New School for the Arts & Academics Business Plan

NSAA Fiscal Viability

Since opening in 1995, NSAA has offered a unique education in both the arts and academics. The goal is not simply to have students meet Arizona high School Graduation Standards, rather it is to prepare students for college, while simultaneously allowing them to develop their art and continue developing their art.

For instruction over the next three years, we have budgeted carefully to allocate funds predominantly to instruction without trimming too much in other areas as state funding limitations are reconciled. In the future, NSAA will continue to offer realistic and significant programs in the arts and first rate academics to sustain our student membership and provide our families with the tools they need to succeed.

Accounting Procedures in M & O

NSAA day to day accounting and purchasing procedures involve the Business Manager, the Executive Dean, and in many cases the Department Chairs. Annually the budget includes allocations for supplies for instruction; this is not itemized by course/teacher/department. In the fall, prior to the first day of school each at department meets and reviews the calendar and month to month anticipated projects and estimate an expense sheet. Monthly, Faculty members will submit purchase requisitions to their Department Chair who submits these to the Executive Dean for approval, the Business Manager ultimately receives them for ordering the required supplies from various vendors. Large purchases, more than $300, are scrutinized by the Executive Dean, Business Manager and Department Chair to ensure the need before spending that amount for one course/faculty member's classroom needs. For the Visual and Performing Arts Departments, the Department Chairs have fiscal authority for purchases not exceeding $300.

Monthly maintenance and operating expenses are reviewed annually by the Executive Dean and Business Manager, and periodic quotes for various services such as janitorial or landscaping are obtained to ensure the expense is fair and meets the budget and NSAA needs. In the event of a large maintenance or repair, NSAA will seek three quotes before purchasing services or equipment and the Business Manager and Executive Dean will determine which provided is reasonable.

Bi-annually faculty members take inventory of classroom supplies, computers, text books, and furniture and report this to the Business Manager. The Business Manager and the Executive Dean will review the inventory lists and identify and prioritize large purchases such as computers, class set of text books, and furniture and purchase items needed to provide quality instruction. Faculty may purchase their preferred items, and may be reimbursed if the Business Manager and Executive Dean are informed of the purchase prior and the items is required for instruction.

Fiscal Revenue

For the past two years, our annual audits have been indicative of the organizations stability, sustainability and responsible accounting procedures. The NSAA organization has demonstrated through these audits that our operating and accounting processes have

been successful and effective. Although the fiscal year 2010 and the fiscal year 2011 budgets have been reduced in some areas due to state funding limitations, NSAA anticipates continuing to provide and follow a balanced budget for the upcoming years and will demonstrate this in its annual audits.

In 2001-2002, NSAA secured Education Revenue Bonds which proceeds were allocated towards relocating to a Tempe location and into a building that we own. This has given NSAA an opportunity to generate revenue from leasing our facility to other organizations, including the City of Tempe, and other non-profit and art organizations. The stability of owning our own facility has allowed us to acquire additional revenue and has been a factor in retaining students and attracting committed families as stakeholders in a stable organization.

NSAA is primarily funded through the state based sponsorship of student membership. Our enrollment has been somewhat predictable from year to year, and the budget has been consistent in meeting the school needs. Our student retention rate since 2007 has been higher in comparison to previous years, from 65% returning to 80%, we attribute this partly to the opening of an on-site middle school feeder-school with a focus in the arts, and the high teacher return rate. The school had a decline of students from the year 2006 to 2007 due to our increased graduation expectations and course requirements; we anticipated the decrease and budgeted for two years prior anticipating a decrease in student membership, and are managing with serving 200 and increasing accordingly. The academic and elective course changes were imperative in preparing young adults for post-secondary education and continuing to provide a quality program for all students. As time has progressed, current high school students must possess more knowledge, and experience to earn acceptance to universities and colleges. In keeping up with these needs, NSAA has increased the number of Advanced Placement courses offered, increased the number of courses with dual credit for college options, also in 2010, we began to work with Arizona State University in enrolling our high school students in their courses as well. In January 2010 we became accredited and welcome the perspective of the AdvancEd organization as we continue to grow. These developments draw families to us and contribute to sustaining our student membership; NSAA offers not only a unique art program, but also comprehensive academic courses. Board members, administrators, and faculty have all identified the need to raise our already high standards and have evolved to accommodate this demand and, our budget reflects this influx.

Students enrolled at NSAA may take the Advanced Placement exams the student is responsible for paying the exam cost, the school does not incur this expense, as well as the expense of SAT, ACT or other exams not directly used for NSAA data. NSAA collects a graduation fee from all seniors; this covers the cost of renting a facility and provides the students with their graduation cap, gown, tassel and diplomas. In addition to this students may incur the expense of purchasing either from the school or elsewhere any work books or other books they will use for a course and is consumable item not returned for the school to use.

Personnel

Our faculty and staff provide significant support to our stakeholders and are compensated with competitive salaries, benefits, flexible scheduling, proposition funds, and other incentives, such as luncheons, gift cards, small taken of appreciation sometimes donated

or purchased. The salary and benefits are determined by the Executive Dean and reviewed by the Administrators and Business Manager. NSAA attracts qualified artist/instructors and provide them with small course loads to allow them to continue to practice their art, while providing invaluable instruction to our students. Full-time employees are offered health benefits, with a portion being paid by the organization; they are also members of the Arizona State Retirement fund if they meet the hourly employment requirement established by the ASRF. Teachers may volunteer to provide guidance or supervise an after school activity or club and they may be paid a stipend, and this amount will vary depending on the amount of school supplies used, the number of students participating, and the time of the club or event. Faculty and staff are also provided with opportunities to attend workshops, conferences and may get reimbursed for education or content related graduate course work.

Fundraising

NSAA hosts several community events throughout the year including performances, juries and visual art exhibits. At these events, there may be an entrance fee or tickets that must be purchased; also students and faculty may donate their art to the school with proceeds benefiting the students and faculty through he purchase of additional art supplies, books, videos, theater equipment, or grounds items such as picnic tables.

Throughout the school year, parents and community members are encouraged to take advantage of the Arizona Tax Credit Donation. These funds are directly returned to extracurricular activities for the students.

NSAA faculty, staff and administrators also monitors the available grants that may be and conducive to providing additional instruction or supplies that are aligned to the charter mission and program of instruction.

Philanthropic Support

Over the years, NSAA has built relationships with various departments at universities, local artists and businesses who have over time, provided guest artist and clinics for our students free of charge as well as gift cards or other items or services. NSAA also has Visual Art Galleries in the Valley who provide marketing strategies and curator skills to our students, at no charge, which provides students with invaluable experience in applying much needed skills to thrive as an artist after graduating from high school.

NSAA receives donations for catering and other supplies for various fundraising events. Annually the Executive Dean solicits donations from Board of Directors of theater companies, private business and other community organizations for items that may either be used in the classroom or somehow enhance the art courses through field trips or performances.

Recruitment and Advertising

Over the last five years, NSAA has embarked on annual advertising recruitment campaigns to maintain and draw young artists to our facility. Although we have not budgeted for future advertisements due to the limitations in funding from the state, advertising is an area we are able to fundraise from within the community that provides an advantageous return.