

# STRATEGIC PLAN

2025-2030



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## Dear Paterson Public Schools Community,

It is with great pride and optimism that I share the Strategic Plan for 2025–2030. This plan is the culmination of years of reflection, data analysis, stakeholder engagement, and community collaboration. It is designed to guide our district in achieving excellence for all students while ensuring equity, opportunity, and accountability.

Paterson is a city of resilience, diversity, and promise. Our students deserve an education that not only prepares them for success in college and careers, but also nurtures their growth as compassionate, civic-minded individuals. This plan builds on the foundation of 'Paterson, A Promising Tomorrow' and integrates lessons from the pandemic, audits, stakeholder conversations, and the '5 Levers for Student Achievement.'

Together, we will cultivate a high-performing workforce, advance instructional excellence, embrace data-driven decision-making, foster strong family and community partnerships, and ensure that our schools are places of safety, inclusion, and innovation.

I invite you to join us on this journey as we work to make Paterson Public Schools a district of choice and pride.

Respectfully,

**Laurie W. Newell, PhD**

Superintendent of Schools

## **OUR VISION**

**To create a vibrant, inclusive school community where empowered students have diverse opportunities to learn, grow, and thrive.**

## **OUR MISSION**

**To nurture the holistic development of every student, equipping them with critical skills for future success and engaged citizenship.**

## **CORE VALUES**

**Excellence**

**Innovation**

**Equity**

**Collaboration**

**Integrity**

**Accountability**

**Community**

**Inclusivity**

# CITY OVERVIEW



Paterson, New Jersey, is the third-largest city in the state and one of the most diverse communities in the nation. Home to more than 160,000 residents, Paterson's rich history as the birthplace of the American Industrial Revolution continues to shape its identity today. Nearly 40% of those residing in Paterson's 8.4 square miles are foreign-born, and approximately 38 languages and dialects are spoken in the city's homes. Paterson's families reflect a wealth of cultures, traditions, and aspirations, making our schools central to community life. While challenges such as poverty, housing insecurity, and access to resources persist, the city's resilience and cultural capital provide a strong foundation for student growth and community partnership.

# DISTRICT AT A GLANCE

**41**   
SCHOOLS

**21,570**  
STUDENTS

- 30** Elementary Schools
- 3** Middle Schools
- 7** High Schools
- 1** Alternative School

## SPECIAL PROGRAMS

Special Education & 504 Plans



Multilingual Learners



Free & Reduced Lunch

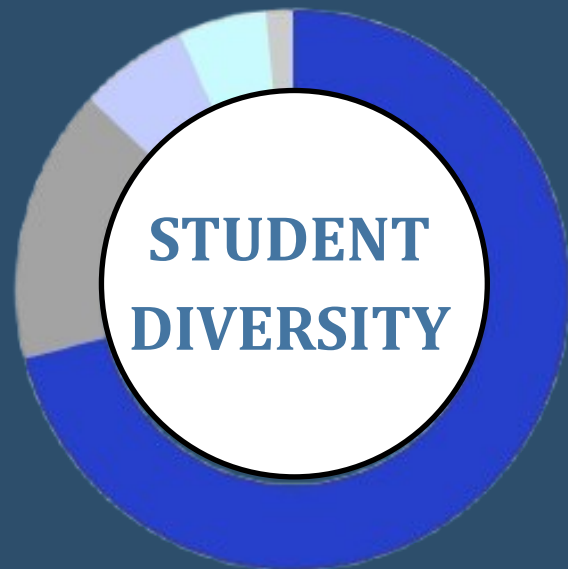


**38 LANGUAGES**

**TOP 5**

English Spanish  
Bangla Arabic  
Turkish

**3,739**  
STAFF



**71.2%** Hispanic / Latino

**15.9%** Black/African American

**6.4%** Asian

**4.9%** Caucasian

**1.6%** Other (Indian/Pacific Islander/  
Multi)

# High School

## CTE Programs/Pathways



### Eastside High School

- Automotive Technology
- JROTC
- Cosmetology
- Law and Public Safety
- Culinary Arts



### International High School

- International Baccalaureate Diploma Program
- Engineering
- International Baccalaureate Career Program

### John F. Kennedy High School



- Accounting
- Education and Training
- Carpentry
- Logistics
- Communications
- Marketing
- Construction Trades

# High School

## CTE Programs/Pathways



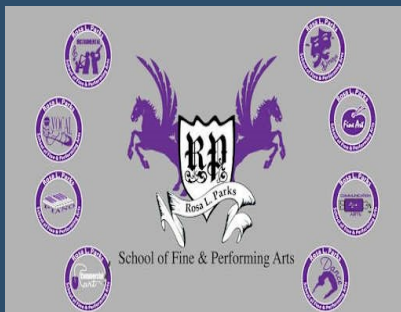
### Paterson P-Tech High School

- Information Technology



### Paterson STEAM High School

- Computer Science
- Engineering
- Medical Arts
- Sustainability Studies



### Rosa L. Parks School of Performing Arts

- Dance
- Drama
- Instrumental Music
- Visual Arts
- Vocal Music

# DISTRICT SUCCESSES

- Chronic absenteeism was reduced by 4% in the 2024-2025 school year
- 193 students achieved an AP score of level 3 or greater
- 9 high school students received their Associate's Degree prior to being awarded their High School Diploma
- NJGPA scores for our 11th grade students increased 8% in Mathematics and 7% in English Language Arts
- District aggregate NJSLA scores for grades 3-8 increased by 4% in both English Language Arts and Mathematics
- The district's overall Science proficiency for students in grades 5, 8 and 11 increased by 3%
- 61 students received their phlebotomy certification
- 14 students received their Emergency Medical Dispatch/911/CPR certification
- 27 students received their EKG certification
- 80 seniors from the class of 2025 achieved the New Jersey Seal of Biliteracy





