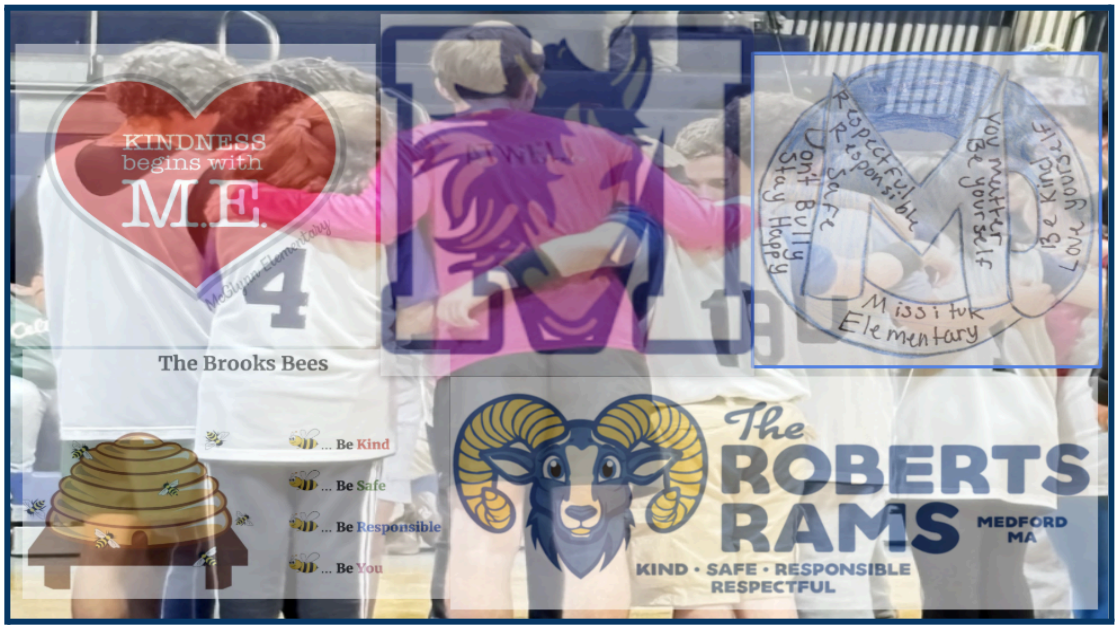
Medford Public Schools
2025 Interim Superintendent Transition & Entry Plan
Dr. Suzanne B. Galusi











"Every child deserves a champion: an adult who will never give up on them, who understands the power of connection and insists they become the best that they can possibly be." - Rita Pierson

Medford Public Schools

489 Winthrop Street, Medford, MA 02155 Dr. Suzanne B. Galusi, Interim Superintendent

Dear Mustang Families and Caregivers,

It is with great enthusiasm and a deep sense of responsibility that I write to you today as the new Interim Superintendent of Medford Public Schools. Having grown up in Medford and experienced the public schools firsthand, I am truly honored to have the opportunity to give back to a community that has shaped me so much. As a long-time educator in this city, I look forward to serving in this role while the Medford School Committee conducts its search for a permanent appointment.

Over the past 28 years, I'm thankful for the opportunities to learn from and work with countless students, families, and educators. From my time as a classroom teacher to my years as an assistant principal, principal, and Assistant Superintendent, each role has deepened my understanding of how to help our students thrive. These experiences have shaped my belief that all Medford students deserve supportive and inclusive environments. Students should feel valued, inspired to engage with their learning, embrace their individuality, and have resources to positively contribute in their communities and the world around them.

Our students are at the heart of everything we do. By fostering strong relationships between families, educators, and community leaders, we can create and sustain a learning environment where all Medford students thrive. Respect, trust, and open communication are key to this effort, and I'm committed to ensuring your voices are heard.

Additionally, our educators and staff members are the foundation of our schools. Each day, the expertise, creativity, and care they bring into their classrooms makes an incredible impact on our students' lives. I am committed to supporting our faculty and staff with the resources to make our schools the best they can be.

A strong foundation has been built and established here in Medford. I am deeply grateful for the guidance and mentorship of all those who have come before me in this position. In particular, I would like to acknowledge the support I received from Dr. Edouard Vincent, whose leadership and encouragement have greatly influenced my professional growth.

The second half of the year officially begins later this week, and it presents more opportunities for our students to develop, both inside and outside the classroom. By working together, we can ensure every student feels supported and has opportunities to grow academically, socially, and emotionally.

Thank you for such a warm welcome, and I am eager to serve as your Interim Superintendent.

Sincerely,

Dr. Suzanne B Galusi

Interim Superintendent Transition & Entry Plan

Dr. Suzanne B. Galusi

Purposes

- To ensure a thoughtful transition from the current superintendent to the interim superintendent
- To provide an outline for and convey information related to the mid-year transition of the superintendent, ensuring consistency and stability for the school district
- To inform the school community about transition activities and to continue building relationships

Theory of Action

If a structured and thoughtful transition process is implemented, emphasizing the importance of nurturing ongoing relationships with stakeholders in Medford Public Schools and capitalizing on the strengths and opportunities within the community, potential disruptions during this period can be effectively minimized. By drawing upon professional and institutional knowledge, along with established community connections, a strong foundation will be created to support a smooth and successful leadership transition.

