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LAW OFFICES OF TIGER HANNER

June 3, 2015

VIA E-MAIL (LyonJM1@friscoisd.org) AND REGULAR MAIL

Dr. Jeremy Lyon
Superintendent of School
Frisco Independent School District
5515 Ohio Drive
Frisco, Texas 75035

Re: Grievance of Ms. Sylvia Palacios/Frisco High School

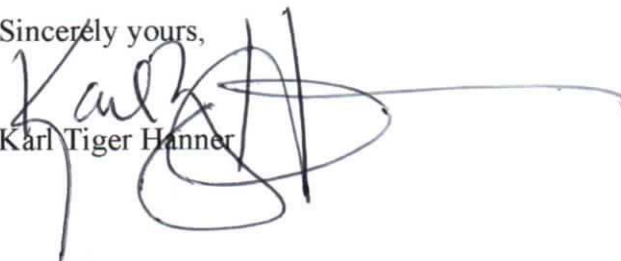
Dear Dr. Lyon

As you are aware, I represent Ms. Sylvia Palacios, Frisco High School Principal, in connection with her complaints as set forth in the attached form.

On behalf of Ms. Palacios, I request a formal level III grievance conference with the Board of Trustees concerning this matter. Due to the fact this grievance is challenging your decision, I believe that it should commence as a level III hearing.

Please contact me or have the appropriate person do so to schedule the conference for a time that will be convenient for everyone concerned. I appreciate your time and attention. If FISD has adopted a different grievance form, I respectfully request that you forward the appropriate form to my office at your earliest convenience. Please let me know if you have any additional questions or concerns regarding the enclosed document. As always, I remain,

Sincerely yours,


Karl Tiger Hanner

CC: Ms. Sylvia Palacios

Ms. Mari McGowan
Abernathy, Roeder, Boyd & Hullett, P.C.
1700 Redbud Blvd., Suite 300
McKinney, Texas 75069

EXHIBIT A

EMPLOYEE COMPLAINT FORM - LEVEL ONE

To file a formal complaint, please fill out this form completely and submit it by hand delivery, fax, or U.S. mail to the appropriate administrator within the time established in DGBA (LOCAL). All complaints will be heard in accordance with DGBA (LEGAL) and (LOCAL) or any exceptions outlined therein.

1. Name: Sylvia Palacios
2. Address: 6813 Galway Drive, Garland, Texas 75044
Telephone number: (432) 631-4811
3. Position: Principal Campus/Department: Frisco High School
4. If you will be represented in voicing your complaint, please identify the person representing you.

Name: Karl Tiger Hanner
Address: Law Offices of Tiger Hanner, 807 McPhaul Street, Austin, TX 78758
Telephone number: (512) 626-7725

5. Please describe the decision or circumstances causing your complaint (give specific factual details: On May 13, 2015, Dr. Lyon authored a letter entitled "Reassignment for the 2015-2016 School Year" wherein he notified me that I was being demoted from the position of Frisco High School Principal to the position of Associate Principal at the Student Opportunities Center. I was completely blindsided by Dr. Lyon's action. I have served as an administrator at Frisco High School for the 12 years, including the last seven years as campus principal. Throughout my tenure as principal, I have enjoyed outstanding performance evaluations. In fact, on February 20, 2015, I received my most recent appraisal from Dr. Wes Cunningham, Area Director for Secondary Instruction (a copy of which is attached to this grievance). Within the appraisal, I received 17 ratings of "Clearly Outstanding" and 22 ratings of "Meets/Exceeds Expectations". The evaluation does not include a single negative rating or criticism. I received the same number of "Clearly Outstanding" and "Meets/Exceeds Expectations" ratings on my June 20, 2014 evaluation from Dr. Cunningham (see attached). The June 2014 evaluation also did not include any negative ratings or complaints.

In the notice letter, Dr. Lyon describes the action as a reassignment. It is clearly a demotion. I am being demoted from being a campus principal at a large, prestigious high school to the position of associate principal at an alternative campus. The new position is lower on the FISD administrative salary schedule. The position of associate principal results in a reduction in contract days. The

new position will also result in a loss in stipends and supplemental salary.

