

Introduction: The strategic partners that together create a Georgia College and Career Academy will also make decisions together regarding the Academy's provision of the work force development needed by the community, including what Career Pathways, Dual Enrollment, and post-secondary certifications will be offered, the Academy personnel that will provide instruction and leadership, and the Academy's use of the revenues it is provided by its strategic partners (including the GCCA's governing board, GCCA management, the school district, the local technical college partners, and other post-secondary, business, and community partners).

Instructions:

1. The rows in the matrix below describe the decisions that will be made by a College and Career Academy's strategic partners. GCCA applicants must place a checkmark in cells to show the agreement reached with their strategic partners on the respective roles and responsibilities of each partner as it relates to each of the decisions listed. The checkmarks included in the template are a starting point for discussion among the strategic partners.

2. Describe the composition of your College and Career Academy Governing Board and attach the Board's By-Laws to your submission to the Georgia Department of Education of this College and Career Academy Partners Roles and Responsibilities Chart as part of your performance contract application or amendment.

Georgia College and Career Academy Partners Roles and Responsibilities Chart

Standard 1: Governance and Leadership - Operates under shared governance and leadership that support the Academy's performance contract, maintain liaison with business and industry partners, and fully utilize flexibility to support student performance and school effectiveness.	GCCA Certification Standards and Assurances	GCCA included within a Flexibility contract						
		GCCA Governing Board	GCCA Management	Local School District*	Local Technical College Partner	Other Higher Education Partner(s)	Business Partner(s)	Community Partner(s)
Ensure the GCCA has a written mission statement that is focused on workforce development and student success and represents stakeholder needs as defined in the Performance Contract.	S1-A1							
Comply with Performance Contract requirements, including tracking of annual performance goals, flexibility waiver utilization, governing board training (including any required LSGT training for GCCAs within a charter system), and (where applicable) fiscal management and administration, and credentials of the chief financial officer.	S1-A2							
Ensure the majority of the GCCA's governing board members represent business and industry.	S1-A3							
Implement a consistent process to ensure that its activities avoid conflicts of interests	S1-A4							
Collaborate with K-12 and post-secondary partners to ensure that processes and procedures are consistent with the Performance Contract.	S1-A5							
Review by-laws annually and revise as needed to support the Performance Contract and to define operations and processes required of the GCCA Board, including selection, terms and limits, and removal of members.	S1-A6							
Participate in required annual board training in accordance with OCGA 20-2-2072 and SBOE Rule 160-4-9-.06 and the Performance Contract.	S1-A7							
Support the autonomy of GCCA leadership to carry out its responsibilities for meeting achievement and instructional goals.	S1-A8							
Conduct on a regular basis an in-depth review of program expenditures to ensure effective use of resources and materials.	S1-A9							
Ensure the CEO of the GCCA has knowledge and training related to workforce and economic development.	S1-A10							
Ensure the GCCA Partners Roles and Responsibilities Matrix reflects any Memoranda of Understanding (MOU) and other agreements among the GCCA, school districts, the local technical college partner, and other higher education, business, and community partners; furthermore, the matrix accurately the partners' roles and responsibilities.	S1-A11							

