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An Organizational Review of The NOCCA Institute

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An Organizational Review of The NOCCA Institute

An Internship Academic Report

Submitted to the Graduate Faculty of the
University of New Orleans in partial
fulfillment of the requirements for
the degree of

Masters of Arts in
Arts Administration

by

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B.A. Loyola University New Orleans, 2011

December, 2015

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ABSTRACT

This review is an academic report used to provide recommendation and an in-depth look into The NOCCA Institute. The report includes an analysis of the organization's structure, programs, finances, and my internship activities; Spring - Summer 2015. Additionally the report includes a SWOT Analysis and my recommendations based on the analysis and best practices of similar organizations.

Keywords:

The NOCCA Institute (TNI), The New Orleans Center for Creative Arts (NOCCA), Term-Time Financial Aid, Summer Study Financial Aid

INTRODUCTION

The NOCCA Institute is an organization that is committed to the advocacy and advancement of young artists in Louisiana. Its notable endeavors include financial aid programs, an artist residency program, the capital campaign for its current campus location and its expansion along Press Street. For 40 years The NOCCA Institute has ensured the success of the New Orleans Center for Creative Arts (NOCCA). Many organizations perform services similar to The NOCCA Institute, but The NOCCA Institute is unique. It is the non-profit organization only provides funding for NOCCA while remaining a separate entity from the school.

January 28, 2015 was that day that I started as The NOCCA Institute's Event Coordinator and Development Intern. This report is an in-depth assessment of the organization's programs, structure, operations, and observations during my 480-hour internship. Interning at The NOCCA Institute has had a positive influence on me both professionally and academically. As a member of the staff at The NOCCA Institute I have gained invaluable experience and knowledge and feel I made a positive contribution to the community.

CHAPTER ONE: Organizational Profile

I. HISTORY

Before delving into the role, responsibilities and achievements of The NOCCA Institute (TNI) one must first look into the institution it exists to support, The New Orleans Center for Creative Arts (NOCCA). Founded in 1973 (it enrolled its first students in 1974) as an Orleans Parish school by a group of community artists, educators, and leaders, NOCCA is an educational arts institution dedicated to pursuing superior levels of artistic skill and to nurturing the talent of Louisiana's youth. In 2000 NOCCA became a State-funded school and moved the campus to its current location on Chartres Street in the historic Bywater neighborhood. In addition to a typical academic curriculum, NOCCA provides training in 11 creative disciplines: Creative Writing, Visual Arts, Classical Music, Vocal, Jazz, Dance, Culinary Arts, Drama, Media Arts, Musical Theatre and Theatre Design. Along with instruction from the NOCCA staff, students also get the chance to learn from regional and national artists through residency programs.

NOCCA offers both arts instruction and a full academic curriculum for grades 9 through 12 in a program titled Academic Studio, as well as arts-only instruction for half day and after school students from schools throughout Louisiana. Admission into NOCCA is by audition only and is tuition free. Students are only responsible for department fees and other expenses associated with their discipline. A considerable number of students come from families with limited income, approximately 40%. It is through the efforts and financial support of The NOCCA Institute that these students are able to study at NOCCA.

The NOCCA Institute is the nonprofit organization that provides funding for NOCCA and its programs. TNI provides funding for artist residency programs, has financial aid programs for

summer study programs across the country¹, and term-time financial aid which funds students' supplies and program fees.²

II. MISSION AND GOALS

“The mission of The NOCCA Institute is to support the New Orleans Center for Creative Arts, Louisiana’s arts conservatory for high school students. We invest in young artist, their mentors, and the community through programs that encourage educational and cultural innovation.

The NOCCA Institutes goals: to ensure that students who have been admitted into NOCCA are able to attend because their financial needs have been met; for students to advance their education and careers; for students to get into college and earn scholarships.”³

III. POPULATION SERVED

The NOCCA Institute serves about 630 students coming from parishes throughout the New Orleans metro area. Many students commute as far as two hours each way to benefit from NOCCA and The NOCCA Institute programs. For the 2014-15 academic year there were 242 Academic Studio students that attended full day for arts and academics, 498 half-day students, 65 after-school students, and 73 students enrolled in the prep program⁴. Students who attend half-day come from homeschooling programs and up to 120 public, private, and parochial schools. There are students who come from well off homes but the vast majority of students come from families with very little income, many of which are on government assistance.

¹ The NOCCA Institute provides financial aid for students studying during the summer at different universities and institutions across the country.

² “What We Do.” *The NOCCA Institute*. N.p., n.d. Web. 19 Aug. 2015.
<<http://noccainstitute.com/our-mission/>>.

³ *The NOCCA Institute*. N.p., n.d. Web. 20 Aug. 2015
<<http://noccainstitute.com/our-mission/>>.

⁴ Arts instruction for 6th through 8th grade students

IV. STRUCTURE

The NOCCA Institute has a small core and supporting staff. For the small number of people working in the organization, TNI accomplishes a great deal and maintains an active presence in the community.

A. Staff and Board

The NOCCA Institute has two offices, a Chartres Street office on NOCCA's main campus and a Royal Street office attached to the new Chevron Forum. In the Chartres office are the Executive Director, Sally Perry; Director of Development, Elizabeth McMillan; Associate Director of Development, Event and Programs, Katrina Weschler; Office Manager, Monique Bloom; and the Event Coordinator and Development Intern, me, Sharyn Booker. The Royal Street office is home to the Director of Finance and Operations, Ayman Jaber; Director of Marketing, Richard Read; Volunteer Specialist, Harrison Bass; Manager of Press Street Gardens, Marguerite (Margie) Green; Programs Specialist, Elliot Robinson; Marketing Associate, Rachel Walker; Director of 5 Press Gallery, Amanda Cassingham Bardwell; and Director of Community Development, Jackson Knowles. Every Monday at noon, what I consider the core six meet in the Chartres Street office: Sally Perry, Elizabeth McMillan, Katrina Weschler, Ayman Jaber, Richard Read, and Margie Green.

