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Sent: Thursday, August 7, 2025 11:41 AM
To: Courtmail@txnd.uscourts.gov <Courtmail@txnd.uscourts.gov>
Subject: Activity in Case 3:23-cv-01596-K Bravo v. Dallas Independent School District Order

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U.S. District Court
Northern District of Texas

Notice of Electronic Filing

The following transaction was entered on 8/7/2025 at 11:41 AM CDT and filed on 8/7/2025

Case Name: Bravo v. Dallas Independent School District

Case Number: [3:23-cv-01596-K](#)

Filer:

WARNING: CASE CLOSED on 07/30/2025

Document Number: 81(No document attached)

Docket Text:

ELECTRONIC ORDER:

The Court is in receipt of Defendant's Notice of Non-Opposition to Filing with Redaction (the "Notice") (Doc. No. 80), filed in response to the Court's previous order (Doc. No. 79). With the exception of one redaction, Defendant is unopposed to unsealing Document 2, which is Defendant's document filed as Plaintiff's Exhibit 44 in his Appendix (Doc. Nos. 59 & 60) to the Response to Defendant's Motion for Summary Judgment. Defendant requests the name of a student be redacted from one sentence on one page of Document 2. Doc. No. 80 at 2-3. Defendant asserts that federal statute and regulation "prevents the release of a student's personally identifiable information contained in education records without written consent", and Document 2 is an education record. Doc. No. 80 at 2 (citing 20 U.S.C. § 1232g(b)(1) & 34 CFR Part 99). Further, this student is a minor and non-party to this suit.

The Court has carefully considered the Notice and is mindful of "the working presumption [] that judicial records should not be sealed". *Binh Hoa Le v. Exeter Fin. Corp.*, 990 F.3d 410, 419 (5th Cir. 2021). Having weighed the public's right of access to judicial proceedings against these statutory requirements and the need to protect a minor's personally identifiable information, the Court finds that the name of this student (found at App. 473, PageID 2451, last sentence of 3rd full paragraph) should be REDACTED and, accordingly, **GRANTS** Defendant's request to do so. See Doc. Nos. 55 & 56 (Plaintiff's motion to seal). Other than this one redaction, Defendant is not opposed to unsealing the remainder of Document 2 (Plaintiff's Exhibit 44) and, therefore, Plaintiff's motion to seal (Doc. Nos. 55 & 56) Document 2 in its entirety is **DENIED**.

Defendant SHALL file a redacted version of Document 2 (Plaintiff's Exhibit 44) in accordance with this Order **by August 12, 2025**. If possible, Defendant shall link this redacted filing to Plaintiff's Appendix filed at Doc. No. 60 (public version).

(Ordered by Judge Ed Kinkeade on 8/7/2025) (chmb)

3:23-cv-01596-K Notice has been electronically mailed to:

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3:23-cv-01596-K The CM/ECF system has NOT delivered notice electronically to the names listed below. The clerk's office will serve notice of court Orders and Judgments by mail as required by the federal rules. An attorney/pro se litigant is cautioned to carefully follow the federal rules (see FedRCivP 5) with regard to service of any document the attorney/pro se litigant has filed with the court. The clerk's office will not serve paper documents on behalf of an attorney/pro se litigant.

EXHIBIT 44

**PSO Investigative Report 1-18-23 re:
Discrimination Complaint Against Ward
(Filed Under Seal)**

STEPHANIE S. ELIZALDE ED.D.
SUPERINTENDENT OF SCHOOLS



INFORMATION

DATE: January 18, 2023
TO: Employee Relations
FROM: Samantha Johnson, Investigator
SUBJECT: ROI – Ward, Tameca 47491 (PSO 5405)

This memo informs you that the Professional Standards Office (PSO) closed case 5405. Based on information obtained during the investigation, the PSO issued an unsubstantiated DIA (LOCAL) finding.

BASIS FOR INVESTIGATION

On November 21, 2022, an anonymous reporter reported the following allegation against Ward to the District Hotline:

The accused, Ward, unfairly enforces dress code. Ward frequently stops White employees about minor infractions of their dress (she has approached White males who are wearing a button down with sweater vest but no tie, White males wearing sneakers, and White females wearing jeans with distress). However, Black employees can be observed on campus wearing tennis shoes, t-shirts, hoodies, no ties, ripped jeans, and other more apparent infractions of dress code. This is unfair and appears to be on the basis of race. This makes the complainant feel that they are being treated on the basis of racial discrimination.

On November 21, 2022, the anonymous reporter provided additional information to the District Hotline:

The administration has also denied several certified non-Black applicants for job openings and has filled the openings with Black employees who are not certified for the positions.

On November 28, 2022, the PSO assigned the allegations to EO Manager Thomasa Broadnax (Broadnax) for review.

On November 28, 2022, Broadnax provided the following assessment:

This case warrants a DIA investigation.

The EO Manager contacted the District's Staffing Department and requested the campus roster, specifically identifying employees by name, race, and gender.

On November 29, 2022, the PSO assigned the case to Investigator Samantha Johnson (Investigator Johnson).

On November 29, 2022, the PSO messaged the anonymous reporter for more information on the non-certified teachers. The reporter told the PSO that Nylisha Hughes (Hughes) does not have a teaching certification. On December 5, 2022, the PSO forwarded the allegation regarding Hughes to Executive Director Salem Hussain (Hussain).

On November 29, 2022, the District's Staffing Department provided the PSO with the staff roster for Raul Quintanilla Sr. Middle School (Quintanilla MS). The staff roster specifically identifies employees by name, race, and gender.

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Ward is the principal at Quintanilla MS. Ward has worked for Dallas ISD since 2002. Ward has been the principal at Quintanilla MS for three years. Ward does not have any prior PSO investigative history.

Please note that Investigator Johnson attempted to interview Teacher Thuan Do but was unsuccessful in reaching Do after numerous attempts.

Based on the staff roster provided by the District's Staffing Department, there are four races represented on the staff at Quintanilla MS: Asian, Hispanic, African American, and Caucasian. Investigator Johnson randomly selected three staff members from each race to participate in an interview.

APPLICABLE DISTRICT POLICIES

DIA (LOCAL) Policy States:

The District prohibits discrimination, including harassment, against any employee on the basis of race, color, religion, sex, gender, national origin, age, disability, sexual orientation, gender identity, gender expression, genetic information, or any other basis prohibited by law.

For the purposes of this policy, employee includes former employees, applicants for employment, and interns.

Discrimination against an employee is defined as conduct directed at an employee on the basis of race, color, religion, sex, gender, national origin, age, disability, sexual orientation, gender identity, gender stereotypes, gender expression, genetic information, or any other basis prohibited by law, that adversely affects the employee's employment.

For the purposes of this policy, misconduct includes discrimination, harassment, sexual harassment, and retaliation, even if the behavior does not rise to the level of unlawful conduct.

FACTUAL FINDINGS

Executive Director Salem Hussain, Unaware/Uninvolved

Investigator Johnson interviewed Hussain via phone on December 7, 2022. Hussain has worked at Dallas ISD for 20 years. Hussain has been an executive director and Ward's direct supervisor for three years.

Hussain stated he previously held Ward's position as principal at Quintanilla MS and has known Ward since she took the position. Hussain described Ward as having "a lot of instructional strengths." Hussain stated that Ward has a "team lens" when providing instructional feedback. Hussain said that when Ward is given feedback, she is reflective and makes appropriate adjustments. Hussain stated he does not have many concerns for Ward.

Hussain commented, "Culture-wise, we have been working on that [with Ward]." The PSO asked Hussain to explain what he meant by that. Hussain responded, "I feel sometimes she may not be the best at communication." Hussain stated that as the principal, Ward needs to be able to over-communicate and provide specific and detailed direction to staff. Hussain said that when there are issues, he and Ward discuss how things were communicated. Hussain noted that he does not think Ward is bad at communication, but she can be "short." Hussain said that the campus is growing, and Ward needs to "slow down and direct." Hussain stated that his concern regarding Ward's communication with staff is not "abnormal" for many principals, and Ward takes his feedback well. Hussain said any concerns he has for Ward are the same as he would for "any normal principal."

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Hussain said Ward always holds staff members accountable and to a higher standard, which can be difficult for some staff members to understand. Hussain stated he believes there is a "struggle" at Quintanilla MS with effective teachers receiving feedback from Ward. Hussain noted that Quintanilla MS is a thriving campus, and the staff members are used to "a lot of autonomy," so they often give pushback on Ward's standards. Hussain stated that Ward pushes teachers to be "more mindful of content." Hussain noted that he does not think any staff members on campus are currently on a growth plan, so he does not believe there are significant issues this school year.

Hussain stated that Ward has no prior discipline. Hussain noted that in Ward's first year, he had some discussions with her about clocking in on time but nothing "bad." Hussain stated he gave Ward constructive criticism or had conversations about things, but he has never had concerns about any policy violations. Hussain noted that Ward is "by the book" and follows policy. Hussain said Ward takes all of his feedback and direction well and implements any changes they discuss.

The PSO asked Hussain if he had received any reports from other staff members concerning Ward. Hussain responded, "I have seen a few hotline reports come in, but that is the extent of it, and we cleared stuff up." Hussain stated there was a recent report about a teacher that did not have a proper teaching certification. Hussain said he looked into the report and addressed it appropriately. Hussain noted that reports received regarding Ward are "anonymous," and he did not think the allegations had any merit.

Hussain stated another report came in about an email Ward sent out to the campus regarding a "new accountability system." Hussain said the email Ward sent "seemed fine," and Ward did not do anything "ill-heartedly." Hussain said Ward's email stemmed from a climate survey, and the report alleged that she was forcing or incentivizing staff members to give positive feedback on the survey. Hussain said the incentive was offered to everyone, and he does not think Ward was doing anything "ill-heartedly." Hussain stated that they no longer collect incentives for completing the climate survey. Hussain said he believes he received a third report about Ward but could not remember what the report was about except that it was "so frivolous."

Hussain stated he has no concerns regarding Ward discriminating against any employees. Hussain also had no concern for Ward showing more favor towards certain employees. Hussain noted that Ward is ethical and has worked for Dallas ISD for a long time, so he does not see her displaying any discrimination. Hussain said he is not on campus daily, so he does not know or see everything happening. Hussain stated that from talking to Ward and other staff members, he had not seen anything that would make him concerned about discrimination.

Hussain stated that from his perspective, Ward treats all employees fairly. Hussain said that when he has conversations or feedback conferences with Ward, she is very "instructional-focused." Hussain stated that Ward treats all employees equally despite their race or ethnicity. Hussain noted that he could "see where things could be misconstrued" about Ward favoring a particular race. Hussain stated that Ward has a "Black Lives Matters" sign in her office, and he is aware that can be controversial for some people. Hussain said he does not see the sign as racist and thinks it is okay for Ward to have it in her office. Hussain said he has never seen Ward treat any employees differently or unfairly. Hussain said he has never had a conversation with Ward about staff members that he felt she was bringing up race.

Hussain stated he does not know how Ward specifically handles employee dress code violations. Hussain noted that Ward has implemented a new policy for males and that they must wear ties and coats. Hussain said he believes teachers are given a warning when they violate the dress code, but he has never seen any violations during his visits to the campus. Hussain said campus administration has never talked with him about dress code concerns, and no situations regarding dress code have gotten back to him.

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The PSO asked Hussain if he had anything else he wanted to add. Hussain stated that he had received many anonymous reports from the PSO that had gone to the hotline. Hussain said Ward had not had any reports against her for the past three years, so he finds it “weird” that so many anonymous reports are coming this school year. Hussain said, “Maybe people are angry that [Ward] has held people accountable.” Hussain noted that the report regarding a teacher’s certification is odd, and it is “a lot of work” for a staff member to look into that.

Hussain stated that he discussed the previous reports with Ward, and she was not defensive. Hussain said Ward is understanding of any directions he gives her. Hussain said Ward told him that she is holding the social studies department “more accountable,” and they have not been happy with her. Hussain said the standards Ward has are fair, and the things she has addressed with the social studies department are appropriate. Hussain noted that social studies are a successful department, so the teachers think they are above instruction. Hussain stated that campus administration has been working on getting all the staff members to understand that despite their success, there is always room for growth.

Assistant Principal Roger Ceballos, Unaware/Uninvolved

Investigator Johnson interviewed Assistant Principal Roger Ceballos (Ceballos) over the phone on December 9, 2022. Ceballos has worked for Dallas ISD since 2013. Ceballos is the 7th-grade assistant principal at Quintanilla MS, where he has worked for two years. The PSO identified Ceballos for an interview because he is an assistant principal.

Ceballos stated that if a staff member violates the dress code, an administrator discusses it with them and refers them to the Employee Handbook. Ceballos noted that the campus implemented “professional dress” for males who must wear ties or jackets this year. Ceballos said that, for the most part, teachers follow the dress code. Ceballos has only had to remind one teacher about wearing a jacket. Ceballos stated that campus administration might have to remind teachers of the policy, but there are no issues with chronic dress code violations. Ceballos said rules, including dress code policies, are enforced equally among all staff. Ceballos noted that an employee can break the dress code and not be seen by campus administration. Ceballos stated that all administrators address dress code violations the same way.

Ceballos has known Ward since he arrived at Quintanilla MS. Ceballos described Ward as having “very clear expectations.” Ceballos stated that Ward is “very student-driven” and promotes a positive campus culture for the students. Ceballos also described Ward as “fair and consistent” with “high expectations of campus staff.” Ceballos stated he has no concerns regarding Ward.

Ceballos stated he had not heard any concerns about Ward reported by other staff members. Ceballos said he hears some staff complaints related to district policy or “Campus Improvement Plans.” For example, staff not wanting to complete the required training.

