44%</td>
<td>72%</td>
</tr>
<tr>
<td>5th Grade</td>
<td>Math</td>
<td>60%</td>
<td>80%</td>
</tr>
<tr>
<td>8th Grade</td>
<td>English/Language Arts</td>
<td>42%</td>
<td>71%</td>
</tr>
<tr>
<td>8th Grade</td>
<td>Math</td>
<td>24%</td>
<td>62%</td>
</tr>
</tbody>
</table>

**Create aligned work plans in every school and department.**
We will drive collaboration with clear expectations, accountability and shared focus.

% of employees report highest job satisfaction
- **2018:** 60%
- **2024:** 75%

% of employees refer others to work at CMS
- **2018:** 50%
- **2024:** 75%

% of school-age children in Mecklenburg County attend a CMS school
- **2018:** 71%
- **2024:** 75%
THE CMS TRIO
Three publications that define Charlotte-Mecklenburg Schools.

The CMS Way
The vision, mission, beliefs and theory of action at the core of CMS culture and educational approach.

What Matters Most
The strategic commitments, goals, strategies, actions and targets that guide CMS work through 2024.

We Are Ready
The abilities, skills and capacities that CMS students develop on the way to becoming college and career ready.