

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

NICOLE L. TRAVIS

Seniority Date: 08-04-2003

Work Location: 580

The following changes have been made to your assignment, personal information, and/or salary placement effective 08-11-2017. Please check the information below for accuracy. For further understanding or your JCPs employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
Job Title:	TEACHER MID SCH	GOAL CLARITY COACH
Work Location:	041 / NEWBURG MIDDLE	580 /SEMPLE ELEMENTARY
Hourly/Daily/Annual Salary:	56.6481 / 396.5370 / 74,152.42	56.6481 / 396.5370 / 75,342.03

BU:	CERT	CERT
Grade (rank) / Step:	11 / RANK 1 / 14	11 / RANK 1 / 14
Days / Hours:	187.00 / 7.00	190.00 / 7.00
Position Number:	780	3000591

LEAVE OF ABSENCE

Type of Leave:	Effective Date:	Return Date:

LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT

Type of Separation:	Effective

Comments: REASSIGNED FROM NEWBURG TO GCC @ SEMPLE ELEM
COPIES: BOARD REPORT, SUB CENTER, LOCATION, EMPLOYEE

Asst Prin
H - 8/4/2003

Approved By: Shere Thomas

Prepared By: tmarti5

08-17-2017 12:01:05

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

**JEFFERSON COUNTY PUBLIC SCHOOLS
Notification of Change**JCPS Employee Number: SSN: 

Seniority Date: 08-04-2003


Work Location: 147

July 27, 2020

NICOLE L. TRAVIS


Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 07-20-2020. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S 	FROM	TO
Job Title:	ACADEMIC INSTRUCTIONAL COACH	ASST PRINCIPAL ELEMENTARY
Work Location:	580 SEMPLE ELEMENTARY	147 MILL CREEK ELEMENTARY
Hourly/Daily/Annual Salary:	62.5441 / 437.8088 / 83,183.67	60.8007 / 486.4056 / 104,577.20
BU:	CERT	CERX
Grade (rank) / Step:	11 / RANK 1 / 17	11 / RANK 1 / 17
Days / Hours:	190.00 / 7.00	215.00 / 8.00
Position Number:	3000591	2000354
LEAVE OF ABSENCE		
Type of Leave:	Effective Date:	Return Date:
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: CONGRATULATIONS ON YOUR NEW POSITION! REASSIGNED FROM LOC 580 TO LOC 147.

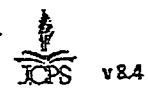
Copies: Location, Employee

Approved By: 

Prepared By: richa1

07-27-2020 09:30:25

Preparer: 000 Date Prepared: 7/17/20 **ACTION ENTRY FORM**



Effective Date: 7/20/20 REAS/AUTH CODE: CONX Action # 2

Probation End Date: _____ Permanent Date: _____ Board Rpt ☐

NAME Nicole Travis SSN [REDACTED]

JOB TITLE: Elem. AP JOB CLASS CODE: 4353 CONTENT: _____

LOCATION: Mill Creek LOCATION #: 147

MUNIS ID# [REDACTED] EPSB ID# _____ POSITION [REDACTED]

PERSON REPLACED: _____

- ☐ DATA UPDATE
- ☐ NEW HIRE/ NEW HIRE PROB
- ☒ REASSIGNMENT(JCC)
- ☐ REHIRE (BREAK IN SERVICE)
- ☐ RETURN FROM LAYOFF
- ☐ SALARY CHANGE
- ☐ TERMINATION
- ☐ TRANSFER (LOC)
- ☐ RESCIND:
- ☐ VISA CERTIFICATION
- ☐ Max=2 REQUESTED
- ☐ VOLUNTARY DEMOTION

PRIM B/U <u>CONX</u>	circle if BENEFITS	JOB FAMILY <u>III</u>	FT/PT/TEMP <u>FT</u>	FTE <u>1.0</u>	CERX ADMIN INDEX: _____
GRADE <u>11</u>	STEP <u>17</u>	MO@ _____	DAYS/YR <u>215</u>	HRS/DAY <u>8</u>	ADMIN GRADE <u>11</u>
PRIM/SEC <u>[X]</u>	CONTRACT CODE _____	CAL CODE <u>053</u>	CERS or KRS <u>[X]</u>	ADMIN STEP <u>0</u>	

PERSONNEL DIRECTOR:

- ☐ KRONSKI [REDACTED]
- ☐ TAMMY [REDACTED]
- ☒ DYLAN [REDACTED]
- ☐ NATE [REDACTED]
- ☐ DIANE [REDACTED]
- ☐ LARAE [REDACTED]

TEACHER CERTIFICATION CODES:

SOE TP VOC TEMP PRO

CLASSIFIED CERTIFICATION CODES:

911MSD 913VI 914HI 915EBD 916LD 917PD 919MMD 921AUT 923SC 929ESL
700KPA 702(48+) 713 801IA 802ECE 806EC 807 EC-ECE 851(I) 852(II) 853(III)
833ECBM 816 (Ed Inter I) 817 (Ed Inter II) 819 900 VISA

FACILITY SUPPORT

834 835 836 841 842 843

CLERICAL

602 810 815 821 822 845 901 902 904 905

STIPENDS AND SHIFT DIFFERENTIALS:

ECE ASSISTANTS: (STIPEND)

☐ .50/HOUR (713)

SHIFT DIFFERENTIAL:

☐ .26/HOUR- SECOND SHIFT (216)

☐ .38/HOUR- THIRD SHIFT (217)

CHALLENGING BUS STIPEND:

☐ \$2.00/HR (715)

LEVEL 2/3 CLAS INSTRUCTIONAL:

☐ .50/HOUR (730)

LEVEL 2/3 CERT QUART STIPEND:

☐ \$400/QRT (513) Remain. Pays: _____

Job Pay Start Date: _____

LEVEL 2/3 CERT TRANSFER STIPEND:

☐ \$1000 ONE-TIME (532)

DOCTORATE STIPEND:

HOURLY (716)

DAILY(714)

SECURITY STIPEND:

CLAJ (717)

CLAS (718)

MILITARY EXPERIENCE: _____

WORK EXPERIENCE: PER SALARY PLACEMENT RULES

EDUCATION:

☐ HIGH SCHOOL

☐ GED

☐ BACHELORS

☐ MASTERS

☐ OTHER

☐ ASSOCIATES

☐ DOCTORATE

☐ RANK I

☐ GED PROGRAM

☐ COMPLETED GED

☐ COLLEGE (2 YEARS)

☐ HS CERTIFICATE

COMMENTS/NOTES: PAF 25

PREV POSITION/SAL AL _____

PREV LOCATION _____

QUOTED SALARY: HOURLY _____

DAILY: 406.41

ANNUAL: 104,577.20

LONGEVITY: _____

Left Message _____

☐ Contract Signing Needed.

Accepts _____

Date: _____

Declines _____

Time: _____

COPIES: ☐ DIRECTOR ☒ LOCATION ☐ BOARD REPORT ☐ BOARD REPORT NOC ☐ BENEFITS ☐ SUB CENTER ☒ EMPLOYEE ☐ FILE ONLY

Certified Administrative Salary Calculation

Job Family III Salary

Rank	Rank I
Step	17
Annual Salary 187 days, 7 hours per day	\$ 81,870.25
Daily Rate	\$ 437.81

Name: Nicole Travis

Date: 7/17/2020

Administrative Salary

Grade	11
Step	0
Index	1.111
Admin Daily Rate	\$ 486.41
Days	215
Base Salary	\$ 104,577.20
Extended Days	
Total Salary	\$ 104,577.20

For Comparison Purposes Only	
Current Daily Rate	
5% Increase	\$ -

Salary Computation for Certified Administrator:

Job Family III Daily Rate X Certified Administrator Index= Certified Administrator's Daily Rate

Certified Administrator's Daily Rate X Number of Days= Annual Salary

The 2019-2020 Job Family IV Administrator Index reduced to prevent .5% increase added to the Job Family III Salary Schedule.

Nominal increase in daily rate may occur due to rounding of Index rate to 3 decimals.

School Based Administrators who are active as of 10/1/19 will receive a one time payment of .5% of current annual salary as of 10/1/19.

Munis Group/BU: CERX

Summative Evaluation
FORM A.1-AP

Evaluator Recommends

<input type="checkbox"/> Retention
<input checked="" type="checkbox"/> Reassignment
<input type="checkbox"/> Discharge

JEFFERSON COUNTY PUBLIC SCHOOLS

ADMINISTRATOR PERFORMANCE EVALUATION
(ASSISTANT PRINCIPALS ONLY)

NAME: Nicole Travis LOCATION NUMBER: 087 DATE: 8/10/15
ID #: [REDACTED] SCHOOL/SITE NAME: Smyrna Traditional Elementary
EVALUATOR: Tiffany Stith JOB TITLE: Assistant Principal
DATES OF OBSERVATIONS: 8/13/14, 10/09/14, 12/10/14, 1/7/15,
3/4/15, 4/14/15, 7/13/15, 7/28/15, 8/5/15

A. PERFORMANCE RATING

The evaluator will assess the employee's job performance on the job performance standards/indicators by checking the appropriate column as defined below. A summary statement describing the overall performance on the standard should be included where indicated. A summary statement MUST be included to explain areas assessed as marginal or substandard.

<u>Not Applicable:</u> (N/A)	The objective does not apply to the employee's job function.
<u>EXCEEDS STANDARD:</u> (ES)	Employee's performance consistently exceeds the standards and administrative objective. The employee demonstrates initiative and requires minimal supervision.
<u>MEETS STANDARD:</u> (MS)	Employee's performance meets the standard and the administrative objective. The employee follows instructions, accepts responsibility and requires normal or infrequent supervision.
<u>MARGINAL:</u> (M)	Employee's performance is less than the standard expected and needs improvement. The employee requires frequent supervision and direction.
<u>FAILS TO MEET STANDARDS:</u> (FS)	Employee's performance is substantially below expectations and is totally unacceptable. The employee rarely accomplishes the objective even with frequent supervision and direction.

NOTE: The Professional Growth Plan must include performance areas assessed as marginal.

FORM A.1-AP

I. INSTRUCTIONAL LEADERSHIP

- A. PROVIDES LEADERSHIP TO THE DEVELOPMENT OF LOCAL SCHOOL GOALS AND OBJECTIVES TO GUIDE INSTRUCTION AND TO THE IMPLEMENTATION OF DISTRICT PROGRAMS | NA | ES | MS | x **M** | FS |

Ms. Travis has not provided leadership to the development of local school goals and objectives to guide instruction and to the implementation of district programs by communicating the district Strategic Plan as evidenced in faculty meeting agendas and as instructed. Ms. Travis is not effective in her role of ARC chair in guiding the ECE program of the school. Required deadlines have been missed, meetings have not been held within required timelines, and required documentation is often incomplete or nonexistent.

- B. PROVIDES FOR MANAGEMENT OF INSTRUCTION | NA | ES | MS | M | x **FS** |

Ms. Travis does not monitor student progress toward achievement of instructional objectives. Ms. Travis does not collect, organize, analyze, or interpret data as evidenced by not completing information in Infinite Campus within a timely manner.

- C. EFFECTIVELY IMPLEMENTS EVALUATION STRATEGIES ORIENTED TOWARD IMPROVEMENT OF INSTRUCTION | NA | ES | MS | M | x **FS** |

Ms. Travis did not submit and complete her assigned caseload for 2014-2015 teacher observations and formative and summative written evaluations within the local and state timelines. Ms. Travis did not enter required information in the state-approved technology platform for implementation of TPGES activities for her evaluation caseload. Ms. Travis failed to communicate with the principal that she did not complete the activities.

- D. PROVIDES LEADERSHIP FOR POSITIVE EDUCATIONAL CHANGE | NA | ES | MS | **M** | xFS |

Ms. Travis did not involve staff members in a systematic change process that is known and understood. Ms. Travis does not take initiative in addressing change and correcting areas identified as deficient.

- E. PROMOTES ONGOING STAFF DEVELOPMENT; MANAGES THE FORMULATION AND IMPLEMENTATION OF STAFF DEVELOPMENT AND TRAINING PROGRAMS TO IMPROVE INSTRUCTION | NA | ES | **MS** | x M | FS |

Ms. Travis coached a teacher at the direction of the school principal to assist with classroom management. Ms. Travis did not provide leadership to the planning, development and provision of staff development activities for teachers and other staff as documented in faculty meeting agendas. Ms. Travis did not involve faculty in staff development activities for assessing and identifying staff development needs.

- F. COMMUNICATES STANDARDS OF EXPECTED PERFORMANCE | NA | ES | MS | x **M** | FS |

Ms. Travis failed to communicate to teachers expectations for high instructional performance by not completing observations and providing feedback. Ms. Travis did not establish a system of accountability for submission of documents by teachers in the ECE process.

- G. PROVIDES LEADERSHIP FOR APPROPRIATE CURRICULUM AND ORGANIZES AND MANAGES STAFF, STUDENTS, PROGRAMS AND

Ms. Travis attended professional developments on transforming school culture, safe crisis management, equity and inclusion, ARC Chairperson training, and Code of Conduct; however, she did not come back and share the knowledge with administrators and teachers to provide leadership for appropriate curriculum. Ms. Travis has not acted as an instructional leader for staff members and students, nor has she provided leadership through organizing and implementing programs and activities.

SUMMARY STATEMENT: Mr. Travis fails to demonstrate effective instructional leadership in the school. Ms. Travis failed to address concerns noted in the Notice of Significant Deficiency in the area of Instructional Leadership.

II. SCHOOL MANAGEMENT

A. PROVIDES FOR EFFECTIVE AND EFFICIENT DAY-BY-DAY OPERATION OF THE SCHOOL

| NA | ES | MS | x **M** | FS

Ms. Travis did not collaborate with the school based PBIS/Student Response Team to help create and sustain positive learning environments. Although Ms. Travis supervised the lunchroom, there was not a system of management of staff or students developed by her to improve the environment. Ms. Travis left the school on a day in which she was the designated administrator in charge.

B. ENSURES THAT SCHOOL PLANT AND FACILITIES ARE CONDUCIVE TO A POSITIVE LEARNING ENVIRONMENT

| NA | ES | x **MS** | M | FS

Ms. Travis coordinated safety drills as outlined in the JCPS safety manual; however, she did not create a schedule and share with administrative staff.

C. ENSURES EFFICIENT MANAGEMENT OF BUILDING-LEVEL FISCAL RESOURCES

| x **NA** | ES | MS | M | FS |

D. PROMOTES AND MAINTAINS A POSITIVE SCHOOL CLIMATE

| NA | ES | MS | M | x **FS** |

Ms. Travis does not use systematic procedures to assess school climate and make changes as necessary. She has not developed an efficient and effective system of tracking bus and classroom referrals in order to identify trends and address concerns.

E. ESTABLISHES AND MAINTAINS EFFECTIVE DISCIPLINE IN THE SCHOOL

| NA | ES | MS | M | x **FS** |

Ms. Travis did not complete evaluations for the certification in Safe Crisis Management in the months of November, February, and May as evidenced in pd Central for the 2014-2015 school year.

F. DEMONSTRATES EFFECTIVE ORAL AND WRITTEN COMMUNICATION SKILLS

| NA | ES | MS | x **M** | FS |

Ms. Travis does not provide clear, concise and appropriate information about school operations to staff, parents, and students as evidenced by faculty meeting agendas and administrative staff meeting minutes. Ms. Travis has not developed an effective system of tracking communication with parents, staff, and district

personnel.

G. DEMONSTRATES EFFECTIVE PROBLEM-SOLVING AND
DECISION-MAKING SKILLS

| NA | ES | MS | M | x **FS** |

Ms. Travis fails to seek input from the administrative staff or school district when serving as the ARC Chair to follow JCPS district and federal guidelines. Ms. Travis fails to establish priorities and complete tasks as directed by the principal. Ms. Travis held an ARC meeting and did not invite the speech teacher to attend the meeting to assist with language testing. Ms. Travis failed to provide an ECE schedule within the timeline directed by the principal.

A retired administrator was brought in to help provide additional support for Ms. Travis.

H. DEMONSTRATES EFFECTIVE ORGANIZATIONAL SKILLS

| NA | ES | MS | M | x **FS** |

Ms. Travis fails to contact parents by phone when arranging ARC meetings as instructed and fails to direct the ECE clerk to complete specific tasks. Ms. Travis fails to schedule meetings in advance in order to meet compliance with ECE timelines although direction and support for improvement in this area was provided by school and district personnel (ECE consulting teacher and ECE Placement Specialist).

SUMMARY STATEMENT: Ms. Travis fails to demonstrate effective school management. Ms. Travis failed to adequately address concerns noted in the Notice of Significant Deficiency in the area of School Management.

III. INTERPERSONAL RELATIONSHIPS

A. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH STUDENTS

| NA | ES | x **MS** | M | FS |

Ms. Travis is supportive of students and works well in one-on-one and small group situations.

B. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH STAFF

| NA | ES | MS | x **M** | **FS** |

Ms. Travis does not consistently communicate or enforce district policy with staff members regarding ECE policies and procedures.

C. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH OTHER ADMINISTRATORS

| NA | ES | MS | M | x **FS** |

Ms. Travis does not consistently communicate with each member of the administrative team. Ms. Travis does not always communicate school issues such as personnel and/or school safety to the principal. Ms. Travis fails to respond to email from the principal in a timely manner.

D. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH PARENTS/COMMUNITY

| NA | ES | MS | x M | **FS** |

SUMMARY STATEMENT: Ms. Travis does not communicate with colleagues and administrators effectively. Ms. Travis failed to adequately address concerns noted in the Notice of Significant Deficiency in the area of Interpersonal Relationships.

IV. PROFESSIONAL RESPONSIBILITIES

A. IMPLEMENTS THE POLICIES AND PROCEDURES OF THE
DISTRICT AND OTHER REGULATORY AGENCIES

| NA | ES | MS | M | x **FS** |

Ms. Travis does not consistently follow district and other regulatory agency policies and procedures with ECE policies and procedures. She demonstrates an inability to prioritize, utilize long- and short-range planning, and problem-solve appropriately in order to implement policies and procedures.

B. DEMONSTRATES A SENSE OF PROFESSIONAL RESPONSIBILITY | NA | ES | MS | M | x **FS** |

SUMMARY STATEMENT: To date, sufficient evidence has not been received to demonstrate that Ms. Travis has met the job expectations as outlined in the E2s submitted on the following dates: 7/14/14, 9/12/14, 10/15/14, 12/11/14, 1/9/15, 3/9/15, 3/23/15, 3/30/15, 4/20/15, 7/13/15, and 7/31/15. Ms. Travis has not demonstrated professional responsibility in addressing the expectations for improvement as noted in the Notice of Significant Deficiencies, dated 3-9-2015.

B. COMMENTS/IDENTIFICATION OF STRENGTHS:

Ms. Travis communicates effectively in writing.

C. PROFESSIONAL GROWTH PLAN:

A Professional Growth Plan in the performance area for Ms. Travis identified the following areas in her growth plan dated 10/9/2014:

H. Demonstrates Effective Organizational Skills

1. Makes efficient use of time available.
2. Prioritizes tasks and operates according to these priorities.
3. Uses resources in optimal manner.
4. Delegates responsibility and authority when appropriate.
5. Completes duties promptly and accurately.
6. Meets deadlines.

Ms. Travis identified that the growth skills would be measured by setting up action plans and project timelines, routines, and procedures for effective implementation of ECE, Safety, Transportation, SRT, and TPGES no later than 10/31/2014. Ms. Travis identified target dates of 11/7/14, 12/19/14, 2/13/15, 4/1/15, and 5/28/15 for progress monitoring.

There is no evidence that Ms. Travis has achieved her growth plan goals.

has been () ACHIEVED () REVISED () CONTINUED

I am recommending demotion to a teaching position.

D. ADMINISTRATOR BEING EVALUATED MAY RESPOND TO ANY PART OF THE EVALUATION IN THE SPACE PROVIDED BELOW AND INITIAL THE RESPONSE:

We hereby acknowledge that a conference has been conducted, this evaluation discussed, and a copy has been provided to the administrator whose signature does not indicate agreement with the content. In the event the administrator disagrees with this evaluation, a letter expressing the nature of disagreement may be submitted to Personnel Services within ten(10) working days of receipt of evaluation with a copy to the Evaluator. An evaluation may also be appealed to the next appropriate supervisor.

Made & S
Administrator

8/15/2018 Date

W. L. Stitt
Evaluator

August 19, 2015 Date

Distribution: Personnel File
Evaluator
Administrator

FORM A.1-AP

(12/2011)

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

 PRE-OBSERVATION CONFERENCE
 POST-OBSERVATION CONFERENCE
 x OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: JOB ASSIGNMENT: Elementary Assistant Principal
DATE OF OBSERVATION(S): 7/28/15 DATE OF CONFERENCE: 7/31/15

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

As a particular area of focus for summer work, the administrative team collaborates to implement the district transportation plan. This meeting was held to discuss concerns with Ms. Travis' completion of her assigned tasks in meeting district deadlines and directives from the principal.

The principal sent Ms. Travis an email on July 22nd at 5:04 p.m. to request a copy of the phone call list completed by support personnel by email or to drop off in hard copy prior to attending the assistant principal conference on Thursday, July 23. The principal did not hear from Ms. Travis by email on July 22nd. The principal followed up with another email to Ms. Travis at 6:18 a.m. on July 23rd to see if she received the email submitted the previous day. Ms. Travis responded to the email at 8:17 a.m. on Thursday, July 23 and reported in the email that she did not see the email I sent until "she was out the door and driving." Ms. Travis reported that she dropped the originals in the mailbox outside of the principal office door. Ms. Travis reported that she "signed in at the conference and was talking with other Aps so this was her first time to respond." Ms. Travis also reported that she was having Internet connectivity issues at Valley by text and that she already completed her changes in Infinite Campus and that she had completed her list from the previous day in the same email.

On Thursday, July 23rd the principal reviewed transportation data in Infinite Campus and discovered that parent phone calls were not made to verify transportation and that there were errors documented within the Infinite Campus system from Ms. Travis. Ms. Travis was contacted and directed to return to the building after the training to address the incomplete data. Error-free student transportation data is critical to the safety of the students and timeliness of data-entry is a district requirement. Ms. Travis attended the assistant principal conference on July 23rd that began at 7:00 a.m. with registration and breakfast (based on the agenda) and was directed to return after the meeting with Area Superintendents that began at 1:45 p.m. and ended at 3:00 p.m. by text message. A team building session among elementary assistant principals was on the agenda from 3:30 p.m. until 6:30 p.m. at a restaurant. Ms. Travis responded if she could take care of the issue at Valley since Mike Linnings was by Valley. The principal replied, "No" due to the critical timing of the data entry and the errors that existed.

Ms. Travis returned to the building and went into her office. The Family Resource Coordinator went to get Ms. Travis for the transportation meeting. The principal reported the findings from the day regarding transportation and asked Ms. Travis if she called the parents to verify transportation information in Infinite Campus from the July 15th JCPS first day email. Ms. Travis reported that she did not contact all of the parents and that she verified the information on her own by clicking the information in Infinite Campus from the previous year. The principal had previously directed Ms. Travis to contact all parents by phone to verify transportation and to put the changes in Infinite Campus, due to the unreliability of prior year information. The principal reviewed with the administrative team the number of transportation calls made and verified by each team member. As of July 24, Ms. Roby, FRC Coordinator made 76 calls, Ms. Alden, classified staff member made 86 calls, and Ms. Travis reported that she made a total of 18 calls. Ms. Travis reported to the committee that she did not call all parents listed on the JCPS First Day error report.

Ms. Travis sent an email to the principal on Thursday, July 23rd at 6:53 p.m. to report that she was in an accident by Moore High School and that she was going to be late on Friday, July 24th so that she could obtain a rental car. Ms. Travis asked the principal if she may leave early Friday to obtain a rental car. The principal replied, "Yes."

On Friday, July 24th the principal emailed Ms. Travis with a transportation follow-up email at 10:09 a.m. and directed the following: 1) Make phone calls and changes in Infinite Campus on 7/24/15, 2) Submit ad hoc report to the principal electronically and provide a hard copy to the school secretary by 4:30 p.m. on the same day, 3) On 7/27/15 run labels to go on bus tags, print out letters in Infinite Campus, and prepare mailing, 4) Make a duplicate copy of each letter sent out and attach to the yellow cards and document new transportation changes, 5) Stuff envelopes on 7/27 and 7/28, and 6) Stated that letters needed to be ready for mailing on 7/29/15 in the morning since the principal and assistant principal would be out in the morning for an administrator retreat. Ms. Travis submitted the ad hoc report to the principal at 3:20 p.m. and failed to communicate task completion of the remaining items on the transportation follow-up email.

On Monday, July 27th Ms. Travis sent the principal, school secretary, school bookkeeper, and Family Resource Center Coordinator an email at 7:29 a.m. to report that she was going to be late at school because there was an issue with renting a car. At 8:58 a.m. Ms. Travis sent an email that she was still dealing with issues from the car accident and that she needed transportation for the next 3 - 4 weeks and to please bear with her. At 12:05 p.m. Ms. Travis sent an email to the principal, school secretary, school bookkeeper, and Family Resource Center Coordinator to request a personal day. Ms. Travis reported that she was still trying to secure transportation and to get her car fixed. The principal responded in an email at 12:18 p.m. that she needed to have an update on the plan for transportation plan by the district deadline of July 29th to mail out transportation letters. Ms. Travis failed to respond to the principal.

On July 28, 2015 the principal asked Ms. Travis why she was late arriving to school. Ms. Travis arrived after 8:30 a.m. Ms. Travis reported that she went to the post office to mail ECE documents. Ms. Travis failed to communicate with the principal that she would arrive late to school. The principal also reviewed with Ms. Travis that mailings should be done at school. Ms. Travis failed to communicate with the principal directly by phone as previously directed on the E2 that was issued on 7/13/15. Ms. Travis also failed to follow the directive of the principal to not take school records containing confidential information away from school property as documented on the E2 from 7/13/15.

The principal also asked Ms. Travis about the status of the transportation plan,

safety plan, ECE scheduling, and the arranging of ECE meetings. Ms. Travis became argumentative and stated that she was trying to get her work done and that she didn't have time to speak with the principal. Ms. Travis reported that could not do her work because she was out of the building trying to take care of her car. Ms. Travis raised her voice and stated, "I'm not going to be negative and it's obvious you feel some type of way." The principal reported that the issues at hand were not about feelings but about work completion. The principal attempted to deescalate the conversation with Ms. Travis, walked back toward her office, and invited the assistant principal back to her office. Ms. Travis refused and stated that she was the only one working on transportation. The principal reviewed the work completion tasks of the school secretary, Instructional Assistant, Family Resource Center Coordinator, and school principal. The principal also reiterated with the assistant principal that she failed to communicate with the principal the plan for completing tasks and that other staff members completed her job assignments. Ms. Travis continued to state that she did not want to argue and she did not want negativity. The principal again reiterated that no one was being negative; however, there was a district deadline to send out transportation letters.

The events documented in this conference summary illustrate ongoing concerns with Ms. Travis' performance, specifically in the areas of task completion, meeting deadlines, following directives, and interaction with her supervisor. Ms. Travis is referred to the Notice of Significant Deficiencies for expectations for performance, as well as E2 conference summaries written by the principal and the two district evaluators.

7/31/15 [Signature]
DATE EVALUATOR

DATE EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

* The employee signed
W sign. Please see email
sent on 7/30/15 add muty
invitation on 7/30/15 @
8:49 am.

Stith, Tiffany L

From: Stith, Tiffany L
Sent: Thursday, July 30, 2015 4:12 PM
To: Travis, Nicole L
Subject: Follow-Up

Please know that you are welcome to invite representation to tomorrow's meeting at 3:00 p.m.

Tiffany L. Stith, Ed.D.
Principal
Smyrna Traditional Elementary School
6401 Outer Loop
Louisville, KY 40228
P: 502-485-8329
Fax: 502-485-8484
Email: tiffany.stith@jefferson.kyschools.us

Stith, Tiffany L

Subject: Issuance of E2 - Documented Actions and Conversation from 7/28/15
Location: Principal Office

Start: Fri 7/31/2015 3:00 PM
End: Fri 7/31/2015 3:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Stith, Tiffany L
Required Attendees: Travis, Nicole L

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE
☐ POST-OBSERVATION CONFERENCE
☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): DATE OF CONFERENCE: 7-14-2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

The third committee meeting of the Significant Deficiency process was held at 4 p.m. on 7-14-2015. Present for this meeting were: Nicole Travis, Ben Pinnick (Peer Support), Tiffany Stith (Principal), and Susan Quinlan and Christine Deely (Evaluators). An agenda was provided to all committee members on 7-13-2015.

The meeting began with a review of the timeline of the deficiency process. S. Quinlan has completed two observations with documentation on an E2. C. Deely has completed one observation with documentation on an E2. T. Stith documents on an E2, weekly meetings between herself and N. Travis. B. Pinnick visited Smyrna Elementary for a one-on-one peer support meeting and has kept documentation of correspondence between himself and N. Travis. The fourth committee meeting was set for 8-7-2015 at 4 p.m.

T. Stith began by stating that her expectations and the responsibilities for N. Travis for the upcoming year have not changed and that had been communicated to N. Travis. N. Travis stated that she understood the expectations and roles and responsibilities and did not need clarification.

N. Travis was on leave at the end of the 2014-2015 school year. T. Stith stated that during N. Travis's absence, T. Stith discovered that the required entries had not been made by N. Travis into CIITS. T. Stith contacted the state department to gain access in order to meet required deadlines for entry. There had been no communication from N. Travis to T. Stith stating that the task was not completed or for an update on progress. Teacher observations and evaluations had not been completed by N. Travis. N. Travis stated that observations were completed, but E2 conference summaries and summative evaluations were not completed. Also during N. Travis's absence, a retired administrator completed twenty-two ECE meetings in a space of three weeks to meet required deadlines. The meetings were not completed in a timely fashion by N. Travis, as ARC chair. T. Stith stated that N. Travis must be an instructional leader in the school.

S. Quinlan reviewed concerns that were observed during her visits. S. Quinlan discussed lack of communication in seeking clarification on assigned tasks, stating that if N. Travis is unclear regarding expectations, she must clarify with T. Stith. S. Quinlan made suggestions for documentation of tasks so that N. Travis can share her work in addressing areas of deficiency. S. Quinlan stated, "I've not seen systems or

paperwork that show us where you are and how you're addressing the concerns." S. Quinlan asked N. Travis why she did not complete observations as directed by T. Stith. N. Travis replied, "I only have so much time." N. Travis repeated throughout this conference that she does not feel she has the time to complete all of her tasks. She stated that she makes herself available to students, teachers and parents.

C. Deely discussed the need for systems and procedures in order to maximize time. C. Deely and S. Quinlan had each observed an ECE meeting which went longer than necessary. A lack of prior preparation for meetings was discussed as a cause of inefficient time usage. Development of timelines for projects was discussed so that steps are clearly defined with an end date in mind. C. Deely stated that all administrators are expected to be available to students, teachers and parents and accomplish tasks required of them. Time management and organization continue to be areas of concern.

N. Travis stated that she did not understand how she could create timelines and still get her work done. She stated that she is organized and stays in the school in the evenings to work. She stated that she does not have access to the building on the weekends, which limits her work.

A discussion was held on usage of the ECE clerk to assist with paperwork. N. Travis stated that the clerk, who is available to assist two days per week, was not efficient. Suggestions were provided to N. Travis for providing the clerk with expectations and follow-through if the expectations were not met. B. Pinnick provided the suggestion of holding ECE meetings on certain days of the week in order to utilize the clerk's services and to free up other days for other tasks. N. Travis stated that this was originally intended.

B. Pinnick asked, "The understanding is that expectations and responsibilities have not changed, so what are you going to change to make it different?" N. Travis shared a list she had developed of tasks for completion for ECE paperwork. She stated that she had worked on ECE planning, but would follow that with work on planning for transportation. C. Deely suggested that she visit B. Pinnick's school to view systems and procedures in another setting.

B. Pinnick then exited the meeting and the Evaluators and Principal discussed with N. Travis how to utilize the summer work time to establish systems for her roles and responsibilities. T. Stith discussed use of calendar to share meetings and tasks and to establish timelines.

7-17-15	<i>Christine A. Deely</i>	7/12/2015	<i>N. Travis</i>
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

✓
FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE

☐ POST-OBSERVATION CONFERENCE

☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087

ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal

DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 4-15-2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

The second committee meeting of the Significant Deficiency process was held at 1 p.m. on 4-15-2015. Present for this meeting were: Nicole Travis, Ben Pinnick (Peer Support), Tiffany Stith (Principal), and Susan Quinlan and Christine Deely (Evaluators). An agenda had been provided to all committee members on 4-10-2015.

To open the meeting, an adjustment was made for the final committee meeting date and time. The meeting will be held on 6-8-2015 at 9 a.m.

Each committee member then discussed what visits had taken place and documentation of the visits. S. Quinlan and C. Deely have each completed one visit / observation and have provided N. Travis with feedback and E2 documentation. T. Stith is meeting weekly with N. Travis and is providing feedback at the meeting and E2 documentation. B. Pinnick and N. Travis have spoken by phone.

At the first committee meeting, N. Travis requested that she be linked with another Assistant Principal who serves as ARC chair. C. Deely identified an Assistant Principal who serves in that role and notified N. Travis via e-mail on 3-18-2015. N. Travis stated that she had not yet been able to connect with this AP. N. Travis stated that she was, "waiting for after spring break, when they each had a lighter load." C. Deely reminded N. Travis of the timeliness of use of resources during this twelve-week deficiency period.

At this point, N. Travis was asked to share her progress and evidence in meeting expectations as noted in the Notice of Significant Deficiencies. N. Travis stated that she felt that the Monday meetings with the Principal were beneficial.

N. Travis then shared information on her rounds of observations and a copy of an unsigned E2 that she had completed on a teacher following an observation. T. Stith expressed concern that the E2 included PGES language and the Danielson domains rather than referencing the ten teacher standards that are to be the basis for 2015 evaluations. C. Deely asked to see signed E2s, noting that this day was the deadline for having all E2s signed by teachers, per JCTA / JCBE contract. N. Travis stated that she had ~~fourteen~~ ^{five} conferences set up for this day for signing of E2s. She again was asked to produce a signed E2. She stated that she could not, as she had saved all E2s to the Bellarmine University "drive" and was unable to access them for printing. She stated that she has not begun to complete Form D evaluations, which are due on 5-

1-2015. The evaluators expressed concern regarding the failure to meet the deadline for completing E2 documentation of observations and obtaining teacher signatures. T. Stith asked about the consequences of not meeting the deadline. C. Deely stated that the deadline is per the JCTA / JCBE agreement and failure to complete observations and have signed E2s by the 4-15 deadline would result in nullification of any evaluation that a teacher challenges or appeals. T. Stith stated that N. Travis is to have draft copies of all Form D summative evaluations by 4-24-2015 and PGES documentation by 5-13-2015.

N. Travis then shared a spreadsheet that she has downloaded from a district site and has added columns to note ECE dates and specifications. S. Quinlan asked if N. Travis had updated the dry erase board in her office per suggestions from the district psychologist (present on the day S. Quinlan completed an observation) in order to better track due dates. N. Travis stated that she had not, as she would have the ECE clerk do so, but that the clerk had been out for a family situation.

N. Travis shared a communication log of dates and parent contacts, which was up to date. N. Travis stated that she was up to date on submission of Behavior Intervention Logs. T. Stith stated that upon her review, there were at least 40 that needed to be updated. N. Travis stated that she had completed them before spring break, but that they must not have saved. She stated that she had tried to call district support for assistance, but had not yet been able to connect. When discussing FBAs and BIPS, T. Stith asked N. Travis if she had notes from teacher meetings on behavior. N. Travis stated she did not. T. Stith stated that a system is needed to connect behavioral and academic concerns.

N. Travis shared a binder of bus referrals and her system for addressing concerns (1st, conference with student, 2nd, call parent, more, bus class or suspension). N. Travis shared a letter she sends home with bus referrals. Upon review of the binder, there were few parent signatures on referrals, although there were some on student contracts regarding behavior. S. Quinlan stated that a procedure for gaining parent signatures on bus referrals is needed.

N. Travis then shared how she collaborates with district support (school psychologist, consulting teacher, placement specialist).

B. Pinnick then offered his support in establishing systems for time management. He and N. Travis agreed that he would visit Smyrna on Monday or Tuesday of the week following this meeting. B. Pinnick then exited the meeting.

The Evaluators and Principal then discussed with N. Travis on-going concerns regarding her ability to complete tasks and meet deadlines. They reminded her that the committee meetings were her opportunity to share her growth and evidence. In waiting until the final day to conference with ~~14~~ ¹⁷ teachers, N. Travis was now in a situation where she was unable to meet the deadline or complete a crucial step in completing annual observations on teachers. As an instructional leader in the building it is expected that N. Travis model organization and task completion for the staff. N. Travis must prioritize and utilize better time management in order to complete crucial tasks in moving the school forward. She was again reminded of the timeliness of responding to evaluator feedback during this process and meeting expectations of the Principal and Evaluators.

N. Travis stated that she has many things on her plate and is taking care of the day-to-day tasks. The committee members agreed that on-going problems with time management, systems, and organizational skills persist and must be addressed by N. Travis. T. Stith stated that she must be able to delegate tasks to administrators and trust that timelines are met and tasks are completed.

4-21-15
DATE

Christine A. Deely
EVALUATOR

4/21/2015
DATE

Neil S. S.
EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

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FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE

☐ POST-OBSERVATION CONFERENCE

☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087

ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal

DATE OF OBSERVATION(S): DATE OF CONFERENCE: 3/12/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis was issued a Notice of Significant Deficiency on March 9, 2015. This E2 serves as documentation of the first committee meeting in the process. Present for the meeting: Nicole Travis, Tiffany Stith (Principal), Ben Pinnick (Peer Support), Susan Quinlan (JCPS Administrator and Evaluator), and Christine Deely (JCPS Administrator and Evaluator).

The meeting began with a review of the concerns as noted in the Significant Deficiency Notice. The Principal gave an overview of the division of responsibilities, specifically in reference to the school's ECE program. Ms. Travis serves as the school SBARC chair.

Specific concerns are detailed in the Notice of Significant Deficiency, which will be utilized throughout the process. The team discussed and summarized concerns with the goal of pinpointing areas for improvement in which the committee members will provide support. Identified priority areas for improvement were noted as: meeting deadlines, efficient scheduling, completion of duties as directed by the Principal, completion of required documentation, follow-through, and collaboration with district personnel and all stakeholders to complete goals. Also, concern is noted in Ms. Travis's communication skills with stakeholders and the Principal.

Ms. Travis asked that Friday deadlines for submission of documents, as directed in the Notice of Significant Deficiency, be moved to Monday morning. The Principal agreed to this change, with the agreement that Ms. Travis would submit her documentation by the 9:30 a.m. weekly Monday meeting that is to be held between the Assistant Principal and Principal.

Ms. Travis then discussed her work in the school and how she feels that processes and procedures are improving. She is learning to manage her time and has an action plan. She has received the initial ARC training (twice), and the second level training. She agreed that time management is an issue for her. Ms. Travis asked that an AP that serves as SBARC chair be identified to serve as a resource. Christine Deely will follow up with that request.

Leading into the Significant Deficiency, Ms. Travis had received E2s outlining expectations on 7/14/14, 9/12/14, 10/9/14, 12/11/14, and 1/9/15.

Roles of committee group members were discussed. Ben Pinnick will serve as Peer Support and will meet individually with Ms. Travis throughout the process. He will keep documentation of their work together (dates/times/topics/follow-up/next steps). The documentation will not be utilized in determining the final action in the process.

Susan Quinlan and Christine Deely will visit the school periodically throughout the process to observe Ms. Travis as she fulfills her daily duties and to view documentation of her work in addressing the deficiencies. The Assistant Principal E2 will be used to document these visits. At the end of the twelve week period, they will make a recommendation to Ms. Stith regarding their evaluation of Ms. Travis's work.

Tiffany Stith will document on-going work with Ms. Travis through the Assistant Principal E2. Ms. Stith will serve as the primary evaluator throughout the process and in the final determination or recommendation on the outcome of the deficiency process. If demotion or termination is recommended, the recommendation will be forwarded to the Superintendent for final action.

Three committee meetings were set for the balance of the twelve week deficiency period. They are to be held on 4/15/15 and 5/11/15 at 1 p.m., and on 6/10/15 at 3:30 p.m.

3/20/15	Christine A Deely	3/20/15	Travis S
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

JEFFERSON COUNTY PUBLIC SCHOOLS
PROFESSIONAL STAFF PERFORMANCE EVALUATION
NOTICE OF SIGNIFICANT DEFICIENCIES

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID #: [REDACTED] YRS. OF SERVICE: DATE: 3/9/2015
JOB TITLE: Assistant Principal SUPERVISOR: Tiffany L. Stith

Deficiencies in your work performance have been observed. You are hereby notified that a Comprehensive Professional Staff Performance Evaluation will be conducted according to procedures established for effecting such evaluations. The following deficiencies in work performance have been identified which may be grounds for non-renewal or termination of contract if not satisfactorily corrected:

- I. Instructional Leadership: Ms. Travis fails to meet this standard due to her failure to complete crucial ECE documentation and schedule meetings as directed. Ms. Travis has not completed teacher observations or completed documentation of those as directed by the principal. The principal has assigned additional administrators to the building to address the problems arising from Ms. Travis's failure to complete tasks. The principal has assigned a retired counselor, ECE Specialist, and ECE Consulting teacher to support Ms. Travis with ECE documentation.
 - a. Ms. Travis does not update the behavior incident logs in Cascade on a regular basis as directed.
 - b. Ms. Travis serves as the school's primary ARC Chair. The principal directed Ms. Travis to provide a copy of the ECE schedule for the entire year. The ECE clerk provided a copy on Tuesday, January 27. The ECE clerk took on the task of completion of the schedule and Ms. Travis submitted the schedule to the principal. Rather than completing the task on her own, as directed, Ms. Travis designated the task to the ECE clerk. Although the clerk is responsible for day-to-day scheduling, the yearly schedule is an administrator's responsibility.
 - c. Ms. Travis was directed to complete instructional observations of designated teaching staff members. Ms. Travis was directed to provide copies of teacher observations by November 30, 2014. Ms. Travis has not provided copies of teacher observations to date.
 - d. ECE deadlines have been missed despite outside support. Adherence to deadlines is crucial in compliance with providing services to students.

Expectations: Ms. Travis will complete all assigned tasks as required of her role as ARC chairperson. Ms. Travis will complete instructional observations as directed and complete required forms and documentation. Ms. Travis will demonstrate instructional leadership in her administrative role.

- II. School Management: Ms. Travis fails to meet the expectations of this standard due to her failure to document crucial administrative tasks. She has failed to collaborate with staff in addressing

behavior concerns and has failed to track incidents in order to analyze the data and formulate solutions. Ms. Travis fails to consistently monitor and supervise in the cafeteria as directed. Ms. Travis does not prioritize and is not organized for task completion.

- a. Ms. Travis was directed to provide a weekly communication log concerning student/parent issues in electronic form. Weekly communication logs have not been submitted to the principal as directed.
- b. Ms. Travis has not developed an action plan for students who have received more than two SRT calls as directed in July 2014. Ms. Travis was directed to collaborate with staff members on completing Functional Behavior Assessments and Behavior Incident Logs. There is no evidence of this collaboration.
- c. Ms. Travis has not documented follow-up to SRT calls in Cascade under the Behavior Incident Log section under administrator follow-up.
- d. Bus suspensions have not been documented in Infinite Campus as directed.
- e. Ms. Travis was directed to monitor and remain in the cafeteria from 10:50 a.m. – 1:00 p.m. with the exception of when ARC meetings, evaluation observations, and/or conference or district meetings conflict with that time period. Ms. Travis was directed to ask permission from the principal if she was not able to monitor in the cafeteria. Ms. Travis does not regularly monitor the cafeteria and meetings are not included on her calendar.
- f. Ms. Travis does not provide weekly ECE status reports as directed.

Expectations: Ms. Travis will complete and provide a weekly communication log to the school principal each Friday by 4:30 p.m. Ms. Travis will support teachers by assisting and collaborating with teachers on Functional Behavior Assessments and Behavior Incident Logs. Ms. Travis will update Behavior Incident Logs and Infinite Campus referrals within 24 hours of the time of an incident reported. Ms. Travis will document bus suspensions in Infinite Campus. Ms. Travis will monitor the cafeteria each day from 10:50 a.m. – 1:00 p.m. Ms. Travis will communicate with the principal to obtain permission to not monitor the cafeteria if she has a scheduled ECE and/or district meeting. Ms. Travis will provide weekly ECE status reports to the principal.

III. Interpersonal Relationships: Ms. Travis fails to consult school and district supports in order to solve student issues related to ECE and in prioritizing day to day tasks.

- a. Despite have the assistance of additional ECE staff, Ms. Travis has failed to collaborate with this staff to overcome her inefficient management of ECE paperwork, deadlines, and scheduling.
- b. Ms. Travis has not collaborated with school staff members or families to address severe behavior concerns of specific students. Ms. Travis must utilize a team approach and demonstrate interpersonal skills in collaborating with various stakeholders in this endeavor.
- c. Ms. Travis does not communicate effectively with the principal regarding school-related matters. She left the building for a non-critical task on a day in which the principal was out. She has asked for scheduled, designated time during the school day to complete paperwork; administrators are expected to work outside of the school day on task completion and to be available to students, parents, and staff during the work day.

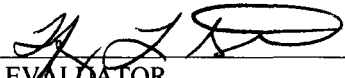
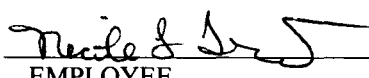
Expectations: Ms. Travis will consult with the ECE Placement Specialist and/or ECE Consulting teacher to meet ECE policies and procedures. Ms. Travis will create and utilize a schedule to help her meet school and district timelines. Ms. Travis will request permission from the principal to leave the school building. Ms. Travis will inform the principal and other appropriate

administrators of school-related matters. Ms. Travis will answer parent phone calls within 24 hours.

IV. Professional Responsibilities: Ms. Travis fails to support, follow, and implement district policies and procedures and regulations for ECE. As stated in Standards I, II and III, Ms. Travis has not consistently demonstrated that she carries out her professional responsibilities in an acceptable manner.

Expectations: Ms. Travis will meet ECE timelines and carry out duties in accordance with established job description.

During the Significant Deficiency process, the principal will serve as evaluator. Two Jefferson County Public School administrators will be assigned to assist you. At least two conferences will be held between these administrators and you. These conferences will be documented on the Assistant Principal E2 form. A summary evaluation (Form A.1 – Assistant Principal) will be completed and recommendation of the result of the Significant Deficiency process will be made by the principal within 12 weeks of the initial conference.

3-9-15		3/9/15	
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

(12/2011)

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FORMATIVE EVALUATION

FORM E-2 (ASSISTANT PRINCIPAL)

____ PRE-OBSERVATION CONFERENCE

____ POST-OBSERVATION CONFERENCE

___x___ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087

ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal

DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 5/4/2015,
5/6/2015, 7/13/15

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis, assistant principal, requested to meet with the principal weekly after a conference between the principal and assistant principal was held on March 9, 2015. During the March 9 conference, a Notice of Significant Deficiency Form A was issued to Ms. Travis. The principal and assistant principal agreed to meet every Monday at 9:30 a.m. from March 16, 2015 to May 26, 2015. The principal and assistant principal will not meet on Monday April 6, 2015 (spring break) and May 25, 2015 (Memorial Day). The principal reported to the assistant principal that the weekly meetings would be documented on an E2 form.

Conferences were held with Ms. Travis on Monday, May 4, 2015 and Wednesday, May, 6, 2015. Ms. Travis was absent the week of April 27 – May 1, therefore, no conference was held that week. The purpose of this conference was to discuss the job responsibilities, absences (Ms. Travis is out of sick days), summative evaluations, ECE concerns (missed district deadline date of April 30 to hold all ECE meetings completed that are on the Infinite Campus report IEP ending date and Re-Evaluation with a deadline date of October 1), and transportation.

Employee Absences

Ms. Travis reported an absence via email to the principal on 4/27 at 7:27 a.m. and then for the remainder of the week via subsequent e-mails. Ms. Travis' e-mails to the principal and others included information regarding rescheduling of meetings and upcoming duties. The principal replied via e-mail with priority questions that were not covered in Ms. Travis' e-mails. There was no reply. Ms. Travis reported during this conference that she did not see the emails. From Ms. Travis' e-mails, it is clear that Ms. Travis knew of upcoming deadlines and the need to re-schedule meetings. It is expected that Ms. Travis communicate directly with the principal via phone to discuss adjustment and reassignment of tasks during an absence.

In addition, Ms. Travis has no sick leave available to her. The school secretary e-mailed Ms. Travis twice with questions regarding what type of leave Ms. Travis would utilize for her absences and reminded Ms. Travis that personal leave must be approved by the principal. The question was time-sensitive, for documentation in "Time and Attendance". Ms. Travis did not reply or request personal leave, and therefore, was docked for the absences.

Summative Evaluations

Ms. Travis and the principal were to review summative drafts of teacher evaluations on Friday, April 24th at 9:30 a.m. The principal sent Ms. Travis an email at 12:34 p.m. requesting to have the summative drafts by 3:30 p.m. That afternoon, Ms. Travis submitted paper copies of summative evaluations that had indicators marked on page 1 for the teacher standards. Growth plan information was not included on the draft summative evaluations submitted to the principal on Friday, April 24. Ms. Travis did not contact the school

principal during the week of April 27 - May 1 to discuss the summative drafts. Teacher evaluations are required to be signed off by May 1 according to district policy. As a result of Ms. Travis' failure to complete evaluations as directed and required by the principal, the principal completed the drafting of summative evaluations that were the assistant principal's caseload. In addition, evaluation conferences with each teacher on Ms. Travis' caseload had not been held, and the principal was then required to add the evaluation conferences to her caseload in order to meet the May 1 deadline. Ms. Travis failed to make efficient use of time available, did not meet the district deadline, and failed to prioritize tasks and operates according to these priorities. It is expected that Ms. Travis prioritize tasks and complete duties in a timely manner so that in case of absence or emergency, other employees are not required to complete tasks assigned to her.

ECE Deadlines

The principal reported to the assistant principal that ECE meetings were not completed by April 30 as set by the school district. The principal reported to Ms. Travis that she should continue to work on time management and organization to meet deadlines. Ms. Travis failed to implement administrative procedures which are clear and efficient.

Transportation

The school bookkeeper reported to the principal that Ms. Travis called her and requested that she assemble yellow sheets for someone to pick up. The school bookkeeper is not assigned to the transportation and does not update records in Infinite Campus for transportation.

On Thursday, April 30, 2015 Ms. Travis sent an email to the following (school principal, school secretary, school attendance clerk, and school bookkeeper) titled Yellow Sheet Pickup. Ms. Travis stated that a former co-worker would pick up the yellow sheets so that Ms. Travis could work on them at home. The principal replied that confidential information could not be released to a person that does not work at the school.

The principal reviewed with the assistant principal that confidential information should not be released to someone not associated with the school and implications that could have occurred if the yellow cards were lost or damaged. The assistant principal responded that the person she requested to pick up the sheets was a JCPS employee. The principal reiterated that school records should not be released from school property.

The principal reported to the assistant principal that the assistant principal would be removed from completing transportation responsibilities due to concerns regarding task completion and the crucial need to insure reliability of the transportation information.

Summary

Ms. Travis failed to demonstrate professional courtesy, work cooperatively with colleagues, and inform superiors or other appropriate administrators of school-related issues. Ms. Travis also failed to support, follow, and implement district policies and procedures and regulations of governmental agencies with jurisdiction over the district.

As a result of this conference, concerns continue regarding Ms. Travis's ability to complete tasks in a timely manner, correctly, and to meet deadlines. Specific directives from the Notice of Significant Deficiency Form A have not been met. It is expected that Ms. Travis fulfill her duties as assigned and comply with the directives of the Principal.

7/13/15		7/13/15	
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

____ PRE-OBSERVATION CONFERENCE
____ POST-OBSERVATION CONFERENCE
____x____ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 3/23/15

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis, assistant principal, requested to meet with the principal weekly after a conference between the principal and assistant principal was held on March 9, 2015. During the March 9 conference, a Notice of Significant Deficiency Form A was issued to Ms. Travis. The principal and assistant principal agreed to meet every Monday at 9:30 a.m. from March 16, 2015 to May 26, 2015. The principal and assistant principal will not meet on Monday April 6, 2015 (spring break) and May 25, 2015 (Memorial Day). The principal reported to the assistant principal that the weekly meetings would be documented on an E2 form.

The principal reported to the assistant principal that the agenda for the weekly items would be sent to the assistant principal the Friday before the scheduled Monday meeting. The assistant principal requested that items that were due to the principal on Friday at 4:30 p.m. be moved to Monday. The principal agreed to the deadline change and noted that items needed to be submitted by 9:30 a.m. Monday morning. The principal reported to the assistant principal that due to the nature of the material, not all items could be submitted on Monday at 4:30 p.m. and would be documented in email and/or direct requests to the assistant principal of the deadline date.

I. Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules

The principal reported to Ms. Travis that a special area teacher reported that ECE teachers and Ms. Travis did not communicate student IEP goals. The assistant principal reported to the principal that she assumed that the ECE teachers met with the staff members to communicate IEPs. The principal reported to the assistant principal that the expectation is for the ARC chair to create a system to document the process that IEPs are communicated to all teachers. There is a district verification form required for this process.

The principal submitted an email to ECE staff on 3/23 to identify how they communicate IEP goals to staff members. The principal reported that once she receives updates from the ECE teachers that she will sign the verification form.

II. ECE Timelines

The principal reminded the assistant principal that the school needs to meet the district deadline of having all ARC meetings completed by April 30th unless changed by the school district. The principal directed Ms. Travis to print the Infinite Campus ECE report to the ECE clerk on 3/23 for the IEP end date and Re-Evaluation end date. Ms. Travis reported that a recent IEP deadline meeting was missed due to the weather. The principal reminded the assistant principal that ARC

- meetings need to be scheduled in advance so that deadlines are not missed. The principal directed the assistant principal to email Todd Elder and/or Mary Beth Irvine to obtain new timelines for the 60 day ARC meetings. The principal and the assistant principal reviewed ECE schedules. The principal directed Ms. Travis to have the ECE teachers utilize the same template when creating the individual ECE teacher schedules. Ms. Travis reported that the ECE team was working through planning schedules. The principal reminded the assistant principal that a draft ECE schedule needs to be submitted to the principal by Friday, May 29th.

III. Dry Erase Board Update in office for ECE Support Staff

The principal asked the assistant principal if she consulted with the school psychologist to obtain input to assist with documentation on identifying forms that need to be completed prior to ARC meetings. The assistant principal reported that she did not consult with the school psychologist. The principal directed the assistant principal to consult with the school psychologist.

IV. Response to School Psychologist/Requested status by March 12, 2015

The assistant principal reported that she did not complete the observations from the email on March 12, 2015 from the school psychologist. The principal reminded the assistant principal that behavior observations needed to be completed in a timely manner to meet ARC timelines.

V. Teacher Observation/Evaluation Schedule – Completed observation schedule and copies of E2s/scripted notes

The assistant principal submitted scripted notes from eight teacher observations. The assistant principal asked the principal how to document the information in CIITS. The principal directed the assistant principal to refer back to the TPGES notes and training. The principal advised the assistant principal to document the scripted notes in Word or on the notepad in CIITS.

VI. Referral data (Infinite Campus)

Ms. Travis reported that she did not complete Infinite Campus behavior referral data for Wednesday, March 18, 2015 to Friday, March 20, 2015. The principal verified this in Infinite Campus.

VII. Follow-up on BILs in Infinite Campus

Ms. Travis reported that she did not complete the administrator follow-up in Cascade for Behavior Incident Logs (BILs) for Thursday, March 19 and Friday, March 20.

VIII. Weekly Communication Log

Ms. Travis provided a communication update for the week of March 16-March 20.

IX. Professional Growth Plan and Reflection Form

The principal reviewed the professional growth plan form and received the second self-reflection form that Ms. Travis completed. The principal resubmitted the email that was sent to the assistant principal on August 9, 2014 and on March 23, 2015.

X. Transportation

The principal reviewed transportation deadlines with the assistant principal.

XI. Other by Stith

The principal reminded the assistant principal that ECE teachers need to communicate IEPs to teachers and to create a system that documents verification.


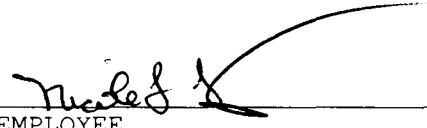
XII. Other by Travis

The assistant principal asked the principal how to utilize the ECE clerk when the ECE clerk has scheduled meetings. The principal provided the assistant principal suggestions such as calendar upkeep and ECE folder organization.

XIII. Review of March 16, 2015 Follow-Up Number 1 meeting on E2

The principal reviewed the E2 from the conference on March 16 with the assistant principal. The assistant principal signed the form.

As a result of this conference, concerns continue regarding Ms. Travis's ability to complete tasks in a timely manner, correctly, and to meet deadlines. Specific directives from the Notice of Significant Deficiency Form A have not been met. It is expected that Ms. Travis fulfill her duties as assigned and comply with the directives of the Principal.

<u>3/30/15</u>	<u></u>	<u>3/30/15</u>	<u></u>
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE
☐ POST-OBSERVATION CONFERENCE
☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 3/16/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis, assistant principal, requested to meet with the principal weekly after a conference between the principal and assistant principal was held on March 9, 2015. During the March 9 conference, a Notice of Significant Deficiency Form A was issued to Ms. Travis. The principal and assistant principal agreed to meet every Monday at 9:30 a.m. from March 16, 2015 to May 26, 2015. The principal and assistant principal will not meet on Monday April 6, 2015 (spring break) and May 25, 2015 (Memorial Day). The principal reported to the assistant principal that the weekly meetings would be documented on an E2 form.

The principal reported to the assistant principal that the agenda for the weekly items would be sent to the assistant principal the Friday before the scheduled Monday meeting. The assistant principal requested that items that were due to the principal on Friday at 4:30 p.m. be moved to Monday. The principal agreed to the deadline change and noted that items needed to be submitted by 9:30 a.m. Monday morning. The principal reported to the assistant principal that due to the nature of the material, not all items could be submitted on Monday at 4:30 p.m. and would be documented in email and/or direct requests to the assistant principal of the deadline date.

I. Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules

Ms. Travis submitted the Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules form to the principal on Friday, March 13, 2015 at 10:15 a.m. The form was due to the school district on Friday, March 13, 2015. Ms. Travis included an ECE Case Manager Report from Infinite Campus along with an ECE schedule created in Excel that showed service minutes for students and frequency for each teacher.

The principal forwarded an email to the assistant principal on February 9, 2015 that provided instructions on how to complete the verification form. The principal verified on February 9 that Ms. Travis received the email.

Ms. Travis reported to the principal that the students who began with Smyrna in January 2015 were not on the schedule that she submitted to the principal. The principal asked Ms. Travis, "Why were the students not on the schedule that you submitted to the principal?" Ms. Travis reported that she didn't update her schedule. The principal asked, "Did you personally go back and look at the schedules to make sure they matched IEPs?" Ms. Travis reported that she did not have 4 to 5 students on the schedule that she submitted but that the teachers were providing services. Ms. Travis reported that she did not want to appear wishy washy; yet, she did admit that student IEPs changed recently and that she was still in the process of reviewing those

IEPs. Ms. Travis continued to report that she didn't have the new students who have been updated in Infinite Campus. Ms. Travis reported that she went through and looked at IEPs to make sure that they matched the IEP services and that she consulted with both ECE teachers.

The principal asked Ms. Travis if she reviewed service minutes with each IEP with teacher/student schedules. Ms. Travis did not provide a response.

The principal reported to the assistant principal that she could not sign off on the verification form until all items were reviewed. Due to Ms. Travis's failure to accurately complete the report and the impending due date of submission, the principal then assigned the project to a retired employee who is providing support to Ms. Travis. The retired employee completed the project in two days.

II. Utilization of Dry Erase Board in office for ECE Support Staff

The school psychologist recommended to Ms. Travis that she keep an updated dry erase board in November 2014 in her office to identify the required paperwork that was necessary to move forward with ARC meetings such as behavior observations, screenings, and signatures on forms. The school purchased a dry erase board to be placed in Ms. Travis's office. Ms. Travis began to complete to put up IEP end dates and re-evaluation end dates on the dry erase board on Monday, March 16. The expectation is that Ms. Travis will provide the required data requested by the school psychologist to the ECE support staff such as the ECE consulting teacher and the ECE Placement Specialist to prepare for ARC conferences. Ms. Travis reported that she is trying to get as much information together for the school psychologist. The principal directed Ms. Travis to consult with the school psychologist on the information that was needed to assist support staff with identifying items that were still needed for ECE meetings.

III. Response to School Psychologist – Principal Requested status by March 12, 2015

Ms. Travis is expected to make efficient use of time available, prioritize tasks, and meet deadlines. Ms. Travis did not respond to principal by the deadline date and time of 4:30 p.m. Ms. Travis responded to the principal on Monday, March 16th at 5:28 a.m. Ms. Travis reported that she did not complete the observation required.

IV. Observation Schedule – Completed observation schedule and copies

Ms. Travis did not provide the principal copies of teacher observation scripting/notes or E2s to document evidence of completing observations. Ms. Travis reported that she had three teacher observation scripting/notes on her computer. The principal directed Ms. Travis to submit the notes during the meeting. The principal did not receive the notes. Ms. Travis provided the principal a Smyrna Elementary School Evaluation Schedule 2014-2015 which was created by the principal with handwritten notes of upcoming teacher evaluations. To date, Ms. Travis has not provided the principal any documentation that she has completed teacher evaluations. Ms. Travis also reported that she has not included any observations on her Google calendar at this time.

V. Referral data (Infinite Campus)

Ms. Travis reports that she has not completed the referrals for the week of March 9-13, which were due at 9:30 a.m. on March 16, 2015.

VI. Follow-up on BILs in Infinite Campus

Ms. Travis reports that she has not completed behavior incident logs for the week of March 9-13, which were due at 9:30 a.m. on March 16, 2015.

VII. Weekly Communication Log

Ms. Travis did not provide the communication log to the principal by 9:30 a.m. on March 16. Ms. Travis reported that she emailed the principal at 9:50 a.m. The principal received the document at 9:52 a.m. The principal reported to the assistant principal that the Excel workbook should be sorted by date. The principal reported to Ms. Travis that there is only one parent phone call on the communication log for 2015 and it is on January 22, 2015. Ms. Travis reported that she has not updated the communication log.

VIII. Professional Growth Plan and Reflection Form

The principal reminded that assistant principal that items needed to be received by Monday 4:30 p.m. on March 16.

IX. Other/Stith – Transportation

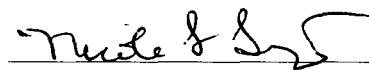
The principal reminded Ms. Travis that one of her primary responsibilities was transportation. The principal provided a copy of the Elementary Transportation Checklist for April – June 2015. Elementary Transportation Checklist 2015 First Day/Weeks, Elementary Transportation Checklist 2015 July through 1st day and copies from Google Calendar of transportation updates. The first item for completion is to prepare (through SAS system) and send home a Welcome Letter on school letterhead. This requirement is due on March 23, 2015.

X. Other – Travis

Ms. Travis reported that copies of acknowledgement forms are not in the ECE blue folders. The principal reported to Ms. Travis that the acknowledgement forms should be in all ECE folders. The principal directed Ms. Travis to have all acknowledgement forms in the ECE folders by Friday, March 20 at 4:30 p.m.

As a result of this conference, concerns continue regarding Ms. Travis's ability to complete tasks in a timely manner, correctly, and to meet deadlines. Specific directives from the Notice of Significant Deficiency Form A have not been met. It is expected that Ms. Travis fulfill her duties as assigned and comply with the directives of the Principal.

3/23/15 
DATE EVALUATOR

3/23/15 
DATE EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

 PRE-OBSERVATION CONFERENCE
 6 POST-OBSERVATION CONFERENCE
 X OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087
ID#: JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): 8/7/2015 DATE OF CONFERENCE: 8/7/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

The fourth committee meeting was convened at 8 a.m. on August 7th. Present: B. Pinnick, S. Quinlan, C. Deely, T. Stith and N. Travis. On the previous day, C. Deely notified N. Travis that the focus for the fourth and final committee meeting of the Significant Deficiency process would be N. Travis's sharing of data and documentation addressing concerns as noted in the Notice of Significant Deficiencies.

Nicole Travis provided a sheet entitled, "Summary for Significant Deficiency Meeting - 8/7/2015". The sheet addressed two areas under "Instructional Leadership"; "Teacher Observations" and "ECE Documentation". The sheet included bulleted statements of plans for scheduling of observations, notifications, dates, and duties. The committee members viewed the Google calendar in which times for observations were blocked. N. Travis shared plans she has for addressing the Instructional Leadership standard. Committee members asked to see evidence of systems set up to insure that deficiencies are corrected. N. Travis stated that she was unsure of what she was being asked to share. Committee members provided examples such as wall charts to track teacher observations, spreadsheets, etc. N. Travis provided a Service Minutes Summary and Schedules for ECE students and an ARC meeting schedule. In the bulleted notes, an ARC meeting is noted as tentatively set for 8/14/2015. When asked for documentation that the meeting notices had been sent for a meeting a week out, none was provided. When asked to describe the organizational system she will utilize for teacher observations and to manage paperwork to insure that deadlines are met and paperwork is completed, N. Travis stated that each teacher will have a file folder for the paperwork.

The question was posed regarding how N. Travis had stepped forward as an Instructional Leader in curricular professional development sessions for teachers that had taken place in this week. N. Travis stated that she was able to step in to one of the professional development sessions but that the only session she was entirely present for was the RTI session held from 1-4 p.m. one day.

N. Travis stated that binders would be prepared with IEP information for special area teachers and has noted on the provided sheet that this will be accomplished no later than 8/11. When asked to provide a binder that had been prepared, N. Travis stated that she did not have one ready.

N. Travis stated that she felt the ECE process would run more smoothly this year due to new systems and procedures in place, yet little to no evidence was provided of

systems or new procedures or communication set-up.

In the area of School Management: N. Travis referenced the ARC meeting schedule document. When asked if she had blocked times out on her calendar, due to meetings not being held in a timely manner in 2014-15, N. Travis replied that she had not.

In the area of Interpersonal Relationships and Professional Responsibilities: N. Travis stated that she is in contact with placement specialist, school psychologist, and consulting teacher. When asked what system she had set up to track contacts and required follow-up, N. Travis stated that each time she has a contact regarding a student, she places a note sheet in the student folder and will create a new folder for students without existing folders. T. Stith asked to see documentation that parent contacts were logged into Infinite Campus. No documentation was provided.

The committee members expressed concern that little documentation was provided during this meeting to demonstrate how N. Travis has addressed the areas noted in the Notice of Significant Deficiencies and if there was anything else N. Travis would like to share with the committee. Nothing further was provided.

<u>8/7/15</u>	<u>Christine A. Deef</u>	<u>8/7/15</u>	<u>Travis</u>
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

☐ PRE-OBSERVATION CONFERENCE
☐ POST-OBSERVATION CONFERENCE
☒ OTHER EVALUATION CONFERENCE

APR 23 2015

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 4/13/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis, assistant principal, requested to meet with the principal weekly after a conference between the principal and assistant principal was held on March 9, 2015. During the March 9 conference, a Notice of Significant Deficiency Form A was issued to Ms. Travis. The principal and assistant principal agreed to meet every Monday at 9:30 a.m. from March 16, 2015 to May 26, 2015. The principal and assistant principal will not meet on Monday April 6, 2015 (spring break) and May 25, 2015 (Memorial Day). The principal reported to the assistant principal that the weekly meetings would be documented on an E2 form.

The principal reported to the assistant principal that the agenda for the weekly items would be sent to the assistant principal the Friday before the scheduled Monday meeting. The assistant principal requested that items that were due to the principal on Friday at 4:30 p.m. be moved to Monday. The principal agreed to the deadline change and noted that items needed to be submitted by 9:30 a.m. Monday morning. The principal reported to the assistant principal that due to the nature of the material, not all items could be submitted on Monday at 9:30 a.m. and would be documented in email and/or direct requests to the assistant principal of the deadline date.

I. Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules

The principal directed the assistant principal to submit a new verification form with an updated date and signature of teachers. The principal reported that the form will be signed by the principal and submitted to the ECE office.

II. ECE Timelines

The assistant principal reported that the timelines have not changed from the last meeting. Ms. Travis reported that there is some headway being made on behavior observations. Ms. Travis reports that her main focus is on re-evaluations. Ms. Travis reported that her goal is to have the observations completed by Wednesday, April 15. Ms. Travis requested to have Ms. Martin, retired counselor assist with completing the behavior observations. The principal granted approval. Ms. Travis reported that four observations needed to be completed for the week of April 13 – April 17. The assistant principal also reported that four observations needed to be completed the week of April 20 – April 24.

III. Referral data (Infinite Campus)

Ms. Travis reported that referral data was up to date in Infinite Campus.

IV. Follow-up on BILs in Cascade

Ms. Travis reported that she is trying to complete BILs in IC. Ms. Travis asked if she could connect with the SRT/PBIS Coach and Student Success Coach that if an incident is serious in nature that they communicate that information to her. The principal directed Ms. Travis to meet with both coaches daily to debrief on student behavior.

V. Professional Growth Plan and Reflection Form

The principal emailed sample forms from the assistant superintendent. The principal directed the assistant principal to submit completed forms by Monday, May 4. The assistant principal reported that she will submit a draft by Monday, April 20.

VI. Transportation

The principal reminded the assistant principal that yellow cards need to be sent home on Monday, April 13.

VII. Other by Stith – Additional agenda items not discussed.

VIII. Other by Travis – Ms. Travis asked what information that she should share at the committee meeting on April 15. The principal reported to the assistant principal that she should bring documentation of evidence to support the agenda items.

As a result of this conference, concerns continue regarding Ms. Travis's ability to complete tasks in a timely manner, correctly, and to meet deadlines. Specific directives from the Notice of Significant Deficiency Form A have not been met. It is expected that Ms. Travis fulfill her duties as assigned and comply with the directives of the Principal.

