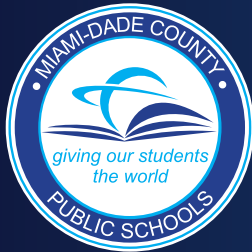
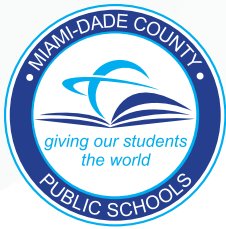


3 YEAR STRATEGIC PLAN



2024-2027



LINDSEY HOPKINS TECHNICAL COLLEGE



3 YEAR STRATEGIC PLAN: 2024-2027

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, 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	Director
Jean Claude Saint-Phard	Associate Director
Armando Sosa	Assistant Director
Zulay Lezcano	Assistant Director
Shauntae Lewis	Business Manager
Kenyada Ragin	Administrative Assistant III
James T. White	Media Specialist / EESAC Chair
Sheria Blackmon	Health Science Chairperson
Roshan Bruce	Office Manager
Sergio Marti	Financial Aid Officer
Jose Depablo	Testing Chairperson/ ESOL Chairperson
Christina Brownlow	ABE Chairperson
Leonel Hernandez	Family Consumer Services Chairperson
Robert Joseph	Career & Technical Chairperson
Diana Erira Cobos	Activities Director
Tamika Adams	Dual Enrollment Coordinator
Martine Paul	Counselor / Job Placement Specialist

Institutional Advisory Committee

Name	Title
James T. White	EESAC Chair
Krishel Panton Griffith	UTD Designated Steward
Tamika Adams	ESE Representative
Lt. Forrest Mott	Community Representative
Britany Lambert-Brown	Business Representative
Fr. Reggie Jean-Mary	Business Representative
Pauline Clarke-Trotman	Business Representative
Richard Lepore	Business Representative
Ernie Martinez	Business Representative
Antonio Villasuso	Business Representative
Deborah Dorsett	Business Representative
Glenn Gross	Business Representative
Edilia Diaz	Business Representative
Evlyne Colas	Teacher Representative
John Karayan	Teacher Representative
Saint Cyr Louissaint	Teacher Representative
Diana Erira - Cobos	Teacher Representative
Ivette Constant	Teacher/ESE Representative
Carmen Jones	Education Support Representative
Diana Fajardo	Teacher Representative
John Karayan	Teacher Representative
Martine Paul	Teacher Representative
Moises Davila	Student Representative
Vastya Pettigny	Student Representative
Daniel Tunsil	Alternative Student Representative

LINDSEY HOPKINS TECHNICAL COLLEGE COE ANNUAL REPORT DATA TREND

OVERALL AVERAGE	2024-2025	2025-2026	2026-2027
COMPLETION RATE	77%		
PLACEMENT RATE	87%		
LICENSURE RATE	100%		

COE Annual Report Trend Data (Standard 3)

OBJECTIVE 1

- By June 2027, the CTE student job placement attainment rate will meet or exceed the required 70% as evidenced by the technical college’s Council on Occupational Education (COE) Annual Report.

Element	2024-2025	2025-2026	2026-2027
Total Placement Rate	70% or more	70% or more	70% or more

Individual Responsible of Objective Completion

Name	Title
Jean Claude Saint-Phard	Associate Director

Anticipated Barriers

Student-related barriers may include the following:

Barrier: Lack of good study skills and limited soft skills such as problem solving and communication.

Other:

Teacher-related barriers may include the following:

Barrier: Lack of data-driven instruction

Other: Open entry, multiple functional levels

Operational-related barriers may include the following:

Barrier: Effective student retention

Other:

Strategy components

Strategy 1

Strategy: The school is committed to assisting students in the development of well-crafted, professional résumés

Other:

Strategy Rationale	Students who develop professional résumés will increase their opportunities to secure interviews and successfully obtain employment.
Strategy Purpose	Equip students with essential soft skills that will enhance their ability to secure and sustain long-term employment.
Name and Title of person responsible for monitoring this strategy	James T. White, Media Specialist and Martine Paul, Job Placement Specialist
Data that will be collected to determine effectiveness	Job Placement rates
Evaluation of Progress	COE Annual Report
Date Achieved/Completed	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed to meet the goal expectation