# PORTRAIT OF A GRADUATE

A Critical Thinker – able to analyze, innovate, and solve problems.

A Lifelong Learner – curious, adaptable, and committed to growth.

A Community Advocate – civically engaged and socially responsible.

A Collaborator – skilled in teamwork and communication .

Technologically Skilled – prepared to thrive in a digital, global society.

Resilient and Compassionate – demonstrating perseverance, empathy, and integrity.

# Strategic Planning Process Overview

The Strategic Plan 2025–2030 was developed through a collaborative, multi-stage process. Building on the foundation of 'Paterson, A Promising Tomorrow (2019–2024),' the district engaged in extensive community dialogue, data analysis, and external audits.

Central to this work were the 5 Levers for Student Achievement, developed as part of the Paterson Progress Plan:

1. Human Resources
2. Data Literacy
3. Staff Capacity
4. Principal Leadership
5. Parental Support

The district also reviewed the findings from six independent audits by Hazard, Young, Attea & Associates (HYA), which provided critical insights into operations, governance, and instructional practices. More than 1,700 stakeholders, including parents, students, educators, and community members, shared their voices through surveys, focus groups, and forums. This feedback shaped the priorities, goals, and actions of this plan.

This plan is the culmination of years of reflection, data analysis, stakeholder engagement, and community collaboration. Together, we will cultivate a high-performing workforce, advance instructional excellence, and ensure our schools are places of safety, inclusion, and innovation.

# OUR GOALS

## Goal 1

### **Advance Instructional Excellence by Cultivating a High-Performing Workforce**

We will attract, retain, and support highly qualified staff through streamlined processes, meaningful professional growth opportunities, enhanced observation practices, and collaboration across schools.

## Goal 2

### **Empower Data-Driven Decision Making and Accountability**

We will embed data literacy into district culture to strengthen transparency, inform instruction, and ensure continuous improvement.

## Goal 3

### **Ensure Operational Effectiveness and Fiscal Stability**

We will strengthen leadership practices, improve operational efficiency, and maintain financial stability to support student learning and growth.

## Goal 4

### **Strengthen Family and Community Partnerships**

We will expand engagement and collaboration with families and community organizations to create inclusive, supportive, and equitable learning environments.

# Goal 1: Advance Instructional Excellence by Cultivating a High-Performing Workforce

## Indicators:

- Increase new teacher retention by 15% within three years through membership and support systems.
- Reduce the average time to hire by 20% within two years by digitizing and streamlining Human Resources processes.
- Ensure every staff member has access to professional development opportunities tailored to their role and responsibilities.
- Increase overall staff participation in professional development annually.
- Use observation, walkthrough and assessment data to determine professional development priorities.
- Establish structured partnerships between schools to enhance the sharing of instructional practices amongst staff.
- Expand collaborative professional learning communities to foster peer learning, coaching, and continuous improvement in teaching practices.



# Goal 2: Empower Data-Driven Decision Making and Accountability



## Indicators:

- 100% of schools will effectively utilize data to drive instruction.
- Establish clear systems for regular analysis of student achievement, attendance, and program outcomes to guide interventions.
- Use data to inform leadership decision making and align resources with strategic priorities.



# Goal 3: Ensure Operational Effectiveness and Fiscal Stability

## Indicators:

- Require 100% of district leaders to complete annual professional development on financial management and data-driven leadership.
- Maintain balanced budgets aligned to strategic priorities, ensuring fiscal responsibility and sustainability.
- Increase efficiency of operations through digitization and automation of district processes.
- Align resource allocation to support staffing, instructional priorities, and school improvement initiatives.



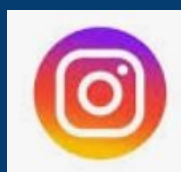
# Goal 4: Strengthen Family and Community Partnerships

## Indicators:

- Increase parent participation in school events by 20% over two years.
- Launch a comprehensive communication plan using multiple platforms to reach all families.
- Assign parent coordinators equitably across schools to ensure support is accessible where most needed.
- Translate all critical district documents into the top two non-English languages and provide interpretation at all school events by 2027.
- Increase parental awareness and participation in Gifted and Talented opportunities through targeted outreach.
- Develop shared initiatives with community partners to expand student enrichment, wellness and career readiness pathways.
- Ensure the needs of the whole child (social, emotional, academic and physical) are met.



For additional resources related to the **Strategic Plan**, scan the QR Code below:



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973-321-1000