



2024-2025

**Chief of Staff and Community Engagement
Annual Plan**

Guiding Principles

MISSION

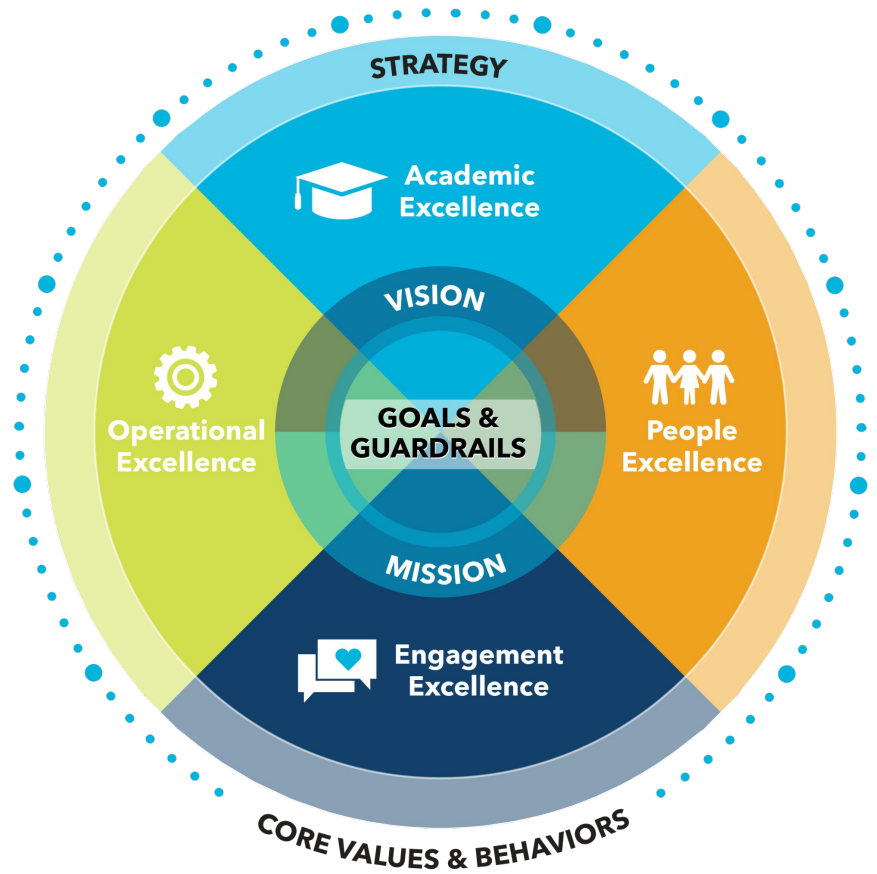
The mission of Charlotte-Mecklenburg Schools is to create an innovative, inclusive, student-centered environment that supports the development of independent learners.

VISION

The vision of Charlotte-Mecklenburg Schools is to lead the community in educational excellence, inspiring intellectual curiosity, creativity, and achievement so that all students reach their full potential.

STRATEGY

CMS leads the way, charting a pathway of endless possibilities, for students and employees, through a connected ecosystem of families, community and organizations, both public and private.



PILLARS OF EXCELLENCE



Academic Excellence

Charlotte-Mecklenburg Schools commits to educating the whole child to world class standards and will provide a criteria-aligned comprehensive curriculum.



People Excellence

Charlotte-Mecklenburg Schools commits to an improved employee experience inclusive of enhancing recruiting, retention, and training opportunities.



Operational Excellence

Charlotte-Mecklenburg Schools commits to operational efficiency and effectiveness through safe and clean environments, the best technologies for students to learn, prudent spending, and enhanced data use.



Engagement Excellence

Charlotte-Mecklenburg Schools commits to being a collaborative and inclusive community partner, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

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

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

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

Excellence without exception.

For more information, please see our full report.



