

**NEW HAMPSHIRE CHARTER SCHOOLS PROGRAM  
APPLICATION COVER SHEET**

<b>Name of Proposed Charter School:</b>	New Hampshire Career Academy Chartered Public School
<b>Name of Organization Sponsoring the Charter School (if any):</b>	The New Hampshire Charter School Foundation
<b>Name of Contact Person:</b>	Patrick O'Mara
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<b>Email Address:</b>	patrick.omara513@gmail.com
<b>Projected Date of School Opening:</b>	September 2025
<b>Proposed School Location:</b>	Participating NH Community Colleges

	<b>SCHOOL YEAR</b>	<b>GRADE LEVELS</b>	<b>NUMBER OF KINDERGARTEN STUDENTS</b>	<b>TOTAL PROJECTED STUDENT ENROLLMENT</b>
<i>First Year</i>	2025	12	na	75
<i>Second Year</i>	2026	12	na	150
<i>Third Year</i>	2027	12	na	250
<i>Fourth Year</i>	2028	12	na	400
<i>Fifth Year</i>	2029	12	na	500

I certify that I have the authority to submit this application and that all information contained herein is complete and accurate, realizing that any misrepresentation could result in disqualification from the application process or revocation after award. I understand that incomplete applications will not be considered. The person named as the contact person for the application is so authorized to serve as the primary contact for this application.

**Signature** 

**Title** NH Career Academy Start-up Team

**Printed Name Date**

Patrick O'Mara - 23 MAY 2024

**The New Hampshire Career Academy  
Chartered Public School**

*A Partnership the New Hampshire Community College System*

**Charter School Application**

**Submitted to:** New Hampshire Department of Education

**Submitted by:** NH Charter School Foundation

**Original Submission Date:** October 21, 2022

**Final Submission:** May 23, 2024

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## **Section I: Letter of Intent**

Please reference [Attachment #1](#) & [Attachment #1.2: Letters of Intent](#)

## **Section II: Application Cover Sheet and Technical Requirements**

Please reference the Application Cover Sheet at the beginning of this document

We are pleased to submit this application for the New Hampshire Career Academy Chartered Public School (NHCA).

The non-profit sponsoring entity is the New Hampshire Charter School Foundation, a collection of experienced and successful charter school advisors, which has selected the main contact for this initiative, Patrick O'Mara.

Mr. O'Mara has detailed knowledge of nonprofit management, finance, and fundraising in social services, business advocacy, and education. He has previously served as a consultant for charter schools in New Hampshire, including serving on the start-up team for the launch of a chartered public school in the Lakes Region.

Mr. O'Mara graduated with a bachelor's degree in political science from Stonehill College and has certifications in leadership and grant writing. He is a previous substitute teacher in the Amherst and Milford School Districts, a previous board member of St. Christopher Academy in Nashua, and has worked at schools in Boston, Nashua, Concord, and the Monadnock Region, managing administration, communications, community relations, and fundraising.

## **Section III: Introduction**

### **A. GENERAL DESCRIPTION & PROPOSED LOCATION**

The New Hampshire Career Academy Chartered Public School (New Hampshire Career Academy) is an innovative school offering a dual-degree curriculum that provides students with a pathway leading to a high school diploma and an associate's degree or certificate over two years at no tuition cost.

Students enter the school at the start of their senior year of high school, choosing one of the degree or certificate programs offered at their regional community college. Students must complete the requirements for a high school diploma and associate's degree or certificate in two years. By graduation, they shall be equipped with a strong foundation to enter the workforce or continue to higher education.

The New Hampshire Career Academy has the potential to offer a model that makes college available to all while placing no additional strain on current educational resources. The Community College System of New Hampshire is a proud partner and advocate of the New Hampshire Career Academy Chartered Public School.

The Community College System provides both associate's degree programs and career certificate programs at seven public colleges across 12 campuses in New Hampshire. With over 80 associate's degrees, 120 short-term certificate programs, and a range of apprenticeship and other job training programs, the New Hampshire Career Academy and the Community College

System of New Hampshire shall create educational pathways that connect students to New Hampshire's workforce and transfer opportunities at other four-year colleges.

The Community College System of New Hampshire was the first to adopt the [65-by-25 goal](#) in 2014 and is committed to achieving the vision that 65 percent of New Hampshire's workforce have a degree or high-value certificate by 2025 to meet the state's workforce needs. Counting all types of enrollments and learning activities (credit, non-credit, dual high school/college enrollment, workforce training), the Community College System of New Hampshire serves approximately 26,000 students each year. The system's added commitment to rural colleges and communities ensures that educational opportunities are ubiquitous across the state.

The New Hampshire Career Academy, in partnership with the Community College System of New Hampshire, is pleased to offer several associate degree and certificate programs to New Hampshire's high school seniors. Three community colleges are already committed to this initiative in its first year:

- Manchester Community College
- Great Bay Community College
- New Hampshire Technical Institute (NHTI)

All classes shall be held either in person at the community college campus or online. The New Hampshire Career Academy shall endeavor to grow its partnerships to reach all twelve community colleges, and, therefore, offer several new degree and certificate program options. The Community College System of New Hampshire has agreed to offer the use of shared spaces for the New Hampshire Career Academy staff to meet with students on their respective campuses.

Students shall be enrolled in the New Hampshire Career Academy based on the availability of seats in their desired program through the Community College System. Students remain enrolled at the New Hampshire Career Academy until the completion of their chosen program. Upon successful completion, students shall receive their high school diploma from the New Hampshire Career Academy and their chosen degree or certification from the community college that the student attended.

This Charter has been reviewed, approved, and is supported by the Community College System of New Hampshire.

## **B. CONTACT INFORMATION**

Patrick O'Mara  
12 Tamarack Lane  
Amherst, NH 03031  
patrick.omara513@gmail.com  
(603) 769-9730

## **C. ELIGIBLE SPONSORING ENTITY**

NH Charter School Foundation  
5 Perimeter Road  
Manchester, NH 03103

The New Hampshire Career Academy shall be a registered nonprofit organization in the state of New Hampshire and shall be governed by a board of directors as specified in [RSA 194-B:3, V.Ed 381.05\(c\)\(4\)](#)

#### **D. MISSION & VISION**

**MISSION:** The New Hampshire Career Academy Chartered Public School strives to provide New Hampshire high school students the opportunity for a tuition-free high school diploma and college degree. Our students, in pursuit of a pathway to higher education, shall benefit from tailored educational guidance and support from their home and school communities. Student experience shall be complimented by preparation for the workforce through interview training and career mentoring.

**VISION:** For all qualified and motivated New Hampshire high school students to have access to quality higher education provided by the New Hampshire Community College System and fulfill their career ambitions by gaining skills necessary for success.

#### **E. SCHOOL FOCUS**

The New Hampshire Career Academy shall be a first-of-its-kind school that shall provide students with a pathway leading to a high school diploma and an associate's degree or certification at no additional cost to students and their families. Credits earned through the New Hampshire Career Academy and Community College System of New Hampshire partnership are transferable to other higher education institutions in New Hampshire that offer a four-year degree program.

This is an innovative approach to education that shall benefit New Hampshire's students, relieve New Hampshire families of the cost of higher education, increase enrollment in the Community College System, and bolster the workforce for the next generation.

Students enter the school at the start of their senior year of high school, choosing one of the degree or certificate programs offered through the Community College System of New Hampshire. They shall complete the requirements for high school graduation as specified in [N.H. Code Admin. R. Ed 306.27](#) and the requirements for their chosen course of study at the community college in no less than two, but no more than three years.

#### **F. TARGET POPULATION**

The New Hampshire Career Academy shall conduct outreach to students in New Hampshire communities focused on, but not limited to:

- Public and Non-Public High schools
- Home schools
- Youth group homes
- Residential care facilities
- Teen/Youth Services Organizations (Boys and Girls Club of New Hampshire, YMCA, Girls, Inc., etc.)

The target student must be at an 11th-grade academic level and on track to completing their 11th-grade course requirements and matriculate to the twelfth-grade level. Students must be motivated learners and prepared for a college environment and college-level coursework. Per



the Community College System of New Hampshire, the minimum age requirement to enroll in the Community College System of New Hampshire is 15 years of age.

The New Hampshire Career Academy defines a motivated learner as a student who chooses to participate in the New Hampshire Career Academy curriculum, has shown an effort to complete their coursework, and is persistent in their understanding of the impact that enrollment in New Hampshire Career Academy shall have on their future.

No student shall be precluded from enrolling in the school, however, the student's success shall be predicated on placement tests administered by the Community College System and the student's desired program. The computerized placement assessment administered by the college, in combination with prior high school or college experience (if applicable) or other test scores, will determine which courses of study are most feasible for the student to pursue and complete in the two year period allotted. The assessment consists of Reading Comprehension, Mathematics (two sections), Writing Sample, Computer Skills (for some courses of study).

While student enrollment shall be handled predominantly by the New Hampshire Career Academy and the Community College System of New Hampshire, participation by the student, their guidance counselors, teachers, and parent(s)/guardians is strongly encouraged. A strong support network and community have proven time and time again to be a determining factor in student success at any level.

Once enrolled, students shall be connected with regional advisors who shall oversee their success by supporting and recording their progress. Advisors shall be advocates and liaisons for the student to the New Hampshire Career Academy and the Community College System of New Hampshire.

## **G. NH CAREER ACADEMY OPENING TIMELINE**

August 2021 - September 2022:

- NHDOE and Community College System of New Hampshire Discussion;
- Coordination Meeting with Community College System of New Hampshire Contacts for Introductions;
- Develop Plans for Experienced and Full Board - The New Hampshire Charter School Foundation

March 2024:

- Re-submit Intent to Apply for a Chartered Public School;
- Mission and Vision Redevelopment;
- Charter Application Redevelopment;
- Revise First Charter Draft

May 2024:

- Charter Submission

July 2024:

- State Board Of Education Meeting for Charter Approval

August 2024:

- Planning Period Begins

- Partnership meeting with Marc Rubenstein, Chancellor of the Community College System of New Hampshire, and individual Community College Presidents
- Board Recruitment

#### August 2024

- The School Director is formally hired
- Recruit Members for the New Hampshire Career Academy Board of Trustees
- Develop Job Description/Employment Contracts for: Trusted Advisors, Marketing Team, IT Specialist, Accountant, Attorney, and Regional Advisors.
- Recruit/Hire: Key positions, as allowed under the CSP grant to work on the planning phase.

#### August 2024 - August 2025

- Development of the following:
  - Partnership Development Plan
  - Community Outreach Plan and Procedures
  - Website & Marketing Plan
  - Employee Handbook
  - Student Handbook
  - Work with the Community College System of New Hampshire to develop
    - Organizational Agreements and Processes
    - Student Information Packets (Course Listings and Expectations),
    - Community College System of New Hampshire Applications

#### September 2024 - October 2024

- Begin extensive regional marketing push and initial fundraising campaign. Target and reach out to schools, students, and families in the following regions
  - Concord and Northern NH
  - Manchester and Southern NH
  - Seacoast and Eastern NH
- Complete Development of the Student Recruitment Plan

#### October 2024 - December 2024

- Implement Student Recruitment Plan
  - Scheduling and Coordination with NH District High Schools, Non-Public High Schools, Home Schools, and other Educational Organizations for Onsite Presentations for School Staff, Students, and Parents
- Begin Student/Family Interviews and Enrollment Assistance Process
  - Each of the Three Regions will have an initial enrollment goal of approximately 25 Students, totaling enrollment at approximately 78
- Student identification and enrollment assistance begin

#### January 2025 - May 2025

- Continue to develop the partnership with Community College and New Hampshire Career Academy
  - Regional Advisors Develop Student Orientation
- Board of Trustees Complete Accountability Plan and begin policy approval process

#### March 2025

- Implement Lottery Process
- Continue Fundraising Plan

April 2025

- Complete the New Hampshire Career Academy Accountability Plan

June 2025

- Coordinate with students to assist with purchasing books, supplies, and equipment

July - September 2025

- Finalize and publish all New Hampshire Career Academy policies and procedures
- Student Program Orientation at participating colleges
- Official launch of New Hampshire Career Academy

August 2025

- Implementation Period Begins

## H. ENROLLMENT PROJECTIONS

Please reference [Attachment #2: Five-Year Budget](#)

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### New Hampshire Career Academy Enrollment Projections SY 2025 - 2029

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Grade Levels/School Years	2025	2026	2027	2028	2029
Grade 12	78	175	225	275	375
Grade 13	0	62	140	180	220
Total Students	78	237	365	455	595

The enrollment projections above are reflected in the 5-year budget and represent fiscally realistic projections, assuming an estimated 20% annual attrition rate.

## I. PUPILS TO BE SERVED

Please refer to Section H Above

The New Hampshire Career Academy is an opportunity to advance students who are from economically challenging areas and backgrounds. By offering a free, alternative path to higher education and the workforce, the New Hampshire Career Academy has true potential to transform the lives of its students.

