



LEADERSHIP LENS

Dr. Douglas Hendrix Sr.

Interim Superintendent/CEO of Schools

The Weight of the Chart

April 20, 2026

There is a quiet truth that does not often get spoken when organizations change their structure: something is lost, even when something better is being built. For many, this moment is not just about new reporting lines or revised responsibilities. It is about the memory of what used to be. It is about roles once held, influence once felt, and a structure that, for better or worse, became familiar. And familiarity has a way of feeling like identity.

So before anything else, let me say thank you. Thank you to the leaders across this organization who have respected the revisions. Thank you to those who have leaned into understanding that who we were was directly tied to how we were structured. And thank you to those who, even in moments of personal disappointment, chose professionalism over preference. That is not small work. That is disciplined work. Because change is not a noun. It is a verb. It asks something of you.

I am fully aware that for some, this has required a quiet recalibration, a steadying of emotions, a decision to move forward even when the path was not the one you would have chosen. That is what professional maturity looks like. It is not the absence of sadness or discouragement; it is the presence of both, and still choosing alignment with what is required. That kind of maturity does not announce itself. It does not seek recognition. But it is the difference between an organization that fractures under change and one that strengthens because of it.

Let us also be clear. This work was necessary. When systems are not producing what they should, the structure must be examined. Not adjusted around the edges. Not renamed. Examined. Because structure is not cosmetic, it is foundational. It determines how decisions are made, how work is carried out, and ultimately, whether results are possible. I shared before that we would see who we are when the reality of coherence appeared. That moment is here. And as expected, I am sure there is a range of feelings moving through the organization: reflection, uncertainty, even disappointment, but also, if we are honest, a sense of anticipation. Because there is clarity in what we are building.

To our community, this is being done for you. An organizational chart should not exist for the comfort of the adults within it; it should exist to serve the mission it was created to advance. In our case, that mission is children. Every line drawn, every role defined, and every adjustment made has been done with that responsibility in mind.

There are four expectations that guided this work. A structure must establish clear accountability and authority so that no one wonders where responsibility lies. It must support strategic planning and growth, revealing gaps and preventing waste. It must enhance operational efficiency and communication so that work moves with purpose. And it must remain alive, never frozen, never protected from necessary change. Those were not abstract ideas; they were the standard.

Through this process, we have realized a savings of \$1.3 million. Let that settle for a moment. We reduced the number of positions without compromising the team's effectiveness. That is not about doing more with less; it is about doing better with what we have. We have been transparent throughout. The Board of Education has been informed out of professional respect, and our leadership team has been engaged as partners in this work. This week, I will meet with every division, not to revisit what has been done, but to set the course for what must now be executed.

Still, I would be less than forthcoming if I did not acknowledge the tension that comes with this level of change. There are those who are skilled at shaping narratives, who can take feeling and present it as fact, who can cloud clarity with complexity. But the truth does not require decoration. The truth is simple: we are doing this for children. And when that remains the standard, everything else must be measured against it.

To our staff, your role in this moment is not just to adjust, but to commit. Structure creates the pathway, but people determine whether the work moves. You are the bridge between design and reality. To our students, even if you never see these changes on paper, you will feel them in clearer expectations, in stronger systems, in a district that moves with purpose on your behalf. To our parents and community, this is stewardship in action. The willingness to confront long-standing issues, make difficult decisions, and prioritize outcomes over optics.



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And to those who are still processing, still reflecting, still finding their footing in what is new, I understand. But understand this as well: if you become consumed with the rose petals, you will miss the roots. And when autumn comes, as it always does, you will find yourself searching for something that was never meant to sustain you. Because petals are what we see, roots are what hold.

This work is about roots. It requires stamina when energy fades, fortitude when questions persist, ethics when choices become difficult, and commitment when comfort is no longer available. Not every part of this process will feel like an opportunity. Some of it will feel like loss. That is the honest cost of building something stronger. But strength has never come from avoiding difficulty; it comes from moving through it with clarity and conviction.

So, as we stand in this moment, between what was and what will be, I ask each of you to consider not what has been removed, but what is now possible. Because we are not just reorganizing roles. We are redefining responsibility. We are restoring alignment. We are rebuilding with intention. And if we remain anchored in that purpose, what we are creating will not just function differently. It will function as it should. And in that, there is no loss worth holding on to. It is our collective time to make the change that will help us build a better tomorrow today.

Much Respect,
Doug

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