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 Ae3:	Eliminate the gaps in performance and opportunities between student groups.
STRATEGY Ae 3.003: Offer multiple opportunities for enhanced learning to students in need, coordinating with community partners as needed.	
Wildly Important Goal	Build a tool with comprehensive, family-friendly resources and strive to communicate awareness of our tool to all CMS families by June 2025.
Key Levers	<ul style="list-style-type: none">• Update resources for communication with families about academic and students services needs, resources and supports to ensure they are user friendly, understandable, include videos and learning resources and are available on the Charlotte-Mecklenburg Schools family resource website (esp following each benchmark assessment cycle)• Establish a system to communicate celebrations and opportunities for growth in multiple modalities with caretakers, providing resources, asking for feedback and identifying additional needs
Performance Measure(s)	CMS Website Analytics ConnectEd Messages ParentSquare data
Collaborating Departments	Academics Communications Exceptional Children MTSS Strategy and Innovation 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 5.001: Work with community partners to offer physical and mental health services for students and families at schools.

Wildly Important Goal

Increase CMS schools using the Meaningful Medicine Teletherapy program from 12.3% to 15% by June 2025.

Address the needs of 38 CMS schools who requested SEL (22), Mindfulness (7) or Student-led Club Support (9) by June 2025.

Increase CMS schools using the Meaningful Medicine School-based virtual care from 39.2% to 43% by June 2025.

Key Levers

- Identify current and future community partners specializing in providing mental and physical healthcare services aligned to the needs of students and families
- Ensure district and school-based staff know about the available services and can connect students and families to these services, as applicable and appropriate
- Expand the Meaningful Medicine program currently serving 56 schools
- Ensure effective district and school responses to Title IX concerns, connecting students, families and caretakers to needed community partner support as applicable and appropriate

Pillar: Academic Excellence

Goals 1, 2, 3

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

PRIORITY Ae5 Continued:	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.	
Performance Measure(s)	Increase of School Based Virtual Clinic locations per quarter Increase of teletherapy school locations per quarter Number of Addressed school needs per quarter
Collaborating Departments	Communications Family Engagement and Community Outreach Student Wellness

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 5.002: Work with community partners to assess existing whole-child resources, and then actively network with families on these available services.	
Wildly Important Goal	<p>Increase CMS schools using the Meaningful Medicine Teletherapy program from 12.3% to 15% by June 2025.</p> <p>Increase CMS schools using the Meaningful Medicine School-based virtual care from 39.2% to 43% by June 2025.</p>
Key Levers	<ul style="list-style-type: none">● Implement school-based health clinics● Strategically expand school based mental health therapy agency programming in schools by resource mapping needs against current programming and creating a system for the ability for students to be efficiently engaged in this programming● Implement day treatment programming in up to five schools, creating systems and processes for expansion to additional schools in future years● Leverage the districtwide family engagement key levers, including the implementation of Family Academy, to ensure family and caretaker awareness and ability to access whole-child resources
Performance Measure(s)	<p>Increase of School Based Virtual Clinic locations per quarter</p> <p>Increase of teletherapy school locations per quarter</p>
Collaborating Departments	<p>Communications</p> <p>Family Engagement and Community Outreach</p> <p>Student Wellness</p>



People Excellence

Pillar: People Excellence

Guardrail 4

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

PRIORITY Pe2:	Develop the workforce with high-quality, rigorous professional learning that is competency-based.
STRATEGY Pe 2.004: Increase employees' skills on inclusive practices and develop systems to constantly refine these practices.	
Wildly Important Goal	Provide Professional Development (PD) support to increase the number of departments incorporating equitable and inclusive practices from 0% to 50% by June 2025.
Key Levers	<ul style="list-style-type: none">• Include and monitor the effectiveness of inclusive practice employee development in a) district employee onboarding programming b) teacher onboarding programming and c) district leader onboarding programming• Include and monitor the effectiveness of ongoing inclusive practice employee development, clearly outlining needed employee skills and competencies by employee role• Acquire and utilize an electronic platform for employee training and development to create access to training and development for all employees
Performance Measure(s)	Core competency PD attendance PD session offered that include inclusive protocols PD sessions offered the meet the professional growth and development needs for all levels within the organization
Collaborating Departments	Central Office and School-Based Staff