The New Hampshire Career Academy is ideal for New Hampshire high school students who are motivated, on track or excelling academically and are interested in pursuing college or the workforce early. Operating as a nonprofit, chartered public school, New Hampshire Career Academy shall offer career counseling and mentoring, academic, social, and emotional support, and help students who are eager and ready to plan, develop, and ultimately begin their careers.

Enrollment is limited to New Hampshire high school seniors who have accumulated sufficient high school credits and meet other eligibility criteria, as defined by the CCSNH. In three years or less, they shall be able to complete their remaining high school credits and the credits required to attain an associate's degree and/or industry certificate for the Community College System of New Hampshire program in which they are enrolled.

Those eligible to enroll include 12th-grade students in New Hampshire's traditional public or public charter schools, non-public private schools, home schools, and residential schools of the

state of New Hampshire. The minimum enrollment age shall be determined by 12th-grade academic status. The age requirements will be set and aligned with the CCSNH requirements. In evaluating such a waiver, the Community College System of New Hampshire shall consider the student's demonstrated level of maturity, academic achievement, and health and safety provisions, among other considerations, given the nature of the program.

## **J. EDUCATIONAL NEED**

Please reference [Attachment #3: NH High Schools](#), & [Attachment #12: Community College System of New Hampshire Disability Services](#)

The New Hampshire Career Academy shall be able to meet the needs of New Hampshire's 12th-grade students, including those at risk and educationally and economically disadvantaged, who may otherwise not be able to further their education after high school. The New Hampshire Career Academy has the potential to alleviate financial constraints and mitigate life circumstances that may inhibit educational or professional advancement. As a chartered public school, there is no tuition cost to the student to participate, provided that they can meet the Community College System of New Hampshire admission requirements for their desired program/course of study. NHCA will assist with additional costs such as college admissions fees, books, materials, and required electronic devices.

Instruction shall take place at one of the New Hampshire Department of Education's approved participating community colleges. As such, the Community College System of New Hampshire's Disability Services, in cooperation with the New Hampshire Career Academy, shall provide reasonable accommodations, equal educational access, opportunities, and experiences to all qualified students with documented disabilities who register with the college's Disabilities Services Office.

### Community College System of New Hampshire Policy for Students with Disabilities

Students with disabilities are expected to demonstrate the same level of understanding of course material and meet the same minimum skill performance standards as all other students receiving college credit. In coordination with students and their families, any accommodations necessary and required to complete a program will be reviewed with a team consisting of the sending district (if appropriate), the New Hampshire Career Academy, and the Community College System of New Hampshire.

Students in need of college-level accommodations need to contact the Coordinator of Disabilities Services at the college through which the course is being offered and submit appropriate documentation of their disability. After reviewing the documentation, the Coordinator shall work with the student to develop a Reasonable Accommodation Plan. This should be implemented before the start of the semester when course selection is made to ensure the student accommodations can be met. Participation in any program/course will be determined by the CCSNH.

To support students in their academic work, the college does provide several academic support services for students who need additional assistance, for example:

- English for Speakers of Other Languages
- Writing Center
- Math Lab and Other Study Resources
- The SQ3R Method of Textbook Study
- Technical Support

## **K. SHORTENING OF DEADLINES**

We respectfully request review and approval at the next available New Hampshire State Board of Education meeting to allow ample time for opening preparation, and student outreach.

## **SECTION IV: GOVERNANCE**

### **A. GOVERNING BOARD**

Please reference [Attachment #22](#): *New Hampshire Career Academy Bylaws*

Following [RSA 194-B:5](#), New Hampshire Career Academy shall be governed by a minimum of five (5) and up to nine (9) members of the Board of Trustees. The Board shall have general supervisory control and authority over the operations of the charter school.

The Board of Trustees shall maintain no more than a nine (9) member Board and, in addition, can establish ex officio Board members and/or advisors who shall be non-voting. The Board is not required to maintain nine (9) members, but once the school is officially open, shall strive to maintain at all times a Board of at least five (5) board members, made up of New Hampshire Career Academy parents (as identified in the New Hampshire Career Academy bylaws) and external community members with a diversity of skills and experiences, including, but not limited to:

- Educational Leadership\*
- Legal Services
- Financial Management
- Business management,
- Nonprofit Development and Fundraising

*\* Under the partnership between the Community College System and New Hampshire Career Academy, to act honestly, in good faith, and for a proper purpose, one board seat will be reserved for a representative from the Community College System.*

All decisions made by the Board of Trustees shall be determined by a majority vote.

### Officers of the Board of Trustees of the NH Career Academy

Initial officers shall be appointed by the Founding Board and include: Chairperson, Vice Chairperson, Secretary, and Treasurer of The New Hampshire Career Academy. Officers of the Board shall be elected by majority vote of the Board of Trustees at the annual organizational meeting to be held in June of each year and shall serve until the next annual organizational meeting. If a replacement officer is needed, the replacement officer shall be selected by a majority vote and shall serve out the unexpired term of the departing officer. Voluntary capacity prior to vote shall be considered.

The Chairman shall:

- Ensure that the Board is functioning effectively and meeting high standards for effective governance;
- Hold the Board accountable for executing key Board functions;
- Facilitate all meetings of the Board and other meetings or events as necessary;
- Develop Board meeting agendas in conjunction with the school Director, that reflect the school's and Board's priorities, drive strategic conversation and decision-making, and

- keep the Board's work focused on the goals;
- Ensure that the Board conducts a self-assessment each year and addresses areas for improvement;
- Appoint committee and task force chairs, and assigns members to committees;
- Hold committees responsible for developing and meeting goals;
- Build constructive, candid relationships with Regional Advisors;
- Participate in regularly scheduled check-ins with Regional Advisors to discuss strategic issues; monitor progress toward goals, and identify opportunities where advisors need support from the Board;
- Guide the Board through the process of hiring, evaluating, and supporting the Director and Regional Advisors;
- Serve as the main point of contact with the authorizer;
- Ensure all Board actions and board members meet and understand legal and ethical compliance standards;
- Share all relevant information from the authorizer with the full Board;
- Model effective networking with community members and stakeholders by serving as the Board's ambassador;
- Champion diversity and inclusion on the Board;
- Support and recognize Board members who make positive contributions to the Board;
- Take the lead in removing Board members who are persistently disruptive or disengaged;
- Respect and engage every Board member while encouraging an open and constructive line of communication;
- Be approachable, available, and responsive;
- Make sure that each Board member has a clear role to play on the Board;
- Listen and communicate well, including being available for conversations after hours and on weekends when necessary;
- Follow all Board meeting protocols.
- Ensure that all Board members receive regular/annual training so remain current on any changes to chartered public school requirements.

The Vice-Chairperson shall:

- Help the Board chair lead the full charter school Board to achieve its goals and operate per its bylaws;
- Have the powers and duties of the Chairperson in his/her absence or for the duration of the disability, and any other powers and duties assigned by the Board;
- Attend all Board meetings;
- Execute specific projects at the request of the Board chair;
- Help the Board chair develop and implement officer transition or succession plans;
- Actively recruit new Board members, and help to retain current Board members;
- Provide leadership and direction to the Board in concert with the Board chair;
- Ensure transparent communication between all Board members.

The Secretary shall:

- Keep a true record of each Board meeting, make any required reports to the State of New Hampshire, and carry out duties as required by law;
- Support the Board's organizational needs so the Board achieves its goals and operates per its bylaws;
- Share minutes with the Board in a timely fashion and ensure that minutes are approved by the Board in a recorded vote;
- Make sure the Board adheres to open meeting laws and other legal requirements;

- Post Board meeting minutes on the school website once approved;
- Assume responsibilities of the chair in the absence of the Board chair and vice chair;
- Provide notice of Board and committee meetings to all Board members and the public;
- Keep all legal and official documents up-to-date;
- Maintain the Board's records and archives for future reference by Board members, the authorizer, and others.

The Treasurer shall:

- Direct the Board's financial work so the board achieves its goals and operates per its bylaws;
- Work with the Board of Trustees in setting and meeting annual strategic goals;
- Ensure that all members of the Board fully comprehend the financial matters of the New Hampshire Career Academy and receive reliable and timely information regarding those matters;
- Work closely with the school Director on the following:
  - Development of an annual budget and present the budget to the full Board for approval;
  - Understand financial accounting for nonprofit organizations or charter schools;
  - Deliver accurate and complete financial reports to the Board regularly;
  - Keep all records of school accounts current;
  - Oversee and review the annual audit process;
  - Handle all work-related New Hampshire Career Academy financial affairs with integrity and care;
  - Remain apprised of legal and ethical requirements for the position;
  - Post financial records publicly;
  - Participate and oversee the annual financial audit,

Board of Trustees shall:

- Establish a set of policies and procedures for The New Hampshire Career Academy;
- Provide oversight and support for Regional Advisors;
- Be responsible for ensuring that the academic programs of New Hampshire Career Academy Charter School are successful, that the school's curriculum and operation are faithful to the terms of its charter, and that the school is a viable organization;
- Support the mission and purpose of New Hampshire Career Academy and keep it clearly in focus;
- Create and periodically review the mission statement which serves as a guide to organizational planning, Board and staff decision-making, volunteer initiatives, and setting priorities among competing demands for scarce resources and is used as the vehicle for assessing the curriculum and program activities to ensure that the organization is not drifting away from its original purposes;
- Understand and support the mission statement;
- Select the Academy's Director by reaching a consensus on the job descriptions, undertaking careful search processes to find the most qualified individuals, and overseeing and approving contract negotiation and renewals;
- Support and review the performance of the Board members and the School Director by conducting annual written performance reviews with a process agreed upon by Board members;
- Ensure effective organizational planning - approve an annual organizational plan that includes concrete, measurable goals consistent with the charter and accountability plan;
- Ensure adequate resources by approving fundraising targets and goals, and assisting in carrying out the development plan;

- Manage resources effectively by approving the annual budget, monitoring budget implementation through periodic financial reports, approving accounting and personnel policies, providing for an independent annual audit by a qualified CPA, ensuring the full board has the proper training to be effective stewards of public funding, ensuring adequate insurance is in force to cover students, staff, the Board and the assets of the school;
- Monitor and strengthen the curriculum and services by ensuring programs and services are consistent with the mission and the charter, approving measurable organizational outcomes, monitoring progress in achieving the outcomes and goals, and assessing the quality of the program and services;
- Enhance New Hampshire Career Academy's public standing by serving as ambassadors, advocates, and community representatives of the school, ensuring that no Board member represents her/himself as speaking on behalf of the Board unless specifically authorized to do so, providing for a written annual report and public presentation that details New Hampshire Career Academy's mission, curriculum, financial condition, and progress made towards charter promises;
- Ensure legal and ethical integrity and maintain accountability by establishing policies to guide the school's Board members and staff, developing and maintaining adequate personnel policies and procedures (including grievance mechanisms), adhering to the provisions of the school's bylaws and articles of incorporation, adhering to local, state and federal laws and regulations that apply to the school, and ensuring compliance with all federal state and local government regulations;
- Recruit and orient new Board members and assess Board performance by defining Board membership needs in terms of skill, experience, and diversity, checking the credentials of and recruiting prospective nominees, providing for new Board member orientation, and conducting an annual evaluation of the full board and individual trustees;
- Engage in community and school events.

## **B. METHODS BY WHICH TRUSTEES AND THEIR TERMS ARE DETERMINED**

Please reference [Attachment #22](#): *New Hampshire Career Academy Bylaws*

The established term for a member of the Board of Trustees is three (3) years, and staggered terms may be considered and implemented by the Board. The Board may appoint a trustee to fill a vacancy, if necessary, but that Board member shall only be allowed to serve until the original term expires but may be renewed by a majority vote of the Board of Trustees. Board members may serve consecutive terms if voted by a Board majority. No term limits for any of the Board of Trustees shall be imposed. Terms shall be staggered to assist with continuity and transfer of experience.

To conduct business, the Board shall follow the New Hampshire Right to Know Law, RSA 91-A. For purposes of lawful meetings, a quorum is defined as a majority of trustees physically present. Records and meeting minutes shall be kept following statutory guidelines and made available online within five working days.

The Board of Trustees shall begin governance within three months after receiving charter authorization. The Board's first task shall be to create a selection process for the school's first three Regional Advisors.

