

# 3 YEAR STRATEGIC PLAN

LINDSEY HOPKINS TECHNICAL COLLEGE



— 2021-2024 —

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

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### **ASSISTANT SUPERINTENDENT**

Mr. René Mantilla

### **ADMINISTRATIVE DIRECTOR**

Mr. Reginald J. Fox

### **DISTRICT DIRECTOR**

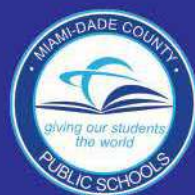
Dr. Susana Mauri

### **DISTRICT DIRECTOR**

Dr. Angela E. Thomas-Dupree

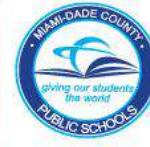
## **LINDSEY HOPKINS TECHNICAL COLLEGE ADMINISTRATIVE STAFF**

Ms. Chantal G. Osborne	Principal
Mr. Jean Garry Florestal	Vice Principal
Ms. Yamilka J. Sena	Assistant Principal
Dr. Nelmay Silva	Assistant Principal
Mr. Armando J. Sosa	Assistant Principal





LINDSEY HOPKINS  
TECHNICAL COLLEGE



## 3 YEAR STRATEGIC PLAN – 2021-2024

### 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
Chantal G. Osborne	Principal
J. Garry Florestal	Vice Principal
Yamilka Sena	Assistant Principal
Nelmay Silva	Assistant Principal
Armando Sosa	Assistant Principal

### Institutional Advisory Committee

Name	Title
Sharon Gray	EESAC Chair
Sheria Blackmon	UTD Designated Steward
Lolita White	ESE Representative
Capt. Natasha Reese	Community Representative
Larry Georgeson	Business Representative
Ed Prelaz	Business Representative
Fr. Reggie Jean-Mary	Business Representative
Ms. Hara Frankel	Business Representative
Will Ltaif	Business Representative
Ernie Martinez	Business Representative
Antonio Villasuso	Business Representative
Pauline Clarke-Trotman	Business Representative
Deborah Dorsett	Business Representative
Ricardo Losada?	Alt Teacher Representative
Imara Sanchez	Teacher Representative
Tamiyal Goodman	Teacher Representative
Patricia Estiverne	Teacher Representative

Vera Ferguson	Teacher Representative
Robert Joseph	Teacher Representative
Mariechristi Avignon-Chery	Teacher Representative
Estela MacPherson	Teacher Representative
Shundra Hardy	Teacher Representative
Ambresha Battle	Student Representative
Jakyra Jabaar	Student Representative
Tierra Hines	Alternate Student Representative

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

<b>Element</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Total Completion Rate	85%	76%	80%	85%	86%	79%	91%
Total Placement Rate	84%	89%	91%	92%	93%	89%	87%
Licensure Exam Pass Rate	83%	81%	93%	95%	95%	99%	44%

## 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
J. Garry Florestal	Vice Principal

### 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: Effective student retention

Other: [Click or tap here to enter text.](#)

## Strategy components

### Strategy 1

Strategy: Provide for common planning

Other: [Click or tap here to enter text.](#)

Strategy Rationale	Students bring different skillsets and also learn at different rates. The availability of additional time in tutoring classes, test taking strategies, and teacher accessibility should provide support needed to succeed.
Strategy Purpose	Program completer certification
Name and Title of person responsible for monitoring this strategy	Sheria Blackmon, Department Chairperson
Data that will be collected to determine effectiveness	Student attendance in tutoring class as evidenced by sign in sheets
Evaluation of Progress	TABE Scores
Date Achieved/Completed	8/4/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$38,860.18
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$116,580.54
CARES Act Rapid Credentialing Grant funds to be used	<a href="#">Click or tap here to enter text.</a>
CARES Act Emergency Relief Funds - Institutional Allocation to be used	<a href="#">Click or tap here to enter text.</a>

### Strategy 2

Strategy: Monitor job placement utilizing the District's application

Other: [Click or tap here to enter text.](#)

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, Vice Principal
Data that will be collected to determine effectiveness	Placement data form
Evaluation of Progress	Collaboration Portal
Date Achieved/Completed	8/23/2021 to 7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$8,925
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$26,775
CARES Act Rapid Credentialing Grant funds to be used	<a href="#">Click or tap here to enter text.</a>
CARES Act Emergency Relief Funds - Institutional Allocation to be used	<a href="#">Click or tap here to enter text.</a>

### Strategy 3

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

Other: Click or tap here to enter text.

