

# 3 YEAR STRATEGIC PLAN



— 2021-2024 —

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

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

Mr. Kenneth Williams

Principal

Dr. Ericka Caldwell-Clinch

Vice Principal

Mr. Joseph Evans

Assistant Principal

Mr. Camilo Gutierrez

Assistant Principal





## 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 towards achieving quality academic instruction, implementation of community leadership and lifelong learning for all students.

### Technical College Leadership Team

Name	Title
Kenneth L. Williams	Principal
Ericka Caldwell-Clinch	Vice Principal
Joseph Evans	Assistant Principal
Camilo Gutierrez	Assistant Principal

### Institutional Advisory Committee

Name	Title
Kenneth L. Williams	Principal
Bernard Johnson	Vice Principal (High School)
Ericka Caldwell-Clinch	Vice Principal (Technical College)
Ricardo Blanco	Assistant Principal (High School)
Jennifer Brill	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
Tracy Hoppe	Teacher
Candice Crapp	Teacher
Yonettsy Blanco	Teacher, EESAC Secretary
Fernando Medina	Technical College Representative
Louis Sweat	Alternate Representative/Technical College
Kimberly Graff	Educational Support Staff
Melba Gomez	Educational Support Staff (Alternate)
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	2020
Total Completion Rate	95%	82%	83%	84%	85%	84%	100%
Total Placement Rate	94%	93%	92%	92%	86%	89%	37%
Licensure Exam Pass Rate	96%	96%	96%	96%	97%	97%	100%

## OBJECTIVE 1

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.

### Individual Responsible of Objective Completion

Name	Title
Ericka Caldwell-Clinch	Vice 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:

Multiple functional levels in one class

## Strategy components

### Strategy 1

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 students 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	Ericka Caldwell-Clinch, Vice Principal and 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 in FOCUS.
Date Achieved/Completed	July 2022
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	\$1,000
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$1,000

### Strategy 2

Implement professional learning communities/In-House Peer Mentoring

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	Ericka Caldwell-Clinch, Vice Principal
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 2022
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	\$1000.00
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, Vice Principal
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 2022
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	\$1000.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$1000.00

## Objectives 2

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.

### Individual Responsible of Objective Completion

Name	Title
Camilo Gutierrez	Assistant Principal

### Anticipated Barriers

Student-related barriers may include the following:

Limited prior knowledge and lack of academic/technical experiences

Teacher-related barriers may include the following:

Effective follow through with students retaining employment in the industry

Operational-related barriers may include the following:

Effective student retention



## Strategy components

### Strategy 1

Teachers will include Employability Skills as a part of their instruction. Teachers will ensure their students partake in the Monthly Workshops through the Student Center.

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	Camilo Gutierrez, Assistant Principal, 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 2022
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	\$500.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$500.00

### Strategy 2

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	Camilo Gutierrez, Assistant Principal, 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 2022
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	\$500.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$500.00

### Strategy 3

#### Implement professional learning communities

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	Camilo Gutierrez, Assistant Principal
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 2022
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	\$500.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$500.00

### Objectives 3

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	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:

- Multiple functional levels in one class

## Strategy components

### Strategy 1

Attempt to infuse the cost of the industry certification exam into the fees schedule

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.
Name and Title of person responsible for monitoring this strategy	Joseph Evans
Data that will be collected to determine effectiveness	Industry Certification Report
Evaluation of Progress	Industry Certification Report
Date Achieved/Completed	July 2022
Current Financial Resources	(4) Other
Current Financial Amount	Various – The cost of the various exams differs between the 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 the programs. The student assumes the cost of the exam.
CARES Act Rapid Credentialing Grant funds to be used	\$5,000
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$5,000

### 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.
Name and Title of person responsible for monitoring this strategy	Joseph Evans
Data that will be collected to determine effectiveness	Industry Certification Report
Evaluation of Progress	Industry Certification Report
Date Achieved/Completed	July 2022
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	\$10,000 – A stipend for students to offset the cost of the certification exam.

### 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 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	Joseph Evans
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 2022
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	TBA
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$1000.00

# 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

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