



MOVING FORWARD TOGETHER

A Transition Plan Update May 2025







This transition plan is crucial for ensuring stability, continuity, and trust during the leadership transition. This plan from Interim Superintendent, Dr. Al Taylor, serves as a roadmap for addressing immediate priorities while laying the foundation for long-term success and will help guide the selection of the next superintendent.

Transition Plan Timeline

Phase I — Develop Interim Transition Plan

February – April 2025

- Appoint interim staff to backfill positions as necessary
- Submit Transition Plan to Board of Education (BOE) for feedback/approval

April – July 2025 Transition Plan Implemented

- Provide stability for GCPS leaders and staff to ensure student achievement remains the primary focus
- Establish and rebuild trust among internal and external stakeholders

August 2025 Board Meeting Full Summary Report

- Identify strengths and areas for improvement in district processes and governance
- Provide data and insights to inform the new superintendent selection criteria

Phase II — August–TBD

Phase II integrates feedback from the BOE following the summary report into the ongoing work taking place through the naming of a new superintendent. Phase II objectives will be published in August.

Phase III — TBD– Onboarding the permanent superintendent

Once a superintendent is named, the work of transitioning/onboarding the new leader will ensue. Phase III objectives will be available after the new superintendent is named.

Priorities and Action Steps

1. Engage Stakeholders and Build Trust
2. Accelerate Academic Achievement
3. Enhance Student and Staff Safety and Well-being
4. Community and Family Engagement
5. Strengthen Financial and Operational Efficiency

Monitoring and Reporting Progress

To ensure accountability, progress updates will be shared regularly through:

- Internal Progress Reviews – Weekly updates with leadership teams to assess completed and pending action items
- Stakeholder Updates – Monthly summaries shared with the Board of Education and district staff
- Public Reporting – Community progress updates during board meetings and via district communication channels
- Final Impact Report – A comprehensive report detailing achievements, ongoing initiatives, and areas needing further development at August 2025 Board Meeting

Each action item will be tracked using clearly defined metrics, with regular progress reporting and stakeholder feedback integration to ensure effective implementation and accountability. Each action item includes a table with samples of the progress metrics that will be used to evaluate progress on that item.



1. Engage Stakeholders and Build Trust

Goal: For GCPS to remain a high-performing district, we must have a clear purpose, direction, and strong accountability measures. To achieve this, we will consistently and intentionally engage internal and external stakeholders as collaborative partners in the work.

Action Items

1.1 Monitor progress on *Our Blueprint for the Future* implementation and increase stakeholder awareness of Year 4 priorities

1.2 Reimagine Area Board Meetings in collaboration with the Board of Education to improve effectiveness and increase engagement

1.3 Reinstate Cross-Functional Action Teams (XFATs) to address key issues for the 2025–26 school year

1.4 Conduct Board of Education meetings and individual meetings to better understand needs and expectations and ensure alignment with district work

1.5 Conduct meetings with Executive Cabinet and Cabinet to review the district's priorities, most recent achievement data, and discuss leadership team structures and practices

1.6 Outline objectives and share plans for upcoming redistricting process

Status Key: ✓ Completed ● In progress ■ In planning

1. Engage Stakeholders and Build Trust			
Action Item	**Progress Metric**	**Status**	**Notes**
1.1 Monitor *Blueprint* implementation and increase stakeholder awareness	# of presentations, articles available to stakeholders on implementation progress	●	April: 2 board presentations, 23 articles. May: 2 board presentations, 12 articles as of May 12
1.2 Reimagine Area Board Meetings	Attendance rate, stakeholder feedback score	✓	5 Area Board and Town Hall Meetings, 1,086 live and recorded views, 1,032 webpage views as of May 4
1.3 Reinstate Cross-Functional Action Teams (XFATs)	Number of problems of practice that were identified for study by XFAT	●	Initial training for Cabinet and Executive Cabinet completed
1.4 Conduct BOE meetings	% of members attending, feedback on alignment improvement	●	100% attendance at April Meetings, May meetings in progress
1.5 Executive Cabinet and Cabinet meetings	Actionable strategies identified, staff satisfaction survey	●	Division Support satisfaction survey in progress
1.6 Redistricting objectives and plans	Timeline adherence, stakeholder engagement data	●	Adhering to timeline, potential plans to address overcapacity are formed, to be shared with Board, Summer 2025

2. Accelerate Academic Achievement

Goal: Because teaching and learning with an emphasis on learning is the core of our work, we must continue to strengthen the coherence of our instructional program to ensure that our teachers and schools have what they need to prioritize high-quality teaching and learning practices, professional development, supports, and interventions.

