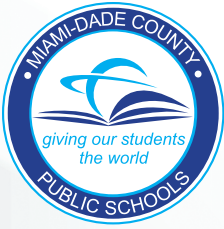


3 YEAR STRATEGIC PLAN



2024-2027



3 YEAR STRATEGIC PLAN: 2024-2027



Mission of the Institution:

South Dade Technical College's mission is to guide and prepare learners in attaining the highest academic goals and competency levels to qualify them for initial employment and/or career advancement.

Vision of the Institution:

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

Technical College Leadership Team

Name	Title
Mr. Scott Parker	Director
Ms. Ismary Gondar	Associate Director
Mr. Modesto Gutierrez	Assistant Director
Ms. Ismary Gondor	COE Liaison
Mr. Derek Bostick	CTE Department Head

Institutional Advisory Committee

Name	Title
Scott Parker	Director
Ismary Gondor	Associate Director
Modesto Gutierrez	Assistant Director
Joyce Griffiths	ESSAC Chairperson
Jacqueline Chavarria	Financial Aid Officer
Joyce Griffiths	Teacher
Dereck Bostick	Teacher
Oscar De Leon	Counselor
Dolores Pedraza	Educational Support Employee
Angela Fennema	Educational Support Employee
Helge Aladain	CTE Student
Angel Ortiz	Community Business Partner
Horst Bellingrodt	Community Business Partner
Ana Olade	Community Business Partner
Karina Villasenor	Community Business Partner
Charamaine Dennis	Community Business Partner

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 job placement(s) _____%
- 2025 - 2026 job placement(s) _____%
- 2026 - 2027 Job placement(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	89%		

☐ 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
Ismary Gondar	Associate Director

Anticipated Barriers

Student-related barriers may include the following:

Barrier: Poor attendance

Teacher-related barriers may include the following:

Barrier: Lack of understanding of how to disaggregate data to plan and drive instruction

Operational-related barriers may include the following:

Barrier: Open entry enrollment

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	FOCUS reports that provide individualized performance of OCP completion.
Strategy Purpose	During department meetings, analyze students' OCP score reports to determine student progress. Teachers will also discuss how to monitor student performance data.
Name and Title of person responsible for monitoring this strategy	Scott Parker, Director
Data that will be collected to determine effectiveness	8/15/24 to 7/31/27
Evaluation of Progress	Walk throughs and evaluation of FOCUS Reports (OCP Reports)
Date Achieved/Completed	7/31/27
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	Click or tap here to enter text.

Strategy 2

Strategy: Develop and deploy individualized learning plans

Strategy Rationale	TABE score reports will be utilized by supportive instructional staff to provide students with additional interventions to increase TABE scores.
Strategy Purpose	Students will obtain additional supportive resources to improve TABE Scores.
Name and Title of person responsible for monitoring this strategy	Ismay Gondar, Associate Director
Data that will be collected to determine effectiveness	8/15/24 to 7/31/27
Evaluation of Progress	Walk-throughs and monitoring FOCUS Reports
Date Achieved/Completed	7/31/27
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	Click or tap here to enter text.

Strategy 3

Strategy: Other

Strategy Rationale	Reviewing the Curriculum Frameworks for CTE provides students with instruction on targeted skills/standards prior to OCP/Program Completion.
Strategy Purpose	Utilize department meetings to analyze review requirements for completion, including attendance and mastery of concepts.
Name and Title of person responsible for monitoring this strategy	Ismay Gondar, Associate Director
Data that will be collected to determine effectiveness	8/15/24 to 7/31/27
Evaluation of Progress	Lesson Plans will reflect the Curriculum Frameworks for designated CTE Programs.
Date Achieved/Completed	7/31/27
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	Click or tap here to enter text.

COE Annual Report Trend Data (Standard 3)

Objectives 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 job placement(s) _____%
 - 2025 - 2026 job placement(s) _____%
 - 2026 - 2027 Job placement(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	78%		

- ☐ 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
Ismary Gondar	Associate Director

Anticipated Barriers

Student-related barriers may include the following:

Barrier: Lack of previous successful experience with schooling

Teacher-related barriers may include the following:

Barrier: Lack of data-driven instruction

Operational-related barriers may include the following:

Barrier: Effective student retention

Strategy components

Strategy 1

Strategy: Monitor job placement utilizing the District's application

Strategy Rationale	Job Placement Specialist will conduct employment workshops to enhance employability skills. Job Placement Specialist will visit classrooms to obtain most recent job placement information.
Strategy Purpose	To ensure that students meet or exceed the employability skills to ensure job placement on or before graduation
Name and Title of person responsible for monitoring this strategy	Ismary Gondar, Associate Director
Data that will be collected to determine effectiveness	Ongoing meetings from 8/15/24 to 7/31/27 to ensure that job alerts and student conferences are held.
Evaluation of Progress	Completion of Local Placement Data Form
Date Achieved/Completed	7/31/27
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	Click or tap here to enter text.