Strategy 2

Strategy: Monitor industry certification utilizing the District's application

Other:

Strategy Rationale	The clearance package is the required documentation used to record and verify student progress in each course.
Strategy Purpose	Determine graduate's placement
Name and Title of person responsible for monitoring this strategy	Jean Claude Saint-Phard, Associate Director
Data that will be collected to determine effectiveness	Placement data form
Evaluation of Progress	Collaboration Portal
Date Achieved/Completed	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed to meet the goal expectation

Strategy 3

Strategy: The school will provide online, technology-related job resources for all students in the Media Center and integrate technology-based programs to enrich classroom instruction and enhance student learning.

Other:

Strategy Rationale	Utilization of supplemental materials as instructional tools.
Strategy Purpose	Differentiated instructions
Name and Title of person responsible for monitoring this strategy	James T. White, Media Specialist
Data that will be collected to determine effectiveness	Software usage report and Job Placement Rates
Evaluation of Progress	TABE Scores and COE Annual Report
Date Achieved/Completed	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed to meet the goal expectation

Strategy 4

Strategy: Develop and deploy individualized learning plans

Other:

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	Jose Depablo, Testing Chairperson
Data that will be collected to determine effectiveness	TABE Scores
Evaluation of Progress	Industry certification exam and/or Unit Test
Date Achieved/Completed	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(2) CAPE Funds
Projected Financial Amount	As needed to meet the goal expectation

Strategy 5

Strategy: Monitor job placement of all students who have graduated.

Other:

Strategy Rationale	It is imperative to consistently follow up with program graduates to obtain accurate, real-time job placement information.
Strategy Purpose	It is essential to maintain accurate and up-to-date information on students who have completed our programs and secured employment after graduation
Name and Title of person responsible for monitoring this strategy	Martine Paul, Job Placement Specialist
Data that will be collected to determine effectiveness	Local Placement Forms and Job Placement Rates
Evaluation of Progress	COE Annual Report
Date Achieved/Completed	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed in order to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed in order to meet the goal expectation

COE Annual Report Trend Data (Standard 3)

Objectives 2

- By June 2027, the CTE student completion rate will meet or exceed the required 60% as evidenced by the technical college's Council on Occupational Education (COE) Annual Report.

Element	2024-2025	2025-2026	2026-2027
Total Completion Rate	60% or more	60% or more	60% or more

Individual Responsible of Objective Completion

Name	Title
Jean Claude Saint-Phard	Associate Director

Anticipated Barriers

Student-related barriers may include the following:

Barrier: Poor attendance

Other:

Teacher-related barriers may include the following:

Barrier: Lack of differentiated instruction

Other: Multiple levels in one class

Operational-related barriers may include the following:

Barrier: Open entry enrollment

Other:

Strategy components

Strategy 1

Strategy: Develop and deploy individualized learning plans

Other:

Strategy Rationale	Consistent dialog with students could assist students with barriers to attendance and performance.
Strategy Purpose	Identify and address students' needs to support improved attendance and academic performance.
Name and Title of person responsible for monitoring this strategy	Zulay Lezcano, Assistant Director, Robert Joseph, Department Chairperson.
Data that will be collected to determine effectiveness	Counselor log and student contact indicated on FOCUS screen for students.
Evaluation of Progress	Attendance Report
Date Achieved/Completed	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed to meet the goal expectation

Strategy 2

Strategy: Other

Other: Track student attendance daily.

Strategy Rationale	Poor student attendance directly affects their ability to earn an Occupational Completion Point (OCP) within their program of study.
Strategy Purpose	Enhancing student attendance will positively impact and increase the college's overall completion rate.
Name and Title of person responsible for monitoring this strategy	Zulay Lezcano, Assistant Director
Data that will be collected to determine effectiveness	Daily Attendance Records
Evaluation of Progress	Attendance Reports
Date Achieved/Completed	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed to meet the goal expectation

Strategy 3

Strategy: Conduct professional development on research-based instructional strategies

Other:

Strategy Rationale	Ongoing professional growth enables the integration of current best practices into the classroom learning environment.
Strategy Purpose	Contributes to a higher program completion rate for instructors.
Name and Title of person responsible for monitoring this strategy	Armando Sosa, Assistant Director
Data that will be collected to determine effectiveness	Program Completion Rates
Evaluation of Progress	OCP Reports and COE Annual Report
Date Achieved/Completed	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed to meet the goal expectation

Strategy 4

Strategy: Other

Other: Monitor Completion Rates from each program requirement.

