

New Orleans Center for Creative Arts | Riverfront

# Strategic Plan

FY 2008-2009 through 2012-2013

## **Agency: New Orleans Center for Creative Arts|Riverfront**

**VISION** -The New Orleans Center for Creative Arts|Riverfront (NOCCA|Riverfront) will manifest the highest standards in arts training, enriching the cultural environment of Louisiana and increasing recognition of Louisiana artists throughout the world.

**MISSION** - NOCCA|Riverfront will provide professional arts training, coaching and performance opportunities for high school level students who aspire to be creative artists.

**PHILOSOPHY** - Recognizing the enrichment of society through the arts, NOCCA|Riverfront will continue development and implementation of a program of intensive instruction within the learning environment of an arts conservatory. At the center of the instruction program is the philosophy of artist/teacher as mentor. The Center's arts discipline faculty is selected through a process that includes these essential criteria:

- Professional arts experience.
- Successful teaching experience.
- Continuing professional arts involvement.

As practicing professionals in their arts fields, faculty members remain engaged in such activity at levels appropriate to the stage of their professional careers and in ways that benefit the quality of instruction at NOCCA|Riverfront.

Students selected to attend NOCCA|Riverfront are expected to have and develop these qualities:

- Talent.
- Commitment to their art.
- Self-direction.
- Discipline.

Maintaining this dynamic relationship between the artist/teacher and the dedicated artist/student is the foundation of the Center's intensive professional curriculum, and is the top priority for the program.

**GOALS** - The Center will provide:

- I. In-depth arts training, instilling in each student a high degree of self sufficiency.
- II. Experiences that allow students to gain the knowledge and artistic skills necessary for a profession in their chosen arts discipline.
- III. The ability to make career judgments for themselves whether in the arts field or outside of the arts field.

## Program A: Administration/Support Services Program

**MISSION** – To implement the professional arts training program at NOCCA | Riverfront.

**GOAL** – To manage the fiscal and human resources to operate NOCCA | Riverfront effectively.

**OBJECTIVE I.1** To provide an efficient and effective administration which focuses the use of allocated resources on students.

STRATEGY I.1.1 Provide assistance and support to faculty to enhance instructional time with students.

STRATEGY I.1.2 Create a comprehensive school wide calendar.

STRATEGY I.1.3 Maintain an operational manual of policies and procedures.

STRATEGY I.1.4 Maintain an information technology network.

STRATEGY I.1.5 Allow for flexible work schedules to meet the needs of the instructional program.

### PERFORMANCE INDICATORS:

Efficiency Total cost per student for the entire NOCCA | Riverfront program.

Efficiency Maintain an administrative budget of no more than 20% of the total agency budget.

Output Number of students per administrative full-time equivalent (FTE).

Output Number of students per instructional FTE.

**OBJECTIVE II.1** Provide an efficient and effective program of recruiting, admitting and enrolling students.

STRATEGY II.1.1 Develop a student friendly interactive website to increase visibility including:

- Broadcasting master classes and performances.
- Student virtual gallery.
- Online literary magazine.
- Archives of performances and master classes.
- Alumni who's who.

STRATEGY II.1.2 Continue to develop local and state wide recruiting plans.

STRATEGY II.1.3 Continue to implement new marketing strategies to increase awareness of the NOCCA|Riverfront programs.

STRATEGY II.1.4 Continue to refine audition/admission procedures.

**PERFORMANCE INDICATORS:**

Input	Total enrollment in regular program.
Input	Total number of students present at auditions statewide and locally.
Output	Total number of students accepted for enrollment statewide and locally.
Output	Total number of students enrolled in the summer program.
Output	Total number of statewide (outside of greater New Orleans) students enrolled in summer session.
Output	Total enrollment in all programs.

## **Program B: Instructional Services Program**

**MISSION** – To provide an intensive instructional program of professional arts training for high school level students.

**GOALS** – The instructional program will provide:

- I. In-depth arts training, instilling in each student a high degree of self sufficiency.
- II. Experiences that allow students to gain the knowledge and artistic skills necessary for a successful career in their chosen arts discipline.
- III. The ability to make career judgments for themselves whether in the arts field or outside of the arts field.

**OBJECTIVE I.1** Students who enter at the ninth or tenth grade and who are qualified to continue, actually complete the full three year program.

STRATEGY I.1.1 Counseling with incoming students and parents about the scope of the program.

STRATEGY I.1.2 Fostering the artist/teacher mentoring philosophy.

STRATEGY I.1.3 Maintaining small class sizes to allow for individualized instruction.

STRATEGY I.1.4 Counseling of students and parents to develop a three year plan that accommodates academics and NOCCA | Riverfront arts classes.