The Board of Directors has a total of 51 members, eight of whom are honorary lifetime members, and a Select Advisory Committee of six. The officers are President Joel Vilmenay; Vice Presidents Joel Dondis, Gregory Morey, and Dana Douglas; Secretary Anne E. Raymond;

and Treasurer John Morton IV. Board members are not required to give but they are encouraged to do so.

B. Programming

The NOCCA Institute has eight programs in place: Term-Time Financial Aid, Summer Study Financial Aid, Funds for Students, Artists-in-Residence, Academic Studio, The Plessy Project, Aspirations Newsletter, and NOCCA Marketplace. All of these programs exist to benefit NOCCA students.

- The first is the **Term-Time Financial Aid Program**. As stated previously, NOCCA is tuition free but there are extra costs associated with participating in NOCCA's programs, including private lesson fees, department fees, supply costs, lap top fees, transportation and other costs. Through the Term-Time Financial Aid Program many of the underprivileged students are able to have these costs covered by The NOCCA Institute.
- The **Summer Study Financial Aid Program** allows students--mainly juniors and seniors--to participate in some of the best arts summer programs across the country. Some even get the chance to study abroad. For summer study programs, The NOCCA Institute attempts to assume the costs of travel, room and board, supplies, meals, and/or program tuition. As with the Term-Time and Summer-Term Financial Aid Programs, awards for Summer Study Financial Aid are based upon student need and TNI's available funds.
- **Funds for Students** is in a way like financial aid. It encompasses numerous funds and scholarships set up to aid NOCCA graduating seniors pursuing higher education. The students

who benefit from these funds are chosen through nomination by faculty in their departments. Some can be dedicated to a specific department and/or special student achievement.

- The **Artists-in-Residence Program** brings artists for long- and short-term residencies into NOCCA's classrooms. Every year there are about 150 artists who participate in this program. These artists expose students and faculty to new artistic practices and processes. Residencies can last anywhere from one day to one month in length, sometimes longer. The public is also able to benefit from the visiting artists through Center Stage concert series, On the Edge gallery series, and Creative Readings series. The artists who participate are chosen by NOCCA faculty based on artistic expertise that enhances the NOCCA curriculum and the artists' ability to effectively translate their processes in a classroom setting.
- **Academic Studio** is the name given to NOCCA's curriculum. It allows students to attend full day. For the majority of NOCCA's history, students had been taking academic subjects at their home schools and attending NOCCA on a half day basis. In 2011 The NOCCA Institute's Executive Director and Director of Development developed a full academic curriculum with the help of scholars and experts from universities and institutions that include: The University of Melbourne, Harvard, Stanford, and the Exploratorium. The NOCCA Institute asked these experts to create a curriculum that supports arts training through academics.⁵ The curriculum is designed to integrate artistic practice and academic learning. For example, Culinary Arts students learning about the chemistry behind their cooking.

⁵ *The NOCCA Institute*. N.p., n.d. Web. 3 Sept. 2015
<<http://noccainstitute.com/academic-studio/>>.

- The **Plessy Project** is a program in development. “The Plessy Project will be a dynamic center for civil rights history, discussion, and action.” It is led by The NOCCA Institute and honors the efforts in civil rights of Homer Plessy and the Citizens Committee.⁶
- **Aspirations Newsletter**, was established in 2000. It is a yearly publication recapping and highlighting all the progress, efforts, and happenings of NOCCA and The NOCCA Institute.
- The **NOCCA Marketplace** is an online marketplace where consumers and supporters of NOCCA can buy goods and certificates from The NOCCA Institute’s business endeavors on Press Street, and artwork and wares from NOCCA alumni, faculty and staff, and students. For example, the Culinary Arts students make pies for NOCCA’s Pie of the Month Club. These pies are also sold for individual purchase from The NOCCA Marketplace at shop.noccainsitute.com.

C. Business Endeavors

In addition to great programming TNI has also started several businesses, the proceeds from which support NOCCA and The NOCCA Institute. These businesses are: Press Street Station restaurant, The Boxcar food truck, Press Street Gardens, and 5 Press Gallery. Not only do they provide financial support for NOCCA and The NOCCA Institute but they are also used to aid the students in furthering their education and skills. Recently opened, these businesses occupy new and renovated buildings located on land owned by NOCCA on Press Street between Chartres Street and Dauphine Street.

⁶ *The Plessy Project*. N.p., n.d. Web. 3 Sept, 2015
<<http://plessyproject.com>>.

- **Press Street Station** is the most recent addition, opening in February with the completion of the new Chevron Forum. Press Street Station is a neighborhood cafe attached to the school. Students are allowed to work there to gain knowledge in the restaurant industry. The cafe also is connected to Press Street Gardens, using produce from the gardens for menu items.
- **The Boxcar** is a food truck project that is a product of The NOCCA Institute with additional support from the *Trafigura Foundation*⁷. Like Press Street Station, the Boxcar uses fresh produce and herbs from Press Street Gardens and Culinary Arts students are given the opportunity to work and gain real world experience.
- **Press Street Gardens** is an urban farm located on Press Street two blocks from NOCCA's main campus. It is funded by The NOCCA Institute and generates modest revenue by selling produce and flowers on site and online at The NOCCA Marketplace.⁸ The Gardens are mainly used as a learning laboratory for students; they are incorporated into lesson plans for arts, sciences, humanities, and health. Fresh fruits, herbs, and vegetables grown at Press Street Garden are used by the Culinary Arts students in their courses, Press Street Station, and The Boxcar food truck. Like The Boxcar, Press Street Gardens receives additional support from *Trafigura Foundation* as well as *blue moon fund*.⁹
- **5 Press Gallery** exhibits work from artists who have a connection to NOCCA: alumni, residency artists, present and former faculty. The gallery is located in the new Chevron Forum and is connected to Press Street Station. Customers from the Press Street Station can enter the

⁷ <<http://www.trafigurafoundation.org>>.

