OPERATIONS MANUAL
AY 2015-2016

In consultation with the Dean of Student Affairs, the Student Affairs Directors' Council, the CAO Council of Advisers, and the CAO Council of Company Managers, the Culture and Arts Office (CAO) presents this manual of polices and procedures for the use of its artists, managing, and production groups. It serves as a guide to the Executive Board of the CAO groups through providing pertinent information necessary to conduct business with the mother office and other offices in the campus.

All provisions outlined in this manual are made consistent with the University's Mission Statement. More specifically, these provisions are instituted:

- To instill Lasallian virtues of Christ-likeness, dedication, discipline, honesty, and imparting of these values among the members;
- To maintain order in the operations of the office and the CAO groups;
- To maintain excellence and to strive for higher standards in all performances
- To encourage a striving for academic and professional competence and accountability and;
- To render service to the University and Nation by enlightening and educating them on the different art forms through relevant programs and by sharing with them our talents and resources.

These policies are made in conformance with University-wide and Student Affairs policies and directions of DLSU.

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Any proposal to amend these policies shall be coursed through CAO, the policy maker and the implementer of the said policies such as the Chancellor, Vice Chancellor for Administration, Vice Chancellor for Lasallian Mission and Alumni Relations, Dean of Student Affairs, and the Student Affairs Directors' Council. For comments and suggestions, email us at: glorife.samodio@dlsu.edu.ph or visit us at http://www.dlsu.edu.ph/offices/sps/cao.

All the staff, trainers, officers and members of the Culture and Arts Office are required to read the contents of this guidebook to facilitate smooth working relations and operations. Ignorance is not an excuse for any violation of the policies that will be committed.

THE LASALLIAN ARTISTS' PRAYER

Almighty God, source of all that is good

We praise and thank you for the wonderful talents

You bestowed upon us.

As we, at this moment, are about to

fulfill another task, let this be for your glory.

As we strive to excel in our performance,

may you be the one, Lord,

to shine among those who will be with us today.

Like John Baptist De La Salle,

who responded to your call of educating the least the last and the lost,

May we also teach the minds, touch the hearts and

transform the lives of others through our performances.

With this, we invoke your loving guidance for us to be

filled with fait, act with zealous heart and

commune with one another forever and ever.

AMEN.

Section 4

ARTS QUALITY ASSURANCE

In line with DLSU-Manila's aim to be the first Quality Label Holder of the ASEAN University Network-Quality Assurance Accreditation, the Culture and Arts Office complies with the AUN-QA Criteria that an institution should ensure that it collects, analyzes, and uses relevant information for the effective management of its core activities. (*AUN-QA Manual Section 3.2*)

Based on its mission statement, the De La Salle University Culture and Arts Office serves as an instrument to the advancement of cultural consciousness and art appreciation among Lasallians and for the promotion of values and the formation of the student artists under its care. It is also responsible for every activity that the group organizes and sponsors; and the content and message of the said activity to its viewing publics. In line with the office's dedication to producing high quality and affecting experiential culture and arts programs, the office has to ensure that its artist groups meet certain operational standards set by the office to justify all the benefits and support that it gets from the University, and to protect the interests of the student artists should the benefactors feel that the groups are not performing as expected, through presenting concrete data of their organizational and artistic performance.

Moreover, this is also the office's way of forming its student artists to be well-rounded managers, as they balance their academics, artistic training and managerial responsibilities to the group and to CAO. Thus, to maximize their stay with CAO, the office seeks to implement a more realistic approach to teach management skills in terms of finances, projects, processes and resources; to its student groups, aside from giving the expected training to hone their artistic skills.

The Culture and Arts Office has started to establish an accreditation system since 1996, which was revised in 2000, amended in 2004 and in 2013.

4.1. OBJECTIVES

More specifically, this accreditation was revised in order to:
1. Facilitate the effective operation of the CAO Groups in terms of the standards set in this accreditation system.
2. Create awareness regarding the importance of group management in levels of performance and organizational development.
3. Make the documentation more "student-artist"-friendly as the office also considers that they might not have enough time to focus on their academics and their total well-being if they are loaded with too much paperwork from CAO.
4. Establish the mentality of the group in "earning their own keep" for them to better appreciate the support and recognition given by the office and the University.
5. Provide a more systematic way to convert all these performance-monitoring measures into tangible conversions on their tuition discount privileges and the rewards system (CAO Awards) and maximize the total tuition discount percentage given to CAO by recognizing deserving groups for their performance.

4.2. GENERAL DESCRIPTION OF THE QUALITY ASSURANCE SYSTEM

The features of the reformatted quality assurance system are:
1. More efficient paperwork for the student artists – All documentation requirements shall only be the basic documents needed to ensure a decent operational system for the group.
2. Training of the student artists' presentation skills –All required documents will be verbally presented and defended to the CAO staff, to train the student artists in their communication and presentation skills.
3. Top management supervision and centralized information system - The process owner of the system will be the CAO Director, together with the whole staff. All documents submitted would be filed in a CD and the Google Drive. The latter will be kept at CAO for reference, and the Drive will be available for use by the Executive Board, through their DLSU email addresses.
4. Training in planning, implementing and monitoring - The groups will be required to submit all the required documents only in May, June, December, March & August. This is to ensure that all activities will be well plotted in the office calendar to prevent overlapping of activities and for the groups not to procrastinate and keep their commitment to the fulfillment of their plans. This also gives them the opportunity to fully concentrate in their artistic craft and project implementation throughout the school year. CAO will take care of venue reservations inside DLSU (for theatres/auditoriums only) to ensure that the groups will strive to implement their activities as planned. The groups are not authorized to deal individually with the reservations office, and any changes of their plans will have to be coursed through CAO.
5. Point system –The point system used are very detailed in terms of the criteria on how they will be objectively graded. There are corresponding merits and demerits. All the attitude and ability forms were also customized for the officers and members, and as to their exact role in the group (i.e. performing, managing).
6. Effect on the operations and rewards system – The AQUA will have a direct effect on the individual tuition allocation, group's tuition allocation, and the CAO Awards.
7. Yearly renewal of commitment to AQUA – all officers and trainers will be requested to sign a contract with CAO stating that they fully understand and abide by the contents of the program.