Dr. Lyon has not identified a specific reason for my demotion. He simply states that my skills are needed as an associate principal at the alternative school. As of this date, Dr. Lyon has not provided any explanation for this action.

I genuinely believe that my talents are needed at Frisco High School. I believe that I enjoy the overwhelming support of my faculty, students and parents. Frisco High School has enjoyed numerous accolades under my leadership. I believe that it is in the best interest of this campus for me to continue in my current capacity and it represents an abuse of Dr. Lyon's discretion to unilaterally demote me from serving as Frisco High School Principal.

6. What was the date of the decision or circumstances causing your complaint?

May 13th, 2015

7. Please explain how you have been harmed by this decision or circumstance.

The involuntary demotion from Frisco High School Principal to Assistant Principal at the Student Opportunity Center causes me significant financial harm due to the reduction in salary, pay grade, days and stipends. Furthermore, Dr. Lyon's decision to demote me harms my professional reputation. Instead of serving as the campus leader of a large, prestigious FUSD high school, I am now an associate principal at a school serving a small population of students assigned to the Student Opportunity Center for disciplinary purposes. The demotion creates the false impression that I committed some wrongful act or failed to serve the needs of my students.

8. Please describe any efforts you have made to resolve your complaint informally and the responses to your efforts: After being notified by Dr. Lyon that I was being involuntarily demoted from my position as Frisco High School principal on May 13th, despite the fact I strongly disagreed with the action, I proposed a resolution wherein I would publicly support the decision. Dr. Lyon rejected my requests. On May 27th, I notified my staff that I had been involuntarily removed as campus principal. On May 28th, Dr. Lyon contacted me and asked me to sign a letter that he had authored regarding my reassignment. Dr. Lyon's letter, a copy of which is attached to this grievance, falsely states that I supported the reassignment. After careful consideration, I declined to sign the letter. Subsequently, Dr. Lyon revised the proposed letter and made it over his own signature. The letter once again implied that I supported the demotion. Dr. Lyon gave me a formal directive that I was not allowed to talk to any students, staff or parents about his letter. In other words, Dr. Lyon ordered me not to publicly disagree with his description of my feelings about this reassignment. Aside from these limited communications, I have not been afforded any additional input into Dr. Lyon's decision.

With whom did you communicate? Dr. Jeremy Lyon

On what date? May 13, 19, 27 and 28, 2015

9. Please describe the outcome or remedy you seek for this complaint. In response to this grievance, I request that I be reinstated as the Frisco High School Principal for the 2015-2016 school year. I further request reasonable assurance that my husband and I will not be retaliated against for having filed this grievance. I reserve the right to modify the remedies being sought through the time of our initial grievance hearing.

Employee signature

Sylvia Palacios

Signature of employee's representative

[Handwritten Signature]

Date of filing

6-3-15

Complainant please note:

A complaint that is incomplete in any material way may be dismissed, but may be refilled with all the required information if the refiling is within the designated time for filing a complaint.

Attach to this form any documents you believe will support the complaint; if unavailable when you submit this form, they may be presented no later than the Level One conference. Please keep a copy of the completed form and any supporting documents for your records.



FRISCO INDEPENDENT SCHOOL DISTRICT

OFFICE OF THE SUPERINTENDENT

Jeremy Lyon, Ph.D.
Superintendent of Schools

Beverly Brunson
*Assistant to Superintendent and
Board of Trustees*

May 13, 2015

DEPUTY SUPERINTENDENTS

Katie Kordel
Curriculum and Instruction

Ms. Sylvia Palacios
6813 Galway Drive
Garland, TX 75044

Richard Wilkinson
Business Services

Re: Reassignment for the 2015-2016 School Year

ASSISTANT SUPERINTENDENTS

Pamela Linton
Human Resources

Doug Zambiasi
Support Services

Dear Ms. Palacios:

This letter is notification pursuant to Frisco Independent School District ("Frisco ISD" or "District") Board of Trustees' ("Board") Policies DK (LEGAL) and DK (LOCAL), and Section 4.2 of your employment contract, of your reassignment for the 2015-2016 school year. Under Section 11.201 of the Texas Education Code, as the Superintendent, it is my determination that your reassignment from the Principal of Frisco High School to the Associate Principal of the Student Opportunities Center is in the best interest of the District.