If the parties disagree, the parties will pursue a resolution that considers that the district's LBOE retains control and management over the GCCA while considering the spirit of the GCCA partnership. If the GCCA governing board cannot resolve an issue, the final resolution will come from the district's LBOE chair, and the resolution of the conflict will ensure that the mission of the GCCA is not compromised nor does it prevent any of the parties from operating according to legal obligations or the individual policies of any party.	S1-A12								
Participate in the selection, evaluation, transfer, promotion, demotion, and/or termination of the CEO, if applicable.	S1-A13								
Select, evaluate, retain, transfer, promote, demote, and/or terminate the principal, faculty, and all other staff, in accordance with LBOE and GCCA policies and procedures.	S1-A14								
Utilize flexibility, including the teacher certification waiver where needed, to provide the best instructors possible.	S1-A15								
Align budget priorities with the strategic plan, including personnel, curriculum, supply, equipment, maintenance, and operations costs.	S1-A16								
Ensure the CEO is fully supported in the ongoing efforts at developing the local and regional workforce.	S1-A17								
Personnel Decisions									
Establish compensation model including salary ranges, bonus or performance-based increases, supplements, and personal and professional leave, health, dental and disability.	S1-A18								
Evaluate the principal (LKES), teachers (TKES) and all other staff	S1-A19								
Manage day-to-day operations.	S1-A20								
Manage HR processing, including employment contracts and benefits administration	S1-A21								
Financial Decisions and Resource Allocation									
Adopt a budget to fund the implementation of the strategic plan.	S1-A22								
Determine number and type of personnel positions budgeted, including qualifications, roles, and job descriptions.	S1-A23								
Exercise discretion over expenditure for all state and local funds and, as permissible, federal funds.	S1-A24								
Establish financial policies and standard operating procedures.	S1-A25								
Maintain a reserve fund.	S1-A26								
Ensure sound fiscal management and monitor budget implementation.	S1-A27								
Ensure GCCA receives all per-pupil and other funding to which it is entitled by agreement with the local district (its fiscal agent) and GCCA partners, including funds for payment of CEO; costs related to facility(y)(ies), equipment, and furnishings owned by the district for use by the GCCA, including for renovation, maintenance, equipment and furnishings; costs related to the internet connections and networking for the GCCA; and any other agreed upon continuing or one-time revenue.	S1-A28								
Operational Decisions									
Hold the CEO accountable for implementing the strategic plan and annual report with stakeholders on schedule and within budget.	S1-A29								
Provide input into GCCA operations that is consistent with the strategic plan and performance contract goals, including adopting human resources policies, procedures, and handbooks.	S1-A30								
Foster current partnerships and develop new partnerships in order to ensure academy sustainability.	S1-A31								
Maintain open communication with all stakeholders to help guide and support the work of the Academy.	S1-A32								
Manage transportation decisions, including authority to contract for transportation service, if applicable.	S1-A33								
Manage the facility or facilities that are owned and operated by the school system for use of the GCCA, if applicable.	S1-A34								
Maximize the use of the facility among all Academy partners.	S1-A35								
		GCCA included within a Flexibility contract							

Standard 2: Strategic Planning and Sustainability - Maintains and communicates a purpose and direction that fully utilizes flexibility to support a commitment to high expectations for learning as well as shared values and beliefs about teaching and learning.	GCCA Certification Standards and Assurances							
		GCCA Governing Board	GCCA Management	Local School District*	Local Technical College Partner	Other Higher Education Partner(s)	Business Partner(s)	Community Partner(s)
Adopt a strategic plan that addresses specific interim and long-term goals, regularly reviews progress against its goals, identifies strategies to improve its results, and holds itself accountable for implementing improvement strategies and determining impact.	S2-A1							
Provide pathway options that meet employment needs of the region and state and take into account students' interests	S2-A2							
Adopt policies, processes, and procedures to guide GCCA efforts to hire, place, and retain qualified professional and support staff	S2-A3							
Publicize programs addressing high priority career fields and encourage students to enroll in these programs	S2-A4							
Disaggregate, analyze and disseminate student achievement data specific to GCCA students.	S2-A5							
Regularly communicate student and school performance data to all stakeholders, including data on GCCA students vs. general population students	S2-A6							
Implement a process to receive input from students to increase GCCA effectiveness	S2-A7							
Ensure the GCCA actively participates in the Georgia College and Career Academy Network (GCCAN)	S2-A8							
Promote dual enrollment agreements and maximize dual credit/articulated opportunities with post-secondary partners.	S2-A9							
Establish a process to ensure a high degree of collaboration between the GCCA governing board and the local board of education	S2-A10							
Adopt and implement a marketing plan that is inclusive in its recruitment and retention of all students	S2-A11							
Develop and maintain a comprehensive, easily accessible website and social media platforms targeting both current and prospective students businesses, and the local community	S2-A12							
Assure all marketing is consistent across platforms and that all hard copy materials are of good quality	S2-A13							
Collaborate with high school personnel including administrators, teachers and counselors to assure all are knowledgeable concerning dual enrollment, skills training, work-based learning, career pathways, and other opportunities provided in the CCA.	S2-A14							
Market internally to students and parents of students in both the middle schools and high schools to include campus tours, career days, and presentations by career academy students and business and industry representatives to assure both students and parents are aware of the unique opportunities at the CCA geared toward future careers.	S2-A15							
Provide opportunities for members of community to participate in CCA activities	S2-A16							
Standard 3: Teaching and Assessing for Learning - Ensure curriculum, instructional design, and assessment practices fully utilize flexibility to support and ensure teacher effectiveness and student learning	GCCA Certification Standards and Assurances	GCCA included within a Flexibility contract						
		GCCA Governing Board	GCCA Management	Local School District*	Local Technical College Partner	Other Higher Education Partner(s)	Business Partner(s)	Community Partner(s)
Establish and maintain a culture with innovative practices that ensures students are college and career ready with coursework aligned to the expectations of business and industry.	S3-A1							
Use data that goes beyond standardized test scores to identify student learning needs.	S3-A2							
Promote student participation in career and technical student organizations (CTSOs) and encourage student participation in these organizations.	S3-A3							
Encourage interdisciplinary collaboration to ensure that the teaching of specific skills is embedded into the pathway curriculum.	S3-A4							

