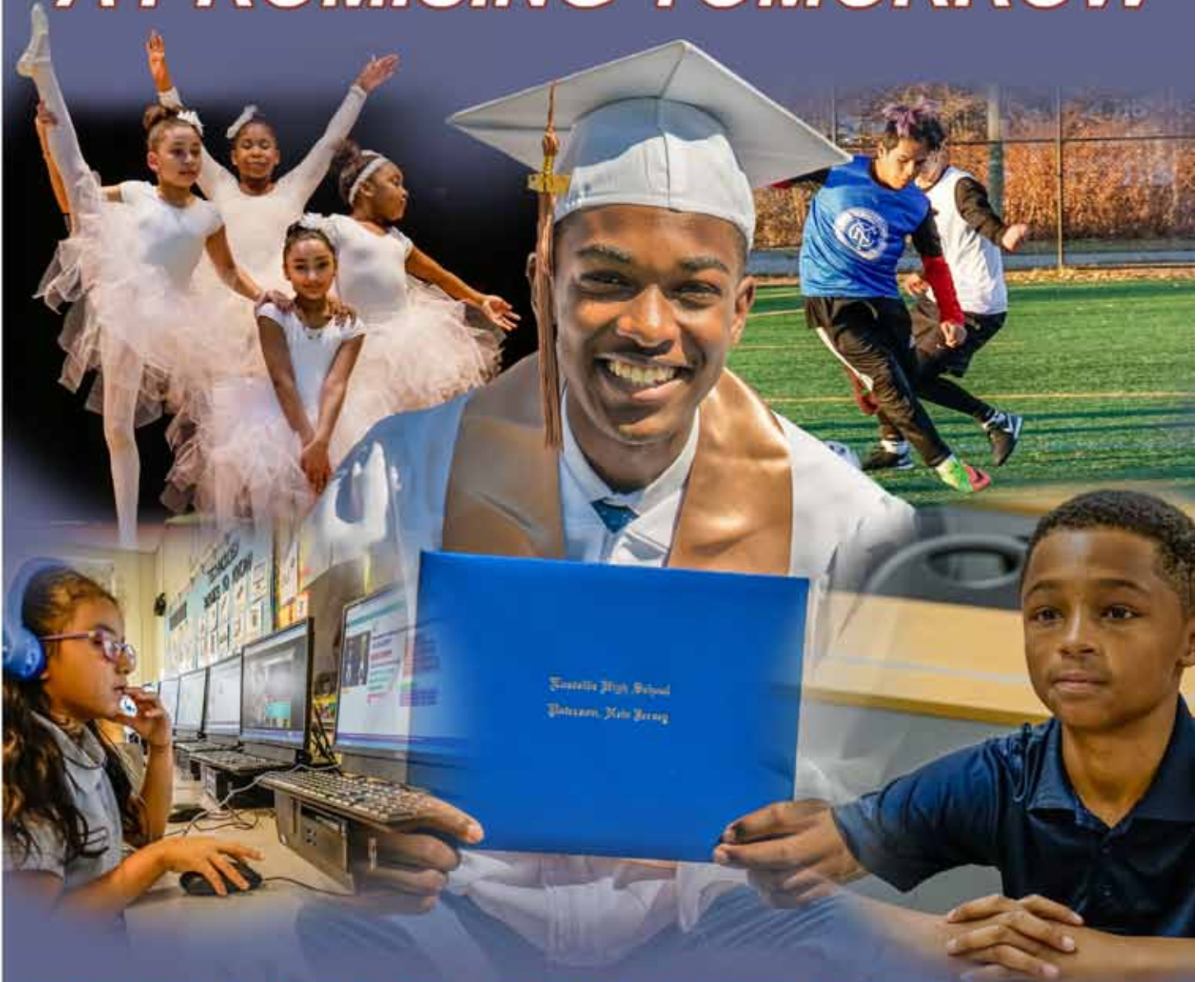


PATERSON

A PROMISING TOMORROW



FIVE-YEAR STRATEGIC PLAN

July 2019 - June 2024

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INTRODUCTION

Paterson is a city of transformation. At its center is the natural wonder of The Great Falls which is itself a symbol of transformation. It is where the potential energy that lies within the Passaic River's waters dramatically transforms into kinetic. It is where Alexander Hamilton envisioned harnessing that energy to transform the city into an industrial powerhouse.

It should not be surprising that in this same city, the Paterson Public School District has gone through a transformation of its own.

Nearly three decades ago, the school district was taken over by the State of New Jersey. The act was in response to mismanagement of public resources and failure to properly educate the children



of Paterson. A significant number of educators and families who can remember when the state takeover began are still living and working in Paterson today.

When the state authorities took over the Paterson Public Schools, cost-cutting was a top priority and many programs were discontinued. Most notably, art and music programs were removed from many of the district's elementary schools. The emphasis was on a back-to-basics return to the core curriculum, leaving the students with an education that was not thorough and efficient.

A succession of state-appointed district superintendents, many of whom were from out of state, provided a brand of educational leadership that was more connected to bureaucrats in Trenton than the people of Paterson. However, it was during the later years of the state takeover when the seeds were sown that would lead to the transformation of Paterson Public Schools.