EXECUTIVE DIRECTORS

Kenny Chandler
Student Services

Melissa Fouche
Technology

Shana Wortham
Communications and Community Relations

The reassignment will not result in any change in your employment contract or professional capacity in which you are employed. Further, the reassignment will not result in any loss in your daily rate of pay or benefits, however it may result in a reduction of the number of days you work for the 2015-2016 school year. The minimum number of days for the position will be 220 days, and you remain eligible for any Board- approved raise.

CHIEF FINANCIAL OFFICER

Rick Bankston, Ed.D.

Your assignment for the 2016-2017 school year will take into consideration your performance from the 2014-2015 school year, your performance on your growth plan, and your performance during the course of the 2015-2016 school year.

A copy of Frisco ISD Board Policies DK (LEGAL), DK (LOCAL), DGBA (LEGAL) and DGBA (LOCAL) can be accessed via Policy On-line at <http://pol.tasb.org/Home/Index/309>. Please acknowledge your receipt of this notice.

Finally, all employees have the right to file a written grievance in accordance with Board Policies DGBA (LEGAL) and DGBA (LOCAL), which can be accessed via Policy On-line at <http://pol.tasb.org/Home/Index/309>.

Thank you for your cooperation and assistance in this matter.

Jeremy Lyon

Superintendent of Schools

5515 Ohio Drive
Frisco, Texas 75035

(469) 633-6000 Voice
(469) 633-6050 Fax

Employee Acknowledgment:

I acknowledge receipt of this notice of reassignment and agree that the reassignment as described above does not result in any change in my employment contract or the professional capacity in which I am employed. I understand that the reassignment will not result in any loss in my daily rate of pay or benefits. I have received a copy of this document. I understand that my signature below indicates receipt of this document, not necessarily agreement with its contents. In addition, I understand it is my responsibility to comply with all lawful directives issued by the District, regardless of whether I agree with the directives. I further understand that I may attach a written response to this document within 10 District business days.

Sylvia Palacios

Date

Frisco ISD Principal Appraisal Instrument

Appraisal Year: 2014-15

Date: February 10, 2015

Principal: Sylvia Palacios

Campus Assignment: Frisco HS

**Supervising Appraiser: Wes
Cunningham**

Supervisor's Title: Area Director

Date adopted: 06/16/08

TITLE: Principal

QUALIFICATIONS:

1. **Master's degree in education or higher, with a strong emphasis in educational administration and supervision.**
2. **Texas mid-management or other appropriate Texas certification**
3. **Professional Development and Appraisal System certification**
4. **Supervisory skills necessary to coordinate the efficient operation of a school in the delivery of appropriate student learning experience.**

REPORTS TO: Superintendent or Designee

SUPERVISES: Personnel serving on assigned campus

PRIMARY PURPOSE: The appraisal instrument is designed to enhance the leadership capacity, management, and supervisory skills and behaviors of principals as instructional leaders. It is further intended to guide principals in the implementation of FISD Policies and instructional programs and the management and operations of all campus activities. The ultimate goal is to provide for continuous improvement leading to higher levels of student achievement and learning.

Rating Scale

CO	Clearly Outstanding	Performance is clearly outstanding
ME	Meets/Exceeds Expectations	Performance meets or exceeds expectations
NI	Needs Improvement	Performance needs improvement