Action Items

2.1 Assess the effectiveness of school support plans for schools receiving support during the 2024-25 school year

2.2 Identify schools in need of support for 2025-26 and begin developing plans to provide support

2.3 Continue participation in structured school visits to observe and support school improvement efforts

2.4 Evaluate early learning programs, make short- and long-term recommendations for enhancement

2.5 Assess the district's literacy plan and focus areas and make short- and long-term recommendations

2.6 Review and assess curricular resources across all content areas and subjects

2.7 Assess support systems for specialized student groups (ML, Gifted, SPED), and develop short- and long-term recommendations

2.8 Assess current professional development efforts to support administrative, instructional, and non-instructional staff, and how the budget emphasizes an investment in staff development

2.9 Improve data analysis practices to drive student achievement and provide timely and relevant information internally and externally

2.10 Identify and address areas of academic underperformance by identifying root causes and implementing targeted strategies

Status Key: ✓ Completed ● In progress ■ In planning

2. Accelerate Academic Achievement			
Action Item	**Progress Metric**	**Status**	**Notes**
2.1 Assess school support plans	% of schools meeting targets	●	Alongside T&L, support areas monitored every 45 days; adjustments made through LSPI
2.2 Identify schools in need of support	# of schools supported, performance change	●	Support continues until new WSA results guide tailored plans for 2025–26
2.3 Implement structured school visits	# of visits conducted, feedback from schools	●	School visits with T&L focus on targeted areas, CLTs, and ongoing monitoring
2.4 Evaluate early learning programs	Complete evaluation, identify enhancement opportunities	■	Reviewed Task Force recommendations and identfied opportunities to enhance programming; reviewing location capacity for potential sites
2.5 Assess literacy plan	Implementation rate, student reading level gains	●	Collected implementation data from learning walks and identified a tool to formally assess literacy plan and implementation; updating literacy plan (document)
2.6 Review curricular resources	# of revised/improved curricula	●	Continuing curriculum reviews and resource updates in preparation for fall 2025
2.7 Support specialized student groups	% of students achieving growth targets	●	Requesting an XFAT to formally review each program for specialized student groups
2.8 Assess professional development efforts	Staff participation and effectiveness ratings	●	Collecting participation rates and will partner with division leads to pull survey or other feedback data for their programs
2.9 Improve data analysis practices	% of timely reports generated and utilized	■	Identifying clear goals and expectations for data analysis, including standards, training, and improved presentations
2.10 Address academic underperformance	Identified root causes, improvement in key metrics	●	Engaging in annual data analysis to outline causes and prioritize actions for the upcoming school year

3. Enhance Student and Staff Safety and Well-being

Goal: Because students and staff cannot thrive if they are not physically or emotionally safe, we must approach the well-being and safety of our students and staff as a collaborative effort, convening key internal and external stakeholders to assess and improve opportunities to engage in healthy, meaningful activities which will foster positive mindsets.

Action Items

3.1 Audit safety initiatives across all schools and district offices

3.2 Develop short- and long-term safety and security recommendations with cost projections

3.3 Assess district and school climate and perception data to identify areas of need and provide additional support

3.4 Assess the district approach to student and staff mental health support and identify areas of improvement

3.5 Engage external organizations to cooperatively address absenteeism, homelessness, emergency needs, and after-school programs

3.6 Identify opportunities to expand summer, after-school, and co-curricular opportunities with community partners

3.7 Analyze attendance, discipline, and dropout data to provide targeted school support in these areas as needed

3.8 Evaluate investments in restorative practices and PBIS programs

3.9 Support school leaders and teams in successfully closing the current school year and preparing for a strong start to the next school year

Status Key: ✓ Completed ● In progress ■ In planning

3. Enhance Student and Staff Safety and Well-being			
Action Item	**Progress Metric**	**Status**	**Notes**
3.1 Audit safety initiatives	Completion of audit, # of improvements made	■	Planning underway, results will be ready August 2025
3.2 Develop safety/security recommendations	Cost projections completed, approval rate	●	Continuing to evaluate costs/quality of resources around student safety and processes for implementation
3.3 Assess school climate and perception data	% improvement in survey results	●	Evaluate, identify and support schools in leveraging data for tiered student supports
3.4 Mental health support evaluation	Identified gaps addressed, increased access to services	■	Meeting with Counseling Office and HR regarding overall wellness approach/possible enhancements
3.5 Engage external organizations	# of partnerships and students supported	●	Collaborate with community partners to ensure processes address identified needs
3.6 Expand co-curricular opportunities	Increase in student participation	●	Meeting with Engagement regarding expansion of student opportunities beyond the regular school day
3.7 Analyze attendance, discipline, dropout data	Reduction in chronic absenteeism and suspensions	●	Analyzing school data to determine targeted areas of support
3.8 Evaluate restorative practices and PBIS	% of schools implementing effectively	●	Monitoring PBIS/RP programming to measure effectiveness/impact on school climate
3.9 Closing/opening of school years	# of schools that complete end-of-year and back-to-school readiness checklists on time	●	Emphasis on End-of-Year checklists, graduation procedures, data verification, and cohort accuracy



4. Community and Family Engagement

Goal: To sustain GCPS as a high-performing district, we must uphold a clear purpose, strategic direction, and strong accountability by actively involving families, students, and community partners in collaborative efforts that drive student success.

