



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



William L. Librera
Commissioner of Education

February 11, 2003

VIA HAND DELIVERY



Re: Notice of Inefficiency Charges

Dear 

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 in 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

MAB/AZ
Enclosures

cc: Dr. Paula Howard, Assistant Superintendent, SLT I
Jacquelynn Hartsfield, Principal
Eugene Liss, Esq.

CHARGE ONE: INEFFICIENCY

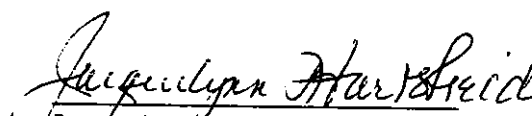
During the period from September 2000 to the present, the Respondent has demonstrated an inability to competently and responsibly execute her duties as a teacher in the following manner:

- a. The Respondent has failed to satisfactorily establish learning objectives and plan and prepare instruction consistent with appraisal of individual student needs and requirements;
- b. The Respondent has failed to satisfactorily exhibit satisfactory teaching techniques in the classroom, and satisfactorily use effective instructional methods and resources;
- c. 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;
- d. The Respondent has failed to effectively implement lesson plans and achieve educational goals;
- e. The Respondent has failed to submit required documentation (e.g., homework logs, warning notices, criterion reference tests or results, writing sample rubric scores);
- f. The Respondent has failed to: (1) use motivational and instructional techniques; (2) encourage students; (3) provide for differences in students' abilities; (4) make provisions for analyzing, evaluating and reviewing lessons; and (5) use results of lesson assessment in planning;
- g. The Respondent has failed to appraise the effectiveness of her instructional program and methods;
- h. The Respondent has failed to organize and utilize classroom time effectively;

- i. The Respondent has failed to demonstrate competent use of curriculum and teacher guides;
- j. The Respondent has failed to improve the effectiveness and delivery of her instruction despite significant assistance from administrative staff; and
- k. The Respondent has exhibited unprofessional conduct in interactions with students and administration.

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

Dated: February 11, 2003


Jacquelynn Hartsfield, Principal

Sworn to and subscribed before
me on this 11 day of February, 2003


ARSEN ZARTARIAN

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

In the Matter of _____ :
: _____ :
: _____ :
: _____ :
: _____ :
State-operated School District :
Of the City of Newark, in the :
County of Essex :
_____ :

STATEMENT OF EVIDENCE

I, Jacquelynn Hartsfield, 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 _____ (hereafter referred to as "Respondent"), a tenured teacher employed by the Newark Public Schools (hereafter referred to as 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 2000 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:

- a. Teacher Observation Report dated October 30, 2000;
- b. Memorandum re: lesson plans dated December 14, 2000;
- c. Memorandum re: student writing task dated January 5, 2001;
- d. Memorandum re: informal observation dated January 8, 2001;
- e. Memorandum re: conduct unbecoming dated January 17, 2001;
- f. Memorandum re: student scoring procedure dated February 6, 2001;
- g. Teacher Observation Report dated February 21, 2001;
- h. "Model Writing Checklist" dated February 28, 2001;
- i. Memorandum re: failure to submit documentation dated March 23,
2001;
- j. Memorandum re: pre-observation meeting dated April 10, 2001;
- k. Teacher Observation Report dated April 12, 2001;
- l. Memorandum re: "fights in class" dated May 1, 2001;
- m. Memorandum re: failure to attend meeting dated May 3, 2001;
- n. Memorandum re: student work display dated May 9, 2001;
- o. Teacher Observation Report dated June 8, 2001;
- p. Teacher Annual Observation report dated June 25, 2001;
- q. Memorandum re: report card procedure dated June 25, 2001;
- r. Letter requesting withholding of increment dated June 27, 2001;
- s. Memorandum regarding scholarship book dated June 28, 2001;
- t. Letter advising [REDACTED] of withholding of increment dated
August 28, 2001;
- u. Memorandum re: lesson plans dated September 25, 2001;