4.3. COMPONENTS

4.3.1. OPERATIONS MANAGEMENT
1. Process management – covers the mission/vision statement; operations manual with their job descriptions; general objectives and strategies for the year (organizational, financial, human resource, artistic, marketing); periodical organizational performance reports; organizational learning at the end of the year; their documentation of the minutes; performance contracts of the officers and members and the groups' compliance to the University and CAO policies in terms of waiver forms, permits, etc.; the officers' knowledge of the CAO operational procedures
2. Financial management – covers how their managed their funds at the start and end of the school year; all their projected income statements for each activity; and compliance in the disbursement and requests of funds.
3. Project and Production Management – covers the ability of the group to handle their projects and the artistic output in all their self-organized productions from conceptualization, implementation to evaluation.

4. Marketing Management- covers how well the group strategized the marketing of their groups to their target audiences and sponsors, from conceptualizing the product, pricing, distribution and promotions

4.3.2. RESOURCE MANAGEMENT
1. Materials Management- covers how the supplies, costumes and equipment were handled by the group
2. Human Resource Management – covers knowing the status of the members, their attendance, their commitment, their performance and skill development with the group and in their academics; their team management

ACCREDITATION ITEMS AND POINTS:

AREAS	T1	T2	T3

Operations Management

	T1	T2	T3
1. Process Management	35+48*	52	45
2. Financial Management	10+28*	30	40
3. Project/Production Management	30+16*	10	
4. Marketing Management	22+2*		

Resource Management

	T1	T2	T3
5. Materials Management	4	6	10
6. Human Resource Management	2	2	5
Artistic Performance (Self Organized and Performance Requests)	100	100	100
TOTAL	300	200	200

*NOTE: The two figures represent the current and the incoming EB's AQUA requirements.

4.4. AQUA CHECK DOCUMENTATIONS AND PRESENTATION REQUIREMENTS

All the AQUA document templates are provided in Appendix C. They are sorted on a per term basis.

4.5. ACCREDITATION GUIDELINES

The accreditation will be done in a point system basis. The reports, called AQUA CHECK, will be done through a formal presentation to be held in the presence of the CAO Director, Coordinator, Trainer. It shall have direct effects on the following privileges, support and rewards system:
1. Tuition discount per student
2. CAO Awards
Violations in terms of process management, production management, marketing management and code of ethics will have corresponding deductions in the AQUA grade.

4.6. STANDARD BASIC TUITION DISCOUNT SCALE

1) 70% of total allocation will be allotted to the basic tuition discount scale

- 30% will be allocated to all officers
- 70% will be allocated to all members

2) 30% of total allocation will be allotted to the additional tuition discount (treated like a bonus), counting the original criteria set on the credit point system per group (AQUA grade, no. of exceeded performance requests, number of active members, university service)

TUITION DISCOUNT ALLOCATION –CREDIT POINT SYSTEM PER GROUP

Effective AY 2014-15, upon the approval of the joint Council of Company Managers and Council of Advisers, the additional tuition discount allocation per group will be divided appropriately based on the following criteria:

CRITERIA	WEIGHT
AQUA Grade	35%
Number of exceeded performance requests	20%
Number of active members	20%
University Service	25%
TOTAL	100%

1. **AQUA Grade**. The group's grade for the term will be multiplied by 30% to get the AQUA Grade Credit Points.

2. **Number of exceeded performance requests**. The committed hypothetical value of performance requests during the AQUA check and the average granted requests of the last 3 terms will be averaged to get the base number for exceeded requests. Exceeded hypothetical value of all groups will be added to get the total exceeded value. Each group's exceeded value will be divided by the total value. The quotient will be multiplied by 20 and will be added to the base score of 10. A group that did not exceed their committed performance request will still get the base score of 10 points.

3. **Number of active members**. The group's number of active members based on the average number of active members who received tuition discounts for the last three terms.

NO. OF MEMBERS	CREDIT POINTS
30+	20
21-30	15
11-20	10
1-10	5

4. ***University Service***. A group that engages in general university service or represents the university in tours and competitions is given corresponding credit points based on this matrix:

TYPE	LEVEL	CREDIT POINTS
Competitions/ Festivals	International	10
	National	8
	Local	6
Performance/ Production and Media Service Request	International	7
	National	6
	Local	5
	University	4
Art in Action		7

Credit Points earned by all groups will be added to get the Total University Service Credit Points. Each group's credit points will be divided by the Total University Service Credit Points. The quotient will be multiplied by 20 and will be added to the base score of 10. A group that does not qualify for any University Service Credit Point will still get the base score of 10 points.