4/20/15		4/20/15	
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION

FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE

☐ POST-OBSERVATION CONFERENCE

☒ OTHER EVALUATION CONFERENCE

APR 23 2015

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087

ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal

DATE OF OBSERVATION(S): DATE OF CONFERENCE: 3/30/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis, assistant principal, requested to meet with the principal weekly after a conference between the principal and assistant principal was held on March 9, 2015. During the March 9 conference, a Notice of Significant Deficiency Form A was issued to Ms. Travis. The principal and assistant principal agreed to meet every Monday at 9:30 a.m. from March 16, 2015 to May 26, 2015. The principal and assistant principal will not meet on Monday April 6, 2015 (spring break) and May 25, 2015 (Memorial Day). The principal reported to the assistant principal that the weekly meetings would be documented on an E2 form.

The principal reported to the assistant principal that the agenda for the weekly items would be sent to the assistant principal the Friday before the scheduled Monday meeting. The assistant principal requested that items that were due to the principal on Friday at 4:30 p.m. be moved to Monday. The principal agreed to the deadline change and noted that items needed to be submitted by 9:30 a.m. Monday morning. The principal reported to the assistant principal that due to the nature of the material, not all items could be submitted on Monday at 9:30 a.m. and would be documented in email and/or direct requests to the assistant principal of the deadline date.

I. Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules

The principal reported to the assistant principal that one out of three ECE teachers verified a system of communicating IEPs to students. The assistant principal reported to the principal that she is having the ECE teachers meet with the special area teachers and communicate the goals of each student's IEP to the special education teachers. The assistant principal reported that the regular education teachers sign off on the IEP form in the ARC meeting. The assistant principal reported that the ECE teachers were meeting with the special area teachers at the end of the day. The assistant principal reported the ECE teachers are explaining the IEPs to special area teachers. The principal communicated the expectation that the assistant principal should create a system of verification for ECE teachers, regular education teachers, and special area teachers to meet to communicate IEP goals and objectives.

II. ECE Timelines

The principal reported to the assistant principal that the retired counselor may help with behavior observations. The assistant principal identified two behavior observations that needed to be completed for the week. The assistant principal reported that she is on track for completing other behavior observations and will meet ECE timelines. The principal reminded the assistant principal that a draft ECE schedule needs to be submitted to the principal by Friday, May 29th.

III. Teacher Observation/Evaluation

The principal asked the assistant principal if she had created and uploaded any information in CIITS and the assistant principal responded that she had not uploaded any documents in CIITS. The assistant principal reported that she has completed the non-PGES observations on the assigned observation caseload.

IV. Referral data (Infinite Campus)

Ms. Travis reported that she is trying to keep up with the referral data. The principal reported to the assistant principal that referrals were complete up to Tuesday, March 24 in Infinite Campus. The assistant principal reported that there is a glitch in Infinite Campus when noting SCM in the behavior referral section of IC if it is not used. The principal reminded the assistant principal that the expectation is to complete behavior referrals within the same day and at the latest within 24 hours. The principal directed the assistant principal to contact Amy Mueller and/or Carolyn Heckman to resolve the issue.

V. Follow-up on BILs in Cascade

Ms. Travis reported that she is focusing on the referrals more because there is an exact match in the Infinite Campus. The principal reviewed with the assistant principal that the expectation is for the assistant principal to complete referrals and BILs within the directed timelines specified by the principal. The principal communicated to the assistant principal again that administrator follow-up must be included for BILs in Cascade.

VI. Weekly Communication Log

Ms. Travis provided a communication update for the week of March 23 – March 27.

VII. Professional Growth Plan and Reflection Form

The principal and assistant principal reviewed the assistant principal growth plan. The assistant principal was directed to document activities in the school and professional goals sections.

VIII. Transportation

The assistant principal reported that the bus school has not been arranged yet for students who obtained a bus suspension. The assistant principal was directed to arrange bus school by Monday, March 30 for students.


IX. Other by Stith – Additional agenda items not discussed.

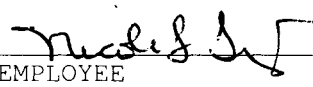
X. Other by Travis

The assistant principal reported that ECE timelines had not changed. The principal asked the assistant principal about the timelines that were missed for the year in ECE. The assistant principal reported that four IEP deadlines and 6 re-evaluations were missed for the year up to this date. The assistant principal reported that she did pull the Infinite Campus in the summer of 2014. The principal asked the assistant principal if she compared the Infinite Campus report to documents under the ECE tab within Infinite Campus. The assistant principal reported that they

did not look in Infinite Campus to compare the documents. The principal reported to the assistant principal that she should have created a system that required her to look at records school, review documents in Infinite Campus, and then review records in ECE office if she discovered a discrepancy.

As a result of this conference, concerns continue regarding Ms. Travis's ability to complete tasks in a timely manner, correctly, and to meet deadlines. Specific directives from the Notice of Significant Deficiency Form A have not been met. It is expected that Ms. Travis fulfill her duties as assigned and comply with the directives of the Principal.

4/20/15 
DATE EVALUATOR

4/20/15 
DATE EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CONFIDENTIAL

MEMORANDUM

TO: Tiffany Stith
FROM: Christine Deely
SUBJECT: SIGNIFICANT DEFICIENCY
DATE: March 23, 2015

A Notice of Significant Deficiency was issued to Nicole Travis on March 9, 2015. Ms. Travis will be provided assistance for improvement for a period of no greater than twelve weeks. We agreed that the final evaluation would be presented to Ms. Travis no later than June 10, 2015.

Ben Pinnick, Assistant Principal at Wilt Elementary, has been identified as Peer Support for Ms. Travis. Susan Quinlan, retired JCPS administrator, will serve as evaluator, along with Christine Deely. Tiffany Stith will serve as the primary evaluator in recommending possible personnel action at the end of the process.

Four committee meetings will be held to discuss Ms. Travis's progress and identify supports. The meetings are scheduled for 3/12/15, 4/15/15, 5/11/15, and 6/8/15.

The following is the agreed upon schedule for assistance and evaluation:

Tiffany Stith	Susan Quinlan	Christine Deely
Weekly E2	3/25	4/2
	5/5	4/28
	5/27	5/20

Tiffany Stith and Susan Quinlan will e-mail (christine.deely@jefferson.kyschools.us) all documentation prior to presenting to Ms. Travis. Ben Pinnick will keep documentation of support provided. He will not be a part of the evaluation process.

Please note that EPRC is scheduled for June 4th, at 8:30 a.m. EPRC is a committee of central office administrators who will review the documentation generated during this evaluation process and advise the principal as to the impact of any personnel recommendation.

Please feel free to contact my office (3151) any time you have questions or need assistance.

c M. Raisor
R. Tanner

Deely, Christine A

From: Deely, Christine A
Sent: Friday, April 10, 2015 9:17 AM
To: Travis, Nicole L; Pinnick, Ben S; Quinlan, Susan P; Stith, Tiffany L
Subject: agenda
Attachments: Committee #2 Agenda.docx

A reminder that we have set Wednesday, April 15th as our second committee meeting at 1 p.m. Please see the attached agenda. If anyone has items for discussion that you would like to add to the agenda, please notify me by end of business on Tuesday. Nicole, you will see the agenda item for your report. Please be prepared to share documentation with the committee on your progress in the noted areas.

Ben, we'll close with the evaluator discussion with Nicole, so you will be free to exit after your report. If you'd like to meet with Nicole separately on that day, please plan to do so prior to the meeting.

Nicole, I'd like to meet with you after the meeting to review the E2 from my visit.

Thank you, all!

Christine Deely
Employee Relations Specialist
Jefferson County Public Schools
502-485-3151 phone
502-485-6040 fax

Smyrna Elementary

Significant Deficiency Committee Meeting – 4/15/15

Date adjustment of Committee Meeting #3 – 6/8/15 at 9 a.m.

Evaluator and Peer Assistance visits and support

ARC Chair resource – Cane Run AP

Ms. Travis's Report

- **Instructional Leadership – teacher observations, ECE documentation (schedule), FBAs and BILs**
- **School Management – weekly communication log, action plans for students with behavioral concerns, SRT documentation, bus suspension documentation, ECE status reports, monitoring of cafeteria**
- **Interpersonal Relationships – collaboration with additional ECE staff, collaboration with parents of students with behavioral concerns, communication with principal**
- **Professional Responsibilities – compliance with ECE regulations and timelines**

Mr. Pinnick – any further resources suggested or needed?

Evaluator / observation discussion with Ms. Travis

Travis

Deely, Christine A

From: Kelman, Toni M
Sent: Tuesday, May 12, 2015 12:08 PM
To: Stith, Tiffany L; Sherrod, Tiffany M; Manning, Denise L
Cc: Deely, Christine A
Subject: RE: Employee

Good Afternoon,

Should the employee not indicate how they want to be paid when going out on a leave AND you have done your due diligence in asking the employee how they want to be paid and the leave starts then you have every right to dock the employee for the leave time.

Toni Kelman

Specialist II

Leave Administrator & Classified Compensation

Jefferson County Public Schools - Operations: We Make Learning Possible!

502-485-6160

502-485-8947 Fax

Toni.Kelman@jefferson.kyschools.us

"Quotes Found On The Internet Are Not Always Accurate"
~ Abraham Lincoln

From: Stith, Tiffany L
Sent: Tuesday, May 12, 2015 12:00 PM
To: Sherrod, Tiffany M; Manning, Denise L
Cc: Kelman, Toni M; Deely, Christine A
Subject: RE: Employee

Good afternoon,

Smyrna's policy is to ask for personal leave in advance. Ms. Travis has not asked me to use personal days. I also sent Ms. Travis an email on Friday, May 8th asking if she wanted to use personal days and she did not respond to my email message. Our school secretary also sent her emails for the week of April 27 – May 1 and she did not respond to those emails.

Tiffany L. Stith, Ed.D.
Principal
Smyrna Traditional Elementary School
6401 Outer Loop
Louisville, KY 40228
P: 502-485-8329
Fax: 502-485-8484
Email: tiffany.stith@jefferson.kyschools.us

From: Sherrod, Tiffany M
Sent: Tuesday, May 12, 2015 11:35 AM
To: Stith, Tiffany L; Manning, Denise L
Subject: RE: Employee
Importance: High

Good morning,

I have received all that I need from Ms. Travis. She will be out until 5/29/15. She would like to be paid her 2 available personal days. In order for her leave to be processed correctly, a payroll correction memo will need to be completed to pay her on 5/8/15 and the other paid day will be 5/11/15. Her unpaid leave would be effective today, 5/12/15.

Thanks!!

Tiffany M. Sherrod

Van Hoose Education Center
Leave Center Room 128
502-485-3137
502-485-8947 (fax)

From: Stith, Tiffany L
Sent: Monday, May 11, 2015 8:03 AM
To: Sherrod, Tiffany M
Subject: Employee

Good morning,

I received an email from Nicole Travis, Assistant Principal, that she will be out of the office for 3 weeks. Please let me know if you have received paperwork.

Thank you.

Tiffany L. Stith, Ed.D.
Principal
Smyrna Traditional Elementary School
6401 Outer Loop
Louisville, KY 40228
P: 502-485-8329
Fax: 502-485-8484
Email: tiffany.stith@jefferson.kyschools.us

Deely, Christine A

To: Travis, Nicole L
Cc: Stith, Tiffany L; Pinnick, Ben S
Subject: ARC chair resource

Nicole, per your request at our first committee meeting -

Erica Lawrence, the Assistant Principal at Cane Run Elementary, also serves as the ARC chair for her school. I talked with the Cane Run Principal, Gwen Goffner, and Gwen will talk with her AP about working with you as a resource. Of course, we'll have Ben continue to provide assistance and mentoring, with Erica being able to provide the ARC viewpoint. Please be thinking about how you'd like this assistance to look (school visits, phone calls, conferences) and you and I can discuss how this service will fit into the process when I come by for your signature on the conference summary.

Christine Deely
Employee Relations Specialist
Jefferson County Public Schools
502-485-3151 phone
502-485-6040 fax

Employee Relations

VanHoose Education Center
P. O. Box 34020
Louisville, KY 40232-4020
(502) 485-3151
Fax: (502) 485-6040



August 10, 2015

Ms. Nicole L Travis



Dear Ms. Travis:

This shall serve to confirm that you are temporarily reassigned from your duties as Assistant Principal at Smyrna Elementary pending review and final personnel decisions.

Effective August 11, 2015, you are to report to Kim Katzman, Supervisor Materials Production, for temporary, interim assignments. Materials Production is located at C. B. Young Service Center, 3001 Crittenden Drive.

You will be contacted regarding any employment related decisions.

Sincerely,

A handwritten signature in black ink that reads "Robert W. Tanner".

Robert Tanner
Director, Labor Management & Employee Relations

RT/dkr

c Personnel File
T Stith
K Katzman

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**JCPS Employee Number: [REDACTED]SSN: [REDACTED]

August 07, 2015

Seniority Date: 08-04-2003

NICOLE L. TRAVIS
[REDACTED]

Work Location: 003W

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 08-11-2015. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL ELEMENTARY	ASST PRINCIPAL ELEMENTARY
	Work Location: 087 / SMYRNA ELEMENTARY	003WMATERIALS PRODUCTION
	Hourly/Daily/Annual Salary: 53.3440 / 426.7521 / 91,751.70	53.3440 / 426.7521 / 91,751.70
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 12	11 / RANK I / 12
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	2000382	2000382
LEAVE OF ABSENCE		
Type of Leave:	Effective Date:	Return Date:
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: EMPLOYEE REASSIGNED FROM 087 TO 003W

Approved By:



Prepared By: dreid2

08/07/2015 14:55:45

☐ PRE-OBSERVATION CONFERENCE
☐ POST-OBSERVATION CONFERENCE
☒ OTHER EVALUATION CONFERENCE

JAN 06 2015

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: _____ JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): On-going DATE OF CONFERENCE: 12/11/14

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

As a follow-up to the December 8, 2014 other evaluation conference the following areas are noted below:

I. Instructional Leadership

- a. Reviewed and reported to Ms. Travis that I had not received copies of the evaluations for her evaluation schedule by November 25, 2014 at 4:30 p.m. as directed in both verbal and email format. Ms. Travis reported that she did not want to put in email that she had not provided copies of the evaluations.
- b. Discussed the December 15, 2014 deadline of planning an ECE schedule for the remainder of the 2014-2015 school year. This is a follow-up to an ECE Support meeting that included Heather Scott, ECE Placement Specialist, Bill Hearn, School Psychologist, and Kim Delaney, ECE Consulting Teacher.
- c. Directed Ms. Travis to meet weekly with Kim Delaney, ECE Consulting Teacher to identify areas of support for students who receive ECE services and for students who could be identified as beginning the ECE referral process.
- d. Reported to Ms. Travis that the school will pay for a retired administrator to come in one day a week in January and February to support Ms. Travis with organizational skills and ECE policies and procedures.
- e. Reported to Ms. Travis that she can't direct teachers to cut and paste from a previous Individualized Plan when there is an evaluation meeting. I stated that this was a misuse of authority and violated ECE policies and procedures.
- f. Directed Ms. Travis to invite all required attendees to ECE meetings. Ms. Travis held ARC meetings and did not invite the speech teacher.
- g. Directed Ms. Travis to not schedule ECE meetings during Professional Learning Community time for teachers unless absolutely necessary.

Next Steps:

- a. Provide ECE planning document on December 15 at 4:30 p.m. by email.
- b. Meet weekly with ECE Consulting Teacher to review ECE support services.
- c. Meet monthly with ECE Support Team to discuss updates on student support services.
- d. Meet bi-weekly with ECE Professional Learning Community
- e. Heather Scott, ECE Placement Specialist will shadow Ms. Travis during IEP and referral meetings to make sure that ECE policies and procedures are followed.
- f. JCPS district and federal guidelines must be met when ECE meetings are held.

II. School Management

- a. Directed Ms. Travis to be in the cafeteria each day from 10:50 a.m. – 1:00 p.m. Ms. Travis will need to ask me for permission to not work in the cafeteria and make me aware of any meetings that she may have during this time that would prevent her from fulfilling her responsibilities.
- b. Directed Ms. Travis to continuously review school safety plan with school and community stakeholders. Ms. Travis reviewed the safety plan again on 12/9/14 in a faculty meeting.
- c. Ms. Travis will serve as a responder for SRT and document in Cascade the follow-up by administrator.
- d. Ms. Travis will collaborate and complete Functional Behavior Assessments (FBA) and Behavior Intervention Plans (BIP) for students who struggle behaviorally.
- e. Directed Ms. Travis to submit a weekly communication list to me. I have not received weekly communication logs as directed in the July 15, 2014 conference and the September 12, 2014 conference.
- f. Directed Ms. Travis to document bus referrals by students on a weekly basis and to provide a copy of documented interventions.
- g. Discipline – Directed Ms. Travis to make sure that students who go to the Positive Action Center do not spend more than 15 – 20 minutes unless directed by Principal.

To date, a communication log was received on October 16, 2014. A communication log has not been submitted to me for the weeks ending September 19, September 26, October 3, October 10, October 24, October 31, November 7, November 14, November 21, November 25, and December 5. Communication logs will need to be submitted to me each Friday afternoon by 4:30 p.m. in email. The chart will look like the example below:

Week of _____

Date	Child	Issue	Parent Communication	Resolution

III. Interpersonal Relationships

- a. Directed Ms. Travis to request school and district support when she is not sure how to solve an issue.
- b. Directed Ms. Travis to inform me of school-related matters such as behavior issues with students.

IV. Professional Responsibilities

- a. Directed Ms. Travis to attend district professional development on time and to participate in all activities. Ms. Travis was late to a New ARC training by one hour. Ms. Travis reported that she asked me if she could attend maintain an appointment. I reported to Ms. Travis that I made the assumption that she wanted to maintain a previously scheduled ECE meeting.

On Monday, December 8, 2014 Ms. Travis reported that she submitted the following planning documents to me prior to our conference meeting: Travis Communication Log, Smyrna ECE Planning document, Current ECE student list, and a duties list. I received these documents by email at 3:25 p.m. The conference was scheduled at 4:00 p.m.


Periodic conferences will be scheduled to review your documentation and discuss your performance in meeting the expectations stated above.

Failure to address these concerns and perform your duties as assigned will result in disciplinary action, up to and including discharge.

12/11/14		12/11/2014	
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011



August 26, 2015

Dr. Donna Hargens
VanHoose Education Center
PO Box 34020
Louisville, KY 40232

Dear Dr. Hargens:

This letter will acknowledge receipt of the Notice of Demotion and Reduction in Responsibilities with Corresponding Reduction in Salary dated August 14, 2015 and hand-delivered to me on August 17, 2015. As this is a notice of a demotion under KRS 161.720 or KRS 161.765, please consider this my notice that I intend to contest the decision. I appreciate the opportunity that JCPS has provided to me in allowing me to explain with evidence as to why any decisions regarding a demotion may not be warranted. Should you have any questions regarding my employment experience or track record, please let me know. Thank you.

Sincerely yours,

Nicole L. Travis

Tanner, Rob

From: Travis, Nicole L
Sent: Thursday, August 27, 2015 8:15 AM
To: Hargens, D
Cc: Tanner, Rob
Subject: Contest Notice of Demotion - Nicole Travis
Attachments: Contest Letter - Nicole Travis.docx

Dr. Hargens-

Good Morning! Please see attached for my notice to contest the notice of demotion that I received on Monday, August 17, 2015. I also sent a copy of the attached notice/letter via regular and certified mail and brought hand-delivered copy. I appreciate the opportunity to share my employment experience and track record. Thank you.

-Nicole

Nicole Travis

E-Mail: nicole.travis@jefferson.kyschools.us

"It takes a whole village to raise a child." -African Proverb

CONFIDENTIALITY NOTICE: This e-mail message, including any attachments, is intended for the sole use of the intended recipient(s) and may contain confidential and privileged information from Jefferson County Public Schools. If you are not the intended recipient, please be advised that any unauthorized review, disclosure, copying, distribution, or use of the contents is prohibited. If you have received this communication in error, please notify the sender immediately by reply e-mail and destroy all copies of the original message. Thank you.

Summative Evaluation
FORM A.1-AP

Evaluator Recommends

<input type="checkbox"/>	Retention
<input checked="" type="checkbox"/>	Reassignment
<input type="checkbox"/>	Discharge

JEFFERSON COUNTY PUBLIC SCHOOLS

ADMINISTRATOR PERFORMANCE EVALUATION
(ASSISTANT PRINCIPALS ONLY)

NAME: Nicole Travis LOCATION NUMBER: 087 DATE: 8/10/15
ID #: [REDACTED] SCHOOL/SITE NAME: Smyrna Traditional Elementary
EVALUATOR: Tiffany Stith JOB TITLE: Assistant Principal
DATES OF OBSERVATIONS: 8/13/14, 10/09/14, 12/10/14, 1/7/15,
3/4/15, 4/14/15, 7/13/15, 7/28/15, 8/5/15

A. PERFORMANCE RATING

The evaluator will assess the employee's job performance on the job performance standards/indicators by checking the appropriate column as defined below. A summary statement describing the overall performance on the standard should be included where indicated. A summary statement MUST be included to explain areas assessed as marginal or substandard.

Not Applicable: The objective does not apply to the employee's job function.
(N/A)

EXCEEDS STANDARD: Employee's performance consistently exceeds the standards and
(ES) administrative objective. The employee demonstrates initiative and requires minimal supervision.

MEETS STANDARD: Employee's performance meets the standard and the administrative
(MS) objective. The employee follows instructions, accepts responsibility and requires normal or infrequent supervision.

MARGINAL: Employee's performance is less than the standard expected and
(M) needs improvement. The employee requires frequent supervision and direction.

FAILS TO MEET Employee's performance is substantially below expectations and is
STANDARDS: totally unacceptable. The employee rarely accomplishes the
(FS) objective even with frequent supervision and direction.

NOTE: The Professional Growth Plan must include performance areas assessed as marginal.

FORM A.1-AP

I. INSTRUCTIONAL LEADERSHIP

- A. PROVIDES LEADERSHIP TO THE DEVELOPMENT OF LOCAL SCHOOL GOALS AND OBJECTIVES TO GUIDE INSTRUCTION AND TO THE IMPLEMENTATION OF DISTRICT PROGRAMS | NA | ES | MS | x M | FS |

Ms. Travis has not provided leadership to the development of local school goals and objectives to guide instruction and to the implementation of district programs by communicating the district Strategic Plan as evidenced in faculty meeting agendas and as instructed. Ms. Travis is not effective in her role of ARC chair in guiding the ECE program of the school. Required deadlines have been missed, meetings have not been held within required timelines, and required documentation is often incomplete or nonexistent.

- B. PROVIDES FOR MANAGEMENT OF INSTRUCTION | NA | ES | MS | M | x FS |

Ms. Travis does not monitor student progress toward achievement of instructional objectives. Ms. Travis does not collect, organize, analyze, or interpret data as evidenced by not completing information in Infinite Campus within a timely manner.

- C. EFFECTIVELY IMPLEMENTS EVALUATION STRATEGIES ORIENTED TOWARD IMPROVEMENT OF INSTRUCTION | NA | ES | MS | M | x FS |

Ms. Travis did not submit and complete her assigned caseload for 2014-2015 teacher observations and formative and summative written evaluations within the local and state timelines. Ms. Travis did not enter required information in the state-approved technology platform for implementation of TPGES activities for her evaluation caseload. Ms. Travis failed to communicate with the principal that she did not complete the activities.

- D. PROVIDES LEADERSHIP FOR POSITIVE EDUCATIONAL CHANGE | NA | ES | MS | M | x FS |

Ms. Travis did not involve staff members in a systematic change process that is known and understood. Ms. Travis does not take initiative in addressing change and correcting areas identified as deficient.

- E. PROMOTES ONGOING STAFF DEVELOPMENT; MANAGES THE FORMULATION AND IMPLEMENTATION OF STAFF DEVELOPMENT AND TRAINING PROGRAMS TO IMPROVE INSTRUCTION | NA | ES | MS | x M | FS |

Ms. Travis coached a teacher at the direction of the school principal to assist with classroom management. Ms. Travis did not provide leadership to the planning, development and provision of staff development activities for teachers and other staff as documented in faculty meeting agendas. Ms. Travis did not involve faculty in staff development activities for assessing and identifying staff development needs.

- F. COMMUNICATES STANDARDS OF EXPECTED PERFORMANCE | NA | ES | MS | x M | FS |

Ms. Travis failed to communicate to teachers expectations for high instructional performance by not completing observations and providing feedback. Ms. Travis did not establish a system of accountability for submission of documents by teachers in the ECE process.

- G. PROVIDES LEADERSHIP FOR APPROPRIATE CURRICULUM AND ORGANIZES AND MANAGES STAFF, STUDENTS, PROGRAMS AND

ACTIVITIES TO ACCOMPLISH INSTRUCTIONAL GOALS

| NA | ES | MS | M | x FS |

Ms. Travis attended professional developments on transforming school culture, safe crisis management, equity and inclusion, ARC Chairperson training, and Code of Conduct; however, she did not come back and share the knowledge with administrators and teachers to provide leadership for appropriate curriculum. Ms. Travis has not acted as an instructional leader for staff members and students, nor has she provided leadership through organizing and implementing programs and activities.

SUMMARY STATEMENT: Mr. Travis fails to demonstrate effective instructional leadership in the school. Ms. Travis failed to address concerns noted in the Notice of Significant Deficiency in the area of Instructional Leadership.

II. SCHOOL MANAGEMENT

A. PROVIDES FOR EFFECTIVE AND EFFICIENT DAY-BY-DAY OPERATION OF THE SCHOOL

| NA | ES | MS | x M | FS

Ms. Travis did not collaborate with the school based PBIS/Student Response Team to help create and sustain positive learning environments. Although Ms. Travis supervised the lunchroom, there was not a system of management of staff or students developed by her to improve the environment. Ms. Travis left the school on a day in which she was the designated administrator in charge.

B. ENSURES THAT SCHOOL PLANT AND FACILITIES ARE CONDUCTIVE TO A POSITIVE LEARNING ENVIRONMENT

| NA | ES | x MS | M | FS

Ms. Travis coordinated safety drills as outlined in the JCPS safety manual; however, she did not create a schedule and share with administrative staff.

C. ENSURES EFFICIENT MANAGEMENT OF BUILDING-LEVEL FISCAL RESOURCES

| x NA | ES | MS | M | FS |

D. PROMOTES AND MAINTAINS A POSITIVE SCHOOL CLIMATE

| NA | ES | MS | M | x FS |

Ms. Travis does not use systematic procedures to assess school climate and make changes as necessary. She has not developed an efficient and effective system of tracking bus and classroom referrals in order to identify trends and address concerns.

E. ESTABLISHES AND MAINTAINS EFFECTIVE DISCIPLINE IN THE SCHOOL

| NA | ES | MS | M | x FS |

Ms. Travis did not complete evaluations for the certification in Safe Crisis Management in the months of November, February, and May as evidenced in pd Central for the 2014-2015 school year.

F. DEMONSTRATES EFFECTIVE ORAL AND WRITTEN COMMUNICATION SKILLS

| NA | ES | MS | x M | FS |

Ms. Travis does not provide clear, concise and appropriate information about school operations to staff, parents, and students as evidenced by faculty meeting agendas and administrative staff meeting minutes. Ms. Travis has not developed an effective system of tracking communication with parents, staff, and district

personnel.

G. DEMONSTRATES EFFECTIVE PROBLEM-SOLVING AND
DECISION-MAKING SKILLS

| NA | ES | MS | M | x FS |

Ms. Travis fails to seek input from the administrative staff or school district when serving as the ARC Chair to follow JCPS district and federal guidelines. Ms. Travis fails to establish priorities and complete tasks as directed by the principal. Ms. Travis held an ARC meeting and did not invite the speech teacher to attend the meeting to assist with language testing. Ms. Travis failed to provide an ECE schedule within the timeline directed by the principal.

A retired administrator was brought in to help provide additional support for Ms. Travis.

H. DEMONSTRATES EFFECTIVE ORGANIZATIONAL SKILLS

| NA | ES | MS | M | xFS |

Ms. Travis fails to contact parents by phone when arranging ARC meetings as instructed and fails to direct the ECE clerk to complete specific tasks. Ms. Travis fails to schedule meetings in advance in order to meet compliance with ECE timelines although direction and support for improvement in this area was provided by school and district personnel (ECE consulting teacher and ECE Placement Specialist).

SUMMARY STATEMENT: Ms. Travis fails to demonstrate effective school management. Ms. Travis failed to adequately address concerns noted in the Notice of Significant Deficiency in the area of School Management.

III. INTERPERSONAL RELATIONSHIPS

A. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH STUDENTS

| NA | ES | x MS | M | FS |

Ms. Travis is supportive of students and works well in one-on-one and small group situations.

B. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH STAFF

| NA | ES | MS | x M | FS |

Ms. Travis does not consistently communicate or enforce district policy with staff members regarding ECE policies and procedures.

C. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH OTHER ADMINISTRATORS

| NA | ES | MS | M | x FS |

Ms. Travis does not consistently communicate with each member of the administrative team. Ms. Travis does not always communicate school issues such as personnel and/or school safety to the principal. Ms. Travis fails to respond to email from the principal in a timely manner.

D. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH PARENTS/COMMUNITY

| NA | ES | MS | x M | FS |

SUMMARY STATEMENT: Ms. Travis does not communicate with colleagues and administrators effectively. Ms. Travis failed to adequately address concerns noted in the Notice of Significant Deficiency in the area of Interpersonal Relationships.

IV. PROFESSIONAL RESPONSIBILITIES

A. IMPLEMENTS THE POLICIES AND PROCEDURES OF THE
DISTRICT AND OTHER REGULATORY AGENCIES

| NA | ES | MS | M | x FS |

Ms. Travis does not consistently follow district and other regulatory agency policies and procedures with ECE policies and procedures. She demonstrates an inability to prioritize, utilize long- and short-range planning, and problem-solve appropriately in order to implement policies and procedures.

B. DEMONSTRATES A SENSE OF PROFESSIONAL RESPONSIBILITY | NA | ES | MS | M | x FS |

SUMMARY STATEMENT: To date, sufficient evidence has not been received to demonstrate that Ms. Travis has met the job expectations as outlined in the E2s submitted on the following dates: 7/14/14, 9/12/14, 10/15/14, 12/11/14, 1/9/15, 3/9/15, 3/23/15, 3/30/15, 4/20/15, 7/13/15, and 7/31/15. Ms. Travis has not demonstrated professional responsibility in addressing the expectations for improvement as noted in the Notice of Significant Deficiencies, dated 3-9-2015.

B. COMMENTS/IDENTIFICATION OF STRENGTHS:

Ms. Travis communicates effectively in writing.

C. PROFESSIONAL GROWTH PLAN:

A Professional Growth Plan in the performance area for Ms. Travis identified the following areas in her growth plan dated 10/9/2014:

H. Demonstrates Effective Organizational Skills

1. Makes efficient use of time available.
2. Prioritizes tasks and operates according to these priorities.
3. Uses resources in optimal manner.
4. Delegates responsibility and authority when appropriate.
5. Completes duties promptly and accurately.
6. Meets deadlines.

Ms. Travis identified that the growth skills would be measured by setting up action plans and project timelines, routines, and procedures for effective implementation of ECE, Safety, Transportation, SRT, and TPGES no later than 10/31/2014. Ms. Travis identified target dates of 11/7/14, 12/19/14, 2/13/15, 4/1/15, and 5/28/15 for progress monitoring.

There is no evidence that Ms. Travis has achieved her growth plan goals.

has been () ACHIEVED () REVISED () CONTINUED

I am recommending demotion to a teaching position.

D. ADMINISTRATOR BEING EVALUATED MAY RESPOND TO ANY PART OF THE EVALUATION IN THE SPACE PROVIDED BELOW AND INITIAL THE RESPONSE:

We hereby acknowledge that a conference has been conducted, this evaluation discussed, and a copy has been provided to the administrator whose signature does not indicate agreement with the content. In the event the administrator disagrees with this evaluation, a letter expressing the nature of disagreement may be submitted to Personnel Services within ten(10) working days of receipt of evaluation with a copy to the Evaluator. An evaluation may also be appealed to the next appropriate supervisor.

Nick S. S.
Administrator

8/10/2015 Date

Jeff L. Stutz
Evaluator

August 19, 2015 Date

Distribution: Personnel File
Evaluator
Administrator

FORM A.1-AP

(12/2011)

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE
☐ POST-OBSERVATION CONFERENCE
☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): 8/7/2015 DATE OF CONFERENCE: 8/7/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

The fourth committee meeting was convened at 8 a.m. on August 7th. Present: B. Pinnick, S. Quinlan, C. Deely, T. Stith and N. Travis. On the previous day, C. Deely notified N. Travis that the focus for the fourth and final committee meeting of the Significant Deficiency process would be N. Travis's sharing of data and documentation addressing concerns as noted in the Notice of Significant Deficiencies.

Nicole Travis provided a sheet entitled, "Summary for Significant Deficiency Meeting - 8/7/2015". The sheet addressed two areas under "Instructional Leadership"; "Teacher Observations" and "ECE Documentation". The sheet included bulleted statements of plans for scheduling of observations, notifications, dates, and duties. The committee members viewed the Google calendar in which times for observations were blocked. N. Travis shared plans she has for addressing the Instructional Leadership standard. Committee members asked to see evidence of systems set up to insure that deficiencies are corrected. N. Travis stated that she was unsure of what she was being asked to share. Committee members provided examples such as wall charts to track teacher observations, spreadsheets, etc. N. Travis provided a Service Minutes Summary and Schedules for ECE students and an ARC meeting schedule. In the bulleted notes, an ARC meeting is noted as tentatively set for 8/14/2015. When asked for documentation that the meeting notices had been sent for a meeting a week out, none was provided. When asked to describe the organizational system she will utilize for teacher observations and to manage paperwork to insure that deadlines are met and paperwork is completed, N. Travis stated that each teacher will have a file folder for the paperwork.

The question was posed regarding how N. Travis had stepped forward as an Instructional Leader in curricular professional development sessions for teachers that had taken place in this week. N. Travis stated that she was able to step in to one of the professional development sessions but that the only session she was entirely present for was the RTI session held from 1-4 p.m. one day.

N. Travis stated that binders would be prepared with IEP information for special area teachers and has noted on the provided sheet that this will be accomplished no later than 8/11. When asked to provide a binder that had been prepared, N. Travis stated that she did not have one ready.

N. Travis stated that she felt the ECE process would run more smoothly this year due to new systems and procedures in place, yet little to no evidence was provided of

systems or new procedures or communication set-up.

In the area of School Management: N. Travis referenced the ARC meeting schedule document. When asked if she had blocked times out on her calendar, due to meetings not being held in a timely manner in 2014-15, N. Travis replied that she had not.

In the area of Interpersonal Relationships and Professional Responsibilities: N. Travis stated that she is in contact with placement specialist, school psychologist, and consulting teacher. When asked what system she had set up to track contacts and required follow-up, N. Travis stated that each time she has a contact regarding a student, she places a note sheet in the student folder and will create a new folder for students without existing folders. T. Stith asked to see documentation that parent contacts were logged into Infinite Campus. No documentation was provided.

The committee members expressed concern that little documentation was provided during this meeting to demonstrate how N. Travis has addressed the areas noted in the Notice of Significant Deficiencies and if there was anything else N. Travis would like to share with the committee. Nothing further was provided.

<u>8/7/15</u>	<u>Christine A. Deef</u>	<u>8/7/15</u>	<u>[Signature]</u>
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE

☐ POST-OBSERVATION CONFERENCE

☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 7-14-2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

The third committee meeting of the Significant Deficiency process was held at 4 p.m. on 7-14-2015. Present for this meeting were: Nicole Travis, Ben Pinnick (Peer Support), Tiffany Stith (Principal), and Susan Quinlan and Christine Deely (Evaluators). An agenda was provided to all committee members on 7-13-2015.

The meeting began with a review of the timeline of the deficiency process. S. Quinlan has completed two observations with documentation on an E2. C. Deely has completed one observation with documentation on an E2. T. Stith documents on an E2, weekly meetings between herself and N. Travis. B. Pinnick visited Smyrna Elementary for a one-on-one peer support meeting and has kept documentation of correspondence between himself and N. Travis. The fourth committee meeting was set for 8-7-2015 at 4 p.m.

T. Stith began by stating that her expectations and the responsibilities for N. Travis for the upcoming year have not changed and that had been communicated to N. Travis. N. Travis stated that she understood the expectations and roles and responsibilities and did not need clarification.

N. Travis was on leave at the end of the 2014-2015 school year. T. Stith stated that during N. Travis's absence, T. Stith discovered that the required entries had not been made by N. Travis into CIITS. T. Stith contacted the state department to gain access in order to meet required deadlines for entry. There had been no communication from N. Travis to T. Stith stating that the task was not completed or for an update on progress. Teacher observations and evaluations had not been completed by N. Travis. N. Travis stated that observations were completed, but E2 conference summaries and summative evaluations were not completed. Also during N. Travis's absence, a retired administrator completed twenty-two ECE meetings in a space of three weeks to meet required deadlines. The meetings were not completed in a timely fashion by N. Travis, as ARC chair. T. Stith stated that N. Travis must be an instructional leader in the school.

S. Quinlan reviewed concerns that were observed during her visits. S. Quinlan discussed lack of communication in seeking clarification on assigned tasks, stating that if N. Travis is unclear regarding expectations, she must clarify with T. Stith. S. Quinlan made suggestions for documentation of tasks so that N. Travis can share her work in addressing areas of deficiency. S. Quinlan stated, "I've not seen systems or

paperwork that show us where you are and how you're addressing the concerns." S. Quinlan asked N. Travis why she did not complete observations as directed by T. Stith. N. Travis replied, "I only have so much time." N. Travis repeated throughout this conference that she does not feel she has the time to complete all of her tasks. She stated that she makes herself available to students, teachers and parents.

C. Deely discussed the need for systems and procedures in order to maximize time. C. Deely and S. Quinlan had each observed an ECE meeting which went longer than necessary. A lack of prior preparation for meetings was discussed as a cause of inefficient time usage. Development of timelines for projects was discussed so that steps are clearly defined with an end date in mind. C. Deely stated that all administrators are expected to be available to students, teachers and parents and accomplish tasks required of them. Time management and organization continue to be areas of concern.

N. Travis stated that she did not understand how she could create timelines and still get her work done. She stated that she is organized and stays in the school in the evenings to work. She stated that she does not have access to the building on the weekends, which limits her work.

A discussion was held on usage of the ECE clerk to assist with paperwork. N. Travis stated that the clerk, who is available to assist two days per week, was not efficient. Suggestions were provided to N. Travis for providing the clerk with expectations and follow-through if the expectations were not met. B. Pinnick provided the suggestion of holding ECE meetings on certain days of the week in order to utilize the clerk's services and to free up other days for other tasks. N. Travis stated that this was originally intended.

B. Pinnick asked, "The understanding is that expectations and responsibilities have not changed, so what are you going to change to make it different?" N. Travis shared a list she had developed of tasks for completion for ECE paperwork. She stated that she had worked on ECE planning, but would follow that with work on planning for transportation. C. Deely suggested that she visit B. Pinnick's school to view systems and procedures in another setting.

B. Pinnick then exited the meeting and the Evaluators and Principal discussed with N. Travis how to utilize the summer work time to establish systems for her roles and responsibilities. T. Stith discussed use of calendar to share meetings and tasks and to establish timelines.

7-17-15 Christine A. Deely 7/12/2015 N. Travis
DATE EVALUATOR DATE EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE

☐ POST-OBSERVATION CONFERENCE

☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 5/4/2015,
5/6/2015, 7/13/15

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis, assistant principal, requested to meet with the principal weekly after a conference between the principal and assistant principal was held on March 9, 2015. During the March 9 conference, a Notice of Significant Deficiency Form A was issued to Ms. Travis. The principal and assistant principal agreed to meet every Monday at 9:30 a.m. from March 16, 2015 to May 26, 2015. The principal and assistant principal will not meet on Monday April 6, 2015 (spring break) and May 25, 2015 (Memorial Day). The principal reported to the assistant principal that the weekly meetings would be documented on an E2 form.

Conferences were held with Ms. Travis on Monday, May 4, 2015 and Wednesday, May 6, 2015. Ms. Travis was absent the week of April 27 – May 1, therefore, no conference was held that week. The purpose of this conference was to discuss the job responsibilities, absences (Ms. Travis is out of sick days), summative evaluations, ECE concerns (missed district deadline date of April 30 to hold all ECE meetings completed that are on the Infinite Campus report IEP ending date and Re-Evaluation with a deadline date of October 1), and transportation.

Employee Absences

Ms. Travis reported an absence via email to the principal on 4/27 at 7:27 a.m. and then for the remainder of the week via subsequent e-mails. Ms. Travis' e-mails to the principal and others included information regarding rescheduling of meetings and upcoming duties. The principal replied via e-mail with priority questions that were not covered in Ms. Travis' e-mails. There was no reply. Ms. Travis reported during this conference that she did not see the emails. From Ms. Travis' e-mails, it is clear that Ms. Travis knew of upcoming deadlines and the need to re-schedule meetings. It is expected that Ms. Travis communicate directly with the principal via phone to discuss adjustment and reassignment of tasks during an absence.

In addition, Ms. Travis has no sick leave available to her. The school secretary e-mailed Ms. Travis twice with questions regarding what type of leave Ms. Travis would utilize for her absences and reminded Ms. Travis that personal leave must be approved by the principal. The question was time-sensitive, for documentation in "Time and Attendance". Ms. Travis did not reply or request personal leave, and therefore, was docked for the absences.

Summative Evaluations

Ms. Travis and the principal were to review summative drafts of teacher evaluations on Friday, April 24th at 9:30 a.m. The principal sent Ms. Travis an email at 12:34 p.m. requesting to have the summative drafts by 3:30 p.m. That afternoon, Ms. Travis submitted paper copies of summative evaluations that had indicators marked on page 1 for the teacher standards. Growth plan information was not included on the draft summative evaluations submitted to the principal on Friday, April 24. Ms. Travis did not contact the school

principal during the week of April 27 - May 1 to discuss the summative drafts. Teacher evaluations are required to be signed off by May 1 according to district policy. As a result of Ms. Travis' failure to complete evaluations as directed and required by the principal, the principal completed the drafting of summative evaluations that were the assistant principal's caseload. In addition, evaluation conferences with each teacher on Ms. Travis' caseload had not been held, and the principal was then required to add the evaluation conferences to her caseload in order to meet the May 1 deadline. Ms. Travis failed to make efficient use of time available, did not meet the district deadline, and failed to prioritize tasks and operates according to these priorities. It is expected that Ms. Travis prioritize tasks and complete duties in a timely manner so that in case of absence or emergency, other employees are not required to complete tasks assigned to her.

ECE Deadlines

The principal reported to the assistant principal that ECE meetings were not completed by April 30 as set by the school district. The principal reported to Ms. Travis that she should continue to work on time management and organization to meet deadlines. Ms. Travis failed to implement administrative procedures which are clear and efficient.

Transportation

The school bookkeeper reported to the principal that Ms. Travis called her and requested that she assemble yellow sheets for someone to pick up. The school bookkeeper is not assigned to the transportation and does not update records in Infinite Campus for transportation.

On Thursday, April 30, 2015 Ms. Travis sent an email to the following (school principal, school secretary, school attendance clerk, and school bookkeeper) titled Yellow Sheet Pickup. Ms. Travis stated that a former co-worker would pick up the yellow sheets so that Ms. Travis could work on them at home. The principal replied that confidential information could not be released to a person that does not work at the school.


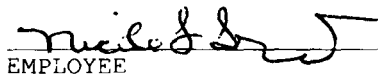
The principal reviewed with the assistant principal that confidential information should not be released to someone not associated with the school and implications that could have occurred if the yellow cards were lost or damaged. The assistant principal responded that the person she requested to pick up the sheets was a JCPS employee. The principal reiterated that school records should not be released from school property.

The principal reported to the assistant principal that the assistant principal would be removed from completing transportation responsibilities due to concerns regarding task completion and the crucial need to insure reliability of the transportation information.

Summary

Ms. Travis failed to demonstrate professional courtesy, work cooperatively with colleagues, and inform superiors or other appropriate administrators of school-related issues. Ms. Travis also failed to support, follow, and implement district policies and procedures and regulations of governmental agencies with jurisdiction over the district.

As a result of this conference, concerns continue regarding Ms. Travis's ability to complete tasks in a timely manner, correctly, and to meet deadlines. Specific directives from the Notice of Significant Deficiency Form A have not been met. It is expected that Ms. Travis fulfill her duties as assigned and comply with the directives of the Principal.

7/13/15		7/13/15	
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE

☐ POST-OBSERVATION CONFERENCE

☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 4-15-2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

The second committee meeting of the Significant Deficiency process was held at 1 p.m. on 4-15-2015. Present for this meeting were: Nicole Travis, Ben Pinnick (Peer Support), Tiffany Stith (Principal), and Susan Quinlan and Christine Deely (Evaluators). An agenda had been provided to all committee members on 4-10-2015.

To open the meeting, an adjustment was made for the final committee meeting date and time. The meeting will be held on 6-8-2015 at 9 a.m.

Each committee member then discussed what visits had taken place and documentation of the visits. S. Quinlan and C. Deely have each completed one visit / observation and have provided N. Travis with feedback and E2 documentation. T. Stith is meeting weekly with N. Travis and is providing feedback at the meeting and E2 documentation. B. Pinnick and N. Travis have spoken by phone.

At the first committee meeting, N. Travis requested that she be linked with another Assistant Principal who serves as ARC chair. C. Deely identified an Assistant Principal who serves in that role and notified N. Travis via e-mail on 3-18-2015. N. Travis stated that she had not yet been able to connect with this AP. N. Travis stated that she was, "waiting for after spring break, when they each had a lighter load." C. Deely reminded N. Travis of the timeliness of use of resources during this twelve-week deficiency period.

At this point, N. Travis was asked to share her progress and evidence in meeting expectations as noted in the Notice of Significant Deficiencies. N. Travis stated that she felt that the Monday meetings with the Principal were beneficial.

N. Travis then shared information on her rounds of observations and a copy of an unsigned E2 that she had completed on a teacher following an observation. T. Stith expressed concern that the E2 included PGES language and the Danielson domains rather than referencing the ten teacher standards that are to be the basis for 2015 evaluations. C. Deely asked to see signed E2s, noting that this day was the deadline for having all E2s signed by teachers, per JCTA / JCBE contract. N. Travis stated that she had ~~fourteen~~ ^{six} conferences set up for this day for signing of E2s. She again was asked to produce a signed E2. She stated that she could not, as she had saved all E2s to the Bellarmine University "drive" and was unable to access them for printing. She stated that she has not begun to complete Form D evaluations, which are due on 5-

1-2015. The evaluators expressed concern regarding the failure to meet the deadline for completing E2 documentation of observations and obtaining teacher signatures. T. Stith asked about the consequences of not meeting the deadline. C. Deely stated that the deadline is per the JCTA / JCBE agreement and failure to complete observations and have signed E2s by the 4-15 deadline would result in nullification of any evaluation that a teacher challenges or appeals. T. Stith stated that N. Travis is to have draft copies of all Form D summative evaluations by 4-24-2015 and PGES documentation by 5-13-2015.

N. Travis then shared a spreadsheet that she has downloaded from a district site and has added columns to note ECE dates and specifications. S. Quinlan asked if N. Travis had updated the dry erase board in her office per suggestions from the district psychologist (present on the day S. Quinlan completed an observation) in order to better track due dates. N. Travis stated that she had not, as she would have the ECE clerk do so, but that the clerk had been out for a family situation.

N. Travis shared a communication log of dates and parent contacts, which was up to date. N. Travis stated that she was up to date on submission of Behavior Intervention Logs. T. Stith stated that upon her review, there were at least 40 that needed to be updated. N. Travis stated that she had completed them before spring break, but that they must not have saved. She stated that she had tried to call district support for assistance, but had not yet been able to connect. When discussing FBAs and BIPS, T. Stith asked N. Travis if she had notes from teacher meetings on behavior. N. Travis stated she did not. T. Stith stated that a system is needed to connect behavioral and academic concerns.

N. Travis shared a binder of bus referrals and her system for addressing concerns (1st, conference with student, 2nd, call parent, more, bus class or suspension). N. Travis shared a letter she sends home with bus referrals. Upon review of the binder, there were few parent signatures on referrals, although there were some on student contracts regarding behavior. S. Quinlan stated that a procedure for gaining parent signatures on bus referrals is needed.

N. Travis then shared how she collaborates with district support (school psychologist, consulting teacher, placement specialist).

B. Pinnick then offered his support in establishing systems for time management. He and N. Travis agreed that he would visit Smyrna on Monday or Tuesday of the week following this meeting. B. Pinnick then exited the meeting.

The Evaluators and Principal then discussed with N. Travis on-going concerns regarding her ability to complete tasks and meet deadlines. They reminded her that the committee meetings were her opportunity to share her growth and evidence. In waiting until the final day to conference with ~~14~~ ⁴⁰ teachers, N. Travis was now in a situation where she was unable to meet the deadline or complete a crucial step in completing annual observations on teachers. As an instructional leader in the building it is expected that N. Travis model organization and task completion for the staff. N. Travis must prioritize and utilize better time management in order to complete crucial tasks in moving the school forward. She was again reminded of the timeliness of responding to evaluator feedback during this process and meeting expectations of the Principal and Evaluators.

N. Travis stated that she has many things on her plate and is taking care of the day-to-day tasks. The committee members agreed that on-going problems with time management, systems, and organizational skills persist and must be addressed by N. Travis. T. Stith stated that she must be able to delegate tasks to administrators and trust that timelines are met and tasks are completed.

4-21-15 Christine A. Deely 4/21/2015 Mike S
DATE EVALUATOR DATE EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

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- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
...	...	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	08/15/2011	Approved	08/15/2011
Action Number	5	Authorization Date	
Action Code	REAS - REASSIGNMENT		
Reason/Auth	CERT - CERTIFIED DEPARTMENT		
Supporting Action			
Category	S - SALARY CHANGE		
	Employee Initiated		
Status	FT - FULL TIME		
Location	019 - THE BROOK - DUPONT		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB		
Employee Type			
Supervisor	0 ...		
Department	...		
Org/Obj/Proj	0191077 ... PRINCIPAL'S OFFICE		
Comment	REAS FROM LOC 019 TO LOC 133		
Entry User	ceskri29	Entry Date	08/12/2011
Entry Event	U - RECORD UPDATED		

- Notes
- Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	ADD	JOB: 4345 PAY: 100
Employee Job Salary	ADD	JOB: 4345 PAY: 195
Employee Job Salary	UPDATE	JOB: 4355 PAY: 100

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- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
		TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	08/15/2011	Approved	09/10/2012
Action Number	5	Authorization Date	
Action Code	DATA - DATA UPDATE		
Reason/Auth	CERT - CERTIFIED DEPARTMENT		
Supporting Action			
Category	O - OTHER		
	Employee Initiated		
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB		
Employee Type			
Supervisor	0 ...		
Department	...		
Org/Obj/Proj	1331077 ...		
	PRINCIPAL'S OFFICE		
Comment	DATA UPDATE TO CORRECT PERSONNEL SUPERVISOR-SEE NOTES		
Entry User	ceskri29	Entry Date	09/07/2012
Entry Event	U - RECORD UPDATED		

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	

My File Edit Tools Help



Benefits

Pending Actions

History Detail

Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	02/13/2012	Approved	02/16/2012
Action Number	5	Authorization Date	
Action Code	LV9 - MEDICAL LV FMLA		
Reason/Auth	CERT - CERTIFIED DEPARTMENT		
Supporting Action			
Category	L - LEAVE		
Employee Initiated			
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB		
Employee Type			
Supervisor	0 ...		
Department	...		
Org/Obj/Proj	1331977
	PRINCIPAL'S OFFICE		
Comment	PER DOCUMENTATION RECEIVED-EMPLOYEE ON UNPAID FMLA DAYS		
Entry User	ceskri29	Entry Date	02/14/2012
Entry Event	U - RECORD UPDATED		

Notes

Checklist

Change History

Table	Change Type	Record Description

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 02/16/2012 Approved 02/16/2012

Action Number 5 Authorization Date

Action Code RTRN - RETURN FROM LEAVE

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE
Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type

Supervisor 0 ...

Department ...

Org/Obj/Proj 1331977 ...
PRINCIPAL'S OFFICE

Comment RETURN FROM LEAVE-SEE NOTES

Entry User ceskri29 Entry Date 02/16/2012

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 03/02/2012 [X] Approved 03/06/2012 [X]

Action Number 5 Authorization Date [X]

Action Code LV9 - MEDICAL LV FMLA

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type

Supervisor 0 ...

Department ...

Org/Obj/Proj 1331977 ...

PRINCIPAL'S OFFICE

Comment EMPLOYEE ON UNPAID FMLA INTERMITTENT MEDICAL LEAVE-SEE NOTES

Entry User ceakri29 Entry Date 03/05/2012 [X]

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 03/07/2012 Approved 03/08/2012

Action Number 5 Authorization Date

Action Code RTRN - RETURN FROM LEAVE

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type

Supervisor 0 ...

Department ...

Org/Obj/Proj 1331977 ...

PRINCIPAL'S OFFICE

Comment RETURN FROM UNPD, FMLA INTERMITTENT LEAVE-SEE NOTES

Entry User ceskri29 Entry Date 03/07/2012

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 03/27/2012 [X] Approved 04/04/2012 [X]

Action Number 5 Authorization Date [X]

Action Code LT9 - LONG TERM MEDICAL FMLA

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type

Supervisor 0 ...

Department ...

Org/Obj/Proj 1331977 ...

PRINCIPAL'S OFFICE

Comment EMPLOYEE ON UNPAID FMLA INTERMITTENT MEDICAL LEAVE-SEE NOTES

Entry User ceakri29 Entry Date 04/04/2012 [X]

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
		TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	03/28/2012	Approved	04/04/2012	
Action Number	5	Authorization Date		
Action Code	RTRN - RETURN FROM LEAVE			
Reason/Auth	CERT - CERTIFIED DEPARTMENT			
Supporting Action				
Category	L - LEAVE			
	Employee Initiated			
Status	FT - FULL TIME			
Location	133 - LASSITER MIDDLE SCHOOL			
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB			
Employee Type				
Supervisor	0 ...			
Department	...			
Org/Obj/Proj	1331977 ... PRINCIPAL'S OFFICE			
Comment	RETURN FROM UNPD. FMLA INTERMITTENT LEAVE-SEE NOTES			
Entry User	ceskri29	Entry Date	04/04/2012	
Entry Event	A - RECORD ADDED			

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 195

My File Edit Tools Help



Benefits

Pending Actions

History Detail

Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 05/09/2012 [X] Approved 05/10/2012 [X]
 Action Number 5 Authorization Date [X]
 Action Code LV9 - MEDICAL LV FMLA
 Reason/Auth CERT - CERTIFIED DEPARTMENT
 Supporting Action
 Category L - LEAVE
 Employee Initiated
 Status FT - FULL TIME
 Location 133 - LASSITER MIDDLE SCHOOL
 Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB
 Employee Type
 Supervisor 0 ...
 Department ...
 Org/Obj/Proj 1331977 ...
 PRINCIPAL'S OFFICE
 Comment EMPLOYEE ON UNPD, FMLA INTERMITTENT MEDICAL LEAVE-SEE NOTES
 Entry User ceskri29 Entry Date 05/09/2012 [X]
 Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	07/01/2012	Approved	[REDACTED]
Action Number	0	Authorization Date	[REDACTED]
Action Code	SAL - SALARY CHANGE		
Reason/Auth	[REDACTED]		
Supporting Action	[REDACTED]		
Category	S - SALARY CHANGE		
	Employee Initiated		
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB		
Employee Type	[REDACTED]		
Supervisor	0 ...		
Department	...		
Org/Obj/Proj	1331977
	PRINCIPAL'S OFFICE		
Comment	Mass Contract Increase/Decrease		
Entry User	egreen3	Entry Date	06/29/2012
Entry Event	C - CONTRACT INCREASE		

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB: 4045 PAY: 195
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4355 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 05/10/2012 [icon] Approved 05/10/2012 [icon]
 Action Number 5 Authorization Date [icon]
 Action Code RTRN - RETURN FROM LEAVE
 Reason/Auth CERT - CERTIFIED DEPARTMENT
 Supporting Action
 Category L - LEAVE
 Employee Initiated
 Status FT - FULL TIME
 Location 133 - LASSITER MIDDLE SCHOOL
 Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB
 Employee Type
 Supervisor 0 ...
 Department ...
 Org/Obj/Proj 1331977 ...
 PRINCIPAL'S OFFICE
 Comment RETURN FROM UNPD. FMLA INTERMITTENT LEAVE-SEE NOTES
 Entry User ceskri29 Entry Date 05/09/2012 [icon]
 Entry Event A - RECORD ADDED

Notes
 Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	07/01/2012	[Edit]	Approved	[Edit]	
Action Number	0		Authorization Date	[Edit]	
Action Code	SAL - SALARY CHANGE				
Reason/Auth					
Supporting Action					
Category	S - SALARY CHANGE				
	<input type="checkbox"/> Employee Initiated				
Status	FT - FULL TIME				
Location	019 - THE BROOK - DUPONT				
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB				
Employee Type					
Supervisor	0 ...				
Department	...				
Org/Obj/Proj	0191077 ... PRINCIPAL'S OFFICE				
Comment	Mass Contract Increase/Decrease				
Entry User	egreen3		Entry Date	06/29/2012 [Edit]	
Entry Event	C - CONTRACT INCREASE				

- Notes
- Checklist

Change History

Table	Change Type	Record Description

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 07/24/2012 [X] Approved 07/25/2012 [X]

Action Number 5 Authorization Date [X]

Action Code NMAD - NAME/ADDRESS CHANGE

Reason/Auth NACE - NAME/ADDR CERTIFIED

Supporting Action

Category O - OTHER

Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type

Supervisor 0 ...

Department ...

Org/Obj/Proj 1331077 ...

PRINCIPAL'S OFFICE

Comment ADDRESS CHANGE

Entry User Iroller1 Entry Date 07/24/2012 [X]

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Emergency Contact	UPDATE	

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	06/11/2013	Approved	06/13/2013
Action Number	5	Authorization Date	
Action Code	NMAD - NAME/ADDRESS CHANGE		
Reason/Auth	NACE - NAME/ADDR CERTIFIED		
Supporting Action			
Category	O - OTHER		
	Employee Initiated		
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) Y8		
Employee Type			
Supervisor	0 ...		
Department	...		
Org/Obj/Proj	1331077
	PRINCIPAL'S OFFICE		
Comment	ADDRESS CHANGE PER DOCUMENT ON FILE		
Entry User	spitts3	Entry Date	06/11/2013
Entry Event	U - RECORD UPDATED		

Notes
Checklist

Change History

Table	Change Type	Record Description
Employee Address	UPDATE	HOME ADDRESS

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 07/01/2013 Approved

Action Number 0 Authorization Date

Action Code SAL - SALARY CHANGE

Reason/Auth

Supporting Action

Category S - SALARY CHANGE
Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type

Supervisor 0 ...

Department ...

Org/Obj/Proj 1331077 ...
PRINCIPAL'S OFFICE

Comment Mass step increase

Entry User ceskri29 Entry Date 07/18/2013

Entry Event S - STEP INCREASE

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
		TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	07/11/2013	Approved	07/17/2013
Action Number	5	Authorization Date	
Action Code	NMAD - NAME/ADDRESS CHANGE		
Reason/Auth	NACE - NAME/ADDR CERTIFIED		
Supporting Action			
Category	O - OTHER		
	Employee Initiated		
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB		
Employee Type			
Supervisor	0 ...		
Department	...		
Org/Obj/Proj	1331077 ... PRINCIPAL'S OFFICE		
Comment	ADDRESS CHANGE PER POSTAL DOCUMENT		
Entry User	spitts3	Entry Date	07/11/2013
Entry Event	U - RECORD UPDATED		

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Address	UPDATE	HOME ADDRESS

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 12/09/2013 [X] Approved 01/24/2014 [X]

Action Number 5 Authorization Date [X]

Action Code LV9 - MEDICAL LV FMLA

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 1331077 ... 011021 ... 900XN ...
 CERTIFIED SALARY-AST PRINCIPAL

Comment EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER

Entry User kcummi1 Entry Date 01/23/2014 [X]

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	12/17/2013	Approved	01/24/2014
Action Number	5	Authorization Date	
Action Code	RTRN - RETURN FROM LEAVE		
Reason/Auth	CERT - CERTIFIED DEPARTMENT		
Supporting Action			
Category	L - LEAVE		
	<input type="checkbox"/> Employee Initiated		
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB		
Employee Type	PRIM - PRIMARY BASE PAY RECORD		
Supervisor	[REDACTED] ... ARMOUR, TIFFENY		
Department	...		
Org/Obj/Proj	1331077 ... 011021 ... 900XN ...		
	CERTIFIED SALARY-AST PRINCIPAL		
Comment	RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.		
Entry User	kcunni1	Entry Date	01/23/2014
Entry Event	U - RECORD UPDATED		

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB: 4040 P40: 100

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
		TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	01/08/2014	Approved	02/13/2014
Action Number	5	Authorization Date	
Action Code	LV9 - MEDICAL LV FMLA		
Reason/Auth	CERT - CERTIFIED DEPARTMENT		
Supporting Action			
Category	L - LEAVE		
	Employee Initiated		
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) Y8		
Employee Type	PRIM - PRIMARY BASE PAY RECORD		
Supervisor	... ARMOUR, TIFFENY		
Department	...		
Org/Obj/Proj	1331077 ...	011021 ...	9000N ...
	CERTIFIED SALARY-AST PRINCIPAL		
Comment	EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER		
Entry User	kcunni1	Entry Date	02/12/2014
Entry Event	U - RECORD UPDATED		

- Notes
- Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 195

My File Edit Tools Help



Benefits

Pending Actions

History Detail

Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 01/08/2014 Approved 02/13/2014

Notes

Action Number 5 Authorization Date

Checklist

Action Code RTRN - RETURN FROM LEAVE

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department

Org/Obj/Proj 1331077 011021 900XN

CERTIFIED SALARY-AST PRINCIPAL

Comment RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.

Entry User kounni1 Entry Date 02/12/2014

Entry Event U - RECORD UPDATED

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 01/16/2014 [X] Approved 02/13/2014 [X]
 Action Number 5 Authorization Date [X]
 Action Code LV9 - MEDICAL LV FMLA
 Reason/Auth CERT - CERTIFIED DEPARTMENT
 Supporting Action
 Category L - LEAVE
☐ Employee Initiated
 Status FT - FULL TIME
 Location 133 - LASSITER MIDDLE SCHOOL
 Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB
 Employee Type PRIM - PRIMARY BASE PAY RECORD
 Supervisor [REDACTED] ... ARMOUR, TIFFENY
 Department ...
 Org/Obj/Proj 1331077 ... 011021 ... 900XN ...
 CERTIFIED SALARY-AST PRINCIPAL
 Comment EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER
 Entry User kounni1 Entry Date 02/12/2014 [X]
 Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 195

My File Edit Tools Help



Benefits

Pending Actions

History Detail

Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 01/17/2014 Approved 02/13/2014

Notes

Action Number \$ Authorization Date

Checklist

Action Code RTRN - RETURN FROM LEAVE

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

☐ Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department

Org/Obj/Proj 1331077 ... 011021 ... 900XN ...

CERTIFIED SALARY-AST PRINCIPAL

Comment RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.

Entry User kcunni1 Entry Date 02/12/2014

Entry Event U - RECORD UPDATED

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 01/27/2014 Approved 03/03/2014

Action Number 5 Authorization Date

Action Code LV9 - MEDICAL LV FMLA

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department

Org/Obj/Proj 1331077 ... 011021 ... 9000N ...

CERTIFIED SALARY-AST PRINCIPAL

Comment EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER

Entry User kurni1 Entry Date 02/28/2014

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 02/04/2014 Approved 03/03/2014
 Action Number 5 Authorization Date
 Action Code RTRN - RETURN FROM LEAVE
 Reason/Auth CERT - CERTIFIED DEPARTMENT
 Supporting Action
 Category L - LEAVE
 Employee Initiated
 Status FT - FULL TIME
 Location 133 - LASSITER MIDDLE SCHOOL
 Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB
 Employee Type PRIM - PRIMARY BASE PAY RECORD
 Supervisor [REDACTED] ARMOUR, TIFFENY
 Department ...
 Org/Obj/Proj 1331077 ... 011021 ... 9000N ...
 CERTIFIED SALARY-AST PRINCIPAL
 Comment RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.
 Entry User kounni1 Entry Date 02/28/2014
 Entry Event U - RECORD UPDATED

Notes
 Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
		TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	02/24/2014	Approved	04/02/2014
Action Number	2	Authorization Date	
Action Code	LV9 - MEDICAL LV FMLA		
Reason/Auth	CERT - CERTIFIED DEPARTMENT		
Supporting Action			
Category	L - LEAVE		
	<input type="checkbox"/> Employee Initiated		
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) Y8		
Employee Type	PRIM - PRIMARY BASE PAY RECORD		
Supervisor	... ARMOUR, TIFFENY		
Department	...		
Org/Obj/Proj	1331077 ... 011021 ... 9000N ...		
	CERTIFIED SALARY-AST PRINCIPAL		
Comment	EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER		
Entry User	lcunni1	Entry Date	04/01/2014
Entry Event	U - RECORD UPDATED		

Notes

Checklist

Change History

Table	Change Type	Record Description
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My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	02/25/2014	Approved	04/02/2014
Action Number	2	Authorization Date	
Action Code	RTRN - RETURN FROM LEAVE		
Reason/Auth	CERT - CERTIFIED DEPARTMENT		
Supporting Action			
Category	L - LEAVE		
	<input type="checkbox"/> Employee Initiated		
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) Y8		
Employee Type	PRIM - PRIMARY BASE PAY RECORD		
Supervisor	[REDACTED] ARMOUR, TIFFENY		
Department	...		
Org/Obj/Proj	1331077	011021	9000N
	CERTIFIED SALARY-AST PRINCIPAL		
Comment	EMPLOYEE RETURNED FROM FMLA MEDICAL LEAVE INTERMITTENT.		
Entry User	kcunni1	Entry Date	04/01/2014
Entry Event	U - RECORD UPDATED		

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	DOB: 4148 PA: 133

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 02/27/2014 [X] Approved 04/02/2014 [X]

Action Number [REDACTED] 2 Authorization Date [X]

Action Code LV9 - MEDICAL LV FMLA

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

☐ Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ... ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 1331077 ... 011021 ... 900XN ...
 CERTIFIED SALARY-AST PRINCIPAL

Comment EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER

Entry User kurni1 Entry Date 04/01/2014 [X]

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	03/05/2014	Approved	04/02/2014
Action Number	2	Authorization Date	
Action Code	RTRN - RETURN FROM LEAVE		
Reason/Auth	CERT - CERTIFIED DEPARTMENT		
Supporting Action			
Category	L - LEAVE		
	<input type="checkbox"/> Employee Initiated		
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB		
Employee Type	PRIM - PRIMARY BASE PAY RECORD		
Supervisor	[REDACTED] .. ARMOUR, TIFFENY		
Department	...		
Org/Obj/Proj	1331077 ... 011021 ... 9000N ...		
	CERTIFIED SALARY-AST PRINCIPAL		
Comment	RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.		
Entry User	kcunni1	Entry Date	04/01/2014
Entry Event	U - RECORD UPDATED		

- Notes
- Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB: 4045 PAY: 100

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 03/06/2014 Approved 03/06/2014

Action Number \$ Authorization Date

Action Code NMAD - NAME/ADDRESS CHANGE

Reason/Auth NACE - NAME/ADDR CERTIFIED

Supporting Action

Category O - OTHER

☐ Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ... ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 1331077 ... 011021 ... 9000N ...

CERTIFIED SALARY-AST PRINCIPAL

Comment ADDRESS CHANGED PER USPS RETURN MAIL LABEL.

Entry User djacks01 Entry Date 03/06/2014

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Address	UPDATE	HOME ADDRESS

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	03/10/2014	Approved	04/21/2014
Action Number	2	Authorization Date	
Action Code	LVM - MEDICAL LEAVE		
Reason/Auth	CERT - CERTIFIED DEPARTMENT		
Supporting Action			
Category	L - LEAVE		
	Employee Initiated		
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB		
Employee Type	PRIM - PRIMARY BASE PAY RECORD		
Supervisor	[REDACTED] ... ARMOUR, TIFFENY		
Department	...		
Org/Obj/Proj	1331077 ... 011021 ... 900XN ...		
	CERTIFIED SALARY-AST PRINCIPAL		
Comment	EMPLOYEE ON REGULAR MEDICAL LEAVE		
Entry User	ksunni1	Entry Date	04/18/2014
Entry Event	U - RECORD UPDATED		

Notes

Checklist

Change History

Table	Change Type	Record Description

My File Edit Tools Help



Benefits

Pending Actions

History Detail

Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 03/11/2014 Approved 04/21/2014

Action Number 2 Authorization Date

Action Code RTRN - RETURN FROM LEAVE

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

☐ Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department

Org/Obj/Proj 1331077 011021 900XN

CERTIFIED SALARY-AST PRINCIPAL

Comment RETURN FROM REGULAR MEDICAL LEAVE.

Entry User kcunni1 Entry Date 04/18/2014

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB: 4045 PA: 100

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 03/17/2014 [X] Approved 04/15/2014 [X]
 Action Number 2 Authorization Date [X]
 Action Code LV9 - MEDICAL LV FMLA
 Reason/Auth CERT - CERTIFIED DEPARTMENT
 Supporting Action
 Category L - LEAVE
☐ Employee Initiated
 Status FT - FULL TIME
 Location 133 - LASSITER MIDDLE SCHOOL
 Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB
 Employee Type PRIM - PRIMARY BASE PAY RECORD
 Supervisor [REDACTED] ARMOUR, TIFFENY
 Department ...
 Org/Obj/Proj 1331077 ... 011021 ... 9000N ...
 CERTIFIED SALARY-AST PRINCIPAL
 Comment EMPLOYEE ON FMLA INTERMITTENT LEAVE.
 Entry User tkelma1 Entry Date 04/15/2014 [X]
 Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description

My File Edit Tools Help



Benefits

Pending Actions

History Detail

Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 09/17/2014 [X] Approved 05/13/2014 [X]

Notes

Action Number 2 Authorization Date [X]

Checklist

Action Code RESL - RESCIND LEAVE

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 1331077 ... 011021 ... 900XN ...