⁸ <<http://pressstreetgardens.com>>.

⁹ <<http://www.bluemoonfund.org/>>.

gallery from the restaurant. 5 Press Gallery hosts receptions during the St. Claude Arts Walk.¹⁰

Pieces in the gallery can be bought in-house or online at The NOCCA Marketplace website.

V. FUNDING AND EXPENSES

As I have learned through the Arts Administration Program at the University of New Orleans, it is of the utmost importance for an organization to have diverse sources of income. The NOCCA Institute is not completely reliant on one source which is part of the reason it is in good financial health. There are individual, corporate, and foundation donors, many that give regularly. Revenue also comes from the annual gala, and as mentioned earlier, from the businesses attached to TNI. The majority of funding comes from foundations, 75%, with gala income being the next largest income source at 3%, corporate giving at 2%, and individual giving at 1%. The remaining 19% of income comes from grants, interest income, box office sales, in-kind donations, venue rentals, and The NOCCA Institute's culinary operations. Individual donations come from Friends of NOCCA. Friends of NOCCA is a general donation program. Any donor that gives donation(s) that are not geared toward a specific program or fund are considered Friends of NOCCA. It is not necessarily a membership since there are no extra perks to donating.

According to the 2013 Form 990, The NOCCA Institute directed approximately 79% to programs, Administrative expenses were at 11% and expenses for fundraising events were at 10%. Of the program outlay, 72% went to NOCCA Departmental Support.¹¹

¹⁰ An arts walk the second Saturday of every month showcasing visual arts, music, crafts, and other art forms at the St. Claude Arts District.

¹¹ "The NOCCA Institute: Form 990." Charity Navigator. N.p., n.d. Web. 4 Sept. 2015.
<http://www.charitynavigator.org/index.cfm?bay=search.irs&ein=720972102#.Vh1_XhyL-bw>.

CHAPTER TWO: The Internship

I. TITLE AND ROLE

This report contains information about the internship starting January 28, 2015 and ending August 10, 2015. During this internship I reported to the Associate Director of Development: Events and Programming, Katrina Weschler, as well as worked closely with the Director of Development, Elizabeth McMillan. Though my title at The NOCCA Institute was the Event Coordinator and Development Intern, I often was at the disposal of the rest of TNI staff to help out when needed, occasionally helping the Office Manager with filing or filling in at 5 Press Gallery. I worked Monday, Wednesday, and Friday at 20 hours a week for my internship.

The Event Planning and Development Intern is responsible for supporting the efforts of The NOCCA Institute's Development team. Development responsibilities included grant research, grant writing, grant reporting, database management, special event management, identifying new funding opportunities, and strengthening existing funding endeavors. Along with these responsibilities, I assisted with managing space rentals, special events, and the development of collateral for events.

The internship required the following qualifications: "Excellent written and oral communication skills; Experience with event planning and the ability to work with a team; Excellent research skills; Organized self-starter; The ability to fulfill job requirements in a timely fashion; Experience using social media for marketing purposes; The ability to complete multiple tasks at a time."¹²

¹² The NOCCA Institute. Internship Contract

II. RESPONSIBILITIES

The NOCCA Institute has not had a consistent internship program. The last intern TNI had was the summer of 2006 and after that they received assistance from Delta Service Corps.¹³ As a consequence there has not been much streamlining of specific responsibilities and tasks of an intern, once in the office. Many of the tasks performed were designated by the Director of Development and Associate Director of Development with additional tasks put into place as time went along. Along with filling the required responsibilities I helped to implement a reporting system for my daily accomplishments and a daily task list from my supervisor.

Of all the tasks I was given, the area that had the greatest resonance with my experience as an Arts Administration student was grant writing, preparation, and research. What we learn in the Arts Administration program about grants focuses on writing them and while interning for The NOCCA Institute I was tasked with assisting with the writing of a grant once. The majority of the grant work was online applications. Online grant applications are straightforward processes involving information on the organization, population served, and request information. Outside of applying for grants online, I mainly proofread ones that were already completed by the Director of Development.

In addition to grant work, I was given responsibilities in the preparation of the annual Art & Soul Gala and application processing for Summer Study Financial Aid.

¹³ “Delta Service Corps partners with non-profits, public schools, grassroots, and community organizations to provide capacity building services.” - Louisiana Delta Service Corps.
<<http://www.ladeltacorps.org>>.

A. The Gala

The annual Art & Soul Gala is the year ending gala, one of The NOCCA Institute's most formidable fundraising efforts. Dubbed *The BIG 4-Oh!*, the 2014-15 year ending gala celebrated NOCCA's 40th anniversary. The gala brought in revenue from ticket sales and sponsorships, but the silent and live auctions bring in half of the total. My role pre-gala was to bring in auction donations, track the projected revenue from the auction, and manage the online auction site. Contacting previous donors and getting them to donate was a simple assignment. For instance, every year TNI receives Mardi Gras Ball tickets and Saints tickets from regular donors.