- v. Teacher Observation Report dated September 26, 2001;
- w. Memorandum dated October 16, 2001 re: planning clinics;
- x. Memorandum re: November 19, 2001 review of capital punishment laws;
- y. Memorandum re: deficient classroom management book/monthly writing samples dated February 8, 2002;
- z. Memorandum re: deficient classroom management booklets dated February 8, 2002;
- aa. Memorandum re: deficient classroom management booklets dated March 4, 2002;
- bb. Memorandum re: deficient assessment of student needs dated March 15, 2002;
- cc. Memorandum re: insufficient math and literacy portfolios dated March 22, 2002;
- dd. Memorandum re: observational survey dated June 10, 2002;
- ee. Memorandum re: formal observation dated June 10, 2002;
- ff. Memorandum re: recommendation of increment withholding dated June 12, 2002;
- gg. Teacher Annual Evaluation Report dated June 20, 2002;
- hh. Letter to [REDACTED] advising of increment withholding dated August 12, 2002;
- ii. Memorandum re: unsafe classroom environment dated September 30, 2002;

- jj. Memorandum re: classroom environment dated October 4, 2002;
- kk. Memorandum re: intervention plans dated October 4, 2002;
- ll. Memorandum re: class narrative writings dated October 4, 2002;
- mm. Memorandum regarding upcoming informal observation dated October 16, 2002;
- nn. Teacher Observation Report dated October 18, 2002.
- oo. Documentation regarding student work dated November 13, 2002;
- pp. Memorandum regarding management book submission dated November 20, 2002;
- qq. Documentation regarding student instruments dated November 22, 2002;
- rr. Memorandum regarding classroom observation visit dated January 7, 2003;
- ss. Memorandum regarding instructional commitment dated January 24, 2003;
- tt. Memorandum regarding submission of student documentation dated January 27, 2003.

Dated: February 11, 2003


Jacquelynn Hartsfield, Principal

Sworn to and subscribed before
me on this 11 day of February, 2003


ARSEN ZARTARIAN

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



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



William L. Librera
Commissioner of Education

June 18, 2003

VIA HAND DELIVERY

[REDACTED]

Dear [REDACTED]

Please consider this formal notice that Charges of Inefficiency (the "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.

Very truly yours,

Marion A. Bolden
State District Superintendent

Enclosures

c: Ann Marie McGoldrick, Interim Executive Director, Human Resource Services
Dr. Paula Howard, Assistant Superintendent, SLT I
Eugene Liss, Esquire, NTU Counsel

Newark Public Schools
Office of the General Counsel
2 Cedar Street
Newark, New Jersey 07102
(973) 733-8708

In the matter of :
[REDACTED] :
: **POST-IMPROVEMENT PERIOD**
: **STATEMENT OF INEFFICIENCY CHARGES**
: :
: :
STATE-OPERATED SCHOOL :
DISTRICT OF THE CITY OF :
NEWARK, IN THE COUNTY :
OF ESSEX :

:

POST-IMPROVEMENT PERIOD
STATEMENT OF INEFFICIENCY CHARGES

JACQUELYNN HARTSFIELD, being of full age and duly sworn according to law,
deposes and says:

1. I am the Principal at Quitman Street Community School ("Quitman"), Newark Public Schools, having served in that capacity since September 2002. I previously served as Vice Principal of Quitman from September 1999 to June 2002. As part of my duties in both positions, I supervised teaching staff members and support staff, including [REDACTED], a tenured 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 2000 to the present, the Respondent has demonstrated an inability to competently and responsibly execute her duties as a teacher, despite the provision of an improvement period from February 18, 2003 through May 26, 2003.

Respondent has failed to improve her deficiencies in the following manner:

- a. The Respondent has failed to satisfactorily establish learning objectives and plan and prepare instruction consistent with appraisal of individual student needs and requirements.

This area has not improved. For example, lesson plans still did not meet District mandates and failed to show evidence of differentiated instruction. See Exhibits vv, zz, aaa, eee, fff, mmm, rrr, www.