Strategy Rationale	Establish and implement procedures to monitor and follow up with students who miss consecutive days of school or initiate withdrawal.
Strategy Purpose	Providing assistance and consistent follow-up with students can help strengthen retention and support successful program completion at our Technical College.
Name and Title of person responsible for monitoring this strategy	Felicia Green, Registrar
Data that will be collected to determine effectiveness	Attendance and Withdrawal Reports from FOCUS. OCP Program Completion Reports.
Evaluation of Progress	Program Completion from COE Annual Report, OCP Reports, and Attendance Reports.
Date Achieved/Completed	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed to meet the goal expectation

Strategy 5

Strategy: Other

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

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	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed to meet the goal expectation

COE Annual Report Trend Data (Standard 3)

Objectives 3

- By June 2027, the CTE student industry licensure(s) attainment rate will meet or exceed the required 70% as evidenced by the technical college's Council on Occupational Education (COE) Annual Report.

Element	2024-2025	2025-2026	2026-2027
Licensure Exam Pass Rate	70% or more	70% or more	70% or more

Individual Responsible of Objective Completion

Name	Title
Armando Sosa	Assistant Director

Anticipated Barriers

Student-related barriers may include the following:

Barrier: Lack of previous successful experience with schooling

Other:

Teacher-related barriers may include the following:

Barrier: Deployment of Individualized Direct Intervention (DI) Plans

Other:

Operational-related barriers may include the following:

Barrier: Other

Other: Monitor students' licensure attainment upon completion of their chosen program.

Strategy components

Strategy 1

Strategy: Develop and deploy individualized learning plans

Other:

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	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed to meet the goal expectation

Strategy 2

Strategy: Monitor industry certification utilizing the district's application

Other:

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	Jean Claude Saint-Phard, Associate Director
Data that will be collected to determine effectiveness	Systematically track and document student attainment of industry certifications as they are awarded.
Evaluation of Progress	Industry certifications earned.
Date Achieved/Completed	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed to meet the goal expectation

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	Sergio Marti, Financial Aid Officer
Data that will be collected to determine effectiveness	Students who have applied for financial assistance.
Evaluation of Progress	PELL Grant or District scholarship
Date Achieved/Completed	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed to meet the goal expectation

Strategy 4

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

Other:

Strategy Rationale	Infusion of developed software that mirrors 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	Armando Sosa, Assistant Director
Data that will be collected to determine effectiveness	Results of simulation testing
Evaluation of Progress	Score ranges
Date Achieved/Completed	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed to meet the goal expectation

Strategy 5

Strategy: Other

Other: Monitor licensure attainment through the use of multiple data collection methods.

Strategy Rationale	It is imperative to establish a process for the continuous monitoring of industry licensures earned by students who have completed programs at our Technical College.
Strategy Purpose	Ensure the collection of up-to-date data from every program completer at our Technical College.
Name and Title of person responsible for monitoring this strategy	Felicia Green, Registrar
Data that will be collected to determine effectiveness	Licensure attainment rates categorized by program eligibility
Evaluation of Progress	COE Annual Report
Date Achieved/Completed	By June 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	As needed to meet the goal expectation
Projected Financial Resources	(1) General Funds
Projected Financial Amount	As needed to meet the goal expectation

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>

Revised 06/2024

The School Board of Miami-Dade County, Florida

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Jean Claude Saint-Phard, Associate Director

Armando Sosa, Assistant Director

Zulay Lezcano, Assistant Director

SUPERINTENDENT OF SCHOOLS

Dr. Jose L. Dotres

CHIEF OPERATING OFFICER

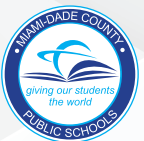
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Mr. Rene Mantilla

ADMINISTRATIVE DIRECTOR

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