Establish shared accountability and collaboration between the GCCA and its partners to improve student learning.	S3-A5						
Ensure all professional growth opportunities are driven by specific identified data sources and targeted to instructor needs and GCCA as a whole.	S3-A6						
Ensure high quality and rigorous course descriptions and course syllabi align with TCSG, Career Pathways and industry standards.	S3-A7						
Ensure access to support to address the physical, social, financial and emotional needs of GCCA students.	S3-A8						
Implement a process to provide career development planning for students.	S3-A9						
Ensure close coordination with students' home high schools and post-secondary partners to address other student needs such as counseling, assessment, referral, and educational planning	S3-A10						
Adopt and implement a plan to increase student enrollment and success in courses that offer dual enrollment credits.	S3-A11						
Ensure all requirements for delivery of services for English Learner (EL), special education (SPED), gifted, and Title 1 programs are met.	S3-A12						
Select curriculum, activities and instructional delivery models that promote the success of students in the work force, including soft skills, employability skills, and financial literacy.	S3-A13						
Monitor the success of the workforce development provided by the Academy.	S3-A14						
Standard 4: Economic and Work Force Development - Develop Career Pathways, Dual Enrollment, and Post-Secondary Certifications which fully utilize flexibility to support an alignment to the economic and work force needs of the community and are driven and evaluated by its business partners.	GCCA Certification Standards and Assurances	GCCA included within a Flexibility contract					
		GCCA Governing Board	GCCA Management	Local School District*	Local Technical College Partner	Other Higher Education Partner(s)	Business Partner(s)
Involve community stakeholders in development of the GCCA. (The development of the GCCA is an on-going process.)	S4-A1						
Actively solicit community and stakeholder input	S4-A2						
Collaborate with business and industry to ensure program offerings and curriculum are customized to meet their needs	S4-A3						
Promote work-based learning activities and uses data to continuously improve the program	S4-A4						
Collaborate with employers to develop work-based learning opportunities for students and GCCA faculty and staff	S4-A5						
Utilize data collected from business partners to assure appropriate technical, work ethic, and employability skills are embedded in the curriculum	S4-A6						
Participate in economic development of the region and state to assure that a trained workforce is available	S4-A7						
Ensure the GCCA attracts and welcomes visitors as a function of its role in economic development.	S4-A8						
Ensure the GCCA governing board and management collaborate to develop career pathways, dual enrollment, and postsecondary certifications which fully utilize flexibility to support an alignment to the economic and workforce needs of the community and are driven and evaluated by its business partners.	S4-A9						
Ensure that both industry and a post-secondary presence are reflected throughout in all aspects of the GCCA.	S4-A10						
Select technology, instructional materials, and other resources aligned with community workforce development needs.	S4-A11						