In 2009, the people of Paterson and the professionals working for the school district developed their own vision for a better school district. Keeping their focus on Paterson

students, they wrote a five-year strategic plan called *Bright Futures*. At the time, the district's graduation rate was 46 percent. Five years later, a second strategic plan was unveiled to build on the groundwork of the first. It was simply dubbed, *Brighter Futures*.

After 10 years of concerted planning, Paterson Public Schools has achieved remarkable transformations. The graduation rate is 84.8 percent, nearly double what it was in 2009. More Paterson graduates are going to college and more elementary school students are reading on grade level. Chronic absenteeism is down throughout the district with the latest districtwide student attendance rate being 92 percent.

Meanwhile, test scores have been increasing. Of the nine grades that took the PARCC exam in the 2017-2018 school year, six showed higher scores in math and eight showed higher scores in English Language Arts.

But what is perhaps even more striking about the Paterson Public School District today is the academic opportunities that are now available to Paterson students.

In June, the district graduated its first International Baccalaureate (IB) students from International High School, the only school in Passaic County and one of only 15 schools in the State of New Jersey that has the highly-competitive, world renowned program.

In September, the district will launch the new Pathways in Technology and Early College High School (P-TECH) at PANTHER Academy with the help of partnerships with the N.J. Department of Education, Passaic County Community College and the IBM Corporation. Students will graduate with a high school diploma, an Associate of Applied Science Degree, and skills to either complete a bachelor's degree or begin working in a STEM industry.



Throughout the Paterson Public School District, students have a variety of career pathways to choose from through its growing Career and Technical Education programs.

Other groundbreaking initiatives to provide more opportunities for students to achieve

academic excellence include:

- Enrolling more high school students in Advanced Placement (AP) and dual enrollment classes to earn college credits
- Preparing more high school seniors to attain the state's Seal of Biliteracy, certifying that they are highly proficient in two languages
- Participating in Students-2-Science, a program that encourages elementary and high school students to pursue STEM careers through hands-on laboratory experiences
- Co-hosting a High School Science Symposium with Ramapo College where students interact with higher education partners and district alumni currently working in STEM fields
- Launching seven Career Technical Education (CTE) programs in 2017-2018, with five more to be launched in September
- Establishing seven federally-funded Full Service Community Schools (FSCS) that provide academic support and intervention opportunities, in addition to other health services
- Instituting a campaign to combat chronic absenteeism
- Launching an aggressive K-5 reading program that includes students maintaining home reading logs, and a contest for students to read 50 books in a school year
- Promoting positive school cultures through restorative justice techniques, and deputizing elementary and middle school students in a Junior School Safety Patrol

While no Paterson Public Schools educator would presume that the job of improving the district is complete, it cannot be denied that the district has been transformed.

The district is providing better education and services. Students are improving and realizing the brighter futures that were envisioned during the past 10 years.

The new strategic plan in this report is an integral part of a very significant transformation for Paterson Public Schools: the transformation of a district that has been run by the state for nearly three decades to one that is locally controlled. The development of a new five-year strategic plan approved by the Paterson Board of Education is one of the core requirements in the transition plan for the restoration of local control to the district in 2020. The strategic plan in this report was approved by the Board of Education on June 20, 2019.

The strategic plan contained in these pages is unique from the two previous plans. Not only does it provide ways to continue the district's efforts to prepare every Paterson Public Schools student for college and career, but it also is a major step forward in restoring the voices of Paterson families in the decisions made about the education of the young people in the City of Paterson.



PATERSON PUBLIC SCHOOL DISTRICT

Guided by the principle of “Preparing All Children for College and Career,” the Paterson Public School District is working to draw out the true potential within every student to become lifelong learners and 21st century leaders in their communities, their nation, and the world. With more than 40 languages spoken in its classrooms, the Paterson Public School District is among the most diverse in the state. The 2018-2019 total district enrollment was 24,987 students, which includes 24,151 students in kindergarten to 12th grade plus 683 pre-kindergarten students and 153 adult school students. An additional 2,888 pre-K students are educated through partnerships with pre-K community providers.

The Paterson Public School District has been under state control since 1991. On May 2, 2018, the New Jersey Board of Education approved a resolution to put the district on a path to local control. This followed the restoration of local control in specific aspects of the district including operations, personnel and fiscal management. Prior to the state board’s decision, a Quality Single Accountability Continuum (QSAC) review noted that improvements had been made in the areas of instruction & program and governance. All five QSAC areas achieved a score of 80 percent or above.

With the Community Eligibility Provision (CEP) in place, all Paterson students are eligible to receive breakfast, lunch, dinner and snack at no cost to them. The district provides special education services for 3,925 students and bilingual/ESL services for 4,827 English Language Learners (ELL).

The student population in the Paterson Public Schools mirrors the trend of urban communities across the nation and in New Jersey. About 66.9 percent of its students are of Hispanic origin, 22.2 percent are African-American, 5.6 percent are of Asian descent, and 5.0 percent are Caucasian. Nearly 57 percent of all students in Paterson speak a primary language other than English. The rich diversity in the district is an educational asset. It enables students to learn firsthand about other cultures and develop an appreciation for cultural similarities and differences as they prepare for success in a multicultural world.