The real challenge was getting new businesses to participate. I spent two to three weeks calling multiple businesses around the South East Louisiana area to see if they would be interested in participating, before mailing out letters and auction donation forms. Some of the new potential donors were personal suggestions but the most useful tool for finding new donors was a business listing booklet of the Greater New Orleans area. There were several new big ticket items secured, including Disney Park Hoppers (a park-to-park pass) and two round trip tickets from Southwest Airlines.

Once the auction forms came in I entered the business information, auction item information, and pricing in an Excel database. The database also kept track of whether or not The NOCCA Institute had possession of the item. One thing I noticed is that often gifts and donations were promised well before they were actually received. Once donations were received, they were then entered into TNI's donation tracking software, SAGE, as in-kind donations. Donors of auction items valued at \$500 or over received tickets to the gala; this information would also be tracked in the SAGE database.

Approximately one month before the gala, auction donations were uploaded onto the online and mobile auction site Gesture, previously known as Auctions By Cellular.¹⁴ Gesture is simple and straightforward and streamlines the silent auction progress. Bidders can make bids both online and on a cellular device. When a person has been outbid an alert is sent to an email and/or to the phone through text messaging, inviting a counter bid.

The days leading up to The BIG 4-OH! Gala were spent preparing the auction tables while still receiving auction donations and setting up NOCCA's Chevron Forum for gala night. All Institute staff took part in gala preparation, placing signs, table, and chairs in Solomon Family Hall inside of the Chevron Forum.

On gala night everything ran smoothly. All the live auction items had bids and the majority of the silent auction items were sold. The gala was a success. An article from Nola.com:

“The event was a musical, culinary, and visual feast. Food from area restaurants, as well as libations helped keep the mood upbeat, as did the variety of music. In one area -- Press Street Station -- music and performances from NOCCA teachers and students created a cabaret like feel, while in the Solomon Family Hall, Pedrito Martinez and Terence Blanchard, with Alumni and Young Alumni All-Stars had a theatrical flair. The live auction, helmed again by John Calhoun and the Auctioneers (the band played a musical accompaniment while Calhoun encouraged bids), was entertaining as well, with two lots creating a bidding war between father and son, Gary Solomon and Gary Solomon Jr. (NOCCA alumnus).”¹⁵

Total revenue from the gala, not including sponsors, was \$72,812 with \$53,711 from the live and silent auctions.

¹⁴ *Gesture* is a company that streamlines silent auction events with their mobile bidding technology.

¹⁵ Sue Strachan, *NOCCA Commemorates The 'BiG 4-OH!'*. *The Times-Picayune*. 4 June 2015. Web. 4 Sept. 2015. <<http://www.nola.com>>.

B. Summer Study Financial Aid

After preparation for the gala and auctions, Summer Study Financial Aid was another major responsibility during my internship. While receiving and keeping track of auction donations I was also tracking financial aid applications for summer programs. Every summer students participate in arts programs both locally and across the country. Some of the programs students applied to included Joffrey Summer Intensive, Cap 21, Tanglewood, MICA Pre-college, and SCAD Summer Seminar. Program costs ranged from \$700 to over \$8,000. Since summer programs are expensive, The NOCCA Institute asks students to seek some other sources of funding to help with costs where possible in case The NOCCA Institute cannot cover all expenses. Freshmen and Sophomores are allowed to apply but priority is given to Juniors since it is the last summer they are able to benefit from the financial aid program. Aid for summer programs is not given to graduating seniors.

III. ADDITIONAL RESPONSIBILITIES

In addition to the bigger projects came the responsibility for more mundane, but just as important, tasks. Fairly regularly The NOCCA Institutes receives donations from constituents from the Friends of NOCCA program. Cards to donate and become a Friend of NOCCA were sent out with TNI's brochures. With each donation a thank you letter must be sent out. Another task that was worked on regularly throughout the internship was updating the donor database. This task was not frequent but was done occasionally during my internship.

A. Friends of NOCCA

Through The NOCCA Institute's website and brochure mailings (which are sent out once a semester) individual donors can become a Friend of NOCCA by donating any amount to TNI as a recurring or one-time gift. It is not a membership but there is a benefit to donating at a certain level. Donors that give \$50 or above get the added benefit of The Friend of NOCCA club card. This discount card allows for 10% off from The NOCCA Institutes projects, Press Street Station, Press Street Gardens, The Boxcar, and 5 Press Gallery.

Confirmation for online gifts would go straight to the Office Manager's email and then she would forward them to my email. Donations that were sent in through the US Postal Service were first processed by the Office Manager then copies of the receipts would be given to me to collect the donor information. Every donor was kept in an Excel database with name, contact information, and the amount given. This information was used for a mail merge to send out thank you letters and Friend of NOCCA club cards. After the thank you letters were sent out I would staple a copy of the letter to the corresponding receipt and give it back to the office manager to file. Toward the end, the processes was slightly streamlined: when a constituent donated online they would automatically receive a thank you email and a copy of their receipt was sent directly to my NOCCA Institute email.

With online donations acknowledged by email, posted thank you letters were no longer necessary. Any constituent who made a donation through TNI's website would get a thank you letter through email; Friend of NOCCA club cards are still sent out through USPS. Also, instead of stapling a copy of the thank you letter to the receipt, the donation would be marked as "acknowledged" in the SAGE donor database.

B. SAGE Database Work

SAGE is the chosen donor management system for The NOCCA Institute. It is not the most simple software but when it comes to adding new donors and donor information it is straightforward. Though using the program is easy when uploading or pulling information, modification to the structure is less user friendly.

