



**THE NEWARK PUBLIC SCHOOLS**  
 Office of the State District Superintendent  
 2 Cedar Street  
 Newark, New Jersey 07102-3091  
 Phone: 973-733-7333  
 Fax: 973-733-6834



Marion A. Bolden  
 State District Superintendent

Lucille E. Davy  
 Acting Commissioner of Education

September 22, 2005

**VIA HAND DELIVERY**

[REDACTED]

Re: *Notice of Inefficiency Charges*

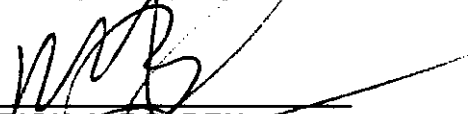
Dear [REDACTED]

You are herewith advised that Charges of Inefficiency as a teacher have been filed against you with the State District Superintendent. Enclosed please find one (1) copy of the Inefficiency Charges, Statement of Evidence in support of the Charges, and supporting documents.

Please be advised that you will have a minimum of ninety (90) days from receipt of this letter in which to remedy the inefficiencies and, during that period, you will be observed by supervisory staff to give you the opportunity to evidence that the inefficiencies have been remedied. If, at the expiration of that time, I determine that the inefficiencies are not remedied, then I shall, pursuant to statute, consider the Charges together with any statement of position you submit. Thereafter, I will make a determination as to whether there is probable cause to credit the evidence in support of the Charges and whether, if such Charges are credited, they are sufficient to warrant dismissal or reduction in salary. If I determine that there is probable cause for the Charges, I will certify the Charges to the Commissioner of Education for hearing pursuant to N.J.S.A. 18A:6-16.

You will be notified in writing of my determination.

**STATE -OPERATED SCHOOL DISTRICT  
 OF THE CITY OF NEWARK**

  
 \_\_\_\_\_  
**MARION A. BOLDEN**  
 State District Superintendent

**Enclosures**

cc: Dr. Russell Garris, Assistant Superintendent, SLT II  
 Fernard Williams, Principal, West Side High School  
 N.T.U.

Newark Public Schools  
Office of the General Counsel  
2 Cedar Street  
10<sup>th</sup> Floor  
Newark, New Jersey 07102  
(973) 733-7139

\_\_\_\_\_  
In the matter of \_\_\_\_\_ :  
\_\_\_\_\_  
\_\_\_\_\_  
STATE-OPERATED SCHOOL :  
DISTRICT OF THE CITY OF :  
NEWARK, IN THE COUNTY :  
OF ESSEX :  
\_\_\_\_\_ :

**NOTICE OF INEFFICIENCY CHARGES**

I, Fernard Williams, being of full age and duly sworn according to law, depose and say:

1. I am the Principal at West Side School (“West Side”), Newark Public Schools, having served in that capacity since January 1997. Prior to that time, I served as vice principal and acting principal at West Side and Weequahic High School. As part of my duties as Principal, I supervise teaching staff members and support staff, including \_\_\_\_\_ a teacher.
2. I hereby file charges based upon inefficiency pursuant to N.J.S.A. 18A:6-10 and N.J.A.C. 6A:3-5.1 against \_\_\_\_\_ (hereinafter referred to as “Respondent”), a tenured teacher employed by the Newark Public Schools (hereinafter referred to as the “District”). The charges stated herein are based upon my personal knowledge, information and belief derived from personnel and other files and records maintained by the District and information imparted to me and staff members.

## **CHARGE ONE: INEFFICIENCY**

During the period from September 2003 to the present, the Respondent has demonstrated an inability to competently and responsibly execute his duties as a teacher in the following manner:

- a. The Respondent has failed to satisfactorily demonstrate knowledge of content and pedagogy;
- b. The Respondent has failed to satisfactorily select instructional objectives;
- c. The Respondent has failed to satisfactorily design coherent instruction;
- d. The Respondent has failed to effectively implement lesson plans and achieve educational goals;
- e. The Respondent has failed to satisfactorily assess student learning;
- f. The Respondent has failed to satisfactorily administer a classroom environment that reflects respect and rapport;
- g. The Respondent has failed to satisfactorily administer a classroom environment that reflects classroom management;
- h. The Respondent has failed to maintain effective classroom management and control through implementation of classroom and school rules and effective classroom discipline, thereby causing disorder and resulting in ineffective teaching;
- i. The Respondent has failed to satisfactorily administer a classroom environment that reflects procedural management;
- j. The Respondent has failed to satisfactorily administer a classroom environment that reflects a commitment for learning;