Ceballos stated that Ward treats staff members on campus professionally. Ceballos said Ward has consistent standards and conversations with all employees. Ceballos noted that he has not seen many teachers get “in trouble” with Ward.

Ceballos stated he has no concerns about Ward displaying discriminatory behaviors towards certain employees. Ceballos noted that most of the things Ward does are “student-driven.” Ceballos said that campus administration looks at the campus data to make decisions. For example, if the science department data shows they are struggling, then Ward and campus administration address that with them. Ceballos stated, “In my eyes, [Ward] has a good relationship with everyone on campus.” Ceballos noted that he

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thinks some staff members “miss the old campus administration” from before Ward arrived. Ceballos stated that some teachers have had to adjust to different leadership, but Ward treats everyone equally.

The PSO asked Ceballos if Ward showed favor towards any certain employees. Ceballos responded, “[Ward] is over the English and Language Arts (ELAR) Department. ELAR is her baby, so she laughs and jokes with them a lot.” Ceballos noted that since Ward is in charge of ELAR, she may have more conversations with those staff members than others. However, Ward treats all employees the same.

Ceballos stated that Ward is “very fair” and treats all employees equally despite their race or ethnicity. Ceballos said that if any employee receives any disciplinary action, it is based on a violation of policy, not on race.

The PSO asked Ceballos if he had anything else he wanted to add. Ceballos stated that campus administration at Quintanilla MS treats all employees and students according to District policy. Ceballos said that Quintanilla MS celebrates all students and staff and does not exclude anyone. Ceballos noted that each administrator is in charge of a different department, so they may spend more time with that department than the others. Ceballos said that this does not mean that administrators exclude or favor anyone.

Assistant Principal Gregory Willis, Unaware/Uninvolved

Investigator Johnson interviewed Assistant Principal Gregory Willis (Willis) over the phone on December 12, 2022. Willis has worked in Dallas ISD since 2015. This is Willis’ second year at Quintanilla MS, where he is the 8th-grade assistant principal. The PSO identified Willis for an interview because he is an assistant principal at Quintanilla MS.

Willis stated that if an employee violates the dress code, campus administration has a verbal one-on-one conversation to remind them of the dress code. Willis noted that after multiple discussions, the violation could result in a write-up. Willis said that he does not know of any employees repeatedly violating the dress code, resulting in anything more than a verbal conversation. Willis stated that the campus has “good professionals” who follow the guidelines. Willis said an employee could violate the dress code and not be seen by campus administration. However, that is unlikely. Willis said if an employee shows up to school out of dress code, they will remain on campus even after a discussion with campus administration. Willis said they would not send a staff member home to change clothes.

Willis stated that policies are equally enforced across all employees. Willis said discipline for breaking any policy is the same for all employees. Willis said campus administration regularly communicates expectations for staff members.

Willis said he had known Ward for two years. Willis described Ward as “straightforward” about student and campus goals. Willis said Ward is focused on student achievement. Willis said that Ward is “very fair” and has the same standards for all campus staff. Willis stated that Ward emphasizes “over communication” and consistently tells campus administration they cannot communicate too much. Willis noted that even he gets “frustrated” with Ward “stressing over communication.” However, Willis said that over-communication is not a bad thing.

Willis stated he has no concerns for Ward. Willis said he had not heard any concerns for Ward reported by other staff members. Ward said, “We are more concerned about not having enough time in the day for student achievement and ensuring students retain information.”

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Willis stated that Ward treats all staff members equally. Willis again said that Ward “over communicates” and is straightforward, so if there is an issue with an employee, it is not because they did not know expectations. Willis stated that Ward has a “margin for grace” towards employees when there are issues. Willis said that when the campus implements changes, Ward gives appropriate communication and adjustment time. Willis said Ward is “always professional” when she needs to address repeated issues with staff members.

Willis said he has no concerns regarding Ward showing any discrimination or favor towards certain employees. Willis said that Ward has the same expectations for all staff members, and she ensures everyone is “on the same level.”

Willis stated there was nothing he wanted to add or thought the PSO should know about.

Teacher Sizhi Han, Unaware/Uninvolved

Investigator Johnson interviewed Sizhi Han (Han) over the phone on December 8, 2022. Han has worked for Dallas ISD for four years. This is Han’s second year at Quintanilla MS as a 7th-grade math teacher. The PSO randomly selected Han, an Asian employee, for an interview from Quintanilla MS’s campus roster.

Han stated she has no concerns about discrimination towards employees on campus. Han said she believes all employees are treated fairly by campus administration.

Han stated that at Quintanilla MS, male teachers must wear ties or jackets, and female teachers must dress professionally. Han said that if an employee violates the dress code, Ward reminds all staff of the dress code through email or during the staff development days. Han stated she does not know if employees have received more severe discipline for dress code violations. Han said an employee can violate the dress code without getting caught by an administrator.

Han stated that the dress code is equally enforced among all the staff on campus. Han noted that if she sees an employee wearing jeans or other casual clothes, she assumes they have a “pass.” Han said staff members could pay \$25 for “Sunshine Dues” to wear jeans on Thursdays and Fridays. Han stated that for the month of December, staff members can fill out a survey for a “jeans pass.” Han said these opportunities are offered to all staff members.

Han stated she has known Ward since she started at Quintanilla MS. Han described Ward as “nice” and “fair to all staff.” Han said Ward gives good feedback on what she observes in class. Han stated that Ward does not “pick on” or “point out” any staff members she does not like. Han said if Ward gives corrections, it is not based on whom Ward likes or dislikes.

Han stated that Ward would give comments or directives during the staff development days based on what she observes while in the teacher’s classes. Han noted that Ward has a “set standard” for all students and staff. Han said Ward enforces all rules and policies equally. Han stated that if Ward gives any constructive criticism or directives, it is for the benefit of the whole campus. Han said Ward “keeps everyone in line for us to be a team.” Han noted that since it is the end of the semester and Christmas Break is approaching, students and teachers can get tired. Han said Ward still enforces the same standards she has all year.

Han stated she does not think Ward treats any employees better than others. Han said, “I know she treats me good and does not pick on me.” Han noted that Ward has “picked on” some of the reading staff members more because Ward has more “expertise” on that subject. Han stated that Ward formerly taught reading, so she gave more critiques to the reading staff. Han noted that she does not communicate with Ward as

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much as she speaks with the assistant principals, who are her evaluators. Han stated she had not had as much interaction with Ward as other teachers, like the reading teachers, have.

Han stated that she heard from a reading teacher, Dorothy (Lisa) Taylor (Taylor), that Ward treats certain races differently than others. Taylor told Han that Ward treats African American teachers better than Caucasian teachers. Han stated that she does not believe what Taylor said is true based on what she has seen. Han said that last school year, an African American reading teacher complained about Ward not treating her fairly and said that Ward did not like her. Han did not provide the name of this teacher but stated that the teacher ended up quitting. Han stated that Taylor has similar complaints as the African American teacher, so she disagrees that Ward mistreats anyone based on race. Han noted that there could be more happening that she is unaware of, but based on her observations, she does not think Ward is "racist."

The PSO asked Han if there was anything else she wanted to add. Han stated that she believes Ward is "fair and a good leader at our campus." Han said she does not think Ward is discriminatory in any way.

Teacher Jeffery Wang, Unaware/Uninvolved

Investigator Johnson interviewed Jeffery Wang (Wang) over the phone on December 20, 2022. Wang stated that this is his fourth year working for Dallas ISD as a social studies teacher at Quintanilla MS. The PSO randomly selected Wang, an Asian employee, for an interview from Quintanilla MS's campus roster.

Wang stated that "in general," all employees on campus are treated fairly. Wang said that he believes there is "a lot of favoritism" by campus administration. Wang stated he believes that some of the favoritism is based on race. Wang said that certain teachers and staff have "better communication and more fair treatment" than other teachers. Wang said he thinks this is "partly based on race." Wang noted that most of the campus administrators are African American, so the administration favors more African American staff members. Wang stated that there are also African American staff members who are not favored by the administration and are "looked at more critically." Wang explained that campus administration does not show favoritism to all African American employees, but they are more likely to be favored than other races on campus.

Wang stated he feels that how you are treated as an employee at Quintanilla MS is based on your connections or "whom you know." Wang noted that some employees are friends with campus administration outside of school and are treated better than others. Wang said he heard some staff members on campus were hired because they knew someone on the administration team. Wang stated that campus administration "takes care of" those staff members more than others. The PSO asked Wang to name these staff members and those who have friendships with the administration outside of work. Wang stated that he does not feel comfortable providing these names to the PSO.

The PSO asked Wang to provide examples of the favoritism he was describing. Wang stated that when staff members have due dates for specific tasks, some teachers get "leeway" to complete tasks late. Wang noted that other teachers get in immediate trouble or receive criticism from the administration for completing tasks late. Wang said that he does not believe materials and resources are equally distributed to all staff members. Wang said that the "favorite" math teachers get to pick their calculators first, while other teachers may not get any calculators they need for their class. Wang noted that the disparity of resources sometimes causes the "favorite" teachers to have more successful courses than others.

Wang stated that some teachers and administrators are "very cliquish." Wang noted that he has observed some teachers have "more positive" interactions with administrators. Wang said that it is obvious when an administrator sees one of the "favorite" teachers they stop to talk to them and build a relationship with that

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teacher. Wang stated that campus administration does not make as much effort to build relationships with other teachers who are not favored. Wang stated that this could be “discouraging” and causes a divide because it can make some teachers think that the administration does not want to build a relationship with them.

Wang stated he has a co-worker that submitted time off requests months in advance, but Ward declined most of them. Wang stated he did not feel comfortable providing the name of this co-worker. Wang said that Ward did not explain why she declined this employee’s time off. Wang said that his co-worker guessed Ward declined the days because most of them were on a Monday or Friday. Wang noted that he thought that it was OK for teachers to ask for personal time off. Wang said that other employees take time off “almost once a week,” so he does not think it is fair for some people to get approved PTO while others do not.

Wang stated that the campus administration is more likely to favor African American employees over other employees. Wang stated that he believes the administration “wants more African American staff to be hired in the District.” Wang stated that at Quintanilla MS, 90% of their student population is Hispanic. Wang stated that there are more African American teachers than Hispanic teachers, and to him, the campus administration is clearly favoring African American employees. Wang said, “When there is this obvious favoritism, it changes the campus culture because it is obvious [campus administration] is looking out for their own race.”

Wang stated that as a minority himself, he is not against more African Americans being hired for Dallas ISD over other races. Wang noted that before he came to Dallas ISD, he worked at a campus that had predominately African American employees. Wang stated he did not have a problem with this at his previous campus because the student population was majority African American, so the staff accurately reflected the students. Wang said that at Quintanilla MS, he believes that campus administration is hiring teachers based on “their own agenda” rather than trying to reflect the student population.

Wang stated that none of the campus administrators have ever said they wanted more African American employees on campus or in Dallas ISD. However, Ward continuously talks to the staff about “equity and equal representation.” Wang described that Ward discusses how she “lives and dies by equity.” Wang stated that because Ward always discusses equity but does not take actions for equity on campus, like hiring more Hispanic teachers, he believes that Ward is primarily talking about equity for African American students and staff. Wang said he does not think Ward “practices what she preaches” about equity on campus.

Wang stated that he believes African American students are more favored than other students. Wang stated that there are many African American students that the campus administration will “keep up with” or talk to more frequently than others. Wang stated that students of other races do not get the same attention as African American students, which he does not think is fair. Wang noted that he has not heard any students talk about this. However, he heard from another teacher that their students were “asking questions” about unequal treatment by the administration. Wang stated he did not feel comfortable sharing the name of the teacher who told him this.

Wang stated that he believes the male dress code policy is unfair. Wang explained that males are required to wear a jacket or a tie. Wang said he looked through the dress code contract for Dallas ISD employees, and it does not say males must wear a jacket or tie. Wang said he does not think it is fair that males are “forced” to buy and wear more professional clothes when females do not. Wang said he does not know why this new dress code has been enforced this year. Wang noted that last school year, he only remembers female employees violating the dress code, so he does not know why the policy is stricter for males this

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year. Wang said he has seen females wear T-shirts with photos or saying on them with khaki pants, and he does not know why that is allowed for females but not males.

Wang stated he had to spend "a lot of money" on jackets because he did not have any. Wang said that since he is a teacher, he does not have many professional clothes. Wang stated that he discussed his concerns with Ward because he had a baby coming and could not afford to buy new clothes to fit the new dress code policy. Ward told Wang he could wear a tie instead of a jacket. Wang noted he has gained weight, so his jackets did not fit him, and he "did not feel comfortable wearing a tie." Wang stated he did not feel like Ward was "hearing him out" about his concerns.

Wang stated he sees several teachers who are "favored" get to wear Nike Jordans with their suits. Wang said he does not believe that is professional. Wang stated he thinks campus administration is "more lenient" with certain teachers regarding the dress code. Wang noted that since Thanksgiving break, teachers had been allowed to wear jeans, so campus administration has been "more lenient with all teachers" regarding the dress code. Wang stated that before Thanksgiving Break, some male teachers were dressed professionally but still got in trouble for the dress code. For example, a male teacher wore a sweater vest over his tie, and the administration told him the vest was not professional. Wang stated that he does not know why a sweater vest is considered unprofessional, but Nike Jordans are not. Wang noted that it is possible for an employee to break the dress code and not get caught by campus administration.

Wang stated he does not think student success is based on the appearance of the staff. Wang said he understands that the staff needs to be professional and "put together"; however, the new rules are "over the top." Wang stated that students' grades are not dependent on whether he wears a tie or jacket.