### **PERFORMANCE INDICATORS:**

Quality      Percent of Level I students who are qualified to enter Level II and actually do.

Quality      Percent of Level II students who are qualified to enter Level III and actually do.

Quality      Percent of students who complete the full three year program.

**OBJECTIVE II.1** Upper level seniors participate in arts competitions including juried exhibitions, auditions and entries into public display of student work.

STRATEGY II.1.1 Identify worthwhile arts competitions that encourage artistic growth.

STRATEGY II.1.2 Provide information about arts competition and facilitate participation.

STRATEGY II.1.3 Instruction in proper procedures or guidelines to compete.

STRATEGY II.1.4 Prepare students for rejection and subjective adjudication.

**PERFORMANCE INDICATORS:**

Outcome Percent of upper level seniors who participate in competitions.

Outcome Percent of competitions entered by upper level seniors which result in awards and/or recognition to NOCCA|Riverfront students.

**OBJECTIVE III.1** All faculty members will participate in professional development activities.

STRATEGY III.1.1 Inform faculty of available professional development opportunities.

STRATEGY III.1.2 Provide professional leave for faculty.

STRATEGY III.1.3 Provide funding and resources for professional development.

STRATEGY III.1.4 Document professional activities.

STRATEGY III.1.5 Create a forum for sharing professional development activities.

**PERFORMANCE INDICATORS:**

Output Every faculty member will participate in at least 3 professional development activities per year.

Output Percentage of faculty granted leave to pursue professional development opportunities.

Outcome Percent of faculty who receive grants, fellowships, awards or funding from outside sources.

**OBJECTIVE IV.1** Develop non-arts instructional programs to enable NOCCA|Riverfront students to earn the required units of credit necessary for high school graduation.

STRATEGY IV.1.1: Organize all non-arts course offerings to achieve maximum efficiency.

- Provide courses that offer non-arts credits through arts courses.
- Provide distance learning courses for non-arts courses.
- Provide non-arts courses at NOCCA|Riverfront.
- Investigate providing non-arts classes in the summer.

STRATEGY IV.1.2 Investigate potential for full academic program at NOCCA|Riverfront.

STRATEGY IV.1.3 Investigate the potential for a residential program at NOCCA|Riverfront.

**PERFORMANCE INDICATORS:**

Input Number of NOCCA|Riverfront students enrolled in non-arts courses.  
Input Number of non-arts credits granted through arts courses.

**OBJECTIVE V:** Provide preparation for post program studies or professional activities for NOCCA|Riverfront students.

STRATEGY V.1.1 Provide counseling and preparation for post secondary applications, auditions, and admissions.  
STRATEGY V.1.2 Provide artists in residence to enhance the curriculum.  
STRATEGY V.1.3 Provide alumni database.

**PERFORMANCE INDICATORS:**

Outcome Percentage of seniors who are accepted into college or gain entry into related professional field.  
Outcome Percentage of seniors who receive college financial aid/scholarship offers.  
Outcome Total amount of all financial aid/scholarships offered to seniors.

# Appendix

# NOCCA | Riverfront STRATEGIC PLANNING PROCESS DOCUMENTATION

## **PRINCIPAL CLIENTS:**

The principal clients of the Administrative and Support Services Program are the Instructional Services Program (handling the needs of currently enrolled students) and a range of potential students (recruiting and admissions). The principal clients of the Instructional Services Program are, of course, the students currently enrolled in the program and deriving the benefit of intensive arts training in their area of interest.

## **EXTERNAL FACTORS:**

Variables that can affect the overall success of our work include the degree to which the instructional process maintains its integrity and the degree to which potential students are directed to the program. Constantly refining and articulating our curriculum necessarily remains an essential ongoing activity, while responding to the ongoing task of increasing access to our program. The availability of qualified and available students for our program will always be a driving factor in the success of our program.

## **STATUTORY REQUIREMENT:**

R.S. 17:1970.21 through 1970.27 (Act 60 of the regular legislative session of 2000).

## **PROGRAM EVALUATION:**

Faculty, administration, and support staff participated in a structured workshop coordinated by the agency strategic planning facilitator designed to orient them with the current strategic plan and to also guide them through the update of that plan. The workshops provided a forum to reflect on our established purpose while orienting ourselves to the challenges and opportunities emerging as our institution develops. Results of these activities are reflected in the Strategic Plan, with documentation of the process included as an appendix.

## **OBJECTIVE BENEFICIARIES:**

**Program A, Objective I:** To provide an efficient and effective administration which focuses the use of allocated resources on students. The beneficiary of this objective is the Instructional Services Program, and ultimately the students enrolled at NOCCA | Riverfront.

