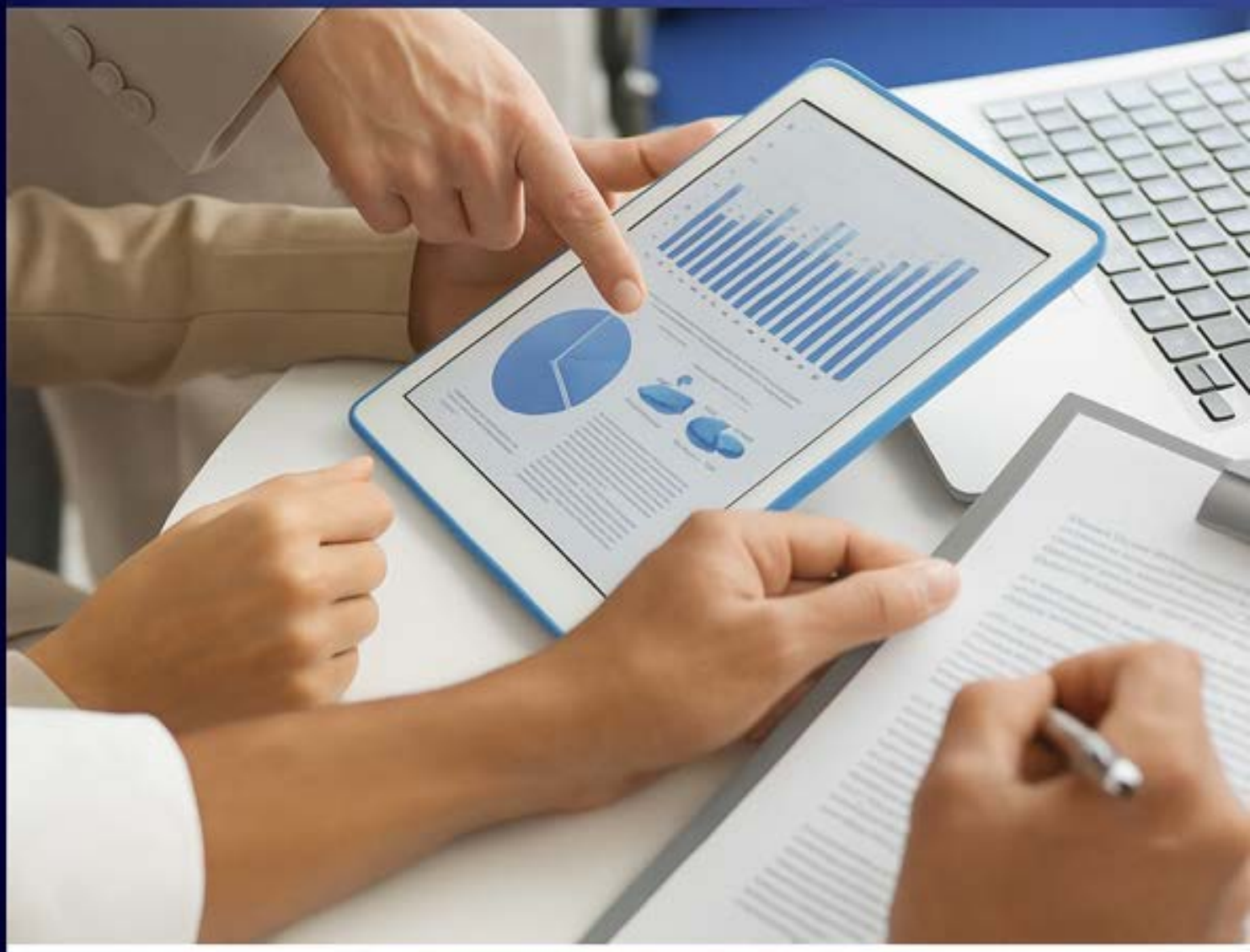
3 YEAR
STRATEGIC PLAN

GEORGE T. BAKER AVIATION TECHNICAL COLLEGE



2024-2027

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Mr. Joseph Evans	Associate Director
Mrs. Janice Sosa	Assistant Director

GEORGE T. BAKER AVIATION TECHNICAL COLLEGE

3 YEAR STRATEGIC PLAN – 2024-2027

Mission of the Institution:

The mission of George T. Baker Aviation Technical College is to provide training to persons interested in aviation maintenance, electronics, and avionics to become an integral part of industry. To accomplish this mission, the school must enhance the curriculum, utilize industry resources, encourage students to obtain th Federal Aviation Administration certificates or Federal Communications Commission license, and place stud in jobs that are related to their training. The academic and technical expectations established by the instructional staff and the strong educational leadership provided by the principal make it possible for the school to accomplish this mission.