Wang stated he has known Ward since she arrived at Quintanilla MS. Wang described Ward as having "good qualities as a leader." Wang said he believes Ward has a lot she can work on, including communication. Wang stated that Ward's communication worsens each year, and he feels like there is no proper communication from her. Wang said that Ward has "a lot of last-minute demands" for staff members. Wang said, "A lot of the things Ward demands, she never checks to see if it is done." Wang noted that he has seen Ward come to school "tardy" multiple times. Wang said that he frequently sees Ward arrive after most of the staff.

Wang stated that some teachers cannot "express themselves" in front of Ward because she is "very strict." Wang said that if a staff member disagrees with Ward or has a different opinion than her, she makes them feel like they are "completely wrong" and "changes her demeanor" towards the employee after the disagreement. Wang said that if anyone tries to "dispute" Ward, she is not friendly to them. Wang said, "It feels like [Ward] wants to win all disputes and arguments, even if what she says makes no sense." Wang stated that teachers are "very discouraged" from talking to Ward. Wang explained that if an employee brings up a concern they have with Ward and Ward disagrees with them, then she is "not nice" and "will no longer like that employee." Wang said that Ward makes it clear that "it is her way or the highway." Wang stated, "[Ward's] professionalism just is not there."

Wang stated that many teachers and staff had left Quintanilla MS because Ward was not personable. Wang said he does not feel comfortable sharing the names of these former staff members with the PSO, but it is "a long list of people."

Wang stated that Ward does some things to improve the campus culture and will sometimes "reward" staff. Wang said, "If [Ward] really wanted to improve campus culture, then she should get to know the teachers and staff that made [Quintanilla MS] an A-rated campus." Wang noted that under the previous principal,

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Quintanilla MS became a “very successful campus.” Wang said that Ward had changed many things that made the campus successful, so he feels like the campus is going backward. Wang said, “This campus was very different four years ago. We had an open and creative mindset where the administration listened to our concerns and respected our thoughts.”

Wang noted that teachers had more leadership and growth opportunities before Ward arrived. Wang explained that the previous principal of Quintanilla MS gave teachers more leadership positions and created committees to oversee specific areas on campus. Wang said they now get fewer leadership opportunities because of Ward’s “micromanagement.” Wang said the current committees are “pointless” because Ward does not listen to their concerns. Wang said teachers are constantly told they are wrong when they have an opinion or idea against Ward. Wang said, “[Ward] gives a lot of criticism with little encouragement or motivation. She can be very mean and rude or harsh, and it is not increasing morale.” Wang stated that he believes Ward’s attitude and micromanagement are “taking them back as a campus.”

Wang stated he does not think he can say that Ward treats certain employees better than others. However, Wang believes that Ward talks to African American employees with a “certain language” that has more respect for them. Wang explained that Ward is more “easygoing and comfortable” when talking to most African American employees, but with others, she is “short, very stern, and strict.” Wang said Ward is more likely to try to “get to know” African American employees than other employees.

Wang said that despite the concerns he has discussed, overall, he likes Ward. Wang said he believes there are many things Ward can work on. Wang stated that Ward “has a voice and ensures students are held accountable.” Wang said Ward motivates the students to do well and has great communication with students.

Wang noted that he has had one-on-one interactions with Ward and feels she can be personable when she wants. Wang said he has left some conversations with Ward and thought, “she is actually pretty cool and hard-working.” Wang said, “I feel like she is easy to talk to as a person, but she is completely different as a principal. It’s like she is two different people.” Wang said he does not know why Ward “picks and chooses” who she is comfortable with. Wang said, “[Ward] is a strong principal; if she got to know the staff more, she would be better.”

Wang stated he had nothing else he wanted to add or thought the PSO should know about.

Teacher De’Shearer Gilbert, Unaware/Uninvolved

Investigator Johnson interviewed De’Shearer Gilbert (Gilbert) over the phone on December 9, 2022. Gilbert has worked for Dallas ISD at Quintanilla MS for two years. Gilbert is an electives teacher at Quintanilla MS. The PSO randomly selected Gilbert, an African-American employee, for an interview from Quintanilla MS’s campus roster.

Gilbert stated that she had not witnessed any discrimination towards employees on campus. Therefore, she has no concerns regarding discrimination.

Gilbert stated she only sometimes feels like all employees are treated fairly by the administration. Gilbert explained that campus administration “calls on certain teachers to be stretched thin.” Gilbert noted that she is aware the District has a teacher shortage. However, Gilbert thinks that only certain teachers are asked to take on more responsibilities than others. For example, some teachers, like Gilbert, are pulled by campus administration to substitute during their planning periods. Gilbert stated that elective teachers are more

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likely to have extra responsibilities than core content teachers. Gilbert noted that this leads to frustration because elective teachers get in trouble if they do not complete their regular tasks even though they are given more duties.

Gilbert stated that campus administration would regularly send students to her classroom without telling her. Gilbert said she would have a list of tasks she plans to complete during her planning period. However, a large group of students will enter her class for her to watch them. Gilbert said she often does not know she is responsible for another course until the students show up because campus administration does not communicate this to her. Gilbert stated, "the communication is horrible at this campus."

Gilbert stated she has not seen how employee dress code violations are addressed by campus administration. Gilbert noted that Ward implemented a new dress code for staff Mondays through Wednesdays. Women must be professionally dressed in dresses or slacks, and men must wear a blazer or tie. Gilbert noted that business casual dress is not allowed. Gilbert said that she knows a male teacher is often addressed by campus administration for being out of the dress code even though he is professionally dressed. Gilbert did not provide the name of the male teacher but noted that he is African American.

Gilbert stated that she does not believe the dress code policy is enforced equally among staff. Gilbert said, "I find that campus administration can be picky with whom they talk to about dress code and whom they let it slide." Gilbert stated she has heard that campus administration discusses the dress code with some teachers she believes are following the dress code. However, some teachers are not in the dress code, and campus administration does not address it. Gilbert noted that she has wondered why the dress code is not enforced equally. Gilbert stated she is aware of the United Way days that allow employees to wear jeans for one day. However, some employees wear jeans all week. Gilbert said, "some employees get away with breaking the dress code while others are chastised about it." Gilbert said that it could be possible for an employee to break the dress code and not get caught by campus administration.

Gilbert noted that she is in the elective hallway, so she does not see everything that happens on campus. Gilbert stated that she believes the campus morale is low because there is a division between the core content staff and everyone else.

Gilbert stated she has known Ward for as long as she has been at Quintanilla MS. Gilbert described Ward as "interesting." Gilbert said, "[Ward] is not mean, but she is not nice either." Gilbert stated that her interactions with Ward are "cordial" and typical interactions between a supervisor and an employee. Gilbert said she thinks that Ward understands certain things, but other times Ward's attitude is "fear me as I rule." Gilbert stated that Ward is a "no questions asked" type rather than wanting to talk things out with staff. Gilbert said she is not concerned about Ward as a principal but disagrees with some campus policies.

Gilbert stated that Ward "picks and chooses" how she addresses staff. Gilbert explained that Ward is friendly with some employees, but she "rubs others the wrong way." Gilbert said she does not personally have an issue with Ward. However, she has overheard Ward talking to other teachers or staff, and it is clear to Gilbert that Ward is nicer to some than others. Gilbert stated she is unsure if Ward has favorite employees. Gilbert said, "Electives are like the stepchild on campus, so we don't see [Ward] very much."

Gilbert stated that Ward treats employees fairly sometimes but not always. Gilbert said she "does not want to say" that Ward treats employees of certain races differently than others. However, Gilbert has seen Ward interact with African American employees more than other races. Gilbert stated she is not sure if Ward is trying to treat African American employees differently, but she is usually friendlier with them than others.

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The PSO asked Gilbert if there was anything she wanted to add. Gilbert stated that she was recently “bothered” by a campus survey that addressed campus culture. Gilbert said staff members were “incentivized” to fill out the survey by not having to stay for the staff development day. Gilbert noted that she is still “new” to the District and was unaware that the administration was not allowed to discuss the survey with them until recently. Gilbert stated that she does not think the culture on campus is good because of the lack of support and communication. Gilbert said, “The morale here is very low, and I do not feel supported.” Gilbert said that she does not think Ward is “bad” but that it is “interesting” how she runs the campus. Gilbert stated that she often feels “in the dark” and does not know about things happening. Gilbert noted that the low morale might be across all of Dallas ISD due to the teacher shortage.

Teacher Timothy Minor, Unaware/Uninvolved

Investigator Johnson interviewed Timothy Minor (Minor) over the phone on December 9, 2022. Minor has worked for Dallas ISD at Quintanilla MS for three years. Minor is an 8th-grade English teacher. The PSO randomly selected Minor, an African American employee, for an interview from Quintanilla’s campus roster.

Minor stated he has no concerns regarding discrimination towards employees on campus. Minor said he believes all employees are treated fairly.

Minor stated that he does not know how employee dress code violations are handled because he follows the dress code. Minor said he does not think he has seen anyone else violate the dress code. Minor noted that all the campus staff had a meeting at the beginning of this school year about standards. As a result of the meeting, the campus decided to “step it up” and implement a professional dress code for all staff.

Minor said he has known Ward since he arrived at Quintanilla MS. Minor described Ward as “having the best interests of the students at heart.” Minor said that Ward prioritizes the professional development of the staff. Minor noted that because Ward has high expectations for staff members, she gets “a lot of pushback.” Minor stated that he believes that the push pack is “unwarranted” because it is “clear that [Ward] cares about her staff so much.” Minor noted that the more tenured teachers have problems with Ward because “they believe they do not have room to grow.”

Minor stated he has no concerns for Ward. Minor said he had heard complaints from teachers that have been at Quintanilla MS for a long time because they find it “insulting” when Ward tries to help them. Minor said he does not think teachers have concerns about Ward as a person, but they do not understand that they need to grow as teachers, and it is okay for Ward to push them. Minor said that, like many companies say, “we are family,” Ward uses the expression “we are one.” Minor said Ward emphasizes that the campus should help each other and build each other up.

Minor stated that Ward treats all employees fairly and has no employees she treats better than others. Minor said Ward treats all employees the same despite their race or ethnicity. Minor noted that rules and policies for employees are enforced equally among all staff.

Minor stated he had nothing else to add or that he thought the PSO should know about.

Re-Set Coordinator Anthony Durham, Unaware/Uninvolved

Investigator Johnson interviewed Anthony Durham (Durham) over the phone on December 14, 2022. Durham has worked for Dallas ISD for nine years. Durham is the reset coordinator at Quintanilla MS, where he has worked for eight years. The PSO randomly selected Durham, an African American employee, for an interview from Quintanilla MS’s campus roster.

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Durham stated he has no concerns regarding any discrimination towards any employees at Quintanilla MS. Durham noted that all employees are treated fairly from his point of view. Durham said he is the reset coordinator on the campus administration team. Durham stated he has not heard any complaints of discrimination or had to address concerns himself, so he thinks all employees are treated equally. Durham said all rules and policies are equally enforced among the campus staff.

Durham stated that when an employee violates the dress code, one of the campus administrators has a conversation with the employee. Durham said if there is a repeated dress code issue, the employee may get a Letter of Reprimand. However, Durham has not seen any dress code issues get to this level of discipline. Durham stated it is possible for an employee to break the dress code and not get caught by campus administration, but it is not likely. Durham said the campus administrators do a good job completing teacher check-ins, so it is unlikely that a staff member would go a whole day without being seen by an administrator.

Durham has known Ward for three years. Durham described Ward as "very supportive and direct." Durham stated that Ward is an "instructional leader" and has pushed him in a positive direction. The PSO asked Durham if he had any concerns about Ward. Durham responded, "Her directness can be uncomfortable for some." Durham noted that he would not call this a concern because Ward can see things in himself and other staff members that they do not see in themselves. Durham stated that Ward pushes staff to be better based on their goals. Durham said he is better in his position than he was a year ago because of Ward's leadership.

Durham stated he had not heard any concerns from other staff members about Ward. Durham noted that he "tried to stay out of issues." Durham said that if a teacher or other staff member comes to him to vent about anyone, including Ward, he directs them to talk with that person.

Durham stated that he believes Ward treats all staff members the same, whether they are teachers or administrators. Durham said Ward puts the students first and is direct on what she wants from staff. Durham noted that if an employee is not "taking care of business" or "ties to go under the radar," Ward will address it. Durham stated that Ward treats all employees fairly, despite their race or ethnicity.

Durham stated there was nothing else he thought the PSO should know about. Durham noted that he answered the PSO's questions from his experience, which may differ from others.

Teacher Matthew Ybarra, Unaware/Uninvolved

Investigator Johnson interviewed Matthew Ybarra (Ybarra) over the phone on December 12, 2022. Ybarra has worked for Dallas ISD for ten years at Quintanilla MS as a science teacher. The PSO randomly selected Ybarra, a Hispanic employee, for an interview from Quintanilla's campus roster.

Ybarra stated he does not have concerns about discrimination on campus, but he does have concerns about favoritism. Ybarra said that campus administration favors African American employees more than other employees. Ybarra explained that there are also some African American employees whom the administration does not favor. Ybarra said it is a "weird thing" because the administration's favoritism is based on race, but not all African American employees are favored.

The PSO asked Ybarra to give some examples of this favoritism. Ybarra said he feels the bias is more apparent regarding teachers following specific policies or procedures. Ybarra explained that all teachers have an assigned "duty," like dismissal or lunch duty. Ybarra stated that if a teacher is late to their duty,

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they receive a "verbal reprimand." Ybarra said that sometimes the "favored employees" do not go to their assigned duty at all, but they do not get any reprimand. Ybarra stated that there are other examples, but they are things that are "not obvious" or are "picked up on over time."