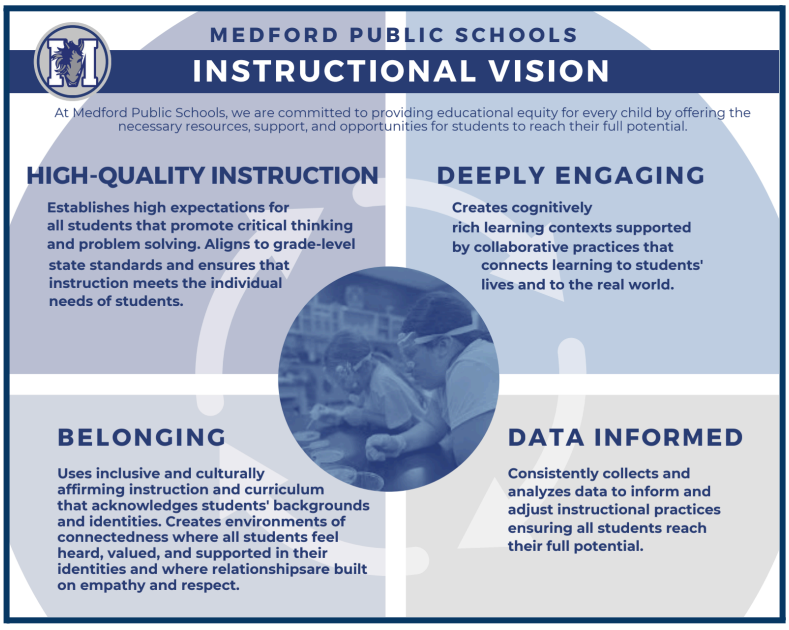
Key Areas of Focus

- Continued relationship development & stakeholder communication
- Operational Overview
- FY 26 Budget
- Contract negotiations
- Ongoing MSBA Process
- Plan for the 25-26 School Year



The Mission & Vision of the Medford Public Schools

MPS is a caring educational partnership of school, family, and community designed to ensure that all students are afforded a safe and healthy learning environment in which they develop the knowledge, skills, and attitudes to reach their full academic and personal potential. This partnership is dedicated to providing all students with a 21st-century education that will enable them to be lifelong learners and contributors to a diverse and rapidly changing world.



Strategic Highlights for Stability and Continuity

Continued Relationship Development & Stakeholder Communication

To foster collaborative, trusting, and transparent relationships with all stakeholders, ensuring responsiveness to the needs of the MPS community.

Send introductory Welcome Letters

School communities	School staff
❖ Meet & Greets at each respective school ➢ Coffee/Tea with the Superintendent after arrival ➢ Evening Virtual Gatherings	❖ Open House meetings at each school following dismissal

Maintain weekly communication with MPS community through the rebranded use of the Friday Memo

Meet with district and municipal administration and organizations. Including but not limited to: MPS Principals and Department Heads, Medford School Committee members, Medford SEPAC & ELPAC Boards, and City of Medford Department Leaders

Operational Overview

Enhance understanding of district operations, collaboratively identify key priorities, and foster a culture of trust, transparency, and efficiency.

- ❖ Hold regular meetings with department leads to identify short and long-term priorities.
  - ➢ Continued focus on Academics
  - ➢ Broaden understanding of the following areas to ensure ongoing compliance and identify opportunities for improvement
    - ■ Finance, Facilities, IT, Athletics, Community Schools

Fiscal Year 26 Budget

Lead the budget process with a focus on timeliness and strategic investment, ensuring it aligns with the needs of the MPS community while supporting our core values and instructional vision.

- ❖ Hold regular meetings with the Finance team regarding all budgetary matters
- ❖ Ensure adherence to a transparent and collaborative budget development process

Contract Negotiations

Engage in negotiations with bargaining units to build collaborative relationships, address the interests and concerns of varied employee units within the district, and improve district operations and outcomes.

- ❖ Collaboration with various bargaining teams (as listed below) to negotiate contracts while adhering to timelines
  - ➢ Teachers, Administrators, Maintenance, Paraprofessionals, Food Service, Nurses

Ongoing Massachusetts School Building Authority (MSBA) Process

Participate in the MSBA process to explore funding opportunities and develop a strategic plan for building a new Medford High School that meets the needs of our students and the community.

- ❖ Ensure continued collaboration with members of the committee and adherence to timelines

Plan for the 25-26 School Year

Data gathered from transition plan activities will inform the plans for the 2025-2026 school year.

- ❖ Use gathered information from entry planning to identify key district priorities. Such as and not limited to:
  - ➢ Summer extended learning and academic programming
  - ➢ Personnel vacancies and staffing needs
  - ➢ Academic goals
  - ➢ Transitioning strategic plan
  - ➢ Operational goals
  - ➢ Review of internal systems and structures
  - ➢ Review of district enrollment and school assignment procedures that reflect our most immediate challenges

- Professional Development planning
- Administrative Retreat and Convocation/District Opening planning
- New Teacher Induction planning