CERTIFIED SALARY-AST PRINCIPAL

Comment RESCIND LEAVE TO APPLY 5 SICK BANK DAYS FROM JCTA.

Entry User kgunni1 Entry Date 05/09/2014 [X]

Entry Event U - RECORD UPDATED

Change History

Table	Change Type	Record Description

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 03/24/2014 [11/2] Approved 04/15/2014 [11/2]

Action Number 2 Authorization Date [11/2]

Action Code RTRN - RETURN FROM LEAVE

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

☐ Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 1331077 ... 011021 ... 900XN ...

CERTIFIED SALARY-AST PRINCIPAL

Comment RETURN FROM INTERMITTENT LEAVE.

Entry User tkelma1 Entry Date 04/15/2014 [11/2]

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 05/02/2014 [X] Approved 06/09/2014 [X]

Action Number 2 Authorization Date [X]

Action Code LV9 - MEDICAL LV FMLA

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

☐ Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 1331077 ... 011021 ... 900XN ...

CERTIFIED SALARY-AST PRINCIPAL

Comment EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER

Entry User kounni1 Entry Date 06/05/2014 [X]

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
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My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	05/05/2014	Approved	06/09/2014
Action Number	2	Authorization Date	
Action Code	RTRN - RETURN FROM LEAVE		
Reason/Auth	CERT - CERTIFIED DEPARTMENT		
Supporting Action			
Category	L - LEAVE		
	<input type="checkbox"/> Employee Initiated		
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB		
Employee Type	PRIM - PRIMARY BASE PAY RECORD		
Supervisor	[REDACTED] ... ARMOUR, TIFFENY		
Department	...		
Org/Obj/Proj	1331077 ... 011021 ... 900XN ...		
	CERTIFIED SALARY-AST PRINCIPAL		
Comment	RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.		
Entry User	kcunni1	Entry Date	06/05/2014
Entry Event	U - RECORD UPDATED		

- Notes
- Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB 4045 PAY 100

My File Edit Tools Help



Benefits

Pending Actions

History Detail

Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 05/08/2014 [X] Approved 06/09/2014 [X]

Notes

Action Number 2 Authorization Date [X]

Checklist

Action Code LV9 - MEDICAL LV FMLA

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 1331077 ... 011021 ... 900XN ...

CERTIFIED SALARY-AST PRINCIPAL

Comment EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER

Entry User kcunni1 Entry Date 06/05/2014 [X]

Entry Event U - RECORD UPDATED

Change History

Table	Change Type	Record Description

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 05/05/2014 [X] Approved 06/09/2014 [X]

Action Number 2 Authorization Date [X]

Action Code RTRN - RETURN FROM LEAVE

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

☐ Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 1331077 ... 011021 ... 900XN ...

CERTIFIED SALARY-AST PRINCIPAL

Comment RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.

Entry User kunn1 Entry Date 06/05/2014 [X]

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB: 4043 PAY: 100

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
		TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	05/25/2014	Approved	06/27/2014
Action Number	2	Authorization Date	
Action Code	LV9 - MEDICAL LV FMLA		
Reason/Auth	CERT - CERTIFIED DEPARTMENT		
Supporting Action			
Category	L - LEAVE		
	<input type="checkbox"/> Employee Initiated		
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB		
Employee Type	PRIM - PRIMARY BASE PAY RECORD		
Supervisor	ARMOUR, TIFFENY		
Department	...		
Org/Obj/Proj	1331077 ...	011021 ...	900XN ...
	CERTIFIED SALARY-AST PRINCIPAL		
Comment	EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER		
Entry User	kcunni1	Entry Date	06/25/2014
Entry Event	U - RECORD UPDATED		

Notes

Checklist

Change History

Table	Change Type	Record Description
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My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	06/20/2014 [X]	Approved	06/27/2014 [X]
Action Number	2	Authorization Date	[X]
Action Code	RTRN - RETURN FROM LEAVE		
Reason/Auth	CERT - CERTIFIED DEPARTMENT		
Supporting Action			
Category	L - LEAVE		
	<input type="checkbox"/> Employee Initiated		
Status	FT - FULL TIME		
Location	133 - LASSITER MIDDLE SCHOOL		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB		
Employee Type	PRIM - PRIMARY BASE PAY RECORD		
Supervisor	[REDACTED] ... ARMOUR, TIFFENY		
Department	...		
Org/Obj/Proj	1331077 ... 011021 ... 9000N ...		
	CERTIFIED SALARY-AST PRINCIPAL		
Comment	RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.		
Entry User	kcunni1	Entry Date	06/25/2014 [X]
Entry Event	U - RECORD UPDATED		

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB: 4045 P4: 100

My File Edit Tools Help



Benefits

Pending Actions

History Detail

Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 05/02/2014 [11/2] Approved 06/27/2014 [11/2]

Notes

Action Number 2 Authorization Date [11/2]

Checklist

Action Code LV9 - MEDICAL LV FMLA

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

☐ Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 1331077 ... 011021 ... 900XN ...

CERTIFIED SALARY-AST PRINCIPAL

Comment EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER

Entry User kcurri1 Entry Date 06/25/2014 [11/2]

Entry Event U - RECORD UPDATED

Change History

Table	Change Type	Record Description

My File Edit Tools Help



Benefits

Pending Actions

History Detail

Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 06/03/2014 [X] Approved 06/27/2014 [X]

Notes

Action Number 2 Authorization Date [X]

Checklist

Action Code RTRN - RETURN FROM LEAVE

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

☐ Employee Initiated

Status FT - FULL TIME

Location 133 - LASSITER MIDDLE SCHOOL

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ... ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 1331077 ... 011021 ... 900XN ...

CERTIFIED SALARY-AST PRINCIPAL

Comment RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.

Entry User kcunni1 Entry Date 06/25/2014 [X]

Entry Event U - RECORD UPDATED

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB: 4040 PAY: 100

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A-AC

Main Pay Civil Service Other

Effective 07/01/2014 [X] Approved [X]
 Action Number [REDACTED] 0 Authorization Date [X]
 Action Code SAL - SALARY CHANGE
 Reason/Auth
 Supporting Action
 Category S - SALARY CHANGE
☐ Employee Initiated
 Status FT - FULL TIME
 Location 133 - LASSITER MIDDLE SCHOOL
 Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB
 Employee Type PRIM - PRIMARY BASE PAY RECORD
 Supervisor [REDACTED] .. ARMOUR, TIFFENY
 Department ...
 Org/Obj/Proj 1331077 ...
 PRINCIPAL'S OFFICE
 Comment Mass step increase
 Entry User ceakri29 Entry Date 06/28/2014 [X]
 Entry Event S - STEP INCREASE

- Notes
- Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	07/01/2014	Approved	[REDACTED]	
Action Number	0	Authorization Date	[REDACTED]	
Action Code	SAL - SALARY CHANGE			
Reason/Auth				
Supporting Action				
Category	S - SALARY CHANGE			
	Employee Initiated			
Status	FT - FULL TIME			
Location	133 - LASSITER MIDDLE SCHOOL			
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB			
Employee Type	PRIM - PRIMARY BASE PAY RECORD			
Supervisor	[REDACTED]	ARMOUR, TIFFENY		
Department	...			
Org/Obj/Proj	1331077
	PRINCIPAL'S OFFICE			
Comment	Mass step increase			
Entry User	ceskri29	Entry Date	06/28/2014	[REDACTED]
Entry Event	S - STEP INCREASE			

- Notes
- Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB: 4045 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	07/01/2014	Approved	[REDACTED]	
Action Number	0	Authorization Date	[REDACTED]	
Action Code	STEP - STEP INCREASE CORRECTION			
Reason/Auth				
Supporting Action				
Category	S - SALARY CHANGE			
	<input type="checkbox"/> Employee Initiated			
Status	FT - FULL TIME			
Location	133 - LASSITER MIDDLE SCHOOL			
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB			
Employee Type	PRIM - PRIMARY BASE PAY RECORD			
Supervisor	[REDACTED]	ARMOUR, TIFFENY		
Department	...			
Org/Obj/Proj	1331077	...	011021	...
	CERTIFIED SALARY-AST PRINCIPAL			
Comment	Employee Import to Correct Step Processing Error			
Entry User	glukoja1	Entry Date	06/29/2014	
Entry Event	I - RECORD IMPORTED			

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPD4TE	JOB: 4143 PAY: 100

My File Edit Tools Help



Benefits

Pending Actions

History Detail

Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 07/01/2014 [X] Approved [X]
 Action Number [REDACTED] 0 Authorization Date [X]
 Action Code SAL - SALARY CHANGE
 Reason/Auth
 Supporting Action
 Category S - SALARY CHANGE
☐ Employee Initiated
 Status FT - FULL TIME
 Location 133 - LASSITER MIDDLE SCHOOL
 Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB
 Employee Type PRIM - PRIMARY BASE PAY RECORD
 Supervisor [REDACTED] ARMOUR, TIFFENY
 Department ...
 Org/Obj/Proj 1331077 ...
 PRINCIPAL'S OFFICE
 Comment Mass step increase
 Entry User rbohann1 Entry Date 06/30/2014 [X]
 Entry Event S - STEP INCREASE

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	07/01/2014	Approved	[REDACTED]	
Action Number	0	Authorization Date	[REDACTED]	
Action Code	SAL - SALARY CHANGE			
Reason/Auth				
Supporting Action				
Category	S - SALARY CHANGE			
	<input type="checkbox"/> Employee Initiated			
Status	FT - FULL TIME			
Location	133 - LASSITER MIDDLE SCHOOL			
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB			
Employee Type	PRIM - PRIMARY BASE PAY RECORD			
Supervisor	[REDACTED]	ARMOUR, TIFFENY		
Department	...			
Org/Obj/Proj	1331077	...	011021	...
	CERTIFIED SALARY-AST PRINCIPAL			
Comment	Mass Contract Increase/Decrease			
Entry User	rbhann1	Entry Date	06/30/2014	[REDACTED]
Entry Event	C - CONTRACT INCREASE			

- Notes
- Checklist

Change History

Table	Change Type	Record Description

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 02/01/2014 [X] Approved 07/09/2014 [X]

Action Number 3 Authorization Date [X]

Action Code REAS - REASSIGNMENT

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category S - SALARY CHANGE

☐ Employee Initiated

Status FT - FULL TIME

Location 087 - SMYRNA ELEMENTARY

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 0871052 ... 011021 ... 900XA ...

CERTIFIED SALARY-AST PRINCIPAL

Comment REASSIGNMENT-CONGRATULATIONS! SEE NOTES

Entry User caskri29 Entry Date 07/08/2014 [X]

Entry Event A - RECORD ADDED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4345 PAY: 100
Employee Job Salary	ADD	JOB: 4353 PAY: 100

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 04/22/2015 [X] Approved 05/14/2015 [X]

Action Number [REDACTED] Authorization Date [REDACTED]

Action Code LV9 - MEDICAL LV FMLA

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

☐ Employee Initiated

Status FT - FULL TIME

Location 087 - SMYRNA ELEMENTARY

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) Y8

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 0871052 ... 011021 ... 900XA ...
 CERTIFIED SALARY-AST PRINCIPAL

Comment FMLA MEDICAL LEAVE PER DOCUMENTATION ON FILE.

Entry User tsherr1 Entry Date 05/12/2015 [X]

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 05/04/2015 [X] Approved 05/14/2015 [X]

Action Number [REDACTED] Authorization Date [X]

Action Code RTRN - RETURN FROM LEAVE

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

☐ Employee Initiated

Status FT - FULL TIME

Location 087 - SMYRNA ELEMENTARY

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ... ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 0871052 ... 011021 ... 900XA ...
 CERTIFIED SALARY-AST PRINCIPAL

Comment RETURN FROM FMLA MEDICAL LEAVE.

Entry User tsherr1 Entry Date 05/12/2015 [X]

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB: 4353 PAY: 190
Employee Job Salary	UPDATE	JOB: 4353 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 05/08/2015 [X] Approved 05/19/2015 [X]

Action Number 3 Authorization Date [X]

Action Code LV9 - MEDICAL LV FMLA

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

☐ Employee Initiated

Status FT - FULL TIME

Location 087 - SMYRNA ELEMENTARY

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 0871052 ... 011021 ... 900XA ...

CERTIFIED SALARY-AST PRINCIPAL

Comment FMLA MEDICAL LEAVE PER DOCUMENTATION ON FILE.

Entry User tsherr1 Entry Date 05/14/2015 [X]

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4353 PAY: 100
Employee Job Salary	UPDATE	JOB: 4353 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 05/08/2015 [X] Approved 05/29/2015 [X]

Action Number [REDACTED] Authorization Date [X]

Action Code RESL - RESCIND LEAVE

Reason/Auth

Supporting Action

Category L - LEAVE

☐ Employee Initiated

Status FT - FULL TIME

Location 087 - SMYRNA ELEMENTARY

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ARMOUR, TIFFENY

Department ...

Org/Obj/Proj 0871052 ... 011021 ... 900XA ...

CERTIFIED SALARY-AST PRINCIPAL

Comment RESCIND FMLA MEDICAL LEAVE TO PAY OUT PERSONAL AND SICK BANK

Entry User tsherr1 Entry Date 05/27/2015 [X]

Entry Event U - RECORD UPDATED

- Notes
- Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4353 PAY: 100
Employee Job Salary	UPDATE	JOB: 4353 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 06/03/2015 [X] Approved 06/11/2015 [X]
 Action Number [REDACTED] Authorization Date [X]
 Action Code LV9 - MEDICAL LV FMLA
 Reason/Auth CERT - CERTIFIED DEPARTMENT
 Supporting Action
 Category L - LEAVE
☐ Employee Initiated
 Status FT - FULL TIME
 Location 087 - SMYRNA ELEMENTARY
 Group/BU CERX - CERTIFIED ADMINISTRATOR (X) YB
 Employee Type PRIM - PRIMARY BASE PAY RECORD
 Supervisor [REDACTED] ARMOUR, TIFFENY
 Department ...
 Org/Obj/Proj 0871052 ... 011021 ... 900XA ...
 CERTIFIED SALARY-AST PRINCIPAL
 Comment FMLA MEDICAL LEAVE PER DOCUMENTATION AS APPLICABLE.
 Entry User tsherr1 Entry Date 06/02/2015 [X]
 Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4353 PAY: 100
Employee Job Salary	UPDATE	JOB: 4353 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 07/13/2015 Approved 07/14/2015

Action Number 3 Authorization Date

Action Code RTRN - RETURN FROM LEAVE

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category L - LEAVE

☐ Employee Initiated

Status FT - FULL TIME

Location 087 - SMYRNA ELEMENTARY

Group/BU CERX - CERTIFIED ADMINISTRATOR (X) Y8

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor 0 ...

Department ...

Org/Obj/Proj ... 011021 ... 900XA ...

CERTIFIED SALARY-AST PRINCIPAL

Comment RETURN FROM FMLA MEDICAL LEAVE.

Entry User tsherr1 Entry Date 07/13/2015

Entry Event U - RECORD UPDATED

Notes

Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4353 PAY: 100
Employee Job Salary	UPDATE	JOB: 4353 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
		TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	08/11/2015	Approved	08/11/2015
Action Number		Authorization Date	
Action Code	REAS - REASSIGNMENT		
Reason/Auth	ER - EMPLOYEE RELATIONS		
Supporting Action			
Category	S - SALARY CHANGE		
	<input type="checkbox"/> Employee Initiated		
Status	FT - FULL TIME		
Location	003W - MATERIALS PRODUCTION		
Group/BU	CERX - CERTIFIED ADMINISTRATOR (X) YB		
Employee Type	PRIM - PRIMARY BASE PAY RECORD		
Supervisor	ARMOUR, TIFFENY		
Department	...		
Org/Obj/Proj	0871052 ...	011021 ...	900XA ...
	CERTIFIED SALARY-AST PRINCIPAL		
Comment	EMPLOYEE REASSIGNED FROM 087 TO 003W		
Entry User	dreid2	Entry Date	08/07/2015
Entry Event	U - RECORD UPDATED		

- Notes
- Checklist

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Job Salary	UPDATE	JOB: 4353 PAY: 100
Employee Job Salary	UPDATE	JOB: 4353 PAY: 195

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee SSN Last Name First Name MI Status
 [REDACTED] TRAVIS NICOLE L A - AC

Main Pay Civil Service Other

Effective 09/01/2015 Approved 09/10/2015

Notes

Action Number Authorization Date

Checklist

Action Code REAS - REASSIGNMENT

Reason/Auth CERT - CERTIFIED DEPARTMENT

Supporting Action

Category S - SALARY CHANGE

☐ Employee Initiated

Status FT - FULL TIME

Location 041 - NEWBURG MIDDLE

Group/BU CERT - JCTA TEACHER CERTIFIED (T) YB

Employee Type PRIM - PRIMARY BASE PAY RECORD

Supervisor [REDACTED] ALFARO, JOSE

Department ...

Org/Obj/Proj 0411118 ... 011022 ... 9000N ...

CERTIFIED SALARY-TEACHERS

Comment REASSIGNED TO NEWBURG (TEACHER) PER EMPLOYEE RELATIONS

Entry User awebb1 Entry Date 09/03/2015

Entry Event A - RECORD ADDED

Change History

Table	Change Type	Record Description
Employee Master	UPDATE	
Employee Deduction	ADD	DEDUCTION: 8002 START DATE: 09/01/2015
Employee Job Salary	UPDATE	JOB: 4353 PAY: 100

My File Edit Tools Help



- Benefits
- Pending Actions
- History Detail
- Approvers

Employee	SSN	Last Name	First Name	MI	Status
[REDACTED]	[REDACTED]	TRAVIS	NICOLE	L	A - AC

Main Pay Civil Service Other

Effective	09/01/2015	Approved	09/11/2015
Action Number	[REDACTED]	Authorization Date	[REDACTED]
Action Code	SAL - SALARY CHANGE		
Reason/Auth	CERT - CERTIFIED DEPARTMENT		
Supporting Action			
Category	S - SALARY CHANGE		
	<input type="checkbox"/> Employee Initiated		
Status	FT - FULL TIME		
Location	041 - NEWBURG MIDDLE		
Group/BU	CERT - JCTA TEACHER CERTIFIED (T) Y8		
Employee Type	PRIM - PRIMARY BASE PAY RECORD		
Supervisor	[REDACTED] ALFARO, JOSE		
Department	...		
Org/Obj/Proj	0411118	011022	9000N
CERTIFIED SALARY-TEACHERS			
Comment	CHANGING FTE TO 1.1429		
Entry User	a webb1	Entry Date	09/10/2015
Entry Event	U - RECORD UPDATED		

Notes
Checklist

Change History

Table	Change Type	Record Description
Employee Job Salary	UPDATE	JOB: 4500 PAID 100

ACTION ENTRY FORM



Preparer: 8/11/17 Date Prepared: 8/11/17

Effective Date: 8/11/17 REAS/AUTH CODE: _____ Action # 1

Probation End Date: _____ Permanent Date: _____ Board Rpt _____

NAME Nicole Travis SSN: _____

JOB TITLE: GCC JOB CLASS CODE: 4743

LOCATION: Simple LOCATION #: 580

MUNIS ID: [REDACTED] POSITION #: 3000591

PERSON REPLACED: K. Williams

PRIM B/U <u>ent</u>	JOB FAMILY <u>III</u>	FT/PT/TEMP <u>FF</u>	FTE <u>1.00</u>
GRADE <u>11</u>	STEP <u>14</u>	DAYS/YR <u>190</u>	HRS/DAY <u>7</u>
PRIM/SEC <u>fin</u>	CONTRACT CODE <u>C</u>	CAL CODE <u>74</u>	CERS or <u>(KTRS)</u>

I P
14 C

PERSONNEL DIRECTOR:

GWEN [REDACTED]
TAMMY: [REDACTED]
TRACEY: [REDACTED]
MARK: [REDACTED]
AUDREY: [REDACTED]
KRONSK: [REDACTED]
BRANDY: [REDACTED]

TEACHER CERTIFICATION CODES:

SOE TP VOC TEMP PRO

CLASSIFIED CERTIFICATION CODES:

911MSD 913VI 914HI 915EBD 916LD 917PD 919MMD 921AUT 923SC 929ESL
700KPA 702(48+) 713 801 IA 802ECE 806EC 807 EC-ECE 851(I) 852(II) 853(III)
833ECBM 816 (Ed Inter I) 817 (Ed Inter II) 819 900 VISA

FACILITY SUPPORT

834 835 836 841 842 843

CLERICAL

602 810 815 821 822 845 901 902 904 905

STIPENDS AND SHIFT DIFFERENTIALS:

ECE ASSISTANTS: (STIPEND)

.35/HOUR (712) ☐

.50/HOUR (713) ☐

SHIFT DIFFERENTIAL:

.26/HOUR- SECOND SHIFT (216) ☐

.38/HOUR- THIRD SHIFT (217) ☐

CHALLENGING BUS STIPEND:

\$2.00/HR (715) ☐

DOCTORATE STIPEND

HOURLY (716)

DAILY(714)

SECURITY STIPEND

CLAJ (717)

CLAS (718)

MILITARY EXPERIENCE: _____

WORK EXPERIENCE: CLASSIFIED (6 years/ 3 steps maximum) _____

EDUCATION: _____

☐ HIGH SCHOOL

☐ MASTERS

☐ DOCTORATE

☐ COMPLETED GED

☐ GED

☐ OTHER

☐ RANK I

☐ COLLEGE (2 YEARS)

☐ BACHELORS

☐ ASSOCIATES

☐ GED PROGRAM

☐ HS CERTIFICATE

COMMENTS/NOTES: PAE #25

PREV POSITION/SAL AL _____

PREV LOCATION _____

NEW SALARY:

HOURLY: _____

DAILY: _____

ANNUAL: \$74,152.42

LONGEVITY: _____

Left Message _____

Request for Release: _____

☐ Contract Signing Needed

Accepts _____

Fast Track: _____

Date: _____

Declines _____

Location Notified Report Date: _____

Time: _____

COPIES: ☐ DIRECTOR ☐ LOCATION ☐ BOARD REPORT ☐ BOARD REPORT NOC ☐ BENEFITS ☐ SUB CENTER ☐ EMPLOYEE ☐ FILE ONLY

JEFFERSON COUNTY BOARD OF EDUCATION

☐ NOTIFICATION OF CLASSIFIED EMPLOYMENT☒ NOTIFICATION OF PROFESSIONAL EMPLOYMENTName: **TRAVIS. NICOLE L**Address: [REDACTED]

Soc. Sec. No.: [REDACTED] Race/Sex Code: [REDACTED] Phone: [REDACTED] Today's Date: **10/19/01**
Department: **80** Budget Slot (1): **1950** Budget Slot (2): Budget Slot (3):
Job Code (1): **09030** Job Code (2): Job Code (3): Effective Date: **10/16/01**
Birth Date: [REDACTED] Board Action Date: Hire Date: **10/16/01** Outside Exper.: **00** Military:
Representation Code: **W** Perm. Rep. Code: **W** EMPLOYMENT STATUS: **F /SUBSTITUTE**
004021 089001 1-09030-0002

EDUCATION

Education: **MASTERS** Approved Training: Test Results:
College: Degree: Or Hrs: College: Degree: Or Hrs:
Related Work Experience: **00** Military Experience:

CERTIFICATION

CERTIFICATION
EMER TEACHING CERT

CODE
SX

EXP. DATE
063002

CERTIFICATION

CODE

EXP. DATE

HISTORY

Job Assignment*: **SUBSTITUTE TEACHER** Work Loc.: **056E/SUBSTITUTES (S-Z)**
Job Family: **5** Grade/Rank/Step: **04/00** Admin. Tch. Rank/Step: Base Days/Hrs: **000/ 7.00**
Hourly Rate: Daily Rate: **84.89** Annual Salary: **0.00**
Addition: Replacement: Person replaced - Name/Reason
FICA: CERS: KTRS:

FUNDING SOURCE

Funding Source: **GENERAL**
Account No. (1): **2-0100-80-1110-132-5-945-00** Pct. (1): **1.00**
Account No. (2): Pct. (2):
Account No. (3): Pct. (3):

REMARKS

HIRED AS SUBSTITUTE TEACHER -- PLEASE CALL 485-7777 FOR PIN NUMBER

Copies: **FINANCE**

DIVISION OF PERSONNEL SERVICES

Signed:

Personnel Administrator 

Date

JEFFERSON COUNTY BOARD OF EDUCATION

- ☐ NOTIFICATION OF CLASSIFIED EMPLOYMENT
☒ NOTIFICATION OF PROFESSIONAL EMPLOYMENT

Name: TRAVIS, NICOLE LAddress: [REDACTED]

Soc. Sec. No.: [REDACTED] Race/Sex Code: [REDACTED] Phone: [REDACTED] Today's Date: 11/15/01
 Department: 70 Budget Slot (1): 0022 Budget Slot (2): Budget Slot (3):
 Job Code (1): 05030 Job Code (2): Job Code (3): Effective Date: 11/09/01
 Birth Date: [REDACTED] Board Action Date: Hire Date: 11/09/01 Outside Exper.: 00 Military:
 Representation Code: T Perm. Rep. Code: T EMPLOYMENT STATUS: A /PERMANENT FULL-TIME
005129 096058 1-05030-2956

EDUCATION

Education: MASTERS Approved Training: Test Results:
 College: U. OF LOUISVILLE Degree: B Or Hrs: College: BELLARMINE COLL. Degree: M Or Hrs:
 Related Work Experience: 00 Military Experience:

CERTIFICATION

CERTIFICATION	CODE	EXP. DATE	CERTIFICATION	CODE	EXP. DATE
<u>EMERGENCY CERTIFICA</u>	<u>275</u>	<u>063002</u>	<u>EMERGENCY ENGLISH</u>	<u>X30</u>	<u>063002</u>
<u>EMERGENCY MATH</u>	<u>X71</u>	<u>063002</u>			

HISTORY

Job Assignment*: TEACHER Work Loc.: 101/BRECKINRIDGE METRO
 Job Family: 3 Grade/Rank/Step: 40/00 Admin. Tch. Rank/Step: Base Days/Hrs: 187
 Hourly Rate: Daily Rate: 143.13 Annual Salary: 26765.00
 Addition: Replacement: Person replaced - Name/Reason:
 FICA: CERS: KTRS: X

FUNDING SOURCE

Funding Source: GENERAL
 Account No. (1): 2-0100-70-1110-122-5-101-60 Pct. (1): 1.00
 Account No. (2): Pct. (2):
 Account No. (3): Pct. (3):

REMARKS

CONGRATULATIONS NEW HIRE!
FINANCE PLEASE UPDATE PERSONAL, EMERGENCY, AND SICK DAYS
FINANCE PLEASE PAY RETRO TO 11/09/01

Copies: PRINCIPAL. BENEFITS. FINANCE. SUB CENTER, FILE

DIVISION OF PERSONNEL SERVICES

Signed: Robert Munnick

Personnel Administrator

Date 11/15/01

**JEFFERSON COUNTY BOARD OF EDUCATION
NOTIFICATION OF CHANGE**

**NICOLE L TRAVIS
SUBSTITUTES (S-Z) 056E**

Name: **TRAVIS NICOLE L**
Address: [REDACTED]

Soc. Sec. No.: [REDACTED] Race/Sex Code: [REDACTED] Phone: [REDACTED] Today's Date: **11/27/01**
Department: **80** Budget Slot (1): **1950** Budget Slot (2): Budget Slot (3):
Job Code (1): **09030** Job Code (2): Job Code (3): Effective Date: **11/09/01**
Board Action Date: Last Day Worked: Last Day Paid: Yrs. Exp.: **0**
Original Leave Date: Personal Days: Sick Days: Vac. Days:
Birth Date: [REDACTED] Hire Date: **11/09/01** **EMPLOYMENT STATUS: A /PERMANENT FULL-TIME**
Representation Code: **W** Perm. Rep. Code: **W**
005129 098024 1 09030 0002

TRANSFER

Job Assignment: To:
Certification: To:
Work Location: To:
Current Salary: To:
Job Family: To:
Grade/Rank/Step: To:
Admin. Tch. Rank/Step: To:
Funding Source: To:
Acct. No. (1): Pct.: To: Pct.:
Acct. No. (2): Pct.: To: Pct.:
Acct. No. (3): Pct.: To: Pct.:
Reason: To:
Base Days/Hours: To:
Person Replaced - Name/Reason:
FICA: CERS: KTRS: Addition: Replacement:

LEAVE OF ABSENCE

Type of Leave: Expected Date of Return:
Job Assignment: Work Location:
Funding Source: Acct. No. (1): Pct.:
Acct. No. (2): Pct.:
Acct. No. (3): Pct.:

LAYOFF / DISCHARGE / RESIGNATION / RETIREMENT

Layoff: Discharge: Resignation: **X** Retirement:
Job Assignment: **SUBSTITUTE TEACHER** Work Location: **056E SUBSTITUTES (S-Z)**
Reason: **OTHER**
Funding Source: **GENERAL** Acct. No. (1): **2-0100-80-1110-132-5-945-00** Pct.: **1.00**
Acct. No. (2): Pct.:
Acct. No. (3): Pct.:

REMARKS

Remarks: **HIRED AS FULL TIME TEACHER**

Copies: •

RECALL INFORMATION

Recall Issued: AM PM Job Assignment:
Work Location: Salary Grade: Days/Hours: Job Offer Accepted: Yes No
If Refused, reason:
Person making call:

DIVISION OF PERSONNEL SERVICES

Signed: *Stephen J. St. Clair* Date: **11-27-01**
Personnel Administrator:

JEFFERSON COUNTY BOARD OF EDUCATION
NOTIFICATION OF CHANGE

Name: TRAVIS NICOLE L

Address: [REDACTED]

Soc. Sec. No.: [REDACTED] Race/Sex Code: [REDACTED] Phone: [REDACTED] Today's Date: 04/26/02
Department: 70 Budget Slot (1): 0022 Budget Slot (2): Budget Slot (3):
Job Code (1): 05030 Job Code (2): Job Code (3): Effective Date: 06/30/02
Board Action Date: Last Day Worked: Last Day Paid: Yrs. Exp.: 0
Original Leave Date: Personal Days: Sick Days: Vac. Days:
Birth Date: [REDACTED] Hire Date: 11/09/01 EMPLOYMENT STATUS: A /PERMANENT FULL-TIME
Representation Code: T Perm. Rep. Code: T
000858 123621 1 05030 2956

TRANSFER

Job Assignment: To:
Certification: To:
Work Location: To:
Current Salary: To:
Job Family: To:
Grade/Rank/Step: To:
Admin. Tch. Rank/Step: To:
Funding Source: To:
Acct. No. (1): Pct.: To: Pct.:
Acct. No. (2): Pct.: To: Pct.:
Acct. No. (3): Pct.: To: Pct.:
Reason: To:
Base Days/Hours: To:
Person Replaced - Name/Reason:
FICA: CERS: KTRS: Addition: Replacement:

LEAVE OF ABSENCE

Type of Leave: Expected Date of Return:
Job Assignment: Work Location:
Funding Source: Acct. No. (1): Pct.:
Acct. No. (2): Pct.:
Acct. No. (3): Pct.:

LAYOFF / DISCHARGE / RESIGNATION / RETIREMENT

Layoff: Discharge: Resignation: X Retirement:
Job Assignment: TEACHER Work Location: 101 BRECKINRIDGE METRO
Reason: OTHER
Funding Source: GENERAL Acct. No. (1): 2-0100-70-1110-122-5-101-60 Pct.: 1.00
Acct. No. (2): Pct.:
Acct. No. (3): Pct.:

REMARKS

Remarks: NON-RENEWAL

Copies: PRINCIPAL, BENEFITS, FINANCE, SUB CENTER, FILE

RECALL INFORMATION

Recall Issued: AM PM Job Assignment:
Work Location: Salary Grade: Days/Hours: Job Offer Accepted: Yes No
If Refused, reason:
Person making call:

DIVISION OF PERSONNEL SERVICES

Signed:

Personnel Administrator:

Robert Meinh

Date:

4/27/02

JEFFERSON COUNTY BOARD OF EDUCATION

- ☐ NOTIFICATION OF CLASSIFIED EMPLOYMENT
☒ NOTIFICATION OF PROFESSIONAL EMPLOYMENT

Name: TRAVIS. NICOLE LAddress: [REDACTED]

Soc. Sec. No.: [REDACTED] Race/Sex Code: [REDACTED] Phone: [REDACTED] Today's Date: 08/08/02
Department: 01 Budget Slot (1): 1050 Budget Slot (2): Budget Slot (3):
Job Code (1): 09998 Job Code (2): Job Code (3): Effective Date: 08/05/02
Birth Date: [REDACTED] Board Action Date: Hire Date: 11/09/01 Outside Exper.: 00 Military:
Representation Code: T Perm. Rep. Code: T EMPLOYMENT STATUS: A / PERMANENT FULL-TIME
000858 151265 1-09998-0001

EDUCATION

Education: MASTERS Approved Training: Test Results:
College: U. OF LOUISVILLE Degree: B Or Hrs: College: BELLARMINE COLL. Degree: M Or Hrs:
Related Work Experience: 00 Military Experience:

CERTIFICATION

CERTIFICATION	CODE	EXP. DATE	CERTIFICATION	CODE	EXP. DATE
EMER TEACH SOC STUD	X20	063003	EMERGENCY ENGLISH	X30	063003
EMERGENCY MATH	X71	063003			

HISTORY

Job Assignment*: HOLDING-CERTIFIED Work Loc.: 129/BRECKINRIDGE MET SCH
Job Family: 3 Grade/Rank/Step: 40/00 Admin. Tch. Rank/Step: Base Days/Hrs: 187
Hourly Rate: Daily Rate: 149.07 Annual Salary: 27876.00
Addition: Replacement: Person replaced - Name/Reason:
FICA: CERS: KTRS:

FUNDING SOURCE

Funding Source: GENERAL
Account No. (1): 3-0100-01-2832-199-5-509-00 Pct. (1): 1.00
Account No. (2): Pct. (2):
Account No. (3): Pct. (3):

REMARKS

RE-HIRED EMERGENCY CERTIFIED
PAYROLL: UPDATE SICK. PERSONAL AND EMERGENCY DAYS
BENEFITS: DO NOT INTERRUPT BENEFITS

Copies: PRINCIPAL. PAYROLL. BENEFITS. FILE

DIVISION OF PERSONNEL SERVICES

Signed:

Personnel Administrator: Stephen J. McClaryDate: 8-14-02

**JEFFERSON COUNTY BOARD OF EDUCATION
NOTIFICATION OF CHANGE**

Name: TRAVIS NICOLE

Address: [REDACTED]

Soc. Sec. No.: [REDACTED] Race/Sex Code: [REDACTED] Phone: [REDACTED] Today's Date: 04/08/03
 Department: 70 Budget Slot (1): 0010 Budget Slot (2): Budget Slot (3):
 Job Code (1): 05030 Job Code (2): Job Code (3): Effective Date: 06/30/03
 Board Action Date: Last Day Worked: Last Day Paid: Yrs. Exp.: 0
 Original Leave Date: Personal Days: Sick Days: Vac. Days:
 Birth Date: [REDACTED] Hire Date: 11/09/01 **EMPLOYMENT STATUS: A /PERMANENT FULL-TIME**
 Representation Code: T Perm. Rep. Code: T
000858 215346 1 05030 0489

TRANSFER

Job Assignment: To:
 Certification: To:
 Work Location: To:
 Current Salary: To:
 Job Family: To:
 Grade/Rank/Step: To:
 Admin. Tch. Rank/Step: To:
 Funding Source: To:
 Acct. No. (1): Pct.: To: Pct.:
 Acct. No. (2): Pct.: To: Pct.:
 Acct. No. (3): Pct.: To: Pct.:
 Reason:
 Base Days/Hours: To:
 Person Replaced - Name/Reason:
 FICA: CERS: KTRS: Addition: Replacement:

LEAVE OF ABSENCE

Type of Leave: Expected Date of Return:
 Job Assignment: Work Location:
 Funding Source: Acct. No. (1): Pct.:
 Acct. No. (2): Pct.:
 Acct. No. (3): Pct.:

LAYOFF / DISCHARGE / RESIGNATION / RETIREMENT

Layoff: Discharge: Resignation: X Retirement:
 Job Assignment: TEACHER Work Location: 129 BRECKINRIDGE MET SCH
 Reason: OTHER
 Funding Source: CATEGORICALLY Acct. No. (1): 3-0629-70-1900-122-5-129-63 Pct.: 1.00
 Acct. No. (2): Pct.:
 Acct. No. (3): Pct.:

REMARKS

Remarks: EMERGENCY CERTIFIED ASSIGNMENT FOR ONE YEAR ONLY.

Copies: BENEFITS, PAYROLL, PRINCIPAL, FILE

RECALL INFORMATION

Recall Issued: AM PM Job Assignment:
 Work Location: Salary Grade: Days/Hours: Job Offer Accepted: Yes No
 If Refused, reason:
 Person making call:

DIVISION OF PERSONNEL SERVICES

Signed: Robert Mennick Date: 5/19/03
 Personnel Administrator:

JEFFERSON COUNTY BOARD OF EDUCATION
NOTIFICATION OF CHANGE

Name: TRAVIS NICOLE L

Address: [REDACTED]

NICOLE L TRAVIS

[REDACTED]

Soc. Sec. No.: [REDACTED] Race/Sex Code: [REDACTED] Phone: [REDACTED] Today's Date: 07/06/07
Department: 20 Budget Slot (1): 0070 Budget Slot (2): [REDACTED] Budget Slot (3): [REDACTED]
Job Code (1): 05040 Job Code (2): [REDACTED] Job Code (3): [REDACTED] Effective Date: 07/01/07
Board Action Date: [REDACTED] Last Day Worked: [REDACTED] Last Day Paid: [REDACTED] Yrs Exp.: 5
Original Leave Date: [REDACTED] Personal Days: [REDACTED] Sick Days: [REDACTED] Vac. Days: [REDACTED]
Birth Date: [REDACTED] Hire Date: 08/04/03 EMPLOYMENT STATUS: A /PERMANENT FULL-TIME
Representation Code: T Perm. Rep. Code: T
004032 *613669 613670 1 05040 0719

TRANSFER

Job Assignment: ECE TEACHER To: ECE TEACHER
Certification: KLB KSS
Work Location: 129 BRECKINRIDGE MET SCH To: 340 MEYZEEK MID SCHOOL
Current Salary: \$266.51 \$49837.00 To: \$266.51 \$49837.00
Job Family: 3 To: 3
Grade/Rank/Step: 10/05 To: 10/05
Admin. Tch. Rank/Step: [REDACTED] To: [REDACTED]
Funding Source: CATEGORICALLY To: GENERAL
Acct No. (1): 8-0352-70-1900-122-5-129-63 Pct: 1.00 To: 8-0100-20-1200-122-5-340-30 Pct: 1.00
Acct No. (2): [REDACTED] To: [REDACTED] Pct: [REDACTED]
Acct No. (3): [REDACTED] To: [REDACTED] Pct: [REDACTED]
Reason: [REDACTED]
Base Days/Hours: 187/ To: 187/
Person Replaced - Name/Reason: CERT1292179 011022168784665
FICA: [REDACTED] SERS: [REDACTED] KTRS: X Addition: [REDACTED] Replacement: [REDACTED]

LEAVE OF ABSENCE

Type of Leave: [REDACTED] Expected Date of Return: [REDACTED]
Job Assignment: [REDACTED] Work Location: [REDACTED]
Funding Source: [REDACTED] Acct. No. (1): [REDACTED] Pct: [REDACTED]
Acct. No. (2): [REDACTED] Pct: [REDACTED]
Acct. No. (3): [REDACTED] Pct: [REDACTED]

LAYOFF / DISCHARGE / RESIGNATION / RETIREMENT

Layoff: [REDACTED] Discharge: [REDACTED] Resignation: [REDACTED] Retirement: [REDACTED]
Job Assignment: [REDACTED] Work Location: [REDACTED]
Reason: [REDACTED]
Funding Source: [REDACTED] Acct. No. (1): [REDACTED] Pct: [REDACTED]
Acct. No. (2): [REDACTED] Pct: [REDACTED]
Acct. No. (3): [REDACTED] Pct: [REDACTED]

REMARKS

Remarks: TRANSFER GRANTED, CONGRATULATIONS ON YOUR NEW ASSIGNMENT AT MEYZEEK,

Copies: PRINCIPALS, FINANCE, FILE, H.DAWSON

RECALL INFORMATION

Recall Issued: [REDACTED] AM PM Job Assignment: [REDACTED]
Work Location: [REDACTED] Salary Grade: [REDACTED] Days/Hours: [REDACTED] Job Offer Accepted: Yes No
If Refused, reason: [REDACTED]
Person making call: [REDACTED]

DIVISION OF PERSONNEL SERVICES

Signed:

Personnel Administrator:

Angela Reed

Date:

7/6/07

JEFFERSON COUNTY BOARD OF EDUCATION
NOTIFICATION OF CHANGE

Name: TRAVIS NICOLE L

Address: [REDACTED]

Soc. Sec. No.: [REDACTED] Race/Sex Code: [REDACTED] Phone: [REDACTED] Today's Date: 07/22/08

Department: 60 Budget Slot (1): 0410 Budget Slot (2): Budget Slot (3):

Job Code (1): 05002 Job Code (2): Job Code (3): Effective Date: 07/01/08

Board Action Date: Last Day Worked: Last Day Paid: Yrs. Exp.: 6

Original Leave Date: Personal Days: Sick Days: Vac. Days:

Birth Date: [REDACTED] Hire Date: 08/04/03 EMPLOYMENT STATUS: A /PERMANENT FULL-TIME

Representation Code: X Perm. Rep. Code: X
001822 *699855 699856 1 05002 0001

TRANSFER

Job Assignment: ASSOCIATE PRIN (SAC) To: ASSOCIATE PRIN (SAC)

Certification: KLB KSS

Work Location: 784 PEACE ACADEMY To: 019 TEN BROECK-DUPONT

Current Salary: \$294.65 \$55983.50 To: \$294.65 \$55983.50

Job Family: 4 To: 4

Grade/Rank/Step: 09/00 To: 09/00

Admin. Tch. Rank/Step: 10/06 To: 10/06

Funding Source: GENERAL To: GENERAL

Acct. No. (1): 9-0100-60-2410-121-5-784-60 Pct.: 1.00 To: 9-0100-60-2410-121-5-019-60 Pct.: 1.00

Acct. No. (2): Pct.: To: Pct.:

Acct. No. (3): Pct.: To: Pct.:

Reason:

Base Days/Hours: 190/ To: 190/

Person Replaced - Name/Reason: CERT3401118 011022900XN4520

FICA: CERS: KTRS: Addition: Replacement:

LEAVE OF ABSENCE

Type of Leave: Expected Date of Return:

Job Assignment: Work Location:

Funding Source: Acct. No. (1): Pct.:

Acct. No. (2): Pct.:

Acct. No. (3): Pct.:

LAYOFF / DISCHARGE / RESIGNATION / RETIREMENT

Layoff: Discharge: Resignation: Retirement:

Job Assignment: Work Location:

Reason:

Funding Source: Acct. No. (1): Pct.:

Acct. No. (2): Pct.:

Acct. No. (3): Pct.:

REMARKS

Remarks: ADMINISTRATORS WORK 8 HOURS PER DAY.

TRANSFER PER NOTIFICATION FROM FARRYLL BROWN

Copies: PAYROLL, DAWSON, FILE, FARRYLL BROWN

RECALL INFORMATION

Recall Issued: AM PM Job Assignment:

Work Location: Salary Grade: Days/Hours: Job Offer Accepted: Yes No

If Refused, reason:

Person making call:

DIVISION OF PERSONNEL SERVICES

Signed: [Signature]

Personnel Administrator: Date: 7/24/08

JEFFERSON COUNTY BOARD OF EDUCATION
NOTIFICATION OF CHANGE

Name: TRAVIS NICOLE L
Address: [REDACTED]

Soc. Sec. No.: [REDACTED] Race/Sex Code: [REDACTED] Phone: [REDACTED] Today's Date: 07/09/08
Department: 60 Budget Slot (1): 0060 Budget Slot (2): [REDACTED] Budget Slot (3): [REDACTED]
Job Code (1): 05002 Job Code (2): [REDACTED] Job Code (3): [REDACTED] Effective Date: 07/01/08
Board Action Date: [REDACTED] Last Day Worked: [REDACTED] Last Day Paid: [REDACTED] Yrs. Exp.: 6
Original Leave Date: [REDACTED] Personal Days: [REDACTED] Sick Days: [REDACTED] Vac. Days: [REDACTED]
Birth Date: [REDACTED] Hire Date: 08/04/03 **EMPLOYMENT STATUS: A / PERMANENT FULL-TIME**
Representation Code: X Perm. Rep. Code: X
001822 *696260 696263 1-05002-0010
TRANSFER

Job Assignment: TEACHER To: ASSOCIATE PRIN (SAC)
Certification: KLB KSS
Work Location: 340 MEYZEEK MID SCHOOL To: 784 PEACE ACADEMY
Current Salary: \$279.03 \$52178.00 To: \$294.65 \$55983.50
Job Family: 3 To: 4
Grade/Rank/Step: 10/06 To: 09/00
Admin. Tch. Rank/Step: [REDACTED] To: 10/06
Funding Source: GENERAL To: GENERAL
Acct. No. (1): 9-0100-20-1110-122-5-340-30 Pct.: 1.00 To: 9-0100-60-2410-121-5-784-60 Pct.: 1.00
Acct. No. (2): [REDACTED] Pct.: [REDACTED] To: [REDACTED] Pct.: [REDACTED]
Acct. No. (3): [REDACTED] Pct.: [REDACTED] To: [REDACTED] Pct.: [REDACTED]
Reason: [REDACTED]
Base Days/Hours: 187/ To: 190/
Person Replaced - Name/Reason: CERT3401118 011022900XN4520
FICA: CERS: KTRS: Addition: Replacement:

LEAVE OF ABSENCE

Type of Leave: [REDACTED] Expected Date of Return: [REDACTED]
Job Assignment: [REDACTED] Work Location: [REDACTED]
Funding Source: [REDACTED] Acct. No. (1): [REDACTED] Pct.: [REDACTED]
Acct. No. (2): [REDACTED] Pct.: [REDACTED]
Acct. No. (3): [REDACTED] Pct.: [REDACTED]

LAYOFF / DISCHARGE / RESIGNATION / RETIREMENT

Layoff: [REDACTED] Discharge: [REDACTED] Resignation: [REDACTED] Retirement: [REDACTED]
Job Assignment: [REDACTED] Work Location: [REDACTED]
Reason: [REDACTED]
Funding Source: [REDACTED] Acct. No. (1): [REDACTED] Pct.: [REDACTED]
Acct. No. (2): [REDACTED] Pct.: [REDACTED]
Acct. No. (3): [REDACTED] Pct.: [REDACTED]

REMARKS

Remarks: ADMINISTRATORS WORK 8 HOURS PER DAY.
CONGRATULATIONS ON YOUR NEW POSITION! APPLIED, INTERVIEWED AND
RECOMMENDED TO REPLACE BARBARA DONOGHUE.
Copies: PAYROLL, DAWSON, FILE, PRINCIPAL

RECALL INFORMATION

Recall Issued: [REDACTED] AM [REDACTED] PM [REDACTED] Job Assignment: [REDACTED]
Work Location: [REDACTED] Salary Grade: [REDACTED] Days/Hours: [REDACTED] Job Offer Accepted: [REDACTED] Yes [REDACTED] No
If Refused, reason: [REDACTED]
Person making call: [REDACTED]

DIVISION OF PERSONNEL SERVICES

Signed: [Signature] Date: 7/15/08
Personnel Administrator: [Signature]

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

**JEFFERSON COUNTY PUBLIC SCHOOLS
Notification of Change****JCPS Employee Number:** [REDACTED]**SSN:** [REDACTED]

August 07, 2015

Seniority Date: 08-04-2003NICOLE L. TRAVIS
[REDACTED]**Work Location:** 003W

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 08-11-2015. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL ELEMENTARY	ASST PRINCIPAL ELEMENTARY
	Work Location: 087 / SMYRNA ELEMENTARY	003WMATERIALS PRODUCTION
	Hourly/Daily/Annual Salary: 53.3440 / 426.7521 / 91,751.70	53.3440 / 426.7521 / 91,751.70
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 12	11 / RANK I / 12
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	2000382	2000382
LEAVE OF ABSENCE		
Type of Leave:	Effective Date:	Return Date:
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: EMPLOYEE REASSIGNED FROM 087 TO 003W**Approved By:****Prepared By:** dreid2

08/07/2015 14:55:45

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

July 08, 2014

Seniority Date: 08-04-2003

NICOLE L. TRAVIS
[REDACTED]

Work Location: 087

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 07-01-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title:	ASST PRINCIPAL ELEMENTARY
	Work Location: 007 / SMYRNA ELEMENTARY	087 / SMYRNA ELEMENTARY
	Hourly/Daily/Annual Salary: / /	50.6025 / 404.8202 / 87,036.34
BU:		CERX
Grade (rank) / Step:		11 / RANK I / 11
Days / Hours:	/	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	Effective Date:	Return Date:
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: REASSIGNMENT-CONGRATULATIONS! SEE NOTES

REASSIGNMENT FROM MIDDLE SCHOOL ASSISTANT PRINCIPAL AT LASSITER MS TO ELEMENTARY SCHOOL ASSISTANT PRINCIPAL AT SMYRNA ES.
MOVING FROM JCC 4345/POS 11873/LOC 133 TO JCC 4353/POS 2000382/LOC 087.

Approved By: J. Asma

Prepared By: ceskri29 07/08/2014 13:50:12



COMMONWEALTH OF KENTUCKY
EDUCATION PROFESSIONAL STANDARDS BOARD
FRANKFORT, KENTUCKY



CERTIFICATE FOR TEACHERS AND OTHER PROFESSIONAL SCHOOL PERSONNEL

THIS CERTIFIES THAT

NICOLE LYNN TRAVIS

CERTIFICATE NUMBER 200216672

HAS COMPLETED A PROGRAM OF PROFESSIONAL PREPARATION AND IS HEREBY ISSUED THIS CERTIFICATE IN ACCORDANCE WITH SECTION 161 OF THE KENTUCKY REVISED STATUTES AND IN ACCORDANCE WITH THE LEGAL AUTHORITY OF THE KENTUCKY EDUCATION PROFESSIONAL STANDARDS BOARD.

Code

Degree and Institution

2822	Bellarmine University	Planned Sixth-Year Program
2822	Bellarmine University	Master's
2873	University of Louisville	Bachelor's

RANK UNDER KRS 157.390:

1 08/04/2003

VALID FROM THE INDICATED EFFECTIVE DATE TO EXPIRATION DATE FOR PROFESSIONAL SERVICES IN KENTUCKY SCHOOLS AS SHOWN BELOW. THIS DOCUMENT INCLUDES ALL CERTIFICATION CURRENTLY IN EFFECT FOR THE RECIPIENT AND SUPERSEDES ANY AND ALL CERTIFICATES PREVIOUSLY ISSUED.

Code

Certification

Effective Date

Expiration Date

KG20	Professional Certificate For Middle Grades Social Studies, Grades 5-9	07/01/2007	06/30/2022
KLB	Professional Certificate For Teaching Exceptional Children-Learning And Behavior Disorders, Grades Primary Through 12	08/04/2003	06/30/2022
KSS	Professional Certificate For Teaching Social Studies, Grades 8 Through 12	08/04/2003	06/30/2022

MUST COMPLETE THREE YEARS OF TEACHING EXPERIENCE OR 6 SEMESTER HOURS OF NEW GRADUATE CREDIT BY SEPTEMBER 1 OF THE YEAR OF EXPIRATION.

KP2	Professional Certificate For Instructional Leadership - Principal, All Grades, Level 2	07/01/2008	06/30/2022
-----	--	------------	------------

RENEWAL REQUIRES COMPLETION OF TWO YEARS OF EXPERIENCE IN THE POSITION FOR WHICH THE CERTIFICATE WAS ISSUED, OR 3 SEMESTER HOURS NEW GRADUATE CREDIT RELATED TO POSITION FOR EACH YEAR OF EXPERIENCE NOT COMPLETED, OR COMPLETION OF EILA HOURS AS SPECIFIED IN KRS 156.101 BY SEPTEMBER 1 OF EXPIRATION YEAR.

KST	Professional Certificate For Instructional Leadership--School Superintendent	07/01/2017	06/30/2022
-----	--	------------	------------

RENEWAL REQUIRES COMPLETION OF TWO YEARS OF EXPERIENCE IN THE POSITION FOR WHICH THE CERTIFICATE WAS ISSUED, OR 3 SEMESTER HRS OF NEW GRADUATE CREDIT RELATED TO THE POSITION, OR COMPLETION OF EILA HOURS AS SPECIFIED IN KRS 156.101 BY SEPTEMBER 1 OF EXPIRATION YEAR.

IT IS THE RESPONSIBILITY OF THE CERTIFICATE HOLDER TO MAINTAIN THE VALIDITY OF THIS CERTIFICATE. (Renewal requirements printed above)

(See reverse side for the Professional Code of Ethics)

DATE OF TRANSACTION: 05/17/2017

MO
Hockensmith

James W. Adams

EXECUTIVE DIRECTOR
EDUCATION PROFESSIONAL STANDARDS BOARD

NICOLE LYNN TRAVIS

One copy of this document
should be filed with the
employer

Page 1 of 1

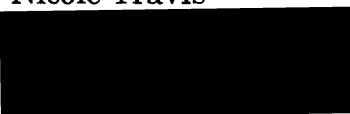
Administrator Recruitment and Development

VanHoose Education Center
P. O. Box 34020
Louisville, KY 40232-4020
(502) 485-3114
Fax: (502) 485-7013



January 27, 2010

Nicole Travis



Dear Ms. Travis:

Your school has notified Human Resources that you have been absent for three or more days. As an employee of the Jefferson County Public Schools, you may qualify for benefits under the Family Medical Leave Act (FMLA).

In order for us to determine your eligibility for FMLA, your physician must complete the enclosed FMLA forms. The forms must be returned within 15 calendar days. In addition, we have enclosed a leave brochure for your review.

Sincerely,

A handwritten signature in cursive script that reads "Lynne M. Wheat".

Lynne M. Wheat

Director, Administrator Recruitment & Development/
Human Resources

c. Employee confidential medical file

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

**JEFFERSON COUNTY PUBLIC SCHOOLS
Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

May 27, 2015

Seniority Date: 08-04-2003

NICOLE L. TRAVIS
[REDACTED]

Work Location: 087

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 05-08-2015. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S [REDACTED]	FROM	TO
Job Title:	ASST PRINCIPAL ELEMENTARY	
Work Location:	087 / SMYRNA ELEMENTARY	
Hourly/Daily/Annual Salary:	/ /	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 11	11 / RANK I / 11
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	2000382	2000382
LEAVE OF ABSENCE		
Type of Leave:	RESCIND LEAVE	Effective Date: 05-08-2015 Return Date: 05/29/2015
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: RESCIND FMLA MEDICAL LEAVE TO PAY OUT PERSONAL AND SICK BANK

DAYS.

- EMPLOYEE HAD 2 REMAINING PERSONAL DAYS.
- EMPLOYEE GRANTED 15 SICK BANK DAYS FROM THE JCASA SICK LEAVE BANK.

COPIES: LOCATION, BENEFITS, BOARD REPORT

Approved By: Toni Kelman

Prepared By: tsherr1

05/27/2015 14:31:46

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**JCPS Employee Number: SSN: 

May 14, 2015

Seniority Date: 08-04-2003

NICOLE L. TRAVIS


Work Location: 087

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 05-08-2015. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL ELEMENTARY	
	Work Location: 087 / SMYRNA ELEMENTARY	
	Hourly/Daily/Annual Salary: 50.6025 / 404.8202 / 87,036.34	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 11	11 / RANK I / 11
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	2000382	2000382
LEAVE OF ABSENCE		
Type of Leave: MEDICAL LV FMLA	Effective Date: 05-08-2015	Return Date: 05/29/2015
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: FMLA MEDICAL LEAVE PER DOCUMENTATION ON FILE.

- SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.
- 60TH FMLA DATE IS 8/19/15.
- 90TH BUILDING RIGHTS DATE IS 10/14/15.
- EXPECTED DATE OF RETURN IS 5/29/15.

COPIES: LOCATION, BENEFITS, BOARD REPORT

Approved By:



Prepared By: tsherr1

05/14/2015 11:54:25

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JCPS Employee Number:

SSN:

May 12, 2015

NICOLE L. TRAVIS

Seniority Date: 08-04-2003

Work Location: 087

The following changes have been made to your assignment, personal information, and/or salary placement effective 04-27-2015. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

Comments: FMLA MEDICAL LEAVE PER DOCUMENTATION ON FILE.

- SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.
- 51 FMLA DAYS LEFT AS OF 5/4/15.**

COPIES: LOCATION, BENEFITS, BOARD REPORT

Approved By:

: Toni Kelman

Prepared By:tsherr1

05/12/2015 11:37:11

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS
Notification of Change

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

Seniority Date: 08-04-2003

Work Location: 087

May 12, 2015

NICOLE L. TRAVIS
[REDACTED]

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 05-04-2015. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: <u>ASST PRINCIPAL ELEMENTARY</u>	
	Work Location: <u>087 / SMYRNA ELEMENTARY</u>	
	Hourly/Daily/Annual Salary: <u>50.6025 / 404.8202 / 87,036.34</u>	<u>/ /</u>
BU:	<u>CERX</u>	<u>CERX</u>
Grade (rank) / Step:	<u>11 / RANK I / 11</u>	<u>11 / RANK I / 11</u>
Days / Hours:	<u>215.00 / 8.00</u>	<u>215.00 / 8.00</u>
Position Number:	<u>2000382</u>	<u>2000382</u>
LEAVE OF ABSENCE		
Type of Leave:	<u>RETURN FROM LEAVE</u>	Effective Date: <u>05-04-2015</u> Return Date: <u>05/04/2015</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date: _____	

Comments: RETURN FROM FMLA MEDICAL LEAVE.

COPIES: LOCATION, BENEFITS, BOARD REPORT

Approved By: _____

Prepared By: tsherr1

05/12/2015 12:18:20

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

July 13, 2015

Seniority Date: 08-04-2003

NICOLE L. TRAVIS
[REDACTED]

Work Location: 087

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 07-13-2015. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL ELEMENTARY	
	Work Location: 087 / SMYRNA ELEMENTARY	
	Hourly/Daily/Annual Salary: / /	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 11	11 / RANK I / 12
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	2000382	2000382
LEAVE OF ABSENCE		
Type of Leave:	RETURN FROM LEAVE	Effective Date: 07-13-2015 Return Date: 07/13/2015
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: RETURN FROM FMLA MEDICAL LEAVE.

- 28 FMLA DAYS LEFT AS OF 7/13/15.

COPIES: LOCATION, BENEFITS, BOARD REPORT

Approved By: Toni Kelman

Prepared By: tsherr1

07/13/2015 09:14:02

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

June 02, 2015

Seniority Date: 08-04-2003

NICOLE L. TRAVIS
[REDACTED]

Work Location: 087

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 06-03-2015. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S [REDACTED]	FROM	TO
Job Title:	ASST PRINCIPAL ELEMENTARY	
Work Location:	087 / SMYRNA ELEMENTARY	
Hourly/Daily/Annual Salary:	50.6025 / 404.8202 / 87,036.34	/ / /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 11	11 / RANK I / 11
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	2000382	2000382
LEAVE OF ABSENCE		
Type of Leave:	MEDICAL LV FMLA	Effective Date: 06-03-2015 Return Date: 07/13/2015
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:		Effective Date:

Comments: FMLA MEDICAL LEAVE PER DOCUMENTATION AS APPLICABLE.

- SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.
- 60TH FMLA DATE IS 8/19/15.
- 90TH BUILDING RIGHTS DATE IS 11/6/15.
- PROVIDE THE LEAVE CENTER A RELEASE FROM HEALTH CARE PROVIDER TO RETURN FROM LEAVE.
- PROJECTED DATE OF RETURN IS 7/13/15.

COPIES: LOCATION, BENEFITS, BOARD REPORT

Approved By: Toni Kelman

Prepared By: tsherr1

06/02/2015 11:36:53

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**JCPS Employee Number: SSN: 

June 25, 2014


Seniority Date: 08-04-2003

NICOLE L. TRAVIS


Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 05-29-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S 	FROM	TO
Job Title:	ASST PRINCIPAL MIDDLE SCHOOL	
Work Location:	133 / LASSITER MIDDLE SCHOOL	
Hourly/Daily/Annual Salary:	47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	MEDICAL LV FMLA	Effective Date: 05-29-2014 Return Date: 05/30/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:		Effective Date:

Comments: EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER

DOCUMENTATION ON FILE.

SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.

EXPECTED DATE OF RETURN IS 5/30/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By:



Prepared By: kcunni1

06/25/2014 10:30:40

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS
Notification of Change

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

June 25, 2014

Seniority Date: 08-04-2003NICOLE L. TRAVIS
[REDACTED]

Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 05-30-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: <u>ASST PRINCIPAL MIDDLE SCHOOL</u>	
	Work Location: <u>133 / LASSITER MIDDLE SCHOOL</u>	
	Hourly/Daily/Annual Salary: <u>47.4794 / 379.8352 / 81,664.57</u>	<u>/ /</u>
BU:	<u>CERX</u>	<u>CERX</u>
Grade (rank) / Step:	<u>11 / RANK I / 10</u>	<u>11 / RANK I / 10</u>
Days / Hours:	<u>215.00 / 8.00</u>	<u>215.00 / 8.00</u>
Position Number:	<u>11873</u>	<u>11873</u>
LEAVE OF ABSENCE		
Type of Leave:	<u>RETURN FROM LEAVE</u>	Effective Date: <u>05-30-2014</u> Return Date: <u>05/30/2014</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date: _____	

Comments: RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.
37 FMLA DAYS LEFT AS OF 5/30/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By:

Toni Kelman

Prepared By: kcunni1

06/25/2014 10:33:31

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS
Notification of Change**JCPS Employee Number:** [REDACTED]**SSN:** [REDACTED]

June 25, 2014

Seniority Date: 08-04-2003NICOLE L. TRAVIS
[REDACTED]**Work Location:** 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 06-02-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S [REDACTED]	FROM	TO
Job Title:	ASST PRINCIPAL MIDDLE SCHOOL	
Work Location:	133 / LASSITER MIDDLE SCHOOL	
Hourly/Daily/Annual Salary:	47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	MEDICAL LV FMLA	Effective Date: 06-02-2014 Return Date: 06/03/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:		Effective Date:

Comments: EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER DOCUMENTATION ON FILE.
SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.
EXPECTED DATE OF RETURN 6/3/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By: _____**Prepared By:** kcunni1 06/25/2014 10:38:07

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change****JCPS Employee Number:** [REDACTED]**SSN:** [REDACTED]

June 25, 2014

Seniority Date: 08-04-2003NICOLE L. TRAVIS
[REDACTED]**Work Location:** 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 06-03-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S [REDACTED]	FROM	TO
Job Title:	ASST PRINCIPAL MIDDLE SCHOOL	
Work Location:	133 / LASSITER MIDDLE SCHOOL	
Hourly/Daily/Annual Salary:	47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	RETURN FROM LEAVE	Effective Date: 06-03-2014 Return Date: 06/03/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:		Effective Date:

Comments: RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.

36 FMLA DAYS LEFT AS OF 6/3/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By: _____**Prepared By:** kcunni1 06/25/2014 10:40:56

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**JCPS Employee Number: SSN: 

June 05, 2014

Seniority Date: 08-04-2003

NICOLE L. TRAVIS


Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 05-02-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	MEDICAL LV FMLA	Effective Date: 05-02-2014 Return Date: 05/05/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER DOCUMENTATION ON FILE.
SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.
EXPECTED RETURN DATE IS 5/5/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By:



Prepared By: kcunni1

06/05/2014 10:55:09

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

**JEFFERSON COUNTY PUBLIC SCHOOLS
Notification of Change**JCPS Employee Number: SSN: 

June 05, 2014

Seniority Date: 08-04-2003

NICOLE L. TRAVIS


Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 05-05-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	RETURN FROM LEAVE	Effective Date: 05-05-2014 Return Date: 05/05/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.

39 FMLA DAYS LEFT AS OF 5/5/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By:



Prepared By: kcunni1

06/05/2014 10:58:43

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

**JEFFERSON COUNTY PUBLIC SCHOOLS
Notification of Change****JCPS Employee Number:** [REDACTED]**SSN:** [REDACTED]

June 05, 2014

Seniority Date: 08-04-2003NICOLE L. TRAVIS
[REDACTED]**Work Location:** 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 05-08-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave: MEDICAL LV FMLA	Effective Date: 05-08-2014	Return Date: 05/09/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER DOCUMENTATION ON FILE.
SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.
EXPECTED RETURN DATE IS 5/9/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By: Toni Kelman**Prepared By:** kcunni1 06/05/2014 11:07:16

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**JCPS Employee Number: SSN: 

June 05, 2014

Seniority Date: 08-04-2003

NICOLE L. TRAVIS


Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 05-09-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	RETURN FROM LEAVE	Effective Date: 05-09-2014 Return Date: 05/09/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.

38 FMLA DAYS LEFT AS OF 5/9/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By:



Prepared By: kcunni1

06/05/2014 11:10:07

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

May 09, 2014

Seniority Date: 08-04-2003

NICOLE L. TRAVIS
[REDACTED]

Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 03-17-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	RESCIND LEAVE	Effective Date: 03-17-2014 Return Date: 03/17/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: RESCIND LEAVE TO APPLY 5 SICK BANK DAYS FROM JCTA.

EMPLOYEE WAS GRANTED 5 SICK BANK DAYS FROM JCTA UNION SICK BANK.
EXPECTED DATE TO RETURN 3/24/14.
40 FMLA DAYS LEFT AS OF 3/24/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By:

Toni Kelman

Prepared By: kcunni1

05/09/2014 10:57:37

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**JCPS Employee Number: SSN: 

April 15, 2014

Seniority Date: 08-04-2003

NICOLE L. TRAVIS


Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 03-17-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	MEDICAL LV FMLA	Effective Date: 03-17-2014 Return Date: 03/24/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: EMPLOYEE ON FMLA INTERMITTENT LEAVE.

EMPLOYEE HAS 40 FMLA DAYS LEFT AS OF 03/24/2014.

COPIES: EMPLOYEE, LOCATION, BOARD REPORT

Approved By:



Prepared By: tkelma1

04/15/2014 09:54:11

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**JCPS Employee Number: SSN: 


April 15, 2014

Seniority Date: 08-04-2003NICOLE L. TRAVIS


Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 03-24-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S 	FROM	TO
Job Title:	<u>ASST PRINCIPAL MIDDLE SCHOOL</u>	<u></u>
Work Location:	<u>133 / LASSITER MIDDLE SCHOOL</u>	<u></u>
Hourly/Daily/Annual Salary:	<u>47.4794 / 379.8352 / 81,664.57</u>	<u>/ /</u>
BU:	<u>CERX</u>	<u>CERX</u>
Grade (rank) / Step:	<u>11 / RANK I / 10</u>	<u>11 / RANK I / 10</u>
Days / Hours:	<u>215.00 / 8.00</u>	<u>215.00 / 8.00</u>
Position Number:	<u>11873</u>	<u>11873</u>
LEAVE OF ABSENCE		
Type of Leave:	<u>RETURN FROM LEAVE</u>	Effective Date: <u>03-24-2014</u> Return Date: <u>03/24/2014</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	<u></u>	Effective Date: <u></u>

Comments: RETURN FROM INTERMITTENT LEAVE.Approved By: Toni Kelman

Prepared By: tkelma1

04/15/2014 09:55:40

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

**JEFFERSON COUNTY PUBLIC SCHOOLS
Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

April 15, 2014

NICOLE L. TRAVIS
[REDACTED]Seniority Date: 08-04-2003

Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 03-17-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: <u>ASST PRINCIPAL MIDDLE SCHOOL</u>	
	Work Location: <u>133 / LASSITER MIDDLE SCHOOL</u>	
	Hourly/Daily/Annual Salary: <u>47.4794 / 379.8352 / 81,664.57</u>	<u>/ /</u>
BU:	<u>CERX</u>	<u>CERX</u>
Grade (rank) / Step:	<u>11 / RANK I / 10</u>	<u>11 / RANK I / 10</u>
Days / Hours:	<u>215.00 / 8.00</u>	<u>215.00 / 8.00</u>
Position Number:	<u>11873</u>	<u>11873</u>
LEAVE OF ABSENCE		
Type of Leave:	<u>MEDICAL LV FMLA</u>	Effective Date: <u>03-17-2014</u> Return Date: <u>03/24/2014</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:		Effective Date: <u></u>

Comments: EMPLOYEE ON FMLA INTERMITTENT LEAVE.

EMPLOYEE HAS 40 FMLA DAYS LEFT AS OF 03/24/2014.