PATERSON PUBLIC SCHOOLS DEMOGRAPHIC PROFILE, DISTRICT DATA

Paterson Public Schools Demographic Profile

- 51 percent of the students are male, 49 percent are female
- 20 schools serve dinner to students and families

District Data

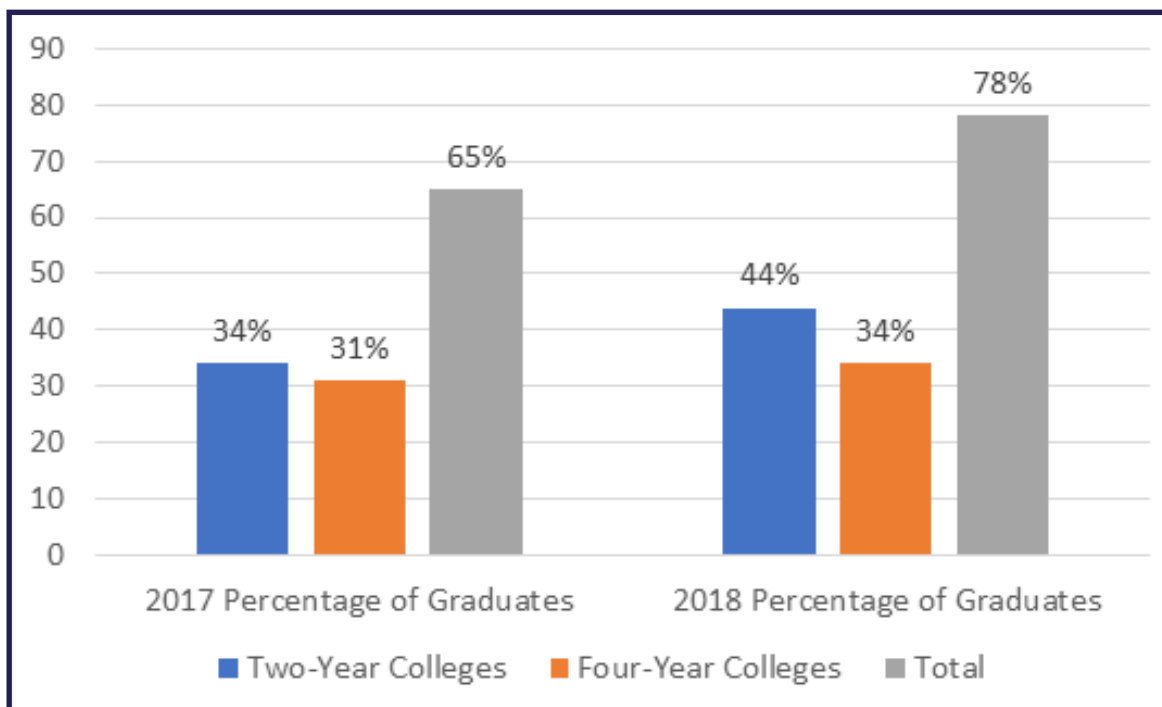
Students enrolled in charters and vocational schools: 5,788 (March 2019)

2017-2018 High School Graduation Rate: 84.8 percent

2017-2018 Student Attendance Rate: 92.1 percent

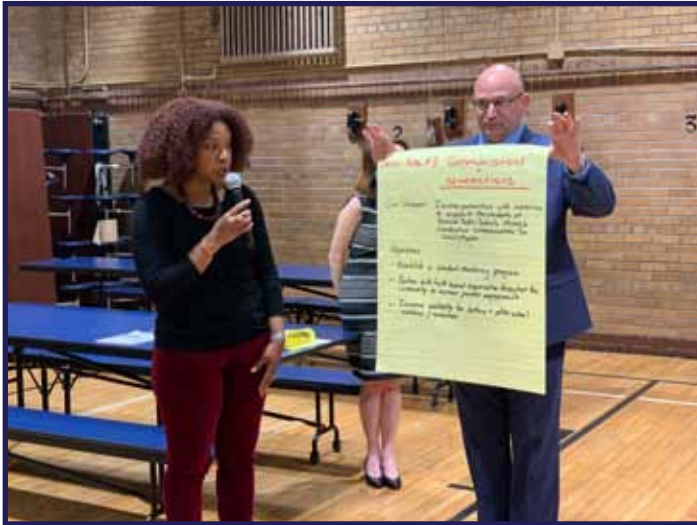
2017-2018 Teacher Attendance Rate: 97 percent

College Acceptances



THE 3-D PROCESS FOR THE DEVELOPMENT OF THE FIVE-YEAR STRATEGIC PLAN

When the district and community set out to create the strategic plan for the next five years, 2019 to 2024, it was with the knowledge of how far the district had come. In many ways, the district's momentum was building. The strategic planners wanted to make sure the district continued increasing its momentum.



The greatest looming question was, “Where do we want to go from here?”

The answer to that question needed to come from a variety of stakeholders – including parents, Board of Education members, community leaders, teachers, administrators – if there was any hope for the new strategic plan to be effective. In other words, the people of Paterson really needed to know that the new plan was *their* plan and the vision that the district would realize would be *their* vision. This was

particularly important as the district was working toward the goal of restoring local control.