- b. The Respondent has failed to satisfactorily exhibit satisfactory teaching techniques in the classroom, and satisfactorily use effective instructional methods and resources.

This area has not improved. Informal observations and formal observations still consistency reflected deficiencies in this area. See Exhibits yy, zz, bbb, eee, hhh, jjj, mmm, www.

- c. 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. Formal observations still reflected deficiencies in classroom management. See Exhibit mmm, www.

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

This area has not improved. Informal observations and formal observations still consistency reflected deficiencies in this area. See Exhibits yy, zz, bbb, hhh, jjj, mmm, www.

- e. The Respondent has failed to submit required documentation (e.g., homework logs, warning notices, criterion reference tests or results, writing sample rubric scores).

Although some improvement was seen in this area, Respondent still at times failed to submit writing samples and lesson plans. See Exhibits ww, fff.

- f. The Respondent has failed to: (1) use motivational and instructional techniques; (2) encourage students; (3) provide for differences in students' abilities; (4) make provisions for analyzing, evaluating and reviewing lessons; and (5) use results of lesson assessment in planning.

This area has not improved. Informal observations and formal observations still consistency reflected deficiencies in this area. See Exhibits vv, yy, zz, aaa, eee, fff, jjj, mmm, rrr, www.

- g. The Respondent has failed to appraise the effectiveness of her instructional program and methods.

This area has not improved. Informal observations and formal observations still consistency reflected deficiencies in this area. See Exhibits vv, yy, zz, bbb, eee, fff, mmm, www.

h. The Respondent has failed to organize and utilize classroom time effectively.

This area has not improved. Administrators' visits to the classroom demonstrated that Respondent continued to use classroom time ineffectively. See Exhibits yy, zz, eee, hhh, www.

i. The Respondent has failed to demonstrate competent use of curriculum and teacher guides.

This area has not improved. Informal observations and formal observations still consistency reflected deficiencies in this area. See Exhibits yy, zz, bbb, mmm, www.

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

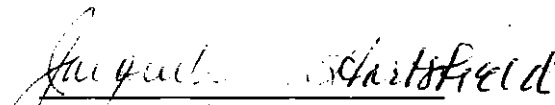
Respondent has been involved with the teachers assistance program, resource teachers, and Children's Literacy Initiative, among other assistance. See Exhibits uu, bbb, ccc, ddd, eee, ggg, iii, jjj, kkk, nnn, ppp, qqq, sss, tt, uuu, www.

k. The Respondent has exhibited unprofessional conduct in interactions with students and administration.

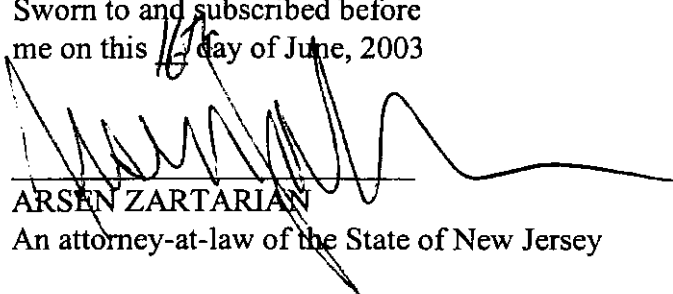
This area has improved, as there have been no incidents of unprofessional conduct involving Respondent recently.

3. The above charge, supported by the attached Statement of Evidence under oath by Jacquelynn Hartsfield, annexed hereto, indicates that despite being provided with assistance and an improvement period in excess of 90 days, Respondent has failed to demonstrate improvement in the above areas of concern. It is therefore submitted that Respondent's employment with the District must be terminated.