Vision of the Institution:

The vision for George T. Baker Aviation Technical College is to provide occupational training to persons interested in aviation maintenance, electronics, and avionics; and for all students to become program completers, possess an Airframe and Powerplant certificate or a Federal Communications Commission licen obtain employment upon completion of a program, and become technologically proficient.

Technical College Leadership Team

Name	Title
Alissa Tapia	Director
Joseph Evans	Associate Director
Janice Sosa	Assistant Director
Alvaro Chozo	Business Manager
Sophia Sanchez	Media Specialist
Vivian Garcia	Counselor
Leticia L. Ferreras-Figueroa	Counselor
Howard Carter	Teacher, Career/Technical
James Rosa	Teacher, Career/Technical
Alan Munoz	Teacher, Career/Technical
Patrick Heron	Teacher, Career/Technical

Institutional Advisory Committee

Name	Title
Benny Benitez	Business/ Community Representative
Monica Rivas	Business/ Community Representative
Randy Duval	Business/ Community Representative
Betty Rodriguez	Business/ Community Representative
Troy Sperberg	Business/ Community Representative
Eric Silvis	Business/ Community Representative
Denise Behety	Business/ Community Representative
Luis Giacoman	Business/ Community Representative
Vicky Sokolowski	Business/ Community Representative
David Sandri	Business/ Community Representative
Denison Davis	Business/ Community Representative
Elizabeth Amador	Business/ Community Representative

COE Annual Report Trend Data (Standard 3)

Element	2018	2019	2020	2021	2022	2023	2024
Total Completion Rate	70	68	67	70	93	91	79
Total Placement Rate	81	78	75	72	71	82	82
Licensure Exam Pass Rate	100	100	100	100	100	100	100

OBJECTIVE 1

By December 2027, the CTE student completion rate will meet or exceed the required 60% as evidenced by the technical college's 2024 Council on Occupational Education (COE) Annual Report.

Individual Responsible for Objective Completion

Name	Title
Joseph Evans	Associate Director/COE Liaison Officer
Janice Sosa	Assistant Director
Sophia Sanchez	Media Specialist

Anticipated Barriers

Student-related barriers may include the following:

Students unable to successfully complete courses.

Teacher-related barriers may include the following:

Lack of differentiated instruction.

Operational-related barriers may include the following:

Limited availability of courses due to FAA classroom size cap.

Strategy Components

Strategy 1

Registration and Class Selection Streamlining

Strategy Rationale	Priority registration is afforded to students near program completion
Strategy Purpose	To increase availability of courses to students that are near the program completion.
Name and title of person responsible for monitoring this strategy	Vivian Garcia, Counselor & Leticia L. Ferreras-Figueroa, Counselor
Data that will be collected to determine effectiveness	Data is collected via student transcripts.
Evaluation of Progress	Occupational Completion Points Reports
Date Achieved/Completed	December 2026
Current Financial Resources	(1) General Funds
Current Financial Amount	$850/ Yr.
Projected Financial Resources	(1) General Funds
Projected Financial Amount	$850/Yr.
CARES Act Rapid Credentialing Grant funds to be used	$0.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	$0.00

Strategy 2

Refresher Workshops

Strategy Rationale	Refresher workshops will assist in student remediation and lead to improved academic outcomes, improving completion rates.
Strategy Purpose	To increase academic achievement and test performance.
Name and title of person responsible for monitoring this strategy	Joseph Evans, Associate Director & Janice Sosa, Assistant Director
Data that will be collected to determine effectiveness	Data is collected from School Qualifying and FAA Written exam score results.
Evaluation of Progress	Attendance Rosters
Date Achieved/Completed	December 2026
Current Financial Resources	(1) General Funds
Current Financial Amount	$1,000.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	$1,000.00
CARES Act Rapid Credentialing Grant funds to be used	$0.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	$0.00