Strategy Rationale	Utilization of supplemental materials as instructional tools.
Strategy Purpose	Diversify instructions
Name and Title of person responsible for monitoring this strategy	Nura Gonzalez, Department Chairperson
Data that will be collected to determine effectiveness	Software usage report
Evaluation of Progress	TABE Scores
Date Achieved/Completed	8/23/2021 to 7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$2,583.88
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$7,751.63
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.

### Strategy 4

Strategy: Develop and deploy individualized learning plans

Other: Click or tap here to enter text.

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 Chairperson
Data that will be collected to determine effectiveness	TABE Scores
Evaluation of Progress	Industry certification exam and/or Unit Test
Date Achieved/Completed	7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$2,177.18
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$6,531.53
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.

## Strategy 5

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

Other: Click or tap here to enter text.

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 Chairperson
Data that will be collected to determine effectiveness	Students' test scores
Evaluation of Progress	OCP earning
Date Achieved/Completed	8/23/2021 to 7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$4,539.05
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$13,617.15
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
J Garry Florestal	Vice Principal

### 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 data-driven instruction

Other: [Click or tap here to enter text.](#)

Operational-related barriers may include the following:

Barrier: Open entry enrollment

Other: [Click or tap here to enter text.](#)

## Strategy components

### Strategy 1

Strategy: Develop and deploy individualized learning plans

Other: [Click or tap here to enter text.](#)

Strategy Rationale	Consistent dialog with students could assist students with barriers to attendance and performance.
Strategy Purpose	Address students' needs that will help improve attendance and performance.
Name and Title of person responsible for monitoring this strategy	Robert Joseph, Department Chairperson
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	8/23/2021 to 7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$49,974.41
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$149,923.22
CARES Act Rapid Credentialing Grant funds to be used	<a href="#">Click or tap here to enter text.</a>
CARES Act Emergency Relief Funds - Institutional Allocation to be used	<a href="#">Click or tap here to enter text.</a>

### Strategy 2

Strategy: Develop and deploy individualized learning plans

Other: [Click or tap here to enter text.](#)

Strategy Rationale	Continually chat with students to monitor progress.
Strategy Purpose	Keep records that address students' performance and support provided to achieve goals
Name and Title of person responsible for monitoring this strategy	Robert Joseph, Department Chairperson
Data that will be collected to determine effectiveness	Student progress on individual assignments will be kept up to date by teacher
Evaluation of Progress	Performance Checklist
Date Achieved/Completed	7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$2,493.75
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$7,481.25
CARES Act Rapid Credentialing Grant funds to be used	<a href="#">Click or tap here to enter text.</a>
CARES Act Emergency Relief Funds - Institutional Allocation to be used	<a href="#">Click or tap here to enter text.</a>

### Strategy 3

Strategy: Develop and deploy individualized learning plans

Other: Click or tap here to enter text.

Strategy Rationale	Revisit effectiveness of previous strategies.
Strategy Purpose	Make necessary adjustments as needed.
Name and Title of person responsible for monitoring this strategy	Nura Gonzalez, Department Chairperson
Data that will be collected to determine effectiveness	Student progress on individual assignments will be kept up to date by teacher
Evaluation of Progress	Review of Student Performance Checklists
Date Achieved/Completed	7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$2,612.5
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$7,837.5
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.

### Strategy 4

Strategy: Develop and deploy individualized learning plans

Other: Click or tap here to enter text.

Strategy Rationale	Teachers will develop individual learning plans for students and provide additional one-on-one sessions.
Strategy Purpose	Students will become responsible for their learning gains.
Name and Title of person responsible for monitoring this strategy	Nura Gonzalez, Department Chairperson
Data that will be collected to determine effectiveness	Student progress on individual assignments will be kept up to date by teacher.
Evaluation of Progress	Student progress will be measured using OCP task checklist.
Date Achieved/Completed	7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$14,130.97
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$42,392.92
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.

## Strategy 5

Strategy: Monitor enrollment, participation and academic progress of students in class.