**Program A, Objective II:** Provide an efficient and effective program of recruiting, admitting and enrolling students. The beneficiaries of this objective are the Instructional Services Program, prospective students, and eventually students enrolled in the program.

**Program B, Objective I:** Students who enter at the ninth or tenth grade and who are qualified to continue, actually complete the full three year program. The beneficiaries of this objective are students who are enrolled at NOCCA|Riverfront and who continue through the entire program to completion.

**Program B, Objective II:** Upper level seniors participate in arts competitions including juried exhibitions, auditions and entries into public display of work. The beneficiary of this objective is upper level seniors enrolled at NOCCA|Riverfront.

**Program B, Objective III:** All faculty members will participate in professional development activities. The beneficiaries of this objective are the faculty at NOCCA|Riverfront, the students enrolled at NOCCA|Riverfront and future students of NOCCA|Riverfront.

**Program B, Objective IV:** Develop non-arts instructional programs to enable NOCCA|Riverfront students to earn the required units of credit necessary for high school graduation. The beneficiaries of this objective of the students enrolled at NOCCA|Riverfront and future students of NOCCA|Riverfront.

**Program B, Objective V:** Provide preparation for post program studies or professional activities for NOCCA|Riverfront students. The beneficiaries of this objective of the students enrolled at NOCCA|Riverfront.

#### **DUPLICATION OF EFFORT:**

There is no duplication of the programs at NOCCA|Riverfront because it is the only agency in the state that is directed to provide professional arts training to high school aged students.

#### **LOUISIANA: VISION 2020:**

NOCCA|Riverfront's strategic plan links directly to Louisiana: Vision 2020 through Goal One: To be a learning Enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge. NOCCA|Riverfront's mission is to provide "arts training". We are an educational institution.

#### **CHILDREN'S BUDGET:**

The Children's Cabinet's overall educational goal is: "All Louisiana children and youth will have access to the highest quality of education at every state of their development." This goal applies to NOCCA|Riverfront's overall mission to provide professional arts training, coaching and performance opportunities for high school level students who aspire to be artists, performers and arts technicians.

## HUMAN RESOURCE POLICIES THAT BENEFIT WOMEN AND CHILDREN:

As an educational institution for high school aged students, our programs directly benefit children. As part of our strategic plan, we have incorporated strategy I.1.5 which allows for flexible work schedules to meet the needs of the instructional program, and this will allow assist women by allowing flexibility in the work schedule.

### STRATEGY ANALYSIS CHECKLIST

- X      Analysis
  - X            Cost/benefit analysis conducted
  - Financial or performance audit used
  - X            Benchmarking for best management practices used
  - Act 160 Reports used
  - X            Other analysis or evaluation tools used
  - X            Impact on other strategies considered
  - X            Stakeholders identified and involved
  
- X      Authorization
  - X            Authorization exists
  - Authorization needed
  
- X      Organization Capacity
  - X            Needed structural or procedural changes identified
  - X            Resources needed identified
  - X            Strategies developed to implement needed changes or address resource needs
  - X            Responsibility assigned
  
- X      Time Frame
  - X            Already ongoing
  - New, startup date estimated
  - Lifetime of strategy identified
  
- X      Financial Impact

- X Impact on operation budget
- X Impact on capital outlay budget
- X Means of finance identified
- X Return on investment determined to be favorable

**BENCHMARKING AND COST/BENEFIT ANALYSIS:**

Benchmarking in the strictest definition would be a standard against which something can be measured or assessed. As in the past when we have attempted to compare the programs offered at NOCCA|Riverfront to those offered at other schools through out the state and in other states we found that comparisons were not useful. There are several reasons for this:

- Others are privately funded.
- Others offer full academic programs.
- Others do not offer professional level arts training.

We continue to review other programs throughout the state and the country in search of meaningful comparisons to the programs offered at NOCCA|Riverfront.

As we developed the strategic plan we considered the costs associated with all of the indicators to determine whether the benefit out weighed the cost of measurement. Most of the indicators do not impose any additional costs and those that do were determined to be more beneficial then the costs associated with them.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Administration/Support Services Program

**Objective:** To provide an efficient and effective administration which focuses the use of allocated resources on students.

**Indicator Name:** Total cost per student for the entire NOCCA | Riverfront program.

**Indicator LaPAS PI Code:** 21510

**1. Type and Level:** Efficiency Indicator, Key Indicator

**2. Rationale:** It is important to know the total cost per student to help determine the value that the program provides and the impact of the number of students in the program versus the funding of the program.

**3. Use:** The indicator will be used to help determine funding needs as well as the appropriate number of students accepted to the regular programs.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source of the indicator is the annual appropriation for the agency and the student count at October 1. Because the data is based on the October 1 student count, the data is gathered one time during the school year.

