PATERSON PUBLIC SCHOOLS

Office of the Superintendent of Schools
90 Delaware Avenue, Paterson, NJ 07503
Office: (973) 321-0980 Fax: (973) 321-0470

Laurie W. Newell, PhD
Superintendent of Schools

2025-2030 Strategic Framework
Paterson Public Schools

The development of the 2025-2030 Strategic Framework for Paterson Public Schools involved a systematic, multi-stage process, beginning with comprehensive data acquisition and culminating in a draft plan for stakeholder review.

Phase 1: Data Collection and Analysis

The initial phase focused on gathering and analyzing critical information to inform the strategic direction. Key sources included:

- Previous Strategic Plan Review: The existing "Paterson, A Promising Tomorrow" plan served as a foundational document. Its strengths and areas for evolution were identified, with elements slated for integration into the new framework. This review was guided by the imperative from Board Commissioners to establish a clear path forward post-COVID-19 impacts and received support from the New Jersey School Boards Association for extending the previous plan's relevance.

- Performance Data Assessment: Assessment results were meticulously analyzed to pinpoint areas requiring focused intervention and improvement. This data directly informed the introduction of the Paterson Progress Plan.

- Operational Framework Integration: The Paterson Progress Plan, comprising five core components—Human Resources, Data Literacy, Staff Capacity, Principal Capacity, and Parental Support—was integrated into the analytical framework. Interdepartmental workgroups were subsequently established to address challenges pertinent to each of these "Levers."

- External Audit Review: Audits conducted by Hazard, Young, Attea and Associates (HYA) were reviewed to align operational practices with established best practices and identify areas for strategic improvement.

- Community Feedback Integration: Stakeholder involvement was recognized as crucial. Community feedback was systematically collected to ensure the Strategic Plan reflected the insights and priorities of the Paterson community.

This data synthesis—integrating the Five Levers of the Paterson Progress Plan, findings from the HYA Audits, and Community Engagement Feedback—formed the foundation for the Draft Strategic Framework.

Phase 2: Framework Development

This phase translated the analyzed data into the core components of the strategic plan:

- Mission Statement Formulation: A mission statement was developed to articulate the core purpose: to nurture the holistic development of students, equipping them for success and citizenship.

- Vision Statement Articulation: A vision statement was crafted to define the desired future state: to create an inclusive community empowering students to learn and thrive, backed by family and community partnerships.

- Strategic Goal Identification: Five primary strategic goals were identified based on thematic analysis of the collected data. These goals address key areas for improvement and development:

    - Cultivate a High-Performing and Supported Workforce.

    - Empower Data-Driven Decision-Making and Transparency.

    - Advance Instructional Excellence and Staff Capacity.

    - Strengthen Leadership, Financial Stability, and Effectiveness.

    - Foster Strong Family and Community Partnerships.

- Key Performance Indicator (KPI) Establishment: For each strategic goal, specific and measurable KPIs were established to monitor progress and assess effectiveness. Examples include increasing teacher retention by 15%, increasing schools using data for instruction by 30%, and ensuring 100% participation in leadership professional development.

- Comparative Analysis: The newly drafted framework was compared against the previous Strategic Plan to identify similarities (e.g., student-centered learning, instructional excellence, partnerships) and key differences (e.g., increased emphasis on leadership in the new plan, lack of specific social-emotional learning goal).

Phase 3: Next Steps for Finalization

The completion of the Draft Strategic Plan initiates a series of critical steps toward its finalization and implementation:

- Public Dissemination and Feedback Collection: The draft plan will be posted online to solicit further feedback from all stakeholders.
- Objective Categorization: Objectives will be categorized into short-term, mid-term, and long-term goals to provide a clear timeline for implementation.
- Action Plan Development: Detailed action plans will be created, outlining specific steps, assigning responsibilities, establishing timelines, and identifying required resources for each objective.
- Baseline Data Establishment: Relevant data sources will be identified, and baselines will be established to enable measurable outcome tracking.
- Resource Allocation: Necessary resources will be allocated to support the effective implementation of the strategic initiatives.
- Communication Plan Development: A comprehensive communication plan will be developed to ensure continuous stakeholder engagement and transparency throughout the implementation process.
- Strategy Pilot and Evaluation: Strategies will be piloted and evaluated on a smaller scale before district-wide application to ensure efficacy.
- Ongoing Monitoring and Adjustment: Progress will be continuously monitored through regular data analysis and reviews, allowing for effective adjustments and continuous improvement.

This structured process ensures that the Strategic Framework is data-informed, community-responsive, and equipped for measurable success.