

# 3 YEAR STRATEGIC PLAN

ROBERT MORGAN EDUCATIONAL CENTER AND TECHNICAL COLLEGE



2018 - 2021



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



# 3 YEAR STRATEGIC PLAN

## **THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA**

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Mr. René Mantilla

## **ROBERT MORGAN EDUCATIONAL CENTER AND TECHNICAL COLLEGE ADMINISTRATIVE STAFF**

Mr. Kenneth Williams

Principal

Mr. Robert Armand

Vice Principal

Ms. Ericka Caldwell-Clinch

Assistant Principal

Mr. Scott Neufeld

Assistant Principal



## 3 YEAR STRATEGIC PLAN – 2018-2021

### Mission of the Institution:

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

### Vision of the Institution:

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

### Technical College Leadership Team

Name	Title
Kenneth L. Williams	Principal
TBA	Vice Principal
Scott Neufeld	Assistant Principal
Ericka Caldwell-Clinch	Assistant Principal
Mirtha Silverang	Student Services Chairperson

### Institutional Advisory Committee

Name	Title
Kenneth L. Williams	Principal
Jennifer Rodriguez-Ledesma	Vice Principal, Administrator
Ericka Caldwell-Clinch	Assistant Principal/Administrator
Ricardo Blanco	Assistant Principal/Administrator
Bernard Johnson	Assistant Principal/Administrator
Martine Phanord	Teacher, EESAC Chairperson
Francisco Diaz	Teacher/EESAC Co-Chairperson
Helena Rosa	UTD Representative
Khristal Gooding	Teacher/EESAC Secretary
Deborah Bange	Teacher
Martha Delgado	Teacher
Kathryn Rohan	Teacher
William Torres	Teacher
Carmen Harden	Alternate Teacher
Tracy Hoppe	Teacher

Shanya Pezoa	Student Representative
Fernando Medina	Technical College Representative
Louis Sweat	Alternate Representative
Kimberly Graff	Educational Support Staff
Melba Gomez	Alt. Educational Support Staff
William Torres-Gatherer	Business/Community
Rochelle Adger	Community
Mauricio Zamora	Business/Community
Linette Rodriguez	Business/Community
Dionna Williams	PTSA President
Ramiro Molina	Alternate Parent
Ana Flores	Parent
Theresa Hooper	Parent
Antonia Mayea	Parent
Shelly-Ann Commock	Parent

#### COE Annual Report Trend Data (Standard 3)

Element	2014	2015	2016	2017	2018	2019
Total Completion Rate	95%	82%	83%	84%	85%	84%
Total Placement Rate	94%	93%	92%	92%	86%	89%
Licensure Exam Pass Rate	96%	96%	96%	96%	97%	97%

## OBJECTIVE 1

By December 2021, the CTE student completion rate will meet or exceed the required 60% as evidenced by the technical college's 2019 Council on Occupational Education (COE) Annual Report.

### Individual Responsible of Objective Completion

Name	Title
Ericka Caldwell-Clinch	Assistant Principal

### Anticipated Barriers

Student-related barriers may include the following:

Poor attendance

Teacher-related barriers may include the following:

Lack of differentiated instruction

Operational-related barriers may include the following:

COVID-19 related CDC accommodations

Open entry enrollment



## Strategy 1

Classroom teacher will contact students who have been absent at least three times.

Strategy Rationale	If students who have been absent at least three times are contacted, this will serve as intervention before the absences increase.
Strategy Purpose	To increase student attendance to the various CTE programs
Name and Title of person responsible for monitoring this strategy	Ericka Caldwell-Clinch, Assistant Principal Mirtha Silverang, Student Services Chairperson
Data that will be collected to determine effectiveness	Student Referrals, Counselor screen updates
Evaluation of Progress	Attendance will be monitored through FOCUS
Date Achieved/Completed	July 2020
Current Financial Resources	(1) General Fund
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Fund
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	TBA
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$500.00

## Strategy 2

Implement professional learning communities

Strategy Rationale	Allow various CTE teachers to come together and share best practices for increasing student attendance.
Strategy Purpose	The implementation of the best practices from the various teachers shared across the CTE programs will increase the student attendance.
Name and Title of person responsible for monitoring this strategy	Ericka Caldwell-Clinch, Assistant Principal
Data that will be collected to determine effectiveness	Meeting agendas, sign in sheets
Evaluation of Progress	Throughout each trimester the attendance will be monitored through FOCUS
Date Achieved/Completed	July 2020
Current Financial Resources	(1) General Fund
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Fund
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	TBA
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$1000.00

### Strategy 3

#### Conduct professional development on research-based instructional strategies

Strategy Rationale	Teachers will meet together 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	Ericka Caldwell-Clinch, Assistant Principal
Data that will be collected to determine effectiveness	Completion certificates (OCP or 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 2020
Current Financial Resources	(1) General Fund
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Fund
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	TBA
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$1000.00

## Objectives 2

By December 2021, the CTE student job placement attainment rate will meet or exceed the required 70% as evidenced by the technical college's 2019 Council on Occupational Education (COE) Annual Report.