After mass mailings, a large portion of letters sent out were sent back because of out-of-date donor addresses. Some letters were sent back with the change of address but the majority were not. Any old information would be updated. If the change of address was not stamped onto the letter, postcard, or newsletter, the new address would have to be researched. The correct address could be found by calling the donor and getting the new information, but most either did not have a contact phone number or the one given was also outdated. In that case research through the internet was used to find the correct address.

CHAPTER THREE: SWOT Analysis

The SWOT Analysis is the method used to identify and understand an organization's strengths (S), weaknesses (W), opportunities (O), and threats (T). Strengths and weaknesses are internal factors in the organization's ability to achieve its goals; opportunities and threats are external. The analysis below was conducted through observation and from information collected during my internship with The NOCCA Institute.

| | |
|--|---|
| <u>STRENGTHS</u> <ul style="list-style-type: none">- Effective Programs- Earned Income- Contributed Income- Committed and Experienced Staff- Sound Finances- Diverse Board of Directors | <u>WEAKNESSES</u> <ul style="list-style-type: none">- Voluntary Board Giving- Over-dependency on Foundation Support- Insufficient Individual Giving- Insufficient Use of Intern- Outdated Data and Software- Lack of Transparency and Accountability |
| <u>OPPORTUNITIES</u> <ul style="list-style-type: none">- Concrete Internship Program- Further Business Expansion | <u>THREATS</u> <ul style="list-style-type: none">- Growing Arts Integrated Education |

I. STRENGTHS

A. *Effective Programming*

The NOCCA Institute has strong programming that benefits the students, and in some situations, the staff of NOCCA. Because of the programs students are able to attend the school for free, learn about creation and new ways to create from professional artists, attend summer programs at colleges across the country, and even help pay for college through funds and scholarship. The programming doesn't just benefit the students financially but academically and

professionally as well, through The Plessy Project, NOCCA Marketplace, Aspirations Newsletter and the Artists in Residence program.

B. Earned Income

The NOCCA Institute is fortunate to operate businesses that bring money back into the organization: Press Street Station, 5 Press Gallery, Press Street Gardens, and The Boxcar. Income from these business is only a portion of The NOCCA Institute's revenue, but it does alleviate some of the financial pressure, and represents long-term financial support. As with the programming, these businesses proved added benefits beyond financial. Culinary Arts students are able to work gaining real world knowledge and experience by working for Press Street Station and The Boxcar. The produce that is grown in Press Street Gardens is use for Culinary training. The NOCCA Institute also rents out campus venues which is an added source of revenue. All of these streams of income bring additional support for NOCCA and TNI.

C. Contributed Income

The 2014-15 fiscal year was one of growth. TNI received major support for the development of the campus. The primary donors were Chevron, Trafigura Foundation, Goldring and Woldenberg Family Foundation, Emeril Lagasse Foundation, Sundra Foundation, The RosaMary Foundation, Pro Bono Publico Foundation, Hearst Foundation, Coypu Foundation, and The Zemurray Foundation.

After nine months of renovations the Chevron Forum was completed in November 2014 and opened the following semester. The main Culinary Arts kitchen, research labs, classrooms for

integrated science and humanities classes, Press Street Station, and of course The NOCCA Institute's Royal Street office are all located in this 60,000 square foot building.

The Emeril Lagasse Foundation has been a big supporter of the Culinary Arts program, opening up the Emeril Lagasse Foundation Culinary Arts Center located in the Chevron Forum. The Culinary Arts students have even been fortunate enough to receive instruction from Chef Emeril Lagasse himself.

“ The growth of the culinary program at NOCCA has been remarkable. We're so proud to support such an incredible arts institution in this city and be a part of the bright future of its students.” - Chef Emeril Lagasse¹⁶

D. Committed and Experienced Staff

The NOCCA Institute has a great staff that is strong and dedicated to the organization and to NOCCA. For some of the staff, working for TNI has been a long-term commitment. The Executive Director, Sally Perry, has been in her position at The NOCCA Institute for 16 years. The Director of Development, Elizabeth McMillan, and Associate Director of Development, Events, and Programs, Katrina Weschler, have each been with NOCCA for four years; The Director of Marketing, Richard Read, has worked for The NOCCA Institute for 17 years; Monique Bloom, Office Manager, has worked there for 22 years; The Director of Development, Elizabeth McMillan, 20 years.

The staff of The NOCCA Institute is also an effective and diverse team that brings additional talents to the organization. They work well together, are open to each other's suggestions and

¹⁶ “*Aspirations Newsletter*.” Pg 5. *The NOCCA Institute*, July 2015. Web. 20 Sept. 2015. <<http://noccainstitute.com/aspirations-newsletter/>>.

assisting each other when needed. The only staff member with an academic background in Arts Administration is the Director of Marketing, Richard Read. Though some may see this as a weakness, I think that it is important to have a well rounded staff with different backgrounds. Each person brings a different talent to the table.

The NOCCA Institute also has multitalented members as a part of its staff. Elizabeth McMillan is in charge of development efforts for TNI and photographs and writes for NOCCA's newsletter. Richard Read creates all the design work for print pieces for NOCCA and The NOCCA Institute, and maintains the websites. When an organization has a small staff there are going to be individuals that do more than one job.

E. Sound Finances

The NOCCA Institute has a record of being in good financial health. Charity Navigator¹⁷ gives the organization a score of 92.90 out of 100 for financial health.¹⁸ According to the 2013-14 fiscal year Form 990 The NOCCA Institute was in the black. Total revenue was \$2,852,321 with total functional expenses at \$1,700,855 leaving NOCCA with a surplus of \$1,151,466. This excess represents restricted funds given for a specific program that have not been expensed yet. By the end of the year The NOCCA Institute had total net assets at \$6,136,388: real estate, invest endowments, investments, pledges, and deferred payments.¹⁹ All of this income allows The NOCCA Institute to realize its goals for NOCCA and support it.

