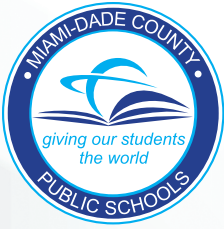


3 YEAR STRATEGIC PLAN



2024-2027



3 YEAR STRATEGIC PLAN: 2024-2027



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:

We are committed to providing quality educational programs and services to adult learners.

Technical College Leadership Team

Name	Title
Jacoby Watkins	Director
Gino Kennedy	Associate Director
Natasha Noel	Instructional Leader
Donald Hylor	Counselor
Patsy Bowers	Financial Aid Officer
Katrina Brown	Treasurer/Office Manager
Chianta Sheffield-Grant	Registrar
Latoyia Covington	Vocational Instructor and CTE Department Chair

Institutional Advisory Committee

Name	Title
Jacoby Watkins	Director
Gino Kennedy	Associate Director
Natasha Noel	EESAC Chair
Patsy Bowers	Financial Aid Officer/UTD Steward
Katrina Brown	Treasurer/Office Manager
Chianta Sheffield-Grant	Registrar
Donald Hylor	Counselor
Heather Stanislas	ABE Instructor
Judith Kline	Vocational Instructor
Patricia Richards	Support Personnel
Eric Proctor	AHS Instructor
Kathy Bruton	AHS Instructor
Travis Kelly	Business/Community Representative
Melba Rose	Business/Community Representative
David Gilbert	Business/Community Representative

COE Annual Report Trend Data (Standard 3)

OBJECTIVE 1 (Select one)

- ☐ By June 2027, the number of licensure(s) earned by CTE students at the technical college will increase by 10%, as evidenced by the college's results of the prior year and the current year's Council on Occupational Education Annual Report.
- 2024 - 2025 licensure(s) _____%
 - 2025 - 2026 licensure(s) _____%
 - 2026 - 2027 licensure(s) _____%
- ☐ By June 2027, the number of job placements attained by CTE students at the technical college will increase by 10%, as evidenced by the college's results of the prior year and the current year's Council on Occupational Education Annual Report.
- 2024 - 2025 licensure(s) _____%
 - 2025 - 2026 licensure(s) _____%
 - 2026 - 2027 licensure(s) _____%

- ☐ 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	88.4%		

- ☐ 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			

- ☐ 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			

Individual Responsible of Objective Completion

Name	Title
Jacoby Watkins	Director

Anticipated Barriers

Student-related barriers may include the following:

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

Other: Daily economic struggles make it difficult for students to maintain consistency.

Teacher-related barriers may include the following:

Barrier: Other

Other: Open entry, multiple functional levels, language barriers.

Operational-related barriers may include the following:

Barrier: Multiple functional levels in one class

Other:

Strategy components

Strategy 1

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

Strategy Rationale	Developing a more accurate understanding of students' learning needs and using aggregated data to identify strengths and areas for improvement within the student population.
Strategy Purpose	Enhancing instruction to ensure all students reach their full potential.
Name and Title of person responsible for monitoring this strategy	Mr. Gino Kennedy, Associate Director
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	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

Strategy 2

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

Strategy Rationale	Enhancing student engagement and motivation as a means to accelerate learning.
Strategy Purpose	Enhancing educational productivity by accelerating the rate of learning.
Name and Title of person responsible for monitoring this strategy	Mr. Gino Kennedy, Associate Director
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	06/30/2027
Current Financial Resources	(3) Perkins Funds

Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

Strategy 3

Strategy: Develop and deploy individualized learning

Other:

Strategy Rationale	Identifying each learner's needs and adjusting lessons accordingly, using appropriate and measurable methodologies.
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. Gino Kennedy, Associate Director
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	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

Strategy 4

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

Other:

Strategy Rationale	Using a variety of instructional strategies to disseminate instruction of equal rigors to all students.
Strategy Purpose	Tailoring instruction to meet the individual needs of students.
Name and Title of person responsible for monitoring this strategy	Mr. Gino Kennedy, Associate Director
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	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

Strategy 5

Strategy: Conduct professional development on research-based instructional strategies

Other:

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	Mrs. Natasha Noel, 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	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

COE Annual Report Trend Data (Standard 3)

OBJECTIVE 2 (Select one)

- ☐ By June 2027, the number of licensure(s) earned by CTE students at the technical college will increase by 10%, as evidenced by the college's results of the prior year and the current year's Council on Occupational Education Annual Report.
- 2024 - 2025 licensure(s) _____%
 - 2025 - 2026 licensure(s) _____%
 - 2026 - 2027 licensure(s) _____%
- ☐ By June 2027, the number of job placements attained by CTE students at the technical college will increase by 10%, as evidenced by the college's results of the prior year and the current year's Council on Occupational Education Annual Report.
- 2024 - 2025 licensure(s) _____%
 - 2025 - 2026 licensure(s) _____%
 - 2026 - 2027 licensure(s) _____%
- ☐ 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			

- ☒ 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	88.4%		

- ☐ 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			

Individual Responsible of Objective Completion

Name	Title
Jacoby Watkins	Director

Anticipated Barriers

Student-related barriers may include the following:

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

Other: Daily economic struggles make it difficult for students to maintain consistency.