Three public strategic planning forums were held to elicit the help, opinions and ideas of the people of the Paterson community. The district did everything possible to make it easy for people, particularly district families, to participate. Each forum was heavily promoted through strategic use of social media and direct communication with households through robocalls and flyers sent home in students’ backpacks.

A complimentary dinner was provided to participants by students at Eastside High School’s School of Culinary Arts, Hospitality and Tourism. Child care was also provided on site during each forum by the Family and Community Engagement Department.

With the help of Kathleen Helewa of the New Jersey School Boards Association (NJSBA), the public engaged in a “3-D Process,” which stands for Dream, Determination, and Destiny by Design. It involved people coming together over three “working dinners.” Parents, teachers, community leaders, board members and administrators joined together to share a meal and develop a collective vision for the future of Paterson Public Schools.

Each of the three sessions had a different location, as well as a different focus.



What follows are the NJSBA’s summaries of each community planning session that were integral to the development of the strategic plan.

EXECUTIVE SUMMARIES OF THE COMMUNITY WORK SESSIONS

Session 1: March 14, 2019

What Are the Strengths, Achievements, and Challenges of the Paterson Public School District?

On the evening of March 14, 2019, a cross section of our stakeholders—community members, parents, educators, and school district administrators—came together at Eastside High School to initiate strategic planning. It was explained that over the course of three meetings, our work would focus on both the realities of, and our visions for, the school district in order to form a new strategic plan that shall guide the district for the next five years. The first evening’s topic focused on the current strengths and achievements of, and challenges and opportunities facing, Paterson Public Schools and the community of Paterson.

We began the process with a comprehensive overview of the school district as presented by Superintendent of Schools Eileen F. Shafer. The reason for, and the methodology of, creating a new strategic plan were presented to the participants by Ms. Helewa of the NJSBA.



We then split into nine different small groups to identify the strengths and points of pride of our school district and community, and to brainstorm what opportunities and challenges we face in the future. After a group discussion, each small group identified to the larger group its “Top 10” (or thereabouts) list of strengths and challenges. The district’s mission and vision statements were underlying all of our work. They were focal points of the evening presentations and they were distributed to all participants.

The information on the following pages is the work of the small groups. As discussed with the participants, all meeting outcomes were recorded and used at future meetings to inform the final work in preparing the district’s new strategic plan.

Group #1

Strengths/Accomplishments

- Superintendent is collaborative with all stakeholders
- Comprehensive curriculum
- PARCC scores are improving
- After school programs
- Dedicated teaching staff
- Uniform policy
- Students are eager to be challenged
- Diverse population
- School culture and climate

Challenges

- Before and after school programs are needed
- Money paid out to charter schools
- Need more vocational schools
- Large class sizes
- Children are not reading at grade level
- School buildings are old
- Transient population
- Parental involvement
- More parental workshops
- Absentee rate



Group #2

Strengths/Accomplishments

- Graduation rate
- Attendance rate
- Afterschool program
- Parent portal
- Improved school lunch

Challenges

- Teacher / parent communication
- Parental involvement
- Poor facilities
- Art & Music
- S.A.C.s



- MORE extra-curricular activities
- Instructional challenge
- Too many substitutes

Group #3

Strengths/Accomplishments

- PSA communications are excellent
- Community engagement is good
- Good administration
- Pre-K is important
- Reading specialists
- In-school suspension

Challenges

- Lack of diversity of teachers – educators – administration
- Discipline problems in the schools need to be addressed
- Make sure students have differentiation in instruction
- STEM



Group #4

Strengths/Accomplishments

- Good preschool program (full day)
- Follow curriculum (preschool)
- District has regained control!!!
- Parents have more access to internet portal
- More communication with teachers
- Sign-in sheet w/high school student (daily for parent)
- Breakfast program

Challenges

- Before care
- Grammar school sign in sheets with the teachers
- Planner (grammar school and elementary)
- More support / counseling
- More afterschool programs (not just for testing) helping with homework



- Challenging of funding for charter schools
- Language barrier

Group #5

Strengths/Accomplishments

- Diversity
- Dedicated and resilient staff
- Central office is open to new ideas!
- Empathetic staff
- Tolerance between students
- Positive energy in schools
- Huge growth potential in schools
- Strong professional development
- Community partnership / academic partnership



Challenges

- Inability to retain staff
- Staff burnout
- Budget cuts affect arts
- Need for before-care and after-care
- Comparable salary guide
- Parental develop / involvement
- Parental meetings
- Facility upgrades
- Control violence in the community
- Overcrowded schools
- Lack of resources

Group #6

Strengths/Accomplishments

- Diversity
- New school buildings
- Scholarship programs

Challenges

- Lack of mutual respect between teachers & students
- Anti-Bullying programs – teachers should be aware of bullying and see the signs.
- Heating and air conditioning improvement
- Unfair punishment by the teacher to the entire class because of behavior of one bad student



Group #7

Strengths/Accomplishments

- Community diversity
- Superintendent that understands the community
- Early childhood programs
- Staff (custodians, secretaries, teachers, Child Study Team, Admins, Instructional Specialists)
- Students ready to learn