**7. Calculation Methodology:** The indicator is calculated by taking the total appropriation for the agency and dividing that amount by the number of students in the regular school year programs (morning, afternoon, after school and Saturday students).

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** This indicator is limited to students within the greater New Orleans commuting area. Statewide student data is currently only available for the summer program.

**10. Responsible Person:** Student Services is responsible for the collection, analysis and quality of the data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Administration/Support Services Program

**Objective:** To provide an efficient and effective administration which focuses the use of allocated resources on students.

**Indicator Name:** Maintain an administrative budget of no more than 20% of the total agency budget.

**Indicator LaPAS PI Code:** 10613

**1. Type and Level:** Efficiency Indicator, Key Indicator

**2. Rationale:** To help demonstrate the efficiency of the administrative program.

**3. Use:** Management will be able to track the efficiency of the administrative program by monitoring this indicator. The lower the percentage of administrative costs, the more efficient the program is.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** Agency appropriations.

**7. Calculation Methodology:** The indicator is calculated by dividing the total appropriation for the administrative program by the total appropriation for the agency.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** There are no limitations or weaknesses for this indicator.

**10. Responsible Person:** The NOCCA | Riverfront Fiscal Affairs office.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Administration/Support Services Program

**Objective:** To provide an efficient and effective administration which focuses the use of allocated resources on students.

**Indicator Name:** Number of students per administrative FTE.

**Indicator LaPAS PI Code:** 10614

**1. Type and Level:** Output Indicator, Supporting Indicator

**2. Rationale:** It is important to know how many full time equivalent (FTE) administrative positions there are as compared to the number of pupils. This will help to gauge the efficiency of the administrative program by ensuring an appropriate mix of administrators versus students served to help meet the needs of the instruction program.

**3. Use:** Management will be able to track the efficiency of the administrative program by monitoring this indicator.

**4. Clarity:** FTE - Full Time Equivalent - the number of full time employees authorized in the administrative program.

**5. Validity, Reliability and Accuracy:** : The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source of the indicator is the total number of FTE's authorized in the administrative program and also the number of regular students at October 1. **The data is gathered every year and is based on a school year which coincides with the state fiscal year.**

**7. Calculation Methodology:** The indicator is calculated by dividing the number of students in the regular program (morning, afternoon, after school and Saturday students) by the number of authorized (FTE's) in the administrative program.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** There are no limitations or weaknesses for this indicator.

**10. Responsible Person:** The Student Services Office is responsible for the collection, analysis and quality of the student data and the Human Resource office is responsible for the collection, analysis, and quality of employee data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Administration/Support Services Program

**Objective:** To provide an efficient and effective administration which focuses the use of allocated resources on students.

**Indicator Name:** Number of students per instructional FTE.

**Indicator LaPAS PI Code:** 10609

**1. Type and Level:** Output Indicator, Supporting Indicator

**2. Rationale:** It is important to know how many full time equivalent (FTE) instructional positions there are as compared to the number of pupils. This will help to gauge the efficiency of the instructional program by ensuring an appropriate mix of faculty versus students served to help meet the needs of the instruction program.

**3. Use:** Management will be able to track the efficiency of the instruction program by monitoring this indicator.

**4. Clarity:** FTE - Full Time Equivalent - the number of full time employees authorized in the administrative program.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source of the indicator is the total number of FTE's authorized in the instructional program and also the number of regular students at October 1. The information for this indicator is gathered annually (school year).

**7. Calculation Methodology:** The indicator is calculated by dividing the number of students in the regular program (morning, afternoon, after school and Saturday students) by the number of authorized (FTE's) in the instructional program.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** This indicator is limited to students within the greater New Orleans commuting area. Statewide student data is currently only available for the summer program.

**10. Responsible Person:** The Student Services Office is responsible for the collection, analysis and quality of the student data and the Human Resource office is responsible for the collection, analysis, and quality of employee data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Administration/Support Services Program

**Objective:** Provide an efficient and effective program of recruiting, admitting and enrolling students.

**Indicator Name:** Total enrollment in regular program.

**Indicator LaPAS PI Code:** 10594

**1. Type and Level:** Input Indicator, Key Indicator

**2. Rationale:** The indicator was selected to track enrollment at NOCCA | Riverfront.

**3. Use:** Management will be able to track the efficiency of the recruiting process within the administrative program by monitoring this indicator.

**4. Clarity:** Regular program is defined as morning, afternoon, after school and Saturday classes.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source of the indicator is the number of regular students at October 1. The information for this indicator is gathered annually (school year).

**7. Calculation Methodology:** The indicator is calculated adding the number of students in the morning, afternoon, after school and Saturday programs.