- k. The Respondent has failed to satisfactorily utilize questioning and discussion techniques;
- l. The Respondent has failed to satisfactorily engage students in learning;
- m. The Respondent has failed to satisfactorily assess student learning;
- n. The Respondent has failed to satisfactorily demonstrate flexibility and responsiveness;
- o. The Respondent has failed to satisfactorily reflect on teaching;
- p. The Respondent has failed to satisfactorily maintain accurate records;
- q. The Respondent has failed to satisfactorily communicate with families;
- r. The Respondent has failed to satisfactorily contribute to the school and District;
- s. The Respondent has failed to satisfactorily grow and develop professionally;
- t. The Respondent has failed to satisfactorily demonstrate professionalism.
- u. The Respondent has failed to improve the effectiveness and delivery of her instruction despite significant assistance from administrative staff; and

The above charge is supported by the attached Statement of Evidence under oath by Fernard Williams, annexed hereto.

Dated: September 14 2005

  
Fernard Williams, Principal

Sworn to and subscribed before  
me on this 14<sup>th</sup> day of September, 2005

  
ADAM S. HERMAN

An attorney-at-law of the State of New Jersey

Newark Public Schools  
Office of the General Counsel  
2 Cedar Street  
10<sup>th</sup> Floor  
Newark, New Jersey 07102

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In the Matter of



**STATEMENT OF EVIDENCE**

State-operated School District  
Of the City of Newark, in the  
County of Essex

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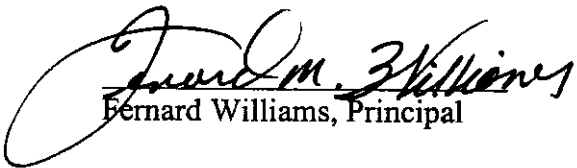
I, Fernard Williams, being of full age and duly sworn according to law, depose and say:

1. I hereby submit this Statement of Evidence in support of the attached Charges against the Respondent, a tenured teacher employed by the District. The evidence herein is based upon my personal knowledge, information and belief, derived from personnel and other files and records maintained by the District, and information imparted to me and staff members.
2. During the period from September 2003 to the present, the Respondent has failed to satisfactorily perform the duties and responsibilities of a classroom teacher despite numerous suggestions and assistance given by the administrative staff. The following documents are relied upon to support the charge of inefficiency:

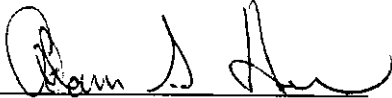
1. Memorandum regarding classroom management and neglect of professional responsibilities (along with Lesson Observation Form), dated October 16, 2003;
2. Memorandum regarding classroom management and neglect of professional responsibilities (along with Lesson Observation Form), dated October 22, 2003;
3. Memorandum regarding conference, dated October 22, 2003;
4. Formative Teacher Observation Form, dated January 13, 2004;
5. Memorandum regarding attendance, dated January 23, 2004;
6. Formative Teacher Observation Form, dated April 1, 2004;
7. Memorandum regarding attendance, dated April 30, 2004;
8. Memorandum regarding attendance, dated June 14, 2004;
9. Annual Observation Report, dated June 14, 2004;
10. Professional Improvement Plan for 2004-2005
11. Memorandum regarding classroom management and educational audit (along with Lesson Observation Form), dated October 6, 2004;
12. Formative Teacher Observation, dated October 8, 2004;
13. Memorandum regarding attendance, dated December 2, 2004;
14. Memorandum regarding attendance, dated February 4, 2005;
15. Memorandum regarding failure to attend meeting, dated February 10, 2005;
16. Memorandum regarding classroom management, dated February 10, 2005;
17. Memorandum regarding classroom management, dated February 11, 2005;
18. Formative Teacher Observation, dated March 9, 2005;
19. Memorandum regarding attendance, dated March 15, 2005;
20. Memorandum regarding classroom management and educational audit, dated March 15, 2005.

