

3 YEAR STRATEGIC PLAN

ROBERT MORGAN EDUCATIONAL CENTER AND TECHNICAL COLLEGE



2021 - 2024



MIAMI DADE
TECHNICAL
COLLEGES
A DIVISION OF MIAMI-DADE COUNTY PUBLIC SCHOOLS



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Mr. Reginald J. Fox

District Directors

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Dr. Susana Mauri

Dr. Angela E. Thomas- Dupree

Data Timeline for the 2021-2024

3 – Year Strategic Plan

2021-2022 Strategic Plan School Year

- COE Annual Report Data for 2022 (July 1,2021 to June 30, 2022)

2022-2023 Strategic Plan School Year

- COE Annual Report Data for 2023 (July 1,2022 to June 30, 2023)

2023-2024 Strategic Plan School Year

- COE Annual Report Data for 2024 (July 1,2023 to June 30, 2024)

Robert Morgan Educational Center & Technical College

COE ANNUAL REPORT TREND DATA

COE Annual Report Year School Year	2022 2021-2022	2023 2022-2023	2024 2023-2024
TOTAL COMPLETION RATE	75	80	
TOTAL PLACEMENT RATE	*67	*62	
TOTAL LICENSURE EXAM RATE	100	100	

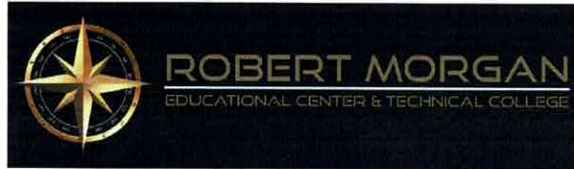
COE DATA REQUIREMENTS

COMPLETION 60%

PLACEMENT 70%

LICENSURE 70%

*Did not meet requirements



3 YEAR STRATEGIC PLAN – 2021-2024

Mission of the Institution:

Robert Morgan Educational Center & Technical College is Committed to impart the knowledge and skills that will facilitate the acquisition of those qualities essential to successful global employment and productive and prosperous life.

Vision of the Institution:

Robert Morgan Educational Center & Technical College's sails are set on a voyage toward achieving quality academic instruction, implementation of community leadership and lifelong learning for all students.

Technical College Leadership Team

Name	Title
Dr. Ericka Caldwell Clinch	Director
Joseph Evans	Associate Director
Ismary Gondar	Assistant Director
Isabel Hernandez	Assistant Director

Institutional Advisory Committee

Name	Title
Dr. Ericka Caldwell Clinch	Director
Jennifer Brill	Assistant Principal (High School)
Joseph Evans	Associate Director (Technical College)
Ricardo Blanco	Assistant Principal (High School)
James Molina	Assistant Principal (High School)
Carmen Harden	Teacher, EESAC Chair
Khristal Gooding	Teacher, EESAC Co-Chair
Helena Rosa	Teacher, UTD Representative
Martha Delgado	Teacher
Deborah Bange	Teacher
William Torres	Teacher/Technical College
Neriah Cabral Duarte	Student Representative (High School)
Nesto Yero	Teacher
Candice Crapp	Teacher
Yonettsy Blanco	Teacher, EESAC Secretary
Fernando Medina	Technical College Representative (student)
Ismary Gondar	Alternate Representative/Technical College

OBJECTIVE 1 (Select one)

- ☐ By June 2024, the number of licensure(s) earned by CTE students at the technical college will increase by 10% as evidenced by the District's Council on Occupational Education (COE) 2020 - 2021 Industry Certification(s)/Licensure(s) report.
- ☐ By June 2024, the number of job placements attained by CTE students at the technical college will increase by 10% as evidenced by the District's Council on Occupational Education (COE) 2020 - 2021 Industry Certification(s)/Licensure(s) Report.
- ☐ By December 2024, the CTE student completion rate will meet or exceed the required 60% as evidenced by the technical college's 2021 Council on Occupational Education (COE) Annual Report.
- ☐ By December 2024, the CTE student job placement attainment rate will meet or exceed the required 70% as evidenced by the technical college's 2021 Council on Occupational Education (COE) Annual Report.
- ☐ By December 2024, the CTE student industry licensure(s) attainment rate will meet or exceed the required 70% as evidenced by the technical college's 2021 Council on Occupational Education (COE) Annual Report.