**8. Scope:** The indicator is part of what makes up the total population served by the school. The other part is the summer program.

**9. Caveats:** This indicator is limited to students within the greater New Orleans commuting area. Statewide student data is currently only available for the summer program.

**10. Responsible Person:** The Student Services Office is responsible for the collection, analysis and quality of the student data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Administration/Support Services Program

**Objective:** Provide an efficient and effective program of recruiting, admitting and enrolling students.

**Indicator Name:** Total number of students present at auditions statewide.

**Indicator LaPAS PI Code:** 21514

**1. Type and Level:** Input Indicator, Key Indicator

**2. Rationale:** This indicator was selected to help monitor the interest in the program as well as determining the effectiveness of the recruiting process.

**3. Use:** Management will be able to track the efficiency of the recruiting and audition processes within the administrative program by monitoring this indicator.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source of the indicator is audition and application packets submitted. The data is gathered every year and is based on a school year which coincides with the state fiscal year.

**7. Calculation Methodology:** The indicator is calculated by counting all of the eligible students present at all of the auditions held during the school year.

**8. Scope:** Not applicable - the indicator stands alone.

**9. Caveats:** No.

**10. Responsible Person:** The Student Services Office is responsible for the collection, analysis and quality of the student data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Administration/Support Services Program

**Objective:** Provide an efficient and effective program of recruiting, admitting and enrolling students.

**Indicator Name:** Total number of students accepted for enrollment locally.

**Indicator LaPAS PI Code:** 21515

**1. Type and Level:** Output Indicator, Supporting Indicator

**2. Rationale:** This indicator was selected to help gauge the quality of the audition/recruitment process.

**3. Use:** Management will be able to track the efficiency of the recruiting and audition processes within the administrative program by monitoring this indicator.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source of the indicator is acceptance letters sent to applicants that were accepted to the program. The data is collected annually following the audition process.

**7. Calculation Methodology:** The indicator is calculated by counting all of the acceptance letters mailed to qualified applicants.

**8. Scope:** Not applicable - the indicator stands alone.

**9. Caveats:** Not applicable.

**10. Responsible Person:** The Student Services Office is responsible for the collection, analysis and quality of the student data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Administration/Support Services Program

**Objective:** Provide an efficient and effective program of recruiting, admitting and enrolling students.

**Indicator Name:** Total number of students enrolled in the summer program.

**Indicator LaPAS PI Code:** 10599

**1. Type and Level:** Output Indicator, Supporting Indicator

**2. Rationale:** This indicator will help to gauge the statewide interest in the program and the effectiveness of the recruiting program.

**3. Use:** This indicator will help to gauge the statewide interest in the program and the effectiveness of the recruiting program. This information will help management determine the type of summer program to offer, the duration of the program, and the students available to participate in those programs.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source of the indicator is the actual enrollment in the summer program which is determined in the first week of the program. **The data is collected annually during the summer program.**

**7. Calculation Methodology:** The indicator is calculated by counting all of the students that are enrolled in the summer program.

**8. Scope:** Not applicable, the indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Student Services Office is responsible for the collection, analysis and quality of the student data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Administration/Support Services Program

**Objective:** Provide an efficient and effective program of recruiting, admitting and enrolling students.

**Indicator Name:** Total number of statewide (outside of greater New Orleans) students enrolled in summer session.

**Indicator LaPAS PI Code:** 10600

**1. Type and Level:** Output Indicator, Supporting Indicator

**2. Rationale:** This indicator was selected to help gauge the availability of the program to students throughout the state as well as the interest in the program by students outside of New Orleans.

**3. Use:** This indicator will help to gauge the statewide interest in the program and the effectiveness of the recruiting program. This information will help management determine the type of summer program to offer, the duration of the program, and the students available to participate in those programs.

**4. Clarity:** Outside of Greater New Orleans means all parishes except for Orleans, Jefferson, St. Bernard and St. Tammany.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source of the indicator is the actual enrollment in the summer program by students from outside of the greater New Orleans area, which is determined in the first week of the program. The data is collected annually during the summer program.

**7. Calculation Methodology:** The indicator is calculated by counting all of the students that are enrolled in the summer program.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Student Services Office is responsible for the collection, analysis and quality of the student data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Administration/Support Services Program

**Objective:** Provide an efficient and effective program of recruiting, admitting and enrolling students.

**Indicator Name:** Total enrollment in all programs.

**Indicator LaPAS PI Code:** 10610

**1. Type and Level:** Output Indicator, Key Indicator

**2. Rationale:** This indicator was selected to help monitor the interest in the program as well as determining the effectiveness of the recruiting process.

