

Dr. Deborah Elder
Superintendent, Rock Hill Schools

ENTRY PLAN FINDINGS



CONCLUSION

Of the Board-approved Entry Plan document action items, 99% were complete, and one is in progress. Additionally, twenty-one additional action items aligned to each category were completed. Each item contributed to a more robust understanding of the current state of Rock Hill Schools and informed action steps.

The fruition of the entry plan reflects my deep commitment to Rock Hill Schools, our students, families, and staff. Student success is my guiding principle in all that I do, and prioritizing time in schools above all else these first months was a deliberate choice. There was no other way to learn the district through the perspective of students and those closest to them. I will continue to hold students and schools as my top priority as I keep working to get to know the whole Rock Hill community. My efforts to build relationships and understanding will continue throughout my tenure in Rock Hill.

Moving forward, expect more opportunities for engagement and communication. As decisions are made to elevate our students, we must be disciplined and honest about our limitations. Over and over again, stakeholders voiced initiative overload and change fatigue as a result of many leadership changes. I recognize that time, attention, and resources are finite. We will, together, make some thoughtful and sometimes hard decisions about what we stop, what we do less of, what we do more of, and what we start doing. We cannot improve outcomes by overcommitting our minutes and dollars, nor by spreading our focus too thin. Instead, we will maximize our impact by aligning our efforts and investing deeply in what matters most for our students.

The Board of Trustees and I have invested considerable work to align roles as defined in policy and implement those roles through the Communication Plan. We must continue to have regular Board of Trustee/ Superintendent open and honest discussions about communication and role alignment. We are off to a great start. Like any long-term relationship between employees and employer, this will require continuous work.

The next phase of this work begins with the Board of Trustees finalizing the district's broad, long-range organizational goals. Once established, I will align actions, budgets, and personnel to ensure that our resources directly support our shared goals. Some changes will happen quickly, while others will require sustained effort over multiple years. Both are necessary.

I am fully committed to working side by side with our staff, families, community, and the Board of Trustees to rapidly and sustainably elevate Rock Hill Schools to bring out the

highest potential in our students every day, every hour, and every minute. There is no time to wait, the future of our community is in today's classrooms.

To many of you who said, "We hope you stay a while..."
I reply, "That is my intent...from crayons to commencement."