Engagement Excellence

Pillar: Engagement Excellence

Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

<p>PRIORITY Ee1:</p>	<p>Work collaboratively with community partners and governmental agencies to equitably meet the needs of our students and staff.</p>
<p>STRATEGY Ee 1.001: Cultivate authentic partnerships with community-based organizations, the business community and institutions of higher education to meet the needs of our students.</p>	
<p>Wildly Important Goal</p>	<p>Increase the number of CMS Partners that have an active partnership agreement (MOU) from 102 approved partners to 154 approved partners by June 2025.</p>
<p>Key Levers</p>	<ul style="list-style-type: none"> • Communicate with community partners, the business community and institutions of higher education aligned with district needs and the strategic plan • Create a system to intentionally cultivate diverse, authentic partnerships with community-based organizations, the business community, and institutions of higher education to meet and match the needs of our students • Conduct quarterly alignment meetings with partners to communicate and collaborate in pursuit of meeting district goals and guardrails
<p>Performance Measure(s)</p>	<p>Number of Partnership Prospecting meetings per quarter Number of Partners with a 24-25 MOU per quarter Quarterly Partnership Onboarding</p>
<p>Collaborating Departments</p>	<p>Athletics Career and Technical Education Communications Legal Student Services</p>

Pillar: Engagement Excellence

Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

PRIORITY Ee1:	Work collaboratively with community partners and governmental agencies to equitably meet the needs of our students and staff.
STRATEGY Ee 1.002: Partner with all community entities required to ensure that Charlotte-Mecklenburg Schools creates meaningful career opportunities and internships to advance students.	
Wildly Important Goal	Increase the number of CMS Partners that have an active partnership agreement (MOU) from 102 approved partners to 154 approved partners by June 2025.
Key Levers	In addition to implementing key levers in Priority Ae2: <ul style="list-style-type: none">Continuously improve and monitor the system and tools needed to ensure compliance with procedures, regulations, policies and laws when collaborating with external organizations
Performance Measure(s)	Quarterly Partnership Prospecting meetings Quarterly Partnership Onboarding
Collaborating Departments	Career and Technical Education

Pillar: Engagement Excellence

Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

PRIORITY Ee1:	Work collaboratively with community partners and governmental agencies to equitably meet the needs of our students and staff.
STRATEGY Ee 1.003: Hold an annual partnership summit meeting with the Charlotte-Mecklenburg Schools Superintendent and our community partners.	
Wildly Important Goal	Hold an annual partnership summit meeting with the Charlotte-Mecklenburg Schools Superintendent and our community partners by June 2025.
Key Levers	<ul style="list-style-type: none">• Host an annual Partnership Summit, communicating and collaborating with community partners, the business community and institutions of higher education in areas aligned to the strategic plan• Share key takeaways and action items from the Partnership Summit• Implement strategies discussed at the summit• Monitor and communicate progress throughout the year internally within the school system and externally with the broader Charlotte community
Performance Measure(s)	Achievement of Project-Based Milestones Breakout Sessions and Quarterly Meetings
Collaborating Departments	Central Office Divisions

Pillar: Engagement Excellence

Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

PRIORITY Ee1:	Work collaboratively with community partners and governmental agencies to equitably meet the needs of our students and staff.
STRATEGY Ee 1.004: Develop local and state coalitions consisting of parents, other school districts, education associations, and local community-based organizations to advance the district's advocacy priorities.	
Wildly Important Goal	Increase the number of local and state coalition partnerships within CSI and TSI schools from 0 to 15 by June 2025.
Key Levers	<ul style="list-style-type: none">● Create a tracker to record and monitor the development of local and state coalitions.● Identify existing partnerships with coalitions that focus on increasing compensation and affordable housing for teachers● Provide social-emotional and character development support and access to enrichment activities that successfully engage students and enhance early literacy support to K-2 students and staff● Establish annual meeting cadence between local/state coalitions and Charlotte-Mecklenburg Schools
Performance Measure(s)	Number of committed partnerships established per quarter Number of contacts made
Collaborating Departments	Strategy and Innovation Student Services Teaching and Learning