Ensure staff remains current in its ability to meet workforce development needs through high-quality professional development and externships.	S4-A12							
Recommend/select curricula aligned to the Pathways, Dual Enrollment, and Post-Secondary Certifications to define community workforce needs.	S4-A13							
Create and adopt a strategic plan (including performance goals and measures, and milestones and timelines) that will yield a high quality GCCA that manifests the vision and achieves the mission of the school, including a focus on preparing students to meet workforce needs while integrating academics and advanced career/technical education programs in the school system. The GCCA plan may be embedded in the district's strategic plan and should be reviewed and revised annually.	S4-A14							
Ensure Pathways are aligned with dual enrollment and postsecondary options through post-secondary partners.	S4-A15							
Create and maintain a school culture that mirrors the culture of the work force in the community.	S4-A16							
Assure certificates earned are those needed for students to obtain employment. (Serv-Safe for Culinary, CPR for Health)	S4-A17							
Ensure partners provide fund-raising support, donated equipment, and/or in-kind services to the GCCA.	S4-A18							

**By-Laws
of the
Hart College and Career Academy
Board of Directors
Revised September 29, 2021**

Accomplished Fully	Partially Accomplished	No Progress Made At All
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Article I. Organization

The name of the organization is the Hart College and Career Academy Board of Directors or, as appropriate, the HCCA Board of Directors.

Article II. Purpose and Duties

Section 1 – Purpose

The purpose of the Hart College and Career Academy Board of Directors is to adopt operational rules and procedures and provide guidance that ensures the Charter approved by the Hart County Board of Education and the Georgia Board of Education is implemented with fidelity, provide students with expansive opportunities to achieve their educational and career goals while meeting local and regional workforce needs, support continuous improvement and economic development.

Section 2 – Duties

The members of the HCCA Board of Directors are responsible collectively for fulfilling the following duties:

1. Participate in strategic planning activities and adopt a strategic plan.
2. Approve and evaluate annual effectiveness goals and objectives.
3. Identify area workforce needs.
4. Inform and educate the community on the role of the Hart College and Career Academy in providing students with expansive opportunities to achieve their educational and career goals.
5. Recommend a qualified individual to serve as CEO of the Hart College and Career Academy.
6. Entrust the day-to-day operations and management of the Hart College and Career Academy to the CEO.
7. Approve the by-laws.
8. Approve individuals to serve on the HCCA Board of Directors.

Article III. Members and Memberships

Section 1 – Rotating Membership

The HCCA Board of Directors shall serve as the governing body of the Hart College and Career Academy in accordance with Official Code of Georgia Annotated (O.C.G.A) §20-2-85. The Board of Directors shall govern the organization in accordance with the Charter and the laws of Georgia. The Board of Directors shall consist of no less than six and no more than nine representatives from those businesses and industries, as well as a representative from each of the high schools operated by the Hart County School District. The Board of Director representatives should always be a majority business and industries. At least two members of the Board of Directors should be parent representatives. Each director shall have one vote and such voting may not be done by proxy.

The HCCA Board of Directors may increase the number of rotating members by a majority vote of those members in attendance at the time of the vote.

Section 2 – Ex-Officio Members

The superintendent of the Hart County Charter System and the president of Athens Technical College, and the CEO of the Hart College and Career Academy shall serve as ex-officio member of the Board of Directors. The Superintendent and President may select designees to attend meetings and to vote in their absence.

Section 3 – Appointment of Rotating Members

The Executive Committee of the HCCA Board of Directors shall serve as the nominating committee responsible for identifying new members to serve on a rotating basis. A majority of the HCCA Board of Directors must approve the appointment of new members.

Section 4 – Terms of Rotating Members

All rotating members of the HCCA Board of Directors will serve staggered terms beginning August 1, 2017. Five members will rotate off after a two-year term, five after a three- year term, and five after a four-year term. Former members may be reappointed to serve on the HCCA Board of Directors following a one-year break in service.

A member whose term is scheduled to expire may continue to occupy his/her seat for a maximum of three meetings into the next term if a replacement has not been approved by a majority of the members of the HCCA Board of Directors.

Section 5 – Terms of Standing Members

The standing members of the HCCA Board of Directors, which consists of the superintendent of the Hart County School District and the president of Athens Technical College, do not have term limits; they serve on the Board because of the positions they hold.

Section 6 – Vacancies

Based on the recommendation of the Executive Committee, the HCCA Board of Directors shall appoint a new member to serve the remainder of the term as soon as practical. A new member who fills an unexpired term is eligible to serve two consecutive two-year terms.

