

3 YEAR STRATEGIC PLAN

LINDSEY HOPKINS TECHNICAL COLLEGE



2018 - 2021



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



3 YEAR STRATEGIC PLAN

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Mr. Jean Garry Florestal	Vice Principal
Ms. Benigna Montenegro	Assistant Principal
Ms. Gina Spicer	Assistant Principal
Ms. Judy Rodriguez	Assistant Principal



LINDSEY HOPKINS
TECHNICAL COLLEGE



3 YEAR STRATEGIC PLAN – 2018-2021

Mission of the Institution:

The mission of Lindsey Hopkins Technical College is to empower students to achieve their career goals and to develop their ultimate potential.

Vision of the Institution:

Lindsey Hopkins Technical College will be a showcase institution. Our administration, faculty, and staff, united in purpose, will provide our student body with the most advanced career/technical and academic education.

Technical College Leadership Team

Name	Title
Nyce Daniel	Principal
J. Garry Florestal	Vice Principal
Benigna Montenegro	Assistant Principal
Judy Rodriguez	Assistant Principal
Gina Spicer Shannon	Assistant Principal
Tangela Morris	Business Manager

Institutional Advisory Committee

Name	Title
Sharon Gray	EESAC Chair
Sheria Blackmon	UTD Designated Steward
Capt. Rose Green	Community Representative
Pauline Clarke-Trotman	Business Representative
Ed Prelaz	Business Representative
Ruthnise Decius	Student Representative

COE Annual Report Trend Data (Standard 3)

Element	2014	2015	2016	2017	2018	2019
Total Completion Rate	85%	76%	80%	85%	86%	79%
Total Placement Rate	84%	89%	91%	92%	93%	89%
Licensure Exam Pass Rate	83%	81%	93%	95%	95%	99%

OBJECTIVE 1

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
J. Garry Florestal	Vice Principal

Anticipated Barriers

Student-related barriers may include the following:

Lack of basic academic skills and distance learning initiative

Teacher-related barriers may include the following:

Lack of differentiated instruction and lack of hands-on activities due to the COVID-19 Pandemic, which causes the school to close the building and provide only distance learning.

Operational-related barriers may include the following:

Effective student retention

Strategy 1

Provide tutoring classes and additional support for teachers during planning time.

Strategy Rationale	Students learn at different rates, the availability of additional time in tutoring classes and teacher accessibility should provide support needed to succeed. (Due to COVID-19, tutoring service has not been available since March 14, 2020, Term 2019-2)
Strategy Purpose	Program completer certification
Name and Title of person responsible for monitoring this strategy	Sheria Blackmon, Department Chair
Data that will be collected to determine effectiveness	Student attendance in tutoring class as evidenced by sign in sheets
Evaluation of Progress	TABE Scores or Grade Point Average (GPA)
Date Achieved/Completed	8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	35,327.44
Projected Financial Resources	(1) General Fund
Projected Financial Amount	105,982.32
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

Strategy 2

Monitor job placement utilizing the District's application

Strategy Rationale	Clearance package is the documentation needed to enumerate gains in each course.
Strategy Purpose	Determine graduate's placement
Name and Title of person responsible for monitoring this strategy	J Garry Florestal
Data that will be collected to determine effectiveness	Placement data form
Evaluation of Progress	Collaboration Portal
Date Achieved/Completed	8/20/2018 to 8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	8,500
Projected Financial Resources	(1) General Fund
Projected Financial Amount	25,500
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

Strategy 3

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

Strategy Rationale	Utilization of supplemental materials as instructional tools.
Strategy Purpose	Diversify instructions especially with Distance Learning as of 3/14/2020
Name and Title of person responsible for monitoring this strategy	Nura Gonzalez, Department Chair
Data that will be collected to determine effectiveness	Software usage report
Evaluation of Progress	TABE Scores or/and Required GPAs
Date Achieved/Completed	Monthly, from 8/20/2018 to 8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	2,348.98
Projected Financial Resources	(1) General Fund
Projected Financial Amount	7,046.94
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