***For each domain please check the appropriate box for each criterion.**

Frisco ISD Principal Appraisal Instrument

Domain 1.0 Instructional Leadership/ Student Learning

CO	ME √	NI	1.01	Ensures the implementation of the district curriculum and assists in determining curricular needs for the campus.
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CO	ME √	NI	1.02	Monitors the vertical and horizontal alignment of curriculum as it relates to standards, campus goals and appropriate assessments.
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CO	ME √	NI	1.03	Creates a school culture that is comfortable and proficient in utilizing applicable data.
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CO √	ME	NI	1.04	Analyzes data using a variety of strategies and appropriately applies data in making curricular decisions.
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CO √	ME	NI	1.05	Expects and communicates to all staff high instructional standards that are a pre-requisite for continuous programmatic and instructional improvement; said standards include an emphasis on rigor and appropriate student support structures.
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CO	ME √	NI	1.06	Develops a plan for classroom walk-throughs; personally observes classroom instruction on a regular basis; and ensures that meaningful feedback aimed at improving instruction is provided to all teaching professionals.
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CO	ME √	NI	1.07	Supervises the delivery of instruction by teachers thereby ensuring the utilization of appropriate best practices in an effort to maximize student academic achievement. Demonstrate an understanding of and promotes recognition of teaching to individual learner needs.
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CO	ME √	NI	1.08	Ensures that staff utilizes a variety of assessment techniques and analyzes student data to modify instruction.
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CO √	ME	NI	1.09	Monitors independent department and grade level planning.
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CO	ME √	NI	1.10	Promotes and monitors appropriate integration of technology into the academic achievement process.
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CO √	ME	NI	1.11	Collaboratively implements campus action plans by utilizing strategies that are systematically designed to accomplish clearly defined goals.
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Frisko ISD Principal Appraisal Instrument

Comments: Mrs. Palacios has observed a more instructionally focused staff this year. Mrs. Palacios and her instructional leadership team at FHS should continue to use data and all available resources to produce leader behaviors that change teacher behaviors that lead to student achievement.

Domain Strengths: The expectations for teachers and teacher leaders for instructional practices have been clearly communicated and are inspected regularly through several processes, including the use of an accountability form turned in weekly.

A considerate focus has been placed on building the PLC mindset, with an increased focus on LOTE courses, particularly with teams where collaborative planning is taking place.

Mrs. Palacios and her leadership team have reflected and reacted to needs on campus regarding a need for more structured time to collaborate.

Domain Growth: The FHS leadership team should continue to clearly and intentionally communicate expectations for teacher behaviors and collaborative planning practices that provide accountability while empowering teachers to meet the needs of each student.

Mrs. Palacios should guide her assistant principal to meet the walkthrough guidelines as stated in the expectations memo given to principals in July, 2014.

Domain - 2.0 School Climate and Community Relations

CO	ME √	NI	2.01	Provides leadership in the development and implementation of a positive, productive school climate through interpersonal relationships with all stakeholders.
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CO	ME √	NI	2.02	Recognizes and respects individual differences when interacting with all stakeholders in the effective and efficient management of conflict.
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CO √	ME	NI	2.03	Facilitates communication with all school related parties by providing necessary information; actively listening; and engages willingly in open dialogue with all stakeholders.
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CO	ME √	NI	2.04	Understands the process of change; educates and informs the school community of issues involved in the implementation of change based on the process itself.
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CO √	ME	NI	2.05	Promotes school activities that foster rapport and builds mutual respect between the school and community.
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Comments: Mrs. Palacios has worked on continuing to build a family-style school climate within FHS and the community. The responsive actions taken by the leadership team after a series of events were a positive step in continuing the positive relationship between administration and the school community.

Frisco ISD Principal Appraisal Instrument

Domain Strengths: The staff and student recognition programs have increased positive engagement in FHS from both the staff and community levels. Mrs. Palacios is visible at school, district, and community events and is engaged in appropriate relationship building with staff and students.

Domain Growth: Mrs. Palacios and her leadership team should continue to explore positive communication avenues between the school, the staff, and the community, as the school community continues to change. Mrs. Palacios should continue to delegate appropriately to the members of the leadership team.

Domain - 3.0 School Management/Safety

CO √	ME	NI	3.01	Develops, implements, and monitors safety and crisis plans that are consistent with district, state and federal rules and regulations. Communicates to all stakeholders expectations for a safe and positive school environment.
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CO	ME √	NI	3.02	Develops and implements a campus discipline management plan that is consistent with district policy and state and federal rules and regulations. Effectively communicates said discipline plan to students, staff and parents.
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CO	ME √	NI	3.03	Provides proper training, guidance and support for staff members with regard to student discipline management issues.
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CO √	ME	NI	3.04	Expects and ensures the practice of the highest level of confidentiality as it relates to the dealing with and handling of student discipline issues.
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CO √	ME	NI	3.05	Models the practice of positively interacting with students during the school day as well as at extra-curricular events.
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CO	ME √	NI	3.06	Develops a budget based upon documented program needs, estimated enrollment, personnel, and other fiscal needs; implements programs within budget limits; maintains fiscal control and accurately reports fiscal information.
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CO √	ME	NI	3.07	Complies with state and local board policies as they relate to administrative regulations concerning purchasing, campus budgets and the oversight of campus activity funds.
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CO	ME √	NI	3.08	Directs and manages extracurricular programs which include the supervision and management of multiple activity funds.
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CO	ME √	NI	3.09	Accurately maintains student and staff records through the implementation of procedures that are consistent with district, state and federal rules and regulations.
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Frisco ISD Principal Appraisal Instrument