Challenges

- Funding
- Lack of interventions
- Class size
- Facilities
- Each school does not have equitable distribution of services
- Parental advocacy training



Group #8

Strengths/Accomplishments

- Sports
- Dedicated staffs
- Delicious food by the culinary students
- District effort is commendable

Challenges

- Interactions with teachers and students
- Sharing best practices
- Lack of communication between students and staff
- Communicate between departments to address or solve student academic deficiencies
- Students promoted to the next level when they are not prepared
- More recreation



Group #9

Strengths/Accomplishments

- Community partnerships
- Dedicated staff/ good retention of staff
- Literary initiatives
- Meals: breakfast, lunch, dinner
- Curriculum consistent across schools
- Full-service community schools
- Attention to HIB
- More students going to college & scores going up
- Attendance is improving
- Ms. Shafer is doing great community outreach
- Working on technology



Challenges

- Special education
- Child study team has no compromise or negotiation
- (Don't explain the purpose of the 15 days)
- Facilities (old)
- Class sizes too large
- Budget deficit
- Losing our kids to charters
- No afterschool or recreation activities for special needs kids
- Staff (some) resistant to change
- Internet crashes a lot!

After sharing our small groups' results with the entire group, gratitude was expressed to the Board of Education and Superintendent Shafer for making this initiative possible, the administration for all its efforts in ensuring a successful evening, and to all participants for their wide-ranging contributions and collaborative work.

Session 2: April 9, 2019

What Is Our Vision for the Paterson Public School District?

On the evening of April 9, 2019, a cross section of our stakeholders—community members, Board of Education members, parents, educators, and school district administrators—came together at the John F. Kennedy Educational Complex for our second session of strategic

planning. It was explained again that over the course of three meetings, our work would focus on both the realities of, and our visions for, the school district in order to form a new strategic plan that shall guide the district for the next five years. The first evening's topic was focused on the current strengths and achievements of, and challenges and opportunities facing, Paterson Public Schools and the community of Paterson. This evening's session focused on developing our vision for Paterson Public Schools.

The evening started with an introduction and a State of the District presentation (first presented on March 14) from Superintendent Shafer. Ms. Helewa of the NJSBA recapped for the group the reason and methodology for strategic planning. We then advanced to a visioning exercise for the evening: each of us imagined being overseas for five years and returning home, only to find the Paterson Public School District has been featured in a *Time* magazine cover story as a national model for 21st century education. The group was asked to ponder a series of questions, including:

- What would you envision occurring in the school system to make this happen?
- What would be the title of such an article, touting such astonishing success?
- What would be the key visions in the article? Meaning, what would be the means the district would have used to make exemplary educational success a reality—if there had been no pre-determined mandates or limits on resources?

Participants then divided into five, non-consecutively numbered, small groups to develop a shared vision.

The information inscribed on the following pages is the work of the small groups, each of which wrote a title for the hypothetical *Time* magazine article described above, and key visions that would comprise that article. The district's mission and vision statements were underlying all of our work. They were focal points of the evening presentations and they were distributed to all participants.

The information that follows is the work of the small groups. As discussed with the participants, all meeting outcomes were recorded, posted on the district's website, and used at future meetings to inform the final work in preparing the district's new strategic plan.

Group #6

Title of Article: "Regenerating the Fiber of Paterson Schools to Reignite the Community"

Key Visions:

- Phenomenal community involvement
- Leadership
- Success

- Individualized model district
- Career/college readiness
- Staffing - phenomenal
- Student driven technology
- Community involvement
- Diversity
- Hyper-local

Group #4

Title of Article: "Paterson! The Golden Standard Everyone Wants to Follow"

Key Visions:

- Hands on, interactive learning
- Standardized testing NOT related to student grades
- Basic needs pantry (including health, hygiene, personal needs)
- Students of every need/group receiving adequate care
- Hearing and seeing positive news published
- Student's IEPs are established at a young age, interventions are in place before needs become critical
- Our students are proud to be educated in their school "PATERSON!!"
- PD/training for teachers/staff to be cognizant of trauma. Crisis intervention...
—STIGMAFREE
- Student, family, and community engagement and pride are high
- SPORTS TEAMS IN EVERY SCHOOL – elementary, middle high school
- Clubs and alternative programs available in all schools
- Transportation is available to all as needed
- Peer tutoring is normal part of school environment
- Sharing programs with colleges – two-way (internships, visitations)
- Partnerships between schools & community services/goods/events/human capital
- Fully functioning websites at each school & district
- More comfortable, updated and inviting classrooms

Group #7

Title of Article: "Charting Our Own Path, Leveraging Our Gifts"

Key Visions:

- Developing citizens who are future ready
- Innovative

- Entrepreneurship
- Empowered
- Leaders and educating the whole child
- The community and staff are unified in purpose
- Focused on student growth and achievement

Group #9

Title of Article: "The Comeback Kid"

Key Visions:

- Modernized buildings
- Students are academically prepared for college
- Qualified teachers are highly motivated to come to our district
- Collaboration efforts for higher learning among teachers, students, parents and community
- Connections with business community for donations of supplies, equipment, furniture, money and other needs

Group #2

Title of Article: "Paterson Students Lead the Nation in Innovation, Entrepreneurship, and Technology for Success in the 21st-Century Global Economy"

Key Visions:

- Coding starting in pre-K
- Apps creation & selling
- Renewable energy
- Innovation in engineering and manufacturing
- Green farms and sustainability
- Service to the community
- Small business associations (borrow money)
- Partnership with local universities

After sharing and discussing the groups' work with the entire group, and considering the outcomes of the first session, we identified four common threads:

1. Teaching & Learning
2. Facilities
3. Communications & Connections
4. Social-Emotional Learning

These common threads would later be refined into four distinct goal areas for the new strategic plan.