Strategy 3

Academic Remediation

Strategy Rationale	Increasing academic skills will lead to an increase in academic performance in both the classroom and during assessments.
Strategy Purpose	To offer targeted instruction for those in need of academic remediation.
Name and title of person responsible for monitoring this strategy	Sophia Sanchez, Media Specialist
Data that will be collected to determine effectiveness	Data will be collected from Testing of Adult Basic Education (TABE) results.
Evaluation of Progress	Attendance Rosters
Date Achieved/Completed	December 2026
Current Financial Resources	(1) General Funds
Current Financial Amount	$1,000.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	$1,000.00
CARES Act Rapid Credentialing Grant funds to be used	$0.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	$0.00

Strategy 4

Saturday Recruitment

Strategy Rationale	Participating in Saturday School/community recruitment will allow students to be aware of the possibilities of aviation, improving the total completion rate.
Strategy Purpose	To provide students with an opportunity to attend aviation an earlier grade (9th grade) which gives them a greater opportunity for program completion.
Name and title of person responsible for monitoring this strategy	Joseph Evans, Associate Director & Janice Sosa, Assistant Director
Data that will be collected to determine effectiveness	Data will be collected from testing outcomes and student transcripts.
Evaluation of Progress	Saturday Recruitment calendar
Date Achieved/Completed	December 2027
Current Financial Resources	(1) General Funds
Current Financial Amount	$1,000.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	$1,000.00
CARES Act Rapid Credentialing Grant funds to be used	$0.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	$0.00

Objective 2

By December 2027, the CTE student job placement attainment rate will meet or exceed the required 70% as evidenced by the technical college's 2024 Council on Occupational Education (COE) Annual Report.

Individual Responsible for Objective Completion

Name	Title
Joseph Evans	Associate Director
Leticia L. Figueroa	Counselor
Sophia Sanchez	Media Specialist

Anticipated Barriers

Student-related barriers may include the following:

Students focus on continuing education rather than job placement.

Teacher-related barriers may include the following:

Conducting resume workshops and teaching interviewing skills during allotted FAA time.

Operational-related barriers may include the following:

Increasing the frequency of industry networking events. Maintaining accurate placement data.

Strategy Components

Strategy 1

Industry Collaboration to Improve the Job Placement Rate

Strategy Rationale	By increasing the school's presence at industry functions, job opportunities will be made available to students, increasing the placement rate.
Strategy Purpose	By attending industry networking events, the school will collaborate with industry partners to offer students job placement opportunities.
Name and title of person responsible for monitoring this strategy	Joseph Evans, Associate Director & Janice Sosa, Assistant Director
Data that will be collected to determine effectiveness	Local Placement Data will be collected via LPD Form collection during subject selection every trimester.
Evaluation of Progress	Industry visitation form
Date Achieved/Completed	December 2026
Current Financial Resources	(1) General Funds
Current Financial Amount	$1,000.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	$1,000.00
CARES Act Rapid Credentialing Grant funds to be used	$0.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	$0.00

Strategy 2

Recruitment Events via Job Fairs and Expos

Strategy Rationale	Through Job Fairs and Expos, students will gain access to industry networking opportunities, increasing the job placement rate.
Strategy Purpose	To expose students to a variety of networking opportunities within the aviation industry.
Name and title of person responsible for monitoring this strategy	Janice Sosa, Assistant Director
Data that will be collected to determine effectiveness	Local placement data list.
Evaluation of Progress	Event calendar and student contract sign-up sheet
Date Achieved/Completed	December 2026
Current Financial Resources	(1) General Funds
Current Financial Amount	$1,000.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	$1,000.00
CARES Act Rapid Credentialing Grant funds to be used	$0.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	$0.00

Strategy 3

Soft Skills Workshops

Strategy Rationale	Soft skills workshops will greatly improve interviewing skills, increase job attainment and further increase the job placement rate.
Strategy Purpose	To assist students in improving soft skills, while working on core interviewing strategies.
Name and title of person responsible for monitoring this strategy	Sophia Sanchez, Media Specialist
Data that will be collected to determine effectiveness	Local Placement Data will be Collected Via LPD Form Collection during subject selection and throughout the school year.
Evaluation of Progress	Soft skills workshop sign-in sheets
Date Achieved/Completed	In Progress
Current Financial Resources	(1) General Funds
Current Financial Amount	$1,000.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	$1,000.00
CARES Act Rapid Credentialing Grant funds to be used	$0.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	$0.00

Objective 3

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 2024 Council on Occupational Education (COE) Annual Report.