¹⁷ Charity Navigator is an online charity evaluator that rates charities on a numerical system based on their financial health, accountability, and transparency.

¹⁸ *Charity Navigator*: N.p., n.d. Web. 23 Sept. 2015
<<http://www.charitynavigator.org>>.

¹⁹ The NOCCA Institute 2013-14 Form 990

F. Strong Board of Directors

The NOCCA Institute has a large Board of Directors. All board members are in professions that either align with non-profit work or complement NOCCA's needs. Some of the board members work in television, finance, education, law, or in the non-profit sector. Many of the board members are in principal positions in their companies. For the 2014-15 fiscal year, The NOCCA Institute had 65 members on its board. Many board members contribute through volunteer efforts for events like *The Big 4-OH!* Gala. The board membership includes many major contributors to TNI's efforts and programs. Many board members take lend additional support besides financial. Board members volunteered their time and services to the annual gala. Board members that were not able to lend their time or attend the gala, donated to the silent and live auctions.

II. WEAKNESSES

A. Voluntary Board Giving

Board members are encouraged to give but it is not required and there is no set minimum. The majority of board members give to The NOCCA Institution regularly in both monetary and in-kind gifts (auction donations for the gala). With that being said, not all board members give regularly, which mean that not all board members are committed to the organization and its success at the same level. If an individual isn't willing to financially support the organization, then the question arises of why are they on the board in the first place.

B. Over-dependency on Foundation Support

Over-dependency on financial support from foundations could be potentially disastrous. Financially speaking, in the non-profit sector nothing is ever guaranteed. For the 2014 fiscal year, foundation giving was 75% of TNI's total income. Though The NOCCA Institute ended in the black, the organization should not have the expectation of receiving major support from foundations every year. There are many non-profit organizations in the city. A foundation that decided to support The NOCCA Institute this year may decide to lend its support to another organization next year. Chevron was a big financial supporter of TNI's Press Street expansion. Whether the company continues to give money to the organization remains to be answered, but is unlikely since the construction of the Chevron Forum was completed. Financial stability should come from The NOCCA Institute's individual donors and the businesses attached to it. Relying too heavily on funds from foundations could put TNI in a bad financial position if foundations decide to give their money to a different organization.

C. Insufficient Individual Giving

According to Giving USA's annual report on philanthropy in 2014, 72% of total giving in the United States came from individuals.²⁰ This was not true for The NOCCA Institute. Unlike foundation giving, individual giving is remarkably low. It represents only 1% of The NOCCA Institute's revenue. Individual donors are the ones that will continually give. If foundation giving drops, The NOCCA Institute would need to rely on other forms of revenue. With individual giving so low, TNI would not have that revenue.

²⁰ "Insights". *Giving USA: Americans Donated an Estimated \$358.38 Billion to Charity in 2014*. N.p. June 29, 2015. Web. Nov. 6, 2015. <<http://givingusa.org>>.

D. Insufficient Use of the Intern

Though I had a couple of significant roles during my internship, working with Summer Study Financial Aid and the gala, I felt that I could have been used more. When not working on big projects, I felt more like an office assistant than an intern and was asked to do mundane tasks that helped keep the office running. At this point in my career and education, what would have been the most beneficial would have been to get a more in-depth look into the responsibilities of the Development staff and at how TNI is run and receive challenging assignments.

On occasion I was able to sit in on meetings and go on facility tours. Still, there was a limitation on my growth as an Art Administration professional. Though I did gain some new experiences and insights, I wanted to know more about the ins and outs of running a non-profit. Part of the issue is the lack of a structured intern program. Having a set plan and strategy for an internship program would be efficient and could benefit both the intern and the organization.

E. Outdated Data and Software

SAGE Donor Management is a great system for keeping track of donors and their donations. However, what I noticed was a lack of upkeep for the database. Every time there was a large mailing, TNI would get hundreds of letters and postcards returned for having the wrong address. At least twice during my internship I would have to do a database clean up, fixing the contact information for donors. Some of the mailings came back with the change of address stamped on. For the ones that did not, I would have to call the donor and get the new address. A couple of problems with that tactic was that the majority of the contact numbers were out of service and some donors did not have a phone number listed in our system. When calling did not work I

would resort to using the internet to find the new address. This was not the most effective way to find contact info and I could not be 100% sure that the information provided was correct. TNI ends up wasting money and time.

In addition to a lag in updating donor information, the software of SAGE is outdated. The company that produced the software, Sage Group Plc, no longer makes donor database software. SAGE was changed to strictly serve for-profit businesses. With SAGE being out of date comes additional problems. It does not work well with the current operating system that is used in The NOCCA Institute offices, Windows 10, and it is difficult to back up. Also, no more than three people can use it at a time; if a fourth person logs in, the software will kick someone else off. This becomes a problem during times when multiple people need to use the software. Having better software would help The NOCCA Institute's development run more efficiently.

F Lack of Transparency and Accountability

Looking closely at The NOCCA Institute's Form 990 under the governance, management, and disclosure section I caught that The NOCCA Institute is lacking a couple of important policies for a non-profit to have. There is not a Whistleblower policy nor a Conflict of Interest policy. These accountability policies are a safe guard and need to be set in place. TNI also does not make important information like audited financials and the Form 990 easily available on the website. Though this information is acquired through third party organizations, more transparency shows current and potential donors that the organization has nothing to hide.