Pillar: Engagement Excellence

Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

PRIORITY Ee1:	Work collaboratively with community partners and governmental agencies to equitably meet the needs of our students and staff.
STRATEGY Ee 1.005: Participate in national and state networks of school districts to better inform policies and practices.	
Wildly Important Goal	Engage with community partners and agencies to inform the development/revision of educational policies, regulations, and practices resulting in a 3% increase in positive survey responses to equity-focused questions by June 2025.
Key Levers	<ul style="list-style-type: none">• Identify the most reputable state and/or national organizations that speak to relevant policies and best practices, such as: The Council of the Great City Schools• Communicate key information to essential internal and external stakeholders that will guide the district to make better informed decisions on policies and practices to address the needs of Charlotte-Mecklenburg Schools students and staff
Performance Measure(s)	Attendance and participation in members Deliverables post engagements Number of organization memberships
Collaborating Departments	Communications Office of the Chief of Staff

Pillar: Engagement Excellence

Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

PRIORITY Ee2:	Strengthen home-school partnerships to increase student academic achievement.
STRATEGY Ee 2.001: Support all school sites in: (1) developing a cohort of school volunteers and parent leaders that is truly representative of the school and (2) gaining access to targeted community partner resources.	
Wildly Important Goal	Increase the number of active volunteers and parent leaders by 10% from 16K to 17.5K by June 2025.
Key Levers	<ul style="list-style-type: none">• Using identified high priority district needs that are aligned to the district strategic plan, communicate and collaborate with current community organizations to recruit volunteers that support the greatest needs of the school district• Prospect and identify additional community partners with organizations that can provide resources and support aligned with school needs• Create, implement and progress monitor a system and associated tool(s) needed to ensure compliance with procedures, regulations, policies and laws when collaborating with external organizations and engaging volunteers
Performance Measure(s)	Tracking of Registered and Active Volunteers Volunteer Recruitment Efforts
Collaborating Departments	Family Engagement and Community Outreach

Pillar: Engagement Excellence

Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

PRIORITY Ee2:	Strengthen home-school partnerships to increase student academic achievement.
STRATEGY Ee 2.002: Develop Charlotte-Mecklenburg Schools as a trusted source of valuable information for families with all things relevant to their children's educational needs and progress, including revamping and relaunching the Charlotte-Mecklenburg Schools Family Academy to provide resources and support to families.	
Wildly Important Goal	Develop and relaunch the CMS Family Academy to engage 2,500 families in the academy by June 2025.
Key Levers	<ul style="list-style-type: none">● Using identified high priority district needs that are aligned to the district strategic plan, communicate and collaborate with departmental and schools within Charlotte-Mecklenburg Schools and community organizations to host parent education workshops on a regular cadence● Use multiple communication channels to inform families of upcoming events● Ensure accessibility for all families and caretakers by offering translation services during events and districtwide materials and resources in multiple languages

Pillar: Engagement Excellence

Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

PRIORITY Ee2 Continued:	Strengthen home-school partnerships to increase student academic achievement.
STRATEGY Ee 2.002: Develop Charlotte-Mecklenburg Schools as a trusted source of valuable information for families with all things relevant to their children's educational needs and progress, including revamping and relaunching the Charlotte-Mecklenburg Schools Family Academy to provide resources and support to families.	
Performance Measure(s)	Attendance per course offering Course offerings Social Media, Website, and YouTube Engagement Survey results
Collaborating Departments	Academics Communications School Improvement and Data Integration Student Planning, Placement, and Programs Student Services Technology

Pillar: Engagement Excellence

Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

PRIORITY Ee3:	Establish open dialogue for two way communication between the district and community, providing clear information and listening attentively.
STRATEGY Ee 3.003: Strengthen our customer service at every touch point, and institute a system for measuring our quality of service to inform improvements.	
Wildly Important Goal	To develop, implement and manage a districtwide communication system that is responsive to CMS families, staff, and constituents for improved customer service exemplifying the CMS C.R.O.W.N. experience by increasing the average C.R.O.W.N. Experience rating by domain from each key stakeholder group from 0 to 3% by June 2025.
Key Levers	<ul style="list-style-type: none">● Identify communication tools that connect internal and external stakeholders through timely and caring customer service indicative of providing the Charlotte-Mecklenburg Schools C.R.O.W.N. experience.● Develop a timeline for implementation of communication tools that align with the district calendar● Establish a system for tracking categorical data, timeliness, trends and satisfaction of responses to customer service queries