CO √	ME	NI	3.10	Effectively monitors the building operations, maintenance, equipment and grounds and accurately communicate campus needs to the appropriate district personnel.
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Comments: Mrs. Palacios effectively uses FISD Provided resources to effectively ensure staff and student safety as well as efficiently operate and manage all domains and facets of FHS including absence reports, enrollment records, required staff development, discipline management, and master schedule.

Domain Strengths: When crises have occurred, they have been handled appropriately and efficiently, with dignity and caring for all involved.

Domain Growth: Mrs. Palacios should continue to work with FISD support departments to ensure effective instructional and non-instructional programming that promotes success for each student.

Domain - 4.0 Human Resources

CO	ME √	NI	4.01	Follows state and federal employment laws; complies with district policies, guidelines and procedures, meets appropriate deadlines; and provides prompt and accurate responses as they relate to situations involving human resources.
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CO √	ME	NI	4.02	Identifies staffing needs based on district guidelines and school programs; recruits, recommends and hires highly qualified candidates.
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CO √	ME	NI	4.03	Employs a thorough interview and reference checking process when hiring campus personnel.
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CO	ME √	NI	4.04	Implements an on-going, systematic, results-based staff development program that is based on campus data and is aligned with campus, district, and state goals which provides for the personalized needs of individual staff members.
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CO	ME √	NI	4.05	Communicates a level of high expectation through the utilization of the district's appraisal process in an effort to positively influence student achievement.
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CO	ME √	NI	4.06	Conducts effective formative and summative conferences that focus on the professional growth of the individual campus professional.
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Frisco ISD Principal Appraisal Instrument

CO	ME √	NI	4.07	Effectively evaluates staff members utilizing district and state procedures; makes informed and professional recommendations relative to personnel placement, transfers, retention, growth plans, renewal and/or non-renewal of campus personnel.
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Comments: Mrs. Palacios should pay special attention to ensure that her hiring practices effectively reflect the demographic make-up of FHS's student population as much as is possible while ensuring the best staff is hired at FHS to meet individual needs.

Domain Strengths: Mrs. Palacios uses her leadership teams to analyze appropriate data to plan effective and targeted staff development and professional learning for staff. Mrs. Palacios is thorough with all aspects of the hiring process, including interviews, background checks, and legal processes.

Domain Growth: Mrs. Palacios should continue to guide and coach her assistant principals in the teacher evaluation process.

Domain - 5.0 Behavior/Ethics

CO √	ME	NI	5.01	Models behavior that demonstrates the highest level of personal and professional ethics.
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CO √	ME	NI	5.02	Demonstrates the highest level of integrity at all times.
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CO	ME √	NI	5.03	Models responsible management of confidential information as it relates to all professional matters and encourages the same behavior by all school personnel.
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CO	ME √	NI	5.04	Successfully performs other duties and responsibilities as assigned by the Superintendent and/or the supervisor.
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CO √	ME	NI	5.05	Regularly recognizes and acknowledges exemplary performances by staff members and students.
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CO √	ME	NI	5.06	Understands and practices the principles of effective delegation as a means of providing professional growth and development opportunities to subordinate administrative personnel.
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Comments: Mrs. Palacios models confidentiality and professional behavior.

Domain Strengths: Mrs. Palacios is honest and transparent in her interactions with staff. Mrs. Palacios models enthusiasm, relationship building, and excitement for her school community.

Domain Growth: Mrs. Palacios should continue to understand the change process and the manner in which the district vision interfaces with her campus vision.

Frisco ISD Principal Appraisal Instrument

The above statements are intended to describe the general purpose and responsibilities assigned to this job and are not intended to represent an exhaustive list of all responsibilities, duties and skills required.

TERMS OF EMPLOYMENT: Days of service are subject to annual change. Salary and work to be established by the Board of Trustees.