III. OPPORTUNITIES

A. Concrete Internship Program

Until I was brought on as the Event Coordinator and Development Intern, The NOCCA Institute did not have a solid internship program. In a way it still doesn't. The start of my internship was the kick off for the start of a program. The opportunity for a good program could benefit both TNI and potential interns. The NOCCA Institute needs a concrete program that benefits both the organization and the intern, one with a structure of set goals for the outcome of the internship. This way there can be more productivity.

B. Further Business Expansion

The businesses that The NOCCA Institute owns could potentially become a main source of income. Press Street Station restaurant, 5 Press Gallery, The Boxcar food truck, and Press Street Gardens have the potential to have a larger financial impact on TNI. Further expansion could lead to TNI being less dependent on foundation support.

Take Press Street Station for example, which is on multiple sites like OpenTable.com and NewOrleansOnline.com. More active marketing could help bring in more people that aren't familiar with NOCCA and don't live in the area. People love deals and promotions. Something as simple as having a GroupOn could make a world of difference with how many customers come into the restaurant.

IV. THREATS

A. Growing Arts Integrated Education

The growing trend of arts integration in New Orleans may be a great development for the city but could potentially be a bad one for The NOCCA Institute. There are many arts integrated schools that are emerging in the Greater New Orleans area. To name a few, KIDsmART is a program that brings art integration into classrooms through artist residencies and professional development and has 11 schools currently using its programming.²¹ There is also the Waldorf School of New Orleans which integrates arts and academics for children K-8th grades.²²

What might be a threat to NOCCA, and consequently The NOCCA Institute, is ReNEW Cultural Arts Academy run by ReNEW Schools, which is one of six schools created by the non-profit. ReNEW Cultural Arts Academy is a new K-8 charter, created in 2010 with a focus of arts integration. Unlike NOCCA and Lusher it is an open admission charter school.

NOCCA is an arts conservatory, not an arts integrated school. Some student attend solely for arts instruction. There are other viable options for parents who want their children to be exposed to, and to practice the arts but do not have to worry about paying any arts or departmental fees. That is where ReNEW Cultural Arts Academy could potentially take away some of the prep program students. How could this affect The NOCCA Institute? Every grant and application for corporate and foundation support requires information on the population that TNI serves. The possibility of loosing students also means the possibility of loosing support.

²¹ "How We Do It: The KID smART Model." *KIDsmART*. N.p., n.d. Web. 26 Sept. 2015
<<http://www.kidsmart.org/programs.html>>.

²² *The Waldorf School of New Orleans*. N.p., n.d. Web. 26 Sept. 2015
<<http://www.waldorfnola.org/about>>.

CHAPTER FOUR: Best Practices

There is no exact formula or set guidelines for non-profit best practices. There are, however, recognized practices that are associated with the success of a non-profit organization. In general, some qualities that non-profits should have to be successful are clear purpose and functions, good people, financial practices, governance policies, and development practices. Across-the-board, accountability and transparency practices make for an effective non-profit organization.²³

The NOCCA Institute has a clear mission and goals. It is an organization that supports NOCCA and ensures that students can attend regardless of financial situation. But TNI is not just a place for students to get the financial aid that they need, it is also an organization that advances the future of NOCCA students' education and careers. The NOCCA Institute realizes its mission and goals best through the Term-Time and Summer Study Financial Aid programs, and support of Academic Studio. Part of the success of these endeavors is the financial support received through the fundraising efforts of The NOCCA Institute staff, some board members, and supporters. As mentioned previously, the majority of the students attending NOCCA would not be able to attend or experience summer arts programs both here in Louisiana and across the country if it weren't for the effort and support of The NOCCA Institute.

The NOCCA Institute is an organization like no other. Unique in the fact that it supports a state-funded high school art conservatory, the organization is a separate entity that is not attached to NOCCA.

²³ *What Makes an Effective Nonprofit*. N.p. N.d. Web. Nov. 8, 2015.
<<http://www.fidelitycharitable.org/docs/What-Makes-An-Effective-Nonprofit.pdf>>.

“There's also no parallel to The NOCCA Institute -- at least not at the high school level. Plenty of private schools have development offices, but they're usually part of the school itself, not a separate nonprofit.” (Richard Read, Marketing Director)

There are non-profit organizations that support state-funded institutions and others that support high school conservatories, but, there are none like The NOCCA Institute. Fortunately there are organizations that have slightly similar goals in the advancement of the arts through education. This chapter explores organizations and their practices in comparison to The NOCCA Institute, the Greater New Orleans Foundation, the Louisiana Philharmonic Orchestra, and the New York Foundation for the Arts.

I. THE GREATER NEW ORLEANS FOUNDATION

The Greater New Orleans Foundation (GNOF) is one of the largest and oldest non-profit organizations in Southeast Louisiana. It is dedicated to the development of a vibrant and sustainable community. The Greater New Orleans Foundation’s mission is “to create a thriving community for all.”²⁴

The Greater New Orleans Foundation serves New Orleans and 13 other parishes surrounding the city. GNOF was founded in 1983 and since then it has raised more than \$275 million in assets and donor funds. The organization serves both non-profits and donors. The Greater New Orleans Foundation serves other non-profit organizations by providing resources through grants. The organization serves its donors by being an intermediary for gifts, funds, endowments, and leaving legacies. GNOF is an exceptional example for individual giving.

²⁴ “About Us”. N.p, n.d. Web. Nov. 9, 2015
<<http://www.gnof.org>>.