COPIES: EMPLOYEE, LOCATION, BOARD REPORT

Approved By: Toni Kelman

Prepared By: tkelma1

04/15/2014 09:54:11

**VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

NICOLE L. TRAVIS

Seniority Date: 08-04-2003

Work Location: 133

The following changes have been made to your assignment, personal information, and/or salary placement effective 03-24-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S		FROM	TO
Job Title:	ASST PRINCIPAL MIDDLE SCHOOL		
Work Location:	133 / LASSITER MIDDLE SCHOOL		
Hourly/Daily/Annual Salary:	47.4794 / 379.8352 / 81,664.57		/ /
BU:	CERX	CERX	
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10	
Days / Hours:	215.00 / 8.00	215.00 / 8.00	
Position Number:	11873	11873	
LEAVE OF ABSENCE			
Type of Leave:	RETURN FROM LEAVE	Effective Date:	03-24-2014
		Return Date:	03/24/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT			
Type of Separation:	Effective Date:		

COPIES: EMPLOYEE, LOCATION, BOARD REPORT

Approved By: ONE Kellman

Prepared By:tkelma1 **04/15/2014 09:55:40**

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

April 18, 2014

Seniority Date: 08-04-2003

NICOLE L. TRAVIS
[REDACTED]

Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 03-11-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	RETURN FROM LEAVE	Effective Date: 03-11-2014 Return Date: 03/11/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: RETURN FROM REGULAR MEDICAL LEAVE.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By:

Toni Kelman

Prepared By: kcunni1

04/18/2014 15:33:43

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

April 18, 2014

Seniority Date: 08-04-2003

NICOLE L. TRAVIS
[REDACTED]

Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 03-10-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	MEDICAL LEAVE	Effective Date: 03-10-2014 Return Date: 03/11/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:		Effective Date:

Comments: EMPLOYEE ON REGULAR MEDICAL LEAVE

PER DOCUMENTATION ON FILE.
SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.
EXPECTED DATE TO RETURN IS 3/11/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By:

Toni Kelman

Prepared By: kcunni1

04/18/2014 15:20:44

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**JCPS Employee Number: SSN: 

April 01, 2014

Seniority Date: 08-04-2003NICOLE L. TRAVIS


Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 03-05-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: <u>ASST PRINCIPAL MIDDLE SCHOOL</u>	
	Work Location: <u>133 / LASSITER MIDDLE SCHOOL</u>	
	Hourly/Daily/Annual Salary: <u>47.4794 / 379.8352 / 81,664.57</u>	<u>/ /</u>
BU:	<u>CERX</u>	<u>CERX</u>
Grade (rank) / Step:	<u>11 / RANK I / 10</u>	<u>11 / RANK I / 10</u>
Days / Hours:	<u>215.00 / 8.00</u>	<u>215.00 / 8.00</u>
Position Number:	<u>11873</u>	<u>11873</u>
LEAVE OF ABSENCE		
Type of Leave:	<u>RETURN FROM LEAVE</u>	Effective Date: <u>03-05-2014</u> Return Date: <u>03/05/2014</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date: <u> </u>	

Comments: RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.
45 FMLA DAYS AS OF 3/5/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By: Loni Korman

Prepared By: kcunni1

04/01/2014 09:51:25

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

**JEFFERSON COUNTY PUBLIC SCHOOLS
Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

April 01, 2014

Seniority Date: 08-04-2003

NICOLE L. TRAVIS
[REDACTED]

Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 02-24-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	MEDICAL LV FMLA	Effective Date: 02-24-2014 Return Date: 02/25/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER

DOCUMENTATION ON FILE.
SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.
EXPECTED DATE OF RETURN IS 2/25/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By: Joni Kelman/ms

Prepared By: kcunni1 04/01/2014 09:22:15

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

April 01, 2014

Seniority Date: 08-04-2003

NICOLE L. TRAVIS
[REDACTED]

Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 02-25-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	RETURN FROM LEAVE	Effective Date: 02-25-2014 Return Date: 02/25/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: EMPLOYEE RETURNED FROM FMLA MEDICAL LEAVE INTERMITTENT.
47 FMLA DAYS LEFT AS OF 2/25/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By: Lori Helman/mg

Prepared By: kcunni1 04/01/2014 09:25:21

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

Seniority Date: 08-04-2003

Work Location: 133

April 01, 2014

NICOLE L. TRAVIS
[REDACTED]

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 02-27-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	MEDICAL LV FMLA	Effective Date: 02-27-2014 Return Date: 03/05/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER

DOCUMENTATION ON FILE.

SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.

EXPECTED DATE OF RETURN IS 3/5/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By: Soni Keltman/my

Prepared By: kcunni1

04/01/2014 09:43:36

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

Seniority Date: 08-04-2003Work Location: 133

February 28, 2014

NICOLE L. TRAVIS
[REDACTED]

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 01-27-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: <u>ASST PRINCIPAL MIDDLE SCHOOL</u>	
	Work Location: <u>133 / LASSITER MIDDLE SCHOOL</u>	
	Hourly/Daily/Annual Salary: <u>47.4794 / 379.8352 / 81,664.57</u>	<u>/ /</u>
BU:	<u>CERX</u>	<u>CERX</u>
Grade (rank) / Step:	<u>11 / RANK I / 10</u>	<u>11 / RANK I / 10</u>
Days / Hours:	<u>215.00 / 8.00</u>	<u>215.00 / 8.00</u>
Position Number:	<u>11873</u>	<u>11873</u>
LEAVE OF ABSENCE		
Type of Leave:	<u>MEDICAL LV FMLA</u>	Effective Date: <u>01-27-2014</u> Return Date: <u>02/04/2014</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date: _____	

Comments: EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER
DOCUMENTATION ON FILE.
SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.
EXPECTED RETURN DATE 2/4/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By: Toni KelmanPrepared By: kcunni1

02/28/2014 08:38:01

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

Seniority Date: 08-04-2003

NICOLE L. TRAVIS

Work Location: 133

The following changes have been made to your assignment, personal information, and/or salary placement effective 01-09-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
Job Title:	ASST PRINCIPAL MIDDLE SCHOOL	
Work Location:	133 / LASSITER MIDDLE SCHOOL	
Hourly/Daily/Annual Salary:	47.4794 / 379.8352 / 81,664.57	/ /
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 10	11 / RANK I / 10
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	11873	11873
LEAVE OF ABSENCE		
Type of Leave:	RETURN FROM LEAVE	Effective Date: 01-09-2014 Return Date: 01/09/2014
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

54 FMLA DAYS LEFT AS OF 1/9/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By:

Prepared By:kcunni1 02/12/2014 15:13:05

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

Seniority Date: 08-04-2003Work Location: 133

February 13, 2014

NICOLE L. TRAVIS
[REDACTED]

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 01-08-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	[REDACTED]	FROM	TO
		Job Title: <u>ASST PRINCIPAL MIDDLE SCHOOL</u>	
		Work Location: <u>133 / LASSITER MIDDLE SCHOOL</u>	
		Hourly/Daily/Annual Salary: <u>47.4794 / 379.8352 / 81,664.57</u>	<u>/ /</u>
BU:		CERX	CERX
Grade (rank) / Step:		<u>11 / RANK I / 10</u>	<u>11 / RANK I / 10</u>
Days / Hours:		<u>215.00 / 8.00</u>	<u>215.00 / 8.00</u>
Position Number:		<u>11873</u>	<u>11873</u>
LEAVE OF ABSENCE			
Type of Leave:	<u>MEDICAL LV FMLA</u>	Effective Date: <u>01-08-2014</u>	Return Date: <u>01/09/2014</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT			
Type of Separation:	Effective Date: _____		

Comments: EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER

DOCUMENTATION ON FILE.

SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.

EXPECTED RETURN DATE 01/09/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By:

Toni Kelman

Prepared By: kcunni1

02/12/2014 15:06:38

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

January 23, 2014

Seniority Date: 08-04-2003NICOLE L. TRAVIS
[REDACTED]

Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 12-17-2013. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: <u>ASST PRINCIPAL MIDDLE SCHOOL</u>	
	Work Location: <u>133 / LASSITER MIDDLE SCHOOL</u>	
	Hourly/Daily/Annual Salary: <u>47.4794 / 379.8352 / 81,664.57</u>	<u>/ /</u>
BU:	<u>CERX</u>	<u>CERX</u>
Grade (rank) / Step:		<u>11 / RANK I / 10</u>
Days / Hours:	<u>215.00 / 8.00</u>	<u>215.00 / 8.00</u>
Position Number:	<u>11873</u>	<u>11873</u>
LEAVE OF ABSENCE		
Type of Leave:	<u>RETURN FROM LEAVE</u>	Effective Date: <u>12-17-2013</u> Return Date: <u>12/17/2013</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date: _____	

Comments: RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.
55 FMLA DAYS LEFT AS OF 12/17/13.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By:

Toni Kelman

Prepared By: kcunni1


01/23/2014 15:19:59

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**JCPS Employee Number: SSN: 

January 23, 2014

Seniority Date: 08-04-2003NICOLE L. TRAVIS


Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 12-09-2013. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: <u>ASST PRINCIPAL MIDDLE SCHOOL</u>	
	Work Location: <u>133 / LASSITER MIDDLE SCHOOL</u>	
	Hourly/Daily/Annual Salary: <u>47.4794 / 379.8352 / 81,664.57</u>	<u>/ /</u>
BU:	<u>CERX</u>	<u>CERX</u>
Grade (rank) / Step:	<u>11 / RANK I / 10</u>	
Days / Hours:	<u>215.00 / 8.00</u>	<u>215.00 / 8.00</u>
Position Number:	<u>11873</u>	<u>11873</u>
LEAVE OF ABSENCE		
Type of Leave:	<u>MEDICAL LV FMLA</u>	Effective Date: <u>12-09-2013</u> Return Date: <u>12/17/2013</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:		Effective Date: <u></u>

Comments: EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER

DOCUMENTATION ON FILE.
SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.
55 FMLA DAYS LEFT AS 12/17/13.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By:

Toni Kelman

Prepared By: kcunni1

01/23/2014 15:04:38

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**JCPS Employee Number: SSN: 

February 13, 2014

Seniority Date: 08-04-2003NICOLE L. TRAVIS


Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 01-17-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: <u>ASST PRINCIPAL MIDDLE SCHOOL</u>	
	Work Location: <u>133 / LASSITER MIDDLE SCHOOL</u>	
	Hourly/Daily/Annual Salary: <u>47.4794 / 379.8352 / 81,664.57</u>	<u>/ /</u>
BU:	<u>CERX</u>	<u>CERX</u>
Grade (rank) / Step:	<u>11 / RANK I / 10</u>	<u>11 / RANK I / 10</u>
Days / Hours:	<u>215.00 / 8.00</u>	<u>215.00 / 8.00</u>
Position Number:	<u>11873</u>	<u>11873</u>
LEAVE OF ABSENCE		
Type of Leave:	<u>RETURN FROM LEAVE</u>	Effective Date: <u>01-17-2014</u> Return Date: <u>01/17/2014</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date: <u></u>	

Comments: RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.
53 FMLA DAYS LEFT AS OF 1/17/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By: Toni Kelman

Prepared By: kcunni1

02/12/2014 15:57:11

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

Seniority Date: 08-04-2003Work Location: 133

February 13, 2014

NICOLE L. TRAVIS
[REDACTED]

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 01-16-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: <u>ASST PRINCIPAL MIDDLE SCHOOL</u>	
	Work Location: <u>133 / LASSITER MIDDLE SCHOOL</u>	
	Hourly/Daily/Annual Salary: <u>47.4794 / 379.8352 / 81,664.57</u>	<u>/ /</u>
BU:	<u>CERX</u>	<u>CERX</u>
Grade (rank) / Step:	<u>11 / RANK I / 10</u>	<u>11 / RANK I / 10</u>
Days / Hours:	<u>215.00 / 8.00</u>	<u>215.00 / 8.00</u>
Position Number:	<u>11873</u>	<u>11873</u>
LEAVE OF ABSENCE		
Type of Leave:	<u>MEDICAL LV FMLA</u>	Effective Date: <u>01-16-2014</u> Return Date: <u>01/17/2014</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date: _____	

Comments: EMPLOYEE ON FMLA MEDICAL LEAVE INTERMITTENT PER
DOCUMENTATION ON FILE.
SUBMIT UPDATED DOCUMENTATION AS APPLICABLE.
EXPECTED DATE OF RETURN IS 01/17/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By: Toni Kelman

Prepared By: kcunni1

02/12/2014 15:28:13

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change****JCPS Employee Number:** [REDACTED]**SSN:** [REDACTED]

February 28, 2014

Seniority Date: 08-04-2003NICOLE L. TRAVIS
[REDACTED]**Work Location:** 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 02-04-2014. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S [REDACTED]	FROM	TO
Job Title:	<u>ASST PRINCIPAL MIDDLE SCHOOL</u>	
Work Location:	<u>133 / LASSITER MIDDLE SCHOOL</u>	
Hourly/Daily/Annual Salary:	<u>47.4794 / 379.8352 / 81,664.57</u>	<u>/ /</u>
BU:	<u>CERX</u>	<u>CERX</u>
Grade (rank) / Step:	<u>11 / RANK I / 10</u>	<u>11 / RANK I / 10</u>
Days / Hours:	<u>215.00 / 8.00</u>	<u>215.00 / 8.00</u>
Position Number:	<u>11873</u>	<u>11873</u>
LEAVE OF ABSENCE		
Type of Leave:	<u>RETURN FROM LEAVE</u>	Effective Date: <u>02-04-2014</u> Return Date: <u>02/04/2014</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date: _____	

Comments: RETURN FROM FMLA MEDICAL LEAVE INTERMITTENT.
48 FMLA DAYS LEFT AS OF 2/4/14.

COPIES: BENEFITS, LOCATION, BOARD REPORT

Approved By:

Toni Kelman

Prepared By: kcunni1

02/28/2014 08:48:39

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

September 07, 2012

Seniority Date: 08-04-2003

NICOLE L. TRAVIS
[REDACTED]

Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 08-15-2011. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	/
	Hourly/Daily/Annual Salary: 46.0439 / 368.3515 / 79,195.57	46.0439 / 368.3515 / 79,195.57
BU:	CERX	
Grade (rank) / Step:	11 / RANK I / 9	
Days / Hours:	215.00 / 8.00	
Position Number:	11873	
LEAVE OF ABSENCE		
Type of Leave:	Effective Date:	Return Date:
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: DATA UPDATE TO CORRECT PERSONNEL SUPERVISOR-SEE NOTES
CORRECTING PERSONNEL SUPERVISOR FROM ANTHONY MOORE TO TIFFENY GERSTNER.

Approved By:



Prepared By: ceskri29

09/07/2012 11:07:47

Human Resources
VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS
Notification of Change

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

March 07, 2012

Original Hire Date: 08-15-2011

NICOLE L TRAVIS
[REDACTED]

Hire Date: 08-15-2011

Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 03-07-2012. Please check the information below for accuracy.

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 46.0354 368.2832 79,180.89	
BU:	CERX	
Grade (rank) / Step:	11 / RANK I / 9	
Days / Hours:	215.00 / 8.00	
Position Number:	11873	
LEAVE OF ABSENCE		
Type of Leave:	RETURN FROM LEAVE	Effective Date: 03-07-2012 Return Date: 03/07/2012
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:		Effective Date:

Comments: RETURN FROM UNPD. FMLA INTERMITTENT LEAVE-SEE NOTES

RETURN FROM UNPAID FMLA INTERMITTENT LEAVE. EMPLOYEE OUT 3/2, 3/5, 3/6. EMPLOYEE RETURNED ON WEDNESDAY, 3/7. EMPLOYEE HAS 52 FMLA DAYS REMAINING AS OF 3/7. FMLA YEAR ROLLS OVER 5/3/12.

Copies: _____

Approved By: [Signature]

Prepared By: ceskri29 03/07/2012 11:03:57

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**JCPS Employee Number: SSN: 

May 09, 2012

Original Hire Date: 08-15-2011

Hire Date: 08-15-2011

Work Location: 133

NICOLE L TRAVIS


Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 05-08-2012. Please check the information below for accuracy.

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 46.0354 368.2832 79,180.89	
BU:	CERX	
Grade (rank) / Step:	11 / RANK I / 9	
Days / Hours:	215.00 / 8.00	
Position Number:	11873	
LEAVE OF ABSENCE		
Type of Leave:	MEDICAL LV FMLA	Effective Date: 05-08-2012 Return Date: 05/10/2012
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:		Effective Date:

Comments: EMPLOYEE ON UNPD. FMLA INTERMITTENT MEDICAL LEAVE-SEE NOTES
PER DOCUMENTATION RECEIVED-EMPLOYEE ON UNPAID FMLA INTERMITTENT LEAVE. EMPLOYEE
OUT 2 DAYS 5/8 & 5/9. EMPLOYEE RETURNS 5/10.
EMPLOYEE HAS 58 FMLA DAYS REMAINING. FMLA YEAR ROLLED OVER 5/3/12.

Copies: _____

Approved By: 

Prepared By: ceskri29

05/09/2012 13:52:31

Human Resources
VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS
Notification of Change

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

April 04, 2012

Original Hire Date: 08-15-2011

NICOLE L TRAVIS
[REDACTED]

Hire Date: 08-15-2011

Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 03-28-2012. Please check the information below for accuracy.

R/S	FROM	TO
	Job Title: <u>ASST PRINCIPAL MIDDLE SCHOOL</u>	
	Work Location: <u>133 / LASSITER MIDDLE SCHOOL</u>	
	Hourly/Daily/Annual Salary: <u>46.0354 368.2832 79,180.89</u>	
BU:	<u>CERX</u>	
Grade (rank) / Step:	<u>11 / RANK 1 / 9</u>	
Days / Hours:	<u>215.00 / 8.00</u>	
Position Number:	<u>11873</u>	
LEAVE OF ABSENCE		
Type of Leave:	<u>RETURN FROM LEAVE</u>	Effective Date: <u>03-28-2012</u> Return Date: <u>03/28/2012</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:		Effective Date: _____

Comments: RETURN FROM UNPD. FMLA INTERMITTENT LEAVE-SEE NOTES

RETURN FROM UNPAID FMLA INTERMITTENT LEAVE. EMPLOYEE OUT 1 DAY, 3/27. EMPLOYEE RETURNED 3/28. EMPLOYEE HAS 51 FMLA DAYS REMAINING AS OF 3/28. FMLA YEAR ROLLS OVER 5/3/12.

Copies: _____ Approved By: [Signature] Prepared By: ceskri29 04/04/2012 13:00:43

Eskridge, Clara J.

From: Travis, Nicole L
Sent: Thursday, April 05, 2012 4:27 PM
To: Eskridge, Clara J.
Subject: Request for FMLA Leave - Nicole Travis

Dear Ms. Gerstner:

I am respectfully requesting one (1) intermittent FMLA day for Tuesday, March 27, 2012. Please feel free to contact me at [REDACTED] should you need additional information. Thank you ahead time for your consideration and help in this matter.

Sincerely yours,

Nicole Travis
Assistant Principal
Lassiter Middle #133

Human Resources
VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS
Notification of Change

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

March 05, 2012

Original Hire Date: 08-15-2011

NICOLE L TRAVIS
[REDACTED]

Hire Date: 08-15-2011

Work Location: 133

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 03-02-2012. Please check the information below for accuracy.

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 46.0354 368.2832 79,180.89	
BU:	CERX	
Grade (rank) / Step:	11 / RANK 1 / 9	
Days / Hours:	215.00 / 8.00	
Position Number:	11873	
LEAVE OF ABSENCE		
Type of Leave:	MEDICAL LV FMLA	Effective Date: 03-02-2012 Return Date: 03/06/2012
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:		Effective Date:

Comments: EMPLOYEE ON UNPAID FMLA INTERMITTENT MEDICAL LEAVE-SEE NOTES
EMPLOYEE OUT 3/2 & 3/5. EMPLOYEE TO RETURN 3/6/12. EMPLOYEE HAS 53 FMLA DAYS REMAINING
AS OF 3/6/12. FMLA YEAR ROLLS OVER ON 5/3/12.

Copies: _____ Approved By: [Signature] Prepared By: ceskri29 03/05/2012 11:10:04

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

February 16, 2012

Original Hire Date: 08-15-2011

Hire Date: 08-15-2011

Work Location: 133

NICOLE L TRAVIS
[REDACTED]

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 02-13-2012. Please check the information below for accuracy.

R/S	FROM	TO
	Job Title: ASST PRINCIPAL MIDDLE SCHOOL	
	Work Location: 133 / LASSITER MIDDLE SCHOOL	
	Hourly/Daily/Annual Salary: 46.0354 368.2832 79,180.89	
BU:	CERX	
Grade (rank) / Step:	11 / RANK 1 / 9	
Days / Hours:	215.00 / 8.00	
Position Number:	11873	
LEAVE OF ABSENCE		
Type of Leave:	MEDICAL LV FMLA	Effective Date: 02-13-2012 Return Date: 02/16/2012
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:		Effective Date:

Comments: PER DOCUMENTATION RECEIVED-EMPLOYEE ON UNPAID FMLA DAYS
EMPLOYEE ON INTERMITTENT FMLA MEDICAL LEAVE. EMPLOYEE HAS ~~56~~ FMLA DAYS REMAINING AS
OF 2/16/12.

Copies: _____

Approved By: 

Prepared By: ceskri29 02/14/2012 12:55:24

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

February 14, 2012

Original Hire Date: 08-15-2011

Hire Date: 08-15-2011

Work Location: 133

NICOLE L. TRAVIS
[REDACTED]

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 02-13-2012. Please check the information below for accuracy.

R/S	FROM	TO
	Job Title: <u>ASST PRINCIPAL MIDDLE SCHOOL</u>	
	Work Location: <u>133 / LASSITER MIDDLE SCHOOL</u>	
	Hourly/Daily/Annual Salary: <u>46.0354 368.2832 79,180.89</u>	
BU:	<u>CERX</u>	
Grade (rank) / Step:	<u>11 / RANK I / 9</u>	
Days / Hours:	<u>215.00 / 8.00</u>	
Position Number:	<u>11873</u>	
LEAVE OF ABSENCE		
Type of Leave:	<u>MEDICAL LV FMLA</u>	Effective Date: <u>02-13-2012</u> Return Date: <u>02/16/2012</u>
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:		Effective Date: _____

Comments: PER DOCUMENTATION RECEIVED-EMPLOYEE ON UNPAID FMLA DAYS
EMPLOYEE ON INTERMITTENT FMLA MEDICAL LEAVE. EMPLOYEE HAS 55 FMLA DAYS REMAINING AS
OF 2/16/12.

Copies: _____ Approved By:  Prepared By: ceskri29 02/14/2012 12:55:24



COMMONWEALTH OF KENTUCKY
EDUCATION PROFESSIONAL STANDARDS BOARD
FRANKFORT, KENTUCKY

CERTIFICATE FOR TEACHERS AND OTHER PROFESSIONAL SCHOOL PERSONNEL

REC'D CERTIFICATE IN
MAY 30 '12 PM 2:13

THIS CERTIFIES THAT **NICOLE LYNN TRAVIS**

CERTIFICATE NUMBER 200216672

HAS COMPLETED A PROGRAM OF PROFESSIONAL PREPARATION AND IS HEREBY ISSUED THIS CERTIFICATE IN ACCORDANCE WITH SECTION 161 OF THE KENTUCKY REVISED STATUTES AND IN ACCORDANCE WITH THE LEGAL AUTHORITY OF THE KENTUCKY EDUCATION PROFESSIONAL STANDARDS BOARD.

Code	Degree and Institution	
2822	Bellarmino University	Planned Sixth-Year Program
2822	Bellarmino University	Master's
2873	University of Louisville	Bachelor's

RANK UNDER KRS 157.390: 1 08/04/2003

VALID FROM THE INDICATED EFFECTIVE DATE TO EXPIRATION DATE FOR PROFESSIONAL SERVICES IN KENTUCKY SCHOOLS AS SHOWN BELOW. THIS DOCUMENT INCLUDES ALL CERTIFICATION CURRENTLY IN EFFECT FOR THE RECIPIENT AND SUPERSEDES ANY AND ALL CERTIFICATES PREVIOUSLY ISSUED.

Code	Certification	Effective Date	Expiration Date
KG20	Professional Certificate For Middle Grades Social Studies, Grades 5-9	07/01/2007	06/30/2017
KLB	Professional Certificate For Teaching Exceptional Children-Learning And Behavior Disorders, Grades Primary Through 12	08/04/2003	06/30/2018
KSS	Professional Certificate For Teaching Social Studies, Grades 8 Through 12	08/04/2003	06/30/2018
	MUST COMPLETE THREE YEARS OF TEACHING EXPERIENCE OR 6 SEMESTER HOURS OF NEW GRADUATE CREDIT BY SEPTEMBER 1 OF THE YEAR OF EXPIRATION.		
KP2	Professional Certificate For Instructional Leadership - Principal, All Grades, Level 2	07/01/2008	06/30/2018
	RENEWAL REQUIRES COMPLETION OF TWO YEARS OF EXPERIENCE IN THE POSITION FOR WHICH THE CERTIFICATE WAS ISSUED, OR 3 SEMESTER HOURS NEW GRADUATE CREDIT RELATED TO POSITION FOR EACH YEAR OF EXPERIENCE NOT COMPLETED, OR COMPLETION OF EILA HOURS AS SPECIFIED IN KRS 156.101 BY SEPTEMBER 1 OF EXPIRATION YEAR.		

IT IS THE RESPONSIBILITY OF THE CERTIFICATE HOLDER TO MAINTAIN THE VALIDITY OF THIS CERTIFICATE. (Renewal requirements printed above)

(See reverse side for the Professional Code of Ethics)

DATE OF TRANSACTION: 05/21/2012

CG Hord

Philip S. Rogers

**EXECUTIVE DIRECTOR
EDUCATION PROFESSIONAL STANDARDS BOARD**

NICOLE LYNN TRAVIS

One copy of this document
should be filed with the
employer

Page 1 of 1

Rev. 02/06

JEFFERSON COUNTY BOARD OF EDUCATION
NOTIFICATION OF CHANGE

001822



Name: TRAVIS NICOLE

Address:

Soc. Sec. No: Race/Sex Code
Department: 60 Budget Slot (1): 0410
Job Code (1): 05002 Job Code (2):
Board Action Date: Last Day Worked:
Original Leave Date: 05/03/11 Personal Days:
Birth Date: Hire Date: 08/04/03
Representation Code: X Perm. Rep. Code: X
001822 941328 1 05002 0001

Phone: Today's Date: 05/04/11
Budget Slot (2): Budget Slot (3):
Job Code (3): Effective Date: 05/03/11
Last Day Paid: Yrs. Exp.: 8
Sick Days: Vac. Days:
Employment Status: A /PERMANENT FULL-TIME

Job Assignment: To:
Certification:
Work Location To:
Current Salary: To:
Job Family: To:
Grade/Rank/Step: To:
Admin. Tch. Rank/Step: To:
Funding Source: To:
Acct. No. (1): Pct: To: Pct:
Acct. No. (2): Pct: To: Pct:
Acct. No. (3): Pct: To: Pct:
Reason:
Base Days/Hours: To:
Person replaced - Name/Reason:
FICA: CERS: KTRS: Additon: Replacement:

Type of Leave: MEDICAL LEAVE FML Expected Date of Return: 05/09/11
Job Assignment: ASSOCIATE PRIN (SAC) Work Location: 019 TEN BROECK-DUPONT
Funding Source: GENERAL Acct. No. (1): 1-0100-60-2410-121-5-019-60 Pct: 1.00
Acct. No. (2): Pct:
Acct. No. (3): Pct:

Layoff: Discharge: Resignation: Retirement: Non-Renew:
Job Assignment: Work Location:
Reason:
Funding Source: Acct. No. (1): Pct:
Acct. No. (2): Pct:
Acct. No. (3): Pct:

Remarks: PLACED ON FMLA MEDICAL PER CALL FROM EMPLOYEE AND DOCUMENTATION ON FILE
EMPLOYEE HAS USED 9 FMLA DAYS TO DATE

Copies: BENEFITS, FILE, BD REPORT, CERTIFICATIONS, DIRECTOR

Recall Issued: AM PM Job Assignment:
Work Location: Salary Grade: Days/Hours: Job Offer Accepted: Yes No
If Refused, reason:
Person making call:

DIVISION OF PERSONNEL SERVICES

Signed:
Personnel Administrator:

Date: 05/04/11

JEFFERSON COUNTY BOARD OF EDUCATION
NOTIFICATION OF CHANGE

001822



Name: TRAVIS NICOLE

Address:

Soc. Sec. No: Race/Sex Code
Department: 60 Budget Slot (1): 0410
Job Code (1): 05002 Job Code (2):
Board Action Date: Last Day Worked:
Original Leave Date: 05/03/11 Personal Days:
Birth Date: Hire Date: 08/04/03
Representation Code: X Perm. Rep. Code: X
001822 941608 941609 1 05002 0001

Phone: Today's Date: 05/05/11
Budget Slot (2): Budget Slot (3):
Job Code (3): Effective Date: 05/05/11
Last Day Paid: Yrs. Exp.: 8
Sick Days: Vac. Days:
Employment Status: A /PERMANENT FULL-TIME

Job Assignment: MEDICAL LEAVE FML To: ASSOCIATE PRIN (SAC)
Certification: KLB KSS KG20 KP2
Work Location To: 019 TEN BROECK-DUPONT
Current Salary: To: \$319.97 \$60794.30
Job Family: To: 4
Grade/Rank/Step: To: 09/02
Admin. Tch. Rank/Step: To: 10/08
Funding Source: To: GENERAL
Acct. No. (1): Pct: To: 1-0100-60-2410-121-5-019-60 Pct: 1.00
Acct. No. (2): Pct: To: Pct:
Acct. No. (3): Pct: To: Pct:
Reason:
Base Days/Hours: To: 190/
Person replaced - Name/Reason:
FICA: CERS: KTRS: Addition: Replacement:

Type of Leave: Expected Date of Return:
Job Assignment: Work Location:
Funding Source: Acct. No. (1): Pct:
Acct. No. (2): Pct:
Acct. No. (3): Pct:

Layoff: Discharge: Resignation: Retirement: Non-Renew:
Job Assignment: Work Location:
Reason:
Funding Source: Acct. No. (1): Pct:
Acct. No. (2): Pct:
Acct. No. (3): Pct:

Remarks: ADMINISTRATORS WORK 8 HOURS PER DAY.
RETURNED FROM FMLA MEDICAL PER EMPLOYEE REQUEST

EMPLOYEE HAS USED 10 FMLA DAYS TO DATE

Copies: BENEFITS, FILE, DIRECTOR, BD REPORT CERTIFICATIONS

Recall Issued: AM PM Job Assignment:
Work Location: Salary Grade: Days/Hours: Job Offer Accepted: Yes No
If Refused, reason:
Person making call:

DIVISION OF PERSONNEL SERVICES

Signed:
Personnel Administrator:

Date: 05/05/11

JEFFERSON COUNTY BOARD OF EDUCATION
NOTIFICATION OF CHANGE

001822



Name: TRAVIS NICOLE L
Address: [REDACTED]

Soc. Sec. No: [REDACTED] Race/Sex Code: [REDACTED]
Department: 60 Budget Slot (1): 0410
Job Code (1): 05002 Job Code (2):
Board Action Date: Last Day Worked:
Original Leave Date: 01/06/11 Personal Days:
Birth Date: [REDACTED] Hire Date: 08/04/03
Representation Code: X Perm. Rep. Code: X
001822 921474 921475 1 05002 0001

Phone: [REDACTED] Today's Date: 01/13/11
Budget Slot (2): Budget Slot (3):
Job Code (3): Effective Date: 01/12/11
Last Day Paid: Yrs. Exp.: 8
Sick Days: Vac. Days:
Employment Status: A /PERMANENT FULL-TIME

Transfer

Job Assignment: MEDICAL LEAVE FML To: ASSOCIATE PRIN (SAC)
Certification: KLB KSS KG20 KP2
Work Location To: 019 TEN BROECK-DUPONT
Current Salary: To: \$319.97 \$60794.30
Job Family: To: 4
Grade/Rank/Step: To: 09/02
Admin. Tch. Rank/Step: To: 10/08
Funding Source: To: GENERAL
Acct. No. (1): Pct: To: 1-0100-60-2410-121-5-019-60 Pct: 1.00
Acct. No. (2): Pct: To: Pct:
Acct. No. (3): Pct: To: Pct:
Reason:
Base Days/Hours: To: 190/
Person replaced - Name/Reason:
FICA: CERS: KTRS: Additon: Replacement:

LEAVE OF ABSENCE

Type of Leave: Expected Date of Return:
Job Assignment: Work Location:
Funding Source: Acct. No. (1): Pct:
Acct. No. (2): Pct:
Acct. No. (3): Pct:

LAYOFF / DISCHARGE / RESIGNATION / RETIREMENT / NON-RENEW

Layoff: Discharge: Resignation: Retirement: Non-Renew:
Job Assignment: Work Location:
Reason:
Funding Source: Acct. No. (1): Pct:
Acct. No. (2): Pct:
Acct. No. (3): Pct:

Remarks

Remarks: ADMINISTRATORS WORK 8 HOURS PER DAY.
RETURN FROM FMLA MEDICAL LEAVE

EMPLOYEE HAS USED 8 FMLA DAYS AS OF 1/12/11

Copies: BENEFITS, FILE, BD REPORT, CERTIFICATIONS, DIRECTOR

Recall Information

Recall Issued: AM PM Job Assignment:
Work Location: Salary Grade: Days/Hours: Job Offer Accepted: Yes No
If Refused, reason:
Person making call:

DIVISION OF PERSONNEL SERVICES

Signed:
Personnel Administrator:

Date: 01/13/11

JEFFERSON COUNTY BOARD OF EDUCATION
NOTIFICATION OF CHANGE

001822



Name: TRAVIS NICOLE L
Address: [REDACTED]

Soc. Sec. No: [REDACTED] Race/Sex Code: [REDACTED]
Department: 60 Budget Slot (1): 0410
Job Code (1): 05002 Job Code (2):
Board Action Date: Last Day Worked:
Original Leave Date: 01/06/11 Personal Days:
Birth Date: [REDACTED] Hire Date: 08/04/03
Representation Code: X Perm. Rep. Code: X
001822 921473 1 05002 0001

Phone: [REDACTED] Today's Date: 01/13/11
Budget Slot (2): Budget Slot (3):
Job Code (3): Effective Date: 01/06/11
Last Day Paid: Yrs. Exp.: 8
Sick Days: Vac. Days:
Employment Status: A /PERMANENT FULL-TIME

Transfer

Job Assignment: To:
Certification:
Work Location: To:
Current Salary: To:
Job Family: To:
Grade/Rank/Step: To:
Admin. Tch. Rank/Step: To:
Funding Source: To:
Acct. No. (1): Pct: To: Pct:
Acct. No. (2): Pct: To: Pct:
Acct. No. (3): Pct: To: Pct:
Reason:
Base Days/Hours: To:
Person replaced - Name/Reason:
FICA: CERS: KTRS: Additon: Replacement:

LEAVE OF ABSENCE

Type of Leave: MEDICAL LEAVE FML Expected Date of Return: 01/12/11
Job Assignment: ASSOCIATE PRIN (SAC) Work Location: 019 TEN BROECK-DUPONT
Funding Source: GENERAL Acct. No. (1): 1-0100-60-2410-121-5-019-60 Pct: 1.00
Acct. No. (2): Pct:
Acct. No. (3): Pct:

LAYOFF / DISCHARGE / RESIGNATION / RETIREMENT / NON-RENEW

Layoff: Discharge: Resignation: Retirement: Non-Renew:
Job Assignment: Work Location:
Reason:
Funding Source: Acct. No. (1): Pct:
Acct. No. (2): Pct:
Acct. No. (3): Pct:

Remarks

Remarks: PLACED ON FMLA MEDICAL LEAVE PER DOCUMENTATION ON FILE
EMPLOYEE HAS USED 8 FMLA DAYS AS OF 1/12/11

Copies: BENEFITS, FILE, CERTIFICATIONS, BD REPORT, DIRECTOR


Recall Information

Recall Issued: AM PM Job Assignment:
Work Location: Salary Grade: Days/Hours: Job Offer Accepted: Yes No
If Refused, reason:
Person making call:

DIVISION OF PERSONNEL SERVICES

Signed:
Personnel Administrator:

Date: 01/13/11



November 28, 2015

Dr. Donna Hargens
VanHoose Education Center
PO Box 34020
Louisville, KY 40232

Dear Dr. Hargens:

This letter will acknowledge receipt of the Reasons for Reduction in Responsibilities with Corresponding Reduction in Salary dated November 18, 2015 and hand-delivered to me on November 18, 2015. Again, I appreciate the opportunity that JCPS has provided to me in allowing me to explain with evidence as to why any decisions regarding a demotion may not be warranted. As stated in your letter, I must file a written answer to the statement of grounds for the demotion within ten (10) days of the date of the letter as noted above. In accordance with the directions given in the letter, please see the statement below as my written answer to the statement of grounds for the demotion.

I received a call from the Director of Administrative Recruitment and Development Tiffeny Armour during midday on Tuesday, June 17, 2014 that I was being placed at Smyrna Elementary as Assistant Principal. As requested by Mr. Jonathan Cesler, Principal of Lassiter Middle, and Dr. Tiffany Stith, Principal of Smyrna Elementary, I reported to Smyrna Elementary for the rest of the work week which required me to report to work early on June 18, 2014 so to pack, clean, and turn in school property to the previous school, whereupon I then immediately reported to Smyrna Elementary at approximately 9:15 a.m. After meeting briefly with the Principal, Secretary, and Family Resource Coordinator at Smyrna, I unpacked my car, and then asked if there was anything I needed to do before the end of the work year, where I was then given all of the Yellow Transportation Cards for 2014-15 to review for missing or incorrect information. We then had meetings regarding transportation, staff, etc. for approximately two to three hours on both June 18, 2014 and June 19, 2014. Otherwise, I continued to work on the Yellow Cards as requested by the secretary and I assume the principal.

I reported to work at Smyrna at the start of the new work year on Monday, July 14, 2014 where for the next four weeks, the majority of my normal work hours involved being out of the building to attend required district meetings or professional development (PD) sessions as well as participating in meetings held at school called by the principal in preparation for the coming year. Therefore, to perform my assigned duties and complete assigned tasks, I spent numerous hours before and after normal work hours both at work and at home doing the following:

- Data entry for all transportation data in Infinite Campus as well as on hardcopies of Yellow Cards for each enrolled student (which totaled approximately 550 students) so to correct past input procedures made by support staff from the previous school year
- Answering and making calls to parents on a daily basis to obtain missing and/or new transportation information and then making corrections accordingly in Infinite Campus and on Yellow Cards on a daily basis
- Running transportation reports on a daily basis and making needed corrections in Infinite Campus and on Yellow Cards
- Creating backpack tags for each enrolled student which totaled approximately 550 students
- Labeling and bagging student backpack tags and wristbands according to type of transportation and teacher for every student and teacher in the school
- Creating, labeling, stuffing, and sending out transportation letters
- Creating a schedule for each Exceptional Child Education (ECE) student according to Individual Education Program (IEP) for required services and service minutes around each homeroom teacher's schedule as well as schedules for lunch, wellness, and special areas
- Working at school on Saturday, July 26, 2014 with permission from the principal from approximately 11:30 a.m. – 4:30 pm. with alarm continually buzzing because I was not allowed to have an alarm code but needed to work with ECE student files to try to complete the ECE student scheduling
- Continually contacting the necessary departments and MIS to get proper permissions to work on School Safety Plan
- Continually contacting MIS to address my assigned laptop crashing frequently
- When possible with limited time, I worked on other assigned tasks which included to review materials from PGES trainings, to get permissions and review electronic walk-through forms, to review specialized hardcopy walk-through forms for reading and for math, to review employee handbook and other staff materials to recommend any changes needed, to create PD related to book and materials for guided reading and assessment, and to read books assigned for summer reading to 4th and 5th grade students

On the first day of school and for the next three to four weeks afterward, I was mainly dealing with transportation from checking student backpack tags and wristbands, to talking with teachers and parents to correct information in Infinite Campus and Yellow Cards, to re-tagging large groups of students due to changed buses and routes made by the Bus Compound to adjust for new student enrollments and withdrawals, as well as typical Assistant Principal duties of bus expectations and misbehavior, ensuring safe and efficient arrival and dismissal according to Transportation Plan written by the Principal, and meeting and coordinating with Safety Resource Officer at Moore Middle and High to help mitigate negative effects in their changing arrival and dismissal plan. I was also heavily involved in dealing with intensive behaviors by several students which included Safe Crisis Management (SCM), phone calls and conferences with parents and guardians, coordinating mental health assessments, helping teachers create Functional Behavior Assessments (FBAs) and Behavior Intervention Plan (BIPs), and coordinating with school staff to implement protocol and plans for students, etc. At that time of the year, we averaged 10-12 major incidents with about 10 students per day.

My roles and responsibilities throughout the rest of the year were extensive under each area and most were ones that needed to be completed during the school day, and for those that could be

done after hours, I still needed to be in the building because I needed access to student files, a printer, copier, office supplies, etc. Therefore, I typically came in as early as 6:00 a.m. and stayed as late as 9:30 p.m. My main duties (as well as what is outlined in Smyrna Assistant Principal Job Expectations) involved the following with almost all needed to be done on a daily basis and with explicit directions to be done by only me only the principal:

Transportation/Buses - met all requirements set forth in the Smyrna Assistant Principal Job Expectations along with the following:

- Arrival and dismissal with only person being assigned to bus loading dock and the front door of the school per principal
- Collaborated heavily with bus drivers and compound regarding intensive bus behaviors as well as safety concerns
- Review daily changes to transportation averaging 10-12 per day and make changes as needed in Infinite Campus (IC) and on Yellow Card and re-tag student backpack tag as needed averaging 5 per day
- Bus referrals averaging 3-4 per day which involved investigations, conferences with all stakeholders, progression of consequences done by me to include parent phone calls, letters sent home, bus classes, time-outs, suspensions, etc.
- Conferencing with parents and staff to deal with issues related to safety and transportation in arrival and dismissal procedures
- Sent updated reports and lists to all staff on monthly basis

Meetings - met all requirements set forth in the Smyrna Assistant Principal Job Expectations along with the following:

- Per principal, did not attend majority of the faculty meetings so to do one-on-one coaching using Teach Like A Champion with two teachers who were having difficulties with classroom management and therefore I missed a lot of information, directives, PD, and initiatives
- Would often have to reschedule PD or meetings due to direction of principal which then often change plan for workload and any other coordination with other staff members
- Often attempted to share necessary information during administrative team meetings but would be interrupted or over talked by another team member

Lunchroom - met all requirements set forth in the Smyrna Assistant Principal Job Expectations. Please note that if I was not in the cafeteria during the entire time, then it was due to a major crisis or incident such as an out-of-control student, etc.

Safety Plan - met all requirements set forth in the Smyrna Assistant Principal Job Expectations along with the following:

- Extensive work done in corrections and clean-up to get necessary documents, maps, and materials to complete Safety Plan and implement it throughout the school (i.e. floor maps correctly labeled with safety features, revised and appropriate routes with collaboration with the Highview Fire Marshall, corrected safety manual, safety kits, etc.).

Discipline/SRT/School-wide Behavior Plan - met all requirements set forth in the Smyrna Assistant Principal Job Expectations along with the following:

- SRT Responder and often involved with chronic and intensive behaviors and procedures as stated above in Paragraph 3
- Review every Behavior Incident Log (BIL) in CASCADE and input an entry on "Administrator Action Taken" where average 5-8 per day
- Starting late January 2015, develop, review, and help implement FBAs and BIPs for any student with more than 5 BILs which involved approximately 30 students and extensive follow-up with teachers for appropriate protocols regarding documentation and implementation. This is above and beyond the ones that were created and implemented for the students who were displaying intensive behaviors earlier in the year.
- Starting in March 2015, review every IC Referral and input Resolution along with corresponding BIL averaging 5-8 per day as well as need for extensive follow-up due to new procedure
- Data entry in Infinite Campus for Behavior RtI per district protocols
- Establish and monitor expectations for the cafeteria with assigned lunch duty from 10:50 a.m. to 1:10 p.m. each day
- Participate in PBIS and SRT committee meetings and performing the duties of SRT Case Manager although the title was under the Counselor

Communications concerning student/parent issues - met all requirements set forth in the Smyrna Assistant Principal Job Expectations as much as possible along with the following:

- Kept all notes regarding situations, parent conferences, phone calls, etc. on each student in folders by student name
- Ensured that Principal, Counselor, and Family Resource Coordinator knew of all concerns and issues as well as resolutions via administrative team meetings, hallway conversations, PBIS and SRT meetings, attendance meetings, email, and phone calls.

SBARCs/ECE and 504 Chairperson - met all requirements set forth in the Smyrna Assistant Principal Job Expectations as much as possible along with the following:

- Chaired ARC meetings which included more than usual due to clean up from previous year, unusually high amount of comprehensive re-evaluations needed for Developmental Delay students, unusually high amount of initial referrals, and review of referrals for parents with academic and behavior concerns
- Chaired all 504 Plan meetings which involved extensive work with a particular family and several phone calls, conferences, and meetings from mid-October when they arrived through the rest of the year
- Coordinating and collaborating with all district and school support staff, teachers, and parents for RtI for students and for evaluation planning
- Recordkeeping for ARC folders to include review, copies, gathering data and protocols, sending and receiving, etc.
- During first semester, scheduling of several ARC meetings that ECE Clerk was not able to get done, and then during second semester, scheduling almost all of the ARC meetings
- Behavior observations of students which were numerous due high number of initial referrals as well as comprehensive re-evaluations. Each student needed at least two observations per area of concern with a length of at least 30 minutes each observation while in a regular classroom. Some overlap is allowed such as observation of reading and attention concerns.

- Data entry and corrections in IC for case management and district reports
- Had zero issues with December 1 Count and positive ECE Record Review

Instruction/Evaluation - met all requirements set forth in the Smyrna Assistant Principal Job Expectations as much as possible along with the following:

- Conducted a total of three observations on each of assigned 14 certified staff members and four classified staff members with each including a pre- and post-conferences focused on staff reflection on areas of strengths and next steps for areas of improvement along with ideas for new programming for curriculum, instruction, and assessment.

Professionalism - met all requirements set forth in the Smyrna Assistant Principal Job Expectations.

Please note that I was assigned to be on the loading dock starting at 8:30 a.m., in the cafeteria every day from 10:50 a.m. to 1:10 p.m. each day, and the loading dock and then car rider line until 4:15 p.m. each day which once you get students settled into classes in the morning and then all home with parents in the afternoon, that leaves me from about 9:30 a.m. – 10:50 a.m. and then again from 1:10 p.m. – 3:40 p.m. each day to accomplish all of the above. And that is if the day goes well and there are no crises with students, staff, or parents, which unfortunately there were often days with major crises.

There are also several mitigating factors that negatively affected the change process of several new initiatives and systems beginning that school that year per the principal, and therefore affected the scope of my roles and responsibilities and henceforth limited my available time even more so, which later negatively affected all of the above and my overall performance:

- I was new to the school and needed to learn systems, processes, norms, etc. while establishing rapport and building relationships with all stakeholders. I had a relatively short time to do that in considering that I didn't meet staff, students, or parents until August but yet was deemed significantly deficient by March.
- With our SRT, the PBIS Coach was new to his role, the Student Success Coach was new to her role as well as the school, and the Counselor was new to her role as the Case Manager as well as she needed to be out for maternity leave from mid-October to beginning of January.
- Our SRT procedures and protocols and School-Wide Behavior Plan were rarely implemented correctly by teachers and required a lot of follow-up by myself for corrections. They may have been trained in RtI, PBIS, SRT, BILs, IC referrals, and FBAs & BIPs but they needed extensive follow-up by me.
- I was the fourth ARC Chairperson and 504 Chairperson in four school years, which required extensive hours to clean up and purge ARC folders, make corrections in Infinite Campus, and hold ARC meetings to correct IEPs, consents for services, and planning and consent for testing, etc. It also required extensive hours with parents via phone calls, conferences, and meetings to address concerns from the previous year as well as the present regarding RtI, evaluation planning, and testing.
- Frequent audit meetings regarding progress with ECE called by the Principal with ECE Consulting Teacher, ECE Placement Specialist, School Psychologist, and Principal during October, November, December, and January which limited available time to work on the cases that were being addressed in the meetings.

- ECE Clerk is only assigned to the school two days a week on Mondays and Tuesdays. She is also assigned to cafeteria duty from 10:50 a.m. to 1:10 p.m. and needs to then have a lunch which also limited her available work time for duties related to ECE support. Her assigned office space had been changed from the school office to the other side of building sharing an open space within the resource classroom with the two ECE teachers where students are being serviced, so her morale was negatively affected and the change also affected her abilities and efficiency in scheduling ARC meetings, data entry, and recordkeeping.
- There was no regular room available other than the storage closet in the gym to hold ARC meetings, so they were held in my small office and if it involved more than 3 people, we held it in the Speech Therapist's room whenever possible to accommodate the other members. On Monday, May 4, I was told to hold all ARC meetings in my office.
- I was the second AP in three school years, and the previous AP did not end the previous work year, which left a lot of clean up and catch up on school and bus discipline, school safety, ECE, RtI, etc. before those systems could even be improved upon.
- I have been told numerous times, and at times in written form, that when I am assigned a task, responsibility, or a project, then I am not to delegate or coordinate those tasks with anyone – which included district support staff and later a retired administrator brought in as support for ECE but they were only allowed to look at records of the meetings that I held, and later allowed to help with student observations.
- Principal was often out of the building due to required professional and personal obligations throughout the year, which often left me as the only official administrator during the first semester since the Counselor was also out as stated above, and therefore the only one to deal with frequent issues and crises from all stakeholders.
- I communicated with the principal several times that I am not getting enough time to complete my assigned tasks, and often I was told to figure it out and do what I needed to do to get it done. I asked several times to get an alarm code so I could work on weekends to catch up and she would not allow it.

In reference to other items listed in the Reasons for Reduction of Responsibilities with Corresponding Reduction in Salary:

- Items 4 – 14 did not include pertinent information to include the context of the full conversations and conferences which did involve permissions from the principal regarding work schedule, turning in required paperwork with the criteria previously given to me, etc. along with the other information set forth above in this statement.
- I have never purposely not followed a directive given to me by this or any other supervisor, even when I attempted to share information when another course of action may be more effective or efficient.
- Item 16 does not include that was Year 2 of a change process occurring at the schools that I was over and that there were two influential teachers who were especially resistant to change. This is a natural part of the change process and we did end up working together quite positively and made significant gains and improvements in all areas during the three years I was with State Agency Schools.
- Item 17 includes my statement to this evaluation and I am more than willing to share work product and other documentation that shows the extensive and positive results that I helped with while I was with Lassiter Middle.

Please know and be assured that with all of the above, especially the mitigating factors resulting from transitions of staff and students, the inordinate amount of time needed for change management of all of the new initiatives and protocols, and the lack of consideration of possible solutions such as delegating tasks to other available staff and/or allowing for extended work during more feasible hours and days, I continued to meet all of the expectations set forth in the Elementary School Assistant Principal Job Description as well as meet the majority of the expectations set forth in the Smyrna Assistant Principal Job Expectations. The few items that I did not get to meet on a consistent basis such as being in the cafeteria for lunch duty each day or turning in a Communication Log each week was only due to having to prioritize specific and major student and staff needs and the corresponding aftermath of those incidents (i.e. out of control student throwing a chair at another student or staff member, holding ARC meetings, observing staff and students, etc.) so to protect the students, the school, and the district. I am more than willing to share work product and other documentation as well to show that I organized by priorities, communicated and collaborated with all stakeholders including the principal, and was determined and focused to clean-up and streamline systems and protocols while also building positive rapport and relationships with the school community. Also, I have a host of accomplishments that always includes marked improvement in student achievement as well as positive reviews and recommendations in every position that I have had with JCPS as a teacher, a teacher leader, and as an administrator. Although already stated, I truly appreciate the opportunity to share my experiences. Please do not hesitate to contact me should you have any further questions regarding my employment experience or track record. Thank you ahead of time for your consideration.

Sincerely yours,

Nicole L. Travis

Administrative Offices

Vanhooose Education Center
P. O. Box 34020
Louisville, Kentucky 40232-4020
(502) 485-3011
Fax: (502) 485-3991

August 14, 2015

HAND DELIVERED

Nicole Travis


RE: Notice of Demotion and Reduction in Responsibilities with Corresponding Reduction in Salary

Dear Ms. Travis:

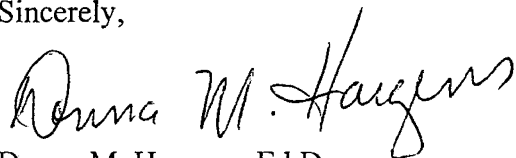
This letter shall serve as notification pursuant to KRS 161.765 that effective upon your receipt of this letter you shall be demoted from the position of Elementary School Assistant Principal to the position of classroom teacher. This letter shall also serve as notification pursuant to KRS 160.390 that effective September 1, 2015, you will be reassigned to Newburg Middle School. Your position at Newburg will be classroom teacher and your supervisor will be Principal Nicole Adell.

For the remainder of the 2015-2016 school year, your salary will remain the same. This letter shall also serve as notification pursuant to KRS 161.760 that effective July 1, 2016, your salary will be reduced because the position of teacher has a lower salary grade than the position of Elementary School Assistant Principal on the District's salary schedule, because the responsibilities of a teacher are deemed to be less than the responsibilities of an Elementary School Assistant Principal. Beginning on July 1, 2016, your salary will be no less than \$69,514.50.

If you elect to contest your demotion, you may file with me a written statement of your intent to contest your demotion, within ten (10) days of your receipt of this notice. Upon receipt of written notice of your intent to contest your demotion, I will provide you with a written statement of the grounds upon which the proposed demotion is based and the date, time and place for a hearing to be held before the Jefferson County Board of Education. Upon your receipt of the statement of grounds for your demotion, you must file a written answer within ten (10) days. Failure to provide me with written notice of your intent to contest your demotion, or failure to file a written answer to the statement of grounds, in either case within the applicable ten (10) day time period, will cause your demotion to be final.

If you elect to contest your demotion, the hearing on the demotion shall be before the Jefferson County Board of Education and shall be public or private, at your discretion. The Board shall advise the parties of its decision within five (5) days from the close of the hearing and shall take official action in the case.

Sincerely,



Donna M. Hargens, Ed.D.
Superintendent

NICOLE L. TRAVIS

PHONE: [REDACTED]

• E-MAIL: [REDACTED]

September 27, 2001

Pam Taylor
Substitute Teacher Center
Jefferson County Public School
PO Box 34020
Louisville, KY 40232-4020

Dear Ms. Taylor:

Do you want to know about a new innovation that can save your organization both time and money? Then read on! The aftermath of a bad hire can include: wasted departmental budget, unrecoverable opportunity time, an assassination attempt upon the hiring manager's creditability, and a slight blow to the company's brand. I am here to offer you preventive measures against the demise of a bad hire.

First, rethink how you analyze a hopeful applicant's resume. For example, if you read between the lines, my resume will show that I am an ambitious intrapreneur and a communications guru. It will also show that I am not a disoriented job-hopper. Instead, I am a survivor of the following circumstances respectively: 1) the overworked, underpaid epidemic within the non-profit theater, 2) a rigor mortis downsizing affiliated with large corporate mergers, 3) a restructuring of a department in a constant state of flux, and 4) the pitfalls of start-up mania.

Next, do judge a book by its cover (or rather, a resume by its cover letter). The purpose of my cover letter is to inform you that my diverse background in the academic, career, and life arenas, can be an asset to your organization. I will bring an abundance of enthusiasm, a great work ethic, and a focus on quality. I am always striving to achieve total stakeholder satisfaction through active listening and astute presentation via telephone or face-to-face contact. Also, I will help you develop your programs and overall business through my spirited leadership.

Lastly, reevaluate your process of elimination. You will want to bring in a well-rounded individual, with altruistic intentions and trustworthy dedication, to the position and the company. I would love an opportunity to further explain my unique talents, and become a positive statistic on your recruiting reports. Please feel free to contact me at [REDACTED] to schedule an interview, so I may show you that I am an innovation that can save you both time and money. Thank you for your consideration.

Sincerely,

Nicole L. Travis

Nicole L. Travis

NICOLE L. TRAVIS

PHONE: [REDACTED] • E-MAIL: [REDACTED]

OBJECTIVE

A Substitute Teacher position that provides an opportunity for professional growth and development while utilizing my academic and experiential knowledge.

SUMMARY OF QUALIFICATIONS

- Proven skills in recruitment techniques for entry to executive level via sourcing & networking, professional organizations, career fairs, and the Internet
- Demonstrated communication skills with all levels of an organization
- Accomplished in team-building and training design & presentation
- Ability to manage projects with multi-tasking and time restrictions
- Diverse experience in the corporate, public, and private sectors
- Detail-oriented with excellent planning and organizational skills
- Resourceful and intuitive with strong leadership and analytical skills
- Versatile and flexible in either an independent or team environment
- Proficient in MS Access, Excel, Outlook, PowerPoint, Publisher, and Word as well as ACT, Sendout Pro, & Internet Research

PROFESSIONAL EXPERIENCE

Recruiting Specialist

Mar. 2001-May 2001 Careers 2000.Net Louisville, KY

- Developed recruitment and outplacement programs including strategic, marketing, & financial plans and created tools & resources for streamlined processes
- Secured 10 accounts via an average of 30 marketing calls per day and 4 candidate interviews, 2 sendouts, & 3 sales appointments per week
- Established business partnerships through negotiations and presentations and integral in the development of overall business and marketing strategy for all lines of service

Human Resources Specialist

Aug. 2000-Nov. 2000 Insight Communications Louisville, KY

- Recruited and hired 60 employees in 3 months for technical, non-technical, and professional resources for all company business units
- Established and utilized several contacts with leading businesses & firms as well as government agencies and non-profit organizations
- Revamped and implemented application & employment processes such as new hire and separation procedures and a HR database and intranet
- Developed and conducted new hire orientation and personnel training for behavioral interviewing, employee relations, and payroll

Crew Leader (Temporary Full-Time Position)

Mar. 2000-Aug.2000 U.S. Census Bureau Louisville, KY

- Supervised and assisted a staff of 40 with on-the-job training, consumer complaints & issues, and documentation
- Orientated and trained field personnel and lower levels of management via the classroom regarding job duties and policies & procedures
- Directed and expedited an above-average workload for two operations that was completed 3 days ahead of schedule

Tax Associate

Feb. 1999-Feb. 2000 PricewaterhouseCoopers LLP Cincinnati, OH

- Facilitated and consulted on projects for start-up/organizational costs and sales & use tax for firms in telecommunications and manufacturing
- Recruited and recommended entry-level candidates through campus visits, office tours, and meals & entertainment
- Analyzed and presented all data and information for financial reports & statements and for finalized client work product
- Researched and solved tax issues with casualty loss, capital gain, and real estate for individuals and small business owners

Programs Coordinator

Feb. 1998-Nov. 1998 National Multiple Sclerosis Society Louisville, KY

- Established and directed an innovative program that focused on the recruitment, training, and retention of non-paid employees
- Trained and managed a volunteer staff of 20 for the chapter office and other client-focused programs and events
- Developed and marketed statewide MS awareness programs and outreach campaigns via direct mail, phone survey, and events
- Designed and produced sophisticated monthly newsletter and polished marketing materials for client and chapter programs

EDUCATION

Master of Business Administration

1997-2000 Bellarmine College Louisville, KY

- Concentration in HR Management and Organizational Culture
- Graduated with a GPA of 3.6/4.0

Bachelor of Arts in Psychology

1993-1997 University of Louisville Louisville, KY

- Concentration in Social Sciences and Organizational Culture
- Graduated with a GPA of 3.2/4.0

REFERENCES

References and Recommendation Letters are available upon request.

NICOLE L. TRAVIS

REFERENCES

Kim Burns

Human Resources Manager
Insight Communications
133 South Third Street
Louisville, KY 40202
(502) 357-4554

Donna Myers

Director of Finance
Kentucky-Southeast Indiana Chapter
National Multiple Sclerosis Society
1169 Eastern Parkway, Suite 2266
Louisville, KY 40217
(502) 451-0014 ext. 27

Human Resources

United States Census Bureau
Charlotte Regional Census Center
C/O Louisville Census Office
International Airport Center
3300 International Airport Drive
Charlotte, NC 28208-5742
(888) 722-8995

Dr. Keith Richardson

Professor, Business
Bellarmine College
W. Fielding Rubel School Of Business
2001 Newburg Road
Louisville, KY 40205
(502) 452-8240

Karen T. Horning

Human Resources
PricewaterhouseCoopers LLP
2200 Chemed Center, 255 East Fifth Street
Cincinnati, OH 45202
(513) 768-4571

Dr. John Birkimer

Professor, Psychology
University of Louisville
Department of Psychology
Louisville, KY 40292
(502) 852-5949



COMMONWEALTH OF KENTUCKY

EDUCATION PROFESSIONAL STANDARDS BOARD

FRANKFORT, KENTUCKY

CERTIFICATE FOR TEACHERS AND OTHER PROFESSIONAL SCHOOL PERSONNEL

THIS CERTIFIES THAT NICOLE LYNN TRAVIS

FEB 23 2009

EPSB ID 200216672

CERTIFICATE NUMBER

HAS COMPLETED A PROGRAM OF PROFESSIONAL PREPARATION AND IS HEREBY ISSUED THIS CERTIFICATE IN ACCORDANCE WITH SECTION 161 OF THE KENTUCKY REVISED STATUTES AND IN ACCORDANCE WITH THE LEGAL AUTHORITY OF THE KENTUCKY EDUCATION PROFESSIONAL STANDARDS BOARD. 40102
Ten Brock-Dubont

Code	Degree and Institution	
2822	Bellarmino University	Planned Sixth-Year Program
2822	Bellarmino University	Master's
2873	University of Louisville	Bachelor's

RANK UNDER KRS 157.390: 1 08/04/2003

VALID FROM THE INDICATED EFFECTIVE DATE TO EXPIRATION DATE FOR PROFESSIONAL SERVICES IN KENTUCKY SCHOOLS AS SHOWN BELOW. THIS DOCUMENT INCLUDES ALL CERTIFICATION CURRENTLY IN EFFECT FOR THE RECIPIENT AND SUPERSEDES ANY AND ALL CERTIFICATES PREVIOUSLY ISSUED.

Code	Certification	Effective Date	Expiration Date
KG20	Professional Certificate For Middle Grades Social Studies, Grades 5-9	07/01/2007	06/30/2012
KLB	Professional Certificate For Teaching Exceptional Children-Learning And Behavior Disorders, Grades Primary Through 12	08/04/2003	06/30/2013
KSS	Professional Certificate For Teaching Social Studies, Grades 8 Through 12	08/04/2003	06/30/2013
KP2	<p>MUST COMPLETE THREE YEARS OF TEACHING EXPERIENCE OR 6 SEMESTER HOURS OF NEW GRADUATE CREDIT BY SEPTEMBER 1 OF THE YEAR OF EXPIRATION.</p> <p>Professional Certificate For Instructional Leadership - Principal, All Grades, Level 2</p> <p>RENEWAL REQUIRES COMPLETION OF TWO YEARS OF EXPERIENCE IN THE POSITION FOR WHICH THE CERTIFICATE WAS ISSUED,</p> <p>OR 3 SEMESTER HOURS NEW GRADUATE CREDIT RELATED TO POSITION FOR EACH YEAR OF EXPERIENCE NOT COMPLETED,</p> <p>OR COMPLETION OF EILA HOURS AS SPECIFIED IN KRS 156.101 BY SEPTEMBER 1 OF EXPIRATION YEAR.</p>	07/01/2008	06/30/2013

IT IS THE RESPONSIBILITY OF THE CERTIFICATE HOLDER TO MAINTAIN THE VALIDITY OF THIS CERTIFICATE. (Renewal requirements printed above)

(See reverse side for the Professional Code of Ethics)

DATE OF TRANSACTION: 10/31/2008

CG Hord

EXECUTIVE DIRECTOR
EDUCATION PROFESSIONAL STANDARDS BOARD

NICOLE LYNN TRAVIS

One copy of this document
should be filed with the
employer

Page 1 of 1

Rev. 02/06

Employee Relations

VanHoose Education Center
P.O. Box 34020
Louisville, KY 40232-4020
(502) 485-3151
Fax: (502) 485-6040

November 20, 2008

Nicole L. Travis


Dear Ms. Travis:

Congratulations! You have completed the evaluation training and successfully completed the cognitive test for initial certification as an Evaluator of Teachers.

The major purpose of evaluation is to improve the overall performance of personnel. Your continued emphasis on the importance of effective evaluation is critical to the success of this process.

Continuing certification as an Evaluator of Teachers is contingent upon the completion of twelve (12) hours of evaluation training every year beginning July 1, 2008.

Again, congratulations. If I may be of service to you, please feel free to contact me.

Sincerely,



Carolyn Meredith
Director Employee Relations

CM/mhe

c Personnel file ✓

Jefferson County
Public Schools



Shaping the Future

Certificate of
Successful Completion
of Initial Certification
for Evaluators Training

Nicole L. Travis

*is awarded this certificate for successfully completing the cognitive test and
training for initial certification as an Evaluator of Teachers.*

Casalyne Meredith
Director, Employee Relations

11/25/08
Date



COMMONWEALTH OF KENTUCKY

EDUCATION PROFESSIONAL STANDARDS BOARD

FRANKFORT, KENTUCKY

CERTIFICATE FOR TEACHERS AND OTHER PROFESSIONAL SCHOOL PERSONNEL

THIS CERTIFIES THAT

NICOLE LYNN TRAVIS

EPSB ID 200216672

CERTIFICATE NUMBER

HAS COMPLETED A PROGRAM OF PROFESSIONAL PREPARATION AND IS HEREBY ISSUED THIS CERTIFICATE IN ACCORDANCE WITH SECTION 161 OF THE KENTUCKY REVISED STATUTES AND IN ACCORDANCE WITH THE LEGAL AUTHORITY OF THE KENTUCKY EDUCATION PROFESSIONAL STANDARDS BOARD.

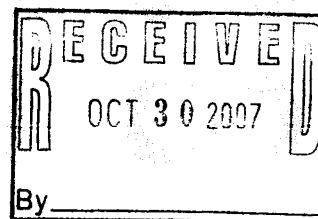
Code	Degree and Institution	
2822	Bellarmine University	Planned Sixth-Year Program
2822	Bellarmine University	Master's
2873	University of Louisville	Bachelor's

RANK UNDER KRS 157.390: 1 08/04/2003

VALID FROM THE INDICATED EFFECTIVE DATE TO EXPIRATION DATE FOR PROFESSIONAL SERVICES IN KENTUCKY SCHOOLS AS SHOWN BELOW. THIS DOCUMENT INCLUDES ALL CERTIFICATION CURRENTLY IN EFFECT FOR THE RECIPIENT AND SUPERSEDES ANY AND ALL CERTIFICATES PREVIOUSLY ISSUED.

Code	Certification	Effective Date	Expiration Date
KG20	Professional Certificate For Middle Grades Social Studies, Grades 5-9	07/01/2007	06/30/2012
KLB	Professional Certificate For Teaching Exceptional Children-Learning And Behavior Disorders, Grades Primary Through 12	08/04/2003	06/30/2013
KSS	Professional Certificate For Teaching Social Studies, Grades 8 Through 12	08/04/2003	06/30/2013

MUST COMPLETE THREE YEARS OF TEACHING EXPERIENCE OR 6 SEMESTER HOURS OF NEW GRADUATE CREDIT BY SEPTEMBER 1 OF THE YEAR OF EXPIRATION.



IT IS THE RESPONSIBILITY OF THE CERTIFICATE HOLDER TO MAINTAIN THE VALIDITY OF THIS CERTIFICATE. (Renewal requirements printed above)

(See reverse side for the Professional Code of Ethics)

DATE OF TRANSACTION: 08/08/2007

CH

Philip S. Rogers

EXECUTIVE DIRECTOR
EDUCATION PROFESSIONAL STANDARDS BOARD

NICOLE LYNN TRAVIS

One copy of this document
should be filed with the
employer

Rev. 02/06

CONTINUING CONTRACT OF EMPLOYMENT

COMMONWEALTH OF KENTUCKY
COUNTY OF JEFFERSON

BRECKINRIDGE MET SCH

This contract of continuing employment made and entered into this 1ST day of May, 2007 by and between the Jefferson County School District, Louisville, Kentucky, herein after called the District, and

NICOLE L. TRAVIS

a teacher holding a valid certificate issued in accordance with the the laws of Kentucky,
and now in force, hereinafter called Teacher, as defined KRS 161.720.

WHEREAS, the Superintendent of the District did appoint said Teacher for continuing employment at a salary to be determined annually by the Teacher's qualifications and by a salary schedule to be adopted by the District and approved by the State Board for Elementary and Secondary Education, and

WHEREAS, KRS 161.730, 161.720, AND 161.810 provide for continuing contracts with each district for teachers who are qualified by the terms of said law; and

NOW, THEREFORE, THIS CONTRACT WITNESS:

That pursuant to said appointment and in consideration of the said salary to be paid in the manner and at the times prescribed by law, and of the salary for any and all subsequent school terms to be fixed annually by the District according to law and to be paid in the manner and at the times prescribed by law, the Teacher agrees to perform in a thorough and professional manner all of the duties of said position and employment under the direction of the superintendent of the District, and further agrees to observe faithfully and enforce the rules and regulations lawfully prescribed by legally constituted school authorities in so far as such rules and regulations may be applicable to the position which each teacher holds.

THE PARTIES HERETO MUTUALLY AGREE:

1. The services to be performed by said teacher shall be such as are required by law, by the lawful rules and regulations of the State Board for Elementary and Secondary Education, and by the lawful rules and regulations of the District.
2. The duties to be performed are to commence on the first day required by the school calendar adopted or amended by the District and approved by the State Department of Education for the school year, for the number of days required by such calendar, to end no later than June 30 of the school year in such school or schools.
3. The services to be performed under this contract shall begin on the dates herein specified and shall be continued from year to year for the respective school terms prescribed from year to year by the District or any other legally constituted authorities.
4. This continuing contract of employment shall remain in full force and effect, subject to all the provisions set forth, except as modified or terminated by mutual consent, in writing, of the Board or local Superintendent, as applicable, and the Teacher, and unless and until terminated with written notice, stating cause or causes, to the Teacher under KRS 161.790 or by written resignation of the teacher. The expression "Cause or Causes" as used in this paragraph, in addition to those contained in KRS 161.790, shall mean failure on the part of the Teacher to fulfill this contract, or a violation on the part of the Teacher of any of the lawful provisions herein.
5. The power of the District to transfer, suspend or dismiss the Teacher as provided in KRS 160.380, 161.170, 161.760, and 161.790, or other applicable statutes, is in no manner impaired or affected by this contract.