Teacher-related barriers may include the following:

Barrier: Other

Other: Open entry, multiple functional levels, language barriers.

Operational-related barriers may include the following:

Barrier: Multiple functional levels in one class

Other:

Strategy components

Strategy 1

Strategy: Monitor industry certification utilizing the District's application

Other:

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	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

Strategy 2

Strategy: Monitor job placement utilizing the District's application

Other:

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	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

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	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

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	Dr. Jacoby Watkins, Director
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	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

Strategy 5

Strategy: Implement professional learning communities

Other:

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	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

COE Annual Report Trend Data (Standard 3)

OBJECTIVE 3 (Select one)

- ☐ By June 2027, the number of licensure(s) earned by CTE students at the technical college will increase by 10%, as evidenced by the college's results of the prior year and the current year's Council on Occupational Education Annual Report.
- 2024 - 2025 licensure(s) _____%
 - 2025 - 2026 licensure(s) _____%
 - 2026 - 2027 licensure(s) _____%
- ☐ By June 2027, the number of job placements attained by CTE students at the technical college will increase by 10%, as evidenced by the college's results of the prior year and the current year's Council on Occupational Education Annual Report.
- 2024 - 2025 licensure(s) _____%
 - 2025 - 2026 licensure(s) _____%
 - 2026 - 2027 licensure(s) _____%
- ☐ 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 Completion Rate			

- ☐ 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			

- ☐ 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
Certification Exam Pass Rate	0%		

Individual Responsible of Objective Completion

Name	Title
Jacoby Watkins	Director

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: Developing and creating effective lesson plans

Other:

Operational-related barriers may include the following:

Barrier: Effective monitoring of instructional time and post-testing

Other:

Strategy Components

Strategy 1

Strategy: Monitor industry certification utilizing the District's application

Other:

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	06/30/2027
Evaluation of Progress	Number of Industry Certificates will be evaluated during the summer term of subsequent school years.
Date Achieved/Completed	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

Strategy 2

Strategy: Develop and deploy individualized learning plans

Other:

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	Mrs. Natasha Noel, 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	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

Strategy 3

Strategy: Conduct professional development on research-based instructional strategies

Other:

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	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

Strategy 4

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

Other:

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	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$50,000

Strategy 5

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

Other:

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	06/30/2027
Current Financial Resources	(3) Perkins Funds
Current Financial Amount	\$50,000
Projected Financial Resources	(3) Perkins Funds
Projected Financial Amount	\$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, as amended - 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, as amended (ADEA) - 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 the 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 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 Assistant Secretary for Civil Rights and/or:

Office of Civil Rights Compliance (CRC)
District Director/Title IX Coordinator
155 NE 15th Street, Suite P104E
Miami, Florida 33132
Phone: (305) 995-1580 TDD: (305) 995-2400
Email: crc@dadeschools.net
Website: <https://tinyurl.com/MDCPS-CRC>

For additional information about Title IX or any other discrimination/harassment concerns, contact the U.S. Department of Education Assistant Secretary for Civil Rights and/or:

Office of Civil Rights Compliance (CRC)
District Director/Title IX Coordinator
155 NE 15th Street, Suite P104E
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Phone: (305) 995-1580 TDD: (305) 995-2400
Email: crc@dadeschools.net
Website: <https://tinyurl.com/MDCPS-CRC>

The School Board of Miami-Dade County, Florida

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Monica Colucci, Vice-Chair

Mr. Roberto J. Alonso

Ms. Mary Blanco

Dr. Dorothy Bendross-Mindingall

Mr. Joseph S. Geller

Mr. Danny Espino

Dr. Steve Gallon III

Ms. Luisa Santos

D.A. Dorsey Technical College Administrative Staff

Dr. Jacoby Watkins, Director

Mr. Gino Kennedy, Associate Director

SUPERINTENDENT OF SCHOOLS

Dr. Jose L. Dotres

DEPUTY SUPERINTENDENT

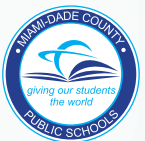
Dr. Michael A. Lewis

ASSISTANT SUPERINTENDENT

Mr. Rene Mantilla

ADMINISTRATIVE DIRECTOR

Mr. Reginald J. Fox



Contact Us

D.A. Dorsey Technical College

 305-693-2490

 @dadorseystechnicalcollege

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