

APPENDIX D. PLANNING DOCUMENTS

APPENDIX D. 1. OPERATIONAL PLAN FORMAT

CULTURE AND ARTS OFFICE

OPERATIONAL PLAN 2011-12 (NOTE: PLS DO NOT CHANGE CORE FUNCTIONS, KEY THEMES, VALUES, JUST THINK OF PLANS BASED ON THAT).

VISION MISSION

SAMPLE: A pioneering academe-based culture and arts development resource championing cultural stewardship and artistry as catalysts for social change.

CORE COMPETENCIES

SAMPLE: DLSU Culture and Arts Office will be known for and distinguished by:

- Providing high quality and affecting experiential programs and services that advocate culture and art as a vital component in the individual's social and spiritual formation.
- Providing research and resources, and organizational systems and processes that would help in professionalizing the promotion of culture and the arts in the academe.
- Forming well grounded, service driven and creative artists and artist managers who will effectively communicate the importance of culture and the arts in the everyday life.
- Forging collaborations with various sectors and stakeholders to create a stronger impact in cultural advocacy.
- Empowering cultural workers in the Philippine academe through resource and expertise sharing.

CORE FUNCTIONS: KEY THEMES

Student Artist Development & Formation

Develop Lasallian artists who imbibe the Lasallian Guiding Principles and be future role models of the society

Community Engagement
Create meaningful opportunities for the community to converge in creativity and advocacies and realize the deeper importance of humanities in the lives of men

Culture and Arts Research and Technology Development in the Academe
Develop a rich body of literature in arts and culture with the end goal of strengthening nationalism and foster peace and understanding.

CORE ENABLERS: KEY THEMES

Governance
An Institutional culture anchored on the Lasallian Guiding Principles

Process
Effective and efficient processes aligned with the DLSU vision and mission values

Personnel
Committed to Lasallian values and concern for the common good

Facilities
Appropriate university facilities and infrastructure

Finance
Financial sustainability in support of the vision-mission values

CORE VALUES

FAITH (RELIGIO), SERVICE (MORES), COMMUNION (CULTURA)

STRATEGIC OBJECTIVES BASED ON CORE FUNCTIONS (SAMPLE)

GOALS	MEASURES / TARGETS	STRATEGIC INITIATIVES/ PROGRAMS	PERIOD COVERED BY THE ACTIVITY	RESPONSIBILITY
I. STUDENT ARTIST DEVELOPMENT & FORMATION - Develop Lasallian artists who imbibe the Lasallian Guiding Principles and be future role models of the society.				
To provide professional development programs and hands-on training integrating the LFA Framework and grounded with the principles of cultural work.	100% participation of members in development seminars for management, production and artistry.	<p>Management Seminars</p> <ul style="list-style-type: none"> • PR • Basic Events Marketing • Basic Events Management • Leadership Training for Prospective EB • Leadership Training for Incoming EB • SAM LTTS • GMG LTTS <p>Production Seminars</p> <ul style="list-style-type: none"> • Technical Theatre (2 days) • Stage Management (2days) • Hosting • Image& Styling • Make-up • Scriptwriting • Production Design • Basic Video • Advanced Video • Basic Photography • Advanced Photography • Graphic Design <p>Artistic Extension Programs</p> <ul style="list-style-type: none"> • Musical Theatre • Voice Coaching • Instrument <p>Master Classes</p> <ul style="list-style-type: none"> • Music • Dance • Theatre 		<p>Director and Coordinators – organization of seminars</p> <p>Trainers /CM- attendance of members</p>
	100% integration of the LFA Framework in all student artist and artist-managers' formation programs	<p>Review and consolidate recommendations of the program assessment and implement recommendations on the integration of the LFA framework.</p> <p>Compilation of revised materials and framework of the leadership and orientation seminars – Cycle 1</p> <p>Set and implement guidelines that will facilitate students in organizing activities</p>	<p>January 2012</p> <p>March 2012</p> <p>Start – Sept. 2011</p>	<p>SPS LFAT Team</p> <p>Operations Coordinator/ Director</p> <p>SPS LFAT Team / Operations</p>