BOARD COPY - SIGN & RETURN



COMMONWEALTH OF KENTUCKY
EDUCATION PROFESSIONAL STANDARDS BOARD
FRANKFORT, KENTUCKY

CERTIFICATE FOR TEACHERS AND OTHER PROFESSIONAL SCHOOL PERSONNEL

THIS CERTIFIES THAT

NICOLE LYNN TRAVIS

CERTIFICATE NUMBER

HAS COMPLETED A PROGRAM OF PROFESSIONAL PREPARATION AND IS HEREBY ISSUED THIS CERTIFICATE IN ACCORDANCE WITH SECTION 161 OF THE KENTUCKY REVISED STATUTES AND IN ACCORDANCE WITH THE LEGAL AUTHORITY OF THE KENTUCKY EDUCATION PROFESSIONAL STANDARDS BOARD.

Code	Degree and Institution	
2822	Bellarmino University	Planned Sixth-Year Program
2822	Bellarmino University	Master's
2873	University of Louisville	Bachelor's

RANK UNDER KRS 157.390: 1 08/04/2003

VALID FROM THE INDICATED EFFECTIVE DATE TO EXPIRATION DATE FOR PROFESSIONAL SERVICES IN KENTUCKY SCHOOLS AS SHOWN BELOW. THIS DOCUMENT INCLUDES ALL CERTIFICATION CURRENTLY IN EFFECT FOR THE RECIPIENT AND SUPERSEDES ANY AND ALL CERTIFICATES PREVIOUSLY ISSUED.

Code	Certification	Effective Date	Expiration Date
KLB	Professional Certificate For Teaching Exceptional Children-Learning And Behavior Disorders, Grades Primary Through 12	08/04/2003	06/30/2013
KSS	Professional Certificate For Teaching Social Studies, Grades 8 Through 12	08/04/2003	06/30/2013

MUST COMPLETE THREE YEARS OF TEACHING EXPERIENCE OR 6 SEMESTER HOURS OF NEW GRADUATE CREDIT BY SEPTEMBER 1 OF THE YEAR OF EXPIRATION.

IT IS THE RESPONSIBILITY OF THE CERTIFICATE HOLDER TO MAINTAIN THE VALIDITY OF THIS CERTIFICATE. (Renewal requirements printed above)

(See reverse side for the Professional Code of Ethics)

DATE OF TRANSACTION: 12/05/2006

CH

Phillips S. Rogers

EXECUTIVE DIRECTOR
EDUCATION PROFESSIONAL STANDARDS BOARD

NICOLE LYNN TRAVIS

One copy of this document
should be filed with the
employer

Rev. 02/06

PRINCIPAL INTERNSHIP STATEMENT OF ELIGIBILITY

NICOLE LYNN TRAVIS

Certificate Number

Effective Date

Expiration Date

07/01/2006

06/30/2011

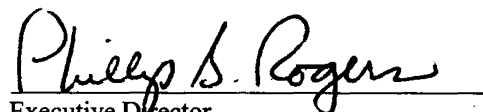
This STATEMENT OF ELIGIBILITY serves as evidence that the holder is eligible for principal certification and rank described below. Once the holder secures appropriate employment in a Kentucky public school or in an accredited non-public school, **the Confirmation of Employment should be completed and returned to the Division of Professional Learning and Assessment without delay.**

Degrees		
2822	Bellarmine University	Planned Sixth-Year Program
2822	Bellarmine University	Master's
2873	University of Louisville	Bachelor's

Certification	
KP2S	Statement Of Eligibility For Provisional Certificate For Instructional Leadership-- Principal, All Grades, Level 2

Rank	1	08/04/2003
------	---	------------

Date of Transaction	12/05/2006	CH
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Executive Director
Education Professional Standards Board

This is your STATEMENT OF ELIGIBILITY which serves as evidence that you are eligible for principal certification as indicated. This is NOT a principal certificate and DOES NOT CERTIFY you for any assignment in the Kentucky schools.

You should keep this original statement of eligibility in your possession until you are employed. Copies may be made to attach to applications for employment. Should you lose the original, you may request a copy from the Division of Certification on Form TC-2.

When you obtain a position as principal or assistant principal, your employer must complete the Confirmation of Employment on the reverse side of this original statement and submit to the Division of Professional Learning and Assessment. You will then be enrolled in the internship program provided all criteria for establishing an internship are met. A principal certificate will be issued for the internship. (Failure or delay in submitting the completed Confirmation of Employment will result in a delay in the commencement of your internship year requirement.)

If you do not complete internship as a principal or assistant principal before the expiration date of this statement, you may re-establish eligibility by repeating and passing the examinations in effect at that time. There is a one-time only option, whereby you can submit an official transcript showing completion of a minimum of six semester hours of graduate credit directly related to instructional leadership, management, or supervision. This option will re-establish eligibility for another five years.

LIMITED CONTRACT OF EMPLOYMENT

COMMONWEALTH OF KENTUCKY
COUNTY OF JEFFERSON

L-4
BRECKINRIDGE MET SCH

Pursuant to KRS 161.730, this contract is made and entered into this 1ST day of May, 2006, by and between the Jefferson County School District, Louisville, Kentucky, herein after called the District, and

NICOLE L. TRAVIS

a teacher holding a valid teacher's certificate issued in accordance with section 161.020 of the Kentucky Revised Statutes, and now in force, hereinafter called the Teacher.

WITNESS: THAT SAID TEACHER HAS BEEN DULY APPOINTED BY THE SUPERINTENDENT OF THE DISTRICT IN THE PUBLIC SCHOOLS OF JEFFERSON COUNTY, FOR ONE YEAR. THE PARTIES TO THIS CONTRACT HEREBY AGREE TO THE FOLLOWING CONDITIONS:

1. The services to be performed by said teacher shall be such as are required by the Kentucky Revised Statutes, by the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
2. The duties to be performed are to commence on the first day required by the school calendar adopted or amended by the District and approved by the State Department of Education for the school year, for the number of days required by such calendar, to end no later than June 30 of the school year in such school or schools.
3. For and in consideration of the services provided for by this contract the teacher shall be paid a salary in accordance with his or her qualifications and the salary schedule adopted by the District and approved by the State Board for Elementary and Secondary Education for the year coming within the limits of this contract.
4. Said salary shall be payable not later than the end of each month during the period of employment and/or in accordance with a plan adopted by the District in compliance with the lawful rules and regulations of the State Board for Elementary and Secondary Education.
5. The teacher shall be entitled to sick leave, or other leave and fringe benefits in accordance with state law, the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
6. The teacher shall keep such records and reports and furnish same to the District Superintendent at regular periods designated by him, state law, the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
7. The power of the District to transfer, suspend or dismiss the teacher, as provided for in KRS 160.380, 161.170, 161.790, or other applicable statutes, is in no manner impaired or affected by this contract.
8. This contract shall remain in full force subject to all provisions here set forth, unless and until terminated in compliance with KRS 161.170, 161.750, 161.780 and 161.790, or other applicable statutes.

WITNESS the following signatures as of the day, month and year first above.

JEFFERSON COUNTY SCHOOL DISTRICT

By Stephen Dambner
Superintendent

Nicole Travis NLT
Teacher

YOUR COPY

LIMITED CONTRACT OF EMPLOYMENT

COMMONWEALTH OF KENTUCKY
COUNTY OF JEFFERSON

L-3
BRECKINRIDGE MET SCH

Pursuant to KRS 161.730, this contract is made and entered into this 1ST day of May, 2005, by and between the Jefferson County School District, Louisville, Kentucky, herein after called the District, and

NICOLE L. TRAVIS

a teacher holding a valid teacher's certificate issued in accordance with section 161.020 of the Kentucky Revised Statutes, and now in force, hereinafter called the Teacher.

WITNESS: THAT SAID TEACHER HAS BEEN DULY APPOINTED BY THE SUPERINTENDENT OF THE DISTRICT IN THE PUBLIC SCHOOLS OF JEFFERSON COUNTY, FOR ONE YEAR. THE PARTIES TO THIS CONTRACT HEREBY AGREE TO THE FOLLOWING CONDITIONS:

1. The services to be performed by said teacher shall be such as are required by the Kentucky Revised Statutes, by the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
2. The duties to be performed are to commence on the first day required by the school calendar adopted or amended by the District and approved by the State Department of Education for the school year, for the number of days required by such calendar, to end no later than June 30 of the school year in such school or schools.
3. For and in consideration of the services provided for by this contract the teacher shall be paid a salary in accordance with his or her qualifications and the salary schedule adopted by the District and approved by the State Board for Elementary and Secondary Education for the year coming within the limits of this contract.
4. Said salary shall be payable not later than the end of each month during the period of employment and/or in accordance with a plan adopted by the District in compliance with the lawful rules and regulations of the State Board for Elementary and Secondary Education.
5. The teacher shall be entitled to sick leave, or other leave and fringe benefits in accordance with state law, the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
6. The teacher shall keep such records and reports and furnish same to the District Superintendent at regular periods designated by him, state law, the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
7. The power of the District to transfer, suspend or dismiss the teacher, as provided for in KRS 160.380, 161.170, 161.790, or other applicable statutes, is in no manner impaired or affected by this contract.
8. This contract shall remain in full force subject to all provisions here set forth, unless and until terminated in compliance with KRS 161.170, 161.750, 161.780 and 161.790, or other applicable statutes.

WITNESS the following signatures as of the day, month and year first above.

JEFFERSON COUNTY SCHOOL DISTRICT

By Stephen Dalmaher
Superintendent

Nicole L. Travis
Teacher

BOARD COPY - SIGN & RETURN

MIS Conlim 4/04



COMMONWEALTH OF KENTUCKY
EDUCATION PROFESSIONAL STANDARDS BOARD
FRANKFORT, KENTUCKY

CERTIFICATE FOR TEACHERS AND OTHER PROFESSIONAL SCHOOL PERSONNEL

THIS CERTIFIES THAT **NICOLE LYNN TRAVIS**

CERTIFICATE NUMBER [REDACTED]

HAS COMPLETED A PROGRAM OF PROFESSIONAL PREPARATION AND IS HEREBY ISSUED THIS CERTIFICATE IN ACCORDANCE WITH SECTION 161 OF THE KENTUCKY REVISED STATUTES AND IN ACCORDANCE WITH THE LEGAL AUTHORITY OF THE KENTUCKY EDUCATION PROFESSIONAL STANDARDS BOARD.

Code	Degree and Institution	
2873	University of Louisville	Bachelor's
2822	Bellarmino University	Master's
2822	Bellarmino University	Planned Sixth-Year Program

RANK UNDER KRS 157.390: 1 8/4/2003

VALID FROM THE INDICATED EFFECTIVE DATE TO EXPIRATION DATE FOR PROFESSIONAL SERVICES IN KENTUCKY SCHOOLS AS SHOWN BELOW. THIS DOCUMENT INCLUDES ALL CERTIFICATION CURRENTLY IN EFFECT FOR THE RECIPIENT AND SUPERSEDES ANY AND ALL CERTIFICATES PREVIOUSLY ISSUED.

Code	Certification	Effective Date	Expiration Date
KLB	Professional Certificate For Teaching Exceptional Children--Learning And Behavior Disorders, Grades Primary Through 12	08/04/2003	06/30/2008
KSS	Professional Certificate For Teaching Social Studies, Grades 8 Through 12	08/04/2003	06/30/2008

MUST COMPLETE THREE YEARS OF TEACHING EXPERIENCE OR 6 SEMESTER HOURS OF NEW GRADUATE CREDIT BY SEPTEMBER 1 OF THE YEAR OF EXPIRATION.

IT IS THE RESPONSIBILITY OF THE CERTIFICATE HOLDER TO MAINTAIN THE VALIDITY OF THIS CERTIFICATE.

(See reverse side for a summary of renewal requirements)

DATE OF TRANSACTION: 4/25/2005

CS

Philip S. Rogers

EXECUTIVE DIRECTOR
EDUCATION PROFESSIONAL STANDARDS BOARD

NICOLE LYNN TRAVIS
[REDACTED]

One copy of this document
should be filed with the
employer

Rev. 11/04

LIMITED CONTRACT OF EMPLOYMENT

COMMONWEALTH OF KENTUCKY
COUNTY OF JEFFERSON

L-2
BRECKINRIDGE MET SCH

Pursuant to KRS 161.730, this contract is made and entered into this 1ST day of May, 2004, by and between the Jefferson County School District, Louisville, Kentucky, herein after called the District, and

NICOLE L. TRAVIS

a teacher holding a valid teacher's certificate issued in accordance with section 161.020 of the Kentucky Revised Statutes, and now in force, hereinafter called the Teacher.

WITNESS: THAT SAID TEACHER HAS BEEN DULY APPOINTED BY THE SUPERINTENDENT OF THE DISTRICT IN THE PUBLIC SCHOOLS OF JEFFERSON COUNTY, FOR ONE YEAR. THE PARTIES TO THIS CONTRACT HEREBY AGREE TO THE FOLLOWING CONDITIONS:

1. The services to be performed by said teacher shall be such as are required by the Kentucky Revised Statutes, by the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
2. The duties to be performed are to commence on the first day required by the school calendar adopted or amended by the District and approved by the State Department of Education for the school year, for the number of days required by such calendar, to end no later than June 30 of the school year in such school or schools.
3. For and in consideration of the services provided for by this contract the teacher shall be paid a salary in accordance with his or her qualifications and the salary schedule adopted by the District and approved by the State Board for Elementary and Secondary Education for the year coming within the limits of this contract.
4. Said salary shall be payable not later than the end of each month during the period of employment and/or in accordance with a plan adopted by the District in compliance with the lawful rules and regulations of the State Board for Elementary and Secondary Education.
5. The teacher shall be entitled to sick leave, or other leave and fringe benefits in accordance with state law, the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
6. The teacher shall keep such records and reports and furnish same to the District Superintendent at regular periods designated by him, state law, the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
7. The power of the District to transfer, suspend or dismiss the teacher, as provided for in KRS 160.380, 161.170, 161.790, or other applicable statutes, is in no manner impaired or affected by this contract.
8. This contract shall remain in full force subject to all provisions here set forth, unless and until terminated in compliance with KRS 161.170, 161.750, 161.780 and 161.790, or other applicable statutes.

WITNESS the following signatures as of the day, month and year first above.

JEFFERSON COUNTY SCHOOL DISTRICT


Superintendent


Teacher

BOARD COPY - SIGN & RETURN

MIS Conlim 4/04



COMMONWEALTH OF KENTUCKY
EDUCATION PROFESSIONAL STANDARDS BOARD
FRANKFORT, KENTUCKY

CERTIFICATE FOR TEACHERS AND OTHER PROFESSIONAL SCHOOL PERSONNEL

NICOLE LYNN TRAVIS

THIS CERTIFIES THAT

CERTIFICATE NUMBER

HAS COMPLETED A PROGRAM OF PROFESSIONAL PREPARATION AND IS HEREBY ISSUED THIS CERTIFICATE IN ACCORDANCE WITH SECTION 161 OF THE KENTUCKY REVISED STATUTES AND IN ACCORDANCE WITH THE LEGAL AUTHORITY OF THE KENTUCKY EDUCATION PROFESSIONAL STANDARDS BOARD.

Code	Degree and Institution
1838	BACHELOR'S DEGREE, UNIVERSITY OF LOUISVILLE
1056	MASTER'S DEGREE, BELLARMINE UNIVERSITY
1056	PLANNED SIXTH-YEAR PROGRAM, BELLARMINE UNIVERSITY

RANK UNDER KRS 157.390: **1 EFFECTIVE 08/04/2003**

VALID FROM THE INDICATED EFFECTIVE DATE TO EXPIRATION DATE FOR PROFESSIONAL SERVICES IN KENTUCKY SCHOOLS AS SHOWN BELOW. THIS DOCUMENT INCLUDES ALL CERTIFICATION CURRENTLY IN EFFECT FOR THE RECIPIENT AND SUPERSEDES ANY AND ALL CERTIFICATES PREVIOUSLY ISSUED.

Code	Certification	Effective Date	Expiration Date
KLBI	PROVISIONAL INTERNSHIP CERTIFICATE FOR TEACHING EXCEPTIONAL CHILDREN--LEARNING AND BEHAVIOR DISORDERS, GRADES PRIMARY THROUGH 12	08/04/2003	06/30/2004
KSSI	PROVISIONAL INTERNSHIP CERTIFICATE FOR TEACHING SOCIAL STUDIES, GRADES 8 THROUGH 12	08/04/2003	06/30/2004

RENEWAL FOR 2ND YEAR REQUIRES RECEIPT OF C.O.E. BY OCTOBER 15TH. UPON SUCCESSFUL COMPLETION OF THE TWO-YEAR KTIP PILOT PROGRAM AS STATED IN 16 KAR 7:010 INTERN WILL RECEIVE A PROFESSIONAL CERTIFICATE.

IT IS THE RESPONSIBILITY OF THE CERTIFICATE HOLDER TO MAINTAIN THE VALIDITY OF THIS CERTIFICATE.

(See reverse side for a summary of renewal requirements)

DATE OF TRANSACTION: **10-28-2003**

F197504T TL


EXECUTIVE DIRECTOR
EDUCATION PROFESSIONAL STANDARDS BOARD

NICOLE LYNN TRAVIS

One copy of this document
should be filed with the
employer

Rev. 4/02

Section IV- -Character Fitness

TC-4

This form must be completed and submitted with each certification application to the Division of Certification, 1024 Capital Center Drive, Suite 225, Frankfort, KY 40601, (502) 573-4606; (888) 598-7667, or e-mail dcert@kde.state.ky.us

Name: Nicole Travis Soc. Sec. Number: [REDACTED]

Address: [REDACTED]
(Street) (City) (State) (Zip)

Telephone Number: [REDACTED]
(Area Code)

Answer each question by circling "yes" or "no." If you answer "yes" to any question, you must submit a full explanation using a separate sheet of paper.

If you have ever held, or currently hold a professional certificate, license, credential or other document issued to you by any jurisdiction (other than Kentucky) within the United States or abroad, enclose a copy of the certificate(s) or provide the following:

State or Jurisdiction _____ Certificate Number _____

Type _____ Issue Date _____ Expiration Date _____

1. Have you ever had a professional certificate, license, credential, or any document issued to you for practice denied, suspended, revoked, or voluntarily surrendered? Yes ☐ No ☒
2. Are you currently being reviewed or investigated for purposes of such action as Stated in #1 or is such action pending? Yes ☐ No ☒
3. Have you ever been dismissed, resigned, released, or asked to resign/retire or Discharged from a professional position or military service for immorality, incompetence, willful neglect of duty, misconduct, or presenting false information toward obtaining the position? Yes ☐ No ☒
4. Is any such action as stated in #3 pending? Yes ☐ No ☒
5. Have you ever been convicted of a felony or misdemeanor (other than a moving traffic violation), been found guilty, or entered a plea of nolo contendere (no contest), even if adjudication was withheld, in Kentucky or any other state? Yes ☐ No ☒
6. If you indicated "yes" to any items, #1 through #6, has that action been reviewed by the Education Professional Standards Board? Yes ☐ No ☒
(Date of Review) _____

I affirm and declare that all information given by me on this form is true, and correct, and complete to the best of my knowledge. I understand that any misrepresentation of facts, by omission or addition, may result in the denial or revocation of my teaching certificate. Further, I understand that KRS 161.120 provides that a teaching certificate may be revoked at any time upon determination that false information was presented toward obtaining a teaching certificate.

I declare that I understand the standard for personal and professional conduct expected of a professional educator in Kentucky. I further certify that I have read and examined the CODE OF ETHICS applicable to school personnel, understand its provisions, and agree to abide by its terms during the course of my career as a professional educator.

SIGNATURE: Nicole Travis DATE: 7/26/02

LIMITED CONTRACT OF EMPLOYMENT

COMMONWEALTH OF KENTUCKY COUNTY OF JEFFERSON

Pursuant to KRS 161.730, this contract is made and entered into this August 5, 2002 by and between the Jefferson County School District, Louisville, Kentucky, herein after called the District, and

NICOLE TRAVIS

a teacher holding a valid teacher's certificate issued in accordance with section 161.020 of the Kentucky Revised Statutes, and now in force, hereinafter called the Teacher.

WITNESSETH: THAT SAID TEACHER HAS BEEN DULY APPOINTED BY THE SUPERINTENDENT OF THE DISTRICT IN THE PUBLIC SCHOOLS OF JEFFERSON COUNTY, FOR ONE YEAR. THE PARTIES TO THIS CONTRACT HEREBY AGREE TO THE FOLLOWING CONDITIONS:

1. The services to be performed by said teacher shall be such as are required by the Kentucky Revised Statutes, by the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
2. The duties to be performed are to commence on the first day required by the school calendar adopted or amended by the District and approved by the State Department of Education for the school year, for the number of days required by such calendar, to end no later than June 30 of the school year in such school or schools.
3. For and in consideration of the services provided for by this contract the teacher shall be paid a salary in accordance with his or her qualifications and the salary schedule adopted by the District and approved by the State Board for Elementary and Secondary Education for the year coming within the limits of this contract.
4. Said salary shall be payable not later than the end of each month during the period of employment and/or in accordance with a plan adopted by the District in compliance with the lawful rules and regulations of the State Board for Elementary and Secondary Education.
5. The teacher shall be entitled to sick leave, or other leave and fringe benefits in accordance with state law, the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
6. The teacher shall keep such records and reports and furnish same to the District Superintendent at regular periods designated by him, state law, the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
7. The power of the District to transfer, suspend or dismiss the teacher, as provided for in KRS 160.380, 161.170, 161.790, or other applicable statutes, is in no manner impaired or affected by this contract.
8. This contract shall remain in full force subject to all provisions here set forth, unless and until terminated in compliance with KRS 161.170, 161.750, 161.780 and 161.790, or other applicable statutes.

WITNESS the following signatures as of the day, month and year first above.

JEFFERSON COUNTY SCHOOL DISTRICT

By: Stephen D. Ashburn Nicole Travis
Superintendent Teacher

Jefferson



EDUCATION PROFESSIONAL STANDARDS BOARD

1024 Capital Center Drive, Suite 225
Frankfort, Kentucky 40601
(502) 573-4606 * Toll Free (888) 598-7667 * FAX (502) 573-1610

August 7, 2002

Dear Superintendent:

Enclosed is the Emergency Certificate for the 2002-2003 school year. (KRS 161.100 and 704 KAR 20:120)

The Education Professional Standards Board, depending upon the assessment of need for the position and the availability of qualified teachers, shall approve or disapprove a request for the employment of emergency teachers. The term of validity of an emergency certificate may be limited to a period of less than the full school year; the beginning date shall be no earlier than the date the request form is received in the Education Professional Standards Board.

The issuance of an emergency certificate for a full-time assignment for each subsequent year shall require completion of six (6) semester hours of credit from the preparation program leading to the required certification for the position.

c: Teacher

NOTE: The original letter and Full-Emergency certificate were sent to the district.



An Equal Opportunity Employer M/F/D



COMMONWEALTH OF KENTUCKY

EDUCATION PROFESSIONAL STANDARDS BOARD

1024 CAPITAL CENTER DRIVE, SUITE 225

FRANKFORT, KENTUCKY 40601

EMERGENCY TEACHING CERTIFICATE

THIS CERTIFIES THAT

NICOLE LYNN TRAVIS

REFERENCE NUMBER

IS HEREBY AUTHORIZED TO CONTRACT WITH THE BOARD OF EDUCATION OF THE

JEFFERSON CO

SCHOOL DISTRICT FOR EMPLOYMENT WITHIN THE PERIOD OF VALIDITY. THIS CERTIFICATE IS ISSUED IN ACCORDANCE WITH KENTUCKY STATUTES AND EDUCATION PROFESSIONAL STANDARDS BOARD REGULATIONS GOVERNING THE ISSUANCE OF EMERGENCY TEACHING CERTIFICATES AND IS LIMITED TO THE SPECIFIC ASSIGNMENT INDICATED BELOW.

ACADEMIC PREPARATION:

MASTER'S

RANK: **4**

VALID FROM **07/01/2002** TO JUNE 30 OF THE YEAR OF EXPIRATION FOR SERVICE IN KENTUCKY SCHOOLS AS FOLLOWS:

CODE	CERTIFICATE AND ENDORSEMENTS	EXPIRATION DATE
275 X20 X30 X71	EMERGENCY TEACHING CERTIFICATE FOR TEACHING SOCIAL STUDIES FOR TEACHING ENGLISH FOR TEACHING MATHEMATICS	2003

ISSUED THIS DATE:

08-07-2002 TL

Executive Director
Education Professional Standards Board

NOTE: AN OFFICIAL COPY OF THIS CERTIFICATE HAS BEEN SENT TO THE OFFICE OF THE SUPERINTENDENT OF THE LOCAL SCHOOL DISTRICT AS OFFICIAL CERTIFICATION RECORD FOR AUDITING PURPOSES.

Administrative Offices

VanHoose Education Center
P.O. Box 34020
Louisville, Kentucky 40232-4020
(502) 485-3011



April 23, 2002

CERTIFIED MAIL
RETURN RECEIPT REQUESTED

Nicole Travis


Dear Ms. Travis:

This is to inform you that your assignment as a teacher for Jefferson County Public Schools will be completed at the end of the 2001-2002 school year. This assignment was made under the provisions of an emergency Kentucky teaching certificate issued by the Kentucky Department of Education for the 2001-2002 school year only. This notice is pursuant to the provisions of KRS 161.750, and you are further advised that notice of this action will be reported to the Jefferson County Board of Education.

Each individual employee in our district is an important and valued part of the total educational program. Please be assured that this notification at this time is to meet the statutory constraints within which the district must operate. Should you have any questions regarding this action, please do not hesitate to contact Steve St. Clair in Human Resources at 485-3356.

Thank you for the service you rendered throughout this school year. We appreciate your efforts.

Sincerely,


Stephen W. Daeschner
Superintendent

SWD:jl

c Personnel file
Principal



COMMONWEALTH OF KENTUCKY

EDUCATION PROFESSIONAL STANDARDS BOARD

1024 CAPITAL CENTER DRIVE, SUITE 225

FRANKFORT, KENTUCKY 40601

EMERGENCY TEACHING CERTIFICATE

THIS CERTIFIES THAT

NICOLE LYNN TRAVIS

REFERENCE NUMBER

IS HEREBY AUTHORIZED TO CONTRACT WITH THE BOARD OF EDUCATION OF THE

JEFFERSON CO

SCHOOL DISTRICT FOR EMPLOYMENT WITHIN THE PERIOD OF VALIDITY. THIS CERTIFICATE IS ISSUED IN ACCORDANCE WITH KENTUCKY STATUTES AND EDUCATION PROFESSIONAL STANDARDS BOARD REGULATIONS GOVERNING THE ISSUANCE OF EMERGENCY TEACHING CERTIFICATES AND IS LIMITED TO THE SPECIFIC ASSIGNMENT INDICATED BELOW.

ACADEMIC PREPARATION:

MASTER'S

RANK:

4

VALID FROM **11/09/2001** TO JUNE 30 OF THE YEAR OF EXPIRATION FOR SERVICE IN KENTUCKY SCHOOLS AS FOLLOWS:

CODE	CERTIFICATE AND ENDORSEMENTS	EXPIRATION DATE
275 X30 X71	EMERGENCY TEACHING CERTIFICATE FOR TEACHING ENGLISH FOR TEACHING MATHEMATICS	2002

ISSUED THIS DATE:

11-13-2001 TL

Executive Director

Education Professional Standards Board

NOTE:

AN OFFICIAL COPY OF THIS CERTIFICATE HAS BEEN SENT TO THE OFFICE OF THE SUPERINTENDENT OF THE LOCAL SCHOOL DISTRICT AS OFFICIAL CERTIFICATION RECORD FOR AUDITING PURPOSES.

Jefferson



EDUCATION PROFESSIONAL STANDARDS BOARD

1024 Capital Center Drive, Suite 225
Frankfort, Kentucky 40601
(502) 573-4606 * Toll Free (888) 598-7667 * FAX (502) 573-1610

[Handwritten signature]

November 13, 2001

Dear Superintendent:

Enclosed is the Emergency Certificate for the 2001-2002 school year. (KRS 161.100 and 704 KAR 20:120)

The Education Professional Standards Board, depending upon the assessment of need for the position and the availability of qualified teachers, shall approve or disapprove a request for the employment of emergency teachers. The term of validity of an emergency certificate may be limited to a period of less than the full school year; the beginning date shall be no earlier than the date the request form is received in the Education Professional Standards Board.

The issuance of an emergency certificate for a full-time assignment for each subsequent year shall require completion of six (6) semester hours of credit from the preparation program leading to the required certification for the position.

c: Teacher

NOTE: The original letter and Full-Emergency certificate were sent to the district.



An Equal Opportunity Employer M/F/D



COMMONWEALTH OF KENTUCKY

EDUCATION PROFESSIONAL STANDARDS BOARD

1024 CAPITAL CENTER DRIVE, SUITE 225

FRANKFORT, KENTUCKY 40601

EMERGENCY TEACHING CERTIFICATE

THIS CERTIFIES THAT

NICOLE LYNN TRAVIS

REFERENCE NUMBER



IS HEREBY AUTHORIZED TO CONTRACT WITH THE BOARD OF EDUCATION OF THE

JEFFERSON CO

SCHOOL DISTRICT FOR EMPLOYMENT WITHIN THE PERIOD OF VALIDITY. THIS CERTIFICATE IS ISSUED IN ACCORDANCE WITH KENTUCKY STATUTES AND EDUCATION PROFESSIONAL STANDARDS BOARD REGULATIONS GOVERNING THE ISSUANCE OF EMERGENCY TEACHING CERTIFICATES AND IS LIMITED TO THE SPECIFIC ASSIGNMENT INDICATED BELOW.

ACADEMIC PREPARATION:

MASTER'S

RANK: **4**

VALID FROM **11/09/2001** TO **JUNE 30 OF THE YEAR OF EXPIRATION FOR SERVICE**
IN KENTUCKY SCHOOLS AS FOLLOWS:

CODE	CERTIFICATE AND ENDORSEMENTS	EXPIRATION DATE
275 X30 X71	EMERGENCY TEACHING CERTIFICATE FOR TEACHING ENGLISH FOR TEACHING MATHEMATICS	2002

ISSUED THIS DATE: **11-13-2001 TL**

Executive Director
Education Professional Standards Board

NOTE: AN OFFICIAL COPY OF THIS CERTIFICATE HAS BEEN SENT TO THE OFFICE OF THE SUPERINTENDENT OF THE LOCAL SCHOOL DISTRICT AS OFFICIAL CERTIFICATION RECORD FOR AUDITING PURPOSES.

EDUCATION PROFESSIONAL STANDARDS BOARD

Division of Certification

1024 Capital Center Drive, Suite 225, Frankfort, KY 40601

(502) 573-4606; (888) 598-7667

e-mail dcert@kde.state.ky.us

TC-4F

09/00

Application for Full-time Emergency Certification

Section I -- District Information

District:

Jefferson County

District Code #:

275

Telephone #:

502-485-3356

Fax #:

502-485-3635

Section II -- Verifications

Prerequisites for Approval (pursuant to KRS 161.100; 704 KAR 20:120):

1. Diligent efforts have been made to recruit a certified teacher, and the need to fill this position has been made known locally by appropriate means.
2. The school has been unsuccessful in recruiting a certified teacher either from the listings of teachers supplied by the Kentucky Department of Education or by means of the placement services of the teacher education institutions.
3. No certified teachers have applied for this position, and, as best as can be determined, a certified teacher is not available for this position. (Must be verified by board order.)
4. This position will be filled by the best qualified person available, giving preference to the factors of academic preparation, prior teaching experience or related educational work, and personal attributes compatible with the demands of the teaching profession.
5. The person named in this application sustains good moral character and is at least 18 years of age. (Applicant MUST fill out Section IV on the reverse side of this form. If the answer to any question in Section IV is "YES," district MUST submit this application to the Education Professional Standards Board for approval.)
6. A state criminal records check and, as of January 1, 1999, a national criminal records check have been conducted for this applicant under provisions of KRS 160.380. (This requirement applies to all new certified hires, excluding persons employed in another certified position in a Kentucky school district within six months of the date of hire and who had previously submitted to a criminal records check.)
7. Applicant must have 2.5 cumulative GPA and a bachelor's degree from a regionally accredited institution.

I verify that the aforementioned prerequisite conditions/requirements have been met.

Signed

Stephen L. Davis for Stephen Preschner
Superintendent of Schools

Date

#34037 6/11/01

Number/date of board order declaring certified
Teacher not available for this position

District Contact Person

502, 485-3356
Area Code with Telephone #

Does the teacher hold a valid classroom teaching certificate in another area?

Yes

No

Section III -- Applicant Information

Mr.
Ms.
Mrs.

Nicole Lynn Travis
FULL Name

Social Security Number

Date of Birth

Address

Telephone #

Attached

Academic requirement (must have bachelor's
degree with 2.5 cumulative GPA)

X30 (English) and X71 (Math)

Subject(s) and or area of disability

H5 (9-12)

Grade level of assignment

Male or Female

Administrative Offices

VanHoose Education Center
P.O. Box 34020
Louisville, Kentucky 40232-4020
(502) 485-3011



November 7, 2001

Nicole L. Travis
[Redacted Address]

Subject: Conditional Offer of Employment

Dear Ms. Travis:

Thank you for your interest in employment with the Jefferson County Public Schools. This letter constitutes a conditional offer of employment as a teacher with our school district for the **2001-02** school year.

Initial salary placement is dependent upon your educational background (Rank) and years of experience. Jefferson County Public Schools allows a maximum of ten (10) years of teaching experience (as defined by KRS 157.320), which may include: a maximum of four (4) years of experience gained prior to the 1991-92 school year, any experience gained in the past ten (10) years, and two (2) years of active military duty (DD-214 form required). It is incumbent on you to provide verification of rank and experience for placement on the attached salary schedule.

The conditions of this offer are as follows:

- Receipt of an original valid Kentucky Teacher Certificate or a Statement of Eligibility endorsed for your assigned teaching field. To qualify for Rank II (plus 15) or Rank III (plus 15), in addition to an official transcript, a statement from your college/university indicating that these credits are applicable to a planned program is required.
- Receipt of an original official transcript of all college/university course work completed.
- A satisfactory Kentucky State Criminal Records Check pursuant to Chapter 17 of the Kentucky Revised Code (the cost to you of this process is \$4.00.), and a satisfactory Federal Criminal Records Check pursuant to KRS 160.380 (cost to be borne by the District).
- Completion of thirty (30) hours of Effective Teacher Training/Induction. (Participation in this training is paid at the rate of \$13.26 per hour. Further information on this requirement will be provided at a later time.)
- Receipt of a complete list of the names and addresses of any school district(s) in which you have teaching experience.
- Approval of our recommendation to employ you by the Superintendent.

Attached you will find a check list of those items that we will need to receive in order to complete the employment process. If you agree to accept this conditional offer of employment, please signify by signing the attached form and returning this letter to my office within 72 hours of receipt of this correspondence.

We welcome you to Jefferson County Public Schools. If you have any questions, please do not hesitate to contact us.

Sincerely,

A handwritten signature in cursive script that reads "Stephen L. St. Clair".

Stephen L. St. Clair
Personnel Specialist-Certified

Enclosures

c. Personnel File

www.jefferson.k12.ky.us

LIMITED CONTRACT OF EMPLOYMENT

COMMONWEALTH OF KENTUCKY COUNTY OF JEFFERSON

Pursuant to KRS 161.730, this contract is made and entered into this November 8, 2001 by and between the Jefferson County School District, Louisville, Kentucky, herein after called the District, and

NICOLE L. TRAVIS

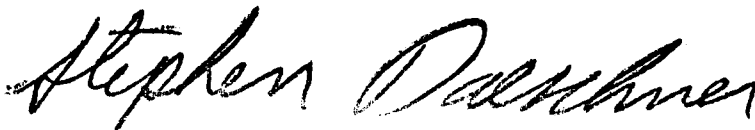
a teacher holding a valid teacher's certificate issued in accordance with section 161.020 of the Kentucky Revised Statutes, and now in force, hereinafter called the Teacher.

WITNESSETH: THAT SAID TEACHER HAS BEEN DULY APPOINTED BY THE SUPERINTENDENT OF THE DISTRICT IN THE PUBLIC SCHOOLS OF JEFFERSON COUNTY, FOR ONE YEAR. THE PARTIES TO THIS CONTRACT HEREBY AGREE TO THE FOLLOWING CONDITIONS:

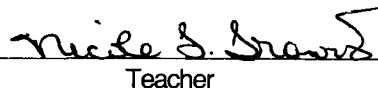
1. The services to be performed by said teacher shall be such as are required by the Kentucky Revised Statutes, by the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
2. The duties to be performed are to commence on the first day required by the school calendar adopted or amended by the District and approved by the State Department of Education for the school year, for the number of days required by such calendar, to end no later than June 30 of the school year in such school or schools.
3. For and in consideration of the services provided for by this contract the teacher shall be paid a salary in accordance with his or her qualifications and the salary schedule adopted by the District and approved by the State Board for Elementary and Secondary Education for the year coming within the limits of this contract.
4. Said salary shall be payable not later than the end of each month during the period of employment and/or in accordance with a plan adopted by the District in compliance with the lawful rules and regulations of the State Board for Elementary and Secondary Education.
5. The teacher shall be entitled to sick leave, or other leave and fringe benefits in accordance with state law, the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
6. The teacher shall keep such records and reports and furnish same to the District Superintendent at regular periods designated by him, state law, the lawful rules and regulations of the State Board for Elementary and Secondary Education, and the lawful rules and regulations of the District.
7. The power of the District to transfer, suspend or dismiss the teacher, as provided for in KRS 160.380, 161.170, 161.790, or other applicable statutes, is in no manner impaired or affected by this contract.
8. This contract shall remain in full force subject to all provisions here set forth, unless and until terminated in compliance with KRS 161.170, 161.750, 161.780 and 161.790, or other applicable statutes.

WITNESS the following signatures as of the day, month and year first above.

JEFFERSON COUNTY SCHOOL DISTRICT



By: _____
Superintendent



Teacher

Administrative Offices

VanHoose Education Center
P.O. Box 34020
Louisville, Kentucky 40232-4020
Phone: (502) 485-3011
Fax: (502) 485-3991



November 18, 2015

VIA HAND DELIVERY

Nicole Travis
[REDACTED]

Re: Reasons for Reduction in Responsibilities with Corresponding Reduction in Salary

Dear Ms. Travis:

By letter dated August 14, 2015, I gave you written notification pursuant to KRS 161.760 and KRS 161.765 that you were demoted from the position of Elementary School Assistant Principal to the position of classroom teacher. By that same letter, I gave you notification pursuant to KRS 160.390 that effective September 1, 2015, you would be reassigned to Newburg Middle School. Pursuant to KRS 161.760(3), you were notified that while your salary would remain the same for the 2015-2016 school year, it will be reduced effective July 1, 2016. You were also notified that the specific reason for the reduction in your salary is that the position of classroom teacher has a lower salary grade than the position of Elementary School Assistant Principal on the District's salary schedule, as a teacher's responsibilities are deemed to be less than the responsibilities of an Elementary School Assistant Principal. A copy of my August 14, 2015 letter, which gave notice of your demotion, is attached and incorporated herein as Exhibit 1. Certification indicating that you received my August 14, 2015 letter on August 17, 2015 is attached and incorporated herein as Exhibit 2. A copy of the job description for a teacher is attached and incorporated herein as Exhibit 3. A copy of the job description for Elementary School Assistant Principal is attached and incorporated herein as Exhibit 4.

Because you have filed with me a timely written statement of your intent to contest your demotion, a copy of which is attached and incorporated herein as Exhibit 5, this letter shall serve as the written statement of the grounds for demotion pursuant to KRS 161.765(2)(b).

You were demoted to the position of classroom teacher for the following reasons:

1. On or about July 15, 2014, Principal Tiffany Stith met with you to discuss job performance expectations and/or her observations of your job performance. Principal Stith completed a Form E-2 Performance Evaluation Observation/Conference Summary, a copy of which is attached and incorporated herein as Exhibit 6. Principal Stith noted that she discussed the evaluation process with you. She also noted that you were advised that "evaluation conferences [would] occur during the 2014-2015 school year on an on-going basis."
2. On September 12, 2014, Principal Stith again met with you to discuss job performance expectations. Principal Stith completed a Form E-2 Performance Evaluation Observation/

Conference Summary, a copy of which is attached and incorporated herein as Exhibit 7. Principal Stith noted that she reviewed with you the expectations for Smyrna's Elementary School Assistant Principal position. These expectations were outlined in the September 12, 2014 E-2.

3. On October 9, 2014, Principal Stith met with you to discuss job performance expectations and/or observation(s) of job performance and implementation of the School Action Plan. Principal Stith completed a Form E-2 Performance Evaluation Observation/Conference Summary. In the E-2, Principal Stith noted that she discussed with you "student growth goals and working conditions goals," and that you developed a Growth Plan to become more proficient as an administrator. A copy of the October 9, 2014 E-2 and Growth Plan is attached and incorporated herein as Exhibit 8.
4. On December 11, 2014, Principal Stith met with you as a follow-up to a prior evaluation conference. Principal Stith completed a Form E-2 Performance Evaluation Observation/Conference Summary, a copy of which is attached and incorporated herein as Exhibit 9. Principal Stith noted, among other things, that despite the November 25, 2014 deadline communicated to you, she had not received copies of "the evaluations for [your] evaluation schedule." Principal Stith also noted, among other things, that you "can't direct teachers to cut and paste from a previous Individualized Plan when there is an evaluation meeting," as doing so is a "misuse of authority" and violative of "ECE policies and procedures." In addition, Principal Stith noted that she had "not received weekly communication logs [from you,] as directed in the July 15, 2014 conference and the September 12, 2014 conference." You were also "late to a New ARC training by one hour." Moreover, you "reported that [you] submitted [certain] planning documents" to Principal Stith prior to a December 8, 2014 conference meeting, but those documents were not sent until 3:25 p.m., and the conference was scheduled at 4:00 p.m. In the E-2, Principal Stith notes that you were given directives to follow. You were also advised that "[f]ailure to address the[] concerns and perform your duties as assigned [would] result in disciplinary action, up to and including discharge."
5. On January 9, 2015, Principal Stith met with you as a follow-up to a January 6, 2015 evaluation conference. Principal Stith completed a Form E-2 Performance Evaluation Observation/Conference Summary, a copy of which is attached and incorporated herein as Exhibit 10. Principal Stith noted that despite the "December 15, 2014 deadline of planning an ECE schedule for the remainder of the 2014-2015 school year," she had "not received this information." Principal Stith also noted that despite the fact that you were directed to contact her to request to leave the building, on "December 12, 2014, [you] left the building and did not contact [her]." In addition, Principal Stith noted that despite the fact that you were directed to "not include school personnel in emails related to administrative matters," you "sent an email to both administrative staff and teachers" on January 9, 2015. Again, you were given directives to follow. And again, you were advised that "[f]ailure to address the[] concerns and perform your duties as assigned [would] result in disciplinary action, up to and including discharge."

6. On March 9, 2015, Principal Stith issued you a Form A Notice of Significant Deficiencies, a copy of which is attached and incorporated herein as Exhibit 11. Principal Stith informed you that "[d]eficiencies in your work performance [had] been observed," which "may be grounds for non-renewal or termination of contract if not satisfactorily corrected." With respect to "Instructional Leadership," you were informed that you "fail[ed] to meet [the] standard" because of your "failure to complete crucial ECE documentation and schedule meetings as directed." You were also informed that, among other things, you had "not completed teacher observations or completed documentation of those as directed by the principal;" you failed to "update the behavior incident logs in Cascade on a regular basis as directed;" you failed to complete certain tasks on your own, instead designating them to others; and you missed ECE deadlines despite having additional outside support.

With respect to "School Management," you were informed that you "fail[ed] to meet [the] standard" because of your "failure to document crucial administrative tasks." You were also informed that among other things, you "failed to collaborate with staff in addressing behavior concerns;" "failed to track incidents in order to analyze the data and formulate solutions;" and "fail[ed] to consistently monitor and supervise the cafeteria as directed." In addition, you "do[] not prioritize" and are "not organized for task completion." Further, you violated several directives, as noted in the Notice of Significant Deficiencies.

Regarding "Interpersonal Relationships," you were informed that you "fail[ed] to consult school and district supports in order to solve student issues related to ECE" and failed "in prioritizing day to day tasks." You were also informed that, among other things, you "failed to collaborate with [additional ECE staff] to overcome [your] inefficient management of ECE paperwork, deadlines, and scheduling;" failed to collaborate with others to "address severe behavior concerns of specific students;" and failed to "communicate effectively" with Principal Stith regarding school-related matters.

Regarding "Professional Responsibilities," you were advised that you "fail[ed] to support, follow, and implement district policies and procedures and regulations for ECE." You were also advised that you had "not consistently demonstrated that [you] carr[y] out [your] professional responsibilities in an acceptable manner."

Expectations for improvement were outlined with respect to each of the above-mentioned categories.

7. On March 12, 2015, a deficiency committee meeting was held between Principal Stith, Susan Quinlan (a JCPS administrator and evaluator), Christine Deely (a JCPS administrator and evaluator), yourself, and Ben Pinnick (Peer Support). As a result of this meeting, a Form E-2 Performance Evaluation Observation/Conference Summary was completed by Ms. Deely, a copy of which is attached and incorporated herein as Exhibit 12. Ms. Deely noted that you were advised that "[i]dentified priority areas for improvement" included: "meeting deadlines, efficient scheduling, completion of duties as directed by the Principal, completion of required documentation, follow-through, and collaboration with district personnel and all stakeholders to complete goals." You were also advised that there was a concern regarding your "communication skills with stakeholders and the Principal." You admitted, among other things, that time management was "an issue for [you]."

Additionally, during the March 12, 2015 meeting, the roles of the committee group members were discussed. During the discussion, you were advised that Ms. Quinlan and Ms. Deely would "visit the school periodically" to observe you and view documentation of your work. You were also advised that Principal Stith would "serve as the primary evaluator throughout the process and in the final determination of recommendation on the outcome of the deficiency process."

8. In the following months, Principal Stith had several conferences with you to discuss her observations of your job performance. For each conference, Principal Stith filled out a Form E-2 Performance Evaluation Observation/Conference Summary. A copy of the E-2 signed March 23, 2015 is attached and incorporated herein as Exhibit 13. A copy of the E-2 signed March 30, 2015 is attached and incorporated herein as Exhibit 14. A copy of the E-2 signed April 20, 2015 (conference date of March 30) is attached and incorporated herein as Exhibit 15. A copy of another E-2 signed April 20, 2015 is attached and incorporated herein as Exhibit 16. A copy of the E-2 signed July 13, 2015 is attached and incorporated herein as Exhibit 17. Finally, a copy of the E-2 signed July 31, 2015 is attached and incorporated herein as Exhibit 18.

In the E-2s, Principal Stith documents that you demonstrated several performance issues and deficiencies. Among other things, she notes that:

- Although you submitted the "Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules" form to her, you reported that some students were not listed on the form, as you had not updated the schedule. In light of your "failure to accurately complete the report," Principal Stith was left with no option but to assign the project to a retired employee, who completed the project in only 2 days.
- You failed to meet a March 12, 2015 deadline of 4:30 p.m., instead responding to Principal Stith on March 16, 2015 at 5:28 a.m., reporting that you did not complete the observation required.
- You failed to provide Principal Stith with completed copies of teacher observation notes or E-2s to "document evidence of completing observations."
- You failed to fully and adequately complete, and timely submit, referrals, behavior incident logs, communication logs, transportation data and Summative Evaluations.
- You reported that you had not consulted with the school psychologist to obtain input to help with documentation on forms that needed to be completed prior to ARC meetings and also reported that you had not finished behavior observations. You also failed to complete Infinite Campus behavior referral data, as well as the administrator follow-up in Cascade for Behavior Incident Logs.
- You reported absences to Principal Stith via e-mail, and took the absences despite the fact that you had no sick leave available to you. You also were late arriving to school on at least one other occasion, but failed to previously communicate to Principal Stith that you would be late.

- Principal Stith was required to remove you from completing your transportation responsibilities due to concerns regarding task completion and "the crucial need to insure reliability of the transportation information."
- In violation of directives, you took school records which contained confidential information away from school property.
- You "failed to demonstrate professional courtesy, work cooperatively with colleagues, and inform superiors or other appropriate administrators of school-related issues." You also "failed to support, follow, and implement district policies and procedures and regulations of governmental agencies with jurisdiction over the district."

Further, in the E-2s, Principal Stith documents that "concerns continue" regarding your performance, and that specific "directives from the Notice of Significant Deficiency Form A have not been met." Expectations for improvement were also outlined.

9. Ms. Susan Quinlan held three conferences with you to discuss her observations of your job performance. For each conference, Ms. Quinlan also completed a Form E-2 Performance Evaluation Observation/Conference Summary. A copy of the E-2 signed April 13, 2015 is attached and incorporated herein as Exhibit 19. A copy of the E-2 signed May 7, 2015 is attached and incorporated herein as Exhibit 20. A copy of the E-2 signed July 30, 2015 is attached and incorporated herein as Exhibit 21.

In the E-2s, Ms. Quinlan documents that you demonstrated several performance issues and deficiencies. Among other things, she notes that:

- When she arrived at Smyrna at 9:30 a.m. on March 25, 2015, you were "writing up an observation and pulling data together for an ARC meeting scheduled for 10:00." As of 9:53 a.m., you were still continuing to work on the observation. You struggled to reach the parent for the conference, and only did so after asking an ECE teacher to go to the office to find more telephone numbers from the student's records. You were unprepared for the meeting. Based on the above, Ms. Quinlan stated that you were "not prepared for the ARC meeting," your documents for the meeting were "not organized," and "prioritizing and time management [were] still a problem."
- You failed to meet the expectation of updating Behavior Incident Logs and Infinite Campus referrals within 24 hours of the time of a reported incident. Your white board chart indicated there were at least 6 "past due" evaluations.
- You failed to monitor and remain in the cafeteria from 10:50 a.m. – 1:00 p.m. each day. Principal Stith and students reported that you still failed to come into the cafeteria regularly.
- On May 5, 2015, you failed to follow Principal Stith's directive "to assist the 3rd grade teacher with her instruction." You sat in the back of the teacher's classroom, did not interact with the students, and did not assist the teacher with instruction or monitoring. Instead, you were too busy "multitasking" – i.e., completing student observations that were past due.

- As of May 5, 2015, ECE deadlines were still not being met. You had "not utilized the additional administrators Dr. Stith [had] assigned to help [you] complete tasks."
- You failed to follow proper procedure for requesting appropriate leave, thereby failing to support Principal Stith and leaving her in a position where she was required to take over many of your assigned tasks. Moreover, your absences place a hardship on the staff and demonstrate a lack of dependability.
- As of July 30, 2015, you were still demonstrating "lack of organization, initiative, lack of communication skills . . . and lack of ability to turn in important information, plans and schedules in a timely manner."

10. Ms. Christine Deely also held three conferences with you to discuss her observations of your job performance. For each conference, Ms. Deely filled out a Form E-2 Performance Evaluation Observation/Conference Summary. A copy of the E-2 signed April 15, 2015 is attached and incorporated herein as Exhibit 22. A copy of the E-2 signed July 22, 2015 is attached and incorporated herein as Exhibit 23. A copy of the E-2 signed August 7, 2015 is attached and incorporated herein as Exhibit 24.

In the E-2s, Ms. Deely documents that you demonstrated several performance issues and deficiencies. Among other things, she notes that:

- On April 2, 2015, you held an ARC meeting in the GCC's room, which has "teacher names with each student's progress card place in colored sections." This was a "confidentiality breach, as parents [could] view student progress cards."
- Your dry erase board, which should have been utilized to track progress on ECE meetings, merely contained student initials and had "past due" written by some. It needed "more extensive notations" in light of the deficiency document's concerns.
- On April 2, 2015, when you were asked if you had documents demonstrating progress on concerns noted in the deficiency document, you said that you had nothing for Ms. Deely to review. Ms. Deely noted that it was "concerning" that you were unable to share any documentation of your progress toward improvement and "especially concerning" that with the upcoming April 15, 2015 deadline for documentation of teacher observations on E2s, you had "no E2s summarizing observations . . . available for review."
- On July 17, 2015, at 8:30 a.m., you were preparing for a 10:00 a.m. meeting. At 9:55 a.m., you were making copies for the meeting. Ms. Deely noted that your "[p]rior preparation for meetings continues to be a concern."

Further, in the E-2s completed by Ms. Deely, expectations for improvement were outlined.

11. In addition to these meetings, three additional deficiency committee meeting conferences were held. On April 15, 2015, you met with Principal Stith, Ms. Quinlan, Ms. Deely, and Mr. Pinnick. As a result of this meeting, a Form E-2 Performance Evaluation Observation/Conference Summary was completed by Ms. Deely, a copy of which is attached and incorporated herein as Exhibit 25. Ms. Deely noted that while you had requested that you be linked with another Assistant Principal serving as an ARC chair, and while you were

notified of such a person on March 18, 2015, you had failed to utilize this resource. In addition, Ms. Deely noted that you had failed to meet the deadline for completing E2 documentation of observations and obtaining teacher signatures. You also admitted that you had not updated your dry erase board to better track due dates. While you stated that you were up-to-date on the submission of Behavior Intervention Logs, Principal Stith noted that upon her review, there were at least 40 that needed to be updated. Ultimately, the evaluators discussed with you their "on-going concerns regarding [your] ability to complete tasks and meet deadlines." They reminded you that the meetings were your "opportunity to share [your] growth and evidence" – and you were advised that by "waiting until the final day to conference with . . . teachers, [you were] now in a situation where [you] were unable to meet the deadline or complete a crucial step in completing annual observations on teachers." You were advised that "on-going problems with time management, systems, and organizational skills persist" and "must be addressed."

12. On July 14, 2015, you again met with Principal Stith, Ms. Quinlan, Ms. Deely, and Mr. Pinnick. As a result of this meeting, a Form E-2 Performance Evaluation Observation/Conference Summary was completed by Ms. Deely, a copy of which is attached and incorporated herein as Exhibit 26. Ms. Deely noted that during the meeting, you were told that while you were on leave, Principal Stith "discovered that the required entries had not been made by [you] into CIITS." There had been "no communication from [you] . . . stating that the task was not completed." Further, while you stated that teacher observations had been completed, you admitted that E2 conference summaries and summative evaluations were not completed. In addition, Ms. Deely noted that Principal Stith discussed your "lack of communication in seeking clarification on assigned tasks." When asked why you repeatedly failed to complete paperwork on time, your only response was that you did not feel as if you had the time to complete all your assigned tasks. "A lack of prior preparation for meetings was discussed as a cause of inefficient time usage." Ms. Deely noted that your "[t]ime management and organization continue[d] to be areas of concern." Expectations were outlined and suggestions for improvement were given.
13. On August 7, 2015, you again met with Principal Stith, Ms. Quinlan, Ms. Deely, and Mr. Pinnick. As a result of this meeting, a Form E-2 Performance Evaluation Observation/Conference Summary was completed by Ms. Deely, a copy of which is attached and incorporated herein as Exhibit 27. Ms. Deely noted that while you stated the ECE process would run more smoothly for the 2015-2016 school year due to "new systems and procedures in place," "little or no evidence was provided of systems or new procedures or communication set-up." Further, while you referenced the ARC meeting schedule, you told the evaluators that you had not blocked out times on your calendar due to meetings not being held in a timely manner in 2014-2015. When Principal Stith asked to see documents indicating that parent contacts were logged into Infinite Campus, no documentation was provided. Ultimately, the evaluators "expressed concern that little documentation was provided during [the] meeting to demonstrate how [you had] addressed the areas noted in the Notice of Significant Deficiencies."
14. On August 10, 2015, Principal Stith completed a Form A.1-AP Administrator Performance Evaluation, recommending that you be reassigned. The Evaluation was based on several

observations, including those on: August 13, 2014; October 9, 2014; December 10, 2014; January 7, 2015; March 4, 2015; April 14, 2015; July 13, 2015; July 28, 2015; and August 5, 2015. A copy of the Evaluation is attached and incorporated herein as Exhibit 28. In the Evaluation, Principal Stith rated your performance as "Marginal" in seven categories. She also rated your performance as "Fails to Meet Standards" in eleven categories. Only two categories were marked as "Meets Standards," zero categories were marked as "Exceeds Standards," and one category was marked as "Not Applicable."

Specifically, regarding "Instructional Leadership," Principal Stith stated your performance was "Marginal" in the categories of: (1) providing leadership to the development of local school goals and objectives to guide instruction and to the implementation of District programs; (2) promoting ongoing staff development and managing the formulation and implementation of staff development and training programs to improve instruction; and (3) communicating standards of expected performance. Likewise, Principal Stith stated your performance "Fails to Meet Standards" in the following categories: (1) providing for management of instruction; (2) effectively implementing evaluation strategies oriented toward improvement of instruction; (3) providing leadership for positive educational change; and (4) participating in activities to accomplish instructional goals.

Regarding "School Management," Principal Stith stated your performance was "Marginal" in the categories of: (1) providing for effective and efficient day-by-day operation of the school; and (2) demonstrating effective oral and written communication skills. Likewise, Principal Stith stated your performance "Fails to Meet Standards" in the categories of: (1) promoting and maintaining a positive school climate; (2) establishing and maintaining effective discipline in the school; (3) demonstrating effective problem-solving and decision-making skills; and (4) demonstrating effective organizational skills.

Regarding "Interpersonal Relationships," Principal Stith stated your performance was "Marginal" in the categories of: (1) demonstrating positive interpersonal relationships with staff; and (2) demonstrating positive interpersonal relationships with parents and the community. Principal Stith stated your performance "Fails to Meet Standards" in the category of demonstrating positive interpersonal relationships with other administrators.

Regarding "Professional Responsibilities," Principal Stith stated your performance "Fails to Meet Standards" in the categories of: (1) implementing the policies and procedures of the District and other regulatory agencies; and (2) demonstrating a sense of professional responsibility.

In the Evaluation, Principal Stith also noted that there was "no evidence that [you had] achieved [your] growth plan goals."

15. Further, on August 10, 2015, the Director of Labor Management & Employee Relations, Robert Tanner, wrote you a letter advising you that you were "temporarily reassigned from your duties as Assistant Principal at Smyrna Elementary pending review and final personnel decisions." You were advised that you would be "contacted regarding any employment related decisions." A copy of Mr. Tanner's August 10, 2015 letter is attached and incorporated herein as Exhibit 29.

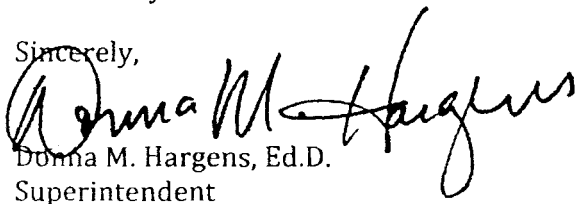
Your prior record with the District includes the following:

16. On May 1, 2010, Farryll Brown, the Principal at the Brook-Dupont, completed a Form A.1-AP Administrator Performance Evaluation regarding your performance. A copy of the Evaluation is attached and incorporated herein as Exhibit 30. In the Evaluation, Principal Brown rated your performance as "Marginal" in the following categories: (1) promoting and maintaining a positive school climate; (2) demonstrating positive interpersonal relationships with staff; (3) demonstrating positive interpersonal relationships with other administrators; and (4) demonstrating a sense of professional responsibility. Principal Brown noted that you needed to "work on building better rapport with teachers and administrators and finding ways to ensure a positive school environment."
17. On June 19, 2014, Jon Cesler, the Principal at Lassiter Middle School, completed a Form A.1-AP Administrator Performance Evaluation regarding your performance. In the Evaluation, Principal Cesler rated your performance as "Marginal" in seven categories, including: (1) effectively implementing evaluation strategies oriented toward improvement of instruction; (2) providing leadership for positive educational change; (3) promoting ongoing staff development and managing the formulation and implementation of staff development and training programs to improve instruction; (4) communicating standards of expected performance; (5) promoting and maintaining a positive school climate; (6) demonstrating positive interpersonal relationships with other administrators; and (7) demonstrating a sense of professional responsibility. In the Evaluation, Principal Cesler noted that you "must improve in completion of [your] professional responsibilities" and that "[c]oncerns [had arisen] . . . regarding the following: notification of parents following student suspensions, [your] failure to attend after-school events, such as the 5th grade orientation, and [your] prompt arrival at work." A copy of the Evaluation, as well as a copy of your statement regarding the June 19, 2014 evaluation conference, is attached and incorporated herein as Exhibit 31.

A hearing on your demotion has been scheduled for December 17, 2015 at 9:00 a.m. before the Jefferson County Board of Education. The hearing will be held in the Stewart Auditorium at the VanHoose Education Center. The hearing on your demotion shall be public or private, at your discretion. The Board shall hear the case and advise the parties of its decision within five (5) days from the close of the hearing and shall take official action in the case.

Upon your receipt of this statement of grounds for demotion, you must within ten (10) days, file with me a written answer. Failure to file a written answer to the statement of grounds within the ten (10) day time period will relieve the Board of any further obligation to hold a hearing and will cause your demotion to be final.

Sincerely,


Donna M. Hargens, Ed.D.
Superintendent

Administrative Offices

VanHoose Education Center
P.O. Box 34020
Louisville, Kentucky 40232-4020
(502) 485-3011
Fax: (502) 485-3991

August 14, 2015

HAND DELIVERED

Nicole Travis


RE: Notice of Demotion and Reduction in Responsibilities with Corresponding Reduction in Salary

Dear Ms. Travis:

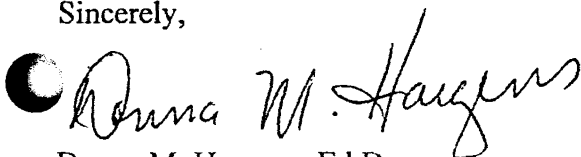
This letter shall serve as notification pursuant to KRS 161.765 that effective upon your receipt of this letter you shall be demoted from the position of Elementary School Assistant Principal to the position of classroom teacher. This letter shall also serve as notification pursuant to KRS 160.390 that effective September 1, 2015, you will be reassigned to Newburg Middle School. Your position at Newburg will be classroom teacher and your supervisor will be Principal Nicole Adell.

For the remainder of the 2015-2016 school year, your salary will remain the same. This letter shall also serve as notification pursuant to KRS 161.760 that effective July 1, 2016, your salary will be reduced because the position of teacher has a lower salary grade than the position of Elementary School Assistant Principal on the District's salary schedule, because the responsibilities of a teacher are deemed to be less than the responsibilities of an Elementary School Assistant Principal. Beginning on July 1, 2016, your salary will be no less than \$69,514.50.

If you elect to contest your demotion, you may file with me a written statement of your intent to contest your demotion, within ten (10) days of your receipt of this notice. Upon receipt of written notice of your intent to contest your demotion, I will provide you with a written statement of the grounds upon which the proposed demotion is based and the date, time and place for a hearing to be held before the Jefferson County Board of Education. Upon your receipt of the statement of grounds for your demotion, you must file a written answer within ten (10) days. Failure to provide me with written notice of your intent to contest your demotion, or failure to file a written answer to the statement of grounds, in either case within the applicable ten (10) day time period, will cause your demotion to be final.

If you elect to contest your demotion, the hearing on the demotion shall be before the Jefferson County Board of Education and shall be public or private, at your discretion. The Board shall advise the parties of its decision within five (5) days from the close of the hearing and shall take official action in the case.

Sincerely,



Donna M. Hargens, Ed.D.
Superintendent

This is to certify that I hand-delivered a letter to
Ms. Nicole Travis from Dr. Donna Hargens.

Barbara A. Hargens 8/17/15
Signature Date

This is to certify that I received a letter from
Dr. Donna Hargens.

Nicole J. Leary 8/17/15
Signature Date

Please return this form to Rob Tanner, Labor
Management and Employee Relations, VHC.

JOB TITLE
TEACHER

DIVISION
DISTRICTWIDE INSTRUCTIONAL
PROGRAMS

REPORTS TO
PRINCIPAL OR
ASSOCIATE PRINCIPAL

SALARY SCHEDULE & GRADE
III

LENGTH OF WORK YEAR
187 DAYS

DATE
JULY 12, 2004

SCOPE OF RESPONSIBILITIES

Plans, organizes and delivers the program of instruction based on approved curriculum; monitors, evaluates, and communicates student progress; maintains records and makes reports; enforces Board policies, regulations, and rules; supervises students, and secures and maintains school property and materials.

PERFORMANCE RESPONSIBILITIES

1. Meets and instructs assigned classes in the locations and at the times designated.
2. Creates and maintains a classroom environment that is conducive to learning and appropriate to the maturity and interests of students.
3. Guides the learning process toward the achievement of curriculum goals and establishes objectives for all lessons, units, projects, and the like in order to communicate these objectives to students.
4. Employs instructional methods and materials that are appropriate for meeting stated objectives, prepares for classes, and maintains written evidence of preparation.
5. Assists the administration in implementing Board policies, administrative regulations and school rules governing student life and conduct, develops reasonable rules of classroom behavior and procedure, and maintains order in the classroom in a fair and just manner.
6. Assesses the accomplishments of students on a regular basis and provides progress reports and counseling to parents as required concerning academic and behavioral progress of all assigned students.
7. Participates in parent/teacher conferences as necessary to assist the parent's participation and support of a child's education.
8. Maintains accurate, complete and correct records as required by law, district policy, and administrative regulation.
9. Continues personal professional growth and upgrading of skills appropriate to teaching assignments.
10. Attends staff meetings, serves on staff committees, and accepts a share of responsibility for extracurricular activities.
11. Duties may include performance of health services, for which training will be provided.
12. Performs other duties as assigned by the principal or school center head.

PHYSICAL DEMANDS

The work is performed while standing or walking. It requires the ability to communicate effectively using speech, vision and hearing. The work requires the use of hands for simple grasping and fine manipulations. The work at times requires bending, squatting, crawling, climbing, reaching, with the ability to lift, carry, push or pull light weights.

MINIMUM QUALIFICATIONS

1. Kentucky certification appropriate to the grade level and curricular assignment
2. Experience and preparation required by the Board

DESIRABLE QUALIFICATIONS

070412
05030-41-800

**JOB TITLE****ELEMENTARY SCHOOL ASSISTANT
PRINCIPAL****DIVISION****DISTRICTWIDE INSTRUCTIONAL
PROGRAMS****REPORTS TO****ELEMENTARY SCHOOL PRINCIPAL****SALARY SCHEDULE & GRADE****IV, GRADE 11****LENGTH OF WORK YEAR****215 DAYS****DATE****MAY 14, 2012****SCOPE OF RESPONSIBILITIES**

The elementary school assistant principal, under the direction of and as assigned by the principal, directs, supervises, and evaluates the instructional programs and the work of all assigned personnel, maintains pupil welfare and desirable school – pupil and school – community relations, and develops and executes building rules, regulations, and procedures consistent with general policies of system.

PERFORMANCE RESPONSIBILITIES

1. Enforces the Jefferson County Code of Student Conduct and local school regulations in cooperation with the principal.
2. Assists with the coordination and interpretation of state and district testing programs in the school.
3. Assists in enforcing appropriate state and federal regulations, school board policies, administrative directives, and accreditation standards.
4. Collaborates with staff to assist in the development, implementation, monitoring, and evaluation of the school's improvement plan.
5. Assists in planning, implementing, and evaluating professional development.
6. Assists in the integration of curriculum standards, instructional practice, and implementation of authentic assessment experiences.
7. Engages in rigorous data analysis, results planning, and Response to Intervention implementation.
8. Organizes and administers the school-center attendance program under direction of principal.
9. Assists with the development, observation, and evaluation of the instructional program in the school center and assists in observation and evaluation of school-center personnel and support services.
10. Assists in continuous program planning through budgeting, needs assessment and staffing.
11. Acquires, distributes, and inventories curriculum resources (i.e. textbooks, modules, etc.) and assists in the maintenance of property control records as assigned by the principal.
12. Performs general administrative and supervisory duties in total operation of school and assumes responsibilities for general administration of the school in the absence of the principal.
13. Duties may include performance of health services, for which training will be provided.
14. Performs other duties as assigned by the principal.

PHYSICAL DEMANDS

The work is primarily sedentary. It requires the ability to communicate effectively using speech, vision and hearing. The work requires the use of hands for simple grasping and fine manipulations. The work at times requires bending, squatting, reaching, with the ability to lift, carry, push or pull light weights. The work requires activities involving driving automotive equipment.

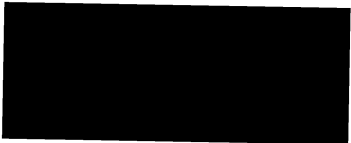
MINIMUM QUALIFICATIONS

1. Master's Degree with Kentucky Certification in Administration and Supervision on level of assignment (Principalship Certification)
2. Three (3) years successful teaching experience in public schools

DESIRABLE QUALIFICATIONS

1. Five (5) years of successful teaching experience in public schools
2. Teaching experience at the elementary school level
3. Knowledge of current elementary school program(s) and procedures





August 26, 2015

Dr. Donna Hargens
VanHoose Education Center
PO Box 34020
Louisville, KY 40232

Dear Dr. Hargens:

This letter will acknowledge receipt of the Notice of Demotion and Reduction in Responsibilities with Corresponding Reduction in Salary dated August 14, 2015 and hand-delivered to me on August 17, 2015. As this is a notice of a demotion under KRS 161.720 or KRS 161.765, please consider this my notice that I intend to contest the decision. I appreciate the opportunity that JCPS has provided to me in allowing me to explain with evidence as to why any decisions regarding a demotion may not be warranted. Should you have any questions regarding my employment experience or track record, please let me know. Thank you.