Strategy 4

Develop and deploy individualized learning plans

Strategy Rationale	Student's performance report as the desired tool for data chat.
Strategy Purpose	Develop instructional strategies to address students' weaknesses.
Name and Title of person responsible for monitoring this strategy	Nura Gonzalez, Department Chair
Data that will be collected to determine effectiveness	TABE Scores or/and Required GPAs
Evaluation of Progress	Industry certification exam and/or Unit Test
Date Achieved/Completed	8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	1,979.25
Projected Financial Resources	(1) General Fund
Projected Financial Amount	5,937.75
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

Strategy 5

During common planning, develop and deploy whole group and differentiated lessons

Strategy Rationale	Different levels of basic skills in the same classroom requires the teacher's attention to each group of learners.
Strategy Purpose	Monitor students' ability to successfully apply learning.
Name and Title of person responsible for monitoring this strategy	Sheria Blackmon, Department Chair
Data that will be collected to determine effectiveness	Students' test scores
Evaluation of Progress	OCP earning
Date Achieved/Completed	Monthly, from 8/20/2018 to 8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	3,947.25
Projected Financial Resources	(1) General Fund
Projected Financial Amount	11,841.75
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

Objectives 2

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
J Garry Florestal	Vice Principal

Anticipated Barriers

Student-related barriers may include the following:

Poor attendance especially with distance learning implementation

Teacher-related barriers may include the following:

Lack of data-driven instruction

Operational-related barriers may include the following:

Open entry enrollment and Distance Learning

Strategy 1

Counselor visits to classroom, work with students help guide students' academic, behavioral and social growth

Strategy Rationale	Consistent dialog with students could assist students with barriers to attendance.
Strategy Purpose	Address students' needs that will help improve attendance.
Data that will be collected to determine effectiveness	Counselor log and student contact indicated on FOCUS screen for student
Evaluation of Progress	Attendance Report
Date Achieved/Completed	Monthly, from 8/20/2018 to 8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	45,431.28
Projected Financial Resources	(1) General Fund
Projected Financial Amount	136,293.84
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

Strategy 2

Counselors will meet in counselor's office to dialog with students.

Strategy Rationale	Continually chat with students to monitor progress.
Strategy Purpose	Keep records that address students' needs and support provided.
Data that will be collected to determine effectiveness	Records in counselor's screen
Evaluation of Progress	Attendance monitoring in FOCUS
Date Achieved/Completed	Monthly, from 8/20/2018 to 8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	2,375.10
Projected Financial Resources	(1) General Fund
Projected Financial Amount	7,125.30
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

Strategy 3

Counselors meet with teachers to address students' attendance pattern.

Strategy Rationale	Revisit effectiveness of previous strategies.
Strategy Purpose	Make necessary adjustments to counseling services.
Data that will be collected to determine effectiveness	Students sign-in log
Evaluation of Progress	Attendance hours logged into FOCUS
Date Achieved/Completed	Monthly, from 8/20/2018 to 8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	2,375.10
Projected Financial Resources	(1) General Fund
Projected Financial Amount	7,125.30
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

Strategy 4

Students will attend available tutoring sessions set out by the teacher.

Strategy Rationale	Teachers will recommend students for additional one-on-one sessions.
Strategy Purpose	Students will use tutoring services to help catch up on missed instructional activities. Due to COVID-19 school closing, tutoring service is no longer available. Students will rely solely on their GPAs as the State recommended.
Data that will be collected to determine effectiveness	Tutoring log or FOCUS Gradebook.
Evaluation of Progress	Student attendance report in FOCUS
Date Achieved/Completed	Monthly, from 8/20/2018 to 8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	11,775.81
Projected Financial Resources	(1) General Fund
Projected Financial Amount	35,327.44
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

Strategy 5

Monitor enrollments in tutoring services and academic progress of students in class.