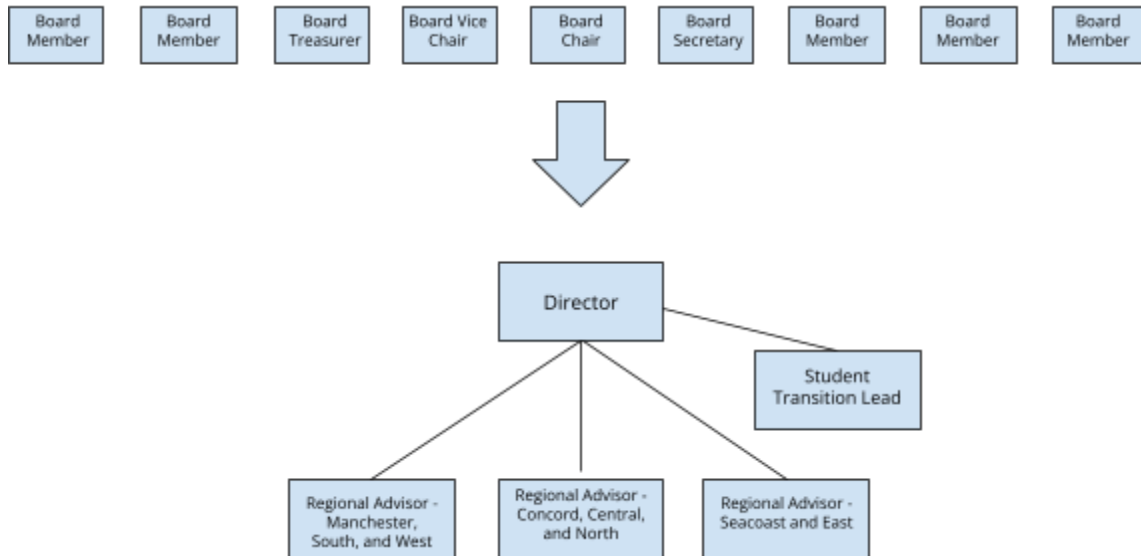
## **C. BOARD OF TRUSTEES BYLAWS**

Please reference [Attachment #22](#): *New Hampshire Career Academy Bylaws*



## D. ORGANIZATIONAL STRUCTURE AND GROWTH PLAN

Please reference [Attachment #2: Five-Year Budget](#)



### Projected 5-Year Growth of New Hampshire Career Academy Participating Community Colleges

YEAR	2024	2025	2026	2027	2028
Community Colleges	<ul style="list-style-type: none"> <li>• Great Bay (x2)</li> <li>• NHTI</li> <li>• Manchester Community</li> </ul>	+1	+1	+1	+1
Total Colleges	3	4	5	6	7



## **E. FUNDRAISING PLAN**

Please reference [Attachment #6: Fundraising Plan](#)

The New Hampshire Career Academy has a comprehensive fundraising strategy to implement creative community events, develop outreach and engagement plans, and encourage financial support for the school.

New Hampshire Career Academy shall:

- Drive commitment of financial support through an annual campaign and associated events. Prospective donors include:
  - Parents
  - Board members
  - Corporations
  - Benefactors across the State of New Hampshire and the entire Northeast region
- Substantially expand an outreach and engagement program to cultivate valuable supporting relationships with companies interested in establishing a pipeline from New Hampshire Career Academy into their workforce
- Continual exploration of potential career-focused education grants and resources through local, regional, and national programs.

## **F. GRIEVANCE POLICY**

Please reference [Attachment #7: Conflict Resolution](#), [Attachment #23: Employee Handbook](#)

## **SECTION V: EDUCATION PLAN**

The education plans shall vary depending on the number of high school credits earned prior to entering the Career Academy. The specific degree program requirements, and certificate program requirements. Individual students shall participate in planning their education program with the support and guidance of the New Hampshire Career Academy Regional Student Advisors and the New Hampshire Community College Academic Advisors.

The following list identifies the participating community colleges and the initial programs that are available to the New Hampshire Career Academy students for the 2025-2026 school year.

### **New Hampshire Technical Institute**

Engineering Technology; Mechanical Engineering Technology Manufacturing

### **Manchester Community College**

Robotics/Advanced Manufacturing; Cyber Security

### **Great Bay Community College**

Accounting; Biotechnology; Criminal Justice

The Career Academy shall ensure the completion of high school requisites for graduation and shall guide progress through the student's chosen course of study at the community college. Student instruction shall take place on the individual Community College System of New Hampshire college campuses throughout the two-year period. Both the Career Academy and the Community College System of New Hampshire college shall monitor student progress, provide academic support and guidance, and award a high school diploma and an associate degree and/or industry certificate upon completion of the program.

## **A. CURRICULUM**

Please reference [Attachment #14](#): Community College System of New Hampshire Course Catalog, [Attachment #18](#): Community College System of New Hampshire Course Load, [Attachment #16](#): Graduation Requirements, [Attachment #4](#): Community College System of New Hampshire Course Syllabus Example

By nature, all instruction at the New Hampshire Career Academy shall be provided through the already approved Community College System of New Hampshire, with a variety of courses that are college level and therefore exceed NH State 12th Grade Standards. Each Community College course curriculum includes coursework that shall satisfy any remaining High School credit requirements and earn credit toward the students' selected degree.

Examples of Community College System of New Hampshire courses that apply to high school graduation requirements:

- English Composition
- Sociology
- Economics
- Calculus

As stated in Community College System of New Hampshire Systems Policies, Section 630, "the curriculum is the responsibility of each community college. It is designed to fulfill the college's mission to provide quality educational experiences for students that prepare them for work, transfer to another post-secondary institution, and full participation in wider community life."

Regional Advisors shall work with students to ensure that schedules include the remaining requirements to complete high school, as well as courses relevant to their chosen course of study/career path. Student schedules shall require New Hampshire Career Academy sign-off prior to course registration.

## **B. CURRENT RESEARCH FOR SELECTING CURRICULUM**

The curriculum is designed in conjunction with each Community College System of New Hampshire college. The student curriculum will fulfill the college's mission to provide quality educational experiences for students that prepare them for work, transfer to another post-secondary institution, and full participation in wider community life. ([Community College System of New Hampshire Section: BOT Academic Affairs: 630 – Curriculum](#)).

The faculty of the Community College System of New Hampshire have established curriculum selection which includes textbooks, online resources, assessment/evaluation tools, and strategies for their specific courses of study. These are vetted and approved by the Community College System of New Hampshire prior to course commencement.

Students' credit achievements shall be checked against the Community College System of New Hampshire's prerequisite course requirements. Assisted by a Community College System of New Hampshire Academic Advisor and New Hampshire Career Academy staff, New Hampshire Career Academy students shall determine and ensure adequate completion of NH educational standards and the Community College System of New Hampshire academic program.

Research on the benefits of offering students an opportunity to complete a dual degree program continually displays the positive outcomes that students exhibit. In a 2019 report released by the United States Department of Education's Education Information Resource Center (ERIC), a

randomized study of controlled trials in Arkansas, Indiana, New York, North Carolina, Oregon, Tennessee, Texas, Virginia, and Washington, D.C. showed consistently that dual-enrollment programs have positive impacts on college enrollment and college completion as well as students' high school experiences. The study also found that offering a dual-enrollment curriculum "reduces time to degree, not only by allowing students to earn college credits before entering college but also by increasing the number of college courses students take once they are enrolled in college." Furthermore, it found that the program "increases students' academic performance as measured by higher college grade point average (GPA)," and affirmed other findings from recent dual enrollment programs, stating that they can "indeed help improve postsecondary attainment and reduce time to degree." (<https://eric.ed.gov/?id=ED563778>)

In New Hampshire, existing dual enrollment programs, such as Early College, as well as AP classes, are existing micro examples of earning college credit while completing a high school curriculum. Further, academic institutions such as the NH VLACS have paved the way by providing a proven model for hybrid remote student work.

**C. MAKING CURRICULUM AND POLICIES AVAILABLE**

Please reference [Attachment #4](#): Community College System of New Hampshire Curriculum Examples, [Attachment #18](#): Community College System of New Hampshire Course Load, [Attachment #14](#): Community College System of New Hampshire Academic Course Catalog, [Attachment #16](#): Graduation Requirements

All policies, program requirements, and curriculum specifications relevant to the New Hampshire Career Academy shall be made publicly available on the New Hampshire Career Academy website. All Community College System of New Hampshire policies and curricula have been vetted and approved by the New Hampshire Department of Education and can be accessed on the respective participating community college websites.

Community College Policies:

[www.CommunityCollegeSystemofNewHampshire.edu/about-CommunityCollegeSystemofNewHampshire/policies/](http://www.CommunityCollegeSystemofNewHampshire.edu/about-CommunityCollegeSystemofNewHampshire/policies/)

New Hampshire Career Academy Policies:

New Hampshire Career Academy policies shall be developed once the application for the New Hampshire Career Academy is approved by the State Board of Education and a Board of Trustees has been assembled. A policy development committee shall be organized to research and write policies to be approved by the Board. Policy approval shall be a regularly scheduled item on the agenda at each Board meeting. Approved policies shall also undergo periodic reviews.

The following is a sample list of policies to be developed:

Students	Governance - Board of Trustees	Business Operations	Personnel	Parent Involvement	Fiscal Management
Rights/Due Process	Board Member Evaluations	Data & Records Retention	Confidentiality	Non-Discrimination/ Anti-bullying/ Sexual	Regional Advisors Evaluation

				Harassment	
Student Complaints	Administration of Grants	Employee Rights & Responsibilities	Personnel Records	Parent Complaints	Fundraising
Duty to Report	Conflict of Interest/Code of Conduct	Admissions Lottery	Hiring and Termination	Volunteers	Accounts Payable and Receivable
Procurement & Purchasing	Time & Effort	Drug-Free Workplace	School Closure		

All information regarding school policies and procedures may be accessed online at the school website. Printed copies may also be provided upon request.

#### **D. MEASURABLE ACADEMIC LEARNING GOALS AND OBJECTIVES**

Please reference [Attachment #19](#): *New Hampshire Career Academy Accountability Plan*, [Attachment #4](#): *New Hampshire Career Academy Course Syllabus Example*

Academic Learning Goals and Objectives are established by the Community College System of New Hampshire’s academic faculty and are included in course syllabi. Prompt completion of any outstanding high-school level prerequisites for graduation is required and shall be tracked by the New Hampshire Career Academy Regional Student Advisors. The Regional Advisors shall assist students with the development of each student’s unique long and short-term goals and objectives. Courses of study shall be determined under the advisement and coordination of the high school sending counselors, the Regional Advisors, and the Community College System of New Hampshire school counselors.

All courses necessary to secure a dual degree shall be a priority and worked into each student’s two-year academic career at New Hampshire Career Academy, with each course of study being customized to the student’s career or educational ambitions. All coursework involves New Hampshire Department of Education-approved instruction, grading, and scoring. Both the New Hampshire Career Academy Regional Advisors and Community College System of New Hampshire counselors shall regularly meet with students to monitor progress and expand educational opportunities.

#### **E. PERFORMANCE STANDARDS**

The New Hampshire Career Academy/Community College System of New Hampshire dual degree curriculum consists entirely of college-level courses and students enrolling should expect a college equivalent level of academic rigor. Coursework may also include content of a mature nature, as is expected in a college environment. Admittance to the school shall include specific proficiency requirements determined by CSCSNH. New Hampshire Career Academy shall collaborate with the Community College System of New Hampshire and meet with families and potential students to provide complete transparency about the expectations at the Community College System of New Hampshire and work diligently to ensure that the school is as accessible as possible.

Course credits are decided by the Community College System of New Hampshire faculty and approved by the Community College System of New Hampshire. Students and families should understand that this is a college-level academic setting and, as such, there are no pass/fail criteria for the majority of courses offered.

The following grading system is used by the Community College System of New Hampshire:

A	B	C	D	F	I
A 4.0	B+ 3.3	C+ 2.3	D+ 1.3	F 0.0	Incomplete
A- 3.7	B 3.0	C 2.0	D 1.0		
	B- 2.7	C- 1.7	D- 0.7		

Degrees and other forms of academic recognition shall be appropriately named, considering both the length and the content of the curriculum, and shall follow the practices common to American institutions of higher education. Conferment of credit shall be based on policies developed and overseen by the faculty and academic administration and shall comply with standards set forth by applicable accrediting agencies and state law. Credit conferment must be consistent with course content, appropriate to the field of study, and reflect the level of student learning.

[Community College System of New Hampshire Policies, Section: BOT 670 – Academic Affairs - Grading Standards/Academic](#) Standing states that the Community College System of New Hampshire has “standards which define the student’s academic standing at the end of each semester. The standards shall indicate whether the student is in good academic standing or shall be placed on academic probation or academic suspension. If a student is permanently dismissed from a program or a college for academic reasons, a formal process shall be in place for making that decision.” Should a student be dismissed by the Community College System of New Hampshire, the New Hampshire Career Academy and the sending district shall determine the proper next steps for the student.

**F. ACHIEVEMENT TESTS TO BE USED**

Please reference [Attachment #4: Community College System of New Hampshire Course Syllabus Example](#); Please refer to *Course Credits Examples* in section E, *Performance Standards* above

While specific course requirements and performance measures may vary, all standards for achievement are approved by the New Hampshire DOE. College course requirements are made available to students in the individual course syllabi and specific course requirements are publicly available on each of the community colleges’ respective websites.

Adequate completion of remaining high school credits shall be the first academic priority for students. Regional Advisors shall review courses completed and courses remaining to graduate high school and shall work with students to ensure they are fulfilling these requirements with their course schedules. Course schedules must be approved and recorded internally by New Hampshire Career Academy staff prior to student course registration.

Once a student has successfully registered for a semester of courses, they must submit their schedule along with the required materials for each course to New Hampshire Career Academy. New Hampshire Career Academy shall ensure that the assigned courses match the courses agreed upon by the student and the Regional Advisor and shall purchase and disseminate all necessary course materials to the student.