Other: [Click or tap here to enter text.](#)

Strategy Rationale	Consistent monitoring to assure improvement of student attendance and performance in class.
Strategy Purpose	Attendance and academic improvement
Name and Title of person responsible for monitoring this strategy	Sheria Blackmon, Department Chairperson
Data that will be collected to determine effectiveness	Completion of benchmarks earned towards OCPs will be tallied accordingly.
Evaluation of Progress	Student completion rate
Date Achieved/Completed	7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$2,493.86
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$7,481.57
CARES Act Rapid Credentialing Grant funds to be used	<a href="#">Click or tap here to enter text.</a>
CARES Act Emergency Relief Funds - Institutional Allocation to be used	<a href="#">Click or tap here to enter text.</a>

### 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.
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- 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
Nelmay Silva	Assistant Principal

#### Anticipated Barriers

Student-related barriers may include the following:

Barrier: Lack of previous successful experience with schooling

Other: Click or tap here to enter text.

Teacher-related barriers may include the following:

Barrier: Deployment of Individualized Direct Intervention (DI) Plans

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: Develop and deploy individualized learning plans

Other: [Click or tap here to enter text.](#)

Strategy Rationale	Students need to be in attendance for them to receive knowledge which will help them meet performance standards and earn OCPs.
Strategy Purpose	Monitor student performance and improvement.
Name and Title of person responsible for monitoring this strategy	Robert Joseph, Department Chairperson
Data that will be collected to determine effectiveness	Attendance will be taken from student attendance charts.
Evaluation of Progress	OCP Performance Checklists
Date Achieved/Completed	7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$10,420.61
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$31,261.82
CARES Act Rapid Credentialing Grant funds to be used	<a href="#">Click or tap here to enter text.</a>
CARES Act Emergency Relief Funds - Institutional Allocation to be used	<a href="#">Click or tap here to enter text.</a>

### Strategy 2

Strategy: Monitor industry certification utilizing the District's application

Other: [Click or tap here to enter text.](#)

Strategy Rationale	Students need to earn industry certification for improved chances of finding gainful, in field employment.
Strategy Purpose	Program completion fulfillment.
Name and Title of person responsible for monitoring this strategy	Nura Gonzalez, Department Chairperson
Data that will be collected to determine effectiveness	Tabulate industry certificates earned as they are earned.
Evaluation of Progress	Industry certifications earned.
Date Achieved/Completed	7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$70,291.8
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$237,875.4
CARES Act Rapid Credentialing Grant funds to be used	<a href="#">Click or tap here to enter text.</a>
CARES Act Emergency Relief Funds - Institutional Allocation to be used	<a href="#">Click or tap here to enter text.</a>

### Strategy 3

Strategy: Other

Other: Provide financial vocational assistance to FAFSA-eligible students.

Strategy Rationale	Students need relief from financial constraints.
Strategy Purpose	Devote more time to learning
Name and Title of person responsible for monitoring this strategy	Nelmay Silva, Assistant Principal
Data that will be collected to determine effectiveness	Students who have applied for financial
Evaluation of Progress	PELL Grant or District scholarship
Date Achieved/Completed	7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$21,709.6
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$65,128.8
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.

### Strategy 4

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

Other: Click or tap here to enter text.

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.
Name and Title of person responsible for monitoring this strategy	Sheria Blackmon, Department Chairperson
Data that will be collected to determine effectiveness	Test simulation results
Evaluation of Progress	Score ranges
Date Achieved/Completed	Weekly, from 8/23/2021 to 7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$5,755.05
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$17,265.15
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.

## Strategy 5

Strategy: Monitor industry certification utilizing the District's application

Other: Click or tap here to enter text.

Strategy Rationale	Assure that students' accurate records are logged in and available when needed.
Strategy Purpose	Substantiated data for COE Annual Report
Name and Title of person responsible for monitoring this strategy	Nelmay Silva, Assistant Principal
Data that will be collected to determine effectiveness	Collaborative portal
Evaluation of Progress	Number of industry certifications
Date Achieved/Completed	Monthly, from 8/23/2021 to 7/30/2024
Current Financial Resources	(1) General Funds
Current Financial Amount	\$8,925
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$26,775
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.



# 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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