At the conclusion of the work session, gratitude was expressed to the Board of Education

and Superintendent Shafer for making this initiative possible, administration for all its efforts in ensuring a successful evening, and to all participants for their wide-ranging contributions and collaborative work.

Session 3: May 16, 2019

Translating Our Vision into Goals and Objectives for Our Strategic Plan

On the evening of May 16, 2019, a cross section of our stakeholders—community members, parents, educators, and school district administrators—came together at Public School No. 25 for our third and final session of strategic planning. Over the course of three meetings, our work was designed to focus on the strengths and challenges of the school district; our no-holds-barred visions for Paterson Public Schools; and, for the final evening, coalescing the prior sessions' work into draft goal statements and supporting objectives that would directly assist administration in creating a new strategic plan that will guide the district for the next five years.

At the conclusion of the second session, we identified four common threads that appeared most frequently in the participants' work throughout the process. The group agreed that these common threads should be the four goal areas for Paterson's new strategic plan:

1. Teaching & Learning
2. Facilities
3. Communications & Connections
4. Social-Emotional Learning

For our third meeting, we divided into small groups, one per goal area, and participants self-selected the small group in which they would most like to work. Each group referred back to the prior sessions' outcomes in relation to that goal area, and used that work and the perspectives of the small group members to create broad draft goal statements and supporting objectives.

The information that follows is the work of the small groups. As discussed with the participants, all meeting outcomes were recorded and would be posted on the district's website, and will be used to inform the administration's final work in preparing the district's new strategic plan.

Goal Area #1: Teaching & Learning

Goal Statement: To create a student-centered learning environment to prepare students for career, college readiness, and lifelong learning.

Objectives:

1. Optimal-sized classrooms for teachers to facilitate and motivate students with hands-on learning

2. Challenge /students' learning with differentiated instruction, innovative learning strategies, and creative learning activities
3. Empower and motivate families, parents, and PTOs to participate more in students' learning (Examples: Back to School Night, Report Card Night)
4. Have upper grade students showcase and foster leadership skills to students in lower grades (at least once a month)
5. Have the art and music in all schools
6. Enhance character education curriculum for students in grades K-12
7. Consolidate assessments so teachers have the freedom to teach

**Goal Area #2:
Facilities**

Goal Statement: To enhance and maximize learning opportunities provided by first class facilities and technological improvements.

Objectives:

1. Address overcrowding issues that impact student achievement
2. Significantly reduce the amount of debris around the school perimeters
3. Continue to maximize energy efficiencies



Goal Area #3: Communications & Connections

Goal Statement: To increase partnerships with institutions to support the students of Paterson Public Schools through coordinated communications on social media

Objectives:

1. Establish a student mentoring program
2. Partner with faith-based organizations throughout the community to increase parental engagement
3. Increase availability for before and after school childcare / resources
4. Have upper grade students showcase and foster leadership skills to students in lower grades (at least once a month)

Goal Area #4: Social – Emotional Learning

(No Goal Statement)

Objectives:

1. To provide more services for special needs and mental health for all students
2. Do not be so quick to label a child problematic before looking and assessing their background and reaching out to the parent for their background
3. Include parents and at times child in the meeting so goals can be clear and provide professional help

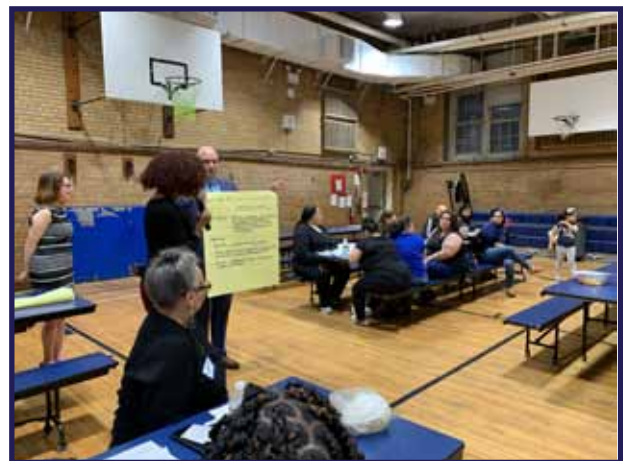
At the conclusion of the work session, gratitude was expressed to the Board of Education and Superintendent Shafer for making this initiative possible, administration for all its efforts in ensuring a successful evening, and to all participants for their wide-ranging contributions and collaborative work.