Individual Responsible of Objective Completion

Name	Title
Joseph Evans	Associate Director

Anticipated Barriers

Student-related barriers may include the following:

Barrier: Poor attendance

Other: Click or tap here to enter text.

Teacher-related barriers may include the following:

Barrier: Lack of differentiated instruction

Other: Click or tap here to enter text.

Operational-related barriers may include the following:

Barrier: Multiple functional levels in one class

Other: Click or tap here to enter text.

Strategy components

Strategy 1

Strategy: Choose an item.

Other: Classroom teacher will contact students who have been absent at least three times. They will also write a referral for students to see the counselor. It will be documented on the counselor screen.

Strategy Rationale	If student's who are absent at least three times are contacted, this will serve as an intervention to prevent additional absences.
Strategy Purpose	To increase attendance in the various CTE programs
Name and Title of person responsible for monitoring this strategy	Joseph Evans, Associate Director and Mirtha Silverang, Student Services Chairperson.
Data that will be collected to determine effectiveness	Student referrals
Evaluation of Progress	Attendance will be monitored in FOCUS.
Date Achieved/Completed	July 2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	none
CARES Act Emergency Relief Funds - Institutional Allocation to be used	none

Strategy 2

Strategy: Implement professional learning communities

Other: Click or tap here to enter text.

Strategy Rationale	Allow various CTE teachers to come together and share best practices to increase student attendance.
Strategy Purpose	The implementation of the best practices from the various teachers share across the CTE programs will increase the student attendance.
Name and Title of person responsible for monitoring this strategy	Joseph Evans, Associate Director
Data that will be collected to determine effectiveness	Meeting Agendas, Sign-In Sheets
Evaluation of Progress	Throughout each trimester, attendance will be monitored.
Date Achieved/Completed	July 2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	none
CARES Act Emergency Relief Funds - Institutional Allocation to be used	none

Strategy 3

Strategy: Conduct professional development on research-based instructional strategies

Other: Click or tap here to enter text.

Strategy Rationale	Teachers will meet to determine instructional strategies to increase the student completion rate.
Strategy Purpose	Sharing best practices amongst colleagues will allow teachers to implement various instructional adjustments to increase the student completion rate.
Name and Title of person responsible for monitoring this strategy	Joseph Evans, Associate Director
Data that will be collected to determine effectiveness	Completion Certificates (OCP and Full Program Completers)
Evaluation of Progress	At the end of each trimester, the progress of the students in the various programs will be monitored to determine an expected completion date.
Date Achieved/Completed	July 2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	none
CARES Act Emergency Relief Funds - Institutional Allocation to be used	none

Strategy 4

Strategy: Choose an item.

Other: Click or tap here to enter text.

Strategy Rationale	Administration will meet with teacher to increase student completion rate.
Strategy Purpose	Administration will learn program weakness and see what they can do to assist with these weaknesses.
Name and Title of person responsible for monitoring this strategy	Joseph Evans, Associate Director
Data that will be collected to determine effectiveness	Completion Certificates (OCP and Full Program Completers)
Evaluation of Progress	At the end of each trimester, the progress of the students in the various programs will be monitored to determine an expected completion date.
Date Achieved/Completed	July 2024
Current Financial Resources	(2) CAPE Funds
Current Financial Amount	\$5,000.00
Projected Financial Resources	(2) CAPE Funds
Projected Financial Amount	\$5,000.00
CARES Act Rapid Credentialing Grant funds to be used	Click or tap here to enter text.
CARES Act Emergency Relief Funds - Institutional Allocation to be used	Click or tap here to enter text.