Individual Responsible for Objective Completion

Name	Title
Janice Sosa	Assistant Director
Sophia Sanchez	Media Specialist

Anticipated Barriers

Student-related barriers may include the following:

Lack of preparation for classes.

Teacher-related barriers may include the following:

Exam material should be frequently reviewed to increase passing rate.

Operational-related barriers may include the following:

Incomplete licensure testing data reports.

Strategy Components

Strategy 1

Increase Data Chats with Teachers and Students

Strategy Rationale	Data driven instructional strategies are more effective at promoting retention. By increasing data chats with teachers and students, administrators will promote the development of concrete educational goals, facilitating academic achievement.
Strategy Purpose	To improve FAA Written Test outcomes and maintain the licensure rate.
Name and title of person responsible for monitoring this strategy	Joseph Evans, Associate Director & Janice Sosa, Assistant Director
Data that will be collected to determine effectiveness	Data is collected from School Qualifying Exam score reports and National Norms Reports published by the FAA.
Evaluation of Progress	Data comparison of SQ and FAA Written score results.
Date Achieved/Completed	December 2026 (est.)
Current Financial Resources	(1) General Funds
Current Financial Amount	$1,000.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	$1,000.00
CARES Act Rapid Credentialing Grant funds to be used	$0.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	$0.00

Strategy 2

Availability of Practice Materials in the Media Center

Strategy Rationale	The availability of testing practice materials will increase student preparation and pass rates, maintaining licensure attainment rate.
Strategy Purpose	To offer testing practice materials in the media center for all students who wish to prepare for the school qualifying and written examinations.
Name and title of person responsible for monitoring this strategy	Sophia Sanchez, Media Specialist
Data that will be collected to determine effectiveness	School Qualifying Test scores are collected from the testing department.
Evaluation of Progress	Prepare (practice test software) pre and post-test results
Date Achieved/Completed	December 2026
Current Financial Resources	(1) General Funds
Current Financial Amount	$1,000.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	$1,000.00
CARES Act Rapid Credentialing Grant funds to be used	$0.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	$0.00

Strategy 3

Refresher Courses to Improve School Qualifier Exam Outcomes

Strategy Rationale	Refresher courses will enable students to review and prepare for the licensure exams, facilitating the maintenance of the licensure attainment rate.
Strategy Purpose	To enable students to review and practice essential material before test taking. This will improve test outcomes.
Name and title of person responsible for monitoring this strategy	Joseph Evans, Associate Director & Janice Sosa, Assistant Director
Data that will be collected to determine effectiveness	School Qualifying Test scores are collected from the testing department.
Evaluation of Progress	Refresher course attendance rosters.
Date Achieved/Completed	In Progress
Current Financial Resources	(1) General Funds
Current Financial Amount	$1,000.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	$1,000.00
CARES Act Rapid Credentialing Grant funds to be used	$0.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	$0.00

Strategy 4

Reduce Time Between School Qualifying and FAA Written Exam

Strategy Rationale	Current data indicate a strong correlational relationship between a greater time interval between exams and decreased assessment outcomes on the FAA Written exam. By encouraging students to enroll in review sessions and reduce the time interval between exams,
Strategy Purpose	To reduce the time interval between examinations, increasing student retention of critical information for the FAA Written Exam.
Name and title of person responsible for monitoring this strategy	Joseph Evans, Associate Director & Janice Sosa, Assistant Director
Data that will be collected to determine effectiveness	School Qualifying Test scores are collected from the testing department.
Evaluation of Progress	FAA School Norms Reports & FAA Written Exam Outcomes reports.
Date Achieved/Completed	In Progress
Current Financial Resources	(1) General Funds
Current Financial Amount	$900.00
Projected Financial Resources	(1) General Funds
Projected Financial Amount	$900.00
CARES Act Rapid Credentialing Grant funds to be used	$0.00
CARES Act Emergency Relief Funds - Institutional Allocation to be used	$0.00

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

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