These measures, augmented by regular New Hampshire Career Academy staff check-ins, shall ensure that students meet the two-year timeline for dual-degree completion. Should a student fall behind, summer courses and other measures may be considered to keep the student on track. Parents/guardians will receive a notification to be included in the plan for the success of their student.

## **G. GRADUATION REQUIREMENTS**

Please reference [Attachment #16: Graduation Requirements](#)

New Hampshire Career Academy requirements for graduation include both completion of any remaining high school coursework, per [Ed 306 \(Minimum Standards for Public School Approval\)](#), as well as completion of required associate-level collegiate coursework, or the requirements for certificate programs. Once all course requirements have been completed, the high school diploma shall be issued first, followed by the Associate's degree or the program certificate.

Per [Ed 306.24\(t\)](#), the New Hampshire Department of Education cites the following as required subjects and credit allocations for High School Graduation:

<b>Required Subject</b>	<b>Credit Allocations</b>
Arts Education	½ credit
Information and Communication Technologies	½ credit
English	4 credits
Mathematics	3 credits (must include sequential, integrated, or applied algebra program)
Physical Sciences	1 credit
Biological Sciences	1 credit
US and NH History	1 credit
US and NH Government & Civics	½ credit
Economics, including personal finance	½ credit
World History, Global Studies, or Geography	½ credit
Health Education	½ credit

Physical Education	1 credit
Open Electives	6 credits
Total	20 credits

An analysis of the academic credit requirements of the New Hampshire Department of Education and the courses offered by the Community College System of New Hampshire demonstrate ample opportunity for minimum requirement completion. Per [NH Ed 306.27\(q\)](#), it is further reinforced that alternative manners may be used to earn a regular high school diploma. “(3) *Graduation competencies achieved and demonstrated in adult education... may be used to earn a regular diploma.*”

## H. STUDENT INFORMATION AND PERFORMANCE DATA MANAGEMENT SYSTEM

Please reference [Attachment #10](#): *Alma Student Information System Software*

The New Hampshire Career Academy shall utilize the Alma Student Information System software to track student courses and progress. Alma is a modern, cloud-based, and user-friendly software used by charter schools across New Hampshire. The software used by New Hampshire Career Academy does not need to match exactly that of the Community College System of New Hampshire, as they shall have different uses. While the Community College System of New Hampshire uses the Banner SIS to track students and enter grades, Alma shall allow both New Hampshire Career Academy staff and families to quickly and easily get an at-a-glance dashboard of academic progress and allow them to contact New Hampshire Career Academy directly via internal messaging to address any questions or concerns.

The set of features that are available through the Alma Student Management Software are:

- Role-based interface for administrators, teachers, parents, and students
- Various grade book adaptations with customizable report cards
- Attendance and School Calendar
- Integrated messaging
- Student Information Storage (including critical medical alerts)
- Sync with Google Classroom, Blackboard, and other college-level SIS software
- Assessment tracking
- Fees
- Transcripts
- Incident tracking
- State reporting

## I. DAILY/ WEEKLY SCHEDULE SAMPLES

Please reference [Attachment #11](#): *Mock Student Schedule* and [Attachment #18](#): *Community College System of New Hampshire Course Load*

It is important to remember that many of the courses within the Community College System of New Hampshire program examples also satisfy students’ requirements to complete their high school diploma. To ensure that all high school graduation requirements shall be fulfilled within the two-year timeframe, New Hampshire Career Academy regional advisors shall work with students on long-term goal planning and course selection. Advisors shall also approve course



registrations, track student progress, and provide support should students demonstrate a need for academic intervention.

Each community college campus creates Spring and Fall course offerings for which students may register to build their schedules. Both the New Hampshire Career Academy regional advisors and community college advisors work with students to develop a schedule that shall meet both New Hampshire Career Academy/Community College System of New Hampshire academic requirements and student needs.

## **J. SUPPLEMENTAL PROGRAMMING**

Regional Advisors shall coordinate with both sending-district counselors and community college counselors regarding the available supplemental programs for New Hampshire Career Academy students. Regional Advisors shall meet with each New Hampshire Career Academy student monthly to advise students regarding their educational status and progress, as well as to make any necessary recommendations and ensure the student is adequately integrating - to the extent they are comfortable - into the Community College System of New Hampshire academic and campus cultures. These meetings shall be conducted in person, by telephone, or virtually (e.g. via Zoom). NHCA will contract with an outside provider with a vast amount of experience with transitioning students and building strong culture.

Each of the community colleges has student organizations of special interest. The list below has examples of the supplemental programs offered; however, these shall differ from college to college.

Examples of Available Extracurricular Programs:

- Alliance Club; Alternative Spring Break Club; Campus Activities Board; Criminal Justice Club; The Cultural Exchange Club; Environmental Action Club; Institute of Electrical and Electronic Engineers; Makers Club; Math Team; Music Club; Running Club; Stage LYNX Productions (Drama Club); Student Early Childhood Club; Student Senate

## **SECTION VI: SCHOOL OPERATIONS PLAN**

### **A. ADMISSION PROCEDURES**

The New Hampshire Career Academy is committed to building a strong and diverse community of learners. Admission is open to any student of appropriate age and academic credit accrual who resides in the State of New Hampshire. Methods of admission shall not be designed, intended, or used to discriminate or violate individual rights in any manner prohibited by law.

For the success of the school and its students, New Hampshire Career Academy staff shall endeavor to educate prospective families on the benefits and challenges of Career Academy's dual-enrollment curriculum. Career Academy staff shall hold multiple, pre-enrollment information sessions to allow prospective families to learn more about Career Academy and the dual-enrollment curriculum experience. Students and their parents or guardians must sign an agreement indicating their understanding of Career Academy's mission, admission requirements, and other expectations.

Applicants shall complete two separate applications, one for The New Hampshire Career Academy and one for the Community College System of New Hampshire. Any New Hampshire student may apply to enroll in the New Hampshire Career Academy.

An early enrollment deadline allows the NH Career Academy to:

- Receive and process an application
- Interview students and parent(s) or legal guardian(s) if the student is under 18 years of age (if an in-person interview is requested)
- Receive all required documents
- Conduct a lottery in the unlikely event that applications exceed available seats

Based on a student's application and supporting documentation, the New Hampshire Career Academy and Community College System of New Hampshire shall determine if the Career Academy's dual enrollment curriculum suits the student. Once suitability has been determined and the student applicant has selected a program of study, the New Hampshire Career Academy shall provide the appropriate Community College Application for the student to complete. The student completes the application in full and submits it to the community college, along with all parent/guardian acknowledgments.

Students shall be accepted into their desired college program based on the number of spaces available. While availability will ultimately be determined by the Community College System of New Hampshire, New Hampshire Career Academy Staff will work with the Community College System of New Hampshire to formalize an agreement on semestrial allotment minimums for New Hampshire Career Academy students. Students may not enroll once the school year begins, as the school requires a commitment of full academic year attendance.

Should more students apply for enrollment than there are spaces available, admission shall be determined by a blind lottery process by which every eligible student has an equal chance of admission into the school. The lottery process shall occur in the preceding Spring to allow the students appropriate time to comply with the admissions timelines of the Community College System of New Hampshire. Due to the requirements of the school (only open to high school seniors and full year September - May attendance required), those who do not gain admission at the close of the lottery process or who apply post-lottery shall be added to a waitlist for enrollment only until a deadline agreed upon by New Hampshire Career Academy and Community College System of New Hampshire, before the community college academic year commencement. Once the school year starts and classes begin, the enrollment period shall close for the current school year, and New Hampshire Career Academy shall begin its outreach, marketing, and recruitment process for the next school year.

A letter shall be sent by the Community College System of New Hampshire to the students informing them of the status of their acceptance. A copy shall also be sent to The New Hampshire Career Academy. Students shall confirm in writing their intention to participate in the New Hampshire Career Academy. If a student declines the offer to participate and a waitlist has been established, the next student on the waitlist shall be notified. This process shall continue until maximum enrollment is reached.

Accepted students shall be contacted by a New Hampshire Career Academy Regional Advisor and Community College System of New Hampshire academic advisor to begin the course selection and enrollment process. Students admitted into the school shall begin their college program with an academic plan that lists the courses they need to complete their high school diploma.

The methods for admission outlined above are not designed, intended, or used to discriminate or violate individual civil rights in any manner prohibited by law. All NH students have an equal opportunity to apply for and enroll in the New Hampshire Career Academy. No special preference shall be given to children of New Hampshire Career Academy Board and staff members.

New Hampshire Career Academy’s recruitment and enrollment practices promote the inclusion of all students, including by eliminating any barriers to enrollment for economically and educationally disadvantaged students. All interested NH students who meet the eligibility criteria and submit the applications shall be considered for enrollment. The Community College System of New Hampshire offers reasonable and appropriate college-level accommodations to students who require disability services. Please reference Attachment #13, Community College System of New Hampshire Disability Services.

Per the [Individuals with Disabilities Education Act \(IDEA\)](#), students on an Individualized Education Plan (IEP) must have a postsecondary transition plan, including outlined goals and aspirations, by age 16. [New Hampshire Indicator 13](#) makes clear that IEPs should contain transition services that will “*reasonably enable the student to meet his or her postsecondary goal(s).*” Additionally, transition services include a course of study that will reasonably enable the student to meet a postsecondary goal.

The sending district, Community College System of New Hampshire Disabilities Services, and New Hampshire Career Academy staff (as necessary) may review the postsecondary transition plan as a guide to determine how the desired course of study may be accommodating to the student.

**The New Hampshire Career Academy Recruitment Plan**

*Upon Charter Approval, an informational booklet with the school application will be developed.*

**Ongoing Recruitment Plan**

DATE	ACTIVITY
September-Annually  Throughout The Year - Spring, Fall, Winter  Ongoing Year Round	Each September New Hampshire Career Academy will gather faculty, staff, parents, and volunteers from NH communities to share information and answer questions about the New Hampshire Career Academy curriculum. In community outreach activities, New Hampshire Career Academy will strive to have Spanish-speaking staff, board members and volunteers present to communicate with diverse groups and as many people as possible throughout the state.  A number of information sessions will be held. The dates, times, and locations will be shared on the New Hampshire Career Academy website, social media, with all New Hampshire high school counselors, and in a newsletter to our communities.  Current families will be asked to share their experiences with New Hampshire Career Academy with friends, family members, neighbors, and colleagues to help spread awareness of the school.

	<p>Begin Marketing Campaign – promote and advertise the school:</p> <ul style="list-style-type: none"> <li>• Prepare information pamphlets and presentations – for in-person and virtual meetings</li> <li>• Organize meetings with School Boards,</li> <li>• Organize meetings with College Administrators</li> <li>• Organize meetings with High school Guidance Counselors,</li> <li>• Organize informational meetings with parents/guardians and students</li> <li>• Post flyers at high schools around the State</li> <li>• Information on Social Media outlets</li> <li>• Advertise in newspapers and on radio stations</li> </ul>
	<p>Distribute the NH Career Academy Informational Booklet and Application widely to interested applicants.</p>
<p>Ongoing - Year Round</p>	<p>Applications accepted on a rolling basis.</p>

**B. SCHOOL CALENDAR**

Please reference [Attachment #15](#): Student Academic Calendar and [Attachment #11](#): Mock Student Schedule

All instruction at The New Hampshire Career Academy will be provided through the already approved NH State Community College System. While the length of courses of study may vary, students must first complete any remaining high school diploma requirements. The school curriculum is designed to run not more than two years. As such, the formula for completion would be as follows:

$$\begin{array}{l}
 \text{(Credit hours x Remaining Required Credits for High School Diploma)} \\
 + \text{(Credit Hours x Required Credits for Course of Study)} \\
 \hline
 = \text{Length of time in New Hampshire Career Academy}
 \end{array}$$

**C. STAFFING OVERVIEW**

Please reference [Attachment #13](#): Educator Credentialing and the Organizational Chart in Section IV, Part D

The New Hampshire Career Academy’s Director will oversee all school operations, manage all resources and finances, and provide support and oversight to New Hampshire Career Academy Staff, ensuring everything runs smoothly and efficiently. The Director will gather and analyze data, review reports, write reports, monitor staff’s performance, resolve issues should any arise, and report directly to the Board of Trustees. With the support of a contracted accountant, the Director will handle all state filings, payroll, and school financials, as well as initially be tasked with project management functions. This role will be hybrid with office space available offered by the community colleges.

The Regional Advisors will provide support to students and families in understanding the New Hampshire Career Academy and Community College System of New Hampshire programs and processes, including applications, coursework, graduation requirements, and post-graduation

skills and opportunities as students enter the workforce or continue their education. These professionals will reach out and coordinate with local high school guidance counselors and the New Hampshire Career Academy Liaisons to determine appropriate student candidates on the front end, and community college advisors will assist with required transfer procedures, college faculty available courses, and other opportunities, once identified. Regional advisors will remain assigned to specific students throughout the 2-year period and up to and beyond graduation, providing support, guidance, and training for completing job applications, interview skills, and career advice. Similarly, these regional advisors will be hybrid staff, with office space and support (when necessary) provided by the assigned community colleges and technology at the New Hampshire Career Academy.