Comments:

Additional signed comments are attached by the Evaluator () and /or employee ().
Signatures (Employee's signature does not necessarily indicate concurrence.)

Employee: *[Signature]* SS#: _____
Assignment: *FHS Principal* Date: *2/20/15*
Evaluator: _____ Date: _____

Frisco ISD Principal Appraisal Instrument

Appraisal Year: 2013-14

Date: June 9, 2014

Principal: Sylvia Palacios

Campus Assignment: Frisco HS

**Supervising Appraiser: Wes
Cunningham**

Supervisor's Title: Area Director

Date adopted: 06/16/08

TITLE: Principal

QUALIFICATIONS:

1. **Master's degree in education or higher, with a strong emphasis in educational administration and supervision.**
2. **Texas mid-management or other appropriate Texas certification**
3. **Professional Development and Appraisal System certification**
4. **Supervisory skills necessary to coordinate the efficient operation of a school in the delivery of appropriate student learning experience.**

REPORTS TO: Superintendent or Designee

SUPERVISES: Personnel serving on assigned campus

PRIMARY PURPOSE: The appraisal instrument is designed to enhance the leadership capacity, management, and supervisory skills and behaviors of principals as instructional leaders. It is further intended to guide principals in the implementation of FISD Policies and instructional programs and the management and operations of all campus activities. The ultimate goal is to provide for continuous improvement leading to higher levels of student achievement and learning.

Rating Scale

CO	Clearly Outstanding	Performance is clearly outstanding
ME	Meets/Exceeds Expectations	Performance meets or exceeds expectations
NI	Needs Improvement	Performance needs improvement

***For each domain please check the appropriate box for each criterion.**

Frisco ISD Principal Appraisal Instrument

Domain 1.0 Instructional Leadership/ Student Learning

CO	ME √	NI	1.01	Ensures the implementation of the district curriculum and assists in determining curricular needs for the campus.
CO	ME √	NI	1.02	Monitors the vertical and horizontal alignment of curriculum as it relates to standards, campus goals and appropriate assessments.
CO	ME √	NI	1.03	Creates a school culture that is comfortable and proficient in utilizing applicable data.
CO √	ME	NI	1.04	Analyzes data using a variety of strategies and appropriately applies data in making curricular decisions.
CO √	ME	NI	1.05	Expects and communicates to all staff high instructional standards that are a pre-requisite for continuous programmatic and instructional improvement; said standards include an emphasis on rigor and appropriate student support structures.
CO	ME √	NI	1.06	Develops a plan for classroom walk-throughs; personally observes classroom instruction on a regular basis; and ensures that meaningful feedback aimed at improving instruction is provided to all teaching professionals.
CO	ME √	NI	1.07	Supervises the delivery of instruction by teachers thereby ensuring the utilization of appropriate best practices in an effort to maximize student academic achievement. Demonstrate an understanding of and promotes recognition of teaching to individual learner needs.
CO	ME √	NI	1.08	Ensures that staff utilizes a variety of assessment techniques and analyzes student data to modify instruction.
CO √	ME	NI	1.09	Monitors independent department and grade level planning.
CO	ME √	NI	1.10	Promotes and monitors appropriate integration of technology into the academic achievement process.
CO √	ME	NI	1.11	Collaboratively implements campus action plans by utilizing strategies that are systematically designed to accomplish clearly defined goals.

Frisco ISD Principal Appraisal Instrument

Comments: Mrs. Palacios has indicated that she has a robust administrative team in place and has a more instructionally focused staff this year. Mrs. Palacios and her instructional leadership team at FHS should continue to use data and all available resources to produce leader behaviors that change teacher behaviors in order to improve student achievement.

Domain Strengths: The expectations for teachers and teacher leaders for instructional practices have been clearly communicated and are inspected regularly through several processes, including the use of an accountability form turned in weekly. Data are gathered to collaboratively plan professional development activities for individual staff members as well as full-staff activities.

Mrs. Palacios and her leadership team utilize data to develop actionable plans for staff to improve instructional practices. Mrs. Palacios and her leadership team continue to understand and embrace the CARA/Barkley process.

Domain Growth: The FHS leadership team should continue to clearly and intentionally communicate expectations for teacher behaviors that will positively influence student behaviors – which will ultimately positively influence standardized assessment scores.