Sincerely yours,

Nicole L. Travis

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION

FORM E-2 (ASSISTANT PRINCIPAL)

 PRE-OBSERVATION CONFERENCE
 POST-OBSERVATION CONFERENCE
 x OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

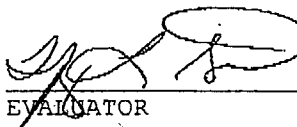
NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: JOB ASSIGNMENT: Elementary Assistant Principal
DATE OF OBSERVATION(S): Continuing DATE OF CONFERENCE: Initial 7/14/14

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

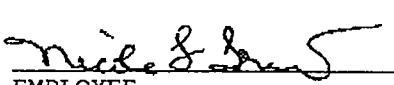
On July 15, 2014 an initial evaluation conference meeting was held with Nicole Travis to discuss the evaluation process as outlined below. It was also communicated that evaluation conferences will occur during the 2014-2015 school year on an on-going basis. During this meeting, the following items were discussed:

1. Professional Code of Ethics
2. Instructions for Evaluation of Assistant Principals
3. Elementary School Assistant Principal Job Description as provided by Human Resources.
4. Smyrna Elementary School Assistant Principal Expectations
5. Performance Standards with Criteria and Indicators/Effective Assistant Principals
6. Jefferson County Public Schools Performance Evaluation Observation/Conference Summary
7. Jefferson County Public Schools Professional Staff Performance Evaluation Notice of Significant Deficiencies
8. Jefferson County Public Schools Administrator Performance Evaluation (Assistant Principals Only)
9. Jefferson County Public School District Growth Plan and 10. the Professional Growth and Effectiveness System

7/15/14
DATE


EVALUATOR

7/15/2014
DATE


EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

Smyrna Assistant Principal Job Expectations

1. Transportation/Buses

- *Greet bus riders each morning beginning at 8:30 until 9:00 a.m. Have attendance clerk write the arrival time of each bus.
- *Solve bus issues by working with the bus drivers when they have situations with children.
- *Encourage bus drivers to follow school policies and follow PBIS plan for handling discipline issues. You will encourage school bus drivers not to bring students back to school unless in cases of emergency to either the child or others on the bus.
- *Process bus referrals within 48 hours.
- *Document all referrals and resolutions in the discipline file system.
- *Communicate with the principal when major bus issues arise.
- *Call parents after the first referral.
- *Ride the bus when and if it becomes necessary to control the discipline.
- *Inform the attendance clerk when any student has been suspended off the bus.
- *Student suspension will be verified with the bus driver and the respective compound.
- *Serve as the first point of contact for transportation issues.

2. Meetings

- *Attend all faculty meetings and be an active participant.
- *Attend administrative team meetings; contribute to the discussion.
- *Any district meetings or Professional Development attended as a representative of our school will be shared with the administrative professional learning community at Smyrna.

3. Lunchroom

- You will monitor and remain in the cafeteria from 10:50 a.m. – 1:00 p.m. Exceptions to this will be if you have an ARC, evaluation observation and/or conference or district meeting that is required for you to attend.
- *The agreed upon expectations will be followed so there will be consistency among the staff in how the children are disciplined.
 - *Timeliness—a schedule will be followed at all times. If teachers are late picking up their students by 5 minutes, you will begin walking the class back to their room. If teachers are habitually late, you will address the tardiness with the teacher, then report back to the principal.

4. Safety

- *Safety plan will be revised and put on Sharepoint at the beginning of the year. You will make revisions whenever necessary after discussion with Safety Committee or principal.
- *Before each fire drill, you will notify the Highview fire marshall, by 9:00 a.m. the day of the drill.
- *In coordination with the principal and office staff, you will participate in all drills.
- *You will make sure all rooms have the necessary documentation—maps and directions—for drills and evacuation.
- *Schedule and lead any safety meetings.

5. Discipline

- *The majority of student discipline issues will be handled by you.
- * You will contact and return all parent phone calls personally that are directed to you or for you concerning Smyrna students.
- * You will work in collaboration with the school counselor and SRT/PBIS teacher on the PBIS team.
- * You will provide a list of bus referrals and school suspensions to the school counselor and principal on the last Monday of each school month.
- *All discipline issues given to you shall be recorded on CASCADE/Infinite Campus. (per district policy) Teachers will complete a Behavior Incident Log or referral based on severity of the behavior.
- *Major discipline issues will be reported to the principal immediately.
- *In consultation with the school principal, the principal will make the final determination for school suspension.

6. Communication concerning student/parent issues

- You will provide the principal a chart titled Ms. Travis's Communication Log. This log will be completed each week and submitted to me each Friday afternoon. The chart will look like this:

Week of _____

Date	Child	Issue	Parent Communication	Resolution

This chart should be completed as a Word document. We will discuss the log in administrative professional learning community meetings.

7. SRT

- *You will be a responder for SRT.
- * You will answer staff phone calls and utilize the walkie-talkie for office staff members to contact you to respond to a SRT call.
- *If an FBA/BIP needs to be written, you will facilitate in the development of the FBA/BIP with teachers.
- *After you have seen a child for behavior issues 2 times, you will develop an Action Plan. The Action Plan will define what you are doing as the administrator to change the behaviors. The Action Plan will be turned into the principal for review-no later than the end of the day following the second incident.
- *When you see the same child for 2 more behavior incidents, and SRT meeting will be scheduled—no more than a week after the last incident.
- * Extrinsic rewards i.e. food will not be given to students unless approved by the principal and in consultation with the school counselor who serves as the PBIS chair.

8. School-wide Behavior Plan

*In the summer, you will collaborate with the PBIS team to create a school-wide discipline plan.

* You will assist the school principal by enforcing both the faculty and student handbook policies. Should a school policy not be in place, you will follow the JCBE policy.

* You will document in Cascade follow-up results for SRT calls. You will also keep a log of all SRT calls that you assist with.

Week of _____

Date	Child	Issue	Teacher	Resolution

- You will be expected to attend Safe Crisis Management Training and to attend any professional development necessary to keep the certificate valid.

9. SBARCs

*You will be the lead SBARC Chair for all meetings. You will attend New ARC Chairperson training and any subsequent training required to chair SBARC meetings.

*You will complete observations in collaboration with the ECE consulting teacher.

* You will have the ECE teachers provide you a synopsis of what to anticipate prior to holding an ARC meeting.

* You will have the ECE clerk call parents to see if they need to reschedule a meeting if the parent does not show up for a meeting.

* You will follow all JCPS district and federal guidelines for meeting the needs of Smyrna's ECE students.

10. Instruction/Evaluation

*You will observe teachers and provide feedback by completing an EWALK observation on the school provided iPad and document what you observed. Strengths and areas for growth (of the instruction observed) will be discussed with the principal weekly.

* You will share in the evaluation of all school staff with the school principal.

* You will attend PGES training and support certified staff in the process as directed by the principal.

*You will model instruction when called upon and approved by the principal.

11. Professionalism

*After conferences with the principal, you will NOT discuss the conference with other administrators or staff members. The conferences between the principal and you are confidential.

*If you have a question regarding the purpose of a meeting, you will address your concerns with the principal and not other staff members.

*At all times, you will be an administrative team player and support the principal, counselor, and Family Resource Coordinator on all school decisions.

*At all times you will follow JCPS board policy. If you're unaware of any specific policy, you will ask the principal to clarify and if the principal is unavailable, you will refer to the administrative team or school district (Region 3 – Dr. Paige Hartstern, Assistant Superintendent or Alicia Averette, Evaluation and Transition Coordinator) for clarity.

CHECK APPROPRIATE ITEM

Formative Evaluation

Form E-2

☐ PRE-OBSERVATION CONFERENCE☐ POST-OBSERVATION CONFERENCE☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/ 087ID#: _____ JOB ASSIGNMENT: Assistant PrincipalDATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 9/12/14

A conference was held to discuss job performance expectations and/or observations(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Review of Smyrna Elementary School Assistant Expectations

- I. Transportation – Ms. Travis facilitates handling transportation for Smyrna. Ms. Travis is reminding staff to use the orange transportation form when transportation changes occur with students. Ms. Travis facilitates transportation in the morning by the bus loading dock. Ms. Travis does check in and check outs with bus drivers to discuss student concerns. Ms. Travis will collaborate with the ECE consulting teacher to create a functional behavior assessment/behavior intervention plan for students who are exhibiting difficulty with transportation. Ms. Travis will contact the Moore Compound to request additional support to have a meeting with parents whose students are exhibiting difficulty with transportation.
- II. Meetings – Ms. Travis attends faculty meetings and is an active participant. Ms. Travis attends administrative team meetings and contributes to the meetings. Ms. Travis also attends school and district professional developments.
- III. Lunchroom – Ms. Travis will continue to build relationships with students in the cafeteria during lunch time as her schedule permits.
- IV. Safety – Ms. Travis will meet with the local Fire Marshall to review the school safety plan and present to the Site Based Decision Making Council on Tuesday, October 7.
- V. Discipline – Ms. Travis is handling student discipline issues and will continue to collaborate with the school counselor on the SRT/PBIS team and assist with reporting back to the SRT/PBIS teams documented interventions. Ms. Travis will continue to verify that teachers are completing behavior incident logs in Infinite Campus. Ms. Travis will remind teachers to call the front office for a SRT call.
- VI. Communication – Ms. Travis will begin to submit her communication log to the principal beginning the week ending September 19.
- VII. SRT – Ms. Travis will collaborate with the school counselor and principal to create contingency plans for the Student Response Team process at Smyrna. Ms. Travis will collaborate with the ECE Consulting Teacher to create functional behavior assessments and behavior intervention plans.
- VIII. School-Wide Behavior Plan – Ms. Travis worked with the school counselor on a review of the school-wide discipline plan. Ms. Travis assists the principal with enforcing the faculty and student handbook. Ms. Travis is planning to attend Safe Crisis Management Training on September 16th and September 17th. Ms. Travis will obtain bi-monthly certification once initial certification is

completed. Ms. Travis will document in Cascade follow-up results from behavior incident logs when administrator assistance was required. Ms. Travis will provide the administrative team weekly updates of teachers beginning September 23.

- IX. SBARCS – Ms. Travis will continue to collaborate with ECE teachers, the consulting teacher, school psychologist, and general education teachers when holding ARC meetings.
- X. Instruction/Evaluation – Ms. Travis will utilize E-WALK, TPGES, and school feedback forms to provide when conducting evaluations.
- XI. Professionalism – Ms. Travis is adhering to the expectations outlined in section 11 of the Smyrna Assistant Principal expectations.

9/12/14 [Signature] 9/12/2014 [Signature]
DATE EVALUATOR DATE EMPLOYEE

Distribution: Disciplinary (check one): ☐ Yes [Personnel File] ☒ No
Supervisor
Employee

(Rev. 7/1/09) FORM E-2

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

- ☐ PRE-OBSERVATION CONFERENCE
- ☐ POST-OBSERVATION CONFERENCE
- ☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elementary #087

ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal

DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 10/09/2014

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

In order to become even more proficient as an administrator and to more effectively implement our School Action Plan, I plan to enrich my personal and professional leadership skills during school year in the following way:

H. DEMONSTRATES EFFECTIVE ORGANIZATIONAL SKILLS

1. Makes efficient use of time available.
2. Prioritizes tasks and operates according to these priorities.
3. Uses resources in an optimal manner.
4. Delegates responsibility and authority when appropriate.
5. Completes duties promptly and accurately.
6. Meets deadlines.

My growth in these skill dimensions can be objectively measured as follows:

- Setting up action plans and project timelines, routines, and procedures for effective implementation for ECE, Safety, Transportation, SRT, and TPGES by no later than 10/31/2014.
- Progress monitoring of all of the above with checklist on 11/07/2014, 12/19/2014, 2/13/2015, 4/1/2015, and 5/28/2015.

My growth plan will also include the following student growth goals and working conditions goals:

State Student Growth Goal Statement (Based on one of the State goals within your CSIP.)	<i>Through implementation of our core mathematics program and interventions the Mathematics percent proficient/distinguished will increase from 43.5% (2013-2014) to 50.6% (2014-2015) as measured by the KPREP assessment.</i>
Local Student Growth Goal Statement (Based on School Need)	There will be a 7.3 increase in GAP mathematics proficient/distinguished from 41.9 to 49.2 as measured by 2014 KPREP results on School Report Card.

Part C: Principal's TELL Kentucky Working Conditions Goal

Target Question(s) from TELL Kentucky Results:

Following a review of TELL Kentucky results, the principal, in collaboration with the superintendent, will identify questions that signify areas of growth that the principal can address that will impact school culture and ultimately student success.

This school does a good job of encouraging parent/guardian involvement (37.5%) TELL 2013

By the end of the 2014-2015 school year, "This school does a good job of encouraging parent/guardian involvement," will increase by 10% as measured by the 2015 TELL survey.

10/9/14

EVALUATOR

DATE

EMPLOYEE

10/15/14

Distribution: Personnel File
Supervisor
Employee

12/2011

JEFFERSON COUNTY PUBLIC SCHOOL DISTRICT GROWTH PLAN

Nicole Travis

ADMINISTRATOR

Smyrna Elementary #087

SCHOOL/LOCATION

In order to become even more proficient as an administrator and to more effectively implement our School Action Plan, I plan to enrich my personal and professional leadership skills during school year - in the following way¹:

H. DEMONSTRATES EFFECTIVE ORGANIZATIONAL SKILLS

1. Makes efficient use of time available.
2. Prioritizes tasks and operates according to these priorities.
3. Uses resources in an optimal manner.
4. Delegates responsibility and authority when appropriate.
5. Completes duties promptly and accurately.
6. Meets deadlines.

My growth in these skill dimensions can be objectively measured as follows:

- Setting up action plans and project timelines, routines, and procedures for effective implementation for ECE, Safety, Transportation, SRT, and TPGES by no later than 10/31/2014.
- Progress monitoring of all of the above with checklist on 11/07/2014, 12/19/2014, 2/13/2015, 4/1/2015, and 5/28/2015.

My growth plan will also include the following student growth goals and working conditions goals:

State Student Growth Goal Statement

(Based on one of the State goals within your CSIP.)

Through implementation of our core mathematics program and interventions the Mathematics percent proficient/distinguished will increase from 43.5% (2013-2014) to 50.6% (2014-2015) as measured by the KPREP assessment.

Local Student Growth Goal Statement

(Based on School Need)

There will be a 7.3 increase in GAP mathematics proficient/distinguished from 41.9 to 49.2 as measured by 2014 KPREP results on School Report Card.

¹Some personal and professional skills are listed on the reverse side for your consideration as you develop your growth plan. Your summative evaluation and the School Report Card should also be reviewed in this process.

Part C: Principal's TELL Kentucky Working Conditions Goal

Target Question(s) from TELL Kentucky Results:

Following a review of TELL Kentucky results, the principal, in collaboration with the superintendent, will identify questions that signify areas of growth that the principal can address that will impact school culture and ultimately student success.

This school does a good job of encouraging parent/guardian involvement (37.5%) TELL 2013

By the end of the 2014-2015 school year, "This school does a good job of encouraging parent/guardian involvement," will increase by 10% as measured by the 2015 TELL survey.

Initial date: <u>10/09/2014</u>
<u><i>Mike S. Davis</i></u> Administrator
Completion date: _____
_____ Administrator

Approval date: <u>10/15/14</u>
<u><i>[Signature]</i></u> Primary Evaluator
Approval date: _____
_____ Primary Evaluator

The following examples of professional and personal skills and skill dimensions are provided for your consideration as you select areas for your individualized growth plan.

SKILLS AND SKILL DIMENSIONS

Analyzing and interpreting student data
Budget development/allocation
Conferencing skills
Decisive behavior
Identifying educational values
Identifying career choices/needs
Instructional strategies
Involving parents in the school
Leadership skills
Managing Time/Stress
Motivating self/others
Observation skills
Oral communication skills

Organizational ability
Organizing to meet instructional goals
Problem analysis/Problem solving
Professional judgment skills
Program evaluation techniques
Shared-decision making skills
Sensitivity to others
Staff development strategies
Student assessment techniques
Student management strategies
Resolving educational handicaps
Written communication skills

☐ PRE-OBSERVATION CONFERENCE
☐ POST-OBSERVATION CONFERENCE
☒ OTHER EVALUATION CONFERENCE

JAN 06 2015

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: _____ JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): On-going DATE OF CONFERENCE: 12/11/14

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

As a follow-up to the December 8, 2014 other evaluation conference the following areas are noted below:

I. Instructional Leadership

- a. Reviewed and reported to Ms. Travis that I had not received copies of the evaluations for her evaluation schedule by November 25, 2014 at 4:30 p.m. as directed in both verbal and email format. Ms. Travis reported that she did not want to put in email that she had not provided copies of the evaluations.
- b. Discussed the December 15, 2014 deadline of planning an ECE schedule for the remainder of the 2014-2015 school year. This is a follow-up to an ECE Support meeting that included Heather Scott, ECE Placement Specialist, Bill Hearn, School Psychologist, and Kim Delaney, ECE Consulting Teacher.
- c. Directed Ms. Travis to meet weekly with Kim Delaney, ECE Consulting Teacher to identify areas of support for students who receive ECE services and for students who could be identified as beginning the ECE referral process.
- d. Reported to Ms. Travis that the school will pay for a retired administrator to come in one day a week in January and February to support Ms. Travis with organizational skills and ECE policies and procedures.
- e. Reported to Ms. Travis that she can't direct teachers to cut and paste from a previous Individualized Plan when there is an evaluation meeting. I stated that this was a misuse of authority and violated ECE policies and procedures.
- f. Directed Ms. Travis to invite all required attendees to ECE meetings. Ms. Travis held ARC meetings and did not invite the speech teacher.
- g. Directed Ms. Travis to not schedule ECE meetings during Professional Learning Community time for teachers unless absolutely necessary.

Next Steps:

- a. Provide ECE planning document on December 15 at 4:30 p.m. by email.
- b. Meet weekly with ECE Consulting Teacher to review ECE support services.
- c. Meet monthly with ECE Support Team to discuss updates on student support services.
- d. Meet bi-weekly with ECE Professional Learning Community
- e. Heather Scott, ECE Placement Specialist will shadow Ms. Travis during IEP and referral meetings to make sure that ECE policies and procedures are followed.
- f. JCPS district and federal guidelines must be met when ECE meetings are held.

II. School Management

- a. Directed Ms. Travis to be in the cafeteria each day from 10:50 a.m. – 1:00 p.m. Ms. Travis will need to ask me for permission to not work in the cafeteria and make me aware of any meetings that she may have during this time that would prevent her from fulfilling her responsibilities.
- b. Directed Ms. Travis to continuously review school safety plan with school and community stakeholders. Ms. Travis reviewed the safety plan again on 12/9/14 in a faculty meeting.
- c. Ms. Travis will serve as a responder for SRT and document in Cascade the follow-up by administrator.
- d. Ms. Travis will collaborate and complete Functional Behavior Assessments (FBA) and Behavior Intervention Plans (BIP) for students who struggle behaviorally.
- e. Directed Ms. Travis to submit a weekly communication list to me. I have not received weekly communication logs as directed in the July 15, 2014 conference and the September 12, 2014 conference.
- f. Directed Ms. Travis to document bus referrals by students on a weekly basis and to provide a copy of documented interventions.
- g. Discipline – Directed Ms. Travis to make sure that students who go to the Positive Action Center do not spend more than 15 – 20 minutes unless directed by Principal.

To date, a communication log was received on October 16, 2014. A communication log has not been submitted to me for the weeks ending September 19, September 26, October 3, October 10, October 24, October 31, November 7, November 14, November 21, November 25, and December 5. Communication logs will need to be submitted to me each Friday afternoon by 4:30 p.m. in email. The chart will look like the example below:

Week of _____

Date	Child	Issue	Parent Communication	Resolution

III. Interpersonal Relationships

- a. Directed Ms. Travis to request school and district support when she is not sure how to solve an issue.
- b. Directed Ms. Travis to inform me of school-related matters such as behavior issues with students.

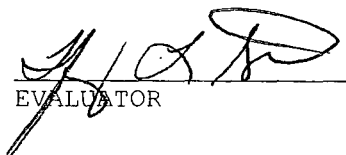
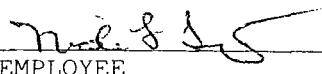
IV. Professional Responsibilities

- a. Directed Ms. Travis to attend district professional development on time and to participate in all activities. Ms. Travis was late to a New ARC training by one hour. Ms. Travis reported that she asked me if she could attend maintain an appointment. I reported to Ms. Travis that I made the assumption that she wanted to maintain a previously scheduled ECE meeting.

On Monday, December 8, 2014 Ms. Travis reported that she submitted the following planning documents to me prior to our conference meeting: Travis Communication Log, Smyrna ECE Planning document, Current ECE student list, and a duties list. I received these documents by email at 3:25 p.m. The conference was scheduled at 4:00 p.m.

Periodic conferences will be scheduled to review your documentation and discuss your performance in meeting the expectations stated above.

Failure to address these concerns and perform your duties as assigned will result in disciplinary action, up to and including discharge.

12/11/14		12/11/2014	
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION

FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE☐ POST-OBSERVATION CONFERENCE☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARYNAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087ID#: _____ JOB ASSIGNMENT: Assistant PrincipalDATE OF OBSERVATION(S): On-going DATE OF CONFERENCE: 1/9/15

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

As a follow-up to the January 6, 2015 other evaluation conference the following areas are noted below:

I. Instructional Leadership

- a. Discussed the December 15, 2014 deadline of planning an ECE schedule for the remainder of the 2014-2015 school year. This is a follow-up to an ECE Support meeting that included Heather Scott, ECE Placement Specialist, Bill Hearn, School Psychologist, and Kim Delaney, ECE Consulting Teacher. As of Friday, January 9, 2015 I have not received this information.

Next Steps:

- a. Ms. Travis will provide weekly ECE status reports to me by 4:30 p.m. each Friday. The status reports will indicate if meetings are scheduled and if requested documents for school and district staff have been provided.
- b. Meet weekly with ECE Consulting Teacher to review ECE support services.
- c. Meet monthly with ECE Support Team to discuss updates on student support services.
- d. Meet bi-weekly with ECE Professional Learning Community
- e. Heather Scott, ECE Placement Specialist will shadow Ms. Travis during IEP and referral meetings to make sure that ECE policies and procedures are followed.
- f. JCPS district and federal guidelines must be met when ECE meetings are held.

II. School Management

- a. Directed Ms. Travis to be in the cafeteria each day from 10:50 a.m. – 1:00 p.m. Ms. Travis will need to ask me for permission to not work in the cafeteria and make me aware of any meetings that she may have during this time that would prevent her from fulfilling her responsibilities.
- b. Directed Ms. Travis to contact me to request to leave the building. On December 12, 2014 Ms. Travis left the building and did not contact me. Ms. Travis reported that she left the

building because the FMLA office contacted her and stated that she needed to be in the office by 4:30 p.m. to submit paperwork.

III. Professional Responsibilities

- a. Directed Ms. Travis to not include school personnel in emails related to administrative matters. Ms. Travis sent an email to both administrative staff and teachers on 1/9/15. A copy is attached.

Periodic conferences will be scheduled to review your documentation and discuss your performance in meeting the expectations stated above.

Failure to address these concerns and perform your duties as assigned will result in disciplinary action, up to and including discharge.

1/9/15 [Signature]
DATE EVALUATOR

1/9/15 [Signature]
DATE EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

Stith, Tiffany L

From: Travis, Nicole L
Sent: Friday, January 09, 2015 8:02 AM
To: Stith, Tiffany L; Delaney, Kimberly-M; Scott, Heather L; Hearn, Bill B; Martin, Grinda S; Ellery, Candice; Bird, Chuck C; Ferrell, Casie; Cundiff, Diana L
Subject: Idea to Caught-up for ECE

Good Morning!

Hope this message finds you well. Well Team, I, like you, want ECE to be tight and right. I am seeing I am not able to do it with the current conditions. I want to be able to tell you that we are caught up and here's our plan for the rest of the year.

And I won't be able to that if we don't tweak my available time *temporarily* to work on ECE. For example, outside of holding ARC meetings, and a few items to get ready for ARC meetings next week, I had no choice but to deal with other responsibilities since Tues at approx. 11:00 a.m. instead of working on ECE. I have come early today at 6:45 a.m. to work on ECE but have only got one student caught up in 30 minutes, hence what made me write this e-mail.

As stated before, I am willing to come in on weekends to get caught up and plan ahead for ECE. I need to be able to access folders, records, copier, printer, office supplies, and teacher mailboxes, etc. so I do need to be in the building and not working at home to actually be effective. I get worn out more so coming in early and/or working late on most days during the week than I would if I did that 1-2 days a week and then came in on a few weekends for about a month to get everything caught-up, done, and then planned ahead for ECE.

It is possible you don't think it's the case, but planning is not the issue. Me not wanting to do a good job and not attempting to do a good job is not the issue. Work ethic is not the issue because I have come in early and/or worked late on most days, attempted to work from home (sometimes all-nighters), worked on days when I had to take either some personal or sick leave (administrators can't work half-days), and come back earlier than probably should from an unavoidable medical leave. I am not openly or covertly trying to defy, sabotage, or be negative towards any person or project. I am genuinely and sincerely making efforts to get my job done on all fronts and be positive and be a team player - especially with ECE.

I do need your help with time. I need actual uninterrupted time. I don't want anyone else to be inconvenienced or overburdened because I have not completed a task or accomplished a goal. I have not worked this way in the past which is why many people can say good things about me, and I would like the opportunity for you to be able to say same type of things because of your experience with me.

Again, I just wanted to communicate that I really am doing my best with my available time (and I don't just mean between Mon.-Fri. 8:00 a.m.-4:30 pm.) and that am willing to do whatever it takes to get things right!

As always, thank you for EVERYTHING and for your help and support! Hope you have a wonderful day and weekend!

-Nicole

Nicole Travis, Assistant Principal

Smyrna Traditional Elementary School
6401 Outer Loop, Louisville, KY 40228
Phone: (502) 485-8329; Fax: (502) 485-8484
E-Mail: nicole.travis@jefferson.kyschools.us

"It takes a whole village to raise a child." -African Proverb

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JEFFERSON COUNTY PUBLIC SCHOOLS
PROFESSIONAL STAFF PERFORMANCE EVALUATION
NOTICE OF SIGNIFICANT DEFICIENCIES

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID #: YRS. OF SERVICE: DATE: 3/9/2015
JOB TITLE: Assistant Principal SUPERVISOR: Tiffany L. Stith

Deficiencies in your work performance have been observed. You are hereby notified that a Comprehensive Professional Staff Performance Evaluation will be conducted according to procedures established for effecting such evaluations. The following deficiencies in work performance have been identified which may be grounds for non-renewal or termination of contract if not satisfactorily corrected:

- I. Instructional Leadership: Ms. Travis fails to meet this standard due to her failure to complete crucial ECE documentation and schedule meetings as directed. Ms. Travis has not completed teacher observations or completed documentation of those as directed by the principal. The principal has assigned additional administrators to the building to address the problems arising from Ms. Travis's failure to complete tasks. The principal has assigned a retired counselor, ECE Specialist, and ECE Consulting teacher to support Ms. Travis with ECE documentation.
- a. Ms. Travis does not update the behavior incident logs in Cascade on a regular basis as directed.
 - b. Ms. Travis serves as the school's primary ARC Chair. The principal directed Ms. Travis to provide a copy of the ECE schedule for the entire year. The ECE clerk provided a copy on Tuesday, January 27. The ECE clerk took on the task of completion of the schedule and Ms. Travis submitted the schedule to the principal. Rather than completing the task on her own, as directed, Ms. Travis designated the task to the ECE clerk. Although the clerk is responsible for day-to-day scheduling, the yearly schedule is an administrator's responsibility.
 - c. Ms. Travis was directed to complete instructional observations of designated teaching staff members. Ms. Travis was directed to provide copies of teacher observations by November 30, 2014. Ms. Travis has not provided copies of teacher observations to date.
 - d. ECE deadlines have been missed despite outside support. Adherence to deadlines is crucial in compliance with providing services to students.

Expectations: Ms. Travis will complete all assigned tasks as required of her role as ARC chairperson. Ms. Travis will complete instructional observations as directed and complete required forms and documentation. Ms. Travis will demonstrate instructional leadership in her administrative role.

- II. School Management: Ms. Travis fails to meet the expectations of this standard due to her failure to document crucial administrative tasks. She has failed to collaborate with staff in addressing

behavior concerns and has failed to track incidents in order to analyze the data and formulate solutions. Ms. Travis fails to consistently monitor and supervise in the cafeteria as directed. Ms. Travis does not prioritize and is not organized for task completion.

- a. Ms. Travis was directed to provide a weekly communication log concerning student/parent issues in electronic form. Weekly communication logs have not been submitted to the principal as directed.
- b. Ms. Travis has not developed an action plan for students who have received more than two SRT calls as directed in July 2014. Ms. Travis was directed to collaborate with staff members on completing Functional Behavior Assessments and Behavior Incident Logs. There is no evidence of this collaboration.
- c. Ms. Travis has not documented follow-up to SRT calls in Cascade under the Behavior Incident Log section under administrator follow-up.
- d. Bus suspensions have not been documented in Infinite Campus as directed.
- e. Ms. Travis was directed to monitor and remain in the cafeteria from 10:50 a.m. – 1:00 p.m. with the exception of when ARC meetings, evaluation observations, and/or conference or district meetings conflict with that time period. Ms. Travis was directed to ask permission from the principal if she was not able to monitor in the cafeteria. Ms. Travis does not regularly monitor the cafeteria and meetings are not included on her calendar.
- f. Ms. Travis does not provide weekly ECE status reports as directed.

Expectations: Ms. Travis will complete and provide a weekly communication log to the school principal each Friday by 4:30 p.m. Ms. Travis will support teachers by assisting and collaborating with teachers on Functional Behavior Assessments and Behavior Incident Logs. Ms. Travis will update Behavior Incident Logs and Infinite Campus referrals within 24 hours of the time of an incident reported. Ms. Travis will document bus suspensions in Infinite Campus. Ms. Travis will monitor the cafeteria each day from 10:50 a.m. – 1:00 p.m. Ms. Travis will communicate with the principal to obtain permission to not monitor the cafeteria if she has a scheduled ECE and/or district meeting. Ms. Travis will provide weekly ECE status reports to the principal.

III. Interpersonal Relationships: Ms. Travis fails to consult school and district supports in order to solve student issues related to ECE and in prioritizing day to day tasks.

- a. Despite have the assistance of additional ECE staff, Ms. Travis has failed to collaborate with this staff to overcome her inefficient management of ECE paperwork, deadlines, and scheduling.
- b. Ms. Travis has not collaborated with school staff members or families to address severe behavior concerns of specific students. Ms. Travis must utilize a team approach and demonstrate interpersonal skills in collaborating with various stakeholders in this endeavor.
- c. Ms. Travis does not communicate effectively with the principal regarding school-related matters. She left the building for a non-critical task on a day in which the principal was out. She has asked for scheduled, designated time during the school day to complete paperwork; administrators are expected to work outside of the school day on task completion and to be available to students, parents, and staff during the work day.

Expectations: Ms. Travis will consult with the ECE Placement Specialist and/or ECE Consulting teacher to meet ECE policies and procedures. Ms. Travis will create and utilize a schedule to help her meet school and district timelines. Ms. Travis will request permission from the principal to leave the school building. Ms. Travis will inform the principal and other appropriate

administrators of school-related matters. Ms. Travis will answer parent phone calls within 24 hours.

- IV. Professional Responsibilities: Ms. Travis fails to support, follow, and implement district policies and procedures and regulations for ECE. As stated in Standards I, II and III, Ms. Travis has not consistently demonstrated that she carries out her professional responsibilities in an acceptable manner.

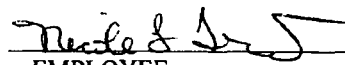
Expectations: Ms. Travis will meet ECE timelines and carry out duties in accordance with established job description.

During the Significant Deficiency process, the principal will serve as evaluator. Two Jefferson County Public School administrators will be assigned to assist you. At least two conferences will be held between these administrators and you. These conferences will be documented on the Assistant Principal E2 form. A summary evaluation (Form A.1 – Assistant Principal) will be completed and recommendation of the result of the Significant Deficiency process will be made by the principal within 12 weeks of the initial conference.

3-9-15
DATE


EVALUATOR

3/9/15
DATE


EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

(12/2011)

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE

☐ POST-OBSERVATION CONFERENCE

☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087

ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal

DATE OF OBSERVATION(S): DATE OF CONFERENCE: 3/12/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis was issued a Notice of Significant Deficiency on March 9, 2015. This E2 serves as documentation of the first committee meeting in the process. Present for the meeting: Nicole Travis, Tiffany Stith (Principal), Ben Pinnick (Peer Support), Susan Quinlan (JCPS Administrator and Evaluator), and Christine Deely (JCPS Administrator and Evaluator).

The meeting began with a review of the concerns as noted in the Significant Deficiency Notice. The Principal gave an overview of the division of responsibilities, specifically in reference to the school's ECE program. Ms. Travis serves as the school SBARC chair.

Specific concerns are detailed in the Notice of Significant Deficiency, which will be utilized throughout the process. The team discussed and summarized concerns with the goal of pinpointing areas for improvement in which the committee members will provide support. Identified priority areas for improvement were noted as: meeting deadlines, efficient scheduling, completion of duties as directed by the Principal, completion of required documentation, follow-through, and collaboration with district personnel and all stakeholders to complete goals. Also, concern is noted in Ms. Travis's communication skills with stakeholders and the Principal.

Ms. Travis asked that Friday deadlines for submission of documents, as directed in the Notice of Significant Deficiency, be moved to Monday morning. The Principal agreed to this change, with the agreement that Ms. Travis would submit her documentation by the 9:30 a.m. weekly Monday meeting that is to be held between the Assistant Principal and Principal.

Ms. Travis then discussed her work in the school and how she feels that processes and procedures are improving. She is learning to manage her time and has an action plan. She has received the initial ARC training (twice), and the second level training. She agreed that time management is an issue for her. Ms. Travis asked that an AP that serves as SBARC chair be identified to serve as a resource. Christine Deely will follow up with that request.

Leading into the Significant Deficiency, Ms. Travis had received E2s outlining expectations on 7/14/14, 9/12/14, 10/9/14, 12/11/14, and 1/9/15.

Roles of committee group members were discussed. Ben Pinnick will serve as Peer Support and will meet individually with Ms. Travis throughout the process. He will keep documentation of their work together (dates/times/topics/follow-up/next steps). The documentation will not be utilized in determining the final action in the process.

Susan Quinlan and Christine Deely will visit the school periodically throughout the process to observe Ms. Travis as she fulfills her daily duties and to view documentation of her work in addressing the deficiencies. The Assistant Principal E2 will be used to document these visits. At the end of the twelve week period, they will make a recommendation to Ms. Stith regarding their evaluation of Ms. Travis's work.

Tiffany Stith will document on-going work with Ms. Travis through the Assistant Principal E2. Ms. Stith will serve as the primary evaluator throughout the process and in the final determination or recommendation on the outcome of the deficiency process. If demotion or termination is recommended, the recommendation will be forwarded to the Superintendent for final action.

Three committee meetings were set for the balance of the twelve week deficiency period. They are to be held on 4/15/15 and 5/11/15 at 1 p.m., and on 6/10/15 at 3:30 p.m.

3/20/15
DATE

Christine A. Deely
EVALUATOR

3/20/15
DATE

Travis
EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

- ☐ PRE-OBSERVATION CONFERENCE
☐ POST-OBSERVATION CONFERENCE
☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 3/16/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis, assistant principal, requested to meet with the principal weekly after a conference between the principal and assistant principal was held on March 9, 2015. During the March 9 conference, a Notice of Significant Deficiency Form A was issued to Ms. Travis. The principal and assistant principal agreed to meet every Monday at 9:30 a.m. from March 16, 2015 to May 26, 2015. The principal and assistant principal will not meet on Monday April 6, 2015 (spring break) and May 25, 2015 (Memorial Day). The principal reported to the assistant principal that the weekly meetings would be documented on an E2 form.

The principal reported to the assistant principal that the agenda for the weekly items would be sent to the assistant principal the Friday before the scheduled Monday meeting. The assistant principal requested that items that were due to the principal on Friday at 4:30 p.m. be moved to Monday. The principal agreed to the deadline change and noted that items needed to be submitted by 9:30 a.m. Monday morning. The principal reported to the assistant principal that due to the nature of the material, not all items could be submitted on Monday at 4:30 p.m. and would be documented in email and/or direct requests to the assistant principal of the deadline date.

I. Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules

Ms. Travis submitted the Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules form to the principal on Friday, March 13, 2015 at 10:15 a.m. The form was due to the school district on Friday, March 13, 2015. Ms. Travis included an ECE Case Manager Report from Infinite Campus along with an ECE schedule created in Excel that showed service minutes for students and frequency for each teacher.

The principal forwarded an email to the assistant principal on February 9, 2015 that provided instructions on how to complete the verification form. The principal verified on February 9 that Ms. Travis received the email.

Ms. Travis reported to the principal that the students who began with Smyrna in January 2015 were not on the schedule that she submitted to the principal. The principal asked Ms. Travis, "Why were the students not on the schedule that you submitted to the principal?" Ms. Travis reported that she didn't update her schedule. The principal asked, "Did you personally go back and look at the schedules to make sure they matched IEPs?" Ms. Travis reported that she did not have 4 to 5 students on the schedule that she submitted but that the teachers were providing services. Ms. Travis reported that she did not want to appear wishy washy; yet, she did admit that student IEPs changed recently and that she was in still in the process of reviewing those

IEPs. Ms. Travis continued to report that she didn't have the new students who have been updated in Infinite Campus. Ms. Travis reported that she went through and looked at IEPs to make sure that they matched the IEP services and that she consulted with both ECE teachers.

The principal asked Ms. Travis if she reviewed service minutes with each IEP with teacher/student schedules. Ms. Travis did not provide a response.

The principal reported to the assistant principal that she could not sign off on the verification form until all items were reviewed. Due to Ms. Travis's failure to accurately complete the report and the impending due date of submission, the principal then assigned the project to a retired employee who is providing support to Ms. Travis. The retired employee completed the project in two days.

II. Utilization of Dry Erase Board in office for ECE Support Staff

The school psychologist recommended to Ms. Travis that she keep an updated dry erase board in November 2014 in her office to identify the required paperwork that was necessary to move forward with ARC meetings such as behavior observations, screenings, and signatures on forms. The school purchased a dry erase board to be placed in Ms. Travis's office. Ms. Travis began to complete to put up IEP end dates and re-evaluation end dates on the dry erase board on Monday, March 16. The expectation is that Ms. Travis will provide the required data requested by the school psychologist to the ECE support staff such as the ECE consulting teacher and the ECE Placement Specialist to prepare for ARC conferences. Ms. Travis reported that she is trying to get as much information together for the school psychologist. The principal directed Ms. Travis to consult with the school psychologist on the information that was needed to assist support staff with identifying items that were still needed for ECE meetings.

III. Response to School Psychologist – Principal Requested status by March 12, 2015

Ms. Travis is expected to make efficient use of time available, prioritize tasks, and meet deadlines. Ms. Travis did not respond to principal by the deadline date and time of 4:30 p.m. Ms. Travis responded to the principal on Monday, March 16th at 5:28 a.m. Ms. Travis reported that she did not complete the observation required.

IV. Observation Schedule – Completed observation schedule and copies

Ms. Travis did not provide the principal copies of teacher observation scripting/notes or E2s to document evidence of completing observations. Ms. Travis reported that she had three teacher observation scripting/notes on her computer. The principal directed Ms. Travis to submit the notes during the meeting. The principal did not receive the notes. Ms. Travis provided the principal a Smyrna Elementary School Evaluation Schedule 2014-2015 which was created by the principal with handwritten notes of upcoming teacher evaluations. To date, Ms. Travis has not provided the principal any documentation that she has completed teacher evaluations. Ms. Travis also reported that she has not included any observations on her Google calendar at this time.

V. Referral data (Infinite Campus)

Ms. Travis reports that she has not completed the referrals for the week of March 9-13, which were due at 9:30 a.m. on March 16, 2015.

VI. Follow-up on BILs in Infinite Campus

Ms. Travis reports that she has not completed behavior incident logs for the week of March 9-13, which were due at 9:30 a.m. on March 16, 2015.

VII. Weekly Communication Log

Ms. Travis did not provide the communication log to the principal by 9:30 a.m. on March 16. Ms. Travis reported that she emailed the principal at 9:50 a.m. The principal received the document at 9:52 a.m. The principal reported to the assistant principal that the Excel workbook should be sorted by date. The principal reported to Ms. Travis that there is only one parent phone call on the communication log for 2015 and it is on January 22, 2015. Ms. Travis reported that she has not updated the communication log.

VIII. Professional Growth Plan and Reflection Form

The principal reminded that assistant principal that items needed to be received by Monday 4:30 p.m. on March 16.

IX. Other/Stith – Transportation

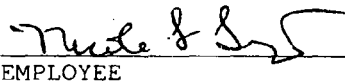
The principal reminded Ms. Travis that one of her primary responsibilities was transportation. The principal provided a copy of the Elementary Transportation Checklist for April – June 2015. Elementary Transportation Checklist 2015 First Day/Weeks, Elementary Transportation Checklist 2015 July through 1st day and copies from Google Calendar of transportation updates. The first item for completion is to prepare (through SAS system) and send home a Welcome Letter on school letterhead. This requirement is due on March 23, 2015.

X. Other – Travis

Ms. Travis reported that copies of acknowledgement forms are not in the ECE blue folders. The principal reported to Ms. Travis that the acknowledgement forms should be in all ECE folders. The principal directed Ms. Travis to have all acknowledgement forms in the ECE folders by Friday, March 20 at 4:30 p.m.

As a result of this conference, concerns continue regarding Ms. Travis's ability to complete tasks in a timely manner, correctly, and to meet deadlines. Specific directives from the Notice of Significant Deficiency Form A have not been met. It is expected that Ms. Travis fulfill her duties as assigned and comply with the directives of the Principal.

3/23/15 
DATE EVALUATOR

3/23/15 
DATE EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE
☐ POST-OBSERVATION CONFERENCE
☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 3/23/15

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis, assistant principal, requested to meet with the principal weekly after a conference between the principal and assistant principal was held on March 9, 2015. During the March 9 conference, a Notice of Significant Deficiency Form A was issued to Ms. Travis. The principal and assistant principal agreed to meet every Monday at 9:30 a.m. from March 16, 2015 to May 26, 2015. The principal and assistant principal will not meet on Monday April 6, 2015 (spring break) and May 25, 2015 (Memorial Day). The principal reported to the assistant principal that the weekly meetings would be documented on an E2 form.

The principal reported to the assistant principal that the agenda for the weekly items would be sent to the assistant principal the Friday before the scheduled Monday meeting. The assistant principal requested that items that were due to the principal on Friday at 4:30 p.m. be moved to Monday. The principal agreed to the deadline change and noted that items needed to be submitted by 9:30 a.m. Monday morning. The principal reported to the assistant principal that due to the nature of the material, not all items could be submitted on Monday at 4:30 p.m. and would be documented in email and/or direct requests to the assistant principal of the deadline date.

I. Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules

The principal reported to Ms. Travis that a special area teacher reported that ECE teachers and Ms. Travis did not communicate student IEP goals. The assistant principal reported to the principal that she assumed that the ECE teachers met with the staff members to communicate IEPs. The principal reported to the assistant principal that the expectation is for the ARC chair to create a system to document the process that IEPs are communicated to all teachers. There is a district verification form required for this process.

The principal submitted an email to ECE staff on 3/23 to identify how they communicate IEP goals to staff members. The principal reported that once she receives updates from the ECE teachers that she will sign the verification form.

II. ECE Timelines

The principal reminded the assistant principal that the school needs to meet the district deadline of having all ARC meetings completed by April 30th unless changed by the school district. The principal directed Ms. Travis to print the Infinite Campus ECE report to the ECE clerk on 3/23 for the IEP end date and Re-Evaluation end date. Ms. Travis reported that a recent IEP deadline meeting was missed due to the weather. The principal reminded the assistant principal that ARC

meetings need to be scheduled in advance so that deadlines are not missed. The principal directed the assistant principal to email Todd Elder and/or Mary Beth Irvine to obtain new timelines for the 60 day ARC meetings. The principal and the assistant principal reviewed ECE schedules. The principal directed Ms. Travis to have the ECE teachers utilize the same template when creating the individual ECE teacher schedules. Ms. Travis reported that the ECE team was working through planning schedules. The principal reminded the assistant principal that a draft ECE schedule needs to be submitted to the principal by Friday, May 29th.

III. Dry Erase Board Update in office for ECE Support Staff

The principal asked the assistant principal if she consulted with the school psychologist to obtain input to assist with documentation on identifying forms that need to be completed prior to ARC meetings. The assistant principal reported that she did not consult with the school psychologist. The principal directed the assistant principal to consult with the school psychologist.

IV. Response to School Psychologist/Requested status by March 12, 2015

The assistant principal reported that she did not complete the observations from the email on March 12, 2015 from the school psychologist. The principal reminded the assistant principal that behavior observations needed to be completed in a timely manner to meet ARC timelines.

V. Teacher Observation/Evaluation Schedule – Completed observation schedule and copies of E2s/scripted notes

The assistant principal submitted scripted notes from eight teacher observations. The assistant principal asked the principal how to document the information in CIITS. The principal directed the assistant principal to refer back to the TPGES notes and training. The principal advised the assistant principal to document the scripted notes in Word or on the notepad in CIITS.

VI. Referral data (Infinite Campus)

Ms. Travis reported that she did not complete Infinite Campus behavior referral data for Wednesday, March 18, 2015 to Friday, March 20, 2015. The principal verified this in Infinite Campus.

VII. Follow-up on BILs in Infinite Campus

Ms. Travis reported that she did not complete the administrator follow-up in Cascade for Behavior Incident Logs (BILs) for Thursday, March 19 and Friday, March 20.

VIII. Weekly Communication Log

Ms. Travis provided a communication update for the week of March 16-March 20.

IX. Professional Growth Plan and Reflection Form

The principal reviewed the professional growth plan form and received the second self-reflection form that Ms. Travis completed. The principal resubmitted the email that was sent to the assistant principal on August 9, 2014 and on March 23, 2015.

X. Transportation

The principal reviewed transportation deadlines with the assistant principal.

XI. Other by Stith

The principal reminded the assistant principal that ECE teachers need to communicate IEPs to teachers and to create a system that documents verification.

XII. Other by Travis

The assistant principal asked the principal how to utilize the ECE clerk when the ECE clerk has scheduled meetings. The principal provided the assistant principal suggestions such as calendar upkeep and ECE folder organization.

XIII. Review of March 16, 2015 Follow-Up Number 1 meeting on E2

The principal reviewed the E2 from the conference on March 16 with the assistant principal. The assistant principal signed the form.

As a result of this conference, concerns continue regarding Ms. Travis's ability to complete tasks in a timely manner, correctly, and to meet deadlines. Specific directives from the Notice of Significant Deficiency Form A have not been met. It is expected that Ms. Travis fulfill her duties as assigned and comply with the directives of the Principal.

3/30/15
DATE


EVALUATOR

3/30/15
DATE


EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)☐ PRE-OBSERVATION CONFERENCE☐ POST-OBSERVATION CONFERENCE☒ OTHER EVALUATION CONFERENCE

APR 23 2015

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARYNAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087ID#: [REDACTED] JOB ASSIGNMENT: Assistant PrincipalDATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 3/30/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis, assistant principal, requested to meet with the principal weekly after a conference between the principal and assistant principal was held on March 9, 2015. During the March 9 conference, a Notice of Significant Deficiency Form A was issued to Ms. Travis. The principal and assistant principal agreed to meet every Monday at 9:30 a.m. from March 16, 2015 to May 26, 2015. The principal and assistant principal will not meet on Monday April 6, 2015 (spring break) and May 25, 2015 (Memorial Day). The principal reported to the assistant principal that the weekly meetings would be documented on an E2 form.

The principal reported to the assistant principal that the agenda for the weekly items would be sent to the assistant principal the Friday before the scheduled Monday meeting. The assistant principal requested that items that were due to the principal on Friday at 4:30 p.m. be moved to Monday. The principal agreed to the deadline change and noted that items needed to be submitted by 9:30 a.m. Monday morning. The principal reported to the assistant principal that due to the nature of the material, not all items could be submitted on Monday at 9:30 a.m. and would be documented in email and/or direct requests to the assistant principal of the deadline date.

I. Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules


The principal reported to the assistant principal that one out of three ECE teachers verified a system of communicating IEPs to students. The assistant principal reported to the principal that she is having the ECE teachers meet with the special area teachers and communicate the goals of each student's IEP to the special education teachers. The assistant principal reported that the regular education teachers sign off on the IEP form in the ARC meeting. The assistant principal reported that the ECE teachers were meeting with the special area teachers at the end of the day. The assistant principal reported the ECE teachers are explaining the IEPs to special area teachers. The principal communicated the expectation that the assistant principal should create a system of verification for ECE teachers, regular education teachers, and special area teachers to meet to communicate IEP goals and objectives.

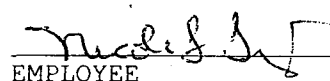
II. ECE Timelines

The principal reported to the assistant principal that the retired counselor may help with behavior observations. The assistant principal identified two behavior observations that needed to be completed for the week. The assistant principal reported that she is on track for completing other behavior observations and will meet ECE timelines. The principal reminded the assistant principal that a draft ECE schedule needs to be submitted to the principal by Friday, May 29th.

did not look in Infinite Campus to compare the documents. The principal reported to the assistant principal that she should have created a system that required her to look at records school, review documents in Infinite Campus, and then review records in ECE office if she discovered a discrepancy.

As a result of this conference, concerns continue regarding Ms. Travis's ability to complete tasks in a timely manner, correctly, and to meet deadlines. Specific directives from the Notice of Significant Deficiency Form A have not been met. It is expected that Ms. Travis fulfill her duties as assigned and comply with the directives of the Principal.

4/20/15 
DATE EVALUATOR

4/20/15 
DATE EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☒ PRE-OBSERVATION CONFERENCE
☐ POST-OBSERVATION CONFERENCE
☒ OTHER EVALUATION CONFERENCE

APR 23 2015

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 4/13/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis, assistant principal, requested to meet with the principal weekly after a conference between the principal and assistant principal was held on March 9, 2015. During the March 9 conference, a Notice of Significant Deficiency Form A was issued to Ms. Travis. The principal and assistant principal agreed to meet every Monday at 9:30 a.m. from March 16, 2015 to May 26, 2015. The principal and assistant principal will not meet on Monday April 6, 2015 (spring break) and May 25, 2015 (Memorial Day). The principal reported to the assistant principal that the weekly meetings would be documented on an E2 form.

The principal reported to the assistant principal that the agenda for the weekly items would be sent to the assistant principal the Friday before the scheduled Monday meeting. The assistant principal requested that items that were due to the principal on Friday at 4:30 p.m. be moved to Monday. The principal agreed to the deadline change and noted that items needed to be submitted by 9:30 a.m. Monday morning. The principal reported to the assistant principal that due to the nature of the material, not all items could be submitted on Monday at 9:30 a.m. and would be documented in email and/or direct requests to the assistant principal of the deadline date.

I. Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules

The principal directed the assistant principal to submit a new verification form with an updated date and signature of teachers. The principal reported that the form will be signed by the principal and submitted to the ECE office.

II. ECE Timelines

The assistant principal reported that the timelines have not changed from the last meeting. Ms. Travis reported that there is some headway being made on behavior observations. Ms. Travis reports that her main focus is on re-evaluations. Ms. Travis reported that her goal is to have the observations completed by Wednesday, April 15. Ms. Travis requested to have Ms. Martin, retired counselor assist with completing the behavior observations. The principal granted approval. Ms. Travis reported that four observations needed to be completed for the week of April 13 – April 17. The assistant principal also reported that four observations needed to be completed the week of April 20 – April 24.

III. Referral data (Infinite Campus)

Ms. Travis reported that referral data was up to date in Infinite Campus.

IV. Follow-up on BILs in Cascade

Ms. Travis reported that she is trying to complete BILs in IC. Ms. Travis asked if she could connect with the SRT/PBIS Coach and Student Success Coach that if an incident is serious in nature that they communicate that information to her. The principal directed Ms. Travis to meet with both coaches daily to debrief on student behavior.

V. Professional Growth Plan and Reflection Form

The principal emailed sample forms from the assistant superintendent. The principal directed the assistant principal to submit completed forms by Monday, May 4. The assistant principal reported that she will submit a draft by Monday, April 20.

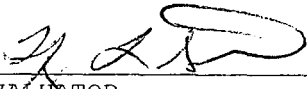
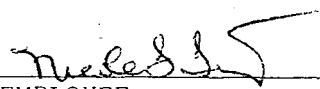
VI. Transportation

The principal reminded the assistant principal that yellow cards need to be sent home on Monday, April 13.

VII. Other by Stith – Additional agenda items not discussed.

VIII. Other by Travis – Ms. Travis asked what information that she should share at the committee meeting on April 15. The principal reported to the assistant principal that she should bring documentation of evidence to support the agenda items.

As a result of this conference, concerns continue regarding Ms. Travis's ability to complete tasks in a timely manner, correctly, and to meet deadlines. Specific directives from the Notice of Significant Deficiency Form A have not been met. It is expected that Ms. Travis fulfill her duties as assigned and comply with the directives of the Principal.

4/20/15		4/20/15	
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE

☐ POST-OBSERVATION CONFERENCE

☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087

ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal

DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 5/4/2015,
5/6/2015, 7/13/15

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis, assistant principal, requested to meet with the principal weekly after a conference between the principal and assistant principal was held on March 9, 2015. During the March 9 conference, a Notice of Significant Deficiency Form A was issued to Ms. Travis. The principal and assistant principal agreed to meet every Monday at 9:30 a.m. from March 16, 2015 to May 26, 2015. The principal and assistant principal will not meet on Monday April 6, 2015 (spring break) and May 25, 2015 (Memorial Day). The principal reported to the assistant principal that the weekly meetings would be documented on an E2 form.

Conferences were held with Ms. Travis on Monday, May 4, 2015 and Wednesday, May 6, 2015. Ms. Travis was absent the week of April 27 – May 1, therefore, no conference was held that week. The purpose of this conference was to discuss the job responsibilities, absences (Ms. Travis is out of sick days), summative evaluations, ECE concerns (missed district deadline date of April 30 to hold all ECE meetings completed that are on the Infinite Campus report IEP ending date and Re-Evaluation with a deadline date of October 1), and transportation.

Employee Absences

Ms. Travis reported an absence via email to the principal on 4/27 at 7:27 a.m. and then for the remainder of the week via subsequent e-mails. Ms. Travis' e-mails to the principal and others included information regarding rescheduling of meetings and upcoming duties. The principal replied via e-mail with priority questions that were not covered in Ms. Travis' e-mails. There was no reply. Ms. Travis reported during this conference that she did not see the emails. From Ms. Travis' e-mails, it is clear that Ms. Travis knew of upcoming deadlines and the need to re-schedule meetings. It is expected that Ms. Travis communicate directly with the principal via phone to discuss adjustment and reassignment of tasks during an absence.

In addition, Ms. Travis has no sick leave available to her. The school secretary e-mailed Ms. Travis twice with questions regarding what type of leave Ms. Travis would utilize for her absences and reminded Ms. Travis that personal leave must be approved by the principal. The question was time-sensitive, for documentation in "Time and Attendance". Ms. Travis did not reply or request personal leave, and therefore, was docked for the absences.

Summative Evaluations

Ms. Travis and the principal were to review summative drafts of teacher evaluations on Friday, April 24th at 9:30 a.m. The principal sent Ms. Travis an email at 12:34 p.m. requesting to have the summative drafts by 3:30 p.m. That afternoon, Ms. Travis submitted paper copies of summative evaluations that had indicators marked on page 1 for the teacher standards. Growth plan information was not included on the draft summative evaluations submitted to the principal on Friday, April 24. Ms. Travis did not contact the school

principal during the week of April 27 - May 1 to discuss the summative drafts. Teacher evaluations are required to be signed off by May 1 according to district policy. As a result of Ms. Travis' failure to complete evaluations as directed and required by the principal, the principal completed the drafting of summative evaluations that were the assistant principal's caseload. In addition, evaluation conferences with each teacher on Ms. Travis' caseload had not been held, and the principal was then required to add the evaluation conferences to her caseload in order to meet the May 1 deadline. Ms. Travis failed to make efficient use of time available, did not meet the district deadline, and failed to prioritize tasks and operates according to these priorities. It is expected that Ms. Travis prioritize tasks and complete duties in a timely manner so that in case of absence or emergency, other employees are not required to complete tasks assigned to her.

ECE Deadlines

The principal reported to the assistant principal that ECE meetings were not completed by April 30 as set by the school district. The principal reported to Ms. Travis that she should continue to work on time management and organization to meet deadlines. Ms. Travis failed to implement administrative procedures which are clear and efficient.

Transportation

The school bookkeeper reported to the principal that Ms. Travis called her and requested that she assemble yellow sheets for someone to pick up. The school bookkeeper is not assigned to the transportation and does not update records in Infinite Campus for transportation.

On Thursday, April 30, 2015 Ms. Travis sent an email to the following (school principal, school secretary, school attendance clerk, and school bookkeeper) titled Yellow Sheet Pickup. Ms. Travis stated that a former co-worker would pick up the yellow sheets so that Ms. Travis could work on them at home. The principal replied that confidential information could not be released to a person that does not work at the school.


The principal reviewed with the assistant principal that confidential information should not be released to someone not associated with the school and implications that could have occurred if the yellow cards were lost or damaged. The assistant principal responded that the person she requested to pick up the sheets was a JCPS employee. The principal reiterated that school records should not be released from school property.

The principal reported to the assistant principal that the assistant principal would be removed from completing transportation responsibilities due to concerns regarding task completion and the crucial need to insure reliability of the transportation information.

Summary

Ms. Travis failed to demonstrate professional courtesy, work cooperatively with colleagues, and inform superiors or other appropriate administrators of school-related issues. Ms. Travis also failed to support, follow, and implement district policies and procedures and regulations of governmental agencies with jurisdiction over the district.

As a result of this conference, concerns continue regarding Ms. Travis's ability to complete tasks in a timely manner, correctly, and to meet deadlines. Specific directives from the Notice of Significant Deficiency Form A have not been met. It is expected that Ms. Travis fulfill her duties as assigned and comply with the directives of the Principal.

7/13/15		7/13/15	
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE
☐ POST-OBSERVATION CONFERENCE
☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: [REDACTED] JOB ASSIGNMENT: Elementary Assistant Principal
DATE OF OBSERVATION(S): 7/28/15 DATE OF CONFERENCE: 7/31/15

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

As a particular area of focus for summer work, the administrative team collaborates to implement the district transportation plan. This meeting was held to discuss concerns with Ms. Travis' completion of her assigned tasks in meeting district deadlines and directives from the principal.

The principal sent Ms. Travis an email on July 22nd at 5:04 p.m. to request a copy of the phone call list completed by support personnel by email or to drop off in hard copy prior to attending the assistant principal conference on Thursday, July 23. The principal did not hear from Ms. Travis by email on July 22nd. The principal followed up with another email to Ms. Travis at 6:18 a.m. on July 23rd to see if she received the email submitted the previous day. Ms. Travis responded to the email at 8:17 a.m. on Thursday, July 23 and reported in the email that she did not see the email I sent until "she was out the door and driving." Ms. Travis reported that she dropped the originals in the mailbox outside of the principal office door. Ms. Travis reported that she "signed in at the conference and was talking with other Aps so this was her first time to respond." Ms. Travis also reported that she was having Internet connectivity issues at Valley by text and that she already completed her changes in Infinite Campus and that she had completed her list from the previous day in the same email.

On Thursday, July 23rd the principal reviewed transportation data in Infinite Campus and discovered that parent phone calls were not made to verify transportation and that there were errors documented within the Infinite Campus system from Ms. Travis. Ms. Travis was contacted and directed to return to the building after the training to address the incomplete data. Error-free student transportation data is critical to the safety of the students and timeliness of data-entry is a district requirement. Ms. Travis attended the assistant principal conference on July 23rd that began at 7:00 a.m. with registration and breakfast (based on the agenda) and was directed to return after the meeting with Area Superintendents that began at 1:45 p.m. and ended at 3:00 p.m. by text message. A team building session among elementary assistant principals was on the agenda from 3:30 p.m. until 6:30 p.m. at a restaurant. Ms. Travis responded if she could take care of the issue at Valley since Mike Linnings was by Valley. The principal replied, "No" due to the critical timing of the data entry and the errors that existed.

Ms. Travis returned to the building and went into her office. The Family Resource Coordinator went to get Ms. Travis for the transportation meeting. The principal reported the findings from the day regarding transportation and asked Ms. Travis if she called the parents to verify transportation information in Infinite Campus from the July 15th JCPS first day email. Ms. Travis reported that she did not contact all of the parents and that she verified the information on her own by clicking the information in Infinite Campus from the previous year. The principal had previously directed Ms. Travis to contact all parents by phone to verify transportation and to put the changes in Infinite Campus, due to the unreliability of prior year information. The principal reviewed with the administrative team the number of transportation calls made and verified by each team member. As of July 24, Ms. Roby, FRC Coordinator made 76 calls, Ms. Alden, classified staff member made 86 calls, and Ms. Travis reported that she made a total of 18 calls. Ms. Travis reported to the committee that she did not call all parents listed on the JCPS First Day error report.

Ms. Travis sent an email to the principal on Thursday, July 23rd at 6:53 p.m. to report that she was in an accident by Moore High School and that she was going to be late on Friday, July 24th so that she could obtain a rental car. Ms. Travis asked the principal if she may leave early Friday to obtain a rental car. The principal replied, "Yes."

On Friday, July 24th the principal emailed Ms. Travis with a transportation follow-up email at 10:09 a.m. and directed the following: 1) Make phone calls and changes in Infinite Campus on 7/24/15, 2) Submit ad hoc report to the principal electronically and provide a hard copy to the school secretary by 4:30 p.m. on the same day, 3) On 7/27/15 run labels to go on bus tags, print out letters in Infinite Campus, and prepare mailing, 4) Make a duplicate copy of each letter sent out and attach to the yellow cards and document new transportation changes, 5) Stuff envelopes on 7/27 and 7/28, and 6) Stated that letters needed to be ready for mailing on 7/29/15 in the morning since the principal and assistant principal would be out in the morning for an administrator retreat. Ms. Travis submitted the ad hoc report to the principal at 3:20 p.m. and failed to communicate task completion of the remaining items on the transportation follow-up email.

On Monday, July 27th Ms. Travis sent the principal, school secretary, school bookkeeper, and Family Resource Center Coordinator an email at 7:29 a.m. to report that she was going to be late at school because there was an issue with renting a car. At 8:58 a.m. Ms. Travis sent an email that she was still dealing with issues from the car accident and that she needed transportation for the next 3 - 4 weeks and to please bear with her. At 12:05 p.m. Ms. Travis sent an email to the principal, school secretary, school bookkeeper, and Family Resource Center Coordinator to request a personal day. Ms. Travis reported that she was still trying to secure transportation and to get her car fixed. The principal responded in an email at 12:18 p.m. that she needed to have an update on the plan for transportation plan by the district deadline of July 29th to mail out transportation letters. Ms. Travis failed to respond to the principal.

On July 28, 2015 the principal asked Ms. Travis why she was late arriving to school. Ms. Travis arrived after 8:30 a.m. Ms. Travis reported that she went to the post office to mail ECE documents. Ms. Travis failed to communicate with the principal that she would arrive late to school. The principal also reviewed with Ms. Travis that mailings should be done at school. Ms. Travis failed to communicate with the principal directly by phone as previously directed on the E2 that was issued on 7/13/15. Ms. Travis also failed to follow the directive of the principal to not take school records containing confidential information away from school property as documented on the E2 from 7/13/15.

The principal also asked Ms. Travis about the status of the transportation plan,

safety plan, ECE scheduling, and the arranging of ECE meetings. Ms. Travis became argumentative and stated that she was trying to get her work done and that she didn't have time to speak with the principal. Ms. Travis reported that could not do her work because she was out of the building trying to take care of her car. Ms. Travis raised her voice and stated, "I'm not going to be negative and it's obvious you feel some type of way." The principal reported that the issues at hand were not about feelings but about work completion. The principal attempted to deescalate the conversation with Ms. Travis, walked back toward her office, and invited the assistant principal back to her office. Ms. Travis refused and stated that she was the only one working on transportation. The principal reviewed the work completion tasks of the school secretary, Instructional Assistant, Family Resource Center Coordinator, and school principal. The principal also reiterated with the assistant principal that she failed to communicate with the principal the plan for completing tasks and that other staff members completed her job assignments. Ms. Travis continued to state that she did not want to argue and she did not want negativity. The principal again reiterated that no one was being negative; however, there was a district deadline to send out transportation letters.

The events documented in this conference summary illustrate ongoing concerns with Ms. Travis' performance, specifically in the areas of task completion, meeting deadlines, following directives, and interaction with her supervisor. Ms. Travis is referred to the Notice of Significant Deficiencies for expectations for performance, as well as E2 conference summaries written by the principal and the two district evaluators.

7/31/15 [Signature]
DATE EVALUATOR

DATE

EMPLOYEE

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Supervisor
Employee

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* The employee signed
up sign. Please see email
sent on 7/30/15 with meeting
invitation on 7/30/15 @
8:49 am.

Stith, Tiffany L

From: Stith, Tiffany L
Sent: Thursday, July 30, 2015 4:12 PM
To: Travis, Nicole L
Subject: Follow-Up

Please know that you are welcome to invite representation to tomorrow's meeting at 3:00 p.m.

Tiffany L. Stith, Ed.D.
Principal
Smyrna Traditional Elementary School
6401 Outer Loop
Louisville, KY 40228
P: 502-485-8329
Fax: 502-485-8484
Email: tiffany.stith@jefferson.kyschools.us

Stith, Tiffany L

Subject: Issuance of E2 - Documented Actions and Conversation from 7/28/15
Location: Principal Office

Start: Fri 7/31/2015 3:00 PM
End: Fri 7/31/2015 3:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Stith, Tiffany L
Required Attendees: Travis, Nicole L

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FORM E-2 (ASSISTANT PRINCIPAL) ✓

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☐ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna 087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): 3/25/2015 DATE OF CONFERENCE: 4-13-15

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

A visit was made to Smyrna Elementary on March 25, 2015 by Susan Quinlan, Administrator/Evaluator to observe Ms. Travis as she fulfilled her daily duties and to view her work in addressing deficiencies presented in a conference on March 12, 2015. This observation is summarized below:

Upon arrival at 9:30 Ms. Travis was writing up an observation and pulling data together for an ARC meeting scheduled for 10:00. Ms. Travis was interrupted by a teacher who brought a student that was misbehaving. Ms. Travis told the teacher to make an SRT call and conference with the parent. Ms. Travis said she would work with the teacher on a point sheet for the student. She told the teacher she was "supposed to be in a teacher's room." Ms. Travis was interrupted by a student bringing a work sample for the ARC meeting to Ms. Travis. While attempting to continue writing up the observation, Ms. Travis was interrupted by the Speech Teacher, Ms. Ferrell, wanting to know where the ARC meeting was going to be held. Ms. Travis said she was not sure because she did not know a room that was available that had a phone for conferencing capabilities with the parent. Ms. Travis began to make calls to see if a particular room was available. Ms. Travis and Ms. Ferrell decided to use Ms. Ferrell's room. At 9:53 Ms. Travis continued to work on the observation and paperwork needed for the ARC meeting. At 10:03 everyone gathered for the ARC meeting. Ms. Travis got out her cell phone to use and remarked, "Oh no, I have no bars left on my phone." The speech teacher offered her phone for use but Ms. Travis declined and said, "We will see how this goes." Ms. Travis began to try and reach the parent for the conference. She left messages and was having a difficult time. She asked the ECE teacher to go to the office and get more telephone numbers from their records. After several attempts, Ms. Travis got the parent's correct number and the conference was started at 10:15. Each The ARC meeting was about over when Ms. Travis's cell phone went dead at 10:45. Ms. Ferrell immediately called her back on her cell phone and Ms. Travis completed the conference by 11:05.

The above evidence clearly demonstrates that Ms. Travis was not prepared for the ARC meeting, her documents were not organized and prioritizing and time management are still a problem. As noted in the deficiency under Interpersonal Relationships: "Administrators are expected to work outside of the school day on task completion and to be available to students, parents, and staff during the work day." This did not happen.

After the conference Ms. Travis went back to her office at 11:05. I asked, "When was she scheduled to be in the cafeteria?" She said, "Now." She said that she needed to close out the conference documents and make copies of the documents for all parties involved in the ARC meeting first. She spent time attempting to call and get documentation from the ECE teacher. She remarked, "I guess I will need to do this later." Bill Hearn, the psychologist from the ARC meeting, came to Ms. Travis's office and she asked him a couple of questions about what was needed regarding an evaluation that was due in September. She remarked, "That she was cleaning up this evaluation from the previous person at Smyrna that was handling this evaluation." I asked her about the white board in her office with initials of ECE students and some had dates by the initials and some just had "due" or "past due". There were 6 that were past due. It was not clear what the information meant. When Ms. Travis brought Mr. Hearn's attention to the initials on the white board of the evaluation due in September, he said, "This board is incomplete and does not tell you anything." He suggested having the initials written out on the left side of the board with specific documents needed and who they were needed from with a specific date at the end of the information so that Ms. Travis could keep track more efficiently what she needed, from whom and by what date. Ms. Travis said, "OK, I got it" several times. Mr. Hearn left and I asked Ms. Travis about her progress on observing teachers. Ms. Travis said she had 19 teachers to observe and she had completed Round 1 and Round 2. She had Round 3 observations scheduled. She showed me a spreadsheet of the completed Round 1 and 2 observations. Ms. Travis said she planned to get them all completed before Spring Break.

I asked Ms. Travis how documentation of the Behavior Incident Logs was going and was she able to get the incidents updated in Infinite Campus. She remarked, "Not very well, there are not enough hours in the day." She would be working on them when she could. I suggested that she collaborate with the Success Coach/Behavior Coach or delegate this task if possible so that these incidents were reported in a timely manner.

The expectation that Ms. Travis will update Behavior Incident Logs and Infinite Campus referrals within 24 hours of the time of an incident reported is not happening.

Ms. Travis took her computer and we both went to the cafeteria at 12:00. She remarked to me that the reason it was so noisy was because another monitor in the cafeteria yelled at the students which in turn made the students noisier. She went to the microphone in the cafeteria to remind students of the expectations. They responded somewhat to a lower tone of conversation.