Section 7 – Resignation and Removal

Part A – Resignation: Any member of the HCCA Board of Directors who believes he/she cannot

fulfill his/her responsibilities may submit his/her resignation in writing to the CEO of the Hart College and Career Academy. The CEO shall inform the Executive Committee, and the Executive Committee shall initiate a process to fill the vacancy.

Part 8 – Removal: Any member of the HCCA Board of Directors may be removed from office after a majority vote of Board members then in office whenever, in their judgment, the best interests of the Hart College and Career Academy and/or its Board of Directors is affected.

Notice of the date, time, place, and purpose of the meeting at which the removal is to be acted upon shall be given to such Board member intended to be removed at least ten days prior to the date of such meeting. The notice must include a statement regarding the reason for the proposed removal. All proceedings shall be conducted in accordance with the Open and Public Meeting Laws prescribed in the Official Code of Georgia Annotated (O.C.G.A.) §50-14-3 and §50-14-4.

Section 8 – Ethical Responsibilities

Members of the Hart College and Career Academy Board of Directors shall not receive, directly or indirectly, any salary or compensation for their service. Furthermore, members of the HCCA Board of Directors must safeguard their ability to make objective, fair, and impartial decisions and, therefore, should not accept any benefits of any sort under circumstances in which it could be inferred by a reasonable observer that the benefit was intended to influence a pending or future decision or to reward a past decision. A Board member shall recuse himself/herself from any proceeding in which the member's impartiality may be reasonably questioned due to his/her personal or financial relationship with a participant in the proceeding. A "participate" includes, but is not limited to, an owner, shareholder, partner, employee, or agency of a business entity involved in the proceeding.

Section 9 - Advisory Membership (3/22/2018)

The advisory membership is established to provide a membership level that acts in an advisory capacity to the HCCA Board of Directors and is welcome to attend/participate as the HCCA Board of Directors conducts business, with a primary exception, an advisory membership has no voting rights. The Executive Committee of the HCCA Board of Directors shall serve as the nominating committee responsible for identifying new advisory members. A majority of the HCCA Board of Directors must approve the appointment of new members.

Section 10- Student Advisors

Two students will be chosen by the CEO to serve one two-year term starting their junior and finishing up at the conclusion of their senior year. Once these students have fulfilled their term, two more juniors will be selected to serve until graduation.

Article IV. Officers and their Duties

Section 1 – Officers

The officers of the Hart College and Career Academy Board of Directors shall include the chairperson, vice chairperson, and recording secretary.

Section 2 – Election and Terms of Office

Members of the HCCA Board of Directors shall elect the chairperson and vice chairperson from the Board membership. Elections shall be held during the last regularly scheduled meeting prior to July 1 of said year. The chairperson and vice chairperson shall assume their respective positions on July 1 following the elections; no person shall hold these positions concurrently. The term of office for the chairperson and vice chairperson shall be one year. No person may serve more than two consecutive one-year terms in the same position.

Section 3 – Removal of Officers

The chairperson and/or vice chairperson may be removed at any time by a two-thirds vote of the HCCA Board of Directors.

Section 4 – Vacancies

Vacancies in the positions of the chairperson and vice chairperson shall be filled by a majority vote of the HCCA Board of Directors.

Section 5 – Duties of the Chairperson

The chairperson, who has the authority to vote on issues, shall preside at the meetings of the HCCA Board of Directors. The chairperson shall appoint members of any and all such committees as necessary for the HCCA Board of Directors to perform its assigned duties.

Section 6 – Duties of the Vice Chairperson

The vice chairperson shall perform the duties and have the powers of the chairperson during the absence or disability of the chairperson.

Section 7 – Duties of the Recording Secretary

As the recording secretary, the CEO of the Hart College and Career Academy shall work with the Executive Committee of the HCCA Board of Directors to schedule and establish the agendas for the meetings of the Board and furnish meeting notices and materials, as needed, to members in advance of such meetings. The recording secretary shall normally be present at all meetings of the Board and shall provide that an accurate record be kept of the proceedings of the meetings of the HCCA Board of Directors and its committees.

Article V. Committees

Section 1 – Executive Committee

The Executive Committee of the HCCA Board of Directors shall consist of the chairperson, vice chairperson, secretary of the board, the superintendent of the Hart County School District, and the president of Athens Technical College. The Executive Committee shall be responsible for working with the CEO to schedule and establish the agendas for the meetings of the Board. The Executive Committee shall also identify new members to serve on the Board on a rotating basis, as well as perform other functions approved by the HCCA Board of Directors.