Dated: June 16, 2003

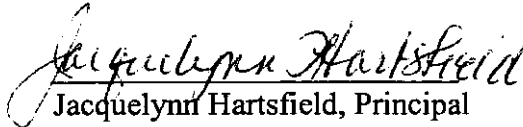

Jacquelynn Hartsfield, Principal

Sworn to and subscribed before
me on this 16 day of June, 2003

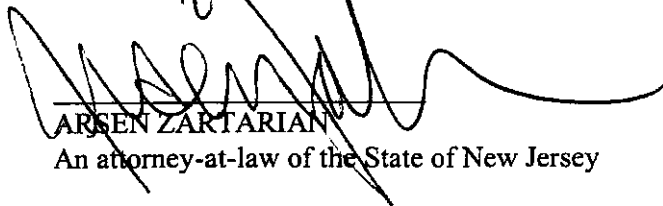

ARSEN ZARTARIAN
An attorney-at-law of the State of New Jersey

extensive positive assistance by my staff and third parties in an effort to improve her deficiencies. Despite the assistance and instruction provided to Respondent, she has failed to improve in the areas set forth in the Post-Improvement Statement of Inefficiency Charges filed herewith. Respondent also received six informal observations and three formal observations by three different administrators, all of which were unsatisfactory.

Dated: June 16, 2003


Jacquelyn Hartsfield, Principal

Sworn to and subscribed before
me on this 16 day of June, 2003


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

LIST OF EXHIBITS

DOCUMENTATION GENERATED PRIOR TO IMPROVEMENT PERIOD

- a. Teacher Observation Report dated October 30, 2000;
- b. Memorandum re: lesson plans dated December 14, 2000;
- c. Memorandum re: student writing task dated January 5, 2001;
- d. Memorandum re: informal observation dated January 8, 2001;
- e. Memorandum re: conduct unbecoming dated January 17, 2001;
- f. Memorandum re: student scoring procedure dated February 6, 2001;
- g. Teacher Observation Report dated February 21, 2001;
- h. "Model Writing Checklist" dated February 28, 2001;
- i. Memorandum re: failure to submit documentation dated March 23, 2001;
- j. Memorandum re: pre-observation meeting dated April 10, 2001;
- k. Teacher Observation Report dated April 12, 2001;
- l. Memorandum re: "fights in class" dated May 1, 2001;
- m. Memorandum re: failure to attend meeting dated May 3, 2001;
- n. Memorandum re: student work display dated May 9, 2001;
- o. Teacher Observation Report dated June 8, 2001;
- p. Teacher Annual Observation report dated June 25, 2001;
- q. Memorandum re: report card procedure dated June 25, 2001;
- r. Letter requesting withholding of increment dated June 27, 2001;
- s. Memorandum regarding scholarship book dated June 28, 2001;

- t. Letter advising [REDACTED] of withholding of increment dated August 28, 2001;
- u. Memorandum re: lesson plans dated September 25, 2001;
- v. Teacher Observation Report dated September 26, 2001;
- w. Memorandum dated October 16, 2001 re: planning clinics;
- x. Memorandum re: November 19, 2001 review of capital punishment laws;
- y. Memorandum re: deficient classroom management book/monthly writing samples dated February 8, 2002;
- z. Memorandum re: deficient classroom management booklets dated February 8, 2002;
- aa. Memorandum re: deficient classroom management booklets dated March 4, 2002;
- bb. Memorandum re: deficient assessment of student needs dated March 15, 2002;
- cc. Memorandum re: insufficient math and literacy portfolios dated March 22, 2002;
- dd. Memorandum re: observational survey dated June 10, 2002;
- ee. Memorandum re: formal observation dated June 10, 2002;
- ff. Memorandum re: recommendation of increment withholding dated June 12, 2002;
- gg. Teacher Annual Evaluation Report dated June 20, 2002;

- hh. Letter to [REDACTED] advising of increment withholding dated August 12, 2002;
- ii. Memorandum re: unsafe classroom environment dated September 30, 2002;
- jj. Memorandum re: classroom environment dated October 4, 2002;
- kk. Memorandum re: intervention plans dated October 4, 2002;
- ll. Memorandum re: class narrative writings dated October 4, 2002;
- mm. Memorandum regarding upcoming informal observation dated October 16, 2002;
- nn. Teacher Observation Report dated October 18, 2002.
- oo. Documentation regarding student work dated November 13, 2002;
- pp. Memorandum regarding management book submission dated November 20, 2002;
- qq. Documentation regarding student instruments dated November 22, 2002;
- rr. Memorandum regarding classroom observation visit dated January 7, 2003;
- ss. Memorandum regarding instructional commitment dated January 24, 2003;
- tt. Memorandum regarding submission of student documentation dated January 27, 2003;