The Regional Advisors will also develop and implement a systematic and measurable high school outreach program. They will be tasked with liaising with the New Hampshire Career Academy and NH high school administration and Regional Advisors – meeting, identifying, targeting, recruiting, and communicating New Hampshire Career Academy’s mission, curriculum, and processes, and developing programs and marketing materials. They will be required to regularly visit NH high schools and make presentations to groups and individuals.

The Community College System of New Hampshire has a process for ensuring that its educators meet the credentialing qualifications of the New Hampshire Department of Education.

## **D. JOB DESCRIPTIONS**

### **Director:**

#### **Qualifications**

The New Hampshire Career Academy Director will be required to hold a High School diploma and Bachelor's degree or higher, preferably in education administration or business management, and have proven experience in project management and business/financial management.

#### **Duties and Responsibilities**

- Startup project management
- Oversight of day-to-day administrative duties such as interviewing job applicants and making recommendations to the Board of Trustees staff, managing staff, managing staff work areas
- Collaborate with Board members to establish school policies and procedures that will ensure student safety, order, and discipline
- Collaborate with Regional Student Advisors to communicate with parents and students regarding student progress as well as any concerns or issues
- Coordinate comprehensive communications and community outreach plan with staff, as well as school activities with parents, community leaders, and other stakeholders
- Creating long-term plans that outline school goals and objectives
- Oversee the school budget and fundraising efforts to ensure that resources are available for student needs,
- Work with a contracted accountant to manage all areas relating to accounting functions and financial reporting, including audits, state and federal reporting requirements, daily, weekly, and monthly accounting tasks, reports, and other activities,
- Maintain the New Hampshire Career Academy website.

This is a full-time position. Occasional weekend and evening work will be required.

## **Director of Student Transition Services:**

### **Qualifications:**

The Director of New Student and Transition Programs is a strategic thinker responsible for the successful planning and implementation of the University's new student orientation program as well as initiatives that support new student transition and develop a sense of belonging. The ideal candidate for this position will hold a Bachelor's degree or higher, preferably in education, psychology, or counseling, and proven experience in a Transition Services role.

### **Duties and Responsibilities**

- Create, plan, and oversee the implementation of all orientation programs
- Coordinate student schedules to address remaining high school diploma requirements and course of study for desired Community College programs
- Work with other NHCA departments to ensure continuity and synergy among all onboarding programs for new students
- Establish a process to ensure a seamless transition for incoming students to NHCA and the college setting
- Welcome students and their families to the community and connect them to resources
- Provides opportunities to find community among their peers
- Equips students with tools to be successful throughout their time on CCSNH campuses and beyond

This is a full-time position. Occasional weekend and evening work will be required.

## **Regional Advisor:**

### **Qualifications**

New Hampshire Career Academy Regional Advisors will be required to hold a High School diploma and Bachelor's degree or higher, preferably in education, psychology or counseling, and proven experience in one or more of these areas.

### **Duties and Responsibilities**

- Create and implement New Hampshire Career Academy student applications, support services, personal goal development, and mentoring processes
- Maintain and update student reports and track student progress
- Prepare and deliver monthly reports to the Board and Director, and when required, to Community College System of New Hampshire, regarding students, New Hampshire Career Academy processes and works in progress
- Schedule New Hampshire Career Academy and Community College System of New Hampshire monthly meetings with advisors and faculty
- Meet with students to discuss and create a plan to achieve their educational and long-term career goals
- Evaluate students' abilities and interests through aptitude assessments, interviews, and past high school records
- Guide students and their families through the admissions process
- Work with students to create schedules that play to their strengths and will allow them sufficient time to complete coursework

- Work with students individually or in small groups to develop skills, such as organizational and time management and effective study habits
- Help students take advantage of academic resources, including tutors, online platforms, and extracurricular opportunities, to enhance their academic experience,
- Help students access health and counseling services
- Identify issues that affect school performance, such as poor classroom attendance rates, and academic stress,
- Help students understand and overcome social or behavioral problems
- Counsel individuals and small groups based on student and school needs,
- Take necessary action if students display abnormal behaviors
- Collaborate with Community College System of New Hampshire faculty, administrators, and parents to help students succeed
- Engage in professional development
- Travel within and out of assigned regions for school and family visits/meetings, professional development
- Report possible cases of neglect or abuse and refer students and parents to resources outside the school for additional support

This is a full-time position. Occasional weekend and evening work will be required. Since summer months are one of the most productive times of the year for academic advisors, with fewer active student needs, advisors can concentrate their focus on preparing incoming students for academic life.

It is the belief of the founding members that students need to trust their counselors. Without trust, students will not provide counselors with the information counselors need to appropriately apply their professional knowledge. Part of inspiring students' trust is maintaining confidentiality, but counselors must also understand their responsibility to report when students discuss crimes, abuse, or neglect, as they must report this information to the appropriate authorities. Counselors should also report suspicions of crimes, abuse, and neglect when their professional judgment leads them to believe that these events have occurred or are ongoing. Necessary training will be provided so that all staff recognize the importance of reporting.

## **I. TOTAL NUMBER OF TEACHERS, STUDENT TO TEACHER RATIOS**

All instruction at The New Hampshire Career Academy will be provided through the already approved Community College System. Classroom ratios vary between campuses, with most having smaller and more personalized classrooms. These low student-to-teacher ratios either meet or exceed NH State 12th Grade Standards.

## **F. HOW THE SCHOOL WILL CONDUCT EMPLOYEE AND VOLUNTEER BACKGROUND INVESTIGATIONS**

*Please reference [Attachment #9: NH Career Academy Background Checks](#)*

The New Hampshire Career Academy will require background investigations for all of its staff and volunteers per [RSA 189:13-a](#) and [ED 318.07\(3\)](#). Staff may be hired contingent on the completion of a successful background check and the applicant's ability to do business with the State of New Hampshire. Staff members will be required to pay for the background check process and be reimbursed upon successful completion.

## **G. PERSONNEL COMPENSATION PLAN**

The New Hampshire Career Academy recognizes that employees bring great value to the organization. As such, there shall be a comprehensive compensation plan that will ensure every employee feels their value and is fairly compensated. This plan will assist New Hampshire Career Academy to attract, motivate, and retain a high level of talent to support the mission, vision, and business objectives of the school. The New Hampshire Career Academy Personnel Compensation Plan contains the following:

- Competitive salary based on current market rates with an annual 2% cost of living increase and a commitment to Pay Equity
- Full reimbursement for employee travel and expenses. Mileage compensation rate will match that adopted annually by the Internal Revenue Service (IRS) - 2024 Rate: \$0.67/mile
- 14 paid holidays per year,
- A baseline of 10 sick days and 120 hours of Paid Time Off (PTO)
- Employee performance recognition and rewards
- Paid professional development
- Clear communication of the compensation program to staff members

## **H. ADMINISTRATION PERFORMANCE EVALUATION**

The Board of Trustees will meet with the Director, at monthly board meetings, to provide recommendations and maintain oversight. The Board of Trustees will meet with the Director annually in June to review, discuss, and issue performance evaluations. An administration evaluation template will be created by the Board members to ensure consistency in the evaluation process. All other staff oversight, management, and performance reviews will be conducted by the School Director.

## **I. TEACHER PERFORMANCE EVALUATIONS**

All instruction at the New Hampshire Career Academy will be provided through the already approved Community College System programs, each having robust human resource capabilities to both advise and evaluate their instructional staff. These performance evaluations will vary based on the experience of the faculty members. The evaluation processes have already been reviewed and approved at the college level by the New Hampshire Department of Education, and therefore, meet or exceed New Hampshire State 12th grade standards.

[Section 690.05 of the Community College System of New Hampshire Academic Affairs Policy](#) outlines the Community College System of New Hampshire Faculty Evaluation process. Faculty performance is evaluated annually in accordance with rules established jointly by the New Hampshire Division of Personnel and the Community College System of New Hampshire. Faculty are evaluated in the following areas:

- Teaching and Learning Effectiveness
- Academic Contributions
- Service to Students
- Service to Institution and Community
- Professional Growth and Development



## **J. PROFESSIONAL DEVELOPMENT**

The goal of professional development is to improve the skills of employees. Staff may attend conferences, workshops, and in-person and online courses. Additionally, staff may opt to have the team participate in reading books, articles of thought leadership, and other materials that will be discussed during in-house sharing sessions or planned presentations. Professional development topics should be relevant to the fields of guidance counseling, mentoring, psychology, sociology, education, marketing, fundraising, and organizational skills and culture.

Professional development at the New Hampshire Career Academy will be sought out and made available on an ongoing basis. Regional Advisors will benefit when possible from existing professional development programs made available to partnering high school guidance counselors, as well as professional development opportunities available to various participating community colleges. Additionally, New Hampshire Career Academy has a line item in the 5-year Budget for professional development for its staff. The staff members who attend professional development sessions are expected to share their learning with other New Hampshire Career Academy staff, and high school and Community College System of New Hampshire counselors during staff professional development days.

The budget of New Hampshire Career Academy has made appropriate allowances for expenses incurred from professional development activities.

Professional development at the Community College System of New Hampshire is well-supported by the institution. Community College System of New Hampshire Policies, [Section: 300 – Human Resource; Policy #: CCS 372.1.02](#) Professional Development Assistance states the following:

*“The Community College System of New Hampshire (Community College System of New Hampshire) recognizes and supports both career and job-related professional development activities. Community College System of New Hampshire institutions, may at their option, use departmental funds to provide financial assistance for employee participation in professional development activities. Professional development is intended to be the continuing responsibility of both the employee and the institution.”*

## **K. & L. STUDENT GOVERNANCE, DISCIPLINE & DUE PROCESS**

Please reference [Attachment #8: Community College System of New Hampshire Student Handbook](#), [Attachment #7: Conflict Resolution](#)

As students of New Hampshire Career Academy will be attending Community College System of New Hampshire classes and, therefore, under the supervision and directives of the participating community colleges, New Hampshire Career Academy staff will defer to their policies for instances of student governance, discipline, & due process. The Community College System of New Hampshire has developed thorough and fair student governance, discipline, and age-appropriate due process policies and procedures.

If a student is involved in a situation where disciplinary action may be taken, they must alert their Regional Advisor immediately. The Regional Advisor will then collaborate with the student and the Community College System of New Hampshire staff member on the issue and may serve as an advocate/intermediary for the student during the hearing process. All processes and procedures are clearly and comprehensively outlined in the Community College System of New Hampshire Student Handbook.

Per the [Community College System of New Hampshire Student Handbook Code of Conduct and Judicial Process \(IV. B\)](#), *“The Respondent and the Complainant, where applicable, have the right to be assisted by an advocate of their choice. An advocate, however, is not permitted to speak or to participate directly in any investigation or hearing before the Judicial Body.”*

The New Hampshire Career Academy respects the individual rights of each student and will ensure that each student is guaranteed the opportunity to respond to an accusation of wrongdoing during the investigation of any violation of the Community College System of New Hampshire’s approved rules, codes, regulations, and policies. When warranted, behavioral plans will be developed by New Hampshire Career Academy in collaboration and in accordance with the Community College System of New Hampshire counterparts. New Hampshire Career Academy procedures will be designed to include clear steps for reporting inappropriate behavior to the designated staff/faculty.

The student’s parent(s)/guardian(s) will be informed of the behavior and made aware of any future consequences that may occur if the behavior continues. The procedure will include steps for proper documentation beginning with the reporting of the behavior and ending with the final decision and outcome. If disruptive/disrespectful behavior continues and the options outlined in the procedure are exhausted, further action will be referred to the Board of Trustees.

The New Hampshire Career Academy will account for suspended or expelled students in its average daily attendance accounting as provided by law.

#### **M. STUDENT TRANSPORTATION**

Please reference [Attachment #2: Five-Year Budget](#), [Attachment #21: NHDOE Technical Advisory Chartered Public School Transportation](#)

Transportation of New Hampshire Career Academy students, who reside within the school districts in which the community college campuses are located, shall be provided by the school districts per [RSA 194-B:2\(V\)](#). Transportation of students who reside outside of the district in which the community colleges are located will be the responsibility of the families of the students.

The time of pick-up from the respective community college campus will be determined by the course schedule offered by the community college. and agreed upon between the sending district and the New Hampshire Career Academy. As such, the New Hampshire Career Academy may then, in turn, work with students to build their schedule (including study and homework periods where applicable) to accommodate the transportation schedule. In the event that courses are offered outside the traditional course schedule, students and families must make alternative arrangements. NHCA will support transportation through active communication with students and families, as appropriate.

To comply with [RSA 194-B:3.II\(I\)](#) and [Ed 318.09 \(e\)\(7\)](#), New Hampshire Career Academy will provide out-of-district students with support in accessing alternative transportation. Enrollment in a geographically close community college is highly recommended. This is due in large part to the varying nature of classroom schedules with no clear start and stop to the day. As previously stated, this will require motivated students, and understanding the need to adapt to a more autonomous and customized schedule.