Again, the above evidence demonstrates Ms. Travis's lack of ability to organize effectively and meet school and district timelines. With at least 6 past due evaluations noted on her white board chart, Ms. Travis is not meeting ECE timelines. Ms. Travis was directed to monitor and remain in the cafeteria from 10:50 a.m. - 1:00 p.m. This did not happen even though she was out of the ARC meeting at 11:05. Ms. Travis is not carrying out her duties in accordance with her established job description.

4/13/15 Susan Quinlan
DATE EVALUATOR

4/13/15 Mike SLS
DATE EMPLOYEE

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Supervisor
Employee

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JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elementary/087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): 5/5/15 DATE OF CONFERENCE: 5/7/15

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

A visit was made to Smyrna Elementary School on May 5, 2015 by Susan Quinlan, Administrator/Evaluator to observe Ms. Travis. This visit was to observe Ms. Travis' progress toward meeting the deficiencies presented in conferences on March 12, 2015 and April 15, 2015.

Ms. Travis said she was asked by Dr. Stith, principal to assist a 3rd grade teacher this morning. I asked Ms. Travis the purpose of her visit and she replied, "No I do not know why, I am just doing what I was told." We arrived in the 3rd grade class at 9:25. Ms. Travis sat down at a back table with her computer and said to me, "I need to do some observations on two students in here, I might as well multitask." I observed Ms. Travis sitting and not up and moving around the room or interacting with the students. Ms. Travis did not assist teacher with instruction or monitoring the students in the classroom. Ms. Travis got up twice to re-direct 2 students. Ms. Travis got up once to make a copy of a work sample of a student she was observing. Dr. Stith said she had told Ms. Travis the day before that she wanted Ms. Travis to help the teacher with her instruction. Dr. Stith came to the classroom to remind Ms. Travis of this conversation. Ms. Travis continued to sit in the back of the room. I walked around the room to help students with staying on task while the teacher did DRA testing of her students.

The above evidence clearly demonstrates that Ms. Travis did not follow Dr. Stith's directive, "to assist the 3rd grade teacher with her instruction." Ms. Travis clearly did not demonstrate instructional leadership in her administrative role.

When I told Dr. Stith about Ms. Travis typing up observations on 2 students in this class, she remarked that "these students' observations were needed for some ECE re-evaluations that were past due." The white board of ECE students in Ms. Travis' office had been changed to reflect the organizational chart that Bill Hearn, psychologist, had suggested. However, Ms. Travis shared with me that she had not updated the board completely. She said, "She usually does this on Mondays but because she had been in a classroom yesterday she could not get to it." Again, Ms. Travis being an administrator, is expected to work outside of the school day on task completion.

"Ms. Travis stated the observations were not past due."

The above evidence clearly shows Ms. Travis still does not complete all assigned tasks as required of her role as ARC chairperson in a timely manner. ECE deadlines are still not being met. The whiteboard shows several re-evals past due. Ms. Travis has not utilized the additional administrators Dr. Stith has assigned to help her complete tasks. Ms. Travis has had experience being an ARC chair and knew this duty was assigned to her at the beginning of the year. Ms. Travis should know the proper procedures and protocol and utilize the assistance Dr. Stith has given her.

Ms. Travis was directed to complete instructional observations on designated teachers/staff and to turn in copies by November 30, 2014. This assignment was given to Ms. Travis at the beginning of the school year. I asked Dr. Stith if she had received the observations and evaluations from Ms. Travis. Dr. Stith said that she received drafts in an envelope on April 24, 2015 with no explanation. Dr. Stith and Ms. Travis were to meet and review the drafts together. This did not happen. Ms. Travis sent an email to Dr. Stith on April 27, 2015 "that she would not be at school." Ms. Travis stated in the email that "she had a high fever and painful sore throat, possible strep." Ms. Travis sent another email on April 28, 2015, "not much better. Got meds late afternoon and planned to be at school on Wednesday." Ms. Travis sent an email April 29, 2015 "that her infection caused a flare and to not cause any more inconvenience than already have, she was planning on being out the rest of the week and if at all possible will come back sooner." Ms. Travis did not call Dr. Stith. Several meetings had to be cancelled or covered by other personnel at the school and the district. Dr. Stith had to complete all the evaluations and meet with teachers by May 1, 2015. Another issue Dr. Stith shared with me that Ms. Travis was out of sick days and did not apply appropriately for her last two personal days.

The above evidence demonstrates that Ms. Travis has not completed assigned tasks as directed. Ms. Travis has not followed proper procedures for requesting appropriate leave. This evidence demonstrates that Ms. Travis has not supported the principal and the principal must take over many tasks that were designated to Ms. Travis.

At 11:15 Ms. Travis and I went to the cafeteria. Ms. Travis frequently went to the microphone in the lunchroom and said the same thing over and over, "We need a level 1, you do not need to talk to people at the next table just the ones beside and across from you." I left the lunchroom and stood in the hallway to listen, observe and complete my notes. Ms. Travis yelled over the microphone at the students. As an administrator you need to devise a system of behavioral expectations and consequences specifically for the lunchroom. Students who are following the rules need positive comments and affirmation. Dr. Stith and some students I asked said that Ms. Travis does not come into the cafeteria regularly.

Ms. Travis does not monitor the cafeteria each day from 10:50-1:00. Ms. Travis does not obtain permission to not monitor the cafeteria if she has a scheduled ECE or district meeting.

5/7/15 Susan Quinlan
DATE EVALUATOR

5/7/2015 Michelle S. S. S.
DATE EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

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JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elementary/087

ID#: 116374 JOB ASSIGNMENT: Assistant Principal

DATE OF OBSERVATION(S): 7/22/15 7/28/15 DATE OF CONFERENCE: 7/30/15

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

A visit was made to Smyrna Elementary School on July 22, 2015 and July 28, 2015 by Susan Quinlan, Administrator/Evaluator to observe Ms. Travis. This visit was to observe Ms. Travis' progress toward meeting the deficiencies presented in conferences on March 12, 2015, April 15, 2015 and July 14, 2015.

Nicole Travis was observed on July 22, 2015 by Susan Quinlan, Administrator/Evaluator. Upon arrival Ms. Travis was in an Administrative Team meeting with the principal and two other staff members. They were discussing the Transportation Plan for the opening of school. Ms. Travis assisted in organizing boxes that had wristbands for the students. I observed Ms. Travis taking notes but offering few suggestions on how the plan should be implemented. Ms. Travis attended the district's transportation meeting but did not offer much information from that meeting. Ms. Travis did say that she would check on one of the buses that might have a first and second run. The principal typed in the bus numbers and colors on her computer that she was using for the meeting. The principal was still organizing information for transportation when I arrived on July 28th for another observation. Ms. Travis stated that she was making transportation changes on her computer of new students to Smyrna. Ms. Travis did state "that she thought everyone was doing double work." Again, this demonstrates there should be more communication and leadership exhibited by Ms. Travis. Ms. Travis shared with everyone information from a district meeting about the Code of Conduct, suspensions, transitions and Safety Plan. Ms. Travis mentioned that the Safety Plan for Smyrna was due July 25th to Dr. Stith. Ms. Roby, Family Resource Coordinator, discussed at length the need for a plan at the beginning of school for a challenging ECE student that was projected back to Smyrna. From the comments and discussion this student had several immediate needs. I did not observe Ms. Travis making suggestions for this student or recommending any additional services even though she is ARC chairperson and directly involved with ECE. Dr. Stith did recommend a home visit by Ms. Roby and another staff member to determine the validity of this student's home address. I left the meeting when the coordinator from Moore's Bus Compound came to further discuss Smyrna's Transportation Plan.

The July 22nd observation lasted for an hour. In order to review evidence toward addressing concerns and deficiencies and to provide Ms. Travis with the opportunity to share her progress, I returned for a second visit and observation. Nicole Travis was observed on July 28, 2015 by Susan Quinlan, Administrator/Evaluator. When I arrived Ms. Travis was on the telephone with the district to determine if there was a different transportation letter that needed to be sent to Kindergarten than to students in grades 1-5. Ms. Travis said that 560 letters were due to be sent out the following day. Envelopes and letters were not completely ready and Ms. Travis was stamping Dr. Stith's name on the letters. She stated that she was not at Smyrna on Monday because she was in a car accident last Thursday and spent all day Monday getting a rental car. Ms. Travis' absence places a hardship on the staff and demonstrates a lack of dependability. Ms. Travis ECE schedule of meetings was due to Dr. Stith on July 22nd. I asked Ms. Travis if she had it completed and she said, "No, it was not ready." I observed from Ms. Travis' office whiteboard three meetings due on 8/21, 9/2, and 9/10. Ms. Travis said her goal was to have three observations on these students the first two or three days of school. These three meetings should have been scheduled however Ms. Travis said she was waiting to see how many days the Speech Teacher was going to be at Smyrna. Again, this demonstrates Ms. Travis lack of initiative and communication to get three meetings scheduled. Dr. Stith employed a retired counselor the last two weeks of school in Ms. Travis' absence. This counselor completed over 20 meetings to assist Ms. Travis in being current with her ECE meetings. I asked Ms. Travis if she had turned in her Safety Plan that was due July 25th to Dr. Stith. She said, "No." She said she was waiting on the district to update

some forms. She said that they had last year's Safety Plan. However there were some staff name changes that needed to be made to make the plan current. As of this date Ms. Travis has not made these changes. Ms. Travis was also working on an error report for the Transportation Plan. There was no evidence of a Master Transportation List. It was not clear which students' transportation had been verified. I asked Ms. Travis if she had a plan or calendar ready for teacher observations. She said, "No." She said that she wanted to wait for her ECE meeting schedule and what days she would have her clerk. Since this was an issue last year Ms. Travis should at least have a list of teachers and calendar and some idea as to how she wanted to accomplish these observations on time. She said she wanted to wait to see who was assigned to her. Again, Ms. Travis should take the initiative and communicate with Dr. Stith to get a tentative schedule developed. I asked Ms. Travis if she had thought about how to organize and manage lunchroom behavior. Ms. Travis said she wanted to have charts with teachers' classes on them. These charts would be displayed in the lunchroom and have paws stamped on them each time a class followed lunchroom rules. After earning a certain number of paws the class would receive extra incentive or rewards such as 15 minutes of extra recess.

These observations further demonstrate Ms. Travis' lack of organization, initiative, lack of communication skills between principal and staff and lack of ability to turn in important information, plans and schedules in a timely manner.

7/30/15 Susan Quinlan
DATE EVALUATOR

7/30/2015 Mick S. S.
DATE EMPLOYEE

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Employee

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JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): 4/2/2015 DATE OF CONFERENCE: 4/15/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

The observation began at 12:40 and ended at 2:45.

As the observation began, in the AP's office, the AP was in conference with the Speech/Language teacher in preparation for an ARC meeting. Discussion centered on the student's abilities and history. The GCC and classroom teacher then joined the discussion. The AP attempts to call the parent, utilizing different numbers from Infinite Campus, since the parent has not arrived for the meeting. The parent cannot be reached. The AP summarizes the discussion and wraps up the discussion by setting a timeline for the teacher of six weeks for data collection, then another six weeks in the fall.

A second ARC meeting is set to begin at 1:15 including the same school staff with the exception of the Speech/Language teacher, who exits. There is discussion of where the meeting will be held and which phone can be used. The group moves to the GCC's room and the AP gathers the family members from the lobby. The GCC coach's room includes the data wall, which has teacher names with each student's progress card place in colored sections. Holding the meeting in this room is a confidentiality breach, as parents can view student progress cards.

The AP opens the meeting and reviews the speech screening results. The teacher is unprepared for the meeting and the mother and grandmother become contentious. In preparation for the meeting, the AP, in her role as ARC chair, should have been in contact with the teacher to oversee and check progress on the data collection. The AP redirects the conversation and is supportive of the family, saying "I gotcha, I gotcha" in response to their concerns. The AP tells the mother and grandmother that she can't fix what had happened in the past, she could only speak to this year, since this is her first year at Smyrna. She also states that she can't say what was happening last year, but that there are now practices in place. The observer later recommends that the AP refrain from saying "fix" things from last year, as it infers the system was broken. The meeting concludes at 2:25.

Following the meeting, the observer and AP move back to the AP's office. The dry erase board, which is utilized to track progress on ECE meetings, has student initials and "past due" written by some. There is little other information on the board. Since timely completion of documents and meetings is a concern noted on the Notice of Significant Deficiencies, this board needs more extensive notations. When discussing

ECE procedures and process, the AP stated that things were beginning to come together now, with everyone understanding their roles. Ms. Travis previously stated this during the first committee meeting. As the ARC chair, Ms. Travis is expected to coordinate the work of staff to accomplish goals.

The observer asked the AP what steps she would take to address the teacher's unpreparedness. The AP stated that more training and support is needed. The observer suggested documentation of a conference in which data collection expectations, negativity with parents, and unpreparedness for scheduled meetings is addressed.

The observer asked the AP if she had documents that she would like the observer to review, such as documents demonstrating progress on concerns noted in the deficiency document. The AP replied that she had not prepared any documents and had nothing for the observer to review. The AP stated that she had been taking care of the day-to-day things, which left no time for working on anything else.

The observer reminded Ms. Travis that she had the right to respond to all documents produced by the committee during the Significant Deficiency process. Ms. Travis stated that she understood that right.

Expectations:

It is recommended that the AP engage the ECE clerk in sending reminders and/or making phone calls to remind parents/guardians of upcoming meetings. Preparations such as meeting place and phone usage must be made prior to meeting times, in order to use time efficiently and begin meetings on time. A set place for meetings is needed to provide consistency with staff and maintain confidentiality of student data. Follow-up is needed to address the teacher's failure to collect data and her lack of preparedness for the meeting. As the ARC chair, Ms. Travis must take charge of processes and procedures in order to facilitate the referral, testing and placement process.

The Notice of Significant Deficiencies includes several statements of expectations regarding timely preparation of documentation. Areas include ECE, behavioral, and teacher observations. It is concerning that Ms. Travis was unable to share any documentation of her progress toward improvement in these areas. With the 4/15/15 deadline for documentation of teacher observations on E2s, and with Spring Break during the week of 4/6 through 4/10, it is especially concerning that no E2s summarizing observations were available for review. It is expected that Ms. Travis collect documentation to share with observers during this process, in order to demonstrate that she is making progress in addressing noted areas of deficiency.

4/15/15
DATE

Christine A. Duly
EVALUATOR

4/15/15
DATE

Michelle S. S.
EMPLOYEE

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Supervisor
Employee

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JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna 087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): 7/17/2015 DATE OF CONFERENCE: 7/22/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

The observation began at 8:30 a.m. N. Travis was working to prepare a task list for student transportation to share for a scheduled meeting. The administrative team of N. Travis, principal, FRYSC Coordinator and Secretary are to meet at 10 a.m. on the day of this observation.

N. Travis places a call to the Transportation Department to check on car tags. The Transportation department tells her they do not prepare the tags. She then calls Materials and Production. They take a message and will get back to her. Observer note: The JCPS practice is that an order for car rider tags would have been placed in the spring and paperwork would be available for reference for checking on delivery/pickup of the tags.

The dry erase board in her office has eight students listed with due dates and steps in the ECE referral process.

N. Travis states that the building closed at 4:20 last evening and she saw that her computer needed over 60 updates; therefore, work she would have done at home the previous evening was being completed this morning in preparation for the 10 a.m. meeting. She states that transportation errors are down from 160 to 25. The drop was due to the online application, information gained from sibling information, and entry of missing info.

She then calls the bus compound to ask if there would be depot buses for the upcoming school year. The compound director refers her to Blue Lick compound. A call is received back from Blue Lick regarding the depot information.

The principal steps in to discuss the transportation errors. She stated that N. Travis is to work with the FRYSC Coordinator to verify information with parents via phone call rather than relying on the online application due to the unreliability of the other methods.

At 9:55 N. Travis is making copies for the meeting.

The meeting began at 10 a.m. in the principal's office. T. Stith tells N. Travis she is to present on 8/10/15 to the staff regarding transportation and the safety plan. During the Meet the Teacher evening, transportation information will be verified with

parents.

N. Travis copied and brought in T. Stith's transportation plan from 14-15 (upon follow-up with the principal, the observer is told that N. Travis was directed to update this plan with new information; however, the existing plan had not been adjusted with updates previously discussed in administrative meetings).

The next checklist to be sent in to the district is reviewed. N. Travis will check on wrist band availability and colors. The principal directs N. Travis to develop a procedure for tracking bus referrals. All are to be kept in alpha order. N. Travis states it would be better by bus, b/c it gives an idea of where most referrals are coming from. A discussion occurs about whether the tracking should be alpha or by bus. N. Travis suggests that tracking by bus will help with looking at data. N. Travis will run the bus driver meeting. The FRYSC Coordinator and N. Travis divide the students for phone call verification. The principal states that the verification calls must be made ASAP in order to clear all errors and verify transportation for all students.

The observation ends at 10:30.

Expectations for Growth: Prior preparation for meetings continues to be a concern. The principal had directed N. Travis to update the existing Transportation Plan in preparation for the 10 a.m. meeting. This was not done. Transportation of elementary students is a crucial task so that students are delivered safely to the correct stop and using the correct mode of transportation. N. Travis must be able to convey status updates, track information, enter and verify transportation information with accuracy.

Accuracy and follow-through with principal directives will be verified on the next observer visit.

During the conference, N. Travis stated that updates had been made to the transportation plan in preparation for the meeting. C. Deely reiterated that responses to ELs are an option to clarify. cad (il)

7/22/2015 Christine A. Deely 7/22/15 Michelle S
DATE EVALUATOR DATE EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

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FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

 PRE-OBSERVATION CONFERENCE

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 OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087

ID#: JOB ASSIGNMENT: Assistant Principal

DATE OF OBSERVATION(S): 8/6/2015 DATE OF CONFERENCE: 8/6/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

The observation began at 12:20 and ended at 1:30.

As the observer arrived, N. Travis was making copies of the Staff Safety and Emergency Procedures Guide. The plan is to be ready and presented to teachers on Monday. A review of the copy indicates the packet is a combination of district-prepared and school-specific material. N. Travis has planned to post safety floor maps and emergency procedures in common areas on the afternoon of the observation.

N. Travis shared an e-mail sent to ECE teachers and administrators regarding scheduling for 2015-16. The e-mail included attachments of primary and intermediate ECE teacher schedules and a service minute summary. The schedules built upon a schedule submitted in May of 2015, which was compiled by one of the ECE teachers. N. Travis added more information regarding minutes and content areas from student IEPs. The observer questioned how the schedule could have been compiled without collaboration with co-teaching homeroom teacher input and submission of their schedules. N. Travis responded (per Dr. Stith) that all teach ELA content in the a.m. and Math in the p.m. and that she utilized that information and lunch and special area schedules in compiling the schedule. Her e-mail indicates that tweaks may still need to be made.

N. Travis shared a packet of information regarding student transportation. She has a list of corrections to be made on student transportation regarding changes she received from parents during the previous evening's Meet the Teacher. Also included in the packet is a form letter regarding student transportation. The original letter has been altered and words handwritten. N. Travis stated that the letter was intended for newly-enrolled students that were not able to be contacted via phone. The observer suggested that home visits may be warranted for those last students as only three working days remain prior to the first day of school.

A teacher stopped in to ask about meeting with a parent regarding a student medical condition. N. Travis stated that the parent had also made her aware of the condition and that N. Travis would make a call to the district for direction. N. Travis told the teacher to stop by before leaving the building for more information.

The observer asked N. Travis during the conference about the visit to Wilt Elementary to meet with peer observer B. Pinnick, asking specifically if N. Travis had obtained

ideas for organization and time-management. N. Travis stated that she had visited Wilt. She reiterated that although time-management has been mentioned throughout this process, she feels that she manages her time well, but that she cannot complete her assigned duties due to there not being adequate time for her to accomplish them.

As the observation ended, the observer reminded N. Travis of the fourth and final committee meeting to be held at 8 a.m. on the following day. The meeting focus will center on N. Travis's sharing of data and documents to demonstrate growth and how she has addressed areas of deficiency.

8/7/15	Christine A. Dally	8/7/15	Made 825
DATE	EVALUATOR	DATE	EMPLOYEE

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Employee

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JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 4-15-2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

The second committee meeting of the Significant Deficiency process was held at 1 p.m. on 4-15-2015. Present for this meeting were: Nicole Travis, Ben Pinnick (Peer Support), Tiffany Stith (Principal), and Susan Quinlan and Christine Deely (Evaluators). An agenda had been provided to all committee members on 4-10-2015.

To open the meeting, an adjustment was made for the final committee meeting date and time. The meeting will be held on 6-8-2015 at 9 a.m.

Each committee member then discussed what visits had taken place and documentation of the visits. S. Quinlan and C. Deely have each completed one visit / observation and have provided N. Travis with feedback and E2 documentation. T. Stith is meeting weekly with N. Travis and is providing feedback at the meeting and E2 documentation. B. Pinnick and N. Travis have spoken by phone.

At the first committee meeting, N. Travis requested that she be linked with another Assistant Principal who serves as ARC chair. C. Deely identified an Assistant Principal who serves in that role and notified N. Travis via e-mail on 3-18-2015. N. Travis stated that she had not yet been able to connect with this AP. N. Travis stated that she was, "waiting for after spring break, when they each had a lighter load." C. Deely reminded N. Travis of the timeliness of use of resources during this twelve-week deficiency period.

At this point, N. Travis was asked to share her progress and evidence in meeting expectations as noted in the Notice of Significant Deficiencies. N. Travis stated that she felt that the Monday meetings with the Principal were beneficial.

N. Travis then shared information on her rounds of observations and a copy of an unsigned E2 that she had completed on a teacher following an observation. T. Stith expressed concern that the E2 included PGES language and the Danielson domains rather than referencing the ten teacher standards that are to be the basis for 2015 evaluations. C. Deely asked to see signed E2s, noting that this day was the deadline for having all E2s signed by teachers, per JCTA / JCBE contract. N. Travis stated that she had fourteen conferences set up for this day for signing of E2s. She again was asked to produce a signed E2. She stated that she could not, as she had saved all E2s to the Bellarmine University "drive" and was unable to access them for printing. She stated that she has not begun to complete Form D evaluations, which are due on 5-

1-2015. The evaluators expressed concern regarding the failure to meet the deadline for completing E2 documentation of observations and obtaining teacher signatures. T. Stith asked about the consequences of not meeting the deadline. C. Deely stated that the deadline is per the JCTA / JCBE agreement and failure to complete observations and have signed E2s by the 4-15 deadline would result in nullification of any evaluation that a teacher challenges or appeals. T. Stith stated that N. Travis is to have draft copies of all Form D summative evaluations by 4-24-2015 and PGES documentation by 5-13-2015.

N. Travis then shared a spreadsheet that she has downloaded from a district site and has added columns to note ECE dates and specifications. S. Quinlan asked if N. Travis had updated the dry erase board in her office per suggestions from the district psychologist (present on the day S. Quinlan completed an observation) in order to better track due dates. N. Travis stated that she had not, as she would have the ECE clerk do so, but that the clerk had been out for a family situation.

N. Travis shared a communication log of dates and parent contacts, which was up to date. N. Travis stated that she was up to date on submission of Behavior Intervention Logs. T. Stith stated that upon her review, there were at least 40 that needed to be updated. N. Travis stated that she had completed them before spring break, but that they must not have saved. She stated that she had tried to call district support for assistance, but had not yet been able to connect. When discussing FBAs and BIPS, T. Stith asked N. Travis if she had notes from teacher meetings on behavior. N. Travis stated she did not. T. Stith stated that a system is needed to connect behavioral and academic concerns.

N. Travis shared a binder of bus referrals and her system for addressing concerns (1st, conference with student, 2nd, call parent, more, bus class or suspension). N. Travis shared a letter she sends home with bus referrals. Upon review of the binder, there were few parent signatures on referrals, although there were some on student contracts regarding behavior. S. Quinlan stated that a procedure for gaining parent signatures on bus referrals is needed.

N. Travis then shared how she collaborates with district support (school psychologist, consulting teacher, placement specialist).

B. Pinnick then offered his support in establishing systems for time management. He and N. Travis agreed that he would visit Smyrna on Monday or Tuesday of the week following this meeting. B. Pinnick then exited the meeting.

The Evaluators and Principal then discussed with N. Travis on-going concerns regarding her ability to complete tasks and meet deadlines. They reminded her that the committee meetings were her opportunity to share her growth and evidence. In waiting until the final day to conference with ~~14~~ teachers, N. Travis was now in a situation where she was unable to meet the deadline or complete a crucial step in completing annual observations on teachers. As an instructional leader in the building it is expected that N. Travis model organization and task completion for the staff. N. Travis must prioritize and utilize better time management in order to complete crucial tasks in moving the school forward. She was again reminded of the timeliness of responding to evaluator feedback during this process and meeting expectations of the Principal and Evaluators.

N. Travis stated that she has many things on her plate and is taking care of the day-to-day tasks. The committee members agreed that on-going problems with time management, systems, and organizational skills persist and must be addressed by N. Travis. T. Stith stated that she must be able to delegate tasks to administrators and trust that timelines are met and tasks are completed.

4-21-15
DATE

Christine A. Deely
EVALUATOR

4/21/2015
DATE

Nick 825
EMPLOYEE

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Supervisor
Employee

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FORM E-2 (ASSISTANT PRINCIPAL)

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☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 7-14-2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

The third committee meeting of the Significant Deficiency process was held at 4 p.m. on 7-14-2015. Present for this meeting were: Nicole Travis, Ben Pinnick (Peer Support), Tiffany Stith (Principal), and Susan Quinlan and Christine Deely (Evaluators). An agenda was provided to all committee members on 7-13-2015.

The meeting began with a review of the timeline of the deficiency process. S. Quinlan has completed two observations with documentation on an E2. C. Deely has completed one observation with documentation on an E2. T. Stith documents on an E2, weekly meetings between herself and N. Travis. B. Pinnick visited Smyrna Elementary for a one-on-one peer support meeting and has kept documentation of correspondence between himself and N. Travis. The fourth committee meeting was set for 8-7-2015 at 4 p.m.

T. Stith began by stating that her expectations and the responsibilities for N. Travis for the upcoming year have not changed and that had been communicated to N. Travis. N. Travis stated that she understood the expectations and roles and responsibilities and did not need clarification.

N. Travis was on leave at the end of the 2014-2015 school year. T. Stith stated that during N. Travis's absence, T. Stith discovered that the required entries had not been made by N. Travis into CIITS. T. Stith contacted the state department to gain access in order to meet required deadlines for entry. There had been no communication from N. Travis to T. Stith stating that the task was not completed or for an update on progress. Teacher observations and evaluations had not been completed by N. Travis. N. Travis stated that observations were completed, but E2 conference summaries and summative evaluations were not completed. Also during N. Travis's absence, a retired administrator completed twenty-two ECE meetings in a space of three weeks to meet required deadlines. The meetings were not completed in a timely fashion by N. Travis, as ARC chair. T. Stith stated that N. Travis must be an instructional leader in the school.

S. Quinlan reviewed concerns that were observed during her visits. S. Quinlan discussed lack of communication in seeking clarification on assigned tasks, stating that if N. Travis is unclear regarding expectations, she must clarify with T. Stith. S. Quinlan made suggestions for documentation of tasks so that N. Travis can share her work in addressing areas of deficiency. S. Quinlan stated, "I've not seen systems or

paperwork that show us where you are and how you're addressing the concerns." S. Quinlan asked N. Travis why she did not complete observations as directed by T. Stith. N. Travis replied, "I only have so much time." N. Travis repeated throughout this conference that she does not feel she has the time to complete all of her tasks. She stated that she makes herself available to students, teachers and parents.

C. Deely discussed the need for systems and procedures in order to maximize time. C. Deely and S. Quinlan had each observed an ECE meeting which went longer than necessary. A lack of prior preparation for meetings was discussed as a cause of inefficient time usage. Development of timelines for projects was discussed so that steps are clearly defined with an end date in mind. C. Deely stated that all administrators are expected to be available to students, teachers and parents and accomplish tasks required of them. Time management and organization continue to be areas of concern.

N. Travis stated that she did not understand how she could create timelines and still get her work done. She stated that she is organized and stays in the school in the evenings to work. She stated that she does not have access to the building on the weekends, which limits her work.

A discussion was held on usage of the ECE clerk to assist with paperwork. N. Travis stated that the clerk, who is available to assist two days per week, was not efficient. Suggestions were provided to N. Travis for providing the clerk with expectations and follow-through if the expectations were not met. B. Pinnick provided the suggestion of holding ECE meetings on certain days of the week in order to utilize the clerk's services and to free up other days for other tasks. N. Travis stated that this was originally intended.

B. Pinnick asked, "The understanding is that expectations and responsibilities have not changed, so what are you going to change to make it different?" N. Travis shared a list she had developed of tasks for completion for ECE paperwork. She stated that she had worked on ECE planning, but would follow that with work on planning for transportation. C. Deely suggested that she visit B. Pinnick's school to view systems and procedures in another setting.

B. Pinnick then exited the meeting and the Evaluators and Principal discussed with N. Travis how to utilize the summer work time to establish systems for her roles and responsibilities. T. Stith discussed use of calendar to share meetings and tasks and to establish timelines.

7-17-15 Christine A. Deely 7/17/2015 N. Travis
DATE EVALUATOR DATE EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

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FORM E-2 (ASSISTANT PRINCIPAL)

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JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087

ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal

DATE OF OBSERVATION(S): 8/7/2015 DATE OF CONFERENCE: 8/7/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

The fourth committee meeting was convened at 8 a.m. on August 7th. Present: B. Pinnick, S. Quinlan, C. Deely, T. Stith and N. Travis. On the previous day, C. Deely notified N. Travis that the focus for the fourth and final committee meeting of the Significant Deficiency process would be N. Travis's sharing of data and documentation addressing concerns as noted in the Notice of Significant Deficiencies.

Nicole Travis provided a sheet entitled, "Summary for Significant Deficiency Meeting - 8/7/2015". The sheet addressed two areas under "Instructional Leadership"; "Teacher Observations" and "ECE Documentation". The sheet included bulleted statements of plans for scheduling of observations, notifications, dates, and duties. The committee members viewed the Google calendar in which times for observations were blocked. N. Travis shared plans she has for addressing the Instructional Leadership standard. Committee members asked to see evidence of systems set up to insure that deficiencies are corrected. N. Travis stated that she was unsure of what she was being asked to share. Committee members provided examples such as wall charts to track teacher observations, spreadsheets, etc. N. Travis provided a Service Minutes Summary and Schedules for ECE students and an ARC meeting schedule. In the bulleted notes, an ARC meeting is noted as tentatively set for 8/14/2015. When asked for documentation that the meeting notices had been sent for a meeting a week out, none was provided. When asked to describe the organizational system she will utilize for teacher observations and to manage paperwork to insure that deadlines are met and paperwork is completed, N. Travis stated that each teacher will have a file folder for the paperwork.

The question was posed regarding how N. Travis had stepped forward as an Instructional Leader in curricular professional development sessions for teachers that had taken place in this week. N. Travis stated that she was able to step in to one of the professional development sessions but that the only session she was entirely present for was the RTI session held from 1-4 p.m. one day.

N. Travis stated that binders would be prepared with IEP information for special area teachers and has noted on the provided sheet that this will be accomplished no later than 8/11. When asked to provide a binder that had been prepared, N. Travis stated that she did not have one ready.

N. Travis stated that she felt the ECE process would run more smoothly this year due to new systems and procedures in place, yet little to no evidence was provided of

systems or new procedures or communication set-up.

In the area of School Management: N. Travis referenced the ARC meeting schedule document. When asked if she had blocked times out on her calendar, due to meetings not being held in a timely manner in 2014-15, N. Travis replied that she had not.

In the area of Interpersonal Relationships and Professional Responsibilities: N. Travis stated that she is in contact with placement specialist, school psychologist, and consulting teacher. When asked what system she had set up to track contacts and required follow-up, N. Travis stated that each time she has a contact regarding a student, she places a note sheet in the student folder and will create a new folder for students without existing folders. T. Stith asked to see documentation that parent contacts were logged into Infinite Campus. No documentation was provided.

The committee members expressed concern that little documentation was provided during this meeting to demonstrate how N. Travis has addressed the areas noted in the Notice of Significant Deficiencies and if there was anything else N. Travis would like to share with the committee. Nothing further was provided.

8/7/15	<i>Christine A. Deef</i>	8/7/15	<i>Travis</i>
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

Summative Evaluation
FORM A.1-AP

Evaluator Recommends

<input type="checkbox"/>	Retention
<input checked="" type="checkbox"/>	Reassignment
<input type="checkbox"/>	Discharge

JEFFERSON COUNTY PUBLIC SCHOOLS

ADMINISTRATOR PERFORMANCE EVALUATION
(ASSISTANT PRINCIPALS ONLY)

NAME: Nicole Travis LOCATION NUMBER: 087 DATE: 8/10/15
ID #: SCHOOL/SITE NAME: Smyrna Traditional Elementary
EVALUATOR: Tiffany Stith JOB TITLE: Assistant Principal
DATES OF OBSERVATIONS: 8/13/14, 10/09/14, 12/10/14, 1/7/15,
3/4/15, 4/14/15, 7/13/15, 7/28/15, 8/5/15

PERFORMANCE RATING

The evaluator will assess the employee's job performance on the job performance standards/indicators by checking the appropriate column as defined below. A summary statement describing the overall performance on the standard should be included where indicated. A summary statement MUST be included to explain areas assessed as marginal or substandard.

<u>Not Applicable:</u> (N/A)	The objective does not apply to the employee's job function.
<u>EXCEEDS STANDARD:</u> (ES)	Employee's performance consistently exceeds the standards and administrative objective. The employee demonstrates initiative and requires minimal supervision.
<u>MEETS STANDARD:</u> (MS)	Employee's performance meets the standard and the administrative objective. The employee follows instructions, accepts responsibility and requires normal or infrequent supervision.
<u>MARGINAL:</u> (M)	Employee's performance is less than the standard expected and needs improvement. The employee requires frequent supervision and direction.
<u>FAILS TO MEET STANDARDS:</u> (FS)	Employee's performance is substantially below expectations and is totally unacceptable. The employee rarely accomplishes the objective even with frequent supervision and direction.

NOTE: The Professional Growth Plan must include performance areas assessed as marginal.

I. INSTRUCTIONAL LEADERSHIP

- A. PROVIDES LEADERSHIP TO THE DEVELOPMENT OF LOCAL SCHOOL GOALS AND OBJECTIVES TO GUIDE INSTRUCTION AND TO THE IMPLEMENTATION OF DISTRICT PROGRAMS | NA | ES | MS | x M | FS |

Ms. Travis has not provided leadership to the development of local school goals and objectives to guide instruction and to the implementation of district programs by communicating the district Strategic Plan as evidenced in faculty meeting agendas and as instructed. Ms. Travis is not effective in her role of ARC chair in guiding the ECE program of the school. Required deadlines have been missed, meetings have not been held within required timelines, and required documentation is often incomplete or nonexistent.

- B. PROVIDES FOR MANAGEMENT OF INSTRUCTION | NA | ES | MS | M | x FS |

Ms. Travis does not monitor student progress toward achievement of instructional objectives. Ms. Travis does not collect, organize, analyze, or interpret data as evidenced by not completing information in Infinite Campus within a timely manner.

- C. EFFECTIVELY IMPLEMENTS EVALUATION STRATEGIES ORIENTED TOWARD IMPROVEMENT OF INSTRUCTION | NA | ES | MS | M | x FS |

Ms. Travis did not submit and complete her assigned caseload for 2014-2015 teacher observations and formative and summative written evaluations within the local and state timelines. Ms. Travis did not enter required information in the state-approved technology platform for implementation of TPGES activities for her evaluation caseload. Ms. Travis failed to communicate with the principal that she did not complete the activities.

- D. PROVIDES LEADERSHIP FOR POSITIVE EDUCATIONAL CHANGE | NA | ES | MS | M | xFS |

Ms. Travis did not involve staff members in a systematic change process that is known and understood. Ms. Travis does not take initiative in addressing change and correcting areas identified as deficient.

- E. PROMOTES ONGOING STAFF DEVELOPMENT; MANAGES THE FORMULATION AND IMPLEMENTATION OF STAFF DEVELOPMENT AND TRAINING PROGRAMS TO IMPROVE INSTRUCTION | NA | ES | MS | x M | FS |

Ms. Travis coached a teacher at the direction of the school principal to assist with classroom management. Ms. Travis did not provide leadership to the planning, development and provision of staff development activities for teachers and other staff as documented in faculty meeting agendas. Ms. Travis did not involve faculty in staff development activities for assessing and identifying staff development needs.

- F. COMMUNICATES STANDARDS OF EXPECTED PERFORMANCE | NA | ES | MS | x M | FS |

Ms. Travis failed to communicate to teachers expectations for high instructional performance by not completing observations and providing feedback. Ms. Travis did not establish a system of accountability for submission of documents by teachers in the ECE process.

- G. PROVIDES LEADERSHIP FOR APPROPRIATE CURRICULUM AND ORGANIZES AND MANAGES STAFF, STUDENTS, PROGRAMS AND

Ms. Travis attended professional developments on transforming school culture, safe crisis management, equity and inclusion, ARC Chairperson training, and Code of Conduct; however, she did not come back and share the knowledge with administrators and teachers to provide leadership for appropriate curriculum. Ms. Travis has not acted as an instructional leader for staff members and students, nor has she provided leadership through organizing and implementing programs and activities.

SUMMARY STATEMENT: Mr. Travis fails to demonstrate effective instructional leadership in the school. Ms. Travis failed to address concerns noted in the Notice of Significant Deficiency in the area of Instructional Leadership.

II. SCHOOL MANAGEMENT

A. PROVIDES FOR EFFECTIVE AND EFFICIENT DAY-BY-DAY OPERATION OF THE SCHOOL

| NA | ES | MS | x M | FS |

Ms. Travis did not collaborate with the school based PBIS/Student Response Team to help create and sustain positive learning environments. Although Ms. Travis supervised the lunchroom, there was not a system of management of staff or students developed by her to improve the environment. Ms. Travis left the school on a day in which she was the designated administrator in charge.

B. ENSURES THAT SCHOOL PLANT AND FACILITIES ARE CONDUCTIVE TO A POSITIVE LEARNING ENVIRONMENT

| NA | ES | x MS | M | FS |

Ms. Travis coordinated safety drills as outlined in the JCPS safety manual; however, she did not create a schedule and share with administrative staff.

C. ENSURES EFFICIENT MANAGEMENT OF BUILDING-LEVEL FISCAL RESOURCES

| x NA | ES | MS | M | FS |

D. PROMOTES AND MAINTAINS A POSITIVE SCHOOL CLIMATE

| NA | ES | MS | M | x FS |

Ms. Travis does not use systematic procedures to assess school climate and make changes as necessary. She has not developed an efficient and effective system of tracking bus and classroom referrals in order to identify trends and address concerns.

E. ESTABLISHES AND MAINTAINS EFFECTIVE DISCIPLINE IN THE SCHOOL

| NA | ES | MS | M | x FS |

Ms. Travis did not complete evaluations for the certification in Safe Crisis Management in the months of November, February, and May as evidenced in pd Central for the 2014-2015 school year.

F. DEMONSTRATES EFFECTIVE ORAL AND WRITTEN COMMUNICATION SKILLS

| NA | ES | MS | x M | FS |

Ms. Travis does not provide clear, concise and appropriate information about school operations to staff, parents, and students as evidenced by faculty meeting agendas and administrative staff meeting minutes. Ms. Travis has not developed an effective system of tracking communication with parents, staff, and district

personnel.

G. DEMONSTRATES EFFECTIVE PROBLEM-SOLVING AND
DECISION-MAKING SKILLS

| NA | ES | MS | M | x FS |

Travis fails to seek input from the administrative staff or school district when serving as the ARC Chair to follow JCPS district and federal guidelines. Ms. Travis fails to establish priorities and complete tasks as directed by the principal. Ms. Travis held an ARC meeting and did not invite the speech teacher to attend the meeting to assist with language testing. Ms. Travis failed to provide an ECE schedule within the timeline directed by the principal.

A retired administrator was brought in to help provide additional support for Ms. Travis.

H. DEMONSTRATES EFFECTIVE ORGANIZATIONAL SKILLS

| NA | ES | MS | M | xFS |

Ms. Travis fails to contact parents by phone when arranging ARC meetings as instructed and fails to direct the ECE clerk to complete specific tasks. Ms. Travis fails to schedule meetings in advance in order to meet compliance with ECE timelines although direction and support for improvement in this area was provided by school and district personnel (ECE consulting teacher and ECE Placement Specialist).

SUMMARY STATEMENT: Ms. Travis fails to demonstrate effective school management. Ms. Travis failed to adequately address concerns noted in the Notice of Significant Deficiency in the area of School Management.

III. INTERPERSONAL RELATIONSHIPS

A. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH STUDENTS

| NA | ES | x MS | M | FS |

Ms. Travis is supportive of students and works well in one-on-one and small group situations.

B. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH STAFF

| NA | ES | MS | x M | FS |

Ms. Travis does not consistently communicate or enforce district policy with staff members regarding ECE policies and procedures.

C. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH OTHER ADMINISTRATORS

| NA | ES | MS | M | x FS |

Ms. Travis does not consistently communicate with each member of the administrative team. Ms. Travis does not always communicate school issues such as personnel and/or school safety to the principal. Ms. Travis fails to respond to email from the principal in a timely manner.

D. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH PARENTS/COMMUNITY

| NA | ES | MS | x M | FS |

SUMMARY STATEMENT: Ms. Travis does not communicate with colleagues and administrators effectively. Ms. Travis failed to adequately address concerns noted in the Notice of Significant Deficiency in the area of Interpersonal Relationships.

IV. PROFESSIONAL RESPONSIBILITIES

A. IMPLEMENTS THE POLICIES AND PROCEDURES OF THE
DISTRICT AND OTHER REGULATORY AGENCIES

| NA | ES | MS | M | x FS |

Ms. Travis does not consistently follow district and other regulatory agency policies and procedures with ECE policies and procedures. She demonstrates an inability to prioritize, utilize long- and short-range planning, and problem-solve appropriately in order to implement policies and procedures.

B. DEMONSTRATES A SENSE OF PROFESSIONAL RESPONSIBILITY | NA | ES | MS | M | x FS |

SUMMARY STATEMENT: To date, sufficient evidence has not been received to demonstrate that Ms. Travis has met the job expectations as outlined in the E2s submitted on the following dates: 7/14/14, 9/12/14, 10/15/14, 12/11/14, 1/9/15, 3/9/15, 3/23/15, 3/30/15, 4/20/15, 7/13/15, and 7/31/15. Ms. Travis has not demonstrated professional responsibility in addressing the expectations for improvement as noted in the Notice of Significant Deficiencies, dated 3-9-2015.

B. COMMENTS/IDENTIFICATION OF STRENGTHS:

Ms. Travis communicates effectively in writing.

C. PROFESSIONAL GROWTH PLAN:

A Professional Growth Plan in the performance area for Ms. Travis identified the following areas in her growth plan dated 10/9/2014:

H. Demonstrates Effective Organizational Skills

1. Makes efficient use of time available.
2. Prioritizes tasks and operates according to these priorities.
3. Uses resources in optimal manner.
4. Delegates responsibility and authority when appropriate.
5. Completes duties promptly and accurately.
6. Meets deadlines.

Ms. Travis identified that the growth skills would be measured by setting up action plans and project timelines, routines, and procedures for effective implementation of ECE, Safety, Transportation, SRT, and TPGES no later than 10/31/2014. Ms. Travis identified target dates of 11/7/14, 12/19/14, 2/13/15, 4/1/15, and 5/28/15 for progress monitoring.

There is no evidence that Ms. Travis has achieved her growth plan goals.

am recommending demotion to a teaching position.

D. ADMINISTRATOR BEING EVALUATED MAY RESPOND TO ANY PART OF THE EVALUATION IN THE SPACE PROVIDED BELOW AND INITIAL THE RESPONSE:

We hereby acknowledge that a conference has been conducted, this evaluation discussed, and a copy has been provided to the administrator whose signature does not indicate agreement with the content. In the event the administrator disagrees with this evaluation, a letter expressing the nature of disagreement may be submitted to Personnel Services within ten(10) working days of receipt of evaluation with a copy to the Evaluator. An evaluation may also be appealed to the next appropriate supervisor.

Mike S. S.
Administrator

8/10/2015 Date

May S. Stut
Evaluator

August 19, 2015 Date

Distribution: Personnel File
Evaluator
Administrator

FORM A.1-AP

(12/2011)

Employee Relations

Franklin-Hoose Education Center
P.O. Box 34020
Louisville, KY 40232-4020
(502) 485-3151
Fax: (502) 485-6040

August 10, 2015

Ms. Nicole L Travis


Dear Ms. Travis:

This shall serve to confirm that you are temporarily reassigned from your duties as Assistant Principal at Smyrna Elementary pending review and final personnel decisions.

Effective August 11, 2015, you are to report to Kim Katzman, Supervisor Materials Production, for temporary, interim assignments. Materials Production is located at C. B. Young Service Center, 3001 Crittenden Drive.

You will be contacted regarding any employment related decisions.

Sincerely,



Robert Tanner
Director, Labor Management & Employee Relations

RT/dkr

c Personnel File
T Stith
K Katzman

Summative Evaluation
FORM A.1-AP

Evaluator Recommends

- ☒ Retention
☐ Reassignment
☐ Discharge

JEFFERSON COUNTY PUBLIC SCHOOLS

ADMINISTRATOR PERFORMANCE EVALUATION
(ASSISTANT PRINCIPALS ONLY)

NAME: Nicole Travis LOCATION NUMBER: #019 DATE: 05/01/2010
S.S.#: [REDACTED] SCHOOL/SITE NAME: Brook Dupont #019/St. Joseph #748
EVALUATOR: Farryll Brown JOB TITLE: Associate Principal
DATES OF OBSERVATIONS: Ongoing

PERFORMANCE RATING

The evaluator will assess the employee's job performance on the job performance standards/indicators by checking the appropriate column as defined below. A summary statement describing the overall performance on the standard should be included where indicated. A summary statement MUST be included to explain areas assessed as marginal or substandard.

Not Applicable: The objective does not apply to the employee's job function.
(N/A)

EXCEEDS STANDARD: Employee's performance consistently exceeds the standards and
(ES) administrative objective. The employee demonstrates initiative
and requires minimal supervision.

MEETS STANDARD: Employee's performance meets the standard and the administrative
(MS) objective. The employee follows instructions, accepts
responsibility and requires normal or infrequent supervision.

MARGINAL: Employee's performance is less than the standard expected and
(M) needs improvement. The employee requires frequent supervision and
direction.

FAILS TO MEET Employee's performance is substantially below expectations and is
STANDARDS: totally unacceptable. The employee rarely accomplishes the
(FS) objective even with frequent supervision and direction.

NOTE: The Professional Growth Plan must include performance areas assessed as marginal.

I. INSTRUCTIONAL LEADERSHIP

- A. PROVIDES LEADERSHIP TO THE DEVELOPMENT OF LOCAL SCHOOL GOALS AND OBJECTIVES TO GUIDE INSTRUCTION AND TO THE IMPLEMENTATION OF DISTRICT PROGRAMS

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- B. PROVIDES FOR MANAGEMENT OF INSTRUCTION

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- C. EFFECTIVELY IMPLEMENTS EVALUATION STRATEGIES ORIENTED TOWARD IMPROVEMENT OF INSTRUCTION

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- D. PROVIDES LEADERSHIP FOR POSITIVE EDUCATIONAL CHANGE

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- E. PROMOTES ONGOING STAFF DEVELOPMENT; MANAGES THE FORMULATION AND IMPLEMENTATION OF STAFF DEVELOPMENT AND TRAINING PROGRAMS TO IMPROVE INSTRUCTION

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- F. COMMUNICATES STANDARDS OF EXPECTED PERFORMANCE

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- G. PROVIDES LEADERSHIP FOR APPROPRIATE CURRICULUM AND ORGANIZES AND MANAGES STAFF, STUDENTS, PROGRAMS AND ACTIVITIES TO ACCOMPLISH INSTRUCTIONAL GOALS

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SUMMARY STATEMENT: Nicole has done much in trying to streamline and customize the schools' instructional programs for the unique student populations in the areas of math and literacy. She will need to continue the process to be able to fully implement the customized programs. Also, Nicole needs to work on finding ways to do more walk-throughs to give more consistent feedback to teachers.

II. SCHOOL MANAGEMENT

- A. PROVIDES FOR EFFECTIVE AND EFFICIENT DAY-BY-DAY OPERATION OF THE SCHOOL

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- B. ENSURES THAT SCHOOL PLANT AND FACILITIES ARE CONDUCIVE TO A POSITIVE LEARNING ENVIRONMENT

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- C. ENSURES EFFICIENT MANAGEMENT OF BUILDING-LEVEL FISCAL RESOURCES

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. PROMOTES AND MAINTAINS A POSITIVE SCHOOL CLIMATE

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

E. ESTABLISHES AND MAINTAINS EFFECTIVE DISCIPLINE IN THE SCHOOL

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

F. DEMONSTRATES EFFECTIVE ORAL AND WRITTEN COMMUNICATION SKILLS

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

G. DEMONSTRATES EFFECTIVE PROBLEM-SOLVING AND DECISION-MAKING SKILLS

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

H. DEMONSTRATES EFFECTIVE ORGANIZATIONAL SKILLS

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SUMMARY STATEMENT: Nicole is diligent in trying to do what is best for students and ways to move the schools' forward for the better. Nicole has attempted to fully implement needed policies but will need to continue that process to definitely complete this major task for next school year. Nicole will need to review roles and expectations with all staff members and document conversations if needed for staff members who are not meeting those expectations.

III. INTERPERSONAL RELATIONSHIPS

A. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS WITH STUDENTS

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS WITH STAFF

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

C. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS WITH OTHER ADMINISTRATORS

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

D. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS WITH PARENTS/COMMUNITY

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SUMMARY STATEMENT: Nicole needs to work on building better rapport with teachers and administrators and finding ways to ensure a positive school climate.

IV. PROFESSIONAL RESPONSIBILITIES

A. IMPLEMENTS THE POLICIES AND PROCEDURES OF THE DISTRICT AND OTHER REGULATORY AGENCIES

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. DEMONSTRATES A SENSE OF PROFESSIONAL RESPONSIBILITY

NA	ES	MS	M	FS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

SUMMARY STATEMENT: Nicole continues to take on any and all job responsibilities with determination and enthusiasm. She continues to have high expectation of herself as well as of the schools. Nicole needs to work on wellness management. Due to illnesses, Nicole used all her personal days and all but one sick day. Time management and task prioritization is an area of growth for Nicole.

B. COMMENTS/IDENTIFICATION OF STRENGTHS:

C. PROFESSIONAL GROWTH PLAN:

A Professional Growth Plan in the performance area of Shared decision making skills

has been ☒ ACHIEVED ☐ REVISED ☒ CONTINUED

D. ADMINISTRATOR BEING EVALUATED MAY RESPOND TO ANY PART OF THE EVALUATION IN THE SPACE PROVIDED BELOW AND INITIAL THE RESPONSE: _____

We hereby acknowledge that a conference has been conducted, this evaluation discussed, and a copy has been provided to the administrator whose signature does not indicate agreement with the content. In the event the administrator disagrees with this evaluation, a letter expressing the nature of disagreement may be submitted to Personnel Services within ten(10) working days of receipt of evaluation with a copy to the Evaluator. An evaluation may also be appealed to the next appropriate supervisor.

Nicole Travis
Administrator

Nicole Travis

6/18/2010
Date

Farryll Brown
Evaluator

Farryll Brown

6/18/10
Date

Summative Evaluation
FORM A.1-AP

Evaluator Recommends

☐ Retention
☐ Reassignment
☐ Discharge

JEFFERSON COUNTY PUBLIC SCHOOLS

ADMINISTRATOR PERFORMANCE EVALUATION
(ASSISTANT PRINCIPALS ONLY)

NAME: Nicole Travis LOCATION NUMBER: 133 DATE: 6/19/14
ID #: _____ SCHOOL/SITE NAME: Lassiter / 133
EVALUATOR: Jon Cesler JOB TITLE: Assistant Principal
DATES OF OBSERVATIONS: Ongoing

PERFORMANCE RATING

The evaluator will assess the employee's job performance on the job performance standards/indicators by checking the appropriate column as defined below. A summary statement describing the overall performance on the standard should be included where indicated. A summary statement MUST be included to explain areas assessed as marginal or substandard.

Not Applicable: The objective does not apply to the employee's job function.
(N/A)

EXCEEDS STANDARD: Employee's performance consistently exceeds the standards and
(ES) administrative objective. The employee demonstrates initiative and requires minimal supervision.

MEETS STANDARD: Employee's performance meets the standard and the administrative
(MS) objective. The employee follows instructions, accepts responsibility and requires normal or infrequent supervision.

MARGINAL: Employee's performance is less than the standard expected and
(M) needs improvement. The employee requires frequent supervision and direction.

FAILS TO MEET STANDARDS: Employee's performance is substantially below expectations and is
(FS) totally unacceptable. The employee rarely accomplishes the objective even with frequent supervision and direction.

3: The Professional Growth Plan must include performance areas assessed as marginal.

FORM A.1-AP

I. INSTRUCTIONAL LEADERSHIP

A. PROVIDES LEADERSHIP TO THE DEVELOPMENT OF LOCAL SCHOOL GOALS AND OBJECTIVES TO GUIDE INSTRUCTION AND TO THE IMPLEMENTATION OF DISTRICT PROGRAMS

| NA | ES | MS | M | FS |

B. PROVIDES FOR MANAGEMENT OF INSTRUCTION

| NA | ES | MS | M | FS |

C. EFFECTIVELY IMPLEMENTS EVALUATION STRATEGIES ORIENTED TOWARD IMPROVEMENT OF INSTRUCTION

| NA | ES | MS | M | FS |

D. PROVIDES LEADERSHIP FOR POSITIVE EDUCATIONAL CHANGE

| NA | ES | MS | M | FS |

E. PROMOTES ONGOING STAFF DEVELOPMENT; MANAGES THE FORMULATION AND IMPLEMENTATION OF STAFF DEVELOPMENT AND TRAINING PROGRAMS TO IMPROVE INSTRUCTION

| NA | ES | MS | M | FS |

F. COMMUNICATES STANDARDS OF EXPECTED PERFORMANCE

| NA | ES | MS | M | FS |

G. PROVIDES LEADERSHIP FOR APPROPRIATE CURRICULUM AND ORGANIZES AND MANAGES STAFF, STUDENTS, PROGRAMS AND ACTIVITIES TO ACCOMPLISH INSTRUCTIONAL GOALS

| NA | ES | MS | M | FS |

SUMMARY STATEMENT:

Strength: Ms. Travis met with teams regularly to discuss team issues and offer suggestions.

Areas for Growth: As of January 24, 2014, when I met with Ms. Travis to discuss her teacher evaluations, Ms. Travis had not completed any of her first formative observations. For a formative to be truly formative, teachers must be given constructive, timely feedback in order for teachers to improve their instructional practices before the second formative observation and summative evaluation.

II. SCHOOL MANAGEMENT

A. PROVIDES FOR EFFECTIVE AND EFFICIENT DAY-BY-DAY OPERATION OF THE SCHOOL

| NA | ES | MS | M | FS |

B. ENSURES THAT SCHOOL PLANT AND FACILITIES ARE CONDUCTIVE TO A POSITIVE LEARNING ENVIRONMENT

| NA | ES | MS | M | FS |

C. ENSURES EFFICIENT MANAGEMENT OF BUILDING-LEVEL FISCAL RESOURCES

| NA | ES | MS | M | FS |

D. PROMOTES AND MAINTAINS A POSITIVE SCHOOL CLIMATE

| NA | ES | MS | M | FS |

E. ESTABLISHES AND MAINTAINS EFFECTIVE DISCIPLINE IN THE SCHOOL

| NA | ES | MS | M | FS |

F. DEMONSTRATES EFFECTIVE ORAL AND WRITTEN COMMUNICATION SKILLS

| NA | ES | MS | M | FS |

G. DEMONSTRATES EFFECTIVE PROBLEM-SOLVING AND DECISION-MAKING SKILLS

| NA | ES | MS | M | FS |

H. DEMONSTRATES EFFECTIVE ORGANIZATIONAL SKILLS

| NA | ES | MS | M | FS |

SUMMARY STATEMENT:

Lengths: Ms. Travis does write and speak well and worked with teams to solve problems.

Areas of Growth: Ms. Travis needs to improve in positive communication and interactions with supervision of classified staff. As an administrator, Ms. Travis needs to work in collaboration with all administrative staff to show unity in management of the school.

III. INTERPERSONAL RELATIONSHIPS

A. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS WITH STUDENTS

| NA | ES | MS | M | FS |

B. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS WITH STAFF

| NA | ES | MS | M | FS |

C. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS WITH OTHER ADMINISTRATORS

| NA | ES | MS | M | FS |

D. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH PARENTS/COMMUNITY

| NA | ES | MS | M | FS |

SUMMARY STATEMENT:

Strength: Ms. Travis had several positive relationships with students and staff members.

Area for Growth: Although all the APs acted professionally with each other, interpersonal relationships with other administrators were affected when Ms. Travis did not fulfill areas of her job responsibilities such as being present at after-school functions and covering lunch and bus duty, resulting in colleagues taking on additional duties. Ms. Travis did not demonstrate a positive interpersonal relationship with me through her failure to follow directives, such as being in the cafeteria at 7:10 to supervise students or consistently being in the bus parking lot after school to supervise students.

IV. PROFESSIONAL RESPONSIBILITIES

A. IMPLEMENTS THE POLICIES AND PROCEDURES OF THE
DISTRICT AND OTHER REGULATORY AGENCIES

| NA | ES | MS | M | FS |

B. DEMONSTRATES A SENSE OF PROFESSIONAL RESPONSIBILITY | NA | ES | MS | M | FS |

SUMMARY STATEMENT:

Strength: Ms. Travis is well versed on district policies and procedures, especially ECE regulations.

Areas of Growth: Ms. Travis must improve in completion of her professional responsibilities. Concerns arose this year regarding the following: notification of parents following student suspensions, Ms. Travis's failure to attend after-school events, such as the 5th grade orientation, and her prompt arrival at work. Despite verbal reminders and a written conference summary regarding prompt arrival for morning supervision, Ms. Travis continued to arrive late on more than one occasion.

B. COMMENTS/IDENTIFICATION OF STRENGTHS:

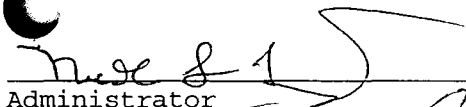
Ms. Travis is knowledgeable of administrative practices and educational research. She is a good writer.

C. PROFESSIONAL GROWTH PLAN:

Professional Growth Plan in the performance area of involving all stakeholders in decisions and planning to lead to a more positive school climate and increased student achievement.
has been () ACHIEVED () REVISED (☒) CONTINUED

D. ADMINISTRATOR BEING EVALUATED MAY RESPOND TO ANY PART OF THE EVALUATION IN THE SPACE PROVIDED BELOW AND INITIAL THE RESPONSE:

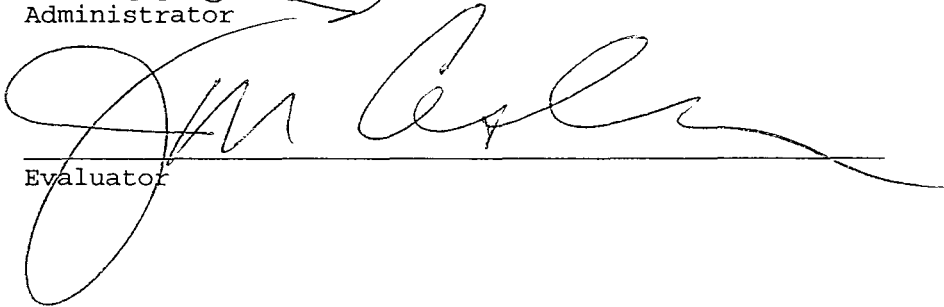
We hereby acknowledge that a conference has been conducted, this evaluation discussed, and a copy has been provided to the administrator whose signature does not indicate agreement with the content. In the event the administrator disagrees with this evaluation, a letter expressing the nature of disagreement may be submitted to Personnel Services within ten(10) working days of receipt of evaluation with a copy to the Evaluator. An evaluation may also be appealed to the next appropriate supervisor.



Administrator

6/19/14

Date



Evaluator

6/19/14

Date

Distribution: Personnel File
Evaluator
Administrator

FORM A.1-AP

JEFFERSON COUNTY PUBLIC SCHOOL DISTRICT
GROWTH PLAN

Nicole Travis
ADMINISTRATOR

Lassiter Middle #133
SCHOOL/LOCATION

In order to become even more proficient as an administrator and to more effectively implement our School Action Plan, I plan to enrich my personal and professional leadership skills during school year - in the following way¹:

Organizing to meet instructional goals

growth in these skill dimensions can be objectively measured as follows:

Making great efforts to include all stakeholders (especially teachers and organizational staff) in decisions and planning for the grade level in regards to initiatives for academics and behaviors via both formal conversations (i.e. planning meetings, student case review meetings, organizational meetings) and informal conversations (i.e. brainstorming sessions, hallway conversations) which improved task prioritization and accountability which will soon lead to a more positive school climate and increased student achievement.

Initial date: <u>8/30/2013</u>
<u>Nicole Travis</u> Administrator
Completion date: <u>6/19/2014</u>
<u>Nicole Travis</u> Administrator

Approval date: <u>8/30/13</u>
<u>[Signature]</u> Primary Evaluator
Approval date: <u>6/19/14</u>
<u>[Signature]</u> Primary Evaluator

suggest to
revise by [redacted] to
be well versed in
PES

¹Some personal and professional skills are listed on the reverse side for your consideration as you develop your growth plan. Your summative evaluation and the School Report Card should also be reviewed in this process.

TO: Christine Deely, Employee Relations for Certified Administrators
FROM: Nicole Travis, Assistant Principal at Lassiter Middle School
DATE: Tuesday, June 24, 2014
SUBJECT: Statement for Summative Evaluation Conference Held on Thursday, June 19, 2014 (Please attach this statement to my summative evaluation dated 6/19/14.)

Handwritten notes: *copy of this*
Page Sent to Cesler 6/24/14
(NLP)
(fct)

The summative evaluation conference with my evaluator Principal Jon Cesler was not a conference. Mr. Cesler spoke the entire time. I did not get to ask questions or give input on any item. I was not aware of any of the items marked as "Marginal" being issues with the exception of my time and attendance which has been poor due to several factors related to the work environment. I have signed my summative evaluation to note that I received it (not that I agree with every item), therefore I am addressing the following:

- 1) My copy of the Administrator Performance Evaluation does not have the "Evaluator Recommends" box completed, does not note my Employee ID, and states the Dates of Observations as "ongoing."
- 2) Standard IC: I visited classrooms daily, conducted walk-throughs frequently, held informal and formal conferences and meetings weekly, held informal and formal observations on an on-going basis. The teachers and I worked closely together to improve instruction with a focus on techniques, behavior, and best ways to utilize support services and implement RtI. All sixth grade teachers received constructive and timely formative feedback throughout the year before any teacher was due for a formal observation and conference.
- 3) Standard ID: I worked closely with the students, parents, teachers, counselors, YSC, outside agency staff, support staff, and other administrators to help implement the mission and vision of the school. I consistently worked towards combatting negative talk and scuttlebutt and turning it into positive solutions.
- 4) Standard IE: I conducted informal and job-embedded PD during content area PLCs, teacher team PLCs, and Social Studies Department PLC. I attempted to implement several formal PDs related to classroom management, ECE, and RtI and it was requested by the principal for them not to be implemented. (Please also see statement for Standard IC.)
- 5) Standard IF: I make sure to communicate expectations with all stakeholders during meetings, assemblies, informal conversations, letters sent home and within school, emails, phone calls, etc. (Please also see statements for Standard IC, ID, and IE.)
- 6) Standard IIA: I ensured safety and a positive learning climate of the school by constantly monitoring large group settings and transitions (i.e. morning arrival, breakfast and lunch, dismissal, special events and assemblies, etc.) and addressing concerns or issues that may prevent the school day from running safely and efficiently (i.e. no sub teachers available, change in class schedules due to special events, no subs for support staff, etc.).
- 7) Standard IIB: If there were ever any issues with the physical safety of the building (i.e. an outside door not shutting and locking properly, spills on floors, biological hazard, too hot or cold in areas, etc.), then I addressed it immediately with the help of the plant operator and/or the custodians if needed. (Please also see statement for Standard IIA.)
- 8) Standard IID: (Please see all statements for Standard I as well as Standard II.)

- 9) Standard II Summary Statement for Area of Growth: I do not supervise nor evaluate any classified staff. I have a positive and collegial relationship with cafeteria staff, custodial staff, security, instructional assistants, instructors, and office staff. Mr. Cesler did not explain the statement nor let me ask a question. If it was in regards to a specific situation, then I would appreciate being told so I could address the matter and make sure whatever I was doing not happen again. I worked with all administrators collegially and saw it as a team effort and often communicated and asked questions to make sure I was relaying the same message in speech and in action as they.
- 10) Standard IIIC: I had a positive and collegial relationship with all of the other administrators. There were times when I attempted to do so with Mr. Cesler but was not successful.
- 11) Standard III Summary Statement for Area of Growth: I am always fulfilling my job responsibilities and never purposefully did I not follow any directives. I often worked before I even arrived to school with parent calls and long after school was dismissed with student issues, parent calls, and teacher concerns. I did not have time to eat lunch or go to the restroom (unlike the other building administrators) due to ongoing situations, incidents, and crises. If I was not present in the cafeteria or out with the buses at times, it was due to an emergency issue with a student, and staff were made aware immediately via walkie-talkie if possible. There were times when the situation was so severe that I did not get to speak with the other administrators until after the matter. The other APs had similar situations at times and we all covered for each other when needed. There were also times when all of us were needed to help with such crisis situations and we had to rely on the help of other staff to supervise the other students. It is important to note that 6th grade had 1160 Behavior Events (and that does not include the several undocumented situations and incidents) as compared to 7th grade having 431 and 8th grade having 546 Behavior Events respectively.
- 12) Standard IVB: I am a hard worker and a team player. I will go above and beyond for all stakeholders. I see my job as a life purpose and mission. The only professional responsibility that I did not fulfill as well as I would have liked was related to time and attendance. I am embarrassed that I let negative events at work affect my health which then affected my coworkers' job responsibilities at times. Upon return to work, I would often take on extra duties as well as coverage for special events (i.e. ESS, Saturday School, games, etc.) to help compensate for the extra work that they may have had to deal with when I was absent.
- 13) Standard IV Summary Statement for Area of Growth: My professional responsibilities were completed. I worked closely with all parents and guardians and they were always notified regarding any behaviors, especially if related to major consequences. I did not fail to attend after-school events, but rather missed parts of two school dances due to attending classes for a PhD program in Education and Social Change. If I did miss an event, then I compensated by covering another event to relieve another administrator. I was not made aware of the 5th grade orientation until after school on the day of the event while I was also dealing with a parent who threatened suicide while our student was there at home with her as well as needing to attend a function for my son. I often arrived at school at approximately 7:05 a.m. with other administrators including the principal. During verbal reminders, I explained the situation and told him that I would continue to do my best. In reference to the written conference summary, it was not a conference. I was mandated to be quiet and not to respond to the summary that was already typed and dated when I entered his office area. I did respond in written form via email to Mr. Cesler explaining the circumstances and possible resolutions to his concerns. (Please also see all other statements.)

Exh. 2

November 28, 2015

Dr. Donna Hargens
VanHoose Education Center
PO Box 34020
Louisville, KY 40232

Dear Dr. Hargens:

This letter will acknowledge receipt of the Reasons for Reduction in Responsibilities with Corresponding Reduction in Salary dated November 18, 2015 and hand-delivered to me on November 18, 2015. Again, I appreciate the opportunity that JCPS has provided to me in allowing me to explain with evidence as to why any decisions regarding a demotion may not be warranted. As stated in your letter, I must file a written answer to the statement of grounds for the demotion within ten (10) days of the date of the letter as noted above. In accordance with the directions given in the letter, please see the statement below as my written answer to the statement of grounds for the demotion.

I received a call from the Director of Administrative Recruitment and Development Tiffeny Armour during midday on Tuesday, June 17, 2014 that I was being placed at Smyrna Elementary as Assistant Principal. As requested by Mr. Jonathan Cesler, Principal of Lassiter Middle, and Dr. Tiffany Stith, Principal of Smyrna Elementary, I reported to Smyrna Elementary for the rest of the work week which required me to report to work early on June 18, 2014 so to pack, clean, and turn in school property to the previous school, whereupon I then immediately reported to Smyrna Elementary at approximately 9:15 a.m. After meeting briefly with the Principal, Secretary, and Family Resource Coordinator at Smyrna, I unpacked my car, and then asked if there was anything I needed to do before the end of the work year, where I was then given all of the Yellow Transportation Cards for 2014-15 to review for missing or incorrect information. We then had meetings regarding transportation, staff, etc. for approximately two to three hours on both June 18, 2014 and June 19, 2014. Otherwise, I continued to work on the Yellow Cards as requested by the secretary and I assume the principal.

