

**Bedford Superintendent Transition Plan: May 2023 – July 2023**  
**Philip Conrad to Cliff Chuang (as of May 22, 2023)**

**Purposes**

1. To provide an outline for the transition from the current superintendent to the new superintendent to fully take office on July 1, 2023, establishing a foundation for a formal entry process beginning July 1, 2023.
2. To ensure collaboratively planned and seamless transition of vision and authority in the position of superintendent, and to avoid a “transition dip” in our schools.
3. To provide school community members with information about transition activities focused on building relationships and advanced planning for the highest priority/most immediate areas to ensure a strong start to the [2023-2024 school year](#).

**Theory of Action**

If Superintendents Conrad and Chuang engage in a collaborative and thoughtful transition process, including initiating the development of relationships with stakeholders in the Bedford Public Schools and building on Superintendent Conrad’s professional and institutional knowledge, organizational memory, and established community relationships, **then** we will minimize the loss of knowledge, skill and best practices tied to BPS’ District Improvement Plan, Mission, Vision, Core Values and Beliefs, thereby setting the foundation for a smooth superintendent “baton pass” and a strong start to the 2023-2024 school year..

**Initial Informal Introductory Activities - Spring 2023**

Cliff was appointed as the next Bedford schools superintendent at the Feb. 28 school committee meeting, and after successful negotiations, signed my contract for employment with the school committee on April 25, 2023. Since Feb. 28, Cliff has attended (virtually) most school committee meetings, along with the BHS and JGMS musicals, the BHS music majors concert, the High School Tenacity Challenge, and girls tennis and lacrosse games.. During the remainder of the spring, Cliff plans to attend at least one event each at the Lane and Davis schools (tentatively: Lane School Concert on May 31, Davis TBD) and a few additional BHS and JGMS sporting events (potentially baseball on May 26, and middle school track on May 31)

**Key Transition Dates**

Cliff and Phil met on May 10 and May 19 to begin the transition planning process. Cliff will be in the district to meet with Supt. Conrad and other staff on May 31, June 5, 6, and 7, and as schedules permit during the week of June 26. Cliff and Phil have collaborated on this document to outline priorities, action steps, and a timeline.

**Key Focus Areas During Transition Period**

1. Relationship Building
2. Initial Stakeholder Communication
3. School Committee Meeting Planning
4. Function Overviews: Curriculum, Instruction and Assessment; Budget & Finance; HR, Student Support and Special Education; DEI/METCO/HAFB; Facilities/IT/Safety
5. Event Planning for Summer and Start-of-School-Year
6. Entry Plan Development

Using the three-part framework:

- Structure including policies, procedures, assets, barriers
- Culture/Climate including traditions, history, time, and place (Bedford-specific)
- Academic Excellence, Social Emotional well-being, Mental Health, Diversity, Equity, and Inclusion

### Transition Plan Activities: May - July 2023

Focus Area	Action Steps	Who	Timeframe
1. Relationship Building	Cliff to set up informal, introductory meetings with stakeholders	School Committee members	May/June
		Philip Conrad, Superintendent	May 10, 19 & 31 and June 6, 7 + as needed
		Dr. Tricia Clifford, Assistant Superintendent	May 31
		Erin Crowley, Executive Assistant to the Superintendent	As needed in May/June
		Central office administrators: Julie Kirrane (Finance), Mariane Vines (Special Ed), Gillian Chatrier (HR), Taissir Alani (Facilities), Akil Mondesir (DEI/METCO) & Donna Clements (IT); Keith Mangan (Athletics)	May/June TBD
		Principals Galante, Hartunian, Ackerman and Benoit	May/June TBD
		BPS District Leadership Team	June 6, 9:30 am
		Bedford Education Association President Jim Sunderland	Late June
		Bedford Parents' Associations	June 7
		LABBB and CASE Collaborative leadership	July
		Remaining West Wing and District-level Staff and Building-Level Leadership Teams	July
BEF, BAA, POMS leadership; Town and State Elected Officials, Community Leaders, HAFB reps.	As time permits, June/July; to be included in Entry Plan		
2. Initial Stakeholder Communication	Cliff to send welcome message to district staff	Cliff	Friday, May 26
	Cliff to send message to entire school community via District messaging system & Supt. Conrad's Update	Cliff	Friday, June 2
	Cliff to host informal meet-and-greets for staff	Cliff	TBD June/July

Focus Area	Action Steps	Who	Timeframe
3. School Committee Meeting Planning	Cliff to watch SC meetings (live or video)	Cliff	Ongoing
	Cliff to consult with SC Chair regarding summer and Fall SC meetings	Cliff/Chair	June
4. Key Function Overviews: Curriculum, Instruction and Assessment; Budget & Finance; HR, Student Support and Special Education; DEI/METCO/HAFB; Facilities/IT/Safety	Cliff to consult with district leads in each area to identify initial short-term and long-term priorities	Cliff with district leaders	June/July
5. Event Planning for Summer and Start-of-School-Year	Leadership Retreat: Aug. 21 (LT); Aug. 22 (LT/ILT) Reed Room in Town Hall	Cliff/Tricia/Erin	June
	Outline high-level agenda and order/reserve materials, if needed	Cliff/Tricia/Erin	June
	Hold retreat input planning meetings for administrators	Cliff/Administrators	July
	Plan 2023-24 Opening Year Events. Work with Tricia/Principals to establish priorities/activities for New Teacher Orientation (Aug. 28/29) & Convocation /District Opening Day (Aug. 30) - Alex Hirschberg (Amherst, SEL), speaker in morning	Cliff/Tricia/Principals	July
Develop Entry Plan	Cliff to communicate Entry Plan to School Committee	Cliff	TBD Summer School Committee meeting