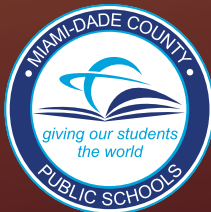


2024-2027



3 YEAR STRATEGIC PLAN

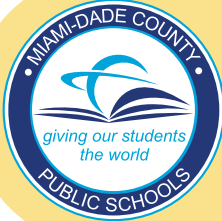
**ROBERT MORGAN EDUCATIONAL CENTER
& TECHNICAL COLLEGE**

OFFICE OF POSTSECONDARY CAREER AND TECHNICAL EDUCATION

REV June 4, 2025



ROBERT MORGAN EDUCATIONAL CENTER & TECHNICAL COLLEGE



3 YEAR STRATEGIC PLAN 2024-2027



Mission of the Institution:

Robert Morgan Educational Center & Technical College is Committed to impart the knowledge and skills that will facilitate the acquisition of those qualities essential to successful global employment and a productive and prosperous life.

Vision of the Institution:

Robert Morgan Educational Center & Technical College's sails are set on a voyage toward achieving quality academic instruction, implantation of community leadership and lifelong learning for all students.

Technical College Leadership Team

Name	Title
Kenneth L. Williams	Director
Dr. David Cadaval	Associate Director
Dr. Todd Meiklejohn	Assistant Director
Isabel Hernandez	Assistant Director

Institutional Advisory Committee

Name	Title
Kenneth L. Williams	Director
Dr. David Cadaval	Associate Director (Technical College)
Dr. Todd Meiklejohn	Assistant Director (Technical College)
Isabel Hernandez	Assistant Director (Technical College)
Jennifer Brill	Assistant Principal (High School)
Ricardo Blanco	Assistant Principal (High School)
James Molina	Assistant Principal (High School)
Victor Lambert	Teacher, EESAC Chair
James Harding	Teacher, UTD Representative
Astra Burrows	Teacher
Robert Castellanos	Teacher (Technical College)
Tina Marshall	Teacher
Nadjeah Conde	Technical College Representative (Student)
Laura Ortiz	Teacher
Tatiana Pardo	Support Employee
Barbara Sanders	Alternate Educational Support
Edward Bethune	Parent
Mercedes Dela Torre	Parent
Justin Kaufman	Parent
LaQuanna Lightfoot	Parent
Cristina SanJuan	Parent
Shauntel Frater	Alternate Parent
Yuliana Gomez	Alternate Parent
Kimora Smith	Student
Kimora Terry	Student
Giuliano Knapp	Alternate Student
Janell Peña	Teacher
Andre Lawrence	Alternate Teacher
Marcelina Shur	Teacher/Technical College
Vicky Aguirre	Business Community Representative
Bryant Grecco	Business Community Representative
Carla Kettles-Clayton	Business Community Representative
Manuel Peña	Business Community Representative
Ian Torres	Business Community Representative
Lawanda Wright	Business Community Representative

COE Annual Report Trend Data (Standard 3)

Element	2024-2025	2025-2026	2026-2027	2027-2028
Total Completion Rate	83%			
Total Placement Rate	77%			
Licensure Exam Pass Rate	100%			

Objective 1 (Select one)

- By December 2027, the CTE student completion rate will meet or exceed the required 60% as evidenced by the technical college's 2025 Council on Occupational Education (COE) Annual Report.

Individual Responsible of Objective Completion

Name	Title
Dr. David Cadaval	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:

- Operational-related barriers may include the following:

Barrier: Multiple functional levels in one class

Other:

Strategy Components

Strategy 01

Strategy: Choose an item.

Other: Classroom teacher will contact students who have been absent at least three times. They will also write a referral for students to see the counselor. It will be documented on the counselor screen.