		that integrates faith and community engagement. Revise the program evaluation tool to incorporate the LFA Framework integration. Lobby for a dedicated counselor for student artists.	December 2011 June - August 2011	Coordinator/ Director SPS LFAT Team / Operations Coordinator/ Director Director/ OCCS
To ensure relevance and responsiveness of the development and formation programs to prepare the student artists for a career in the arts	All categories of Gawad Mag-aaral, Cultural Development Award and CAO Awards have winners. Qualification of student artists in all artist development and leadership programs (national/international), to send at least one student for every opportunity. Recognition in prestigious award-giving bodies during artistic competitions and festivals, to be acknowledged within the top three (3).	Implement exit program evaluation to graduating students. Aggressive scouting of possible festivals, competitions and tours where the artists can perform.	March 2012 June 2011-12	Operations Coordinator All trainers
II. COMMUNITY ENGAGEMENT- <i>Create meaningful opportunities for the community to converge in creativity and advocacies and realize the deeper importance of humanities in the lives of men</i>				
To create more collaborations with academic departments in in-campus culture and arts programming.	100% participation of invited sectors for the Arts Council 100% participation and support of other departments. 100% participation and support of CAO groups and other departments. 100% participation and support of CAO groups in cultural advocacy projects of COSCA.	Establish Institutional Culture and Arts Council to open more opportunities for collaboration. Expand Art in Action Program to other departments and open to employees. Active participation of the office and CAO groups in the Arts Congress, and invitation of other arts-related departments. Allocation of time and effort for healthy discussions of advocacies and formulate what can the artists do to help in the information dissemination through performances	Jul. 2011-Mar. 2012 Whole year Feb. 2012 Jul.2011-Sept.2012	Director Director/ Operations Coordinator Director/ All staff Director/ All s
To develop arts audiences inside and outside the campus.	Invitation of at least 1 guest performer and 1 group of outsiders for the Art in Action shows every term. Send at least one(1) material for airing at Knowledge Channel for the year. One Art Time show per year, with at least 150 audiences. At least 5 activities from the office and CAO groups in the whole of February. 100% implementation of the themes per year during self-organized shows.	Open Art in Action Show for outside audiences and invite professional performers for every show. Participate in "The Theatre Hour" of Knowledge Channel Develop Art Time and forge collaborations with other arts-related departments. Active organization for Lasallian Arts Month by the Office and CAO groups. Highlight Centennial Theme – Remembering the past, Living the Present, Creating the Future.	Whole year Mar. 2012 whole year Nov. 2011-Feb.2012 Whole year	Director/ Operations Coordinator All trainers/ GMG All trainers/ GMG Director/ All staff Director/ All staff

