

# 3 YEAR STRATEGIC PLAN

D.A. DORSEY TECHNICAL COLLEGE



— 2021-2024 —

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

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Dr. Susana Mauri

### **DISTRICT DIRECTOR**

Dr. Angela E. Thomas-Dupree

## **D.A. DORSEY TECHNICAL COLLEGE ADMINISTRATIVE STAFF**

Mr. Marcus Miller

Principal

Mr. Jacoby Watkins

Assistant Principal





D.A. DORSEY  
TECHNICAL COLLEGE



## 3 YEAR STRATEGIC PLAN – 2021-2024

### Mission of the Institution:

Our mission is to positively impact the residents of this community through educational and economic empowerment by providing sound academic programs spanning from literacy through vocational certification.

### Vision of the Institution:

The vision for D. A. Dorsey Technical College is to be the cornerstone of the Liberty City community and surrounding areas of Miami-Dade county while connecting students to their maximum earning potential. All D. A. Dorsey Technical College graduates will be highly trained and ready for the workforce.

### Technical College Leadership Team

Name	Title
Marcus Miller	Principal
Jacoby Watkins	Assistant Principal
Nakia J. Day	Instructional Leader
Donald Hylor	Counselor
Patsy Bowers	Financial Aid Officer
Melissa Morrison	Treasurer
Chianta Sheffield-Grant	Registrar
Latoyia Covington	Vocational Instructor and Department Chair

### Institutional Advisory Committee

Name	Title
Marcus Miller	Principal
Jacoby Watkins	Assistant Principal
Nakia J. Day	Instructional Leader
Patsy Bowers	Financial Aid Officer
Melissa Morrison	Treasurer
Chianta Sheffield-Grant	Registrar
Donald Hylor	Counselor
Georges Magny	ABE Instructor
Judith Kline	Vocational Instructor
Patricia Richards	Support Personnel
Eric Proctor	ABE Instructor
Natasha Guerrier	ABE Instructor
Leroy Jones	Business/Community Representative
Robert Sellers	Business/Community Representative
David Gilbert	Business/Community Representative

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

<b>Element</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Total Completion Rate	78	76	95	95	84	100	100
Total Placement Rate	33	75	71	100	100	100	100
Licensure Exam Pass Rate	91	50	N/A* Teach Out	N/A	N/A	N/A	N/A

## 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
Marcus Miller	Principal

### Anticipated Barriers

Student-related barriers may include the following:

Barrier: Limited prior knowledge and lack of academic/technical experiences

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

Teacher-related barriers may include the following:

Barrier: Other

Other: Open entry, multiple functional levels

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: Utilize common planning to assist teachers with disaggregation of performance data to drive instruction both large and small group

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

Strategy Rationale	Gaining a more accurate understanding of the students' learning needs and to use data that is aggregated for the purpose of identifying strengths and weaknesses of the students' population.
Strategy Purpose	Improving instruction and help all students achieve to their full potentials.
Name and Title of person responsible for monitoring this strategy	Mr. Jacoby Watkins, Assistant Principal
Data that will be collected to determine effectiveness	OCP and CTE Program Completers
Evaluation of Progress	OCP and CTE Program Completers will be evaluated during the summer term of subsequent school years.
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	N/A

### Strategy 2

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

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

Strategy Rationale	Increasing students' engagements and motivations as a mean to accelerate learning.
Strategy Purpose	Increasing educational productivity by facilitating the rate of learning.
Name and Title of person responsible for monitoring this strategy	Mr. Jacoby Watkins, Assistant Principal
Data that will be collected to determine effectiveness	Number of participants utilizing the software licenses and hardware dedicated to classroom instruction.
Evaluation of Progress	Yearly usage report and test results during the summer term of subsequent school years.
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds

Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$100,000

### Strategy 3

Strategy: Develop and deploy individualized learning plans

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

Strategy Rationale	Identifying each learner's needs and adjust the lessons accordingly based on appropriate methodologies that could be evaluated.
Strategy Purpose	Utilizing a student's-oriented planning and monitoring tool to customize learning.
Name and Title of person responsible for monitoring this strategy	Mr. Jacoby Watkins, Assistant Principal
Data that will be collected to determine effectiveness	OCP and CTE Program Completers
Evaluation of Progress	OCP and CTE Program Completers will be evaluated during the summer term of subsequent school years.
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	N/A

### Strategy 4

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

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

Strategy Rationale	Using a variety of instructional strategies to disseminate instruction of equal rigors to all students.
Strategy Purpose	Tailoring instruction to meet individual's needs of students.
Name and Title of person responsible for monitoring this strategy	Mr. Jacoby Witkins, Assistant Principal
Data that will be collected to determine effectiveness	OCP and CTE Program Completers
Evaluation of Progress	OCP and CTE Program Completers will be evaluated during the summer term of subsequent school years.
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	N/A



## Strategy 5

Strategy: Conduct professional development on research-based instructional strategies

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

Strategy Rationale	Using effective instructional procedures to share and model the dissemination of information.
Strategy Purpose	Identifying the challenges and barriers that could prevent successful teaching and learning for all students.
Name and Title of person responsible for monitoring this strategy	Ms. Nakia Day, Instructional Leader
Data that will be collected to determine effectiveness	OCP and CTE Program Completers
Evaluation of Progress	OCP and CTE Completers will be evaluated during the summer term of subsequent school years.
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	N/A

## 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
Marcus Miller	Principal

### Anticipated Barriers

Student-related barriers may include the following:

Barrier: Limited prior knowledge and lack of academic/technical experiences

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

Teacher-related barriers may include the following:

Barrier: Deployment of Department-wide common planning

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

Operational-related barriers may include the following:

Barrier: Effective student recruitment

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

## Strategy components

### Strategy 1

Strategy: Monitor industry certification utilizing the District's application

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

Strategy Rationale	Acquiring the professional advantage with industry endorsed evidence of skills-mastery and the ability and willingness to accomplish a goal.
Strategy Purpose	Demonstrating, via educational achievement, the ability to learn skills to perform a job or a task.
Name and Title of person responsible for monitoring this strategy	Ms. Latoyia Covington, Adult Vocational Department Chair
Data that will be collected to determine effectiveness	Numbers of Industry Certificate obtained during the summer term of subsequent school years will be calculated.
Evaluation of Progress	Numbers of Industry Certificates students obtain during the school year.
Date Achieved/Completed	6/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	N/A

### Strategy 2

Strategy: Monitor job placement utilizing the District's application

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

Strategy Rationale	Using job placement advertisements to identify and place students on jobs that are suitable for their skills and interests.
Strategy Purpose	Connecting qualified candidates with employers who seek their services.
Name and Title of person responsible for monitoring this strategy	Ms. Latoyia Covington, Adult Vocational Department Chair
Data that will be collected to determine effectiveness	Number of Job Placements
Evaluation of Progress	Number of Job Placements will be evaluated during the summer term of subsequent school years.
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A

CARES Act Emergency Relief Funds - Institutional Allocation to be used	N/A
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### Strategy 3

Strategy: Other

Other: Ensuring that students are highly skilled for their respective positions.

Strategy Rationale	Preparing qualified and well-trained candidates on the job; which would potentially pave the way with more opportunities for future graduates.
Strategy Purpose	Ensuring students are acquiring the skills necessary to perform their tasks.
Name and Title of person responsible for monitoring this strategy	Ms. Latoyia Covington, Adult Vocational Department Chair
Data that will be collected to determine effectiveness	Number of Industry Certificates
Evaluation of Progress	Number of Industry Certificates will be evaluated during the summer term of subsequent school years.
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$20,000

### Strategy 4

Strategy: Other

Other: Networking with the employers in the community.