Domain - 2.0 School Climate and Community Relations

CO	ME √	NI	2.01	Provides leadership in the development and implementation of a positive, productive school climate through interpersonal relationships with all stakeholders.
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CO	ME √	NI	2.02	Recognizes and respects individual differences when interacting with all stakeholders in the effective and efficient management of conflict.
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CO √	ME	NI	2.03	Facilitates communication with all school related parties by providing necessary information; actively listening; and engages willingly in open dialogue with all stakeholders.
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CO	ME √	NI	2.04	Understands the process of change: educates and informs the school community of issues involved in the implementation of change based on the process itself.
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CO √	ME	NI	2.05	Promotes school activities that foster rapport and builds mutual respect between the school and community.
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Comments: Mrs. Palacios has worked on the establishment of a warm, productive school climate within FHS and the community.

Domain Strengths: Mrs. Palacios has instituted a wide range of school community activities that have helped build a positive school environment. The FHS staff, as well as the stakeholders in the community, has an appropriate voice in the school climate and in decision making for students and staff.

Frisco ISD Principal Appraisal Instrument

The staff and student recognition programs have increased positive engagement in FHS from both the staff and community levels.

Mrs. Palacios is visible at school, district, and community events and is fully engaged in appropriate relationship building with staff and students.

Domain Growth: Mrs. Palacios and her leadership team would benefit from further study on the change process. Mrs. Palacios and her leadership team should continue to explore positive communication avenues between the school, the staff, and the community, as the school community continues to change.

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Domain - 3.0 School Management/Safety

CO √	ME	NI	3.01	Develops, implements, and monitors safety and crisis plans that are consistent with district, state and federal rules and regulations. Communicates to all stakeholders expectations for a safe and positive school environment.
CO	ME √	NI	3.02	Develops and implements a campus discipline management plan that is consistent with district policy and state and federal rules and regulations. Effectively communicates said discipline plan to students, staff and parents.
CO	ME √	NI	3.03	Provides proper training, guidance and support for staff members with regard to student discipline management issues.
CO √	ME	NI	3.04	Expects and ensures the practice of the highest level of confidentiality as it relates to the dealing with and handling of student discipline issues.
CO √	ME	NI	3.05	Models the practice of positively interacting with students during the school day as well as at extra-curricular events.
CO	ME √	NI	3.06	Develops a budget based upon documented program needs, estimated enrollment, personnel, and other fiscal needs; implements programs within budget limits; maintains fiscal control and accurately reports fiscal information.
CO √	ME	NI	3.07	Complies with state and local board policies as they relate to administrative regulations concerning purchasing, campus budgets and the oversight of campus activity funds.
CO	ME √	NI	3.08	Directs and manages extracurricular programs which include the supervision and management of multiple activity funds.
CO	ME √	NI	3.09	Accurately maintains student and staff records through the implementation of procedures that are consistent with district, state and federal rules and regulations.

Frisco ISD Principal Appraisal Instrument

CO √	ME	NI	3.10	Effectively monitors the building operations, maintenance, equipment and grounds and accurately communicate campus needs to the appropriate district personnel.
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Comments: Mrs. Palacios effectively uses the Staff Learning Hub and other FISD Provided resources to effectively ensure staff and student safety as well as efficiently operate and manage all domains and facets of FHS including absence reports, enrollment records, required staff development, discipline management, and master schedule.

Domain Strengths: Student and staff expectations have been well communicated by Mrs. Palacios and her leadership team. When crises have occurred, they have been handled appropriately and efficiently.

Mrs. Palacios has effectively guided the staff through a renovation process that was very challenging and is to be commended for her strong, calm leadership in this area.