Strategy 2

Strategy: Other

Other: Provide students with Job Fairs to promote employability opportunities.

Strategy Rationale	Job Placement Specialist will coordinate Job Fairs at the school site to bring employment opportunities for the students.
Strategy Purpose	To ensure that students meet or exceed the employability skills to ensure job placement on or before graduation.
Name and Title of person responsible for monitoring this strategy	Scott Parker, Director
Data that will be collected to determine effectiveness	Ongoing meetings from 8/15/24 to 7/31/27. Job Fairs will take place at least once a year to ensure student exposure to employment opportunities.
Evaluation of Progress	Job Fair Sign-In Sheets and communication logs with employers.
Date Achieved/Completed	7/31/27
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	Click or tap here to enter text.

Strategy 3

Strategy: Other

Other: Job Placement Specialist will conduct Work Readiness sessions with all CTE students.

Strategy Rationale	The Job Placement Specialist will lead workshops to help students complete their resumes, improve interview skills, and choose appropriate attire for job interviews
Strategy Purpose	To ensure students are provided with the necessary skills in order to secure a career prior to completion.
Name and Title of person responsible for monitoring this strategy	Ismay Gondar, Associate Director
Data that will be collected to determine effectiveness	Monthly Sign In Sheets, 8/15/24 to 7/31/27
Evaluation of Progress	Local Placement Data Forms submitted for COE Annual Report.
Date Achieved/Completed	7/31/27
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	Click or tap here to enter text.

COE Annual Report Trend Data (Standard 3)

Objectives 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 job placement(s) _____%
 - 2025 - 2026 job placement(s) _____%
 - 2026 - 2027 Job placement(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 2026, 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 2026, 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	100%		

Individual Responsible of Objective Completion

Name	Title
Ismary Gondoar	Associate Director
Derek Bostick	CTE Teacher
Joyce Griffiths	CTE Teacher
Dania Beckwith	CTE Teacher
Jennifer Mercado	CTE Teacher
Verushka Torres	CTE Teacher
Nicole Miller	CTE Teacher

Anticipated Barriers

Student-related barriers may include the following:

Barrier: Lack of good study skills

Teacher-related barriers may include the following:

Barrier: Lack of understanding of how to disaggregate data to plan and drive instruction

Operational-related barriers may include the following:

Barrier: Multiple functional levels in one class

Strategy components

Strategy 1

Strategy: Monitor industry certification utilizing the District's application

Strategy Rationale	The attainment of industry-recognized certification or credentials ensures that students graduate from a CTE program and are globally competitive for work and postsecondary education.
Strategy Purpose	To ensure that the student has met or exceeded the requirements for a licensure/certificate to obtain employment in the field.
Name and Title of person responsible for monitoring this strategy	Ismary Gondar, Associate Director
Data that will be collected to determine effectiveness	8/15/24 – 7/31/27
Evaluation of Progress	Copies of Licensures/Certifications
Date Achieved/Completed	7/31/27
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	Click or tap here to enter text.

Strategy 2

Strategy: Other

Other: Ensure teachers prepare students for the industry certification/licensure through classroom instruction.

Strategy Rationale	Curriculum should reflect the requirements needed to ensure passing rate for students.
Strategy Purpose	Industry certifications allow students to demonstrate mastery of knowledge and/or skills. They can increase job prospects, marketability to employers and employability, as well as options for postsecondary education.
Name and Title of person responsible for monitoring this strategy	Ismary Gondar, Associate Director
Data that will be collected to determine effectiveness	Assessments and Reviews for Industry Certification/Licensure – 8/15/2024 to 7/31/27
Evaluation of Progress	All licenses and certifications are uploaded to FOCUS and reported on the COE Annual Report.
Date Achieved/Completed	7/31/27
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	Click or tap here to enter text.

Strategy 3

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

Strategy Rationale	Technology based programs should reflect the requirements needed to ensure passing rates for students.
Strategy Purpose	To ensure preparation for industry certification exams
Name and Title of person responsible for monitoring this strategy	Scott Parker, Director
Data that will be collected to determine effectiveness	Assessments and Reviews for Industry Certification/Licensure – 8/15/24 to 7/31/27
Evaluation of Progress	All licenses and certifications are uploaded to FOCUS and reported on the COE Annual Report.
Date Achieved/Completed	7/31/27
Current Financial Resources	(1) General Funds
Current Financial Amount	\$500.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	

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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South Dade Technical College Administrative Staff

Mr. Scott Parker, Director

Ms. Ismary Gondar, Associate Director

Mr. Modesto Gutierrez, Assistant Director

SUPERINTENDENT OF SCHOOLS

Dr. Jose L. Dotres

CHIEF OPERATING OFFICER

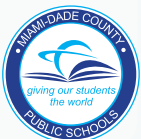
Dr. Michael A. Lewis

ASSISTANT SUPERINTENDENT

Mr. Rene Mantilla

ADMINISTRATIVE DIRECTOR

Mr. Reginald J. Fox



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