



December 31, 2025

Dear Families,

New York City Public Schools has been my home for nearly two decades. It's the place where I found my professional purpose, where I enrolled my own school-aged daughter, and where I've had the immense privilege and honor of being your Chancellor.

When I reflect on this role, I am filled with so much pride and gratitude. I am proud to be an NYCPS parent—watching my own daughter reach her fullest potential in our classrooms. I am proud to work alongside dedicated colleagues—professionals with unparalleled expertise and care for our young people. And I am proud to have empowered our incredible families and communities through meaningful partnership and action.

As the first Puerto Rican woman to lead the nation's largest school system, I have tried my best to make our system work in service of our nearly one million students and their families. The changes we've made, from supporting parents through our Family Connectors model to reimagining literacy instruction with NYC Reads, add up. Together, they are transforming our school system, making it stronger, more effective, and more equitable.

The work is not done, but I am confident that the voices, advocacy, and brilliance of our young people and our families will continue to shine through. It is not through me or any individual leader, but rather through the collective impact of our communities, that we will fulfill the promise of a high-quality education for every child. This vision—one where students are physically and emotionally safe, where they are both challenged and celebrated, and where they are prepared to graduate and take on the world—is one worth fighting for.

I am deeply grateful to Mayor Adams for appointing me to this role, and I thank Mayor-elect Mamdani for his thoughtful consideration as he prepares to lead our city. I want to also congratulate Kamar Samuels, the current superintendent of District 3, who will assume the role of Chancellor on January 1, 2026. I am committed to ensuring a smooth leadership transition, and I look forward to engaging with him and his team going forward in my capacity as a public school parent.

To our entire community: thank you. I am rooting for your success and am proud to be a part of the NYCPS family.

With great admiration,

Melissa Aviles-Ramos
Chancellor