Next Steps

This draft work will be directly considered and refined by the administrative team into final goal statements and objectives for the strategic plan. The plan (document) will be presented to the Board of Education for final approval. Following its approval, Superintendent Shafer will create an action plan for its actualization, which will be shared with the board. Updates on the plan's progress subsequently will be shared regularly with the board and the public at Board of Education meetings and in progress reports.

The Paterson Board of Education Commissioners and Superintendent Shafer greatly appreciate your highly interactive participation in helping to create a roadmap for our public school district for the next five years—by Paterson, for Paterson. We look forward to presenting the plan to the commissioners, and encourage you to attend and celebrate this significant milestone with us!

***Thank you for your
commitment to
Paterson Public Schools***



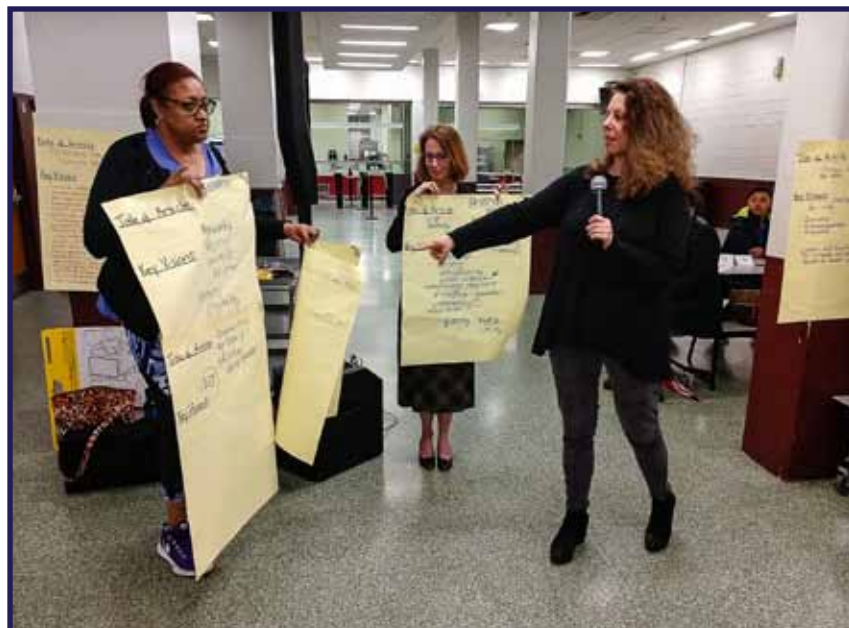
ADDITIONAL INPUT FOR THE FIVE-YEAR STRATEGIC PLAN

Input for the new strategic plan was not limited to the three community work sessions. Superintendent Shafer held a series of roundtable discussions throughout the 2018-2019 school year with different stakeholder groups including teachers, administrators, support staff and students.

October 16, 2018	Superintendent's Roundtable with High School Students
November 19, 2018	Superintendent's Roundtable with Middle School Students
November 20, 2018	Superintendent's Group Meeting with Paraprofessionals
December 6, 2018	Superintendent's Group Meeting with Teachers
March 19, 2019	Superintendent's Group Meeting with Teachers
April 9, 2019	Superintendent's Group Meeting with Paraprofessionals

The Board of Education

Members of the Board of Education were also part of the process. Some members participated in the community planning sessions. Kathleen Helewa of the NJSBA appeared before the board a number of times during the school year keeping them apprised of the development of the strategic plan. Board members received a draft of the strategic plan's goals and objectives, and were invited to ask questions, make recommendations or suggest amendments to the draft.



THE FIVE-YEAR STRATEGIC PLAN

Mission Statement

Recognizing our proud traditions, diverse community, and partnerships, the mission of the Paterson Public School District provides an academically rigorous, safe and nurturing educational environment by meeting the social, emotional and academic needs of our students as we prepare them for post-secondary education and career.

Vision

The district will be a leader of 21st century innovation where students develop habits of lifelong learning and excel academically to become future-ready leaders.

Goal Area #1: Teaching & Learning

Goal Statement: To create a student-centered learning environment to prepare students for career, college readiness and lifelong learning.

Objectives:

1. Create high quality opportunities for educators to deliver research-based strategies that will ignite motivation and promote lifelong learning
2. Design, implement and monitor equitable, credible and rigorous K-12 assessments that are aligned to the curriculum and state academic standards that will inform students and educators of their progress
3. Empower educators to integrate the arts in all areas of learning, utilizing innovative activities, partnerships and incorporating students' learning styles and differentiated instruction
4. Provide students the opportunities to have real world experiences via internships, work/independent studies and exposure to a variety of post-secondary institutions
5. Increase educators' capacity to utilize technological resources and strategies to prepare students to become future-ready leaders

Goal Area #2: Facilities

Goal Statement: To enhance and maximize learning opportunities provided by first-class facilities and technological improvements that prepare students for 21st century learning.