DOCUMENTATION GENERATED DURING IMPROVEMENT PERIOD

- uu. Memorandum regarding teacher assistance program dated February 24, 2003;
- vv. Memorandum regarding lesson plans dated March 10, 2003;
- ww. Memorandum regarding documents not submitted dated March 10, 2003;
- xx. Memorandum regarding pre-observation conference dated March 10, 2003;
- yy. Informal observation dated March 10, 2003;
- zz. Teacher Observation Report dated March 18, 2003;
- aaa. Memorandum regarding "checklist" dated March 24, 2003;
- bbb. Informal observation dated March 27, 2003;
- ccc. Memorandum regarding guided reading dated March 31, 2003;
- ddd. Memorandum regarding teacher assistance program dated April 8, 2003;
- eee. Informal observation dated April 8, 2003;
- fff. Memorandum regarding lesson plans dated April 10, 2003;
- ggg. Memorandum regarding classroom visitation dated April 14, 2003;
- hhh. Informal observation dated April 17, 2003;
- iii. Memorandum regarding assistance provided to teacher dated April 17, 2003;
- jjj. Informal observation dated April 25, 2003;
- kkk. Memorandum regarding logs, folders, etc. dated April 28, 2003;

- lll. Memorandum regarding pre-observation conference dated April 28, 2003;
- mmm. Teacher Observation Report dated April 30, 2003;
- nnn. Memorandum regarding CLI dated May 5, 2003;
- ooo. Memorandum regarding post-observation conference dated May 5, 2003;
- ppp. Memorandum regarding teacher assistance program dated May 7, 2003;
- qqq. Informal observation dated May 13, 2003;
- rrr. Memorandum regarding lesson plans dated May 14, 2003;
- sss. Memorandum from resource teacher dated May 15, 2003;
- ttt. Memorandum from resource teacher dated May 19, 2003;
- uuu. Memorandum regarding CLI dated May 20, 2003;
- vvv. Memorandum regarding observation dated May 21, 2003;
- www. Teacher Observation Report dated May 23, 2003.

ACKNOWLEDGEMENT

I hereby acknowledge receipt of a copy of the following: (1) Post-Improvement Period Statement of Inefficiency Charges; (2) Statement of Evidence; and (3) Appendix of Exhibits.

Date: June 18, 2003



Witnessed by: Jaquelyn Hartstedt, Principal
Susan Wenderman (union rep)

NEWARK PUBLIC SCHOOLS
Office of the General Counsel
2 Cedar Street
Newark, New Jersey 07102
(973) 733-7139

In the Matter of

[REDACTED]

v.

STATE-OPERATED SCHOOL
DISTRICT OF THE CITY OF
NEWARK

STIPULATION OF SETTLEMENT

WHEREAS, [REDACTED] (" [REDACTED]"), residing at [REDACTED]

[REDACTED], is a tenured teacher employed by the State-Operated School District of the City of Newark ("District");

WHEREAS, [REDACTED]'s employment and adjustment salary increments for the 2001-02 school year were withheld;

WHEREAS, [REDACTED] filed an appeal of the aforementioned increment withholdings with the Commissioner of Education and the matter is currently pending in the Office of Administrative Law, bearing Docket No. EDUOR-09661-01N;

WHEREAS, [REDACTED]'s employment and adjustment salary increments for the 2002-03 school year were withheld;

WHEREAS, [REDACTED] filed an appeal of the aforementioned increment withholdings with the Commissioner of Education and the matter is currently pending in the Office of Administrative Law, bearing Docket No. EDUOR- 01359-03N;

WHEREAS, on or about February 11, 2003, tenure charges based on inefficiency were filed with the State District Superintendent against [REDACTED]