**3. Use:** This indicator will help to gauge the statewide interest in the program and the effectiveness of the recruiting program. This information will help management determine the types of programs to offer, the duration of the program, and the students available to participate in those programs.

**4. Clarity:** Not applicable

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The data is collected annually at October 1 and during the summer program.

**7. Calculation Methodology:** The indicator is calculated by counting all of the students enrolled in all of the programs offered at NOCCA | Riverfront.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Student Services Office is responsible for the collection, analysis and quality of the student data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Instructional Services Program

**Objective:** Students who enter at the ninth or tenth grade and who are qualified to continue, actually complete the full three year program.

**Indicator Name:** Percent of level I students who are qualified to enter level II and actually do.

**Indicator LaPAS PI Code:** 21540

**1. Type and Level:** Quality Indicator, Key Indicator

**2. Rationale:** The indicator was selected to help determine the quality of the instructional program and measure the rate of returning students.

**3. Use:** This indicator will be used to gauge the success of the program by monitoring the number of students who return to the program at the next level.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source of the indicator is the student database. Specifically the returning students. The data is collected annually at October 1.

**7. Calculation Methodology:** The indicator is calculated by counting the number of students who are eligible to return from the level I program for the level II program and who actually do return.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Student Services Office is responsible for the collection, analysis and quality of the student data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Instructional Services Program

**Objective:** Students who enter at the ninth or tenth grade and who are qualified to continue, actually complete the full three year program.

**Indicator Name:** Percent of level II students who are qualified to enter level III and actually do.

**Indicator LaPAS PI Code:** 21541

**1. Type and Level:** Quality Indicator, Key Indicator

**2. Rationale:** The indicator was selected to help determine the quality of the instructional program and measure the rate of returning students.

**3. Use:** This indicator will be used to gauge the success of the program by monitoring the number of students who return to the program at the next level.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source of the indicator is the student database. Specifically the returning students. The data is collected annually at October 1.

**7. Calculation Methodology:** The indicator is calculated by counting the number of students who are eligible to return from the level II program for the level III program and who actually do return.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Student Services Office is responsible for the collection, analysis and quality of the student data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Instructional Services Program

**Objective:** Students who enter at the ninth or tenth grade and who are qualified to continue, actually complete the full three year program.

**Indicator Name:** Percent of students who complete the full three year program.

**Indicator LaPAS PI Code:** 21542

**1. Type and Level:** Quality Indicator, Key Indicator

**2. Rationale:** The indicator was selected to help determine the quality of the instructional program and measure the rate of returning students and the percentage of students who complete the entire program.

**3. Use:** This indicator will be used to gauge the success of the program by monitoring the number of students who return to the program at the next level and the number of students who complete the entire program.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source of the indicator is the student database. Specifically the returning students. The data is collected annually at October 1.

**7. Calculation Methodology:** The indicator is calculated by counting the number of students who are eligible to return for all three levels of the program and who actually do return and complete the full program.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Student Services Office is responsible for the collection, analysis and quality of the student data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Instructional Services Program

**Objective:** Upper level seniors participate in arts competitions including juried exhibitions, auditions and entries into public display of work.

**Indicator Name:** Percent of upper level seniors who participate in competitions.

**Indicator LaPAS PI Code:** 21543

**1. Type and Level:** Outcome Indicator, Supporting Indicator

**2. Rationale:** The indicator was selected to help measure the success of students who have participated in the intensive arts training provided at NOCCA | Riverfront.

**3. Use:** Management will use this indicator to measure the quality of the instructional program through the success of the students who complete the program. This will help to determine where to use resources that will provide the greatest impact for the agency and specifically the instructional program.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** Data gathered from instructors about competitions entered and who entered the competitions. The data is collected throughout the school year and tallied at the end of the year, prior to June 30.

**7. Calculation Methodology:** The indicator is calculated by taking the number of upper level seniors and comparing them to the number of upper level senior who participate in competitions. For example: 55 upper level seniors participate in at least one competition, divided by 60 total upper level seniors or 91%.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Student Services Office is responsible for the analysis and quality of the student data. The department chairs are responsible for providing the information to the Student Services Office.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Instructional Services Program

**Objective:** Upper level seniors participate in arts competitions including juried exhibitions, auditions and entries into public display of artwork.

**Indicator Name:** Percent of competitions entered by upper level seniors which result in awards and/or recognition to NOCCA | Riverfront students.

**Indicator LaPAS PI Code:** 21544

**1. Type and Level:** Outcome Indicator, Supporting Indicator

**2. Rationale:** The indicator was selected to help measure the success of students who have participated in the intensive arts training provided at NOCCA | Riverfront.