Objectives 2 (Select one)

- ☞ By June 2024, the number of licensure(s) earned by CTE students at the technical college will increase by 10% as evidenced by the District's Council on Occupational Education (COE) 2020 - 2021 Industry Certification(s)/Licensure(s) report.
- ☞ By June 2024, the number of job placements attained by CTE students at the technical college will increase by 10% as evidenced by the District's Council on Occupational Education (COE) 2020 - 2021 Industry Certification(s)/Licensure(s) Report.
- ☞ By December 2024, the CTE student completion rate will meet or exceed the required 60% as evidenced by the technical college's 2021 Council on Occupational Education (COE) Annual Report.
- ☞ By December 2024, the CTE student job placement attainment rate will meet or exceed the required 70% as evidenced by the technical college's 2021 Council on Occupational Education (COE) Annual Report.
- ☞ By December 2024, the CTE student industry licensure(s) attainment rate will meet or exceed the required 70% as evidenced by the technical college's 2021 Council on Occupational Education (COE) Annual Report.

Individual Responsible of Objective Completion

Name	Title
Ismay Gondar	Assistant Director

Anticipated Barriers

Student-related barriers may include the following:

Barrier: Limited prior knowledge and lack of academic/technical experiences

Other: Click or tap here to enter text.

Teacher-related barriers may include the following:

Barrier: Choose an item.

Other: Effective follow through with students retaining employment in the industry

Operational-related barriers may include the following:

Barrier: Effective student retention

Other: Click or tap here to enter text.

Strategy components

Strategy 1

Strategy: Choose an item.

Other: Click or tap here to enter text.

Strategy Rationale	To assist students with the necessary employability skills of the position in the desired industry.
Strategy Purpose	The purpose of this strategy is to increase job placement and retention.
Name and Title of person responsible for monitoring this strategy	Ismary Gondar, Assistant Director, Robert Cuevas, Data Input Specialist, Gloria Ramos, Data Input Specialist.
Data that will be collected to determine effectiveness	Local Placement Data Forms
Evaluation of Progress	Monitor and review the Local Placement Data Forms
Date Achieved/Completed	July 2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	none
CARES Act Emergency Relief Funds - Institutional Allocation to be used	none

Strategy 2

Strategy: Choose an item.

Other: Develop In-House monitoring tool for teachers to monitor the status of former students

Strategy Rationale	To assist the teachers with accurate record keeping of those former students
Strategy Purpose	The purpose is for teachers to keep an accurate record of the status of students who have finished the program or an OCP.
Name and Title of person responsible for monitoring this strategy	Ismary Gondar, Assistant Director, Robert Cuevas, Data Input Specialist, Gloria Ramos, Data Input Specialist
Data that will be collected to determine effectiveness	Teachers' Employer Contacts Form, Emails from the Data Input Specialist when they contact graduates
Evaluation of Progress	Compare the records between trimesters and school years to determine progress or regression.
Date Achieved/Completed	July 2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	none
CARES Act Emergency Relief Funds - Institutional Allocation to be used	none

Strategy 3

Strategy: Implement professional learning communities

Other: Click or tap here to enter text.

Strategy Rationale	Allow CTE teachers to come together and share best practices for job placement and retention rate.
Strategy Purpose	The implementation of the best practices from the various teachers shared across the CTE programs will increase the job placement rate and retention.
Name and Title of person responsible for monitoring this strategy	Ismary Gondar, Assistant Director
Data that will be collected to determine effectiveness	Local Placement Data Forms
Evaluation of Progress	Monitor the Local Placement Data Forms after each trimester
Date Achieved/Completed	July 2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	none
CARES Act Emergency Relief Funds - Institutional Allocation to be used	none

Objectives 3 (Select one)

