

A vibrant collage of diverse students and historical figures. In the foreground, five students of various ethnicities are smiling. The background features a collage of historical figures, including Martin Luther King Jr., and a stylized graphic of a person with a raised fist. The text '2024 STRATEGIC PLAN' is overlaid in the top left.

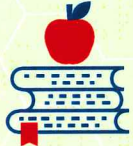
2024 STRATEGIC PLAN

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.

TARGETS ■ 2018 CURRENT ■ 2024 TARGET



Graduate 100% of students.



% of students graduate with their 4-year cohort



% of students graduate with at least one DPI endorsement



Increase access to rigorous coursework.



% of students completing Math 1 by the end of 8th grade



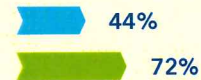
% of students completing at least one college level course



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



3rd Grade English/Language Arts



5th Grade English/Language Arts



5th Grade Math



8th Grade English/Language Arts



8th Grade Math



Create aligned work plans in every school and department.

We can drive collaboration with clear expectations, accountability and shared focus.



% of employees report highest job satisfaction



% of employees refer others to work at CMS



% of school-age children in Mecklenburg attend a CMS school

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*)

FAST FACTS

All numbers and data reflect information for the 2018-2019 school or fiscal years and are current as of 2/19/19.



OUR BUDGET

Operating Budget	\$1.5 billion
Per-pupil expenditure	\$10,105
Budgeted beginning teacher salary	\$40,615
Average budgeted classroom teacher salary	\$50,933



OUR SCHOOLS

Enrollment	148,299
Total schools	175
Elementary schools	95
Middle schools	46
High schools	31
Alternative schools	3



SCHOOL AND ACADEMIC OPTIONS

Magnet schools (full and partial)	59
Magnet school programs	11
Specialized Career and Technical Education Themes	10
Early and middle colleges	6
Advanced Placement courses	35
Schools with an International Baccalaureate program	17
Pre-K-8 schools	8
K-8 schools	4
K-12 schools	1
6-12 schools	1



STUDENT DIVERSITY

African-American	38.1%
American Indian	0.4%
Asian	6.6%
Hispanic	24.1%
Multiracial	2.5%
Pacific Islander	0.1%
White	28%
Native languages spoken by students in CMS	197
Countries represented in CMS	183



GRADUATION RATE (2018)

Four-year Cohort Graduation Rate	85.4%
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SCHOLARSHIPS RECEIVED (2017-18)

Academic/Athletic	\$151,438,735
Students earning scholarships	3,472



OUR EMPLOYEES

CMS is one of the largest employers in Mecklenburg County.

Total employees	19,163
Total full-time teachers and student support staff	14,744
Total administrative/office staff	1,576
Total certified teachers	9,401
Total educators with advanced degrees	5,587
National Board-certified educators	1,129
Average years of teaching experience	11.5

These figures represent the number of employees that work in various departments. Not all departments are represented here.



OUR VOLUNTEERS

Volunteers	41,182
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OTHER INFORMATION

Child Nutrition

Approximate breakfasts served daily	40,000
Approximate lunches served daily	94,000
Approximate after-school snacks served daily	5,000
Approximate suppers served daily	3,000

Meal Cost

Pre-kindergarten	Breakfast No Charge	Lunch \$2.00
Elementary & middle	Breakfast No Charge	Lunch \$2.25
High	Breakfast No Charge	Lunch \$2.50
Adult	Breakfast & Lunch	A la carte

Transportation

Total buses	1,078
Average daily miles	121,000
Approximate students assigned to buses	127,000

