



# PALO ALTO UNIFIED SCHOOL DISTRICT

25 Churchill Avenue Palo Alto, CA 94306

ELEMENTARY EDUCATION BARBARA L. HARRIS

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ASSISTANT SUPERINTENDENT

bharris@pausd.org

To: Tom Jacoubowsky, Principal Briones Elementary  
From: Barbara Harris, Assistant Superintendent PK-5  
Date: January 18, 2018

On January 12, 2018, I received notification that you failed to provide the necessary instructional leadership and to assume the responsibility to ensure that all Special Education students are provided their mandated instructional minutes, curriculum supports and appropriate opportunities for intervention.

This notification highlighted the failure and follow through to monitor and to ensure that all schedules were in place to provide that individual and collective learning goals and IEP targets were being met. It was disclosed that you had multiple meetings with district level Special Education employees and your school site psychologist to design appropriate level plans and supports to achieve this end.

Over the past few months you and I have had multiple discussions and meetings whereby you assured me that you had a plan in place. You stated that you had met with district level Special Education staff, your school psychologist and human resource staff to fill a vacancy left by an employee taking a leave. I was aware that you and [REDACTED], collaborated and coordinated to create appropriate schedules for each of the Special Education students who were being supported by your Ed Specialist. I was informed that you were provided with a copy of each of the special education schedules with the expectation of your full implementation,

What I have learned since that time is the following:

1. You did not follow through with ensuring that the minutes of compliance were being implemented with fidelity.
2. You did not ensure on a daily basis that the staff assigned to this role understood or received the schedules in question and it was shared that you did not execute the schedules per the communication that was discussed with [REDACTED].

Your actions have placed PAUSD in a non-compliance status by your lack of oversight of this Special Education concern at Briones:

1. Several teachers at Briones became overly concerned for their students and the lack of consistency in implementation of their IEP's. They began to document the dates and times of this non-compliance for their students who each have an IEP. They expressed serious concerns.
2. You failed to take the lead in oversight of this program at Briones as you have the ultimate responsibility to ensure that all plans are being fully implemented.

3. Staff have lost confidence and trust in your leadership to manage and to provide solutions to problems such as this that arise.

You are expected as the instructional leader to manage these types of site concerns and situations to full resolution.

You are expected to build confidence with your teachers and staff with daily or frequent check ins regarding the implementation of instructional minutes as determined by each student's IEP.

A copy of this letter will be placed in your personnel file in ten days from the date of this letter. Prior to that, you may prepare a written response, which will be attached to this document when placed in your file.

Sincerely,

*Barbara L. Harris*  
Barbara L. Harris  
Assistant Superintendent PK-5  
Palo alto Unified School District

1/18/18

*Tom Jacobson* 1/19/18

January 25, 2018

Dear Barbara,

This is in response to the letter I received from you in regards to being in-non compliance on Special Ed issues.

As site principal, I take full responsibility for IEP services not being fully followed. Our school, Juana Briones Elementary, has had difficulty fully staffing our learning center as our ed specialist was out frequently through the fall [REDACTED]

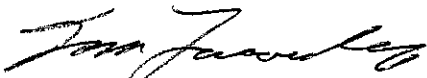
While our ed specialist was here in October, a revised schedule of students services and support was created by our special ed team, which was to be followed by the department. However, many days we were short staffed and while the person remaining did to the best of their ability to offer services and I assumed they were being followed, they were not fully implemented and we were not in compliance.

Since the non-compliance issue was brought to my attention on January 12, 2018, the following steps have been implemented.

1. I have hired a full time long term sub to fill the education specialist vacancy [REDACTED].
2. I went through SIRAS and checked each student's IEP and services that were required.
3. I went through the schedule and re worked the schedule to be in compliance for what is called for on student IEPs.
4. I have done daily checks in and walk thrus with all classes to make sure we were in compliance.
5. I have created a checklist sheet for each teacher with a student who has an IEP to make sure the IEP is being followed.
6. I have worked with our district special ed team and have done check ins on all special ed issues and to make sure we are in compliance with IEPs.

Throughout the rest of the 2017-2018 school year, I will be following up with all teachers to make sure we are in compliance of our students' IEP's.

Sincerely,



Tom Jacoubowsky