- By June 2024, the number of licensure(s) earned by CTE students at the technical college will increase by 10% as evidenced by the District's Council on Occupational Education (COE) 2020 - 2021 Industry Certification(s)/Licensure(s) report.
- By June 2024, the number of job placements attained by CTE students at the technical college will increase by 10% as evidenced by the District's Council on Occupational Education (COE) 2020 - 2021 Industry Certification(s)/Licensure(s) Report.
- By December 2024, the CTE student completion rate will meet or exceed the required 60% as evidenced by the technical college's 2021 Council on Occupational Education (COE) Annual Report.
- By December 2024, the CTE student job placement attainment rate will meet or exceed the required 70% as evidenced by the technical college's 2021 Council on Occupational Education (COE) Annual Report.
- By December 2024, the CTE student industry licensure(s) attainment rate will meet or exceed the required 70% as evidenced by the technical college's 2021 Council on Occupational Education (COE) Annual Report.

Individual Responsible of Objective Completion

Name	Title
Isabel Hernandez	Assistant Director

Anticipated Barriers

Student-related barriers may include the following:

Barrier: Lack of good study skills

Other: Click or tap here to enter text.

Teacher-related barriers may include the following:

Barrier: Lack of data-driven instruction

Other: Click or tap here to enter text.

Operational-related barriers may include the following:

Barrier: Multiple functional levels in one class

Other: Click or tap here to enter text.

Strategy components

Strategy 1

Strategy: Choose an item.

Other: Provide workshops to assist students in improving study and life skills

Strategy Rationale	To improve and develop student study skills for both their classes and their exams
Strategy Purpose	If the students gain the skills needed to study, in will increase engagement in class as well as improves exam scores and in turn occupational completion
Name and Title of person responsible for monitoring this strategy	Isabel Hernandez, Assistant Director
Data that will be collected to determine effectiveness	Industry Certification Report
Evaluation of Progress	Industry Certification Report
Date Achieved/Completed	July 2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	none
CARES Act Emergency Relief Funds - Institutional Allocation to be used	none

Strategy 2

Strategy: Conduct professional development on research-based instructional strategies

Other: Click or tap here to enter text.

Strategy Rationale	To provide teachers with strategies that will improve engagement, instruction, and student learning
Strategy Purpose	If the teachers implement strategies that will lead to improved student learning and a high passing rate.
Name and Title of person responsible for monitoring this strategy	Isabel Hernandez, Assistant Director
Data that will be collected to determine effectiveness	Industry Certification Report
Evaluation of Progress	Industry Certification Report
Date Achieved/Completed	July 2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	none
CARES Act Emergency Relief Funds - Institutional Allocation to be used	none

Strategy 3

Strategy: Utilize technology-based programs to enhance classroom instruction and student learning

Other: Click or tap here to enter text.

Strategy Rationale	Improving the used of technology-based programs in the classroom will allow different types of learners to gain instruction and learning in different ways.
Strategy Purpose	If the students can learn according to their unique learning style, then they will show improvement in their exams.
Name and Title of person responsible for monitoring this strategy	Isabel Hernandez, Assistant Director
Data that will be collected to determine effectiveness	Industry Certification Report
Evaluation of Progress	Industry Certification Report
Date Achieved/Completed	July 2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	none
CARES Act Emergency Relief Funds - Institutional Allocation to be used	none

Strategy 4

Strategy: Monitor industry certification utilizing the district's application

Other: Click or tap here to enter text.

Strategy Rationale	Consistently monitoring data with fidelity will allow staff to follow up with students for additional support in their career path.
Strategy Purpose	If the staff knows where students are in their path they can target individualized needs and lead to a more direct career path for each student.
Name and Title of person responsible for monitoring this strategy	Isabel Hernandez, Assistant Director
Data that will be collected to determine effectiveness	Industry Certification Report
Evaluation of Progress	Industry Certification Report
Date Achieved/Completed	July 2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	none
CARES Act Emergency Relief Funds - Institutional Allocation to be used	none

Strategy 5

Strategy: Conduct professional development on research-based instructional strategies

Other: Click or tap here to enter text.