## **N. HANDBOOKS**

Please see [Attachment #23](#): Employee Handbook (Student Handbook to be drafted upon approval)

The Code of Professional Conduct for New Hampshire Career Academy employees can be seen in the Employee Handbook.

*“It is expected that all individuals representing the Community College System of New Hampshire will conduct themselves ethically, honestly, and with integrity. Employees must transact Community College System of New Hampshire business in compliance with all federal, state, and local laws and regulations related to their positions and areas of responsibility, act in good faith, comply with regulatory and policy requirements, and adhere to all obligations assumed by the Community College System of New Hampshire. Individuals are responsible for keeping current with changes in applicable laws and regulations, and administrators and managers are responsible for monitoring compliance in their areas.”* (Attachment 25, Section 4, Page 12).

The New Hampshire Career Academy Employee Handbook has been drafted by the start-up team and shall be developed more fully by the Board of Trustees for the New Hampshire Career Academy staff once the school has been approved by the NH State Board of Education and the Board of Trustees has been assembled. The Employee Handbook will be completed prior to the first-year opening date.

The New Hampshire Career Academy Employee Handbook draft includes policies for:

- School Background Information
- Mission and Vision
- Workplace and Student Policies
- Code of Conduct and Ethics
- Compensation
- Benefits
- Working Hours
- Annual, Sick and Maternity Leave
- Employee Evaluations
- Board of Trustees Meetings and Committee Work Expectations
- Employee Resignation and Termination.
- Travel Reimbursement

New Hampshire Career Academy Student Handbook will be developed by the director and staff once the charter has been approved by the NH State Board of Education and the startup staff has been hired. The Student Handbook will be completed prior to student recruitment activities, and using the Community College System of New Hampshire as a guide to ensure there is no conflicting information between the two.

The New Hampshire Career Academy Student Handbook shall include policies for:

- New Hampshire Career Academy Student Code of Conduct
- Students rights
- Student responsibilities
- Student academic and behavioral expectations
- Contact information of New Hampshire Career Academy Board of Trustees, Administration and Community College System of New Hampshire Staff,
- Academic Calendar

- Support services
- Extracurricular activities and clubs
- Information about the responsibilities of resident district schools
- Policies, rules, and guidelines pertaining to students for any courses of action and decisions

## **O. Student Information System**

Please reference [Attachment #10](#): *Alma Student Information System Software*

The New Hampshire Career Academy shall utilize the Alma Student Information System software to track student courses and progress. Alma is a modern, cloud-based, and user-friendly software used by charter schools across New Hampshire. The software used by New Hampshire Career Academy does not need to match exactly that of the Community College System of New Hampshire, as they shall have different uses. While the Community College System of New Hampshire uses the Banner SIS to track students and enter grades, Alma shall allow both New Hampshire Career Academy staff and families to quickly and easily get an at-a-glance dashboard of academic progress and allow them to contact New Hampshire Career Academy directly via internal messaging to address any questions or concerns.

The set of features that are available through the Alma Student Management Software are:

- Role-based interface for administrators, teachers, parents, and students
- Various grade book adaptations with customizable report cards
- Attendance and School Calendar
- Integrated messaging
- Student Information Storage (including critical medical alerts)
- Sync with Google Classroom, Blackboard, and other college-level SIS software
- Assessment tracking
- Fees
- Transcripts
- Incident tracking
- State reporting

## **SECTION VII: MEETING STUDENT NEEDS**

### **A. RESPONSIBILITY FOR SPECIAL EDUCATION/REASONABLE ACCOMMODATIONS**

Please reference [Attachment #12](#): *Disability Services*

The mission of the New Hampshire Career Academy is, To provide New Hampshire high school students the opportunity for a tuition-free college degree, along with educational guidance, career mentoring, and interview training throughout. Its mission is, For all qualified and motivated New Hampshire high school students to participate in higher education and fulfill their career ambitions.

Therefore, while students may be eligible for accommodations recommended through the college Accessibility Services Office, students must be otherwise qualified to complete college-level work and address the essential elements of the course without fundamental alterations to the curriculum.

By law, the student's resident school district will remain responsible for providing all required Special Education supports and accommodations to students with disabilities. The NH Career Academy will be responsible for determining whether a request for support or accommodation would constitute a fundamental alteration to the curriculum.

Per the [Individuals with Disabilities Education Act \(IDEA\)](#), students on an Individualized Education Plan (IEP) must have a postsecondary transition plan, including outlined goals and aspirations, by age 16. [New Hampshire Indicator 13](#) makes clear that IEPs should contain transition services that will "*reasonably enable the student to meet his or her postsecondary goal(s).*" Additionally, transition services include a course of study that will reasonably enable the student to meet a postsecondary goal.

The sending district, Community College System of New Hampshire Disabilities Services, and New Hampshire Career Academy staff (as necessary) may review the postsecondary transition plan as a guide to determine how the desired course of study may be accommodating to the student.

For student academic support, in consideration of Educationally Disadvantaged students, English Language Learners, New Hampshire Career Academy and the community colleges provide many resources designed to ensure that students have the support they need to be successful. It is important to note, however, that not all services are uniformly available across all Community College System of New Hampshire campuses.

## **B. OTHER EDUCATIONALLY, ECONOMICALLY DISADVANTAGED, AND AT-RISK STUDENTS**

New Hampshire Career Academy Regional Advisors and the Community College System of New Hampshire will work together to ensure that each student's progress is monitored, that they have the tools and equipment they need to fully engage and perform the tasks required of their coursework, and that they have the academic, social, emotional and mental health supports they need to succeed. As an example, in the Academic Center for Excellence (ACE) at the New Hampshire Technical Institute (NHTI), volunteers and professionals support student success by promoting independent, self-directed learning. ACE services are free to NHTI students. The following list identifies available services.

- Academic Center of Excellence (ACE, NHTI)
  - Help with Placement Testing
  - Academic Tutoring
  - Accessibility Services
  - English for Speakers of Other Languages
  - Writing Center
  - Math Lab and Resources
  - The SQ3R Method of Textbook Study
  - Technical Support
  - Study Solutions Lab
  - Laptop and Calculator Loan Program
  - Counseling Services
  - Title IX Support- Civil Rights

Student academic success is the community colleges' success, so free tutoring programs are offered for students in need of some extra help or looking to further their educational goals.

Tutoring programs at the Community College System of New Hampshire campuses include open labs and tutorials for Anatomy & Physiology, Biological Sciences, Math Lab, Writing Center, Study Skills, Reading Center, Peer Tutoring, and Group Study Sessions. During tutoring sessions, students can ask questions, learn at their own pace, and receive immediate feedback.

Students requesting tutoring will meet with an academic advisor to discuss learning strengths and challenges and refresh essential study skills, such as organizing time and materials, taking lecture notes, reading and studying textbooks, and preparing for tests.

Students in learning communities typically earn higher grades, are more likely to get involved, and are more likely to complete degrees! Research shows they have a better understanding of the material, make connections across courses, are more satisfied with their college experience, and are more connected to their peers and campus.

A learning community is a small group of students who take two or more classes together. These classes are linked by a common theme and are usually scheduled back-to-back, and they all share similar academic goals. The faculty work together to coordinate assignments, connect ideas, and provide extra support. Every first-year student accepted into an academic program that offers a learning community is eligible. Students take required classes with other members of a Learning Community, working together on group projects and engaging in the college community. Being a part of a learning community allows students to:

- Form stronger connections with classmates and instructors.
- Earn better grades, drop fewer classes, finish education programs more quickly, and enjoy college more.
- Have preferred scheduling and reserved office hours with faculty.

**English Speakers of Other Languages:** At present, all participating Community College System of New Hampshire campuses have English Speakers of Other Languages (ESOL) programs to aid students whose primary language is not English. Support services for students include individual help with problems in oral and written expression, tutoring in academic subjects, and informal language proficiency evaluations. ESOL students are encouraged to discuss cultural, social, and professional concerns with their respective campus ESOL coordinators.

**Homeless Service Information:** New Hampshire has adopted laws to implement the [McKinney-Vento Act](#), and students, parents, and guardians are encouraged to contact New Hampshire Career Academy to discuss instances of homelessness or changing circumstances. New Hampshire Career Academy shall connect students and families to their sending district's [McKinney-Vento liaison](#), if applicable, or to available local community-based resources. NHCA will provide all necessary supplies to the student to attend college.

**Neglect and Delinquency:** New Hampshire Career Academy recognizes their staff are mandatory reporters, individuals who are legally obligated to report suspected abuse, which can include but is not limited to child abuse, domestic abuse, and sexual abuse.

As such, and pursuant to [RSA 169-C:29](#), New Hampshire Career Academy staff understand that any information by any individual regarding suspected abuse and neglect of a child is not confidential and will be reported to the Central Intake Unit of the child protection agency, NH DCYF.

The New Hampshire Career Academy Board of Trustees and administrative staff will ensure that the school's reporting policy is in compliance with New Hampshire state law and that all school employees are familiar with the reporting policy.

### **C. CREDIT RECOVERY**

If a student attains a grade less than expected or does not complete the requirements to earn credit for a course, New Hampshire Career Academy staff will be notified and will work with students and their Community College System of New Hampshire course instructors to help the student earn the credit.

Community College System of New Hampshire has, in place, the following provisions for credit completion:

- Continuing Study (CS): This grade allows a student to re-register for a developmental course if competencies have not been met by the end of the course. It is intended for students who have demonstrated progress and a commitment to succeeding in the course, but who need more time to achieve competencies. The CS grade does not affect the student's GPA.
- Incomplete (I): An Incomplete grade indicates that a student has completed the vast majority of the work in the course but has not completed a major course assignment due to extraordinary circumstances, such as serious illness, death in the family, etc. It is not used to give an extension of time for a student delinquent in meeting course responsibilities. The 'I' grade is not calculated into the GPA. However, all work must be completed by the end of the third week of the subsequent semester or the grade defaults to an "F".

Should a student fall behind or enter into a status of academic probation by the Community College System of New Hampshire, the assigned New Hampshire Career Academy Regional Advisor will determine a Student Performance Improvement Plan which will be followed closely and include an increased frequency of check-ins and meetings between the student and the Regional Advisor.

It may ultimately be determined that the New Hampshire Career Academy's dual-enrollment curriculum is not the correct choice for a student. Per [RSA 194-B:9 II](#), a student, in consultation with the New Hampshire Career Academy and with support from parent(s)/guardian(s), may withdraw from the New Hampshire Career Academy at any time for any reason. Students still working to complete high school diploma requirements may return to their sending district or another eligible school. Similarly, students may withdraw upon successful completion of their high school diploma, or change their course of study at the community college to stay on track. College credits earned while enrolled at New Hampshire Career Academy may be transferred to another institute of higher learning, if applicable and accepted by the institution.

Re-enrollment into New Hampshire Career Academy may occur at the time of the annual admissions lottery. No preference shall be given to former-New Hampshire Career Academy students. Pursuant to [RSA 194-B:9 \(II\)](#), however, no student may change schools more than once each year.

For students who have completed and received their diploma from New Hampshire Career Academy and are working toward their degree through the Community College System of New Hampshire, withdrawal follows a simple but formal process. Students must first notify their

instructor(s) of their intent to withdraw and then obtain a withdrawal form from the Registrar's Office. The student will circulate the withdrawal form to the indicated College offices and return it to the Registrar. Failure to officially withdraw and return any applicable College property may result in a student's records being noted: "Withdrawn-Not-in-Good-Standing."

As the curriculum will be structured in such a way that students receive their high school diploma first, while taking Associate courses as electives, students may opt to leave the school upon successful completion of all requirements to attain a high school diploma in the state, and the conferral thereof. New Hampshire Career Academy Regional Advisors will be available and attentive to assist with the withdrawal process for students.

#### **D. FEDERAL TITLE PROGRAMS**

As part of the opening process, New Hampshire Career Academy will register with the System for Award Management ([SAM.gov](http://SAM.gov)). This registration with SAM will also include attaining the Unique Entity Identifier provided by the U.S. government.

Should New Hampshire Career Academy receive Federal Title allocations, New Hampshire Career Academy will apply for these subgrant funds to develop programs that will meet the needs of our students. New Hampshire Career Academy shall apply for all applicable State and Federal Title funding grants in order to improve the outcome of the students.

Should New Hampshire Career Academy qualify for a Title I allocation, New Hampshire Career Academy will develop a program where the academic needs of struggling students, who meet the Title I eligibility criteria, will receive support services from a qualified teacher.

### **SECTION VIII: FINANCIAL MANAGEMENT**

#### **A. METHOD OF ADMINISTERING FISCAL ACCOUNTS & REPORTING**

*Please reference [Attachment #22](#): New Hampshire Career Academy Bylaws*

The New Hampshire Career Academy will follow New Hampshire public school accounting guidelines and will put in place internal accounting controls necessary to safeguard its assets and to prevent and detect financial statement misstatements. The school will maintain accurate financial records in accordance with the Government Accounting Standards Board (GASB) for non-profit corporations. An annual financial report will be provided including a financial audit by an independent certified public accountant.