Ybarra stated that he sees favoritism more in the ELAR department. Ybarra said that the ELAR teacher Taylor has told him multiple concerns about disrespect. Ybarra stated that he has witnessed administrators "talk down" to Taylor or interrupt her and reprimand her in front of other students. Ybarra said he saw this happen to other teachers, but they no longer work at Quintanilla MS. Ybarra stated that he believes the PSO should talk to Taylor for more details about her experience with administration.

Ybarra stated he does not believe all employees are treated fairly by campus administration. Ybarra said, "I hate to chalk it up to human nature, but we are all humans, and there are people we like and people we don't." Ybarra stated that many staff members recognize the favoritism that occurs, and he believes that students recognize it, too. For example, last year, specific staff members would get reprimanded over the intercom for all students and staff to hear, and students would talk about it. Ybarra said campus administration has a "lack of respect for certain people."

Ybarra stated he thinks African American students are also favored over other students. Ybarra said he has heard students say that the principals "know black kids' names but not my name." Ybarra said he could not remember which student said this. Ybarra stated that a Hispanic student might get in trouble and go to DAEP, but an African American student will get a "slap on the wrist" for doing the same thing. Ybarra said an African American student threatened to "shoot up the school this year." Ybarra said shooting threats should be taken seriously, and this student was "very vocal" about his threats to "shoot up the school." Ybarra said this student was only sent to Re-Set rather than DAEP. Ybarra said he could not remember this student's name but is in 8th grade. Ybarra said he thinks the student's name is [REDACTED] but he is unsure.

Ybarra stated that there is not an "equal distribution of punishment" for employees, and some teachers may get in trouble for things that others do not get in trouble for. Ybarra explained that Ward wanted to change the employee dress code policy this school year. Ybarra said that the change was announced quickly, and he did not have a tie to wear. Ybarra said he was told in front of his students that he was out of the dress code when he did not know that the new dress code policy had started. Ybarra said another teacher was standing next to him at the time and did not have a tie or jacket. Ybarra did not provide the name of this teacher, but he was African American. Ybarra said the administrator only corrected him, but not the African American teacher.

Ybarra said that employees receive a verbal correction if they violate the dress code. Ybarra noted that he tries to comply with the dress code because he "does not like to make waves." Ybarra said if an administrator sees an employee out of the dress code, they will address it immediately or get the employee's evaluator to address it. Ybarra said it is possible for an employee to break the dress code and not get caught by an administrator.

Ybarra stated he had known Ward for three years. Ybarra described Ward as "very tough, very intelligent, and she knows what she wants to be done." Ybarra said that many of Ward's goals for the campus are "incredible," but she does not provide the proper communication for those goals. Ybarra said that if changes or directives "come down" from Ward, they are last minute and "build tension" due to the quick implementation. Ybarra stated that he is concerned about Ward's lack of communication.

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Ybarra said he does not think Ward treats employees fairly but does not think it is based on race. Ybarra said, "If [Ward] perceives you to be disloyal, then you are treated poorly." Ybarra said Ward has taken away leadership positions from staff members she did not like. Ybarra said these employees are no longer on campus. Ybarra stated he had heard concerns that Ward is discriminatory from Taylor, Heather Gray (Gray), and Isabel Alvarez (Alvarez). Ybarra again said the PSO should talk to Taylor about what she has experienced with Ward.

Ybarra said Ward had "no respect" for staff when she first arrived at Quintanilla MS, but he thinks that is improving. Ybarra said Ward would say things like, "students told me all y'all do is..." or "I heard this is why there is a problem..." Ybarra stated that Ward's actions and comments to employees made him think Ward had a "low opinion" of the campus staff. Ybarra said that Ward has said multiple times that during COVID, the teachers were lazy and only gave students "pods." Ybarra said this was true for some teachers but not all teachers. Ybarra said he felt like Ward "lumped together" all of the teachers at Quintanilla MS that were there before her arrival on campus. Ybarra said Ward does not trust the staff; therefore, she micromanages them.

The PSO asked Ybarra if he had anything he wanted to add. Ybarra stated that he believes the employees on campus that are "favored" by the administration is based on their race. However, Ybarra does not think that any employees treated "poorly" or "disrespected" are based on their race. Ybarra said that many of the teachers who have left the campus since Ward became the principal were African American. Ybarra stated he does not believe any disrespect or mistreatment is "racially motivated."

Ybarra asked if his interview could be anonymous. Investigator Johnson explained that his name would be included in the report. Investigator Johnson explained where Ybarra could find the District policy regarding retaliation, and if he has any concerns about retaliation, he can report it to the District Hotline.

Teacher Alejandro Hernandez, Unaware/Uninvolved

Investigator Johnson interviewed Alejandro Hernandez (Hernandez) over the phone on December 12, 2022. Hernandez has worked for Dallas ISD for five years. Hernandez is the assistant band director at Quintanilla MS, where he has worked for four years. The PSO randomly selected Hernandez, a Hispanic employee, for an interview from Quintanilla MS's class roster.

Hernandez stated he has no concerns regarding discrimination at Quintanilla MS. Hernandez said that while he does not think any employees are discriminated against, he does not believe that all employees are treated equally. Hernandez stated that he feels the school band is often "overlooked" compared to other courses or activities on campus. Hernandez explained that campus administration has "different priorities."

Hernandez stated that he had not experienced employees being mistreated. However, Hernandez noted that he has heard other staff members discuss unfair treatment. Hernandez said that he could not remember which staff members said this. Hernandez stated that he heard that some teachers were getting in trouble for not being at their assigned duties, while other teachers did not get in trouble for that. Hernandez said that from what he has heard, campus administration is inconsistent about enforcing the rules and policies. Hernandez said he thinks campus administration only corrects certain teachers, while other teachers do not get in trouble.

Hernandez stated he is unsure how administrators handle employee dress code violations because he follows the dress code. Hernandez said that he only knows of administrators giving verbal warnings. Hernandez said he has never seen an employee violate the dress code. Hernandez said that the PE teacher Flora Holsey (Holsey), is allowed to wear athletic clothes since she is usually in the gym. Holsey told

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Hernandez that the administration asked her to be in a classroom for a day, and an administrator discussed with Holsey that she was not supposed to wear athletic clothes that day. Hernandez stated that was the only incident he had heard regarding dress code violations. Hernandez said he does not think it is possible for employees to violate the dress code without getting caught by campus administration because they are "around a lot."

Hernandez stated he had known Ward for three years. Hernandez described Ward as "straightforward with almost no compassion for anyone." Hernandez noted that Ward does not "hear anyone out." Hernandez stated that there are times when he, or other staff members, try to address issues or concerns with Ward, and she "does not really want to hear it." Hernandez said Ward often tells him to "go talk to someone else." Hernandez explained that he has had some concerns regarding the band, and Ward's response to him is "not very compassionate about what I do." Hernandez said that he thinks the school band is not a priority for campus administration.

Hernandez stated that he has concerns with Ward and her administration's communication. Hernandez said that teachers get notified of changes "very last minute." Hernandez said they do not get the information they need until the week or the day of a change. Hernandez said he thinks it is odd that Ward withholds information about things from "certain people" and will not release information to everyone. For example, pep rally locations or schedule changes might be told to some staff members, but not all. Hernandez stated that he believes there is a lot of miscommunications at Quintanilla MS.

Hernandez stated that he is concerned about the "discipline across campus." Hernandez explained that there are "non-stop fights," and "students constantly have altercations." Hernandez said that he thinks students are getting away with misbehaving more than usual. Hernandez said that if a student skips class and he sends them to an administrator, they only receive a "slap on the wrist." Hernandez said that this year, the students have more physical altercations, and there is a lot of "cyberbullying." Hernandez noted that campus administration has tried to "combat the social media issues," but there is still a lack of discipline for students.

Hernandez stated he is concerned that Ward "tries to implement her ideas across the board." Hernandez explained that Ward wants every subject to implement her own writing strategies. Hernandez stated that this has been difficult for some electives like band and gym that do not have a lot of writing. Hernandez said that he and other teachers have attempted to discuss this concern with Ward because they do not have time to complete the course's required tasks and the writing strategies. Hernandez said that Ward told them that they must do the writing strategies. Hernandez described Ward's attitude as "you are going to do this how I want you to do it." Hernandez stated that this has added pressure on him and other teachers due to the lack of time.

Hernandez stated he is also concerned that Ward has required him and the other band directors to teach a "modern band" course this year. Hernandez explained that the modern band course is under choir certification. Therefore, he nor the other band directors have the appropriate certification to teach the class. Hernandez stated that this has made it difficult to focus on the courses within their band certification. Hernandez said he has gone to the administration with ideas and suggestions to help the situation, but they "do not listen and put their foot down." Hernandez said campus administration does not listen to concerns and they do not care about teachers' opinions.

Hernandez stated that Ward treats the staff with "no compassion whatsoever." Hernandez said he is unsure if Ward is trying to be that way or if she thinks she is being professional. Hernandez stated that some teachers in the past had brought this up to Ward, and she refuses to hear out the concerns. Hernandez

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noted that some teachers had left the campus due to these concerns. Hernandez said that many teachers, including himself, have tried to give their thoughts or opinions and request Ward "hear them out." Hernandez said, "We get no ear from her. It feels like she has no compassion for many staff members.

Hernandez stated that it is "hard to say" that Ward treats employees differently based on race. Hernandez said, "I don't want to assume that [Ward] treats me this way just because I am Hispanic. I personally don't want to go to that extent, but there has been a major drop in Hispanic teachers." Hernandez stated that only four or five teachers could speak Spanish even though Quintanilla MS is predominately Hispanic. Hernandez said that he had noticed this disparity. However, he does not want to make any assumptions.

The PSO asked Hernandez if there was anything he wanted to add. Hernandez stated that he felt a "drastic change" when Ward arrived on campus. Hernandez noted that it is "hard for teachers to stick around" because the administration does not hear them. Hernandez stated that many teachers left the campus after Ward arrived. Hernandez said that the "staff morale is very low." Hernandez said that he feels the administration lacks trust in the teachers and staff, so they are "very micromanaged." Hernandez said, "[Campus administration] constantly tells us what to do. There is no compassion or collaboration. Morale is down, and people are not happy."

Hernandez added that Ward and the administrators had created a chaotic student environment. Hernandez again reiterated that he thinks students can "get away with anything." Hernandez stated that Ward had changed the schedule to only having two lunch periods for students. Hernandez explained that during lunch, the cafeteria plays "very loud music, and the environment is very rowdy." Hernandez said student lunches are rowdy and chaotic, and then students are expected to sit quietly in a classroom. Hernandez said that he believes the campus gives students "mixed communication about expectations." Hernandez said there have been more "student social events that are affecting the learning environment." Hernandez said these events occur during school hours and can contribute to student chaos.

Office Manager Laura Ruiz, Unaware/Uninvolved

Investigator Johnson interviewed Laura Ruiz (Ruiz) over the phone on December 13, 2022. Ruiz has worked for Dallas ISD for 30 years. Ruiz is the office manager at Quintanilla MS, where she has worked for seven years.

Ruiz stated she has no concerns regarding discrimination towards any employees on campus. Ruiz said that no favoritism is "out of the ordinary." Ruiz noted that some employees are closer than others, but nothing else could be considered favoritism. Ruiz said that from what she has seen, all employees on campus are treated equally. Ruiz noted that she mainly works in the office and does not see what goes on throughout the building.

Ruiz stated that she thinks some staff members "get away with things" because they are not caught or seen by campus administration. Ruiz said that, like the students, it could be hard to "keep up" with all staff members. Ruiz stated she does not think campus administration allows specific employees to violate the rules.

Ruiz stated she had not seen any situations regarding dress code violations. Ruiz stated she has not seen how dress code violations are handled by campus administration. Ruiz said she has seen staff members who were not within the dress code, but she assumes that it gets addressed "behind closed doors." Ruiz noted that it is possible for an employee to violate the dress code and not get caught by campus administration.

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Ruiz stated she had known Ward since she arrived at Quintanilla MS three years ago. Ruiz noted that she can speak for all of the campus office personnel and that they have never had an issue with Ward. Ruiz stated that Ward is "fair" and always treats the office staff fairly. The PSO asked Ruiz if she had any concerns about Ward. Ruiz responded, "I don't think so."

Ruiz stated she could not recall any concerns about Ward reported by other staff members. Ruiz noted that Ward can "come across as a little dry." Ruiz said that she has worked with Ward long enough to know that if Ward is "dry," it is nothing personal or Ward trying to "attack" her. Ruiz noted that she works more closely with Ward than others, so some may take what Ward says personally. Ruiz stated that Ward treats all staff members fairly. Ruiz said that Ward could come across as "abrupt" but again noted that it is nothing personal. Ruiz said, "[Ward] may be more abrupt with others, but it's nothing major."

The PSO asked Ruiz if Ward treated any employees better than other employees. Ruiz responded, "There may be some instances that it could be seen that way. But I can't really comment more in-depth because I have only seen a little bit of that." The PSO asked Ruiz to explain what she meant by this. Ruiz stated, as an example, that the campus policy is that employees cannot take personal business days before a holiday. Ruiz said that a staff member requested time off before a holiday but was denied due to the policy. However, another staff member requested a personal business day before the holiday, which was approved. Ruiz said she is unsure if this was favoritism or if Ward did not realize the time off request was before a holiday. Ruiz stated that it could have been something that "was not picked up on."

Ruiz stated that she had never thought Ward treated employees differently based on race or ethnicity. Ruiz said she has seen Ward be "fair" to all employees, whether they were her same race or a different race.

Ruiz stated there was nothing else she wanted to add or thought the PSO should know about.

Teacher Heather Gray, Unaware/Uninvolved

Investigator Johnson interviewed Gray over the phone on December 12, 2022. Gray has worked for Dallas ISD at Quintanilla MS, for one year. Gray is an 8th-grade ELAR teacher at Quintanilla MS. The PSO randomly selected Gray, a Caucasian employee, for an interview from Quintanilla MS's campus roster. Ybarra named Gray as someone the PSO should speak to although the PSO had already randomly selected Taylor for an interview.