Domain Growth:

Domain - 4.0 Human Resources

CO	ME √	NI	4.01	Follows state and federal employment laws; complies with district policies, guidelines and procedures, meets appropriate deadlines; and provides prompt and accurate responses as they relate to situations involving human resources.
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CO √	ME	NI	4.02	Identifies staffing needs based on district guidelines and school programs; recruits, recommends and hires highly qualified candidates.
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CO √	ME	NI	4.03	Employs a thorough interview and reference checking process when hiring campus personnel.
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CO	ME √	NI	4.04	Implements an on-going, systematic, results-based staff development program that is based on campus data and is aligned with campus, district, and state goals which provides for the personalized needs of individual staff members.
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CO	ME √	NI	4.05	Communicates a level of high expectation through the utilization of the district's appraisal process in an effort to positively influence student achievement.
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CO	ME √	NI	4.06	Conducts effective formative and summative conferences that focus on the professional growth of the individual campus professional.
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Frisco ISD Principal Appraisal Instrument

CO	ME √	NI	4.07	Effectively evaluates staff members utilizing district and state procedures; makes informed and professional recommendations relative to personnel placement, transfers, retention, growth plans, renewal and/or non-renewal of campus personnel.
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Comments: Mrs. Palacios should pay special attention to ensure that her hiring practices effectively reflect the demographic make-up of FHS's student population as much as is possible while ensuring the best staff is hired at FHS to meet individual needs.

Domain Strengths: Mrs. Palacios uses her leadership teams to analyze appropriate data to plan effective and targeted staff development and professional learning for staff.

Mrs. Palacios is thorough with all aspects of the hiring process, including interviews, background checks, and legal processes. Mrs. Palacios should continue to keep instructional practices as the top priority when making staffing and scheduling decisions.

Domain Growth:

Domain - 5.0 Behavior/Ethics

CO √	ME	NI	5.01	Models behavior that demonstrates the highest level of personal and professional ethics.
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CO √	ME	NI	5.02	Demonstrates the highest level of integrity at all times.
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CO	ME √	NI	5.03	Models responsible management of confidential information as it relates to all professional matters and encourages the same behavior by all school personnel.
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CO	ME √	NI	5.04	Successfully performs other duties and responsibilities as assigned by the Superintendent and/or the supervisor.
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CO √	ME	NI	5.05	Regularly recognizes and acknowledges exemplary performances by staff members and students.
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CO √	ME	NI	5.06	Understands and practices the principles of effective delegation as a means of providing professional growth and development opportunities to subordinate administrative personnel.
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Comments: Mrs. Palacios models confidentiality and professional behavior.

Domain Strengths: Mrs. Palacios works tirelessly for FUSD and for FHS, while keeping the values and mission of each at the forefront of her efforts. Mrs. Palacios is honest and focused in her interactions with staff. Mrs. Palacios models enthusiasm, relationship building, and excitement for her school community.

Domain Growth:

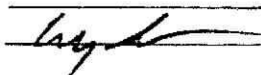
Frisco ISD Principal Appraisal Instrument

The above statements are intended to describe the general purpose and responsibilities assigned to this job and are not intended to represent an exhaustive list of all responsibilities, duties and skills required.

TERMS OF EMPLOYMENT: Days of service are subject to annual change. Salary and work to be established by the Board of Trustees.

Comments:

Additional signed comments are attached by the Evaluator () and /or employee ().
Signatures (Employee's signature does not necessarily indicate concurrence.)

Employee: _____ SS#: _____
Assignment: _____ Date: _____
Evaluator:  Date: 6/20/19

Dear Parents,

Yesterday I held a staff meeting and announced that I will be leaving Frisco High School at the conclusion of this school year and taking a new assignment within the district. After twelve years at FHS, seven as principal, it has been an honor and privilege to serve students and parents. But there comes a time for a change, and I am excited about the opportunity to work with students in a different capacity. Frisco High, however, will always have a special place in my heart, where it will always be. . . Simply the Best!

Superintendent Dr. Lyon and the FISD leadership team are starting the principal transition process for the campus. They are committed to ensuring that the new principal selection process will be carried out with the highest of expectations for continuing to grow the legacy of excellence we have established at Frisco High School. The Human Resources department will meet with key leaders here on campus to take input on the characteristics desired in the new principal as they prepare to screen and interview top applicants. Change is difficult but creates opportunity for renewal and growth. Your welcoming support of the new principal will ensure his or her success.

In the short time we have together before next Friday night's graduation ceremony and the end of the school year, I ask that we focus on celebrating our students and recognizing the accomplishments of the Class of 2015. This is their moment.

Our FHS students, staff and parents are second to none and I am deeply grateful for the time I have served as your principal.

With Warmest regards,

Sylvia Palacios