The Board of Trustees will appoint a treasurer to provide the oversight necessary for monitoring the financial status of the school. The treasurer shall report the financial status of the school to the Board of Trustees at each regularly scheduled board meeting. The Board shall also adopt policies for the financial management of the school, including policies on conflicts of interest for Board members, Administration, and Faculty.

The Board will approve the accounting policies and procedures manual to be followed by all employees, contractors, and board members in order to ensure the proper tracking and use of school funds. A general account will be set up for the administration of funds, and the treasurer and/or their designee and the School Director will have check-writing authority. Two approvals will be required for all expenditures.



Except for emergency purchases approved by the school's authorized personnel (up to a maximum to be established by the board of trustees), all expenditures and contracts will be handled through an encumbrance system of purchase orders for clear tracking of expenditures and status of account balances.

### **Annual Audit RSA 194-B:10**

The NH Career Academy will comply with all required reporting requirements specified in NH charter school section, [RSA 194-B:10](#). Section 194-B:10 requires that all public charter schools issue an annual report, perform annual financial audits, program audits, and participate during the annual school budget process. The school will also comply with all requirements set forth in [ED 318](#) regarding the contents of its annual report.

As required by law, the annual report will be provided to the state board and any person who requests it. In addition, a summary version of the annual report and periodic reports will be made available to the parent or guardian of each student at the school, and the public. The Board will select an external, independent auditor annually to complete the required annual audit and report. The audit will address accounting practices and review the school's internal controls. It is anticipated that the annual audit will be completed within six months of the close of the fiscal year. The Board of Trustees will review and respond to the audit report, if necessary, and include the audit results in its annual report.

### **B. ANNUAL BUDGET**

Please reference [Attachment #2: Five-Year Budget](#)

### **C. ANNUAL BUDGET 'NARRATIVE'**

Please reference [Attachment #2: Five-Year Budget](#)

Narratives and descriptors are also listed after each budgeted line item.

### **Operating Cash Inflows**

The primary source of revenue for The Career Academy is the State Adequacy Aid, which is estimated at \$9,180 per student with a small inflation increase every two years. This funding is based on the number of students enrolled in the school and is projected to increase as the school's student population grows.

The Career Academy anticipates starting with 78 students in Grade 12 and increasing the 12th-grade class size annual students each year (see attached schedule and budget). The school also estimates an attrition rate of 20% between Grades 12 and 13 each year. This means that the school expects to receive more funding as the student population grows over time. Additional sources of revenue include the following:

- CSP Grant: The Career Academy intends to fully utilize the maximum funds available from the CSP Grant, which is \$1.5 million. These funds will be used to hire employees, purchase equipment and supplies, and fund various other expenses for the school.
- Contributions and Donations: The school anticipates receiving \$80,000 in Year 1 and \$20,000 each additional year in contributions and donations from the Board of Trustees and other donors. These funds will help support the school operations and may be used to fund various expenses.
- Fundraising Revenue: The school estimates raising \$50,000 per year from parents and the community through fundraising events and activities.

- Differential Aid Revenue: An estimated 10% of the school population is projected to be eligible for Free & Reduced Lunch and English Language Learners.

## Operating Cash Outflows

The Career Academy intends to hire five employees including three Regional Advisors, a Director of Student Transition Services, and a Director over a period of three years to execute the mission of the school.

- Regional Advisors (Guidance and Enrollment Services): In the first year of operation, one regional advisor will be hired to provide guidance services to students at The Career Academy and will be responsible for students within their territory. As the school grows, additional Regional Advisors will be hired to meet the need. The starting salary for this position is \$50,000 and the CSP Grant will be used to fund one year of salary prior to opening while counselors provide outreach to local high schools within their territory. One additional advisor will be hired in FY2025 (Year 2) and two additional advisors will be hired in FY2026 (Year 3) to accommodate the growing student population.
- Outreach Director (School Administration): One Outreach Coordinator will be hired to oversee the Regional Advisors in their work to recruit high school students into the school and provide outreach to communities. The starting salary is \$50,000 annually for two years. Salary may increase as funds become available.
- Director (School Administration): The Director will be hired to provide business support services to the school. The starting salary is \$50,000 and the CSP Grant will be used to fund one year of salary prior to opening. Salary will increase as funds become available.

Benefits are included in the budget at \$500 per month for all employees. The budget also includes a 2% annual cost of living increase for all employees. \$50,000 in Travel Expenses are included in the Budget through the CSP Grant to help Marketing Outreach Coordinators and Regional Counselors travel throughout the state to high schools to market the school.

Instruction will be provided through Community Colleges. There will be no instruction provided by employees at The Career Academy which eliminates teaching supplies and related classroom expenditures. These will be funded through the Tuition paid to each Community College. The Career Academy estimates a cost of \$4,000 per student payable to local community colleges to provide instruction. This amount will be negotiated annually between the two entities. Textbooks and equipment for students is estimated at \$1,500 per student and will initially be funded through the CSP Grant with replacements budgeted every two years through operating funds. These estimates are based on the current cost of tuition and books at Manchester Community College.

Technology needs include computers for both students and staff. Student computers are estimated to cost \$500 per computer and staff computers are estimated to cost \$500 per staff member based on current prices listed for Chromebooks and HP Computers. An additional \$25,000 in technical equipment expenses are budgeted in Year 1 for monitors, webcams, keyboards, and other equipment. Staff and Student Computers and Equipment will be funded in Years 1 & 2 through the CSP Grant with replacements every 2 years funded by operations. IT Support Services will be outsourced to provide students and staff with technical support and is estimated at \$25,000 in Year 1 for set up and \$12,000 each subsequent year. Software purchases include Alma and Google Suite estimated at approximately \$5,000 per year with 3% inflation. These expenses will be funded by the CSP Grant in Year 1 and funded by Operations in each subsequent year.

The Career Academy will rely heavily on advertising to inform New Hampshire residents about the school and recruit students. The budget includes \$200,000 for television, social media and radio advertisements over two years from the CSP Grant to help spread our message. Operations will fund \$40,000 per year in advertising after CSP Grant Funds are fully exhausted. Other administrative expenses included in the budget include legal, insurance, accounting and audit services. Estimates are based on actual expenditures incurred for these services at other NH Charter Schools.

## **SECTION IX: SCHOOL CULTURE**

### **A. SCHOOL ENVIRONMENT & B. SCHOOL CULTURE**

Please reference [Attachment #8](#): *Community College System of New Hampshire Student Handbook*

The New Hampshire Career Academy students will benefit from a robust and culturally inclusive learning environment. As an example, below are supporting statistics (Academic Year 2021) from Manchester Community College (MCC):

- Average age: 26; Age Range 15 - 87
- 59% women; 40% male; 1% neutral
- 33% of students are full time
- 65% of students receive financial aid
- Student diversity
  - 73.6 % White
  - 9% Hispanic
  - 5% Black
  - 3.4% Biracial
  - 2.4% Asian
  - 0.3% American Indian or Alaskan Native
  - 0.1% Pacific Islander

The New Hampshire Career Academy anticipates similar demographics across the participating community colleges.

To support a culturally inclusive and safe environment, New Hampshire Career Academy will embrace the practices of the Community College System of New Hampshire campuses. Students shall be required to go through an orientation where they will learn about the values and expectations of both the New Hampshire Career Academy and the Community College System of New Hampshire. Through staff orientation and professional development, staff will fully understand their roles and have the knowledge and experience needed to cultivate the supportive relationships students need to thrive. New Hampshire Career Academy values tolerance and diversity and will ensure all staff members embrace the diversity of race, religion, ethnicity, age, sexual orientation, gender identity and expression, and the abilities of the student population. Staff will also ensure that families and students feel respected and valued through their interactions.

Students will be sent to the community colleges in cohorts (as possible) and have the option to participate in the Community College System of New Hampshire study groups and extracurricular activities, as well as New Hampshire Career Academy study groups and advisory time. These cohorts have been identified in meetings with the Community College System as a

key aspect of ensuring a culture where students feel connected to each other and to Career Academy. New Hampshire Career Academy will request meeting space at the community colleges on a regular basis for Career Academy-specific academic meetings or study groups.

Additionally, New Hampshire Career Academy will define its school culture through relationships formed between staff, students, parents, and community members. Fundraisers and social events throughout the year will allow interaction and accessibility to all members of the institution. Students will have various avenues to communicate with staff, including New Hampshire Career Academy community forums/town halls, student and staff 1:1s, orientations, etc.

New Hampshire Career Academy students will have full rights and access to participate in their sending district's sports and other extracurricular activities, time permitting. ([Chaptered Law 4 \(2016\), HB 555](#))

## **SECTION X: STAKEHOLDER ENGAGEMENT**

### **A. PARENTAL INVOLVEMENT**

Please see [Attachment #20: Disclosure to Parents of Dependent Students and Consent Form for Disclosure to Parents](#)

The founders of the New Hampshire Career Academy believe that the involvement of a trusted adult (parent/guardian) is essential to student success. A strong support system, unique to the New Hampshire Career Academy, requires parents to participate in a pre-enrollment informational discussion with the regional advisors to fully understand the school's curriculum and academic offerings, qualifications, expectations, and how they can best support their student on a path to success.

Students and parents will receive monthly progress monitoring updates from regional advisors. Updates may be provided in-person (at the Community College System of New Hampshire school), or via Zoom; calls and emails may be used to substitute a meeting, if necessary. These will be either face-to-face or via phone. Email can be supportive but will never replace a more personalized outreach. Once a student reaches the age of majority, it becomes the student's decision whether or not to include parents in the progress monitoring updates. Privacy notices will be sent to students informing them of their rights as adults when they become 18 years of age. While students will retain the right to withhold academic information from their parents at age 18, it is a requirement to attend New Hampshire Career Academy that student records continue to be shared with New Hampshire Career Academy until graduation.

Parent participation in communication, academic meetings, forums/town halls, fundraisers, and extracurricular activities will reinforce their role in the lives of the students and the culture of the school.

### **B. COMMUNITY INVOLVEMENT**

It is critical that New Hampshire Career Academy builds robust local and regional business partnerships. The Board of Trustees and the New Hampshire Career Academy Director will be tasked with meeting and coordinating with the various local and regional businesses and organizations in New Hampshire to build awareness and gain support.

Support can be defined as financial, in-kind, volunteerism, or through internships and job placements. It will be critical to build strong, mutually beneficial local and regional business relationships.

Members of the Board of Trustees, the School Director, Regional Student Advisors, and High School Liaisons will have a strong presence in NH communities, attending community activities and events, through volunteering, advocating, and fundraising for the Career Academy. Students and families may also be asked to participate in community outreach and volunteer in community events.

### **C. LEA PARTNERSHIPS**

There are approximately 100 secondary schools in New Hampshire, and the New Hampshire Career Academy School Liaison and Regional Advisors will be tasked with meeting and coordinating enrollment outreach with each of the schools located within their specific region. This partnership and cooperation is key to identifying and serving New Hampshire Career Academy students, including socioeconomic difficulties throughout the state.

New Hampshire Career Academy Regional Advisors will work closely with sending districts to support students as they navigate the path to a post-secondary degree and potential career.

## **SECTION XI: FACILITIES**

### **A., B., C., & D.**

All instruction at The New Hampshire Career Academy will be provided through the already approved Community College System of New Hampshire and its operating facilities. Amongst its 12 locations, facilities will vary, but all will have already met or exceeded all applicable state regulations.

The New Hampshire Career Academy staff will be hybrid-remote in nature, with office space and in-person visits, when necessary, provided by their assigned community colleges.

## **SECTION XII: SCHOOL SAFETY MANAGEMENT PLAN**

### **A. EMERGENCY OPERATIONS PLAN**

All instruction at the New Hampshire Career Academy will be provided through the already approved Community College System of New Hampshire. Amongst its 12 locations, facilities will vary, but all will have already submitted and been approved by Homeland Security for their specific Emergency Operations Plans.

New Hampshire Career Academy will develop its own Emergency Operations Plan in conjunction with the individual participating community colleges. New Hampshire Career Academy will be notified and will liaise with the colleges in the event of an emergency to implement the plan's response procedures.

## **B. SCHOOL FACILITIES HEALTH AND SAFETY**

All instruction at The New Hampshire Career Academy will be provided through the already approved NH State Community College system. Amongst its 12 locations, facilities will vary, but all will have already submitted and been approved for all federal and state health safety laws, rules, and regulations for the following:

- Fire Safety
- Electrical
- Heating, Ventilating and Air Conditioning (HVAC)
- Food Service
- Plumbing
- The Americans with Disabilities Act (ADA)

## **SECTION XIII: COMMUNICATION PLAN**

### **A. INFORMATION TO PARENTS AND PUPILS**

Due to the widespread nature of the potential student population, Regional Advisors and other New Hampshire Career Academy staff will be tasked with annual outreach to the various guidance counselors at partnering high schools to work with and help identify potential students to reach out to. It is a goal of the New Hampshire Career Academy that relationships grow into true partnerships, allowing the state's high school guidance counselors to feel part of the overall process and solution.