Gray stated she believes that campus administration is "looser" with enforcing rules with some teachers versus others. For example, some employees may not be reprimanded for getting to work late or turning in late assignments, while others are. Gray stated that when there are staff or student celebrations, only certain teachers get to attend, while others have a duty. Gray noted that some teachers get in trouble for dress codes or students using phones in class, while others do not get in trouble. Gray stated she believes that campus administration shows both discrimination and favoritism towards certain employees.

Gray described the campus as "cliquish." Gray stated that the administration is friendlier to certain employees and might laugh with them or make jokes in the hallway. Gray noted that those employees are often more respected in meetings, and the administration addresses their questions or concerns. Gray said that, on the other hand, some teachers do not have a good relationship with campus administration. Gray said that some teachers ask questions in meetings and "are not responded to professionally." Gray stated that she thinks some teachers knew some of the campus administration before they came to Quintanilla MS or knew them from outside of work. Gray noted that, in her opinion, those staff members are given a more "relaxed" enforcement of the campus rules and policies.

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Gray stated that she personally feels like there is an "in-group and out-group" on campus. Gray noted that she is not sure if others feel the same way as she does. Gray said she thinks a group of employees is "clearly in with administration" because they are treated differently. Gray stated that most of the staff who get recognition through "shout-out emails" or win staff contests, like decorated doors, are the same group of "favorites." Gray stated that recently, the campus had an assembly, and all staff was given job duties. Gray noted that some employees with a better relationship with campus administration left their assigned task to watch the assembly when they were not supposed to. Gray said this was unfair to the teachers who stayed at their assignment. Gray stated that she does not believe all employees are treated fairly on campus. Gray provided an example that when staff is planning student celebrations, the "in-group" employees are asked for their input more than other employees.

Gray stated she thinks that campus administration is more likely to give "the benefit of the doubt" or "grace" to African American employees. Gray noted that most of the employees "favored" by the administration are African American. Gray pointed out that some African American employees are in the "out-group," so not all African Americans are favored.

Gray stated that African American employees frequently come to school with ripped jeans, sneakers, cardigans, or graphic tees. Gray said she also saw a female teacher wearing a shirt that showed her bra straps. Gray stated that Ward told staff that they must have leggings underneath if they wear ripped jeans. Gray said she followed this directive and had one hole in the knee of her jeans but wore leggings underneath. Gray said campus administration told her she could not wear ripped jeans, even under leggings. Gray said she saw another female wearing ripped jeans with no leggings underneath a few days later.

Gray stated she is unsure if campus administration has addressed the employees out of dress code. However, the same people continue to violate the dress code. Gray said she sees "repeated violations with the same staff members, which makes her believe that campus administration lets them get away with it." Gray reiterated that she is unaware if campus administration addressed the employees she saw violate the dress code. Gray stated that Ward has been more "lenient" on the dress code because males are required to wear a tie and coat, which is a "big change." Gray noted that it is possible for an employee to violate the dress code and not be seen by campus administration.

Gray stated that there are three African American teachers on the ELAR team. Gray noted that one of the teachers, Hughes, knows campus administration outside of school. Gray said that Hughes has two off periods in addition to her planning period. Hughes teaches three classes, while the rest of the teachers teach five classes. Gray stated she has always wondered if Hughes has fewer classes than everyone else because she knows campus administration. Grays said she does not know what Hughes does with her extra off periods. Gray said she does not know if Hughes has extra assigned duties.

Gray stated that she heard that Gilbert and Delton Doxey (Doxey) know the campus administrators Lori Mason (Mason) and Tiffany Webb (Webb) from working together at a previous school district. Gray stated that Mason and Webb are campus coordinators and close with Gilbert and Doxey. Gray noted that the assistant principal, Ceballos, is Hispanic. Gray stated that from what she has seen, Ceballos gets a lot of "extra work" or "grunt work" than other administrators. Gray noted that she does not know what exactly happens between administrators and other campus staff, but she has observed this.

Gray stated that "for the most part," African American students and staff are favored more than Caucasian or Hispanic students and staff. Gray noted that she heard another teacher discussing how an African American student did not get a tardy slip when he was late to class, but other students did. Gray stated she

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also heard a teacher say that if an African American student asks for a new Chromebook, it is taken care of immediately. However, if a Caucasian or Hispanic student asks for one, it takes a few days or weeks. Gray stated she could not recall the teacher that said this.

Gray stated, "I will say that administration is kind to a lot of the staff, and they celebrate some staff members who are not African American." Gray stated that recently a teacher, who is Asian, got recognized via email. Gray said that she had noticed that the staff members that are more likely to be treated nicely or receive recognition by campus administration are African American.

Gray stated she had known Ward for one year. Gray described her as "very results driven." Gray noted that Ward has high expectations. Gray said there have been a few situations with Ward where she "felt the conversation was a little combative." Gray explained that on a staff development day, the ELAR team was discussing how to teach a specific topic. Gray said she did not feel like the conversation was productive because the teachers explained how they taught, and Ward responded, "No, that's wrong." Gray said she felt like Ward was "confrontational" with the team. Gray attempted to explain her thoughts, but Ward continued to be "combative." Gray said that she felt like Ward did not want to hear or acknowledge anyone else's thoughts or opinions. Gray said that after the meeting, the team acknowledged Gray's ideas and saw her side of the issue. Gray stated that she took Ward as "harsh" and showed no room for understanding. Gray said, "I took [Ward's] response to me personally. But that is also my personality. I tend to take things more personally."

Gray stated that she does not have any other concerns for Ward. Gray noted that Ward also has good qualities as a principal. Gray said that she appreciates that Ward tries to be "conscious" of teachers' home life and their families. Gray said that Ward is "really understanding" about respecting staff's personal time, and Gray likes that about her.

Gray stated she had heard concerns from other staff members regarding workloads. Gray said that the campus administration could be "very last minute" regarding communication, which is stressful. Gray stated she has also heard concerns about the administration not asking for staff input when making decisions.

Gray stated that she thinks Ward focuses more on staff's "shortcomings" rather than their success. Gray noted that Ward has very high expectations and that there is no compromise if you cannot meet her standards. Gray said Ward "puts a lot on the teachers," and whenever there are issues on campus, "all of the blame is placed on the staff."

Gray stated that all of the campus staff recently completed a campus climate survey. Gray said the survey is used to measure their campus rating. If the campus gets a good survey score, it will receive a better campus rating. Gray stated that the results correlate to campus administration's pay.

Gray stated that the survey results regarding campus administration were "not favorable." Gray noted that many staff members on campus feel like the administration lacks effective communication because many things are miscommunicated or discussed at the last minute. Gray said that the campus administration also does not welcome "open dialogue" and is intimidating to staff.

Gray explained that the campus reviewed the survey ratings on a staff development day. Gray stated that Ward said that the rating from the survey was the staff's fault because they "need to give better ratings for the campus." Gray noted that she does not think it is fair for the poor ratings on the survey to be blamed on the staff. The results Ward showed were not very good regarding campus climate. Gray stated that Ward told the team, "Part of this is on us. But also, the results of the survey are on y'all. You can control if the

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feedback is positive or negative." Gray said that Ward told the staff that they have control over the campus rating and noted that the survey results correlate to their pay. Gray stated that Ward also emailed all campus staff to discuss their control over the ratings. Gray said that Ward was "indirectly saying that if we get a bad campus rating, it is because you did not give positive feedback on the survey." Gray said she would forward the email to Investigator Johnson.

The PSO asked Gray if there was anything else she wanted to add. Gray stated that she had had concerns regarding the campus for a while. Gray said that she feels like the administration "retaliates" or is "combative" if staff members bring up their concerns or ask questions and the situation gets "ugly." Gray explained that recently, there was a meeting about bathroom passes, and campus administration would not allow teachers to ask questions. Gray said that administrators would talk over teachers or change the subject when they attempted to ask a question. Gray noted that she sees this "attitude" from campus administration in all meetings.

Gray asked the PSO if the interview was confidential. Investigator Johnson explained that Gray's name would be included in the report and to refer to District Policy if she has any concerns regarding retaliation due to her participation in the investigation.

Teacher Dorothy (Lisa) Taylor, Unaware/Uninvolved

Investigator Johnson interviewed Taylor over the phone on December 12, 2022. Taylor has worked for Dallas ISD for ten years as an English Language Learning (ELL) teacher at Quintanilla MS. The PSO randomly selected Taylor, a Caucasian employee, for an interview from Quintanilla MS's campus roster. Ybarra and Han named Taylor as someone the PSO should speak to although the PSO had already randomly selected Taylor for an interview.

Taylor stated she has concerns regarding discrimination towards employees at Quintanilla MS. Taylor said, "This year, there is an obvious leaning towards only hiring African American teachers." Taylor noted that there is only one teacher that was hired this year that is not African American. Taylor stated that her "biggest complaint" is that their student population is "8% African American and 90% Hispanic." Taylor said she does not understand why the campus is not hiring Hispanic teachers. Taylor said, "In my opinion, our staff should represent our student population. There are way more African American teachers than Hispanic teachers." Taylor noted that she was surprised she was hired because she was Caucasian and did not represent the majority of the student population.

Taylor stated that campus administration does not treat employees equally but based on race. Taylor said the campus administration shows "favoritism" towards African American employees. For example, during staff meetings, Caucasian employees are "generally ignored." However, African American employees can ask "any question they want." Taylor stated that Caucasian employees are told to "write their questions down" instead of asking them during meetings. Taylor noted that campus administration is "very clique-ish," and they only say hello or joke with African American employees when they walk by them in the halls. Taylor said, "They don't do that to whites."

Taylor stated she also believes campus administration favors African American students over other students. Taylor said that only African American students present the school announcements. Taylor again noted that the majority of the students are Hispanic. Taylor stated she does not understand why Hispanic students are not highlighted more often.

Taylor paused the interview and asked the PSO if she could "complain about other things." Investigator Johnson explained that the purpose of the interview was to discuss any discrimination on campus towards

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employees by the administration. Taylor asked what she should do if she has complaints about other things. Investigator Johnson explained that she could discuss her concerns with the campus administration or utilize the District Hotline to report her concerns.

Taylor asked how the PSO investigation process works and what would be done about the concerns she discussed with Investigator Johnson. Taylor stated that another teacher on campus filed a complaint against the campus administration and was "penalized." Taylor did not say who this teacher was. Taylor said the campus administration had "no repercussion" for the complaint, and she wants to know "how the system works." Investigator Johnson explained that the PSO could not go into detail regarding this specific investigation, and the questions the PSO asks Taylor asks are the same questions all employees randomly selected for an interview. Investigator Johnson explained that there is a screening process for hotline reports and many ways a complaint might be handled. Taylor asked if she should "take notes" on the things she sees on campus that are a cause for concern. Investigator Johnson explained that it is Taylor's decision to keep any documentation. Investigator Johnson again explained that this interview was for a specific concern and proceeded with the interview questions.

Taylor stated she does not know how employee dress code violations are handled because she has not seen anyone violate the dress code. Taylor said she does not think it is possible for staff to violate the dress code and not be seen by campus administration. Taylor stated that she knows an employee would "get in trouble" if they broke the dress code. Taylor noted that female employees are allowed to dress "more casually" than male employees. Taylor stated that men have to wear a tie or suit coat, which she does not think is fair. Taylor said she believes this policy is "sexism."

Taylor stated she has known Ward since Ward arrived at Quintanilla MS. Taylor described Ward as "abrupt, mean, two-faced, always negative, and not sympathetic." Taylor explained that Ward is her evaluator. Taylor said that Ward has come to her classroom to "grade her," and multiple times, Ward told Taylor that her teaching is "bad" in front of students. Taylor said that an evaluator has never done that to her before, and she thinks it is inappropriate for Ward to give negative feedback in front of students. Taylor stated that Ward had given her the "worst scores" on her evaluations. Taylor said, "I don't like to be here, and I think many other teachers feel this way. [Ward] created a culture that is uncomfortable."

Taylor said that she thinks that Ward "wants her out." Taylor said that two years ago, an assistant principal left the campus. Taylor heard that Ward told the assistant principal to "take [Taylor] with her." Taylor said she heard this from another teacher but would not say which teacher said this. Taylor said she went to Ward to discuss this comment, and Ward denied that she said it even though others said they heard it. Taylor said that since then, she has concluded that Ward does not like her. Taylor said other teachers have pointed out that Ward does not like her. Taylor said Ward had not told Taylor she did not want her at Quintanilla MS, but she could tell by Ward's actions and comments toward her. Taylor said she does not talk to Ward anymore because of how Ward treats her.

Taylor stated that she is in charge of the ELL department. Taylor said she had a student she was trying to help with literacy and had documentation of what she was doing for the student. Taylor said she did a lot for the student, but he still needed assistance. Taylor said the student's parents came to the school for a meeting because they disagreed with the campus' decision to hold the student back a grade. Ward told the parent during the meeting, "I'm sorry the ELL department failed your son." Taylor said Ward was insinuating that Taylor failed the student. Taylor said she did not think it was fair for Ward to say that in front of the other staff members in the meeting, the student, and the parent. Taylor said Ward was "lying" and did not know all of the things Taylor did for the student. Taylor again noted the documentation she kept regarding the student and said Ward did not familiarize herself with it before the meeting.

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The PSO asked Taylor if she had anything else she wanted to add. Taylor stated that she has heard that many teachers want to quit working at Quintanilla MS. Taylor said, "We used to have a great campus. But we lost half of our teachers the year that [Ward] came. I have never thought about leaving until now." Taylor said other teachers have told her they witnessed Ward disrespect many teachers in front of students and staff. Taylor did not name which teachers said this. Taylor said, "A lot of teachers talk about it."