Objectives:

1. Address facilities issues that impact student achievement by including this in the Five-Year Long Range Facilities Plan

2. Monitor and hold accountable the cleaning crews tasked with improving appearance and sidewalk appeal of school grounds
3. Provide instructional areas designed/equipped with special built-in equipment for industrial arts and vocational trade learning activities, including but not limited to cosmetology, electrical and plumbing
4. Develop a comprehensive preventative maintenance program that is geared towards the long term upkeep of all Paterson Public School facilities
5. Prioritize and align with the budget adequate resources for timely implementation

Goal Area #3: Communications & Connections

Goal Statement: To establish viable partnerships with parents, educational institutions and community organizations to support Paterson Public Schools educational programs, advance student achievement and enhance communication.

Objectives:

1. Establish mentoring programs:
 - Peer-to-peer mentoring that will support and assist elementary students transitioning into secondary schools
 - Support schools' current community-based mentorship programs that assist in character building and academic growth
 - Assist in establishing new community partnerships with adult mentoring for students in grades 6-12 that will promote character building, improve student achievement and reduce chronic absenteeism
2. Partner with faith-based organizations to increase parental engagement to fulfill our district's mission and vision
3. Increase partnerships to provide before and after school childcare resources to K-8 students
4. Utilize all available media platforms to promote the Paterson Public Schools' brand, use social media and press releases as warranted to increase family and community engagement
5. Continue to improve clear and accurate internal and external communication with all stakeholders

Goal Area #4: Social – Emotional Learning

Goal Statement: Build the capacity of all stakeholders to address the social and emotional needs of the students and staff through professional development, instruction and support services.

Objectives:

1. Create a culture that recognizes the need to educate the whole child by meeting their social, emotional, academic and physical needs
2. Provide professional development regarding mental health for all stakeholders
3. Develop K-12 age-appropriate mental health curriculum to empower students by increasing their self esteem, confidence and character development
 - Mindfulness
 - Social Emotional Learning and Character Education
 - Mental Health First Aid
 - Crisis Prevention and Intervention
4. Identify root causes for at-risk behavior in students and develop appropriate interventions
5. Implement a comprehensive Harassment, Intimidation and Bullying (HIB) awareness and prevention program



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THE FIVE-YEAR STRATEGIC PLAN AT-A-GLANCE

2019-2024

Mission Statement

Recognizing our proud traditions, diverse community, and partnerships, the mission of the Paterson Public School District provides an academically rigorous, safe and nurturing educational environment by meeting the social, emotional and academic needs of our students as we prepare them for post-secondary education and career.

Vision

The district will be a leader of 21st century innovation where students develop habits of lifelong learning and excel academically to become future-ready leaders.

Goal Area #1: Teaching & Learning

Goal Statement: To create a student-centered learning environment to prepare students for career, college readiness and lifelong learning.

Objectives:

1. Create high quality opportunities for educators to deliver research-based strategies that will ignite motivation and promote lifelong learning
2. Design, implement and monitor equitable, credible and rigorous K-12 assessments that are aligned to the curriculum and state academic standards that will inform students and educators of their progress
3. Empower educators to integrate the arts in all areas of learning, utilizing innovative activities, partnerships and incorporating students' learning styles and differentiated instruction
4. Provide students the opportunities to have real world experiences via internships, work/ independent studies and exposure to a variety of post-secondary institutions
5. Increase educators' capacity to utilize technological resources and strategies to prepare students to become future-ready leaders



Goal Area #2: Facilities

Goal Statement: To enhance and maximize learning opportunities provided by first-class facilities and technological improvements that prepare students for 21st century learning.

Objectives:

1. Address facilities issues that impact student achievement by including this in the Five-Year Long Range Facilities Plan
2. Monitor and hold accountable the cleaning crews tasked with improving appearance and sidewalk appeal of school grounds
3. Provide instructional areas designed/equipped with special built-in equipment for industrial arts and vocational trade learning activities, including but not limited to cosmetology, electrical and plumbing
4. Develop a comprehensive preventative maintenance program that is geared towards the long

term upkeep of all Paterson Public School facilities

5. Prioritize and align with the budget adequate resources for timely implementation

Goal Area #3: Communications & Connections

Goal Statement: To establish viable partnerships with parents, educational institutions and community organizations to support Paterson Public Schools educational programs, advance student achievement and enhance communication.

Objectives:

1. Establish mentoring programs:
 - Peer-to-peer mentoring that will support and assist elementary students transitioning into secondary schools
 - Support schools' current community-based mentorship programs that assist in character building and academic growth
 - Assist in establishing new community partnerships with adult mentoring for students in grades 6-12 that will promote character building, improve student achievement and reduce chronic absenteeism
2. Partner with faith-based organizations to increase parental engagement to fulfill our district's mission and vision
3. Increase partnerships to provide before and after school childcare resources to K-8 students
4. Utilize all available media platforms to promote the Paterson Public Schools' brand, use social media and press releases as warranted to increase family and community engagement
5. Continue to improve clear and accurate internal and external communication with all stakeholders

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Goal Statement: Build the capacity of all stakeholders to address the social and emotional needs of the students and staff through professional development, instruction and support services.

Objectives:

1. Create a culture that recognizes the need to educate the whole child by meeting their social, emotional, academic and physical needs
2. Provide professional development regarding mental health for all stakeholders
3. Develop K-12 age-appropriate mental health curriculum to empower students by increasing their self esteem, confidence and character development
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