In the lead-up to school opening in September of 2025, New Hampshire Career Academy informational packets will be developed and widely dispersed to New Hampshire high school students and their families. Regional Advisors will also prepare informational presentations for large and small groups as well as for individual families when requested. Regional Advisors will be available for in-person and remote video presentations, as well as phone calls to discuss the school curriculum and answer questions. Presentation and Q&A meetings can be held at a variety of venues, at district high schools, town libraries, participating college campuses, at the homes of interested students and families, community centers, and at rented office space if needed.

Once students are enrolled, they and their parents will be able to access student progress information and communicate directly with staff members through the student information system portals. Regional advisors will schedule monthly meetings with students and have weekly office hours offered to both students and parents for support and guidance. Regional Advisors will endeavor to respond to phone calls and emails on the day of receipt. Weekly newsletters will be sent electronically to students and their families.

### **B. INFORMATION TO CHARTER SCHOOLS, LEAs, AND COMMUNITY**

New Hampshire Career Academy Regional Advisors will schedule several weekly informational meetings throughout the state, ideally at various high schools, but also at public libraries and community centers across. High school fairs, annual KidFest events, and other prescheduled community outreach opportunities will be critical means for recruitment and marketing. Communication with the charter school community, LEAs, and NH local communities will be through phone calls, emails, internet video calls, and in person at scheduled meetings and

events. New Hampshire Career Academy Regional Advisors will attend all New Hampshire Alliance of Charter Schools & Department of Education monthly meetings.

### **C. REGULAR COMMUNICATION TO FAMILIES AND SCHOOL STAKEHOLDERS**

The New Hampshire Career Academy shall create and manage a robust school website to help communicate all relative information to parents and pupils. This will include but not be limited to:

- Policies, provisions, and enrollment materials for New Hampshire Career Academy
- A school calendar consisting of:
  - Times, dates, and locations of Board of Trustees meetings
  - Agendas, and minutes of each meeting including financials
  - Time, dates, and locations of parent and student networking events
- Community College programs and available spaces
- Available area internships
- Job postings, and links to regional/national job sites
- Posting of the approved charter, policies and procedures, Board of Trustees meeting agendas, and Board of Trustees meeting minutes

The New Hampshire Career Academy will also create and manage a robust school newsletter, to be issued electronically each month.

On a more personal basis, each parent (or adult student, if preferred) will be contacted monthly for advisement by their assigned Regional Advisor. A discussion specific to them will be held either face-to-face, by phone, or by internet video call. Advisors will be available as needed by students and parents/guardians.

## **SECTION XIV: ASSURANCES, PROVISIONS, POLICIES**

### **A. GLOBAL HOLD HARMLESS CLAUSE**

In accordance with [RSA 194-B:3, II\(x\)](#), The New Hampshire Career Academy, its successors, and assigns, covenants and agrees at all times to indemnify and hold harmless the host school district and any other school district that sends its students to The New Hampshire Career Academy, and their current and former school boards, officers, directors, agents, employees, all funding districts and sources, and their successors and assigns, (the “indemnified parties”) from any and all claims, demands, actions, and causes of action, whether in law or in equity, and all damages, costs, losses, and expenses, including but not limited to reasonable attorneys’ fees and legal costs, for any action or inaction of The New Hampshire Career Academy, its board, officers, employees, agents, representatives, contractors, guests, and invitees, or pupils.

The New Hampshire Career Academy, its successors, and assigns, covenants and agrees at all times to indemnify and hold harmless the Community College System and its colleges, and their current and former boards, trustees, officers, directors, agents, employees, all Community College funding sources, and their successors and assigns, from any and all claims, demands, actions, and causes of action, whether in law or in equity, and all damages, costs, losses, and expenses, including but not limited to reasonable attorneys’ fees and legal costs, for any action or inaction of The New Hampshire Career Academy, its board, officers, employees, agents, representatives, contractors, guests, and invitees or pupils.

## **B. SEVERABILITY PROVISIONS AND STATEMENT OF ASSURANCE**

Any provision of the Charter School Contract Found by a Competent Authority to be Contrary to Applicable Law, Rule, or Regulation Shall Not Be Enforceable. If any part of the charter contract is determined to be invalid or illegal by a court of competent jurisdiction, such invalidation or illegality shall not affect the remaining portions of the charter contract, which shall remain in full force and effect. Any provision of the charter school contract found by competent authority to be contrary to applicable law, rule, or regulation shall not be enforceable.

## **C. STATEMENT OF ASSURANCE RELATED TO NON-DISCRIMINATION**

The New Hampshire Career Academy shall not discriminate on the basis of sex, race, color, age, religion, handicap, gender identity or expression, sexual orientation, ethnic origin, or marital status in the selection of students or staff, or in the administration of its educational program, or in any other way as is prohibited by relevant state and federal law. The Board of Trustees shall develop and adopt a policy and create administrative procedures to address complaints or concerns.

## **D. PROVISION FOR EVIDENCE OF ADEQUATE INSURANCE COVERAGE**

Pursuant to [RSA 194-B:1](#), The NH Career Academy will be a public school afforded the same protections as all other public schools under [RSA 507\(b\)](#), which provides for limited general liability for the charter school and its agents.

The Board will procure and provide evidence of adequate insurance coverage as required by the State, including but not limited to general liability for the school, workman's compensation, board errors and omissions, and faculty coverage. The insurance program will be in place as the first Board of Trustees begins its duties and will be maintained throughout the life of the school. Copies of the insurance documents will be housed with the trustees contracted legal services. A copy of the insurance will be provided to the New Hampshire Department of Education annually.

## **E. IDENTITY OF CONSULTANTS TO BE USED FOR VARIOUS SERVICES**

**Beth Doiran** - Community College System – *Program Advisor & Board Member*

**Kim Lavallee** - New Hampshire Charter School Foundation – *Policy Consultant*

**Attorney Robert Best** – New Hampshire Charter School Foundation – *Legal Consultant*

**Caitlin Blundell** - Certified Public Accountant – *Charter School Financial Advisor*

**Lisa Lavoie** –North Country Charter Academy – *Program Advisor*

**Jessica Golden** - *Golden Consults - Transition Advisor*

**Gary Thomas** - *Northpoint Construction - Fundraising Consultant*

*Presidents and Advisors of each Participating College*

## **F. CONTRACTING SERVICES WITH HOST DISTRICTS**

The New Hampshire Career Academy will partner with each high school for the betterment of the student population. New Hampshire Career Academy will look to secure positive, efficient, and repeatable partnerships with all New Hampshire high schools, and all participating



community colleges. Contracts with school districts for transportation of students who reside in school district catchment areas will be developed.

Experience has shown that a deterrent to students participating in “senior year” programs, such as The New Hampshire Career Academy, is the loss of co-curricular opportunities. However - the New Hampshire State Education Law, [RSA 193:1-c](#), requires district schools to provide access to the curricular courses and co-curricular programs offered by the school district to students attending charter schools who reside within the district catchment area.

To ensure that students will still have the opportunity to continue their engagement in extracurricular activities with their peer groups, The New Hampshire Career Academy’s regional advisors will help facilitate the extra-curricular activities for its students and their resident districts. This may not guarantee the availability of such programming and there may be conflicts with the student class schedules that preclude students from participating in such extra and co-curricular activities.

Additionally, The New Hampshire Career Academy students will have full access to their enrolled Community College extra and co-curricular activities as an enrolled college student. Like a traditional high school activity, these activities may require tryouts to qualify for a team and/or activity fees that are the responsibility of the student.

## **G. POLICIES**

*Please reference [Attachment #22](#): New Hampshire Career Academy Bylaws, Sample List of Policies page 21 of this Charter*

New Hampshire Career Academy will develop, prior to opening, the following policies:

- School Board Governance and Operations,
- Records Retention,
- Developmentally Appropriate Daily Physical Activity
- Educator Code of Conduct and Ethics

The following policies are in place at all New Hampshire’s community colleges:

- Reporting of Suspected Abuse or Neglect,
- Sexual Harassment
- Student Safety and Violence Prevention
- Limiting the Use of Child Restraint Practices

All Community College System of New Hampshire policies are available online for public consumption. To review Community College System of New Hampshire policies, please visit their website at: [https://www.Community\\_College\\_System\\_of\\_New\\_Hampshire.edu/about-Community\\_College\\_System\\_of\\_New\\_Hampshire/policies/](https://www.Community_College_System_of_New_Hampshire.edu/about-Community_College_System_of_New_Hampshire/policies/)

## **H. PROVISION FOR THE DISSOLUTION OF THE CHARTER SCHOOL**

Should the New Hampshire Career Academy cease operations or have its charter revoked by its authorizer, the Board of Trustees shall consult with an attorney and the New Hampshire Department of Education to ensure that contractual and financial obligations are met. Upon dissolution of the corporation, all non-committed assets will be donated to public charter schools or other non-profits supporting charter schools as determined by the Board. Where in-kind assets exist, the school will arrange with the donor for the return of such assets. New Hampshire Career Academy will follow the NHDOE’s charter school closing protocols and

checklist. Student records will be on record with the Community College System of New Hampshire school and sending District.

## **I. CONVERSION OF A PUBLIC SCHOOL TO A CHARTER SCHOOL**

Not Applicable

## **J. PLAN FOR THE EDUCATION OF STUDENTS AFTER CHARTER SCHOOL CEASES OPERATION**

A plan for each student's continued education, should the school cease to exist, will be determined individually by the Regional Advisors with each student and his/her parent or legal guardian. Likely options would be, reintegration into the students' assigned public school, application to a different chartered public school, if available, or other available options based on parent and student priorities.

Upon cessation of operation and as soon as the Board of Trustees becomes aware, each family will receive notice by mail, in a timely fashion, advising them of the dissolution of the school.

The records and complete transcripts of each student will be transferred in a timely manner to the school district in which the student resides, to the receiving school, and to students and parents by the New Hampshire Career Academy staff. New Hampshire Career Academy staff and trustees will work with the receiving school, parents, and students to ensure smooth and timely transitions.

New Hampshire Career Academy will follow the NHDOE's charter school closing protocols and checklist.

## **K. STATEMENT OF DUTY TO PROVIDE EDUCATION SERVICES**

While [RSA 194-B:8. IV](#) is not wholly applicable, if the New Hampshire Career Academy provides the only available public education provider at a specific grade level in the resident school district, The New Hampshire Career Academy shall offer those educational services to all resident pupils of that grade level.

## **L. OUTLINE OF THE PROPOSED ACCOUNTABILITY PLAN**

*Please reference [Attachment #19](#): Accountability Plan*

The founders of the New Hampshire Career Academy acknowledge that a full Accountability Plan will be developed and ready to implement prior to the date of opening.

The founders of New Hampshire Career Academy believe that the success of schools should be measured by results. Prior to the date of opening, a thorough and specific plan that seeks to report quantitative data and qualitative information will be completed. This data will be used as a measure of the success of the school in relation to the stated goals of the school. The Board of Trustees will develop a timeline for the Regional Advisors to report data and information in a manner that assesses the progress of each goal statement in order to measure effectiveness and provide the opportunity to revise practices, if warranted, throughout each year. The plan and its objectives will be reviewed at the close of each school year, with a full evaluation of progress to determine the extent to which objectives have been met.

If student learning is the broadest and most important goal set by the charter, then the charter itself maintains a distinct obligation to self-declare and request independent assessments to determine the situation of its programming as defined by the following goal statement:

*The NH Career Academy will increase the enrollment of the student body to a sustainable level each year while not compromising the mission established within the charter.*

Areas of Focus for the Accountability Plan are as follows:

- Strive to reach targeted enrollment in each successive year of operation
- Operate charter organization with existing fiscal resources
- Establish, maintain, and grow an endowment fund
- Maintain an Advisor-Advisee relationship with all enrolled students
- Extend the culturally relevant experience of New Hampshire Career Academy students
- Connect competencies to students' real-world experiences
- Assess student performance when engaged in an off-campus educational experience
- Meet all reporting requirements as defined by RSA 194-B:10.

## **SECTION XV: LETTERS OF SUPPORT**

### **A. LETTERS OF SUPPORT**

*Please reference the attached Letters of Support*

## **SECTION XVI: CHARTER SCHOOL OPENING**

### **A. TIMELINE FOR SCHOOL OPENING**

*Please reference Section III, G. NH CAREER ACADEMY OPENING TIMELINE, page 7*


## **SECTION XVII: SIGNED & CERTIFIED APPLICATION**

### **A. COMPLETE APPLICATION**

We certify that we have the authority to submit this application and that all information contained herein is complete and accurate, realizing that any misrepresentation could result in disqualification from the application process or revocation after award. We understand that incomplete applications will not be considered. The person(s) named as the contact person for the application is so authorized to serve as the primary contact for this application.

### **B. SIGNED BY ALL MEMBERS OF THE DEVELOPMENT TEAM**

  
\_\_\_\_\_  
Patrick W. O'Mara      05/23/2024  
Development Team Member      ~~Date~~

  
\_\_\_\_\_  
Neja Bliss      05/23/2024  
Development Team Member      Date