Strategy Rationale	If students who are absent at least three times are contacted, this will serve as an intervention to prevent additional absences
Strategy Purpose	To increase attendance in the various CTE programs
Name and Title of person responsible for monitoring this strategy	Dr. David Cadaval, Associate Director and Mirtha Silverang, Student Services Chairperson
Data that will be collected to determine effectiveness	Student referrals
Evaluation of Progress	Attendance will be monitored in FOCUS
Date Achieved/Completed	July 2026
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	None
CARES Act Emergency Relief Funds - Institutional Allocation to be used	None

Strategy 02

Strategy: Implement professional learning communities

Other:

Strategy Rationale	Allow various CTE teachers to come together and share best practices to increase student attendance
Strategy Purpose	The implementation of the best practices from the various teachers share across the CTE programs will increase the student attendance
Name and Title of person responsible for monitoring this strategy	Dr. David Cadaval, Associate Director
Data that will be collected to determine effectiveness	Meeting Agendas, Sign-in Sheets
Evaluation of Progress	Throughout each trimester, attendance will be monitored
Date Achieved/Completed	July 2026
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$500.00
CARES Act Rapid Credentialing Grant funds to be used	None
CARES Act Emergency Relief Funds - Institutional Allocation to be used	None

Strategy 03

Strategy: Conduct professional development on research-based instructional strategies

Other:

Strategy Rationale	Teachers will meet to determine instructional strategies to increase the student completion rate
Strategy Purpose	Sharing best practices amongst colleagues will allow teachers to implement various instructional adjustments to increase student completion rate
Name and Title of person responsible for monitoring this strategy	Dr. David Cadaval, Associate Director
Data that will be collected to determine effectiveness	Completion Certificates (OCP and Full Program Completers)
Evaluation of Progress	At the end of each trimester, the progress of the students in the various programs will be monitored to determine an expected completion date
Date Achieved/Completed	July 2026
Current Financial Resources	(4) Other
Current Financial Amount	\$0.00
Projected Financial Resources	(4) Other
Projected Financial Amount	\$0.00
CARES Act Rapid Credentialing Grant funds to be used	None
CARES Act Emergency Relief Funds - Institutional Allocation to be used	None

Objective 2 (Select one)

- By December 2027, the CTE student job placement attainment rate will meet or exceed the required 70% as evidenced by the Technical college's 2025 Council on Occupational Education (COE) Annual Report.

Individual Responsible of Objective Completion

Name	Title
Isabel Hernandez	Assistant Director

Anticipated Barriers

Student-related barriers may include the following:

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

Teacher-related barriers may include the following:

- Barrier:** Other
- Other:** Effective follow through with students retaining employment in the industry

Operational-related barriers may include the following:

- Barrier:** Effective student retention
- Other:**

Strategy Components

Strategy 01

Strategy: Other

Other: Assist students through the Student Center Facilitators who will work with students to build resumes and employment skills.

Strategy Rationale	To assist students with the necessary employability skills of the position in the desired industry
Strategy Purpose	The purpose of this strategy is to increase job placement and retention
Name and Title of person responsible for monitoring this strategy	Isabel Hernandez, Assistant Director, Robert Cuevas, Data Input Specialist, Gloria Ramos, Data Input Specialist
Data that will be collected to determine effectiveness	Local Placement Data Forms
Evaluation of Progress	Monitor & review the Local Placement Data Forms
Date Achieved/Completed	July 2026
Current Financial Resources	(1) General Funds
Current Financial Amount	\$0.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$0.00
CARES Act Rapid Credentialing Grant funds to be used	None
CARES Act Emergency Relief Funds - Institutional Allocation to be used	None

Strategy 02

Strategy: Other

Other: Develop In-House monitoring tool for teachers to monitor the status of former students

Strategy Rationale	To assist the teachers with accurate record keeping of those former students
Strategy Purpose	The purpose is for teachers to keep an accurate record of the status of students who have finished the program or an OCP
Name and Title of person responsible for monitoring this strategy	Isabel Hernandez, Assistant Director, Robert Cuevas, Data Input Specialist, Gloria Ramos, Data Input Specialist
Data that will be collected to determine effectiveness	Teachers' Employer Contacts Form, Emails from the Data Input Specialist when they contact graduates.
Evaluation of Progress	Compare the records between trimesters and school years to determine progress or regression
Date Achieved/Completed	July 2026
Current Financial Resources	(1) General Funds
Current Financial Amount	\$0.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$0.00
CARES Act Rapid Credentialing Grant funds to be used	None
CARES Act Emergency Relief Funds - Institutional Allocation to be used	None

Strategy 03

Strategy: Other

Other: Guided bi-monthly department meetings and faculty meetings

Strategy Rationale	Allow CTE teachers to come together and share best practices for job placement and retention rate
Strategy Purpose	The implementation of the best practices from the various teachers shared across the CTE programs will increase the job placement rate and retention. Best practices shared at faculty meetings
Name and Title of person responsible for monitoring this strategy	Isabel Hernandez, Assistant Director
Data that will be collected to determine effectiveness	Local Placement Data Forms
Evaluation of Progress	Monitor the Local Placement Data Forms after each trimester
Date Achieved/Completed	July 2026
Current Financial Resources	(1) General Funds
Current Financial Amount	\$0.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$0.00
CARES Act Rapid Credentialing Grant funds to be used	None
CARES Act Emergency Relief Funds - Institutional Allocation to be used	None

Objective 3 (Select one)

- By December 2027, the CTE student industry licensure(s) attainment rate will meet or exceed the required 70% as evidenced by the technical college's 2025 Council on Occupational Education (COE) Annual Report.

