

**The First 100 Days
Superintendent Entry Plan
Rock Hill Schools**

**Presented to the
Rock Hill Schools Board of Trustees**

Deborah Elder, Ed.D.

Rock Hill Schools Superintendent



Dear Chairperson Miller and the Rock Hill Schools Board of Trustees,

Thank you for selecting me as the Rock Hill Schools Superintendent. I have begun learning from all perspectives and building strong relationships with stakeholders. As promised during the selection process, I will implement this 100-day entry plan guided by the five community-identified focus of change areas in the Leadership Profile; **Student Achievement, Community Engagement, Mental Health and Safety, Accountability and Leadership, and Manage the Budget.**

The foundation of Rock Hill Schools success is built upon the relationship between the Board and Superintendent. To this end, I've outlined specific actions for building a strong working relationship in a section on **Board of Education/ Superintendent Relations**. Additionally, I have included **Superintendent Leadership Development** to model the continuous professional learning I encourage in others as I connect with the South Carolina educational community.

I will provide monthly progress updates at Board meetings. At the end of the 100-day entry period, I will present a summary of my findings and recommendations. I am fully committed to work with you in service to the students, families, and community of Rock Hill Schools.

Kind regards,
Deborah Elder, Ed.D.

Letter to the Board of Trustees



Superintendent of Schools
Leadership Profile
April 5, 2025



Community Identified Superintendent's Change Priorities



- Student Achievement
- Community Engagement
- Mental Health and Safety
- Accountability and Strong Leadership
- Managing the Budget

My
Guiding
Values



*STUDENT
EXPERIENCE*



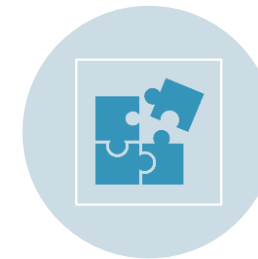
EXCELLENCE



INTEGRITY



COLLABORATION



INNOVATION

Entry Plan Guiding Principles



Listen and Learn

- *Actively seek diverse perspectives*



Communicate

- *Establish two-way communication*



Connect

- *Establish a foundation for long-term trusting relationships*

Board of Trustees Superintendent Relations



- Meet with Board Chairperson - plan an entry retreat and establish transparent communication channels
- Ensure clarity of the Board's success criteria, expectations for evaluation, timelines, and deliverables
- Schedule regular one-on-one meetings with Board Members
- Review all Board of Education policies
- Analyze past agendas and minutes to gain historical insight

Student Achievement, School Visits



Principals and Summer Staff

Walk-and-talks to establish rapport, understand their points of pride, and learn about their challenges

Teachers and Staff

Visit classrooms to see Rock Hill Schools educators in action, and hold staff listening sessions before or after school

Students

Engage with students in classrooms, activities, and to understand their school experience

Parents and Caregivers

Hold 6 forums in varied locations around Rock Hill so all families have access

Student Achievement, District and Data



Understand strengths and challenges in general education, special education, and all federally funded programs



Understand the instructional framework and how it applies in classrooms district-wide



Student performance data: analyze patterns in the district and individual school levels



Review the District Renewal Plan, Continuous Improvement Plans, and Continuous Improvement Turnaround Plans (Richmond Drive Elementary, Rock Hill High)

Community Relations



- Attend community events, school activities, and athletic events
- Establish a Superintendent's Student Advisory Council with representation from all high schools
- Visit dual enrollment partners to foster collaboration and support for college success
- Meet with workforce development and business community stakeholders

Mental Health Support for Students and Staff



- Engage with students, employees, parents, and principals to gather feedback on how the school/ workplace currently fosters a culture of mental health, belonging, and well-being
- Review key data and policies, including discipline data, bullying policies, student handbooks, behavior intervention plan data
- Assess effectiveness of existing resources, identify gaps, continue to work towards solutions

Accountability and Leadership



- **Superintendent's Cabinet**
- **Facilities**
- **Communications, Legal, and Policy**
- **Human Resources**

Manage the Budget



- Review the district's financial status, including the current budget, revenue streams, audit, and compliance with internal controls
- Analyze alignment between resource allocation and strategic plan goals
- Evaluate federal funding opportunities
- Understand short, mid, and long-range state budget outlook
- Familiarize with locally generated revenue
- Understand the role of program options in maintaining and increasing enrollment

Superintendent Leadership Development



- Participate in Executive Coaching
- Participate in statewide events and leadership organizations
- Establish working relationships with superintendent colleagues in York County
- Maintain active involvement in national professional organizations
- Contribute to state and national efforts to improve public education

Next Steps



I will provide the Board with monthly updates on progress, culminating in a comprehensive summary of findings. This summary will include an assessment of the District's organizational assets, growth opportunities, barriers to success, and actionable recommendations in the five community-identified focus of change areas in the Leadership Profile: **Student Achievement, Community Engagement, Mental Health and Safety, Accountability and Leadership, and Manage the Budget.**

I bring an unwavering belief that each student from every background has unlimited potential to flourish when schools, families, and communities unite in support. Rock Hill Schools has a strong foundation, and I am confident that, together, we can accelerate student outcomes from crayons to commencement.

Thank you for the incredible opportunity to serve as Superintendent.