	<p>At least one (1) calendar of events per term Updated calendar of events every term at the website Production of 1 relevant omnibus brochure about CAO programs Production of at least two (2) collateral or merchandising materials for promotion Production of two (2) videos (1 internal, 1 external) about CAO.</p>	<p>Strategic marketing of activities and programs of the office.</p> <ul style="list-style-type: none"> • Calendar of events – printed • Calendar of events -website • CAO website update • CAO Omnibus brochure • CAO merchandising / collaterals • CAO video – external • CAO video – internal • Compiled performance videos for promotion. 	<p>May, Sept.,Jan. May, Sept.,Jan. May May July Mar. 2012 Sept. 2011 Aug. 2011</p>	<p>Director/ Operations Coordinator Director/ Operations Coordinator Operations Coordinator Director/ Operations Coordinator Director/ Operations Coordinator/GMG Director/ Events Coordinator/GMG Director/ Events Coordinator/GMG</p>
<p>To increase arts internal and external supporters and funders for the development of programs and artist scholarships</p>	<p>P100,000 donation of all CAO groups to One La Salle Fund per academic year from 2010-12.</p> <p>At least P50,000 worth of corporate sponsorships in cash and kind.</p> <p>Gain P1M worth of donations in cash and kind from the La Salle Arts' Development Board of Trustees.</p> <p>100% support and trust of parents on the programs and policies of CAO and its trainers.</p> <p>At least one (1) partnership with international companies or cultural agencies.</p>	<p>Establishment of One La Salle scholarships specifically for artists.</p> <p>Improve solicitations from corporate sponsors either through solicitations or contribution from CAO groups' external requests.</p> <p>Develop database of alumni per group.</p> <p>Launch La Salle Arts' Development Board of Trustees.</p> <p>Organize a general parents' orientation to brief them of the CAO policies and activities.</p> <p>Establish linkages with embassies for collaborative projects.</p>	<p>Whole year</p> <p>Whole year</p> <p>Jan. 2012</p> <p>Feb. 2012</p> <p>Jul. 2011</p> <p>Jul. 2011</p>	<p>Director/ All staff</p> <p>Director/ Operations Coordinator SAM</p> <p>Director/ Operations Coordinator</p> <p>Director/ Operations Coordinator</p> <p>Director/ All staff</p>
<p>To continue in goodwill building among other units inside and outside the university</p>	<p>At least 30 units/ organizations requesting performances within DLSU for the whole AY</p> <p>At least 10 units organizations requesting performances outside DLSU for the whole AY</p> <p>At least ave. of 21 performances per group per year</p> <p>At least 4.0 satisfaction rating out of 5.0.</p> <p>At least 5 outside institutions requesting for info dissemination in DLSU</p>	<p>Provide services for performance requests to offices/individuals inside and outside the university.</p>	<p>Whole year</p>	<p>Director/ Operations Coordinator</p>
	<p>At least 25 video coverage requests in AY</p> <p>At least 25 photo coverage requests in AY</p> <p>At least 12 production-related requests in AY</p> <p>At least 20 units/ organizations availing media/prod requests for the whole SY</p>	<p>Provide services for media& production requests to offices/individuals inside and outside the university.</p>	<p>Whole year</p>	<p>Director/ Events Coordinator</p>

	At least 4.0 satisfaction rating out of 5.0.			
To develop, implement and evaluate sustainable plans for making arts education available inside and outside the campus.	<p>All freshmen will undergo cultural education program for CWTS.</p> <p>Involvement of all CAO groups in the Summer Immersion Program and In-Campus Summer Arts Program</p> <p>Recognition of arts groups affiliates within the campus</p>	<p>Continue standard community cultural education program through CWTS</p> <p>Summer Immersion Program (with COSCA) and In-campus Summer Arts Program</p> <p>Creation of policies on affiliation of artist groups</p>	<p>Whole year</p> <p>Apr. –May 2011</p> <p>Mar. 2012</p>	<p>Director/ Operations Coordinator</p> <p>Director/ All staff</p> <p>Director</p>
To continue and expand the sharing of resources and capabilities to enhance cultural programming systems and processes among Lasallians institutions.	At least two (2) projects per year involving other De La Salle network schools.	<p>Continuation of knowledge and resource sharing projects for the Association of Lasallian Cultural Officers (i.e. One La Salle Arts Festival)</p> <p>Invitation of other DLS schools to perform in campus in “Art in Action”</p> <p>Participation of DLSU CAO groups in events organized by other DLS schools.</p>	<p>Whole year</p> <p>Whole year</p> <p>Whole year</p>	<p>Director/ All staff</p> <p>Director</p> <p>Director/All Staff</p>
III. CULTURE AND ARTS RESEARCH AND TECHNOLOGY DEVELOPMENT IN THE ACADEME - Develop a rich body of literature in arts and culture with the end goal of strengthening nationalism and foster peace and understanding.				
To develop evidence-based holistic student artist development and formation programs	100% of CAO student development and formation programs are evidence-based	<p>Conduct TNA studies on all SPS formation and development programs.</p> <p>Implement regular monitoring and evaluation system in conducting CAO programs and activities. – post mortem and evaluation forms</p> <p>Standardized documentation of all CAO activities/ programs.</p>	<p>Whole year</p> <p>Whole year</p> <p>Whole year</p>	Director
To strengthen the capabilities of CAO personnel in conducting research studies in the arts.	At least one (1) paper delivered in a research forum per year.	Participation in research learning sessions and forums.	Feb., Apr. & Sept. 2011	All full time ASF staff
To contribute to the body of knowledge on Culture and Arts that will improve the practice of its promotion in the academe.	At least three (3) papers submitted within the year.	<p>Studies lined-up for the director:</p> <ul style="list-style-type: none"> • Feasibility Study of a Summer Arts Program in DLSU • Compilation of Leadership, Production and Management Seminar materials • Issues and Challenges of DLS network schools CAO officers • Issues and Challenges of DLS network schools CAO officers in the Phils. • Revised CAO Awards Manual • Revised SAM Manual • Feasibility Study on the Development of a Board of Trustees for DLSU CAO programs • Policies on CAO affiliated arts groups • NAFA – Student Advocacy through the arts 	<p>Whole year</p> <p>Whole year</p> <p>Whole year</p> <p>Whole year</p> <p>Whole year</p> <p>Whole year</p> <p>Whole year</p> <p>Whole year</p> <p>Whole year</p>	All full time ASF staff/Director