I reported to work at Smyrna at the start of the new work year on Monday, July 14, 2014 where for the next four weeks, the majority of my normal work hours involved being out of the building to attend required district meetings or professional development (PD) sessions as well as participating in meetings held at school called by the principal in preparation for the coming year. Therefore, to perform my assigned duties and complete assigned tasks, I spent numerous hours before and after normal work hours both at work and at home doing the following:

- Data entry for all transportation data in Infinite Campus as well as on hardcopies of Yellow Cards for each enrolled student (which totaled approximately 550 students) so to correct past input procedures made by support staff from the previous school year
- Answering and making calls to parents on a daily basis to obtain missing and/or new transportation information and then making corrections accordingly in Infinite Campus and on Yellow Cards on a daily basis
- Running transportation reports on a daily basis and making needed corrections in Infinite Campus and on Yellow Cards
- Creating backpack tags for each enrolled student which totaled approximately 550 students
- Labeling and bagging student backpack tags and wristbands according to type of transportation and teacher for every student and teacher in the school
- Creating, labeling, stuffing, and sending out transportation letters
- Creating a schedule for each Exceptional Child Education (ECE) student according to Individual Education Program (IEP) for required services and service minutes around each homeroom teacher's schedule as well as schedules for lunch, wellness, and special areas
- Working at school on Saturday, July 26, 2014 with permission from the principal from approximately 11:30 a.m. – 4:30 pm. with alarm continually buzzing because I was not allowed to have an alarm code but needed to work with ECE student files to try to complete the ECE student scheduling
- Continually contacting the necessary departments and MIS to get proper permissions to work on School Safety Plan
- Continually contacting MIS to address my assigned laptop crashing frequently
- When possible with limited time, I worked on other assigned tasks which included to review materials from PGES trainings, to get permissions and review electronic walk-through forms, to review specialized hardcopy walk-through forms for reading and for math, to review employee handbook and other staff materials to recommend any changes needed, to create PD related to book and materials for guided reading and assessment, and to read books assigned for summer reading to 4th and 5th grade students

On the first day of school and for the next three to four weeks afterward, I was mainly dealing with transportation from checking student backpack tags and wristbands, to talking with teachers and parents to correct information in Infinite Campus and Yellow Cards, to re-tagging large groups of students due to changed buses and routes made by the Bus Compound to adjust for new student enrollments and withdrawals, as well as typical Assistant Principal duties of bus expectations and misbehavior, ensuring safe and efficient arrival and dismissal according to Transportation Plan written by the Principal, and meeting and coordinating with Safety Resource Officer at Moore Middle and High to help mitigate negative effects in their changing arrival and dismissal plan. I was also heavily involved in dealing with intensive behaviors by several students which included Safe Crisis Management (SCM), phone calls and conferences with parents and guardians, coordinating mental health assessments, helping teachers create Functional Behavior Assessments (FBAs) and Behavior Intervention Plan (BIPs), and coordinating with school staff to implement protocol and plans for students, etc. At that time of the year, we averaged 10-12 major incidents with about 10 students per day.

My roles and responsibilities throughout the rest of the year were extensive under each area and most were ones that needed to be completed during the school day, and for those that could be

done after hours, I still needed to be in the building because I needed access to student files, a printer, copier, office supplies, etc. Therefore, I typically came in as early as 6:00 a.m. and stayed as late as 9:30 p.m. My main duties (as well as what is outlined in Smyrna Assistant Principal Job Expectations) involved the following with almost all needed to be done on a daily basis and with explicit directions to be done by only me only the principal:

Transportation/Buses - met all requirements set forth in the Smyrna Assistant Principal Job Expectations along with the following:

- Arrival and dismissal with only person being assigned to bus loading dock and the front door of the school per principal
- Collaborated heavily with bus drivers and compound regarding intensive bus behaviors as well as safety concerns
- Review daily changes to transportation averaging 10-12 per day and make changes as needed in Infinite Campus (IC) and on Yellow Card and re-tag student backpack tag as needed averaging 5 per day
- Bus referrals averaging 3-4 per day which involved investigations, conferences with all stakeholders, progression of consequences done by me to include parent phone calls, letters sent home, bus classes, time-outs, suspensions, etc.
- Conferencing with parents and staff to deal with issues related to safety and transportation in arrival and dismissal procedures
- Sent updated reports and lists to all staff on monthly basis

Meetings - met all requirements set forth in the Smyrna Assistant Principal Job Expectations along with the following:

- Per principal, did not attend majority of the faculty meetings so to do one-on-one coaching using Teach Like A Champion with two teachers who were having difficulties with classroom management and therefore I missed a lot of information, directives, PD, and initiatives
- Would often have to reschedule PD or meetings due to direction of principal which then often change plan for workload and any other coordination with other staff members
- Often attempted to share necessary information during administrative team meetings but would be interrupted or over talked by another team member

Lunchroom - met all requirements set forth in the Smyrna Assistant Principal Job Expectations. Please note that if I was not in the cafeteria during the entire time, then it was due to a major crisis or incident such as an out-of-control student, etc.

Safety Plan - met all requirements set forth in the Smyrna Assistant Principal Job Expectations along with the following:

- Extensive work done in corrections and clean-up to get necessary documents, maps, and materials to complete Safety Plan and implement it throughout the school (i.e. floor maps correctly labeled with safety features, revised and appropriate routes with collaboration with the Highview Fire Marshall, corrected safety manual, safety kits, etc.).

Discipline/SRT/School-wide Behavior Plan - met all requirements set forth in the Smyrna Assistant Principal Job Expectations along with the following:

- SRT Responder and often involved with chronic and intensive behaviors and procedures as stated above in Paragraph 3
- Review every Behavior Incident Log (BIL) in CASCADE and input an entry on "Administrator Action Taken" where average 5-8 per day
- Starting late January 2015, develop, review, and help implement FBAs and BIPs for any student with more than 5 BILs which involved approximately 30 students and extensive follow-up with teachers for appropriate protocols regarding documentation and implementation. This is above and beyond the ones that were created and implemented for the students who were displaying intensive behaviors earlier in the year.
- Starting in March 2015, review every IC Referral and input Resolution along with corresponding BIL averaging 5-8 per day as well as need for extensive follow-up due to new procedure
- Data entry in Infinite Campus for Behavior RtI per district protocols
- Establish and monitor expectations for the cafeteria with assigned lunch duty from 10:50 a.m. to 1:10 p.m. each day
- Participate in PBIS and SRT committee meetings and performing the duties of SRT Case Manager although the title was under the Counselor

Communications concerning student/parent issues - met all requirements set forth in the Smyrna Assistant Principal Job Expectations as much as possible along with the following:

- Kept all notes regarding situations, parent conferences, phone calls, etc. on each student in folders by student name
- Ensured that Principal, Counselor, and Family Resource Coordinator knew of all concerns and issues as well as resolutions via administrative team meetings, hallway conversations, PBIS and SRT meetings, attendance meetings, email, and phone calls.

SBARCs/ECE and 504 Chairperson - met all requirements set forth in the Smyrna Assistant Principal Job Expectations as much as possible along with the following:

- Chaired ARC meetings which included more than usual due to clean up from previous year, unusually high amount of comprehensive re-evaluations needed for Developmental Delay students, unusually high amount of initial referrals, and review of referrals for parents with academic and behavior concerns
- Chaired all 504 Plan meetings which involved extensive work with a particular family and several phone calls, conferences, and meetings from mid-October when they arrived through the rest of the year
- Coordinating and collaborating with all district and school support staff, teachers, and parents for RtI for students and for evaluation planning
- Recordkeeping for ARC folders to include review, copies, gathering data and protocols, sending and receiving, etc.
- During first semester, scheduling of several ARC meetings that ECE Clerk was not able to get done, and then during second semester, scheduling almost all of the ARC meetings
- Behavior observations of students which were numerous due high number of initial referrals as well as comprehensive re-evaluations. Each student needed at least two observations per area of concern with a length of at least 30 minutes each observation while in a regular classroom. Some overlap is allowed such as observation of reading and attention concerns.

- Data entry and corrections in IC for case management and district reports
- Had zero issues with December 1 Count and positive ECE Record Review

Instruction/Evaluation - met all requirements set forth in the Smyrna Assistant Principal Job Expectations as much as possible along with the following:

- Conducted a total of three observations on each of assigned 14 certified staff members and four classified staff members with each including a pre- and post-conferences focused on staff reflection on areas of strengths and next steps for areas of improvement along with ideas for new programming for curriculum, instruction, and assessment.

Professionalism - met all requirements set forth in the Smyrna Assistant Principal Job Expectations.

Please note that I was assigned to be on the loading dock starting at 8:30 a.m., in the cafeteria every day from 10:50 a.m. to 1:10 p.m. each day, and the loading dock and then car rider line until 4:15 p.m. each day which once you get students settled into classes in the morning and then all home with parents in the afternoon, that leaves me from about 9:30 a.m. – 10:50 a.m. and then again from 1:10 p.m. – 3:40 p.m. each day to accomplish all of the above. And that is if the day goes well and there are no crises with students, staff, or parents, which unfortunately there were often days with major crises.

There are also several mitigating factors that negatively affected the change process of several new initiatives and systems beginning that school that year per the principal, and therefore affected the scope of my roles and responsibilities and henceforth limited my available time even more so, which later negatively affected all of the above and my overall performance:

- I was new to the school and needed to learn systems, processes, norms, etc. while establishing rapport and building relationships with all stakeholders. I had a relatively short time to do that in considering that I didn't meet staff, students, or parents until August but yet was deemed significantly deficient by March.
- With our SRT, the PBIS Coach was new to his role, the Student Success Coach was new to her role as well as the school, and the Counselor was new to her role as the Case Manager as well as she needed to be out for maternity leave from mid-October to beginning of January.
- Our SRT procedures and protocols and School-Wide Behavior Plan were rarely implemented correctly by teachers and required a lot of follow-up by myself for corrections. They may have been trained in RtI, PBIS, SRT, BILs, IC referrals, and FBAs & BIPs but they needed extensive follow-up by me.
- I was the fourth ARC Chairperson and 504 Chairperson in four school years, which required extensive hours to clean up and purge ARC folders, make corrections in Infinite Campus, and hold ARC meetings to correct IEPs, consents for services, and planning and consent for testing, etc. It also required extensive hours with parents via phone calls, conferences, and meetings to address concerns from the previous year as well as the present regarding RtI, evaluation planning, and testing.
- Frequent audit meetings regarding progress with ECE called by the Principal with ECE Consulting Teacher, ECE Placement Specialist, School Psychologist, and Principal during October, November, December, and January which limited available time to work on the cases that were being addressed in the meetings.

- ECE Clerk is only assigned to the school two days a week on Mondays and Tuesdays. She is also assigned to cafeteria duty from 10:50 a.m. to 1:10 p.m. and needs to then have a lunch which also limited her available work time for duties related to ECE support. Her assigned office space had been changed from the school office to the other side of building sharing an open space within the resource classroom with the two ECE teachers where students are being serviced, so her morale was negatively affected and the change also affected her abilities and efficiency in scheduling ARC meetings, data entry, and recordkeeping.
- There was no regular room available other than the storage closet in the gym to hold ARC meetings, so they were held in my small office and if it involved more than 3 people, we held it in the Speech Therapist's room whenever possible to accommodate the other members. On Monday, May 4, I was told to hold all ARC meetings in my office.
- I was the second AP in three school years, and the previous AP did not end the previous work year, which left a lot of clean up and catch up on school and bus discipline, school safety, ECE, RtI, etc. before those systems could even be improved upon.
- I have been told numerous times, and at times in written form, that when I am assigned a task, responsibility, or a project, then I am not to delegate or coordinate those tasks with anyone – which included district support staff and later a retired administrator brought in as support for ECE but they were only allowed to look at records of the meetings that I held, and later allowed to help with student observations.
- Principal was often out of the building due to required professional and personal obligations throughout the year, which often left me as the only official administrator during the first semester since the Counselor was also out as stated above, and therefore the only one to deal with frequent issues and crises from all stakeholders.
- I communicated with the principal several times that I am not getting enough time to complete my assigned tasks, and often I was told to figure it out and do what I needed to do to get it done. I asked several times to get an alarm code so I could work on weekends to catch up and she would not allow it.

In reference to other items listed in the Reasons for Reduction of Responsibilities with Corresponding Reduction in Salary:

- Items 4 – 14 did not include pertinent information to include the context of the full conversations and conferences which did involve permissions from the principal regarding work schedule, turning in required paperwork with the criteria previously given to me, etc. along with the other information set forth above in this statement.
- I have never purposely not followed a directive given to me by this or any other supervisor, even when I attempted to share information when another course of action may be more effective or efficient.
- Item 16 does not include that was Year 2 of a change process occurring at the schools that I was over and that there were two influential teachers who were especially resistant to change. This is a natural part of the change process and we did end up working together quite positively and made significant gains and improvements in all areas during the three years I was with State Agency Schools.
- Item 17 includes my statement to this evaluation and I am more than willing to share work product and other documentation that shows the extensive and positive results that I helped with while I was with Lassiter Middle.

Please know and be assured that with all of the above, especially the mitigating factors resulting from transitions of staff and students, the inordinate amount of time needed for change management of all of the new initiatives and protocols, and the lack of consideration of possible solutions such as delegating tasks to other available staff and/or allowing for extended work during more feasible hours and days, I continued to meet all of the expectations set forth in the Elementary School Assistant Principal Job Description as well as meet the majority of the expectations set forth in the Smyrna Assistant Principal Job Expectations. The few items that I did not get to meet on a consistent basis such as being in the cafeteria for lunch duty each day or turning in a Communication Log each week was only due to having to prioritize specific and major student and staff needs and the corresponding aftermath of those incidents (i.e. out of control student throwing a chair at another student or staff member, holding ARC meetings, observing staff and students, etc.) so to protect the students, the school, and the district. I am more than willing to share work product and other documentation as well to show that I organized by priorities, communicated and collaborated with all stakeholders including the principal, and was determined and focused to clean-up and streamline systems and protocols while also building positive rapport and relationships with the school community. Also, I have a host of accomplishments that always includes marked improvement in student achievement as well as positive reviews and recommendations in every position that I have had with JCPS as a teacher, a teacher leader, and as an administrator. Although already stated, I truly appreciate the opportunity to share my experiences. Please do not hesitate to contact me should you have any further questions regarding my employment experience or track record. Thank you ahead of time for your consideration.

Sincerely yours,

Nicole L. Travis

Administrative Offices

VanHoose Education Center
P.O. Box 34020
Louisville, Kentucky 40232-4020
(502) 485-3011
Fax: (502) 485-3991



August 14, 2015

HAND DELIVERED

Nicole Travis

RE: Notice of Demotion and Reduction in Responsibilities with Corresponding Reduction in Salary

Dear Ms. Travis:

This letter shall serve as notification pursuant to KRS 161.765 that effective upon your receipt of this letter you shall be demoted from the position of Elementary School Assistant Principal to the position of classroom teacher. This letter shall also serve as notification pursuant to KRS 160.390 that effective September 1, 2015, you will be reassigned to Newburg Middle School. Your position at Newburg will be classroom teacher and your supervisor will be Principal Nicole Adell.

For the remainder of the 2015-2016 school year, your salary will remain the same. This letter shall also serve as notification pursuant to KRS 161.760 that effective July 1, 2016, your salary will be reduced because the position of teacher has a lower salary grade than the position of Elementary School Assistant Principal on the District's salary schedule, because the responsibilities of a teacher are deemed to be less than the responsibilities of an Elementary School Assistant Principal. Beginning on July 1, 2016, your salary will be no less than \$69,514.50.

If you elect to contest your demotion, you may file with me a written statement of your intent to contest your demotion, within ten (10) days of your receipt of this notice. Upon receipt of written notice of your intent to contest your demotion, I will provide you with a written statement of the grounds upon which the proposed demotion is based and the date, time and place for a hearing to be held before the Jefferson County Board of Education. Upon your receipt of the statement of grounds for your demotion, you must file a written answer within ten (10) days. Failure to provide me with written notice of your intent to contest your demotion, or failure to file a written answer to the statement of grounds, in either case within the applicable ten (10) day time period, will cause your demotion to be final.

If you elect to contest your demotion, the hearing on the demotion shall be before the Jefferson County Board of Education and shall be public or private, at your discretion. The Board shall advise the parties of its decision within five (5) days from the close of the hearing and shall take official action in the case.

Sincerely,

A handwritten signature in black ink that reads "Donna M. Hargens".

Donna M. Hargens, Ed.D.
Superintendent

Administrative Offices

VanHoose Education Center
P.O. Box 34020
Louisville, Kentucky 40232-4020
Phone: (502) 485-3011
Fax: (502) 485-3991



November 18, 2015

VIA HAND DELIVERY

Nicole Travis

Re: Reasons for Reduction in Responsibilities with Corresponding Reduction in Salary

Dear Ms. Travis:

By letter dated August 14, 2015, I gave you written notification pursuant to KRS 161.760 and KRS 161.765 that you were demoted from the position of Elementary School Assistant Principal to the position of classroom teacher. By that same letter, I gave you notification pursuant to KRS 160.390 that effective September 1, 2015, you would be reassigned to Newburg Middle School. Pursuant to KRS 161.760(3), you were notified that while your salary would remain the same for the 2015-2016 school year, it will be reduced effective July 1, 2016. You were also notified that the specific reason for the reduction in your salary is that the position of classroom teacher has a lower salary grade than the position of Elementary School Assistant Principal on the District's salary schedule, as a teacher's responsibilities are deemed to be less than the responsibilities of an Elementary School Assistant Principal. A copy of my August 14, 2015 letter, which gave notice of your demotion, is attached and incorporated herein as Exhibit 1. Certification indicating that you received my August 14, 2015 letter on August 17, 2015 is attached and incorporated herein as Exhibit 2. A copy of the job description for a teacher is attached and incorporated herein as Exhibit 3. A copy of the job description for Elementary School Assistant Principal is attached and incorporated herein as Exhibit 4.

Because you have filed with me a timely written statement of your intent to contest your demotion, a copy of which is attached and incorporated herein as Exhibit 5, this letter shall serve as the written statement of the grounds for demotion pursuant to KRS 161.765(2)(b).

You were demoted to the position of classroom teacher for the following reasons:

1. On or about July 15, 2014, Principal Tiffany Stith met with you to discuss job performance expectations and/or her observations of your job performance. Principal Stith completed a Form E-2 Performance Evaluation Observation/Conference Summary, a copy of which is attached and incorporated herein as Exhibit 6. Principal Stith noted that she discussed the evaluation process with you. She also noted that you were advised that "evaluation conferences [would] occur during the 2014-2015 school year on an on-going basis."
2. On September 12, 2014, Principal Stith again met with you to discuss job performance expectations. Principal Stith completed a Form E-2 Performance Evaluation Observation/

Conference Summary, a copy of which is attached and incorporated herein as Exhibit 7. Principal Stith noted that she reviewed with you the expectations for Smyrna's Elementary School Assistant Principal position. These expectations were outlined in the September 12, 2014 E-2.

3. On October 9, 2014, Principal Stith met with you to discuss job performance expectations and/or observation(s) of job performance and implementation of the School Action Plan. Principal Stith completed a Form E-2 Performance Evaluation Observation/Conference Summary. In the E-2, Principal Stith noted that she discussed with you "student growth goals and working conditions goals," and that you developed a Growth Plan to become more proficient as an administrator. A copy of the October 9, 2014 E-2 and Growth Plan is attached and incorporated herein as Exhibit 8.
4. On December 11, 2014, Principal Stith met with you as a follow-up to a prior evaluation conference. Principal Stith completed a Form E-2 Performance Evaluation Observation/Conference Summary, a copy of which is attached and incorporated herein as Exhibit 9. Principal Stith noted, among other things, that despite the November 25, 2014 deadline communicated to you, she had not received copies of "the evaluations for [your] evaluation schedule." Principal Stith also noted, among other things, that you "can't direct teachers to cut and paste from a previous Individualized Plan when there is an evaluation meeting," as doing so is a "misuse of authority" and violative of "ECE policies and procedures." In addition, Principal Stith noted that she had "not received weekly communication logs [from you,] as directed in the July 15, 2014 conference and the September 12, 2014 conference." You were also "late to a New ARC training by one hour." Moreover, you "reported that [you] submitted [certain] planning documents" to Principal Stith prior to a December 8, 2014 conference meeting, but those documents were not sent until 3:25 p.m., and the conference was scheduled at 4:00 p.m. In the E-2, Principal Stith notes that you were given directives to follow. You were also advised that "[f]ailure to address the[] concerns and perform your duties as assigned [would] result in disciplinary action, up to and including discharge."
5. On January 9, 2015, Principal Stith met with you as a follow-up to a January 6, 2015 evaluation conference. Principal Stith completed a Form E-2 Performance Evaluation Observation/Conference Summary, a copy of which is attached and incorporated herein as Exhibit 10. Principal Stith noted that despite the "December 15, 2014 deadline of planning an ECE schedule for the remainder of the 2014-2015 school year," she had "not received this information." Principal Stith also noted that despite the fact that you were directed to contact her to request to leave the building, on "December 12, 2014, [you] left the building and did not contact [her]." In addition, Principal Stith noted that despite the fact that you were directed to "not include school personnel in emails related to administrative matters," you "sent an email to both administrative staff and teachers" on January 9, 2015. Again, you were given directives to follow. And again, you were advised that "[f]ailure to address the[] concerns and perform your duties as assigned [would] result in disciplinary action, up to and including discharge."

6. On March 9, 2015, Principal Stith issued you a Form A Notice of Significant Deficiencies, a copy of which is attached and incorporated herein as Exhibit 11. Principal Stith informed you that "[d]eficiencies in your work performance [had] been observed," which "may be grounds for non-renewal or termination of contract if not satisfactorily corrected." With respect to "Instructional Leadership," you were informed that you "fail[ed] to meet [the] standard" because of your "failure to complete crucial ECE documentation and schedule meetings as directed." You were also informed that, among other things, you had "not completed teacher observations or completed documentation of those as directed by the principal;" you failed to "update the behavior incident logs in Cascade on a regular basis as directed;" you failed to complete certain tasks on your own, instead designating them to others; and you missed ECE deadlines despite having additional outside support.

With respect to "School Management," you were informed that you "fail[ed] to meet [the] standard" because of your "failure to document crucial administrative tasks." You were also informed that among other things, you "failed to collaborate with staff in addressing behavior concerns;" "failed to track incidents in order to analyze the data and formulate solutions;" and "fail[ed] to consistently monitor and supervise the cafeteria as directed." In addition, you "do[] not prioritize" and are "not organized for task completion." Further, you violated several directives, as noted in the Notice of Significant Deficiencies.

Regarding "Interpersonal Relationships," you were informed that you "fail[ed] to consult school and district supports in order to solve student issues related to ECE" and failed "in prioritizing day to day tasks." You were also informed that, among other things, you "failed to collaborate with [additional ECE staff] to overcome [your] inefficient management of ECE paperwork, deadlines, and scheduling;" failed to collaborate with others to "address severe behavior concerns of specific students;" and failed to "communicate effectively" with Principal Stith regarding school-related matters.

Regarding "Professional Responsibilities," you were advised that you "fail[ed] to support, follow, and implement district policies and procedures and regulations for ECE." You were also advised that you had "not consistently demonstrated that [you] carr[y] out [your] professional responsibilities in an acceptable manner."

Expectations for improvement were outlined with respect to each of the above-mentioned categories.

7. On March 12, 2015, a deficiency committee meeting was held between Principal Stith, Susan Quinlan (a JCPS administrator and evaluator), Christine Deely (a JCPS administrator and evaluator), yourself, and Ben Pinnick (Peer Support). As a result of this meeting, a Form E-2 Performance Evaluation Observation/Conference Summary was completed by Ms. Deely, a copy of which is attached and incorporated herein as Exhibit 12. Ms. Deely noted that you were advised that "[i]dentified priority areas for improvement" included: "meeting deadlines, efficient scheduling, completion of duties as directed by the Principal, completion of required documentation, follow-through, and collaboration with district personnel and all stakeholders to complete goals." You were also advised that there was a concern regarding your "communication skills with stakeholders and the Principal." You admitted, among other things, that time management was "an issue for [you]."

Additionally, during the March 12, 2015 meeting, the roles of the committee group members were discussed. During the discussion, you were advised that Ms. Quinlan and Ms. Deely would "visit the school periodically" to observe you and view documentation of your work. You were also advised that Principal Stith would "serve as the primary evaluator throughout the process and in the final determination of recommendation on the outcome of the deficiency process."

8. In the following months, Principal Stith had several conferences with you to discuss her observations of your job performance. For each conference, Principal Stith filled out a Form E-2 Performance Evaluation Observation/Conference Summary. A copy of the E-2 signed March 23, 2015 is attached and incorporated herein as Exhibit 13. A copy of the E-2 signed March 30, 2015 is attached and incorporated herein as Exhibit 14. A copy of the E-2 signed April 20, 2015 (conference date of March 30) is attached and incorporated herein as Exhibit 15. A copy of another E-2 signed April 20, 2015 is attached and incorporated herein as Exhibit 16. A copy of the E-2 signed July 13, 2015 is attached and incorporated herein as Exhibit 17. Finally, a copy of the E-2 signed July 31, 2015 is attached and incorporated herein as Exhibit 18.

In the E-2s, Principal Stith documents that you demonstrated several performance issues and deficiencies. Among other things, she notes that:

- Although you submitted the "Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules" form to her, you reported that some students were not listed on the form, as you had not updated the schedule. In light of your "failure to accurately complete the report," Principal Stith was left with no option but to assign the project to a retired employee, who completed the project in only 2 days.
- You failed to meet a March 12, 2015 deadline of 4:30 p.m., instead responding to Principal Stith on March 16, 2015 at 5:28 a.m., reporting that you did not complete the observation required.
- You failed to provide Principal Stith with completed copies of teacher observation notes or E-2s to "document evidence of completing observations."
- You failed to fully and adequately complete, and timely submit, referrals, behavior incident logs, communication logs, transportation data and Summative Evaluations.
- You reported that you had not consulted with the school psychologist to obtain input to help with documentation on forms that needed to be completed prior to ARC meetings and also reported that you had not finished behavior observations. You also failed to complete Infinite Campus behavior referral data, as well as the administrator follow-up in Cascade for Behavior Incident Logs.
- You reported absences to Principal Stith via e-mail, and took the absences despite the fact that you had no sick leave available to you. You also were late arriving to school on at least one other occasion, but failed to previously communicate to Principal Stith that you would be late.

- Principal Stith was required to remove you from completing your transportation responsibilities due to concerns regarding task completion and "the crucial need to insure reliability of the transportation information."
- In violation of directives, you took school records which contained confidential information away from school property.
- You "failed to demonstrate professional courtesy, work cooperatively with colleagues, and inform superiors or other appropriate administrators of school-related issues." You also "failed to support, follow, and implement district policies and procedures and regulations of governmental agencies with jurisdiction over the district."

Further, in the E-2s, Principal Stith documents that "concerns continue" regarding your performance, and that specific "directives from the Notice of Significant Deficiency Form A have not been met." Expectations for improvement were also outlined.

9. Ms. Susan Quinlan held three conferences with you to discuss her observations of your job performance. For each conference, Ms. Quinlan also completed a Form E-2 Performance Evaluation Observation/Conference Summary. A copy of the E-2 signed April 13, 2015 is attached and incorporated herein as Exhibit 19. A copy of the E-2 signed May 7, 2015 is attached and incorporated herein as Exhibit 20. A copy of the E-2 signed July 30, 2015 is attached and incorporated herein as Exhibit 21.

In the E-2s, Ms. Quinlan documents that you demonstrated several performance issues and deficiencies. Among other things, she notes that:

- When she arrived at Smyrna at 9:30 a.m. on March 25, 2015, you were "writing up an observation and pulling data together for an ARC meeting scheduled for 10:00." As of 9:53 a.m., you were still continuing to work on the observation. You struggled to reach the parent for the conference, and only did so after asking an ECE teacher to go to the office to find more telephone numbers from the student's records. You were unprepared for the meeting. Based on the above, Ms. Quinlan stated that you were "not prepared for the ARC meeting," your documents for the meeting were "not organized," and "prioritizing and time management [were] still a problem."
- You failed to meet the expectation of updating Behavior Incident Logs and Infinite Campus referrals within 24 hours of the time of a reported incident. Your white board chart indicated there were at least 6 "past due" evaluations.
- You failed to monitor and remain in the cafeteria from 10:50 a.m. – 1:00 p.m. each day. Principal Stith and students reported that you still failed to come into the cafeteria regularly.
- On May 5, 2015, you failed to follow Principal Stith's directive "to assist the 3rd grade teacher with her instruction." You sat in the back of the teacher's classroom, did not interact with the students, and did not assist the teacher with instruction or monitoring. Instead, you were too busy "multitasking" – i.e., completing student observations that were past due.

- As of May 5, 2015, ECE deadlines were still not being met. You had "not utilized the additional administrators Dr. Stith [had] assigned to help [you] complete tasks."
- You failed to follow proper procedure for requesting appropriate leave, thereby failing to support Principal Stith and leaving her in a position where she was required to take over many of your assigned tasks. Moreover, your absences place a hardship on the staff and demonstrate a lack of dependability.
- As of July 30, 2015, you were still demonstrating "lack of organization, initiative, lack of communication skills . . . and lack of ability to turn in important information, plans and schedules in a timely manner."

10. Ms. Christine Deely also held three conferences with you to discuss her observations of your job performance. For each conference, Ms. Deely filled out a Form E-2 Performance Evaluation Observation/Conference Summary. A copy of the E-2 signed April 15, 2015 is attached and incorporated herein as Exhibit 22. A copy of the E-2 signed July 22, 2015 is attached and incorporated herein as Exhibit 23. A copy of the E-2 signed August 7, 2015 is attached and incorporated herein as Exhibit 24.

In the E-2s, Ms. Deely documents that you demonstrated several performance issues and deficiencies. Among other things, she notes that:

- On April 2, 2015, you held an ARC meeting in the GCC's room, which has "teacher names with each student's progress card place in colored sections." This was a "confidentiality breach, as parents [could] view student progress cards."
- Your dry erase board, which should have been utilized to track progress on ECE meetings, merely contained student initials and had "past due" written by some. It needed "more extensive notations" in light of the deficiency document's concerns.
- On April 2, 2015, when you were asked if you had documents demonstrating progress on concerns noted in the deficiency document, you said that you had nothing for Ms. Deely to review. Ms. Deely noted that it was "concerning" that you were unable to share any documentation of your progress toward improvement and "especially concerning" that with the upcoming April 15, 2015 deadline for documentation of teacher observations on E2s, you had "no E2s summarizing observations . . . available for review."
- On July 17, 2015, at 8:30 a.m., you were preparing for a 10:00 a.m. meeting. At 9:55 a.m., you were making copies for the meeting. Ms. Deely noted that your "[p]rior preparation for meetings continues to be a concern."

Further, in the E-2s completed by Ms. Deely, expectations for improvement were outlined.

11. In addition to these meetings, three additional deficiency committee meeting conferences were held. On April 15, 2015, you met with Principal Stith, Ms. Quinlan, Ms. Deely, and Mr. Pinnick. As a result of this meeting, a Form E-2 Performance Evaluation Observation/Conference Summary was completed by Ms. Deely, a copy of which is attached and incorporated herein as Exhibit 25. Ms. Deely noted that while you had requested that you be linked with another Assistant Principal serving as an ARC chair, and while you were

notified of such a person on March 18, 2015, you had failed to utilize this resource. In addition, Ms. Deely noted that you had failed to meet the deadline for completing E2 documentation of observations and obtaining teacher signatures. You also admitted that you had not updated your dry erase board to better track due dates. While you stated that you were up-to-date on the submission of Behavior Intervention Logs, Principal Stith noted that upon her review, there were at least 40 that needed to be updated. Ultimately, the evaluators discussed with you their "on-going concerns regarding [your] ability to complete tasks and meet deadlines." They reminded you that the meetings were your "opportunity to share [your] growth and evidence" – and you were advised that by "waiting until the final day to conference with . . . teachers, [you were] now in a situation where [you] were unable to meet the deadline or complete a crucial step in completing annual observations on teachers." You were advised that "on-going problems with time management, systems, and organizational skills persist" and "must be addressed."

12. On July 14, 2015, you again met with Principal Stith, Ms. Quinlan, Ms. Deely, and Mr. Pinnick. As a result of this meeting, a Form E-2 Performance Evaluation Observation/Conference Summary was completed by Ms. Deely, a copy of which is attached and incorporated herein as Exhibit 26. Ms. Deely noted that during the meeting, you were told that while you were on leave, Principal Stith "discovered that the required entries had not been made by [you] into CIITS." There had been "no communication from [you] . . . stating that the task was not completed." Further, while you stated that teacher observations had been completed, you admitted that E2 conference summaries and summative evaluations were not completed. In addition, Ms. Deely noted that Principal Stith discussed your "lack of communication in seeking clarification on assigned tasks." When asked why you repeatedly failed to complete paperwork on time, your only response was that you did not feel as if you had the time to complete all your assigned tasks. "A lack of prior preparation for meetings was discussed as a cause of inefficient time usage." Ms. Deely noted that your "[t]ime management and organization continue[d] to be areas of concern." Expectations were outlined and suggestions for improvement were given.
13. On August 7, 2015, you again met with Principal Stith, Ms. Quinlan, Ms. Deely, and Mr. Pinnick. As a result of this meeting, a Form E-2 Performance Evaluation Observation/Conference Summary was completed by Ms. Deely, a copy of which is attached and incorporated herein as Exhibit 27. Ms. Deely noted that while you stated the ECE process would run more smoothly for the 2015-2016 school year due to "new systems and procedures in place," "little or no evidence was provided of systems or new procedures or communication set-up." Further, while you referenced the ARC meeting schedule, you told the evaluators that you had not blocked out times on your calendar due to meetings not being held in a timely manner in 2014-2015. When Principal Stith asked to see documents indicating that parent contacts were logged into Infinite Campus, no documentation was provided. Ultimately, the evaluators "expressed concern that little documentation was provided during [the] meeting to demonstrate how [you had] addressed the areas noted in the Notice of Significant Deficiencies."
14. On August 10, 2015, Principal Stith completed a Form A.1-AP Administrator Performance Evaluation, recommending that you be reassigned. The Evaluation was based on several

observations, including those on: August 13, 2014; October 9, 2014; December 10, 2014; January 7, 2015; March 4, 2015; April 14, 2015; July 13, 2015; July 28, 2015; and August 5, 2015. A copy of the Evaluation is attached and incorporated herein as Exhibit 28. In the Evaluation, Principal Stith rated your performance as "Marginal" in seven categories. She also rated your performance as "Fails to Meet Standards" in eleven categories. Only two categories were marked as "Meets Standards," zero categories were marked as "Exceeds Standards," and one category was marked as "Not Applicable."

Specifically, regarding "Instructional Leadership," Principal Stith stated your performance was "Marginal" in the categories of: (1) providing leadership to the development of local school goals and objectives to guide instruction and to the implementation of District programs; (2) promoting ongoing staff development and managing the formulation and implementation of staff development and training programs to improve instruction; and (3) communicating standards of expected performance. Likewise, Principal Stith stated your performance "Fails to Meet Standards" in the following categories: (1) providing for management of instruction; (2) effectively implementing evaluation strategies oriented toward improvement of instruction; (3) providing leadership for positive educational change; and (4) participating in activities to accomplish instructional goals.

Regarding "School Management," Principal Stith stated your performance was "Marginal" in the categories of: (1) providing for effective and efficient day-by-day operation of the school; and (2) demonstrating effective oral and written communication skills. Likewise, Principal Stith stated your performance "Fails to Meet Standards" in the categories of: (1) promoting and maintaining a positive school climate; (2) establishing and maintaining effective discipline in the school; (3) demonstrating effective problem-solving and decision-making skills; and (4) demonstrating effective organizational skills.

Regarding "Interpersonal Relationships," Principal Stith stated your performance was "Marginal" in the categories of: (1) demonstrating positive interpersonal relationships with staff; and (2) demonstrating positive interpersonal relationships with parents and the community. Principal Stith stated your performance "Fails to Meet Standards" in the category of demonstrating positive interpersonal relationships with other administrators.

Regarding "Professional Responsibilities," Principal Stith stated your performance "Fails to Meet Standards" in the categories of: (1) implementing the policies and procedures of the District and other regulatory agencies; and (2) demonstrating a sense of professional responsibility.

In the Evaluation, Principal Stith also noted that there was "no evidence that [you had] achieved [your] growth plan goals."

15. Further, on August 10, 2015, the Director of Labor Management & Employee Relations, Robert Tanner, wrote you a letter advising you that you were "temporarily reassigned from your duties as Assistant Principal at Smyrna Elementary pending review and final personnel decisions." You were advised that you would be "contacted regarding any employment related decisions." A copy of Mr. Tanner's August 10, 2015 letter is attached and incorporated herein as Exhibit 29.

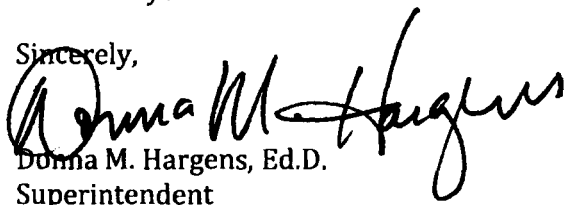
Your prior record with the District includes the following:

16. On May 1, 2010, Farryll Brown, the Principal at the Brook-Dupont, completed a Form A.1-AP Administrator Performance Evaluation regarding your performance. A copy of the Evaluation is attached and incorporated herein as Exhibit 30. In the Evaluation, Principal Brown rated your performance as "Marginal" in the following categories: (1) promoting and maintaining a positive school climate; (2) demonstrating positive interpersonal relationships with staff; (3) demonstrating positive interpersonal relationships with other administrators; and (4) demonstrating a sense of professional responsibility. Principal Brown noted that you needed to "work on building better rapport with teachers and administrators and finding ways to ensure a positive school environment."
17. On June 19, 2014, Jon Cesler, the Principal at Lassiter Middle School, completed a Form A.1-AP Administrator Performance Evaluation regarding your performance. In the Evaluation, Principal Cesler rated your performance as "Marginal" in seven categories, including: (1) effectively implementing evaluation strategies oriented toward improvement of instruction; (2) providing leadership for positive educational change; (3) promoting ongoing staff development and managing the formulation and implementation of staff development and training programs to improve instruction; (4) communicating standards of expected performance; (5) promoting and maintaining a positive school climate; (6) demonstrating positive interpersonal relationships with other administrators; and (7) demonstrating a sense of professional responsibility. In the Evaluation, Principal Cesler noted that you "must improve in completion of [your] professional responsibilities" and that "[c]oncerns [had arisen] . . . regarding the following: notification of parents following student suspensions, [your] failure to attend after-school events, such as the 5th grade orientation, and [your] prompt arrival at work." A copy of the Evaluation, as well as a copy of your statement regarding the June 19, 2014 evaluation conference, is attached and incorporated herein as Exhibit 31.

A hearing on your demotion has been scheduled for December 17, 2015 at 9:00 a.m. before the Jefferson County Board of Education. The hearing will be held in the Stewart Auditorium at the VanHoose Education Center. The hearing on your demotion shall be public or private, at your discretion. The Board shall hear the case and advise the parties of its decision within five (5) days from the close of the hearing and shall take official action in the case.

Upon your receipt of this statement of grounds for demotion, you must within ten (10) days, file with me a written answer. Failure to file a written answer to the statement of grounds within the ten (10) day time period will relieve the Board of any further obligation to hold a hearing and will cause your demotion to be final.

Sincerely,



Donna M. Hargens, Ed.D.
Superintendent

Human Resources

VanHoose Education Center
3332 Newburg Road
Louisville, KY 40218

JEFFERSON COUNTY PUBLIC SCHOOLS**Notification of Change**

JCPS Employee Number: [REDACTED]

SSN: [REDACTED]

August 07, 2015

Seniority Date: 08-04-2003

NICOLE L. TRAVIS
[REDACTED]

Work Location: 003W

Dear JCPS Employee:

The following changes have been made to your assignment, personal information, and/or salary placement effective 08-11-2015. Please check the information below for accuracy. For further understanding or your JCPS employment information, go to Employee Self Service at <http://employee.jefferson.kyschools.us/ess/>

R/S	FROM	TO
	Job Title: ASST PRINCIPAL ELEMENTARY	ASST PRINCIPAL ELEMENTARY
	Work Location: 087 / SMYRNA ELEMENTARY	003WMATERIALS PRODUCTION
	Hourly/Daily/Annual Salary: 53.3440 / 426.7521 / 91,751.70	53.3440 / 426.7521 / 91,751.70
BU:	CERX	CERX
Grade (rank) / Step:	11 / RANK I / 12	11 / RANK I / 12
Days / Hours:	215.00 / 8.00	215.00 / 8.00
Position Number:	2000382	2000382
LEAVE OF ABSENCE		
Type of Leave:	Effective Date:	Return Date:
LAYOFF - DISCHARGE - RESIGNATION - RETIREMENT		
Type of Separation:	Effective Date:	

Comments: EMPLOYEE REASSIGNED FROM 087 TO 003WApproved By: Ralph W. [Signature]

Prepared By: dreid2

08/07/2015 14:55:45

Employee Relations

VanHoose Education Center
P. O. Box 34020
Louisville, KY 40232-4020
(502) 485-3151
Fax: (502) 485-6040



August 10, 2015

Ms. Nicole L Travis



Dear Ms. Travis:

This shall serve to confirm that you are temporarily reassigned from your duties as Assistant Principal at Smyrna Elementary pending review and final personnel decisions.

Effective August 11, 2015, you are to report to Kim Katzman, Supervisor Materials Production, for temporary, interim assignments. Materials Production is located at C. B. Young Service Center, 3001 Crittenden Drive.

You will be contacted regarding any employment related decisions.

Sincerely,

A handwritten signature in cursive script that reads "Robert W. Tanner".

Robert Tanner
Director, Labor Management & Employee Relations

RT/dkr

c Personnel File
T Stith
K Katzman

This is to certify that I hand-delivered a letter to
Ms. Nicole Travis from Dr. Donna Hargens.

Barbara A. Hargens 8/17/15
Signature Date

This is to certify that I received a letter from
Dr. Donna Hargens.

Nicole J. Travis 8/17/15
Signature Date

Please return this form to Rob Tanner, Labor
Management and Employee Relations, VHC.

Summative Evaluation
FORM A.1-AP

Evaluator Recommends

☐ Retention
☐ Reassignment
☐ Discharge

JEFFERSON COUNTY PUBLIC SCHOOLS

ADMINISTRATOR PERFORMANCE EVALUATION
(ASSISTANT PRINCIPALS ONLY)

NAME: Nicole Travis LOCATION NUMBER: 133 DATE: _____
ID #: _____ SCHOOL/SITE NAME: Lassiter
EVALUATOR: Jon Cesler JOB TITLE: Assistant Principal
DATES OF OBSERVATIONS: _____

A. PERFORMANCE RATING

The evaluator will assess the employee's job performance on the job performance standards/indicators by checking the appropriate column as defined below. A summary statement describing the overall performance on the standard should be included where indicated. A summary statement **MUST** be included to explain areas assessed as marginal or substandard.

Not Applicable: The objective does not apply to the employee's job function.
(N/A)

EXCEEDS STANDARD: Employee's performance consistently exceeds the standards and
(ES) administrative objective. The employee demonstrates initiative and requires minimal supervision.

MEETS STANDARD: Employee's performance meets the standard and the administrative
(MS) objective. The employee follows instructions, accepts responsibility and requires normal or infrequent supervision.

MARGINAL: Employee's performance is less than the standard expected and
(M) needs improvement. The employee requires frequent supervision and direction.

FAILS TO MEET Employee's performance is substantially below expectations and is
STANDARDS: totally unacceptable. The employee rarely accomplishes the
(FS) objective even with frequent supervision and direction.

NOTE: The Professional Growth Plan must include performance areas assessed as marginal.

FORM A.1-AP

I. INSTRUCTIONAL LEADERSHIP

A. PROVIDES LEADERSHIP TO THE DEVELOPMENT OF LOCAL SCHOOL GOALS AND OBJECTIVES TO GUIDE INSTRUCTION AND TO THE IMPLEMENTATION OF DISTRICT PROGRAMS

| NA | ES | MS | M | FS |

B. PROVIDES FOR MANAGEMENT OF INSTRUCTION

| NA | ES | MS | M | FS |

C. EFFECTIVELY IMPLEMENTS EVALUATION STRATEGIES ORIENTED TOWARD IMPROVEMENT OF INSTRUCTION

| NA | ES | MS | M | FS |

D. PROVIDES LEADERSHIP FOR POSITIVE EDUCATIONAL CHANGE

| NA | ES | MS | M | FS |

E. PROMOTES ONGOING STAFF DEVELOPMENT; MANAGES THE FORMULATION AND IMPLEMENTATION OF STAFF DEVELOPMENT AND TRAINING PROGRAMS TO IMPROVE INSTRUCTION

| NA | ES | MS | M | FS |

F. COMMUNICATES STANDARDS OF EXPECTED PERFORMANCE

| NA | ES | MS | M | FS |

G. PROVIDES LEADERSHIP FOR APPROPRIATE CURRICULUM AND ORGANIZES AND MANAGES STAFF, STUDENTS, PROGRAMS AND ACTIVITIES TO ACCOMPLISH INSTRUCTIONAL GOALS

| NA | ES | MS | M | FS |

SUMMARY STATEMENT:

This is Ms. Travis's area of growth as stated in her growth plan.

II. SCHOOL MANAGEMENT

A. PROVIDES FOR EFFECTIVE AND EFFICIENT DAY-BY-DAY OPERATION OF THE SCHOOL

| NA | ES | MS | M | FS |

B. ENSURES THAT SCHOOL PLANT AND FACILITIES ARE CONDUCTIVE TO A POSITIVE LEARNING ENVIRONMENT

| NA | ES | MS | M | FS |

C. ENSURES EFFICIENT MANAGEMENT OF BUILDING-LEVEL FISCAL RESOURCES

| NA | ES | MS | M | FS |

D. PROMOTES AND MAINTAINS A POSITIVE SCHOOL CLIMATE

| NA | ES | MS | M | FS |

E. ESTABLISHES AND MAINTAINS EFFECTIVE DISCIPLINE IN THE SCHOOL

| NA | ES | MS | M | FS |

F. DEMONSTRATES EFFECTIVE ORAL AND WRITTEN COMMUNICATION SKILLS

| NA | ES | MS | M | FS |

G. DEMONSTRATES EFFECTIVE PROBLEM-SOLVING AND DECISION-MAKING SKILLS

| NA | ES | MS | M | FS |

H. DEMONSTRATES EFFECTIVE ORGANIZATIONAL SKILLS

| NA | ES | MS | M | FS |

SUMMARY STATEMENT:

Ms Travis's absences has affected her job performance in this area.

III. INTERPERSONAL RELATIONSHIPS

A. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS WITH STUDENTS

| NA | ES | MS | M | FS |

B. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS WITH STAFF

| NA | ES | MS | M | FS |

C. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS WITH OTHER ADMINISTRATORS

| NA | ES | MS | M | FS |

D. DEMONSTRATES POSITIVE INTERPERSONAL RELATIONSHIPS
WITH PARENTS/COMMUNITY

| NA | ES | MS | M | FS |

SUMMARY STATEMENT: _____

Ms Travis has worked on improving her communication
with the support staff.

IV. PROFESSIONAL RESPONSIBILITIES

A. IMPLEMENTS THE POLICIES AND PROCEDURES OF THE
DISTRICT AND OTHER REGULATORY AGENCIES

| NA | ES | MS | M | FS |

B. DEMONSTRATES A SENSE OF PROFESSIONAL RESPONSIBILITY | NA | ES | MS | M | FS |

SUMMARY STATEMENT: _____

Ms. Travis is professional in conducting her
responsibilities as an assistant principal.

B. COMMENTS/IDENTIFICATION OF STRENGTHS:

- Ms. Travis is an advocate for ECE students.
- Ms. Travis has worked w/ Ms. Yates to establish an RTI program
- Ms. Travis cares about kids and counsels them well.

C. PROFESSIONAL GROWTH PLAN:

A Professional Growth Plan in the performance area of _____

• instructional goals

has been () ACHIEVED () REVISED (☒) CONTINUED

FORM A.1-AP

D. ADMINISTRATOR BEING EVALUATED MAY RESPOND TO ANY PART OF THE EVALUATION IN THE SPACE PROVIDED BELOW AND INITIAL THE RESPONSE:

We hereby acknowledge that a conference has been conducted, this evaluation discussed, and a copy has been provided to the administrator whose signature does not indicate agreement with the content. In the event the administrator disagrees with this evaluation, a letter expressing the nature of disagreement may be submitted to Personnel Services within ten(10) working days of receipt of evaluation with a copy to the Evaluator. An evaluation may also be appealed to the next appropriate supervisor.

Theresa J. Thomas
Administrator

4/24/12
Date

[Signature]
Evaluator

4/24/12
Date

Distribution: Personnel File
Evaluator
Administrator

FORM A.1-AP

(12/2011)

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE

☐ POST-OBSERVATION CONFERENCE

☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 3/23/15

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis, assistant principal, requested to meet with the principal weekly after a conference between the principal and assistant principal was held on March 9, 2015. During the March 9 conference, a Notice of Significant Deficiency Form A was issued to Ms. Travis. The principal and assistant principal agreed to meet every Monday at 9:30 a.m. from March 16, 2015 to May 26, 2015. The principal and assistant principal will not meet on Monday April 6, 2015 (spring break) and May 25, 2015 (Memorial Day). The principal reported to the assistant principal that the weekly meetings would be documented on an E2 form.

The principal reported to the assistant principal that the agenda for the weekly items would be sent to the assistant principal the Friday before the scheduled Monday meeting. The assistant principal requested that items that were due to the principal on Friday at 4:30 p.m. be moved to Monday. The principal agreed to the deadline change and noted that items needed to be submitted by 9:30 a.m. Monday morning. The principal reported to the assistant principal that due to the nature of the material, not all items could be submitted on Monday at 4:30 p.m. and would be documented in email and/or direct requests to the assistant principal of the deadline date.

I. Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules

The principal reported to Ms. Travis that a special area teacher reported that ECE teachers and Ms. Travis did not communicate student IEP goals. The assistant principal reported to the principal that she assumed that the ECE teachers met with the staff members to communicate IEPs. The principal reported to the assistant principal that the expectation is for the ARC chair to create a system to document the process that IEPs are communicated to all teachers. There is a district verification form required for this process.

The principal submitted an email to ECE staff on 3/23 to identify how they communicate IEP goals to staff members. The principal reported that once she receives updates from the ECE teachers that she will sign the verification form.

II. ECE Timelines

The principal reminded the assistant principal that the school needs to meet the district deadline of having all ARC meetings completed by April 30th unless changed by the school district. The principal directed Ms. Travis to print the Infinite Campus ECE report to the ECE clerk on 3/23 for the IEP end date and Re-Evaluation end date. Ms. Travis reported that a recent IEP deadline meeting was missed due to the weather. The principal reminded the assistant principal that ARC

meetings need to be scheduled in advance so that deadlines are not missed. The principal directed the assistant principal to email Todd Elder and/or Mary Beth Irvine to obtain new timelines for the 60 day ARC meetings. The principal and the assistant principal reviewed ECE schedules. The principal directed Ms. Travis to have the ECE teachers utilize the same template when creating the individual ECE teacher schedules. Ms. Travis reported that the ECE team was working through planning schedules. The principal reminded the assistant principal that a draft ECE schedule needs to be submitted to the principal by Friday, May 29th.

III. Dry Erase Board Update in office for ECE Support Staff

The principal asked the assistant principal if she consulted with the school psychologist to obtain input to assist with documentation on identifying forms that need to be completed prior to ARC meetings. The assistant principal reported that she did not consult with the school psychologist. The principal directed the assistant principal to consult with the school psychologist.

IV. Response to School Psychologist/Requested status by March 12, 2015

The assistant principal reported that she did not complete the observations from the email on March 12, 2015 from the school psychologist. The principal reminded the assistant principal that behavior observations needed to be completed in a timely manner to meet ARC timelines.

V. Teacher Observation/Evaluation Schedule – Completed observation schedule and copies of E2s/scripted notes

The assistant principal submitted scripted notes from eight teacher observations. The assistant principal asked the principal how to document the information in CIITS. The principal directed the assistant principal to refer back to the TPGES notes and training. The principal advised the assistant principal to document the scripted notes in Word or on the notepad in CIITS.

VI. Referral data (Infinite Campus)

Ms. Travis reported that she did not complete Infinite Campus behavior referral data for Wednesday, March 18, 2015 to Friday, March 20, 2015. The principal verified this in Infinite Campus.

VII. Follow-up on BILs in Infinite Campus

Ms. Travis reported that she did not complete the administrator follow-up in Cascade for Behavior Incident Logs (BILs) for Thursday, March 19 and Friday, March 20.

VIII. Weekly Communication Log

Ms. Travis provided a communication update for the week of March 16-March 20.

IX. Professional Growth Plan and Reflection Form

The principal reviewed the professional growth plan form and received the second self-reflection form that Ms. Travis completed. The principal resubmitted the email that was sent to the assistant principal on August 9, 2014 and on March 23, 2015.

X. Transportation

The principal reviewed transportation deadlines with the assistant principal.

XI. Other by Stith

The principal reminded the assistant principal that ECE teachers need to communicate IEPs to teachers and to create a system that documents verification.

XII. Other by Travis

The assistant principal asked the principal how to utilize the ECE clerk when the ECE clerk has scheduled meetings. The principal provided the assistant principal suggestions such as calendar upkeep and ECE folder organization.

XIII. Review of March 16, 2015 Follow-Up Number 1 meeting on E2

The principal reviewed the E2 from the conference on March 16 with the assistant principal. The assistant principal signed the form.

As a result of this conference, concerns continue regarding Ms. Travis's ability to complete tasks in a timely manner, correctly, and to meet deadlines. Specific directives from the Notice of Significant Deficiency Form A have not been met. It is expected that Ms. Travis fulfill her duties as assigned and comply with the directives of the Principal.

<u>3/30/15</u>	<u>[Signature]</u>	<u>3/30/15</u>	<u>[Signature]</u>
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE

☐ POST-OBSERVATION CONFERENCE

☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 3/16/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis, assistant principal, requested to meet with the principal weekly after a conference between the principal and assistant principal was held on March 9, 2015. During the March 9 conference, a Notice of Significant Deficiency Form A was issued to Ms. Travis. The principal and assistant principal agreed to meet every Monday at 9:30 a.m. from March 16, 2015 to May 26, 2015. The principal and assistant principal will not meet on Monday April 6, 2015 (spring break) and May 25, 2015 (Memorial Day). The principal reported to the assistant principal that the weekly meetings would be documented on an E2 form.

The principal reported to the assistant principal that the agenda for the weekly items would be sent to the assistant principal the Friday before the scheduled Monday meeting. The assistant principal requested that items that were due to the principal on Friday at 4:30 p.m. be moved to Monday. The principal agreed to the deadline change and noted that items needed to be submitted by 9:30 a.m. Monday morning. The principal reported to the assistant principal that due to the nature of the material, not all items could be submitted on Monday at 4:30 p.m. and would be documented in email and/or direct requests to the assistant principal of the deadline date.

I. Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules

Ms. Travis submitted the Verification of Alignment of IEP/BIP Services with Teacher/Student Schedules form to the principal on Friday, March 13, 2015 at 10:15 a.m. The form was due to the school district on Friday, March 13, 2015. Ms. Travis included an ECE Case Manager Report from Infinite Campus along with an ECE schedule created in Excel that showed service minutes for students and frequency for each teacher.

The principal forwarded an email to the assistant principal on February 9, 2015 that provided instructions on how to complete the verification form. The principal verified on February 9 that Ms. Travis received the email.

Ms. Travis reported to the principal that the students who began with Smyrna in January 2015 were not on the schedule that she submitted to the principal. The principal asked Ms. Travis, "Why were the students not on the schedule that you submitted to the principal?" Ms. Travis reported that she didn't update her schedule. The principal asked, "Did you personally go back and look at the schedules to make sure they matched IEPs?" Ms. Travis reported that she did not have 4 to 5 students on the schedule that she submitted but that the teachers were providing services. Ms. Travis reported that she did not want to appear wishy washy; yet, she did admit that student IEPs changed recently and that she was in still in the process of reviewing those

IEPs. Ms. Travis continued to report that she didn't have the new students who have been updated in Infinite Campus. Ms. Travis reported that she went through and looked at IEPs to make sure that they matched the IEP services and that she consulted with both ECE teachers.

The principal asked Ms. Travis if she reviewed service minutes with each IEP with teacher/student schedules. Ms. Travis did not provide a response.

The principal reported to the assistant principal that she could not sign off on the verification form until all items were reviewed. Due to Ms. Travis's failure to accurately complete the report and the impending due date of submission, the principal then assigned the project to a retired employee who is providing support to Ms. Travis. The retired employee completed the project in two days.

II. Utilization of Dry Erase Board in office for ECE Support Staff

The school psychologist recommended to Ms. Travis that she keep an updated dry erase board in November 2014 in her office to identify the required paperwork that was necessary to move forward with ARC meetings such as behavior observations, screenings, and signatures on forms. The school purchased a dry erase board to be placed in Ms. Travis's office. Ms. Travis began to complete to put up IEP end dates and re-evaluation end dates on the dry erase board on Monday, March 16. The expectation is that Ms. Travis will provide the required data requested by the school psychologist to the ECE support staff such as the ECE consulting teacher and the ECE Placement Specialist to prepare for ARC conferences. Ms. Travis reported that she is trying to get as much information together for the school psychologist. The principal directed Ms. Travis to consult with the school psychologist on the information that was needed to assist support staff with identifying items that were still needed for ECE meetings.

III. Response to School Psychologist – Principal Requested status by March 12, 2015

Ms. Travis is expected to make efficient use of time available, prioritize tasks, and meet deadlines. Ms. Travis did not respond to principal by the deadline date and time of 4:30 p.m. Ms. Travis responded to the principal on Monday, March 16th at 5:28 a.m. Ms. Travis reported that she did not complete the observation required.

IV. Observation Schedule – Completed observation schedule and copies

Ms. Travis did not provide the principal copies of teacher observation scripting/notes or E2s to document evidence of completing observations. Ms. Travis reported that she had three teacher observation scripting/notes on her computer. The principal directed Ms. Travis to submit the notes during the meeting. The principal did not receive the notes. Ms. Travis provided the principal a Smyrna Elementary School Evaluation Schedule 2014-2015 which was created by the principal with handwritten notes of upcoming teacher evaluations. To date, Ms. Travis has not provided the principal any documentation that she has completed teacher evaluations. Ms. Travis also reported that she has not included any observations on her Google calendar at this time.

V. Referral data (Infinite Campus)

Ms. Travis reports that she has not completed the referrals for the week of March 9-13, which were due at 9:30 a.m. on March 16, 2015.

VI. Follow-up on BILs in Infinite Campus

Ms. Travis reports that she has not completed behavior incident logs for the week of March 9-13, which were due at 9:30 a.m. on March 16, 2015.

VII. Weekly Communication Log

Ms. Travis did not provide the communication log to the principal by 9:30 a.m. on March 16. Ms. Travis reported that she emailed the principal at 9:50 a.m. The principal received the document at 9:52 a.m. The principal reported to the assistant principal that the Excel workbook should be sorted by date. The principal reported to Ms. Travis that there is only one parent phone call on the communication log for 2015 and it is on January 22, 2015. Ms. Travis reported that she has not updated the communication log.

VIII. Professional Growth Plan and Reflection Form

The principal reminded that assistant principal that items needed to be received by Monday 4:30 p.m. on March 16.

IX. Other/Stith – Transportation

The principal reminded Ms. Travis that one of her primary responsibilities was transportation. The principal provided a copy of the Elementary Transportation Checklist for April – June 2015. Elementary Transportation Checklist 2015 First Day/Weeks, Elementary Transportation Checklist 2015 July through 1st day and copies from Google Calendar of transportation updates. The first item for completion is to prepare (through SAS system) and send home a Welcome Letter on school letterhead. This requirement is due on March 23, 2015.

X. Other – Travis

Ms. Travis reported that copies of acknowledgement forms are not in the ECE blue folders. The principal reported to Ms. Travis that the acknowledgement forms should be in all ECE folders. The principal directed Ms. Travis to have all acknowledgement forms in the ECE folders by Friday, March 20 at 4:30 p.m.

As a result of this conference, concerns continue regarding Ms. Travis's ability to complete tasks in a timely manner, correctly, and to meet deadlines. Specific directives from the Notice of Significant Deficiency Form A have not been met. It is expected that Ms. Travis fulfill her duties as assigned and comply with the directives of the Principal.

3/23/15 
DATE EVALUATOR

3/23/15 
DATE EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

CHECK APPROPRIATE ITEM

✓
FORMATIVE EVALUATION
FORM E-2 (ASSISTANT PRINCIPAL)

☐ PRE-OBSERVATION CONFERENCE
☐ POST-OBSERVATION CONFERENCE
☒ OTHER EVALUATION CONFERENCE

JEFFERSON COUNTY PUBLIC SCHOOLS

PERFORMANCE EVALUATION OBSERVATION/CONFERENCE SUMMARY

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna Elem. / #087
ID#: [REDACTED] JOB ASSIGNMENT: Assistant Principal
DATE OF OBSERVATION(S): _____ DATE OF CONFERENCE: 3/12/2015

A conference was held to discuss job performance expectations and/or observation(s) of job performance. The expectations and/or the observation(s) and the conference are summarized below:

Ms. Travis was issued a Notice of Significant Deficiency on March 9, 2015. This E2 serves as documentation of the first committee meeting in the process. Present for the meeting: Nicole Travis, Tiffany Stith (Principal), Ben Pinnick (Peer Support), Susan Quinlan (JCPS Administrator and Evaluator), and Christine Deely (JCPS Administrator and Evaluator).

The meeting began with a review of the concerns as noted in the Significant Deficiency Notice. The Principal gave an overview of the division of responsibilities, specifically in reference to the school's ECE program. Ms. Travis serves as the school SBARC chair.

Specific concerns are detailed in the Notice of Significant Deficiency, which will be utilized throughout the process. The team discussed and summarized concerns with the goal of pinpointing areas for improvement in which the committee members will provide support. Identified priority areas for improvement were noted as: meeting deadlines, efficient scheduling, completion of duties as directed by the Principal, completion of required documentation, follow-through, and collaboration with district personnel and all stakeholders to complete goals. Also, concern is noted in Ms. Travis's communication skills with stakeholders and the Principal.

Ms. Travis asked that Friday deadlines for submission of documents, as directed in the Notice of Significant Deficiency, be moved to Monday morning. The Principal agreed to this change, with the agreement that Ms. Travis would submit her documentation by the 9:30 a.m. weekly Monday meeting that is to be held between the Assistant Principal and Principal.

Ms. Travis then discussed her work in the school and how she feels that processes and procedures are improving. She is learning to manage her time and has an action plan. She has received the initial ARC training (twice), and the second level training. She agreed that time management is an issue for her. Ms. Travis asked that an AP that serves as SBARC chair be identified to serve as a resource. Christine Deely will follow up with that request.

Leading into the Significant Deficiency, Ms. Travis had received E2s outlining expectations on 7/14/14, 9/12/14, 10/9/14, 12/11/14, and 1/9/15.

Roles of committee group members were discussed. Ben Pinnick will serve as Peer Support and will meet individually with Ms. Travis throughout the process. He will keep documentation of their work together (dates/times/topics/follow-up/next steps). The documentation will not be utilized in determining the final action in the process.

Susan Quinlan and Christine Deely will visit the school periodically throughout the process to observe Ms. Travis as she fulfills her daily duties and to view documentation of her work in addressing the deficiencies. The Assistant Principal E2 will be used to document these visits. At the end of the twelve week period, they will make a recommendation to Ms. Stith regarding their evaluation of Ms. Travis's work.

Tiffany Stith will document on-going work with Ms. Travis through the Assistant Principal E2. Ms. Stith will serve as the primary evaluator throughout the process and in the final determination or recommendation on the outcome of the deficiency process. If demotion or termination is recommended, the recommendation will be forwarded to the Superintendent for final action.

Three committee meetings were set for the balance of the twelve week deficiency period. They are to be held on 4/15/15 and 5/11/15 at 1 p.m., and on 6/10/15 at 3:30 p.m.

<u>3/20/15</u>	<u>Christine A. Deely</u>	<u>3/20/15</u>	<u>Travis</u>
DATE	EVALUATOR	DATE	EMPLOYEE

Distribution: Personnel File
Supervisor
Employee

12/2011

JEFFERSON COUNTY PUBLIC SCHOOLS
PROFESSIONAL STAFF PERFORMANCE EVALUATION
NOTICE OF SIGNIFICANT DEFICIENCIES

NAME: Nicole Travis SCHOOL/LOCATION: Smyrna/087
ID #: [REDACTED] YRS. OF SERVICE: DATE: 3/9/2015
JOB TITLE: Assistant Principal SUPERVISOR: Tiffany L. Stith

Deficiencies in your work performance have been observed. You are hereby notified that a Comprehensive Professional Staff Performance Evaluation will be conducted according to procedures established for effecting such evaluations. The following deficiencies in work performance have been identified which may be grounds for non-renewal or termination of contract if not satisfactorily corrected:

- I. Instructional Leadership: Ms. Travis fails to meet this standard due to her failure to complete crucial ECE documentation and schedule meetings as directed. Ms. Travis has not completed teacher observations or completed documentation of those as directed by the principal. The principal has assigned additional administrators to the building to address the problems arising from Ms. Travis's failure to complete tasks. The principal has assigned a retired counselor, ECE Specialist, and ECE Consulting teacher to support Ms. Travis with ECE documentation.
- a. Ms. Travis does not update the behavior incident logs in Cascade on a regular basis as directed.
 - b. Ms. Travis serves as the school's primary ARC Chair. The principal directed Ms. Travis to provide a copy of the ECE schedule for the entire year. The ECE clerk provided a copy on Tuesday, January 27. The ECE clerk took on the task of completion of the schedule and Ms. Travis submitted the schedule to the principal. Rather than completing the task on her own, as directed, Ms. Travis designated the task to the ECE clerk. Although the clerk is responsible for day-to-day scheduling, the yearly schedule is an administrator's responsibility.
 - c. Ms. Travis was directed to complete instructional observations of designated teaching staff members. Ms. Travis was directed to provide copies of teacher observations by November 30, 2014. Ms. Travis has not provided copies of teacher observations to date.
 - d. ECE deadlines have been missed despite outside support. Adherence to deadlines is crucial in compliance with providing services to students.

Expectations: Ms. Travis will complete all assigned tasks as required of her role as ARC chairperson. Ms. Travis will complete instructional observations as directed and complete required forms and documentation. Ms. Travis will demonstrate instructional leadership in her administrative role.

- II. School Management: Ms. Travis fails to meet the expectations of this standard due to her failure to document crucial administrative tasks. She has failed to collaborate with staff in addressing

behavior concerns and has failed to track incidents in order to analyze the data and formulate solutions. Ms. Travis fails to consistently monitor and supervise in the cafeteria as directed. Ms. Travis does not prioritize and is not organized for task completion.

- a. Ms. Travis was directed to provide a weekly communication log concerning student/parent issues in electronic form. Weekly communication logs have not been submitted to the principal as directed.
- b. Ms. Travis has not developed an action plan for students who have received more than two SRT calls as directed in July 2014. Ms. Travis was directed to collaborate with staff members on completing Functional Behavior Assessments and Behavior Incident Logs. There is no evidence of this collaboration.
- c. Ms. Travis has not documented follow-up to SRT calls in Cascade under the Behavior Incident Log section under administrator follow-up.
- d. Bus suspensions have not been documented in Infinite Campus as directed.
- e. Ms. Travis was directed to monitor and remain in the cafeteria from 10:50 a.m. – 1:00 p.m. with the exception of when ARC meetings, evaluation observations, and/or conference or district meetings conflict with that time period. Ms. Travis was directed to ask permission from the principal if she was not able to monitor in the cafeteria. Ms. Travis does not regularly monitor the cafeteria and meetings are not included on her calendar.
- f. Ms. Travis does not provide weekly ECE status reports as directed.

Expectations: Ms. Travis will complete and provide a weekly communication log to the school principal each Friday by 4:30 p.m. Ms. Travis will support teachers by assisting and collaborating with teachers on Functional Behavior Assessments and Behavior Incident Logs. Ms. Travis will update Behavior Incident Logs and Infinite Campus referrals within 24 hours of the time of an incident reported. Ms. Travis will document bus suspensions in Infinite Campus. Ms. Travis will monitor the cafeteria each day from 10:50 a.m. – 1:00 p.m. Ms. Travis will communicate with the principal to obtain permission to not monitor the cafeteria if she has a scheduled ECE and/or district meeting. Ms. Travis will provide weekly ECE status reports to the principal.

III. Interpersonal Relationships: Ms. Travis fails to consult school and district supports in order to solve student issues related to ECE and in prioritizing day to day tasks.

- a. Despite have the assistance of additional ECE staff, Ms. Travis has failed to collaborate with this staff to overcome her inefficient management of ECE paperwork, deadlines, and scheduling.
- b. Ms. Travis has not collaborated with school staff members or families to address severe behavior concerns of specific students. Ms. Travis must utilize a team approach and demonstrate interpersonal skills in collaborating with various stakeholders in this endeavor.
- c. Ms. Travis does not communicate effectively with the principal regarding school-related matters. She left the building for a non-critical task on a day in which the principal was out. She has asked for scheduled, designated time during the school day to complete paperwork; administrators are expected to work outside of the school day on task completion and to be available to students, parents, and staff during the work day.


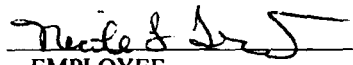
Expectations: Ms. Travis will consult with the ECE Placement Specialist and/or ECE Consulting teacher to meet ECE policies and procedures. Ms. Travis will create and utilize a schedule to help her meet school and district timelines. Ms. Travis will request permission from the principal to leave the school building. Ms. Travis will inform the principal and other appropriate

administrators of school-related matters. Ms. Travis will answer parent phone calls within 24 hours.

- IV. Professional Responsibilities: Ms. Travis fails to support, follow, and implement district policies and procedures and regulations for ECE. As stated in Standards I, II and III, Ms. Travis has not consistently demonstrated that she carries out her professional responsibilities in an acceptable manner.

Expectations: Ms. Travis will meet ECE timelines and carry out duties in accordance with established job description.

During the Significant Deficiency process, the principal will serve as evaluator. Two Jefferson County Public School administrators will be assigned to assist you. At least two conferences will be held between these administrators and you. These conferences will be documented on the Assistant Principal E2 form. A summary evaluation (Form A.1 – Assistant Principal) will be completed and recommendation of the result of the Significant Deficiency process will be made by the principal within 12 weeks of the initial conference.

3-9-15		3/9/15	
DATE	EVALUATOR	DATE	EMPLOYEE

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