Taylor asked the PSO if her interview was anonymous. Taylor stated that "most" of the teachers at Quintanilla MS share similar concerns but are "scared to talk." Investigator Johnson explained that Taylor's name would be included in the report, but if Taylor ever has concerns about retaliation, she can report it to the District Hotline. Taylor stated she does not care if Ward finds out what she said in this interview. Taylor stated that if Ward tries to retaliate against her, Taylor will "tell everyone about what [Ward] has done." Taylor noted that she has done a lot for the campus and has "raised tons of money" for Quintanilla MS. Taylor said she will quit if Ward tries to retaliate against her. Taylor said if she quits, then it is Ward's fault. Taylor said the campus had lost a lot of good teachers because of Ward. Taylor said, "[Ward] has done this to our school."

Teacher William Deaver, Unaware/Uninvolved

Investigator Johnson interviewed William Deaver (Deaver) over the phone on December 13, 2022. The PSO randomly selected Deaver, a Caucasian employee, for an interview from Quintanilla MS's campus roster. Deaver has worked in Dallas ISD for 15 years. Deaver is the band director at Quintanilla MS, where he has worked for 12 years.

The PSO asked Deaver if he had any concerns regarding discrimination towards employees at Quintanilla MS. Deaver responded, "I don't think anything directly, but indirectly I don't know." The PSO asked Deaver to elaborate on what he meant by that. Deaver stated that some teachers and departments on campus are favored more than others. Deaver said that it is "obvious" some teachers and departments are given more attention and recognition than others. However, Deaver said he does not think campus administration is "actively trying to be discriminatory."

The PSO asked if Deaver believes all employees on campus are treated fairly. Deaver responded, "It depends on what your definition of fair. I mean, we all get lunches, and our jobs are pretty similar, so I guess we are treated fair." Deaver noted that since he teaches band, he does not "get out" much around the campus and with other faculty members.

Deaver stated that from what he has seen, all rules and policies are enforced equally. Deaver noted that the campus dress code policy has recently been a significant topic of conversation. Deaver stated that there was a "dramatic, overnight change" in the male dress code. The new policy requires male staff to wear a coat and tie. Deaver stated there was little communication of the new dress code policy before the 2022-2023 school year.

Deaver stated that if an employee violates the dress code, campus administration discusses it in a staff meeting or addresses staff members individually. Deaver said he does not know anyone "getting away" with dress code violations. Deaver said, "I'm sure it's possible for certain people to get away with violating the dress code. But I mind my own business."

Deaver said he had known Ward since she arrived at Quintanilla MS in 2020. Deaver described Ward as "very authoritative." Deaver said, "[Ward] is approachable, but she is clearly in favor of her agenda, whatever that may be." Deaver said that the school is "dictatorial" or "like a monarchy." Deaver said that all

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decisions are based on "whatever [Ward] wants to do." Deaver noted that he is unsure if Ward wants to come across as a dictator because she is approachable. Deaver said that employees can talk to Ward about their ideas or concerns, "but at the end of the day, she is about her own agenda."

Deaver stated that he has concerns regarding Ward and campus administration. Deaver noted that the campus administration before Ward used collaboration. Deaver stated that the current campus administration at Quintanilla MS does not have any "compassion or collaboration." Deaver said Ward's attitude is, "this is what we are doing, no questions asked." Deaver said Ward "runs" an authoritative administration.

Deaver noted that he would discuss some concerns he has soon with Ward. Deaver said a big problem this year is that he was required to teach a "modern band" class. Deaver stated that he does not have the appropriate certification or training to teach this class. Deaver also does not have the required equipment for the course. Deaver said he emailed Willis about the resources he needs to teach the class successfully. Deaver stated he did not receive any response from Willis. Deaver said that the only thing Willis did to assist was find an available classroom. Deaver said he requested training for the class multiple times and did not receive it until this school year's 5th or 6th week. Deaver stated the training was only 30 minutes and is still "out of his certification."

Deaver stated that he has tried to do his best to teach the modern band course with little resources or guidance. Deaver noted that yesterday, December 12, 2022, Willis completed a spot observation for the modern band class. Deaver said that he received "all 1's," which means his evaluation was "very poor." Deaver noted that spot observations are used for his end-of-year review. Deaver stated he has never received all 1's in his 15 years of teaching. Deaver said, "I think it is so unprofessional and disrespectful that I got no training for this course and no communication from campus administration when I requested assistance. They gave me the class, and I did my best with no help or support from [Willis], and now he gives me a poor rating. That is unacceptable, and I will not tolerate it." Deaver stated he is going to discuss his concern for the spot observation with Ward but will possibly report it further if it is not addressed appropriately.

Deaver stated that the situation with the modern band class is only one example of how campus administration "breaches chaos, disorganization, and dysfunction." Deaver noted that he is used to the previous campus administration at Quintanilla MS, who prioritized supporting teachers and staff to promote student success. Deaver stated that the support from campus administration made Quintanilla MS a "thriving" campus. Deaver said the current campus administration does not ask teachers how they can support them, and it has caused a lot of "dysfunction."

Deaver stated he feels that Ward is "success driven" and wants to "make herself and the campus look good" but does not consider barriers teachers may have to achieve that success. For example, Quintanilla MS no longer has 6th grade on campus, unlike most middle schools in Dallas ISD. Deaver stated that this had caused issues for the school band because they now have fewer band members than other schools that have 6th grade. Deaver noted that the 6th graders that feed into Quintanilla MS are no longer learning band in 6th grade. Deaver stated that many 7th graders coming into the band department are "beginners." Deaver said he now does not have enough band members to make a "varsity band."

Deaver stated that he has reached out to multiple District personnel, including school board members, to adjust the campus' Academic and Career Planning (ACP) exams due to a decrease in students. Deaver said Ward told him that the band scores were "good" and discussed the band's prior achievements. Deaver noted that the band program at Quintanilla MS was very successful before they lost 6th grade. Deaver said

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he attempted to explain his concerns to Ward and that due to having too many beginners, they would not be able to be a "varsity band." Deaver said Ward did not listen to him and said, "no if's, and's, or but's; you are a varsity band." Deaver now has to put students who have never played an instrument before into the varsity band.

Deaver described the situation as "stressful." Deaver said he felt Ward did not show any compassion or respect for his expertise as the band director. Deaver stated that some schools have had to cut their band program due to the issue he is experiencing, and he thinks Quintanilla MS is headed in the same direction. Deaver said neither Ward nor the campus administration wants to discuss the difficulties he is experiencing or consider his concerns. Deaver said Ward wants him and other staff members to do what will make her look better, even if it means he has to "bend over backward" with no support to achieve her success. Deaver again stated that Ward and the campus administration are "dictatorial," but he is unsure if that is how they mean to come across to staff.

Deaver stated that "serious things" are happening at Quintanilla MS that no one wants to talk about because everything is about "Ward's agenda." Deaver said the campus culture is "chaos, confusion, and dysfunction," and Ward does not address the issues.

Deaver stated that he thinks there are times when employees are treated differently because of their race. For example, campus-wide emails highlight certain staff members or students. Deaver stated, "If you look at the emails, it is obvious. The emails mostly highlight African American employees and students." Deaver stated he believes African American students and staff are highlighted more than others. Deaver said that African American students have more pictures up in the hallways than other students.

Deaver stated that in one of his first meetings with the staff last school year, Willis commented that "the most important thing is dance and athletics." Deaver said he did not know how to take that comment and thought that maybe Willis was joking. Deaver stated that Willis shows that he means what he says, and other electives, like the band, are not as important. Deaver said he spent a lot of time and effort putting together a band concert last week, but he did not get any comments or recognition from Willis. Deaver stated that other departments get "a lot of recognition and bragging emails," and other departments, including his, are not highlighted.

The PSO asked Deaver if there was anything he wanted to add. Deaver stated again that he thinks the campus administration promotes chaos. Deaver noted that the atmosphere and environment on campus are chaotic and lack compassion. Deaver said that it is clear that campus administration does not care about the culture they have created and is not open to any change or discussions about staff concerns.

Principal Tameca Ward, Respondent

Investigator Johnson and Investigator Vazquez interviewed Tameca Ward (Ward) via Zoom on January 10, 2022. Ward has worked for Dallas ISD since 2002. Ward has been the principal at Quintanilla MS for three years. Ward stated she does not have any discipline or PSO history.

The PSO read Ward the allegations reported to the District Hotline.

Ward stated she believes the allegations are "preposterous." Ward noted that the campus enforces the Dallas ISD dress code policy. Ward said the campus previously had a more "relaxed" dress code, but this year she told the campus that they need to be more professional and adhere to the dress code outlined in the Dallas ISD Employee Handbook. Ward stated she does not enforce the dress code based on race and has corrected African American employees who were out of the dress code. Ward noted that some positions

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on campus, such as the PE instructor or FLS staff, can wear tennis shoes. Ward said that the PE instructor and an FLS teacher assistant are African American and allowed to wear tennis shoes.

Ward stated that the campus discusses the Employee Handbook and dress code policy at the beginning of the school year. Ward noted that the campus had a training session to discuss the dress code policy. Ward said she told the campus staff that they are professionals and should take pride in the way they dress at work. Ward noted that she wants students to see the teachers and staff, recognize their professionalism, and think, "I want to be a teacher when I grow up."

Ward stated that if employees do not adhere to the dress code policy, their appraiser addresses the issue. Ward said that since she is the principal, she will address any dress code violations she sees. Ward said it does not matter what race the staff member is, she always addresses dress code violations with a verbal reminder. Ward noted that she does not "catch" every dress code violation all the time. Ward said, "Dress code is a very small piece of what I do. I don't even catch the student's dress code violations every time." Ward said she might walk by someone but not recognize that they are out of the dress code because she is doing something else. Ward said that every time she recognizes a dress code violation, she addresses it. Ward noted that the campus staff should be professionals and recognize if they are out of the dress code. Ward stated that one male teacher told her he did not have a blazer, but she informed him that she had extra ties in the front office for males who do not have one.

Ward stated that she does not enforce policies based on race or ethnicity. Ward stated she reminded the staff when the summer dress code was ending. Ward said the dress code is equally enforced among all staff. Ward stated it is possible that a teacher or staff member might not "get caught" if they violate the dress code. Ward said that sometimes teachers may not have the "best day" and want to spend more time in their classroom and not be seen by the administration.

Ward stated that all administration and appraisers are responsible for enforcing duties assigned to staff members. Ward explained that assigned duties, such as lunch monitoring, are a campus expectation. Ward said assigned duties are a safety concern because if a staff member is not in their given position, there is a "gap" in student safety. Ward stated she usually does not oversee duty assignments because the other administrators manage them. For example, the administrator over the math team ensures that all the math teachers are at their assigned duty. Ward said she expects all staff to be at their assigned duty, and no one is allowed to be a "no show" for their assignments.

Ward stated she thinks it is "funny" that staff members believe other staff does not get reprimanded for things. Ward said reprimands are confidential, and no one would know if another employee got reprimanded for breaking policy. Ward said she believes teachers are talking to others and "coming up with their own conclusions." Ward said no one would know if a staff member received any discipline or reprimand. Ward said, "This is a witch hunt. It's preposterous."

Ward said she is one of many administrators that enforce rules and policies. Ward again referenced that the staff members answer to their appraisers. However, Ward expects all administrators to implement rules and policies equally among all staff. Ward said that her assistant principals have "autonomy," and she "does not have a hand in every time a teacher is disciplined." Ward stated that the assistant principals might address something she does not know about. Ward said again that she expects the administration is not showing any favoritism and enforces rules equally. Ward stated she does not know any concerns regarding unfair treatment. Ward said, "If that is happening, it has not been brought to my attention at all." Ward stated that no one has come to her with any concerns about unfair treatment.

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Ward stated that she does not have any favorite teachers or staff members. Ward said there are no staff members that she treats better than others. Ward stated she does not think she has a better relationship with African American staff members over others. Ward noted that she tries to build a positive relationship with all staff members. Ward said she “absolutely” treats all staff members equally despite their race or ethnicity.

Ward stated it is not true that African American employees on campus are favored more than others. Ward said she came to the campus as an African American woman with a diverse staff. Ward noted that the staff has varying cultural differences that the administration tries to “merge” because they have a lot of different cultures on campus. Ward said African Americans are not favored and treated the same as everyone else. Ward noted that some administrators might have stronger relationships with some staff members they appraise than those they do not. Ward said she has not seen any staff treated based on race. Ward said she does not think the administration does or says anything that communicates favoritism. Ward stated that African American staff members do not get any perks or leniency that other staff members do not get.

Ward stated it is “preposterous” that staff members would say that she treats African American employees better than others. Ward said she shows respect for all employees. Ward said she does not “make jokes” or try to “get to know” African American staff members more than others. Ward stated that during staff meetings, she makes jokes and uses “African American colloquialisms.” For example, she sent out a Tik Tok that used the hashtag “ate.” Ward said she sent an article for the staff members to understand what “#ate” means. When Ward sees something good or a successful department, she sends out that they “#ate,” which means they did a good job. Ward said she uses “#ate” to describe accomplishments on campus. Ward said she went through all departments, saying things like, “This teacher #ate,” or “science #ate.” Ward said she jokes with all staff members and “shows who [she] is.” Ward noted that she also makes jokes with all students. Ward stated that she does not exclude or discriminate against anyone.