Action Items

4.1 Be visible and present by visiting schools, attending events, and engaging staff, students, and families

4.2 Collaborate with Board representatives to host in-person and virtual town hall sessions with various parts of the GCPS community

4.3 Establish a Parent Advisory Council in 2025–26 school year that will supplement existing districtwide advisory councils

4.4 Work with the School Safety Advisory Council to identify and address concerns

4.5 Meet with local leaders, including mayors, city councils, state officials, faith-based leaders, business leaders, and community organizations

4.6 Begin planning for the Murphy Middle School opening in the 2026–27 school year

Status Key: ✓ Completed ● In progress ■ In planning

4. Community and Family Engagement			
Action Item	**Progress Metric**	**Status**	**Notes**
4.1 Be visible and engage with staff, students, and families	# of school visits/events attended	●	Between April 2–May 9, 16 events attended
4.2 Host town hall sessions	Attendance and participation levels	✓	Complete for 2024–25, next step planning for 2025–26
4.3 Establish Parent Advisory Council	Council formed, # of meetings held	■	Planning underway, will be ready to launch in August 2025
4.4 Work with School Safety Advisory Council	Identified concerns addressed	●	Continue to work with community stakeholders, quarterly, to address areas of concern
4.5 Meet with local leaders	# of meetings and partnerships established	●	Between April 2–May 9, held 6 meetings with local leaders outside of GCPS
4.6 Plan Murphy Middle School opening	Milestones met (site planning, hiring, curriculum development)	●	Planning is underway and currently on-track based on the project plan

5. Strengthen Financial and Operational Efficiency

Goal: To meet the needs of each and every student in GCPS, it is critical that each division operates with maximum efficiency and effectiveness and represents excellence and transparency.

Action Items

5.1 Work with the Board of Education, district leaders, staff, and the community to pass the FY26 budget

5.2 Review the current district office structure and ensure that it is appropriately aligned to achieve the district's goals

5.3 Conduct one-on-one meetings with Executive Cabinet members to ensure alignment with roles, responsibilities, expectations, review division goals, and assess progress towards achieving those goals

5.4 Examine our current facilities improvement and/or construction needs and develop short- and long-term recommendations

5.5 Examine our current human resources strategies and make short- and long-term recommendations

5.6 Review the district's local budget balance, financial projections, most recent audits, resource allocation and budgeting processes; assess how the district's budget and budget process are aligned to support student growth and achievement

5.7 Assess effectiveness of current financial allotment formulas to meet the needs of schools and students to support student growth and achievement and explore alternative funding models to address any gaps or barriers

5.8 Develop and share district objectives and plans for the upcoming E-SPLOST campaign

5.9 Improve transparency and stakeholder access of district data, finances, and operations

5.10 Examine our technology infrastructure and develop short- and long-term recommendations for improvements

Status Key: ✓ Completed ● In progress ■ In planning

5. Strengthen Financial and Operational Efficiency			
Action Item	**Progress Metric**	**Status**	**Notes**
5.1 Pass FY26 budget	Budget approval and alignment with goals	●	Tentative Budget was unanimously adopted
5.2 Review district office structure	Completion of review, efficiency gains	●	Revised Org Chart Updated April, Shared with LD I in May 2025, posted to website May 9
5.3 Conduct Executive Cabinet meetings	Alignment improvement, feedback ratings	●	Executive Cabinet meets 2x monthly, on call as needed, agendas revised
5.4 Assess facilities and construction needs	Completion of short- and long-term plans	●	Facility needs prioritized, presenting to Board in May, need to balance all budgets by end of May
5.5 Evaluate HR strategies	Hiring and retention improvements	●	Hiring/Recruitment, engagement and retention strategies already in place. Continue to review for ongoing improvements and modifications as needed
5.6 Review financial processes and audits	Compliance and resource alignment scores	●	Business and Finance offers training on internal and external audits to support compliance. May Governance Training session
5.7 Assess financial allotment formulas	Effectiveness in meeting school needs	●	Cross-divisional committee established to assess the allotment for FY26 development, continued evaluation in progress
5.8 Plan E-SPLOST informational campaign	Community awareness and approval rates	●	Draft plans developed by both F&O and Engagement, meetings continue
5.9 Improve transparency and data access	Public engagement in financial decisions	●	New tools in development, will improve meetings, enhance transparency, engagement, and feedback in district financial planning
5.10 Evaluate technology infrastructure	Identified improvements and implementation progress	✓	Network assessment completed and are working towards completion of recommendations



Gwinnett County Public Schools