STRATEGIC OBJECTIVES BASED ON CORE ENABLERS (SAMPLE)

GOALS	MEASURES / TARGETS	STRATEGIC INITIATIVES/ PROGRAMS	PERIOD COVERED BY THE ACTIVITY	RESPONSIBILITY
GOVERNANCE - <i>An institutional culture anchored on the Lasallian Guiding Principles</i>				
To engender a culture that promotes governance based on : 1. Concern for the welfare of the artists and general student body 2. Transparency in decision making process 3. Consultation in decision making process 4. Meritocracy at all levels.	All CAO programs and initiatives are responsive to the needs and welfare of the community.	Lasallian Leadership Formation program for CAO trainers via SPS program.	Whole year	Director/ All staff
	100% new major policies and decisions went through a formal consultation process with the stakeholders.	COA/COCM meetings	Whole year	Director/ All staff
To align institutional structures, policies and processes with the Mission/Vision of DLSU	Consistency of organizational structures with the Vision and Mission of DLSU	Review and revise structure of CAO.	Whole year	Directors/ All staff
	All policies (university and office) encourage systematic growth in creative and research opportunities.	Open forum for discussion of university policies affecting artists, constantly review and update SPS /CAO Manual of Operations.	Whole year	All staff/ Student Artists
To ensure stability and dynamism in governance.	All officers are sourced from the pool of understudies at least with one (1) year of meritorious service to the group.	Close monitoring of student artists with leadership potentials – for all aspects based on the Artist Framework.	Whole year	Trainers/ Operations Coordinator
	All officers and members should comply with the required A&A and academic standing, and should exhibit good moral conduct. All officers and members are familiar with the group's and office's policies.	Basic Orientation on Culture and the Arts, CAO Manual and DLSU/SPS MV for all new comers and old timers and testing of mastery.	Whole year	Trainers/ Company Managers – members' attendance Orientations & Exams – Director & Operations Coordinator
PROCESS – <i>Effective and efficient processes aligned with the DLSU Vision-Mission Values</i>				
To deliver quality, effective, efficient and systematized processes that support and facilitate the realization of the vision-mission.	100% compliance with established standard processes and policies of the university and the office in terms of operations and resource management	Stricter monitoring of deliverables from trainers and groups based on their assigned documentation and reports and conducting post mortem evaluations among groups to assess the performance.	Whole year	Trainers/ Operations Coordinator
	At least 90% AGUA grade of groups and 85% A&A grade of student artists.			
	At least 90% of the plans are fulfilled at the end of the year. Average of at least 4.0 in the overall results of evaluation system	Continue monitoring and evaluation system of CAO as an office <ul style="list-style-type: none"> Mid-year evaluation Program Evaluation 	Nov. 2011, Mar.2012	Director/ All staff
	Review concepts every June and October during COA/ COCM.		Jun., Oct. 2011	All staff