Ward denied that Caucasian employees are ignored or not allowed to ask questions during staff meetings. Ward stated that no African American employees were present whenever she facilitated a professional development session. Ward noted that during other meetings facilitated by other administrators that she was present for, African American employees did not ask any questions. Ward stated that if she runs a meeting, she answers all questions. Ward said she has never asked anyone to write down a question or told them that they are not allowed to ask questions. Ward noted that when the meeting is over, she says, “If you think of any questions later, write it down and email me.” Ward said that if she is in a meeting or facilitating a meeting, she ensures there is time for all questions and takes questions from everyone. Ward said administrators might facilitate a meeting with the department they oversee, and she is not present for all of them. Ward said it is possible administrators have “time constraints,” but she is unaware of anyone being ignored or treated with disrespect.

Ward stated she has never retaliated against an employee discussing their concerns or asking questions. Ward said she has no knowledge of any campus administrator retaliating against an employee. Ward said she is aware of a situation that “got ugly” between two staff members and an administrator. Ward said the two staff members disagreed with an administrator, and the conversation got “heated.” Ward stated she mediated, and the situation got worked out. Ward said neither the two employees nor the administrator was African American.

The PSO explained the allegation that Ward hires only African American teachers and that the campus staff does not represent the predominately Hispanic student population. Ward responded, “This tells me there is another agenda here.” Ward stated that the campus has “the most qualified people.” Ward said it would be discrimination if she hired based on race. Ward said it sounded like the staff member who reported

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this concern wanted Ward to hire based on race rather than the most qualified candidate. Ward stated she hires solely based on qualifications. Ward said she wants staff members that are passionate about the students, and she does not discriminate. Ward said she does not hire teachers just because they are African American, Hispanic, or any other race. Ward noted that when hiring, she asks herself, "Who is most qualified? Who will love our kids? Who goes above and beyond? Who has a growth mindset?" Ward again stated that she does not consider an applicant's race or ethnicity when hiring for a position on campus.

Ward explained that when a staff member requests personal time off (PTO), they submit a form for their appraiser to approve. Ward said she is only the appraiser for the ELAR and social studies departments. Ward said if anyone in those departments requests time off, she approves or denies it. However, if other departments request time off, their appraiser approves or denies it. Ward stated there was only one staff member she denied their PTO because the employee asked to be off every Friday from late September until October. Ward said that in October, they already had a Friday off for Fair Day and another Friday was a PD Day. Ward said she could not approve of an employee being off every Friday for over a month, and other employees think that is acceptable.

Ward said PTO is approved or denied based on what is best for the campus. Ward stated that PTO approval has nothing to do with how late or early PTO is requested. Ward said it is possible that one employee was approved for time off and another was denied, but it depends on what is best for the campus. Ward noted that different departments might have different needs or deadlines, so it works for one department to have a teacher absent while another department cannot. Ward stated that if a staff member is denied PTO, the administrator explains why it was denied. Ward said she tries to coordinate a better PTO day with the staff member if the day they wanted cannot be approved. Ward noted that an employee's PTO might get denied, but she cannot control when they take a sick day. Therefore, a staff member sometimes "calls out sick" on a day initially denied, which is out of Ward's control. Ward said PTO is never approved or denied based on favoritism or race.

Ward explained that she allows any students to make the announcements if they come to her and ask. Ward said the announcements are completed over the school intercom, and she assists the students with them. Ward said she does not select or ask any students to make the announcements; only the students have come to her and asked her to do them. Ward stated that from her memory, she has three Hispanic male students, six Hispanic female students, and three African American female students currently presenting the announcements. Ward noted that the announcements have become more popular, and she has more students asking to participate. Ward said she does not deny any students from presenting the announcements if they ask.

Ward explained that the campus hall monitor takes photos throughout the campus of students, staff, campus events, parent conferences, etc. Ward said the hall monitor requested to post the pictures in the hallways, and Ward approved. Ward said the photos showcase all students and staff of all races. Ward said she thinks the wall looks "really good" and shows the relationships and community on campus. Ward noted that neither she nor the campus administration look at the photos and take them down if there are "too many black kids." Ward again stated that all students are represented in the pictures on the wall.

Ward stated that newsletters or emails highlighting staff or students are not based on race. Ward said the newsletters emphasize "great instruction" and the succeeding teachers or departments. Ward said there is "absolutely no favoritism or discrimination" in campus emails or newsletters.

Ward stated, "I have a good relationship with all students. If they think there is something unfair or no equity, the students will tell me." Ward said she makes herself available to all students and attempts to know all

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students. Ward stated she is always in the hallways trying to build a relationship with all students. Ward said all rules are enforced equally among all students. Ward said the way students are treated or disciplined is not based on race or ethnicity.

Ward stated that all students have a Chromebook. Ward said if a student needs a new Chromebook, they get one as soon as possible. Ward noted that she does not administer the Chromebooks, but students do not get a Chromebook based on their race or ethnicity. Ward said some parents reported concerns about their students using their Chromebook too much at home. Therefore, as a part of an agreement with the parents, some students do not take their Chromebooks home.

Ward stated that she does not believe that a student said the administration “knows black kids’ names but not their names.” Ward said she feels like this allegation “is fabricated.” Ward noted that it is hard to remember all students’ names, but she at least knows their “faces or characteristics.” Ward said that as principal, there are many students to remember, but she does not build relationships or get to know students based on their race. Ward explained that she has a student advisory board that she meets with every Friday during the advisory period. There are thirteen students on the advisory board, and two are African American. Ward said the student advisory board discusses what Ward and the campus administration can do better and what the students may see on campus that she does not see. Ward said the students discuss any concerns or changes that need to be implemented. The student advisory board gives a voice to the students about how the campus operates. Ward noted that the students have never raised a concern for favoritism or discrimination.

Ward stated that the allegations are “becoming very petty.” Ward noted that the allegations sound like other staff members have a “race issue,” but she does not. Ward said she would not turn away students from presenting the announcements based on race. Ward said she does not consider race when highlighting specific teachers and staff. Ward stated she feels like whoever reported these concerns “thinks that one race should be above another.” Ward said that to her, Ward stated, “I have always been about equity, and I make sure that there is equity for everyone on this campus.” Ward said all students are treated “in the manner, they are supposed to,” and she is an “advocate for all students.” Ward stated she believes that unhappy staff members are making reports and “seeing what sticks.” Ward noted that she has never had a parent or student report any concerns about discrimination or unfair treatment. Ward said that the parents and students at Quintanilla MS “will tell you that I love the kids and I do not make others feel left out.”

Ward stated that students are not given tardy slips based on race. Ward noted that the office staff who administers the tardy slips are all Hispanic women. Ward noted that the office staff is “strict” about the tardy slips, and everyone gets one if they are late. Ward stated that if a student does not get a tardy slip, it could be for a reason unknown to the teachers. Ward said the teacher might not know if that student met with an administrator or talked to another staff member in the hallway. Ward stated, “It sounds like [the reporter] is trying to tie everything back to race.”

Ward stated she is aware of an African American student that made statements about “shooting up the school.” Ward said the student did not have a plan but “made a few threatening comments.” Ward said the comments were taken seriously, and the student was sent to Re-Set “for the maximum amount of time.” Ward said the student who made the comments had a disability, which prevented them from going to DAEP. Ward again said the student made the comments but did not discuss an action plan. Ward said the student received appropriate consequences, and the behavior was addressed. Ward again stated that student discipline is not based on race or ethnicity.

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The PSO asked Ward if there was anything she wanted to add. Ward described the allegations as “shocking.” Ward stated, “I think who I am is clear, and I feel like this is a lot of random stuff that doesn’t hold validity.” Ward said she does not believe discrimination is an issue on campus. Ward said this is the first time she is hearing about any of the concerns discussed, and nothing has ever been brought to her. Ward stated that she loves all the students on campus. Ward said she is “firm” on her expectations for students but “makes sure they feel loved.” Ward said she does not celebrate any students or staff based on race. Ward noted that she celebrates everyone and the “wins” or “success” she sees. Ward said, “If I don’t see success in certain classes or departments, then I don’t celebrate it.” Ward noted that most African American teachers are in the electives department. Ward said the core content classes do not have many African American teachers. Ward stated, “This is a small campus with no discrimination. Everyone gets celebrated based on what happens and their accomplishments. My ‘good jobs’ mean something and are based on meeting goals.” Ward stated that she focuses on students getting what they need and that they all feel secure on campus.

Ward provided an administrative statement to the PSO on January 13, 2022.

DOCUMENTARY EVIDENCE

Ward emailed the PSO examples of the newsletter that is sent to all campus staff on January 13, 2022. Ward sent the following newsletter examples to show that teachers and students of various races are highlighted:

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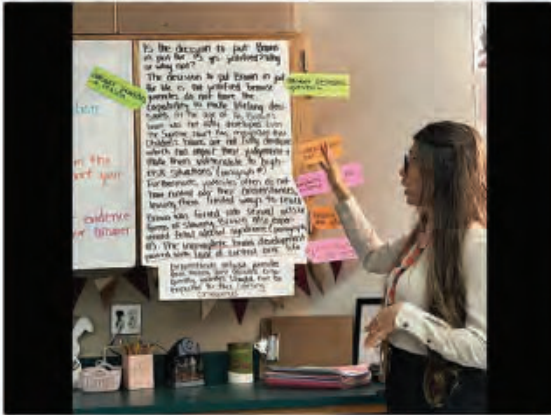
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ACE Strategy Professional Learning!

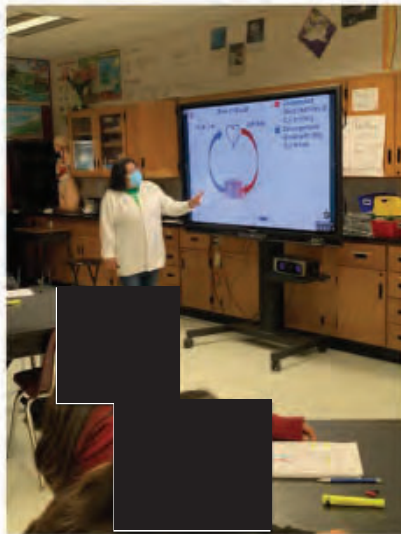
The ELAR teachers rolled out the ACE writing strategy to help students with their writing. From analyzing rubrics and student work to completing exemplars, the ELAR teachers have done a great job of teaching students what constructed responses are and how they should look. Much more work is needed, but as students write in all content areas, it will definitely improve.

Below you see a picture of Mrs. Gray as she models for the team using the exemplar that she created (CMS expectations).



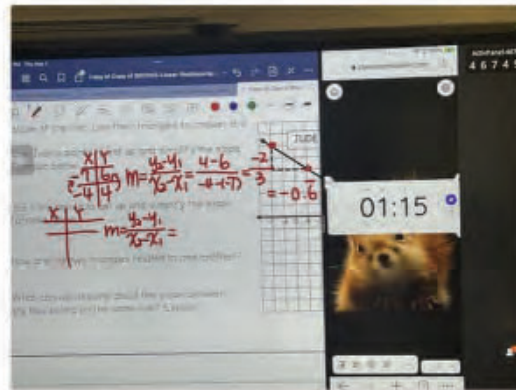
Always Quality Instruction with Ms. Salas!

Below Ms. Salas is pictured teaching body systems and functions. And as usual, the students are attentive and the learning is evident. Kudos to you Ms. Salas for "holding the line"!



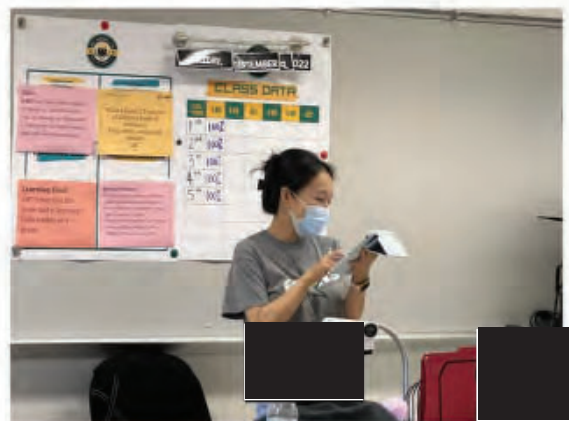
BEST Practice - Ms. Han!

Below is a best practice. While Ms. Han was teaching, she gave the students a task to determine the slope, but she only gave the students 90 seconds to complete the task. The students worked diligently. When creating urgency, limit students' time, once the timer sounds, check in with the students to see how much more time is needed, if any. But never start them off with TOO much time; students will take all the time you give them plus some if you don't create urgency. Great job creating urgency Ms. Han!



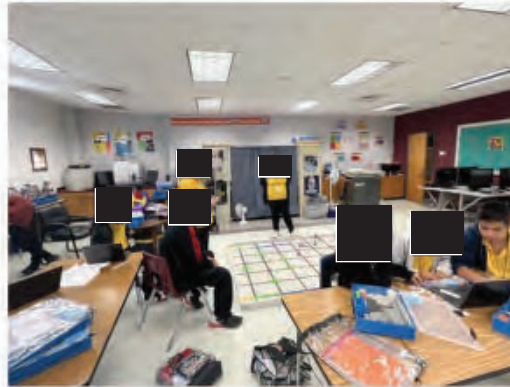
Mrs. Han and HER iPad!

The story behind this iPad is that while we were at the ISTE Conference in New Orleans, Ms. Han won an iPad, along with other technology. Well... so many times we are guilty of not applying the learning, but not Ms. Han! She's using HER iPad and loving it. Kudos to you Ms. Han for applying the learning!