21. Memorandum regarding attendance, dated April 19, 2005;
22. Memorandum regarding condition of classroom, dated April 28, 2005;
23. Memorandum regarding attendance, dated April 29, 2005;
24. Memorandum regarding attendance, dated April 29, 2005;
25. Memorandum regarding classroom management and educational audit, dated May 13, 2005;
26. Memorandum regarding classroom management and educational audit, dated May 16, 2005;
27. Annual Evaluation Report, dated May 27, 2005.
28. Professional Improvement Plan for 2005-2006.

Dated: September 14, 2005

  
Bernard Williams, Principal

Sworn to and subscribed before  
me on this 14<sup>th</sup> day of September, 2005



ADAM S. HERMAN

An attorney-at-law of the State of New Jersey

NEWARK PUBLIC SCHOOLS  
Office of the General Counsel  
2 Cedar Street  
Newark, New Jersey 07102  
(973) 733-7139  
Attorneys for Respondent, State-operated School District  
Of the City of Newark

In the matter of  
[REDACTED]


STATE-OPERATED SCHOOL  
DISTRICT OF THE CITY OF  
NEWARK, IN THE COUNTY  
OF ESSEX

**PROOF OF SERVICE**

MANUEL QUINONES, of full age, certifies as follows:

1. I am employed as a Special Investigator by the State-Operated School District of Newark.
2. On September 23, 2005, I delivered a package containing tenure charges to [REDACTED] Teacher, West Side High School [REDACTED]

I certify that the foregoing statements made by me are true to the best of my knowledge. I am aware that if any of the statements made by me are willfully false, I am subject to punishment.

  
MANUEL QUINONES  
SPECIAL INVESTIGATOR

Date: September 23, 2005



Marion A. Bolden  
State District Superintendent

THE NEWARK PUBLIC SCHOOLS  
Office of the State District Superintendent  
2 Cedar Street  
Newark, New Jersey 07102-3091  
Phone: 973-733-7333  
Fax: 973-733-6834



Lucille E. Davy  
Acting Commissioner of Education

February 3, 2006

**VIA OVERNIGHT MAIL AND REGULAR MAIL**

[REDACTED]

**RE: INEFFICIENCY CHARGES**

Dear [REDACTED]:

Please consider this formal notice that Charges of Inefficiency ("Charges") have been filed against you.

In that regard, enclosed please find one (1) copy of each of the following: (1) Post-Improvement Period Statement of Inefficiency Charges; (2) Statement of Evidence in Support of the Charges; and (3) Appendix of Exhibits supporting the Statement of Evidence.

Please be further advised that pursuant to N.J.S.A. 18A:6-11 and N.J.A.C. 6A:3-5.1, you are granted the opportunity to submit a written Statement of Evidence under oath in opposition to the Charges within fifteen (15) days from the date of receipt of this notice.

After the expiration of that period, I shall: (i) consider the Charges and the Statement of Evidence that you have submitted; (ii) make a determination as to whether there is probable cause to credit the evidence in support of the Charges; and (iii) if such Charges are credited, determine whether they are sufficient to warrant dismissal or reduction in salary.

In the event of a determination of probable cause, I will certify the matter to the Commissioner of Education of the State of New Jersey for hearing, pursuant to N.J.S.A. 18A:6-16.

You will be notified in writing of any determination.

STATE -OPERATED SCHOOL DISTRICT  
OF THE CITY OF NEWARK

  
MARION A. BOLDEN  
State District Superintendent

**Enclosure**

cc: Dr. Russell Garris, Assistant Superintendent, SLT II  
Fernard Williams, Principal, West Side High School  
N.T.U.

Newark Public Schools  
Office of the General Counsel  
2 Cedar Street  
10<sup>th</sup> Floor  
Newark, New Jersey 07102  
(973) 733-7139

In the matter of

[REDACTED]

**POST-IMPROVEMENT PERIOD**  
**NOTICE OF INEFFICIENCY CHARGES**

STATE-OPERATED SCHOOL  
DISTRICT OF THE CITY OF  
NEWARK, IN THE COUNTY  
OF ESSEX

I, Fernard Williams, being of full age and duly sworn according to law, depose and say:

1. I am the Principal at West Side School ("West Side"), Newark Public Schools, having served in that capacity since January 1997. Prior to that time, I served as vice principal and acting principal at West Side and Weequahic High School. As part of my duties as Principal, I supervise teaching staff members and support staff, including [REDACTED] a teacher.
2. I hereby file charges based upon inefficiency pursuant to N.J.S.A. 18A:6-10 and N.J.A.C. 6A:3-5.1 against [REDACTED] (hereinafter referred to as "Respondent"), a tenured teacher employed by the Newark Public Schools (hereinafter referred to as the "District"). The charges stated herein are based upon my personal knowledge, information and belief derived from personnel and other files and records maintained by the District and information imparted to me and staff members.