		Mobilize COA review board for show concepts to ensure high quality productions		
To develop institutionally-integrated customer-oriented systems using state-of-the-art technology.	100% of strategic information about the group will be available on demand.	Strengthen documentation of creative and administrative materials	Whole year	Trainers
	100% maintenance of repertoires and themed performance every year, based on frequency of demand from requesting parties.	Improvement of artistic program and syllabus by the trainers.	Whole year	Trainers
PERSONNEL – Committed to Lasallian Values and Concern for the Common Good				
To build and maintain excellent performance anchored on Lasallian Guiding Principles.	All CAO trainers to receive a 4.0 + performance evaluation rating.	Implementation of specialized evaluation form that would consider the career growth of the staff.	Whole year	Director
	At least one (1) personnel recognized for outstanding achievement in the arts within three (3) years.	Continue with learning sessions on student affairs during staff meetings.	Whole year	Director/ All staff
	At least one (1) personnel engaged in service and consultancy work in government and other agencies.			
To foster a balance between organizational needs and those of the individual.	Participation in at least one (1) program that foster personnel wellness.	Continue developing a sense of family among Culture and Arts groups through CAOlympics and a Recollection for Artists.	Sept. 2011	Directors/ Operations Coordinator
	Participation in at least 2 seminars attended by any of the staff/ trainer for the AY	Required attendance and participation in university special projects of all trainers.	Whole year	Director/ All staff
	Participation in at least 1 special project for each staff/ trainer for the SY		Whole year	Director/ All staff
FACILITIES -Appropriate University Facilities and Infrastructure				
To provide state of the art facilities appropriate for creativity and research, community engagement and the well-being of the community.	No. of university facilities that comply with the established standards*	Review and recommend better facilities and equipment for artists in theaters and rehearsal halls.	Whole year	Director/ All staff
	Compliance of facilities with health and safety standards.	Establish and implement more relevant policies with theatre manager based on consultations.	Whole year	Director/ All staff
		Request for better storage of production materials for recycling.	Whole year	Director/ All staff
To develop and implement an integrative campus renewal program towards a greener and more environmentally sustainable campus	Improve energy efficiency – carbon footprints, energy audit, etc.	Use of recycled and recyclable materials for sets and costumes.	Whole year	Trainers/ Company Managers
		Paperless submission of AQUA documents.	Whole year	Trainers/ Company Managers
		Judicious use of air conditioning in offices	Whole year	Trainers/ Company Managers
FINANCE- Financial Sustainability In Support of the Vision Mission Values				
To foster a culture of integrity, fiscal accountability, discipline and responsibility	All <i>finance-related</i> processes should undergo regular process audit	Appointment of an internal auditor from the office –SAM to audit financial statements submitted by CAO groups.	Whole year	Directors/ Operations Coordinator
	90% of compliance to established budget preparation standards	Strict monitoring of all DM Finance and CAO Secretary on budget allocation and budget preparation per project/ operational funds.	Whole year	Directors/ Operations Coordinator / Trainers
	90% adherence to the approved budget allocation			

		Review financial prospects and risks for every project proposal.	Whole year	Directors/ Operations Coordinator
To deliver timely, relevant and value-added innovative financial services.	All regular financial reports available on time for decision-making.	Regular submission of PDFs of financial documents.	Whole year	Trainers/ Company Managers
	Forward planning of financial needs from Accounting Office	Monitoring of DM Finance to ensure early submission of financial requests.	Whole year	Trainers/ Company Managers

NOTE: By the 2nd AQUA, you should just add a report on the results , if they were accomplished or not. Include attendance count, evaluation ratings, etc.

APPENDIX D. 2. ORGANIZATIONAL LEARNING FORMAT

SY 2008-2009

A. ORGANIZATIONAL

AREAS	BEST PRACTICES	WORST PRACTICES
1. SYSTEMS/ PROCESSES		
2. FINANCIAL		
3. HUMAN RESOURCE		
4. PRODUCTIONS		
5. MARKETING		
6. RELATIONSHIP W/ TRAINER		
7. RELATIONSHIP W/ CAO		

B. ARTISTIC – in terms of choice of material, length of performance time, dates/ time of event, choice of actors,

BEST PRACTICES	WORST PRACTICES