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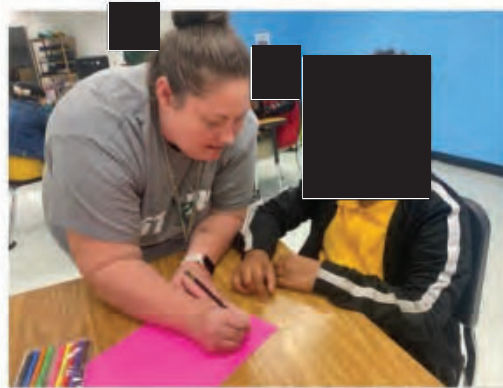
TMSCA

The purpose of TMSCA is to enhance competition in UIL Math & Science contests through grade level and team competition. Mrs. Land leads the charge and pushes the students to greatness! CHAMPIONS!



Instruction Aboard!

Mrs. Menendez, along with Mr. Ruiz, Mrs. Gueles, Mr. Wilks, and Coach B restructured the FLS classroom protocols to optimize instruction. They created stations and pictured below you see one-on-one and small group instruction. The students have responded positively to the changes. Great job of leading Mrs. Menendez!



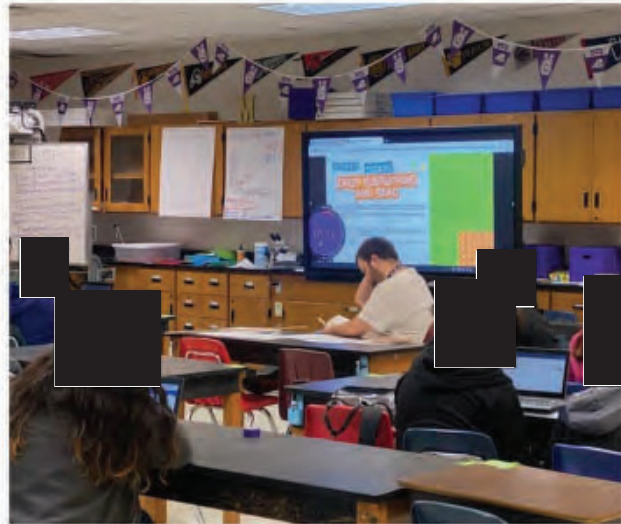
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Advisory - DEAR Day!

The power of reading! Students are seen reading and engaged in Mrs. Gray and Mr. McMahon's classrooms.



ANALYSIS AND CONCLUSION

The allegations originated from an anonymous reporter discussing concerns of discrimination against non-African American employees at Quintanilla MS by Ward. Twelve campus employees representing all races

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on campus were randomly selected to participate in an interview for the investigation. Eleven out of the twelve selected employees completed an interview with the PSO.

The original allegations discussed the concern that the dress code is not equally enforced and that African American employees are not reprimanded for violating the dress code. The campus assistant principals, Willis and Ceballos, stated that the dress code is enforced equally among all staff members. Executive Director Hussain noted that when he visited Quintanilla MS, he did not notice any dress code violations. Willis and Ceballos explained that if an employee is out of the dress code, they are verbally reminded of the dress code. Willis and Ceballos said they have not needed to administer any discipline for dress code violations because the campus staff does not have significant issues with the dress code. Willis, Ceballos, and all of the employees interviewed stated that it is possible for staff members to violate the dress code without being seen by campus administration. Willis also noted that employees who are out of the dress code are not sent home to change. Therefore, an employee could receive a verbal reminder but continue the school day while out of the dress code.

The campus employees explained that Quintanilla MS prioritized "professional dress" this school year. Starting in August 2022, male employees must wear a tie or blazer, and business casual is no longer allowed. Wang disagreed with this policy, and Taylor said she believes it is "sexist." Gilbert discussed the new dress code and stated that the administration frequently addresses an African American male teacher for dress code violations. Gilbert noted she believed the male teacher was professionally dressed. Staff disagreement with the campus professional dress policy could contribute to the allegation that it is not equally enforced.

Gilbert and Han noted that some employees could have a reason to be out of the dress code, such as United Way, which allows staff to wear jeans. Han also explained that all employees are given specific opportunities to get a "jeans pass" or pay "Sunshine Dues," allowing staff to wear jeans on Thursdays and Fridays.

Ward denied that African American employees are favored on campus and allowed to violate the dress code. Ward stated that all campus policies, including the dress code, are equally enforced among all staff members. Ward explained that if an employee is out of the dress code, their appraiser typically addresses it and reminds them of the dress code policy. Ward stated that if she sees an employee out of the dress code, she will address it. Ward noted that she does not "catch" all dress code violations and might walk by a staff member or student who is out of the dress code but does not see it because she is doing something else. Ward said teachers and staff could not claim that another employee does not get reprimanded because they would not know that information. Ward said reprimands or verbal discussions with employees are confidential. Therefore, an employee might see another staff member violating the dress code or another campus policy but would not know if an administrator had already addressed the employee.

Six of the eleven employees interviewed stated they believed African American staff members are treated better or "favored" more than other employees on campus. Wang, Gilbert, Ybarra, Gray, Taylor, and Deaver described that Ward treats staff members differently depending on if they are "favored" or not. They explained that Ward does not show favoritism to all African American employees, but only African American employees are favored. Wang, Gray, Ybarra, and Taylor said that Ward and the campus administration are "looser" when enforcing the rules, such as arriving to work on time or going to their assigned duties. They also stated that some employees get reprimanded for breaking the rules while others do not. Gray, Wang, Ybarra, Taylor, and Deaver also discussed concerns that African American employees and students are highlighted more than other races. Deaver stated it is "obvious" when looking at emails highlighting certain teachers or students. Taylor noted that most students presenting the campus announcements are African

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American. Wang and Ybarra stated that campus administration “keeps up with” African American students more than other students. Ybarra said a student noted that the “principals know black kids’ names but not my name.”

During her interview with the PSO, Ward denied all allegations of discrimination. Ward emphasized that she treats all staff and students equally despite their race or ethnicity. Ward stated that she enforces all District and campus policies equally among all staff. Ward noted that she does not “have a hand” in all disciplinary actions because different administrators manage staff members. However, Ward expects all policies to be enforced equally. Ward denied having any favorite staff members or treating some employees better than others. Ward said she respects all employees and tries to build positive relationships with everyone on campus. Ward explained that the campus administrators oversee different departments. For example, Ward oversees the ELAR and social studies departments. Ward said administrators might have better relationships with the employees in the department they supervise. However, that does not mean they are favored or treated better than others.

Ward stated that she also treats all students equally. Ward said she does not believe that a student made a comment that “the principals know black kids’ names but not my name.” Ward said she might not know all students’ names, but she knows their faces or characteristics. Ward said she tries to build relationships with all students and make them feel seen. Ward stated that nine Hispanic students and three African American students present the school announcements. Ward explained that she has a student advisory board that meets with her to discuss anything the campus can work on from the student’s perspectives. Ward said eleven of the thirteen students on the student advisory board are not African American. Ward stated that no staff, student, or parent has ever come to her to report concerns about discrimination or unfair treatment.

Ward added that she does not hire staff members based on their race. Ward said she hires based on the qualifications of the applicant. Ward said emails go out to all staff highlighting certain teachers, departments, or students. Ward said people on campus are highlighted based on achievements, not based on race. Ward said she does not make any decisions, such as who gets highlighted in emails or what photos are hung up in the halls, based on race or ethnicity. Ward said she believes that unhappy staff members are making reports and “seeing what sticks.” Ward said that based on the allegations, it sounds like employees want her to make decisions based on race.

It is important to note that multiple employees reported various concerns about Ward as the campus principal that were not related to discrimination. Hernandez and Deaver discussed their concern for a class Ward required them to teach this year. Deaver also described Ward as a dictator and authoritative. Taylor described Ward as “abrupt, mean, two-faced, always negative, and not sympathetic.” Gray expressed concerns about a situation that she felt Ward was “combative” and “harsh.” Ybarra described Ward as “very tough” and stated she took leadership positions away from teachers she did not like. Gilbert said Ward has a “no questions asked” and “fear me as I rule” attitude. Wang discussed Ward’s lack of professionalism and explained that if an employee has a concern with Ward and Ward disagrees with them, she is “not nice” and “will no longer like that employee.” Ceballos, Willis, Durham, and Minor discussed Ward’s high expectations and explained that she is straightforward. Ruiz stated that Ward can “come across as a little dry.”

Based on some employees’ statements about their relationship or interactions with Ward, it is possible that the allegations derived from a dislike of Ward and her leadership practices. Hussain, Wang, and Ybarra explained that the staff has had to “adjust” to Ward because her leadership style differs from the previous

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campus principal. Hussain also noted that he has received multiple anonymous reports about Ward, which he finds “weird.” Hussain stated, “Maybe people are angry that [Ward] has held people accountable.”

It is also evident that some employees discussed their concerns about Ward with other employees. For example, Taylor discussed her concerns about Ward and her discrimination against Caucasian employees with Gray, Han, and Ybarra. Ward also stated in her interview that she believed employees were talking to each other and “coming up with their own conclusions.” Wang shared concerns about situations he “heard” from other employees. It is also possible that the employees are sharing their problems or frustrations with Ward and attributing specific actions to allegations of discrimination that they have heard from others.

The employees interviewed by the PSO did not provide concrete evidence to support their allegations of discrimination. Also, four of the eleven employees stated they had no concerns about Ward discriminating against employees based on race. Han, Durham, Minor, and Ruiz said that Ward is fair and treats all employees equally despite their race or ethnicity. Hernandez discussed his concern with the lack of Hispanic teachers on campus. However, Hernandez stated he did not want to assume that Ward was discriminatory. Ybarra noted that even though he believes Ward favors African American employees, he does not believe employees of other races are treated poorly or disrespected. Han explained that Taylor told her African American teachers are treated better than others. However, Han stated she had not witnessed anything to support Taylor’s claim. Han noted that an African American teacher left the campus last year due to concerns with Ward. Therefore, Han does not believe Ward is “racist” or discriminatory. Ceballos, Willis, and Hussain reported no concerns about discrimination on campus and stated that all staff members are treated equally. Hussain said no reports had been made to him regarding discrimination at Quintanilla MS. Therefore, based on the interviews completed and evidence gathered during the investigation, the PSO unsubstantiated the allegation that Ward violated DIA (LOCAL).

ADDITIONAL INVESTIGATION DETAILS

Investigator

PSO assigned Investigator Samantha Johnson to the case. Investigator Kathryn Vazquez assisted with the interviews.

Involved Parties

- Salem Hussain - 44809
Executive Director
Unaware/Uninvolved
- Roger Ceballos - 73606
Assistant Principal, Quintanilla Middle School
Unaware/Uninvolved
- Gregory Willis - 78237
Assistant Principal, Quintanilla Middle School
Unaware/Uninvolved
- Sizhi Han - 96410
Teacher, Quintanilla Middle School
Unaware/Uninvolved
- Jeffery Wang - 95046
Teacher, Quintanilla Middle School

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Unaware/Uninvolved

- Thuan Do - 51242
Teacher, Quintanilla Middle School
Unaware/Uninvolved
- De'Shearer Gilbert - 102646
Teacher, Quintanilla Middle School
Unaware/Uninvolved
- Timothy Minor - 99368
Teacher, Quintanilla Middle School
Unaware/Uninvolved
- Anthony Durham - 70257
Re-Set Coordinator, Quintanilla Middle School
Unaware/Uninvolved
- Matthew Ybarra - 73845
Teacher, Quintanilla Middle School
Unaware/Uninvolved
- Alejandro Hernandez - 90997
Teacher, Quintanilla Middle School
Unaware/Uninvolved
- Laura Ruiz - 18440
Office Manager, Quintanilla Middle School
Unaware/Uninvolved
- Heather Gray - 102721
Teacher, Quintanilla Middle School
Unaware/Uninvolved
- Dorothy (Lisa) Taylor - 25669
Teacher, Quintanilla Middle School
Unaware/Uninvolved
- William Deaver - 4589
Teacher, Quintanilla Middle School
Unaware/Uninvolved
- Tameca Ward - 47491
Principal, Quintanilla Middle School
Respondent

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Discrimination/Harassment

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General Case Information	
Case Number	5405
Date Received	11/21/2022 09:46:49 PM CST
Primary Issue Type	Discrimination/Harassment
Alert Status	Green
Language	English
Case Details	
Case Source	Web
Reporter Anonymous	Yes
Reporter Name	
Reporter Phone	
Reporter Email	
Reporter Availability	
Participant Name	Tameca Ward
Location	RAUL QUINTANILLA SR. 2700 REMOND DR
City	DALLAS
State	TX
Zip	75211
Country	United States
Location Name	RAUL QUINTANILLA SR.
Type	MIDDLE SCHOOL
School Type	MIDDLE SCHOOL
Location4	
Branch Number	
Location Name	
Details	The accused, Ward, unfairly enforces dress code. Ward frequently stops White employees about minor infractions of their dress (she has approached White males who are wearing a button down with sweater vest but no tie, White males wearing sneakers, and White females wearing jeans with distress). However, Black employees can be observed on campus wearing tennis shoes, t-shirts, hoodies, no ties, ripped jeans, and other more apparent infractions of dress code. This is unfair and appears to be on the basis of race. This makes the complainant feel that they are being treated on the basis of racial discrimination.
Intake Questions	
Relationship to the Company or Organization?	Employee
Please identify the person(s) engaged in this behavior:	Tameca Ward - Principal
Do you suspect or know that a supervisor or management is involved?	Yes
If yes, then who?	Tameca Ward, Principal
Is management aware of this problem?	Yes
What is the general nature of this matter?	The accused unfairly enforced dress code.

**CONFIDENTIAL**
Incident Report

Discrimination/Harassment

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What do you estimate the monetary value of this matter to be?

USD USD<99

Where did this incident or violation occur?

2700 Remond Dr (school campus)

Please provide the specific or approximate time this incident occurred:

2022-2023 School Year

How long do you think this problem has been going on?

1 to 3 months

How did you become aware of this violation?

It happened to me

Follow-ups**None**