Strategy Rationale	Establishing relationship that could potentially lead to pairing up employees with graduates.
Strategy Purpose	Interacting with potential employers to better prepare potential employees for their firms.
Name and Title of person responsible for monitoring this strategy	Mr. Marcus Miller, Principal
Data that will be collected to determine effectiveness	Number of Job Placements
Evaluation of Progress	Number of Job Placements will be evaluated during the summer term of subsequent school years.
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	N/A



## Strategy 5

Strategy: Implement professional learning communities

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

Strategy Rationale	Identifying the challenges and barriers in job placing and proposing sound solutions to overcome these challenges.
Strategy Purpose	Organizing teachers into working groups to share best practices as way to maximize desirable outcomes.
Name and Title of person responsible for monitoring this strategy	Ms. Patsy Bowers, Professional Development Liaison
Data that will be collected to determine effectiveness	Professional Development Activities Registrations
Evaluation of Progress	Number of Professional Development Activities conducted.
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	N/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.
- ☐ 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
Marcus Miller	Principal

#### Anticipated Barriers

Student-related barriers may include the following:

Barrier: Other

Other: Limited soft skills (problem solving, adaptability, communication, teamwork)

Teacher-related barriers may include the following:

Barrier: Lack of planning time

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

Operational-related barriers may include the following:

Barrier: Effective monitoring of instructional time and post-testing

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



## Strategy components

### Strategy 1

Strategy: Monitor industry certification utilizing the District's application

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

Strategy Rationale	Acquiring industry certificates make students employable and help the institution to maintain its accreditation.
Strategy Purpose	Demonstrating the mastery of industry-related core competencies and the evidence of mastery of meaningful and pragmatic practices.
Name and Title of person responsible for monitoring this strategy	Mrs. Latoyia Covington, CTE Program Chair
Data that will be collected to determine effectiveness	06/30/2022
Evaluation of Progress	Number of Industry Certificates will be evaluated during the summer term of subsequent school years.
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$20,000

### Strategy 2

Strategy: Develop and deploy individualized learning plans

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

Strategy Rationale	Targeting the needs of individualized students to ensure that their weaknesses are addressed in order to prepare them for industry certifications.
Strategy Purpose	Focusing on the needs of each learner and pacing the lessons according to individual ability and interest.
Name and Title of person responsible for monitoring this strategy	Ms. Nakia Day, Instructional Leader
Data that will be collected to determine effectiveness	OCP and CTE Program Completers
Evaluation of Progress	OCP and CTE Program Completers
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$20,000



### Strategy 3

Strategy: Conduct professional development on research-based instructional strategies

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

Strategy Rationale	Understanding learners' needs and implementing proven strategies to better equip students for industry certification examination.
Strategy Purpose	Gathering relevant information about the learners' needs to implement appropriate and informed-based strategies.
Name and Title of person responsible for monitoring this strategy	Ms. Patsy Bowers, Professional Development Liaison
Data that will be collected to determine effectiveness	Professional Development Activities
Evaluation of Progress	Number of Professional Development Activities conducted.
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	N/A

### Strategy 4

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

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

Strategy Rationale	Designing lessons around the needs of different group of students to ensure that their weaknesses are targeted and strengthened in the process of acquiring industry certification.
Strategy Purpose	Providing equal access to knowledge and skills to different learners based on their needs and interests.
Name and Title of person responsible for monitoring this strategy	Ms. Patsy Bowers, Professional Development Liaison
Data that will be collected to determine effectiveness	Professional Development Activities
Evaluation of Progress	Number of Professional Development Activities conducted.
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	N/A



## Strategy 5

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

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

Strategy Rationale	Using technology to assign individualized tasks that target students' weaknesses in order to better prepare them to acquire industry certification.
Strategy Purpose	Utilizing technology-based learning to enhance the learning process actively rather than passively.
Name and Title of person responsible for monitoring this strategy	Ms. Patsy Bowers, Professional Development Liaison
Data that will be collected to determine effectiveness	Professional Development Activities
Evaluation of Progress	Number of Professional Development Activities conducted
Date Achieved/Completed	06/30/2022
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000
CARES Act Rapid Credentialing Grant funds to be used	N/A
CARES Act Emergency Relief Funds - Institutional Allocation to be used	\$50,000

# 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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