**3. Use:** Management will use this indicator to measure the quality of the instructional program through the success of the students who complete the program. This will help to determine where to use resources that will provide the greatest impact for the agency and specifically the instructional program.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** Data gathered from instructors about competitions entered, who entered the competitions, and whether that resulted in any awards to NOCCA | Riverfront students. The data is collected throughout the school year and tallied at the end of the year, prior to June 30.

**7. Calculation Methodology:** The indicator is calculated by taking the number of competitions entered and comparing that to the number of awards received by NOCCA | Riverfront students. For example: If 15 competitions are entered and 12 awards are received then 86% of competitions entered resulted in awards to NOCCA | Riverfront students.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Student Services Office is responsible for the analysis and quality of the student data. The department chairs are responsible for providing the information to the Student Services Office.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Instructional Services Program

**Objective:** All faculty members will participate in professional development activities.

**Indicator Name:** Every faculty member will participate in at least 3 professional development activities per year.

**Indicator LaPAS PI Code:** 21545

**1. Type and Level:** Output Indicator, Supporting Indicator

**2. Rationale:** The indicator was selected to help measure the effectiveness of the ongoing professional development of faculty.

**3. Use:** The instructional program at NOCCA | Riverfront is designed around the artist/teacher concept. By monitoring the ongoing professional development of the instructors will all management to gauge the level of participation by each instructor and therefore help maintain the integrity of the program.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** Data is gathered by the Human Resource Department from all faculty members. Data is gathered throughout the school year until June 30.

**7. Calculation Methodology:** The indicator is calculated by counting all the professional development submissions made by full time faculty members.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Human Resource Office is responsible for the collection of data, including supporting documentation, from all faculty members.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Instructional Services Program

**Objective:** All faculty members will participate in professional development activities.

**Indicator Name:** Percentage of faculty granted leave to pursue professional development opportunities.

**Indicator LaPAS PI Code:** 21546

**1. Type and Level:** Output Indicator, Supporting Indicator

**2. Rationale:** The indicator was selected to help measure the effectiveness of the ongoing professional development of faculty.

**3. Use:** The instructional program at NOCCA | Riverfront is designed around the artist/teacher concept. By monitoring the ongoing professional development of the instructors will help management to gauge the level of participation by each instructor and therefore help maintain the integrity of the program.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** Data is gathered by the Human Resource Department on the types of leave used/granted for various types of absences. Data is gathered throughout the school year until June 30.

**7. Calculation Methodology:** The indicator is calculated by counting the number of faculty who are granted professional leave to pursue professional development opportunities.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Human Resource Office is responsible for the collection of data, including supporting documentation, from all faculty members and written approvals from the head of the agency.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Instructional Services Program

**Objective:** All faculty members will participate in professional development activities.

**Indicator Name:** Percent of faculty who receive grants, fellowships, awards or funding from outside sources.

**Indicator LaPAS PI Code:** 21547

**1. Type and Level:** Outcome Indicator, Supporting Indicator

**2. Rationale:** The indicator was selected to help measure the effectiveness of the ongoing professional development of faculty.

**3. Use:** The instructional program at NOCCA|Riverfront is designed around the artist/teacher concept. By monitoring the ongoing professional development of the instructors through outside endeavors will help management to gauge the level of participation by each instructor and therefore help maintain the integrity of the program.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** Data is gathered by the Human Resource Department on the types of awards, grants, fellowships, or funding from outside sources that faculty receive. Data is gathered throughout the school year until June 30.

**7. Calculation Methodology:** The indicator is calculated by counting the number of faculty who received awards, grants, fellowships, or funding from outside sources.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Human Resource Office is responsible for the collection of data, including supporting documentation, from all faculty members.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Instructional Services Program

**Objective:** Develop non-arts instructional program to enable NOCCA | Riverfront students to earn the required units of credit necessary for high school graduation.

**Indicator Name:** Number of NOCCA | Riverfront students enrolled in non-arts courses.

**Indicator LaPAS PI Code:** 21550

**1. Type and Level:** Input Indicator, Supporting Indicator

**2. Rationale:** This indicator was selected to determine the interest in non-arts courses at NOCCA | Riverfront as well as to assist in planning the non-arts curriculum offered at NOCCA | Riverfront.

**3. Use:** The indicator will help management to decide which non-arts courses being offered at NOCCA | Riverfront are the most sought after and when to schedule the courses. Also to help in meeting the mission of the instructional program by allowing more qualified students to attend the program by offering more choices to help them meet the graduation standards.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source of the indicator is the number of students enrolled in non-arts courses at October 1. The information for this indicator is gathered annually (school year).