OUR MISSION AND VISION

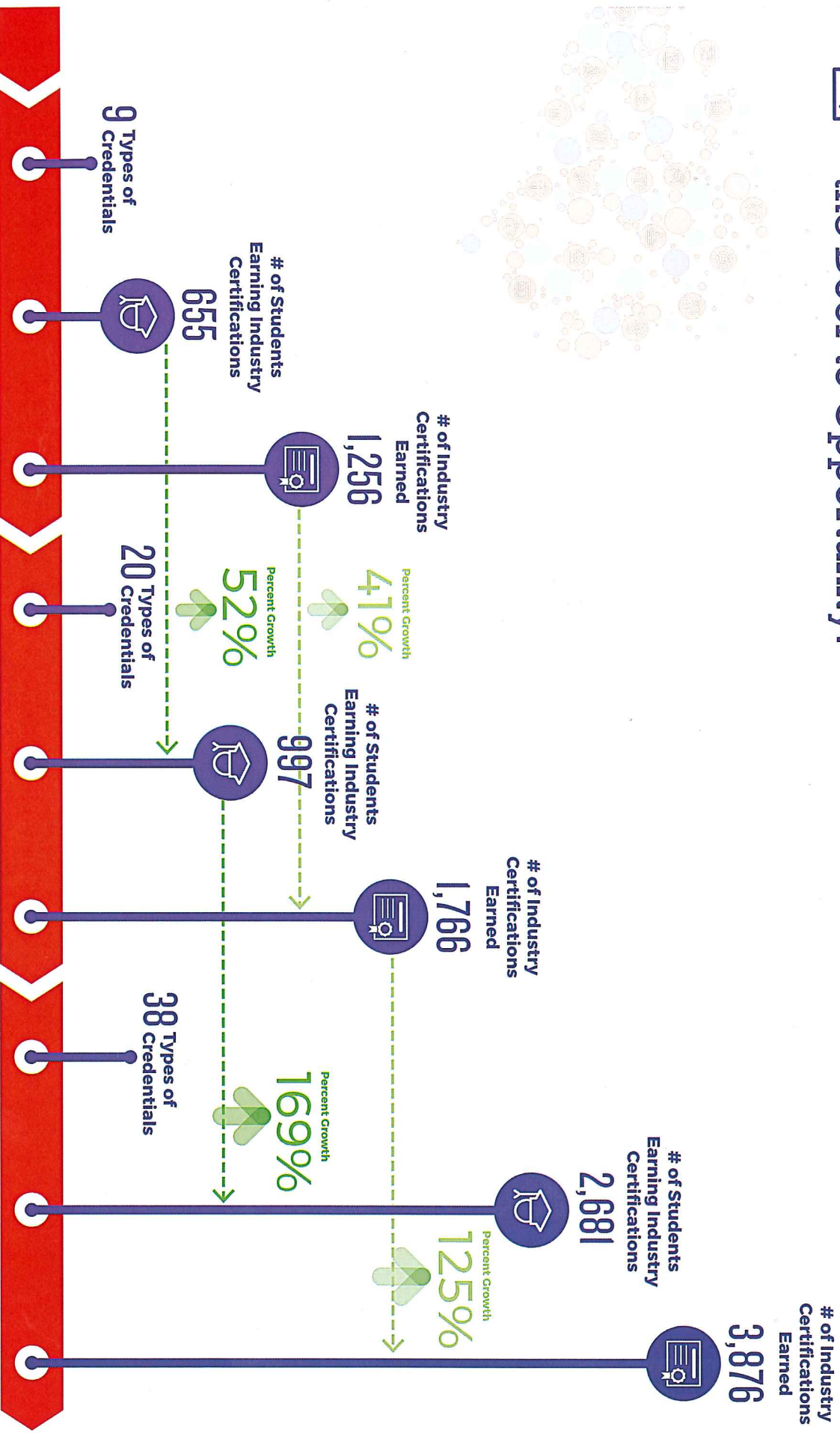
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CAREER & TECHNICAL EDUCATION



Industry Certifications Opening
the Door to Opportunity!

cms | **CTE**
Charlotte-Mecklenburg Schools
Discover. Unleash. Soar.



2015/2016

Teachers
Administering
Certifications

2016/2017

Teachers
Administering
Certifications

2017/2018

Teachers
Administering
Certifications