Strategy Rationale	Offering professional learning on different types of strategies like differentiation will allow the teacher to individualize instruction to increase learning gains in preparation for the industry certification.
Strategy Purpose	The purpose is for teachers to clearly identify the students needing additional assistance as they prepare for program/OCP completion and industry certification.
Name and Title of person responsible for monitoring this strategy	Isabel Hernandez, Assistant Director
Data that will be collected to determine effectiveness	Industry Certification Report
Evaluation of Progress	Industry Certification Report
Date Achieved/Completed	July 2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	none
CARES Act Emergency Relief Funds - Institutional Allocation to be used	none

ANTI-DISCRIMINATION POLICY

The School Board of Miami-Dade County, Florida adheres to a policy of nondiscrimination in employment and educational programs/activities and strives affirmatively to provide equal opportunity for all as required by:

Title VI of the Civil Rights Act of 1964 - prohibits discrimination on the basis of race, color, and national origin, including actual or perceived shared ancestry or ethnic characteristics, or citizenship or residency in a country with a dominant religion or distinct religious identity.

Title VII of the Civil Rights Act of 1964 as amended - prohibits discrimination in employment on the basis of race, color, religion, sex, and national origin.

Title IX of the Education Amendments of 1972 - prohibits discrimination on the basis of sex. M-DCPS does not discriminate on the basis of sex in any education program or activity that it operates as required by Title IX. M-DCPS also does not discriminate on the basis of sex in admissions or employment.

Age Discrimination Act of 1975 - prohibits discrimination based on age in programs or activities.

Age Discrimination in Employment Act of 1967 (ADEA) as amended - prohibits discrimination on the basis of age with respect to individuals who are at least 40 years old.

The Equal Pay Act of 1963 as amended - prohibits gender discrimination in payment of wages to women and men performing substantially equal work in the same establishment.

Section 504 of the Rehabilitation Act of 1973 - prohibits discrimination against qualified students with disabilities.

Americans with Disabilities Act of 1990 (ADA) - prohibits discrimination against individuals with disabilities in employment, public service, public accommodations, and telecommunications.

The Family and Medical Leave Act of 1993 (FMLA) - requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to eligible employees for certain family and medical reasons.

The Pregnancy Discrimination Act of 1978 - prohibits discrimination in employment on the basis of pregnancy, childbirth, or related medical conditions.

Florida Educational Equity Act (FEEA) - prohibits discrimination on the basis of race, color, sex, gender, national origin, religion, marital status, or disability in public education.

Florida Civil Rights Act of 1992 - secures for all individuals within the state freedom from discrimination because of race, color, religion, sex, pregnancy, national origin, age, handicap, or marital status.

Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA) - prohibits discrimination against employees or applicants because of genetic information.

Boy Scouts of America Equal Access Act of 2002 – No public school shall deny equal access to or a fair opportunity for groups to meet on school premises or in school facilities before or after school hours, or discriminate against any group officially affiliated with Boy Scouts of America or any other youth or community group listed in Title 36 as a patriotic society.

Veterans are provided re-employment rights in accordance with 38 U.S.C. § 4312 (Federal Law) and Section 295.07 (Florida Statutes), which stipulate categorical preferences for employment.

In Addition:

School Board Policies 1362, 3362, 4362, and 5517 - Prohibit harassment and discrimination against students, employees, or applicants on the basis of age, citizenship status, color, disability, ethnic or national origin, FMLA, gender, gender identity, genetic information, linguistic preference, marital status, political beliefs, pregnancy, race, religion, sexual harassment, sexual orientation, social and family background, and any other legally prohibited basis. Retaliation for engaging in a protected civil rights activity is also prohibited.

For additional information about Title IX or any other discrimination/harassment concerns, contact the U.S. Department of Education Office for Civil Rights or:

Office of Civil Rights Compliance (CRC)
District Director/Title IX Coordinator
155 N.E. 15th Street, Suite P104E
Miami, Florida 33132

Phone: (305) 995-1580 TDD: (305) 995-2400

Email: crc@dadeschools.net Website: <https://hrdadeschools.net/civilrights>

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