Section 2 – Standing Committees, Subcommittees, and Special Committees

The Hart College and Career Academy Board of Directors may establish standing committees, subcommittees, and other special committees to perform duties as prescribed by the Board. Standing Committees, subcommittees, and special committees shall serve in advisory roles to the full Board membership; they shall not exercise the authority of the full Board members. The chairperson of the HCCA Board of Directors shall name the members and chair of any standing committee, subcommittee, or special committee at the time it is formed. Subcommittees and special committees shall be abolished upon completing the tasks assigned to them.

Article VI. Meetings

Section 1 – Frequency of Meetings

The Hart College and Career Academy Board of Directors shall meet no less than six times per year.

Section 2 – Establishment of Meeting Dates

The HCCA Board of Directors shall approve an annual meeting calendar upcoming year during its last regularly scheduled meeting held before July 1 of said year.

Section 3 – Place of Meetings

The meetings of the HCCA Board of Directors shall normally be held at the Hart College and Career Academy. The Board may elect by majority vote to move Board meetings to other locations for special occasions.

Section 4 – Attendance at Meetings

Members of the HCCA Board of Directors are expected to attend a minimum of 75 percent of the regularly scheduled meetings each year.

Section 5 – Quorum

At least 8 members of the full membership of the HCCA Board of Directors shall constitute a quorum for the transaction of business. The action of a majority of members of the Board present at any meeting shall be the action of the board.

Section 6 – Special Meetings

Special meetings of the HCCA Board of Directors shall be called by the chairperson. Business transacted at a special meeting shall be confined to the purposes stated in the call for the

meeting and shall in all other ways be conducted in conformance with the Open and Public Meeting Laws prescribed in the Official Code of Georgia Annotated (O.C.G.A.) §50-14-1.

Section 7 – Public Notification of Meetings

A notice of any meeting of the HCCA Board of Directors must be made available to the public in accordance with the Open and Public Meeting Laws prescribed in the Official Code of Georgia Annotated (O.C.G.A.) §50-14-1.

Meetings shall be announced in the public organ of Hart County; meetings and agendas will be posted on the websites of the Hart County School District and Athens Technical College.

Announcements regarding special meetings shall be released at least 24 hours prior to each meeting.

Article VII. Operation of the HCCA Board of Directors

Section 1 – Rules

The rules contained in Roberts' Rules of Order (Revised) shall govern in all cases to which they are applicable and in which they are not inconsistent with the by-laws or any special rule of the HCCA Board of Directors.

Section 2 – Agenda

A prepared agenda with appropriate information shall be sent to each member of the HCCA Board of Directors by the recording secretary in advance of any regular meeting of the Board. This agenda, as approved or amended at each meeting, shall govern the order of business for the meeting. Additions, deletions, or re-ordering of agenda items shall be by majority vote of those members in attendance at the meeting.

Section 3 – Minutes

The recording secretary shall have prepared minutes of the proceedings of the meetings of the HCCA Board of Directors. A copy of the minutes of each meeting shall be mailed to each Board member for review prior to approval at the succeeding meeting. The minutes shall not be considered official unless and until approved by the Board.

Section 4 – Appearance before the HCCA Board of Directors

Individuals or groups wishing to appear before the HCCA Board of Directors shall make their request in writing to the CEO at least ten days in advance of the meeting. The Executive Committee may approve the request and allot a reasonable amount of time for the presentation. At any meeting, the chairperson, without opposition, or the Board, by majority vote of the members in attendance, may recognize unscheduled appearances before the Board of Directors by individuals or groups. The chairperson shall limit citizens' presentations as necessary to maintain the timely conduct of business by the Board.

Article VIII. Method of Amending the By-Laws

Section 1 – Method

These by-laws may be amended by the Hart College and Career Academy Board of Directors by a two-thirds vote of the Board members. Proposed amendments shall be distributed to each member no later than the regular meeting immediately preceding the regular meeting in which action is proposed to be taken.

Section 2 – Effective Date

Amendments shall go into effect immediately upon approval by the HCCA Board of Directors.