Individual Responsible of Objective Completion

Name	Title
Isabel Hernandez	Assistant Director

Anticipated Barriers

Student-related barriers may include the following:

Barrier: Lack of good study skills

Other:

- Teacher-related barriers may include the following:

Barrier: Lack of data-driven instruction

Other:

- Operational-related barriers may include the following:

Barrier: Multiple functional levels in one class

Other:

Strategy Components

Strategy 01

Strategy: Other

Other: Provide workshops to assist students in improving study and life skills

Strategy Rationale	To improve and develop student study skills for both their classes and their exams through the Student Center Facilitator
Strategy Purpose	If the students gain the skills needed to study, it will increase engagement in class as well as improves exam scores and in turn occupational completion
Name and Title of person responsible for monitoring this strategy	Isabel Hernandez, Assistant Director
Data that will be collected to determine effectiveness	Industry Certification Report / Industry Certification Fund
Evaluation of Progress	Industry Certification Report
Date Achieved/Completed	July 2026
Current Financial Resources	(4) Other
Current Financial Amount	\$0.00
Projected Financial Resources	(4) Other
Projected Financial Amount	\$0.00
CARES Act Rapid Credentialing Grant funds to be used	None
CARES Act Emergency Relief Funds - Institutional Allocation to be used	None

Strategy 02

Strategy: Conduct professional development on research-based instructional strategies

Other:

Strategy Rationale	To provide teachers with strategies that will improve engagement, instruction, and student learning
Strategy Purpose	If the teachers implement strategies these will lead to improved student learning and a high passing rate of industry certification exams and in-class assessments
Name and Title of person responsible for monitoring this strategy	Isabel Hernandez, Assistant Director
Data that will be collected to determine effectiveness	Industry Certification Report / Industry Certification Fund
Evaluation of Progress	Industry Certification Report
Date Achieved/Completed	July 2026
Current Financial Resources	(1) General Funds
Current Financial Amount	\$200.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$200.00
CARES Act Rapid Credentialing Grant funds to be used	None
CARES Act Emergency Relief Funds - Institutional Allocation to be used	None

Strategy 03

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

Other:

Strategy Rationale	Improving the use of technology-based programs in the classroom will allow for the differentiation of instruction that will address multiple learning styles
Strategy Purpose	If the students can learn according to their unique learning style, then they will show improvement in their exams such as in-class assessments and industry certification exams
Name and Title of person responsible for monitoring this strategy	Isabel Hernandez, Assistant Director
Data that will be collected to determine effectiveness	Industry Certification Report / Industry Certification Fund
Evaluation of Progress	Industry Certification Report
Date Achieved/Completed	July 2026
Current Financial Resources	(1) General Funds
Current Financial Amount	\$5000.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	\$5000.00
CARES Act Rapid Credentialing Grant funds to be used	None
CARES Act Emergency Relief Funds - Institutional Allocation to be used	None

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 June 2024

The School Board of Miami-Dade County, Florida

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Ms. Mary Blanco

Dr. Dorothy Bendross-Mindingall

Mr. Joseph S. Geller

Mr. Danny Espino

Dr. Steve Gallon III

Ms. Luisa Santos

Robert Morgan Technical College Administrative Staff

Mr. Kenneth L. Williams, Director

Dr. David Cadaval, Associate Director

Dr. Todd Meiklejohn, Assistant Director

Ms. Isabel Hernandez, Assistant Director

SUPERINTENDENT OF SCHOOLS

Dr. Jose L. Dotres

CHIEF OPERATING OFFICER

Dr. Michael A. Lewis

ASSISTANT SUPERINTENDENT

Mr. Rene Mantilla

ADMINISTRATIVE DIRECTOR

Mr. Reginald J. Fox



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