Pillar: Engagement Excellence

Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

PRIORITY Ee3 Continued:	Establish open dialogue for two way communication between the district and community, providing clear information and listening attentively.
STRATEGY Ee 3.003: Strengthen our customer service at every touch point, and institute a system for measuring our quality of service to inform improvements.	
Performance Measure(s)	Data Collection from K12 Insight: Let's Talk! Survey Results
Collaborating Departments	Board Services Communications Compliance Human Resources Strategy and Innovation Student Services Technology

Pillar: Engagement Excellence

Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

PRIORITY Ee4:	Coordinate with community organizations and pursue new funding opportunities to provide the resources needed for our students and staff and to create new opportunities for them.
STRATEGY Ee 4.002: Increase the coordination of our efforts: (1) Within Charlotte-Mecklenburg Schools: Across the Charlotte-Mecklenburg Schools Grants department, Partnerships, Family and Community Engagement, the Federal programs department and others as needed, and (2) Between Charlotte-Mecklenburg Schools and the Charlotte-Mecklenburg Schools Foundation.	
Wildly Important Goal	Increase the number of cross-functional department meetings from quarterly to bi-monthly to address department and school needs with available community resources by June 2025.
Key Levers	<ul style="list-style-type: none">● Collaboratively conduct a districtwide needs assessment to identify high priority district needs that are aligned to the Charlotte-Mecklenburg Schools strategic plan● Map district needs to available community resources● Create, implement and progress monitor a system and associated tool(s) needed to conduct monthly collaborative alignment meetings with all internal and external stakeholders indicated in the strategy

Pillar: Engagement Excellence

Fostering collaborative and inclusive community partnerships, ensuring consistent two-way communication to equitably meet needs, source funding, and create new opportunities for all.

PRIORITY Ee4 Continued:	Coordinate with community organizations and pursue new funding opportunities to provide the resources needed for our students and staff and to create new opportunities for them.
STRATEGY Ee 4.002: Increase the coordination of our efforts: (1) Within Charlotte-Mecklenburg Schools: Across the Charlotte-Mecklenburg Schools Grants department, Partnerships, Family and Community Engagement, the Federal programs department and others as needed, and (2) Between Charlotte-Mecklenburg Schools and the Charlotte-Mecklenburg Schools Foundation.	
Performance Measure(s)	Creation of Standard Operating Procedure District-Wide adoption of Standard Operating Procedure Dollar amount of awarded grants Number of awarded grants Number of Cross-Functional Meetings
Collaborating Departments	CMS Foundation Family Engagement and Community Outreach Grant Innovation and Management Strategic Partnerships

2024-25 Department Plans Index

Department	Customer and Administrator Services
WIG(s)	To develop, implement and manage a districtwide communication system that is responsive to CMS families, constituents, and staff for improved customer experiences as measured by stakeholder survey results and data collection using an intuitive digital customer service tracking system integrated by October 2024.
Performance Measure(s)	Customer Service Tracking System Data Collection Stakeholder Survey Results
Department	Family Engagement and Community Outreach
WIG(s)	<p>Increase family engagement PD attendance from 48% to 75% trained staff by June 2025.</p> <p>Develop and relaunch the CMS Family Academy to engage 2,500 families in the academy by June 2025</p>
Performance Measure(s)	<p>Implementation walkthrough checklist Number of attendees per session Survey results from the focused sessions</p> <p>Attendance per course offering Course offerings Survey results</p>
Department	Strategic Partnerships
WIG(s)	<p>Increase the number of CMS Partners that have an active partnership agreement (MOU) from 102 approved partners to 154 approved partners by June 2025.</p> <p>Identify three primary partnership needs which are aligned with the 24-29 Strategic Plan priorities at 100% of CMS school locations by December 2024.</p>
Performance Measure(s)	<p>MOU's (Partnership Agreement System) per quarter Partnership Prospecting meetings per quarter Quarterly Partnership Onboarding</p> <p>Needs Identification</p>

2024-25 Department Plans Index

Department	Supplier Diversity
WIG(s)	Increase the number of active diverse suppliers' in our database from 257 to 600 by June 2025.
Performance Measure(s)	Monitoring of Social Media Campaign Monthly and Quarterly Reports Number of new diverse suppliers added