## **CHARGE ONE: INEFFICIENCY**

During the period from September 2003 to the present, the Respondent has demonstrated an inability to competently and responsibly execute his duties as a teacher, despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Respondent has failed to improve his deficiencies in the following manner:

a. The Respondent has failed to satisfactorily demonstrate knowledge of content and pedagogy.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

b. The Respondent has failed to satisfactorily select instructional objectives.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

c. The Respondent has failed to satisfactorily design coherent instruction.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

d. The Respondent has failed to effectively implement lesson plans and achieve educational goals.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

e. The Respondent has failed to satisfactorily assess student learning.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

f. The Respondent has failed to satisfactorily administer a classroom environment that reflects respect and rapport.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

g. The Respondent has failed to satisfactorily administer a classroom environment that reflects classroom management.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

h. The Respondent has failed to maintain effective classroom management and control through implementation of classroom and school rules and effective classroom discipline, thereby causing disorder and resulting in ineffective teaching.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

i. The Respondent has failed to satisfactorily administer a classroom environment that reflects procedural management.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

j. The Respondent has failed to satisfactorily administer a classroom environment that reflects a commitment for learning.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

k. The Respondent has failed to satisfactorily utilize questioning and discussion techniques.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

l. The Respondent has failed to satisfactorily engage students in learning.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

m. The Respondent has failed to satisfactorily assess student learning.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

n. The Respondent has failed to satisfactorily demonstrate flexibility and responsiveness. This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

o. The Respondent has failed to satisfactorily reflect on teaching.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

p. The Respondent has failed to satisfactorily maintain accurate records.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

q. The Respondent has failed to satisfactorily communicate with families.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

r. The Respondent has failed to satisfactorily contribute to the school and District.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

s. The Respondent has failed to satisfactorily grow and develop professionally.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

t. The Respondent has failed to satisfactorily demonstrate professionalism.

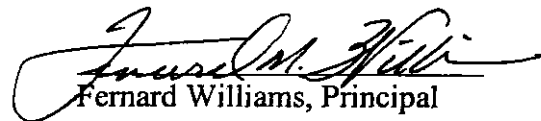
This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

u. The Respondent has failed to improve the effectiveness and delivery of instruction despite significant assistance from administrative staff.

This area has not improved despite the provision of an improvement period from September 29, 2005 through January 6, 2006. Informal observations and formal observations still consistently reflected deficiencies in this area.

The above charge is supported by the attached Statement of Evidence under oath by Fernard Williams, annexed hereto.

Dated: February 3, 2006

  
Fernard Williams, Principal

Sworn to and subscribed before  
me on this 3 day of February, 2006



ADAM S. HERMAN

An attorney-at-law of the State of New Jersey

Newark Public Schools  
Office of the General Counsel  
2 Cedar Street  
10<sup>th</sup> Floor  
Newark, New Jersey 07102

In the Matter of

[REDACTED]

**STATEMENT OF EVIDENCE**

State-operated School District  
Of the City of Newark, in the  
County of Essex

I, Fernard Williams, being of full age and duly sworn according to law, depose and say:

1. I hereby submit this Statement of Evidence in support of the attached Charges against the Respondent, a tenured teacher employed by the District. The evidence herein is based upon my personal knowledge, information and belief, derived from personnel and other files and records maintained by the District, and information imparted to me and staff members.
2. During the period from September 2003 to the present, the Respondent has failed to satisfactorily perform the duties and responsibilities of a classroom teacher despite numerous suggestions and assistance given by the administrative staff. The following documents are relied upon to support the charge of inefficiency:

## LIST OF EXHIBITS

### DOCUMENTATION GENERATED PRIOR TO IMPROVEMENT PERIOD

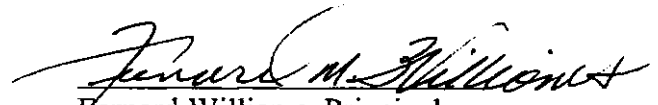
1. Memorandum regarding classroom management and neglect of professional responsibilities (along with Lesson Observation Form), dated October 16, 2003
2. Memorandum regarding classroom management and neglect of professional responsibilities (along with Lesson Observation Form), dated October 22, 2003
3. Memorandum regarding conference, dated October 22, 2003
4. Formative Teacher Observation Form, dated January 13, 2004
5. Memorandum regarding attendance, dated January 23, 2004
6. Formative Teacher Observation Form, dated April 1, 2004
7. Memorandum regarding attendance, dated April 30, 2004
8. Memorandum regarding attendance, dated June 14, 2004
9. Annual Observation Report, dated June 14, 2004
10. Professional Improvement Plan for 2004-2005
11. Memorandum regarding classroom management and educational audit (along with Lesson Observation Form), dated October 6, 2004
12. Formative Teacher Observation, dated October 8, 2004
13. Memorandum regarding attendance, dated December 2, 2004
14. Memorandum regarding attendance, dated February 4, 2005
15. Memorandum regarding failure to attend meeting, dated February 10, 2005
16. Memorandum regarding classroom management, dated February 10, 2005
17. Memorandum regarding classroom management, dated February 11, 2005

18. Formative Teacher Observation, dated March 9, 2005
19. Memorandum regarding attendance, dated March 15, 2005
20. Memorandum regarding classroom management and educational audit, dated March 15, 2005
21. Memorandum regarding attendance, dated April 19, 2005
22. Memorandum regarding condition of classroom, dated April 28, 2005
23. Memorandum regarding attendance, dated April 29, 2005
24. Memorandum regarding attendance, dated April 29, 2005
25. Memorandum regarding classroom management and educational audit, dated May 13, 2005
26. Memorandum regarding classroom management and educational audit, dated May 16, 2005
27. Annual Evaluation Report, dated May 27, 2005
28. Professional Improvement Plan for 2005-2006

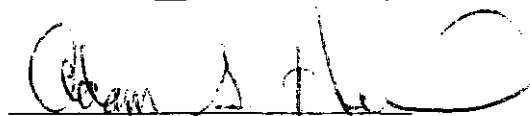
DOCUMENTATION GENERATED DURING IMPROVEMENT PERIOD

29. Memorandum regarding classroom management and educational audit, dated September 16, 2005
30. Memorandum regarding informal observation conducted on October 20, 2005
31. Formative Teacher Observation, dated October 13, 2005
32. Formative Teacher Observation, dated October 27, 2005
33. Memorandum regarding classroom visitation, dated November 23, 2005
34. Formative Teacher Observation, dated November 18, 2005
35. Formative Teacher Observation, dated December 8, 2005
36. Formative Teacher Observation, dated December 22, 2005
37. Memorandum regarding student grades, dated December 23, 2005
38. Evaluation report, dated January 9, 2006.

Dated: February 3, 2006

  
Bernard Williams, Principal

Sworn to and subscribed before  
me on this 3 day of February, 2006



ADAM S. HERMAN

An attorney-at-law of the State of New Jersey

NOTICE OF RETIREMENT

March 17, 2006

Ms. Rita Salley  
State District Assistant Superintendent  
Human Resource Services  
Newark Public Schools  
2 Cedar Street  
Newark, New Jersey 07102-3019

RE: [REDACTED]

Dear Ms. Salley:

Please accept this letter as official notification of my intent to retire effective July 1, 2006. I shall forward to your office, immediately upon receipt, any correspondence from TPAF pertaining to my retirement.

I am also requesting that your office complete and submit a Certification of Service and Final Salary form to the Division of Pension and Benefits. Please send me a copy of this completed form for my records.

Thank you for your consideration of my request. Should you need any additional information, please contact me.

Very truly yours,

[REDACTED]

Teacher, West Side High School

- cc: Ms. Marion Bolden, State District Superintendent
- Newark Teachers Union
- Willie Worley, Department Chairman West Side High School
- Adam Herman, Esq., Board Counsel's Office