**7. Calculation Methodology:** The indicator is calculated by counting the number of NOCCA | Riverfront students enrolled in non-arts courses at NOCCA | Riverfront.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Student Services Office is responsible for the analysis and quality of the student data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Instructional Services Program

**Objective:** Develop non-arts instructional program to enable NOCCA | Riverfront students to earn the required units of credit for high school graduation.

**Indicator Name:** Number of non-arts credits granted through arts courses.

**Indicator LaPAS PI Code:** New Indicator

**1. Type and Level:** Input Indicator

**2. Rationale:** The indicator was selected to help students to earn the necessary high school credits needed to graduate by offering non-arts credits through arts courses already offered at NOCCA | Riverfront. For example, students enrolled in Dance at NOCCA | Riverfront also receive physical education credit for participating in the rigorous program.

**3. Use:** This will help management to meet the mission of the instructional program by allowing more qualified students to attend the program by offering more choices to help them meet the graduation standards. By offering non-arts credits through arts courses, students will have more options for completing the required credits for high school graduation.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source of the indicator is the number of non-arts credits granted through arts courses at NOCCA | Riverfront. The information is gathered annually at the beginning of the school year.

**7. Calculation Methodology:** The indicator is calculated by counting the number of non-arts courses offered through arts courses at NOCCA | Riverfront.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** This will help management to meet the mission of the instructional program by allowing more qualified students to attend the program by offering more choices to help them meet the graduation standards. By offering non-arts credits through arts courses, students will have more options for completing the required credits for high school graduation.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Instructional Services Program

**Objective:** Provide preparation for post program studies or professional activities for NOCCA | Riverfront students.

**Indicator Name:** Percentage of seniors who are accepted into college or gain entry into related professional field.

**Indicator LaPAS PI Code:** 10611

**1. Type and Level:** Outcome Indicator

**2. Rationale:** This indicator was selected to help measure the quality of the instruction program by illustrating where students go beyond their NOCCA | Riverfront studies.

**3. Use:** This indicator will be used by management to gauge the success of the instructional program through the progress of students after they leave NOCCA | Riverfront.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source for this data is provided by the graduating students. This data is collected annually at the end of the school year.

**7. Calculation Methodology:** The indicator is calculated by consolidating all of the information provided by the graduating students about their post graduation plans.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Student Services Office is responsible for the collection, analysis and quality of the student data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Instructional Services Program

**Objective:** Provide preparation for post program studies or professional activities for NOCCA | Riverfront students.

**Indicator Name:** Percentage of seniors who receive college financial aid/scholarship offers.

**Indicator LaPAS PI Code:** 21551

**1. Type and Level:** Outcome Indicator, Supporting Indicator

**2. Rationale:** This indicator was selected to help measure the quality of the instruction program by illustrating where students go beyond their NOCCA | Riverfront studies. Additionally, how many are awarded scholarships/grants as a result of attending NOCCA | Riverfront.

**3. Use:** This indicator will be used by management to gauge the success of the instructional program through the scholarships/grants awarded to NOCCA | Riverfront students as a result of attending the program.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source for this data is provided by the graduating students. The data is gathered every year and is based on a school year which coincides with the state fiscal year.

**7. Calculation Methodology:** The indicator is calculated by consolidating all of the information provided by the graduating students about their post graduation plans and their offers of scholarships/grants.

**8. Scope:** : Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Student Services Office is responsible for the analysis and quality of the data.

## PERFORMANCE INDICATOR DOCUMENTATION

**Program:** Instructional Services Program

**Objective:** Provide preparation for post program studies or professional activities for NOCCA | Riverfront students.

**Indicator Name:** Total amount of all financial aid/scholarships offered to seniors.

**Indicator LaPAS PI Code:** 21552

**1. Type and Level:** Outcome Indicator, Supporting Indicator

**2. Rationale:** This indicator was selected to help measure the quality of the instruction program by illustrating where students go beyond their NOCCA | Riverfront studies. Additionally, how much money is awarded in scholarships/grants as a result of attending NOCCA | Riverfront.

**3. Use:** This indicator will be used by management to gauge the success of the instructional program through the scholarships/grants awarded to NOCCA | Riverfront students as a result of attending the program.

**4. Clarity:** Not applicable.

**5. Validity, Reliability and Accuracy:** The indicator has not been audited by the Legislative Auditor's Office. The indicator is reliable because it is a simple calculation based on actual data.

**6. Data Source, Collection and Reporting:** The source for this data is provided by the graduating students. This data is collected annually at the end of the school year.

**7. Calculation Methodology:** The indicator is calculated by consolidating all of the information provided by the graduating students about their post graduation plans and their offers of scholarships/grants.

**8. Scope:** Not applicable. The indicator stands alone.

**9. Caveats:** No

**10. Responsible Person:** The Student Services Office is responsible for the analysis and quality of the data.