### Individual Responsible of Objective Completion

Name	Title
Scott W. Neufeld	Assistant Principal

### Anticipated Barriers

Student-related barriers may include the following:

Lack of employability skills to retain the position

Teacher-related barriers may include the following:

Effective follow through with students retaining employment in the industry

Operational-related barriers may include the following:

COVID-19 related CDC accommodations

Effective student retention



### Strategy 1

Teachers will include Employability Skills as a part of the instruction

Strategy Rationale	To assist students with the necessary employability skills for a position in the desired industry.
Strategy Purpose	The purpose of this strategy is to increase job placement and retention.
Data that will be collected to determine effectiveness	July 2019
Evaluation of Progress	Monitor and Review Local Placement forms at the end of each trimester
Date Achieved/Completed	July 2020
Current Financial Resources	(1) General Fund
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Fund
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	TBA
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$1000.00

### Strategy 2

Develop an in-house monitoring tool for the teachers to monitor status of former students

Strategy Rationale	To assist the teachers with accurate record keeping of 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
Data that will be collected to determine effectiveness	COE Annual Report
Evaluation of Progress	Compare the records between trimesters and school years to determine progress or regression
Date Achieved/Completed	July 2020
Current Financial Resources	(1) General Fund
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Fund
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	TBA
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$1000.00

### Strategy 3

#### Implement professional learning communities

Strategy Rationale	Allow CTE teachers to come together and share best practices for student 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 student attendance.
Data that will be collected to determine effectiveness	Local Placement Data Forms
Evaluation of Progress	Monitor the Local Placement Data Form after each trimester
Date Achieved/Completed	July 2020
Current Financial Resources	(1) General Fund
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Fund
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	TBA
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$1,000.00

### Objectives 3

By December 2021, the CTE student industry licensure(s) attainment rate will meet or exceed the required 70% as evidenced by the technical college's 2019 Council on Occupational Education (COE) Annual Report.

#### Individual Responsible of Objective Completion

Name	Title
Scott Neufeld	Assistant Principal

#### Anticipated Barriers

Student-related barriers may include the following:

- Finances to pay for the industry exam

Teacher-related barriers may include the following:

- Lack of data-driven instruction

Operational-related barriers may include the following:

- COVID-19 related CDC accommodations

- Multiple functional levels in one class

## Strategy 1

Attempt to infuse the cost of the certification exam into the cost of the tuition

Strategy Rationale	To prevent the students from having to pay another fee separate from the tuition, books, school fees, etc.
Strategy Purpose	If the students pay for the certification exam while paying tuition, it will increase the motivation to complete the program and pursue taking the industry exam.
Data that will be collected to determine effectiveness	Industry Certification Report
Evaluation of Progress	Industry Certification Report
Date Achieved/Completed	July 2020
Current Financial Resources	(4) Other
Current Financial Amount	Various – The cost of the various exams differs between programs. The student assumes the cost of the exam.
Projected Financial Resources	(4) Other
Projected Financial Amount	Various – The cost of the various exams differs between programs. The student assumes the cost of the certification exam.
CARES Act Rapid Credentialing Grant funds to be used	TBA
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$10,000 – A stipend for students to offset the cost of the certification exam.

## Strategy 2

Stipend for completing and passing the industry certification exam

Strategy Rationale	To motivate the students to pursue taking the industry certification exam.
Strategy Purpose	If students know that they will receive a stipend for taking and passing the certification exam, they are motivated to proceed with the industry exam.
Data that will be collected to determine effectiveness	Industry Certification Report
Evaluation of Progress	Industry Certification Report
Date Achieved/Completed	July 2020
Current Financial Resources	(4) Other
Current Financial Amount	\$5,000 – District Funded
Projected Financial Resources	(4) Other
Projected Financial Amount	\$5,000 – District Funded
CARES Act Rapid Credentialing Grant funds to be used	TBA
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$5,000.00

### Strategy 3

#### Differentiated Instruction

Strategy Rationale	Grouping the students in the class will allow the teacher to individualize instruction to increase learning gains in preparation for the industry certification.
Strategy Purpose	The purpose is for the teacher to clearly identify the students needing additional assistance as they prepare for program/OCP completion and industry certification.
Data that will be collected to determine effectiveness	Teacher-Made Assessments, Industry Certification results
Evaluation of Progress	Teacher-Made Assessments, Industry Certification results
Date Achieved/Completed	July 2020
Current Financial Resources	(1) General Fund
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Fund
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	TBA
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$1,000.00

## • • 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, religion, or national origin.

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

**Title IX of the Education Amendments of 1972** - prohibits discrimination on the basis of gender. 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 the disabled.

**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, gender, national origin, marital status, or handicap against a student or employee.

**Florida Civil Rights Act of 1992** - secures for all individuals within the state freedom from discrimination because of race, color, religion, sex, 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 P.L. 93-508 (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/or discrimination against students, employees, or applicants on the basis of race, color, ethnic or national origin, religion, marital status, disability, genetic information, age, political beliefs, sexual orientation, sex/gender, gender identification, social and family background, linguistic preference, pregnancy, citizenship status, and any other legally prohibited basis. Retaliation for engaging in a protected activity is also prohibited.

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

Office of Civil Rights Compliance (CRC)  
Executive 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](mailto:crc@dadeschools.net) Website: <https://hrdadeschools.net/civilrights>

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