Strategy Rationale	Consistent monitoring could assure improvement of student attendance in class. This rationale does not apply due to COVID-19.
Strategy Purpose	Attendance and academic improvement
Data that will be collected to determine effectiveness	OCP completers report
Evaluation of Progress	Student completion rate
Date Achieved/Completed	8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	2,375.10
Projected Financial Resources	(1) General Fund
Projected Financial Amount	7,125.30
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

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
Benigna Montenegro	Assistant Principal

Anticipated Barriers

Student-related barriers may include the following:

Students lack the basic skills to pass the TABE and/or licensure exam. Students' socioeconomic situations prevent them from attending school on a regular basis due to work and other constraints such as the COVID-19 pandemic.

Teacher-related barriers may include the following:

Deployment of Department-wide common planning. Since March 14, 2020, COVID-19 has made it even harder.

Operational-related barriers may include the following:

Effective monitoring of instructional time and post-testing

Strategy components

Strategy 1

We will monitor student attendance in the CTE courses and their respective Career Technical Education program.

Strategy Rationale	Students need to be in attendance for them to receive knowledge which will help them earn OCPs.
Strategy Purpose	Monitor improvement in basic skills.
Data that will be collected to determine effectiveness	Tutorial/AAAE logs (no longer applied as of March 14, 2020).
Evaluation of Progress	TABE Scores or/and GPAs
Date Achieved/Completed	Monthly, from 8/20/2018 to 8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	8,683.84
Projected Financial Resources	(1) General Fund
Projected Financial Amount	26,051.52
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

Strategy 2

Monitor daily student attendance sheets in the AAAE Lab and respective Career Technical Education program.

Strategy Rationale	Students need the assistance of the AAAE lab to build or hone their basic skills. AAAE lab has not been used since March 14, 2020 due to COVID-19. Students' recommended GPA has replaced the Basic Skills requirement.
Strategy Purpose	Program completion fulfillment.
Data that will be collected to determine effectiveness	Attendance and grade reports in FOCUS
Evaluation of Progress	OCPs earned
Date Achieved/Completed	Biweekly, from 8/20/2018 to 8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	66,076.50
Projected Financial Resources	(1) General Fund
Projected Financial Amount	198,229.50
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

Strategy 3

Provide financial vocational assistance to FAFSA-eligible students.

Strategy Rationale	Students need relief from financial constraints.
Strategy Purpose	Devote more time to learning
Data that will be collected to determine effectiveness	FAFSA application
Evaluation of Progress	PELL Grant or District scholarship
Date Achieved/Completed	8/20/2018 to 8/4/2021
Current Financial Resources	(4) Other
Current Financial Amount	17,367.68
Projected Financial Resources	(4) Other
Projected Financial Amount	52,103.04
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

Strategy 4

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

Strategy Rationale	Infusion of developed software that mirror real world situation will help students adapt to the reality of the workforce.
Strategy Purpose	Prepare students to successfully pass their licensure exam.
Data that will be collected to determine effectiveness	Test simulation results.
Evaluation of Progress	Score ranges
Date Achieved/Completed	Weekly, from 8/20/2018 to 8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	5,481
Projected Financial Resources	(1) General Fund
Projected Financial Amount	16,443
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

Strategy 5

Monitor industry certification utilizing the District's application

Strategy Rationale	Assure that students' accurate records are logged in and available when needed.
Strategy Purpose	Substantiated data for COE Annual Report
Data that will be collected to determine effectiveness	Collaborative portal
Evaluation of Progress	Number of industry certifications
Date Achieved/Completed	Monthly, from 8/20/2018 to 8/4/2021
Current Financial Resources	(1) General Fund
Current Financial Amount	8,500
Projected Financial Resources	(1) General Fund
Projected Financial Amount	25,500
CARES Act Rapid Credentialing Grant funds to be used	
CARES Act Emergency Relief Funds - Institutional Allocation to be used	

• • 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 Website: <https://hrdadeschools.net/civilrights>

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