Individual donors are, without a doubt, the most important revenue stream for any non-profit organization to have. The bulk of giving in the United States comes from individual donation. “In 2014, the largest source of charitable giving came from individuals at 72% of total giving, foundations at 15%, bequests at 8%, and corporations at 5%.”²⁵ There are many benefits to having a strong individual donor pool. Most individual donations are unrestricted revenue and chances are, if the relationship is cultivated, a donor will give again.²⁶

The Greater New Orleans foundation has done a tremendous job with tapping into the individual donor base. GiveNOLA Day is an initiative of the GNOF. In addition to individual participation, non-profits can participate as well by raising money. Non-profits that raise the most receive gifts and prizes. Last year’s GiveNOLA Day, on May 5, 2014, raised over \$2.2 million for New Orleans non-profits. Over 19,000 individuals donated to the participating non-profits.²⁷ The goal for May 2015 was \$3 million, the organization raised over \$4 million. The Greater New Orleans Foundation’s revenue comes from government grants, contributions, gifts, non-cash contributions, investment income, royalties, and administrative fees. The Greater New Orleans Foundation may receive contributions through government grants, but, they are not dependent upon them because of their high level of individual donor support. For the GNOF’s 2014 fiscal year, 44% of contributions were from individual donors. The Greater New Orleans Foundation could survive for a bit if government grants fell through; that would not be the case for The NOCCA Institute if it no longer received foundation support.

²⁵ “Charitable Giving Statistics.” n.p, n.d. Web Nov. 11, 2015.
<<http://www.nptrust.org/philanthropic-resources/charitable-giving-statistics/>>.

²⁶ *Individual Donors*. N.p, n.d. Web. Nov. 10, 2015.
<<http://www.phoenixphilanthropy.com/downloads/individual-donors>>.

²⁷ *IMPACT*. Greater New Orleans Foundation. N.d. Web. Nov. 10, 2015.
<<http://www.gnof.org/wp-content/uploads/2012/12/GNOF-Impact-Spring-2015.pdf>>.

II. NEW YORK FOUNDATION FOR THE ARTS

The New York Foundation for the Arts (NYFA) is a 501(c)(3) non-profit organization. It was founded in 1971 to serve artists and arts organizations throughout the state. The mission of NYFA “is to empower emerging artists and arts organizations across all disciplines at critical stages in their creative lives and professional/organizational development.”²⁸ Within the past six years the organization has expanded its programs and services nationally and internationally. NYFA has programs and resources that are used to realize its mission. These programs are Fiscal Sponsorship, Online Resources, NYFA Learning, and Awards and Grants. The New York Foundation for the Arts is an organization that is transparent and holds its staff accountable for their management.

Both whistleblower and conflict of interest policies are paramount for an organization’s accountability to its donors. This information is provided in the IRS Form 990 and is open to the public for viewing. For donors that take in-depth looks at the organizations they support, not having these policies in place could set off a red flag. Though an organization wants to reassure its donors, the Whistleblower Policy is also about the protection of an organization’s employees. If there is mismanagement within an organization a staff member should not have to fear retaliation for coming forward. The purpose of the Conflict of Interest Policy is to ensure that no one within the organization receives any kind of private benefit.

The New York Foundation for the Arts provides its audited financial online and provides a copy of its Form 990 to the board and governing staff before it is filed. Though the Form 990 is not listed on the website, it is easily accessed through online third party providers. NYFA

²⁸ *New York Foundation for the Arts*. N.p., n.d. Web. 8 Oct. 2015
<<http://www.nyfa.org>>.

possesses both a Whistleblower Policy and a Conflict of Interest Policy.²⁹ With these controls in place the organization is protected from mismanagement. The NOCCA Institute should consider implementing such a policy.

III. LOUISIANA PHILHARMONIC ORCHESTRA

The Louisiana Philharmonic Orchestra (LPO) is a 501 (c)(3) non-profit organization. The LPO's mission "is to transform people and communities through music." Founded in 1991, the Louisiana Philharmonic Orchestra is the only full-time professional orchestra in the state of Louisiana. Dedicated to maintaining a full symphonic orchestra and live orchestral music, The LPO sees orchestral music as a part of New Orleans and Louisiana's culture and education. The LPO has five specific goals: play ambitious, inspiring concerts; Educate young people and adults; Engage with diverse audiences; Connect to communities through various mediums and venues; Contribute to the cultural richness of the Gulf South.³⁰ The Louisiana Philharmonic is a great example of an organization with efficient donor management.

There are so many different options for donor management systems. Choosing one that is right is of the utmost importance. Efficient and up-to-date software is essential for a non-profit. Donors are central to the organization. The software that the Louisiana Philharmonic Orchestra uses is called Audience View, it is chosen for its ability for deep customization and flexibility.³¹ Audience View is a Customer Relationship Management (CRM) program. It essentially is an all

²⁹ Sample of Whistleblower Policy <<http://www.councilofnonprofits.org>>.

³⁰ "About". N.p. N.d. Web. Nov. 9, 2015.
<<https://www.lpomusic.com>>.

³¹ Ivy Mouledoux, Associate Director of Patron Services and Data Systems: Louisiana Philharmonic Orchestra

in one program that integrates donor management, ticketing tools, fundraising tools, marketing tools, and analytics. Having up to date software is not the only important aspect of donor management, accuracy of information is of the utmost importance as well.

“As far as accuracy of information, we are constantly striving to update existing information and add new data in as accurate and consistent of a way as possible. I can tell you that from a development standpoint, the accuracy of donor information is crucial, so we tend to be more particular. With any database, you only get out as much as you put in. If you aren't making an effort to constantly update important information and input data in a consistent way, the reports that you pull will always need more editing and checking, which is usually very time consuming. I would argue that this accuracy is most important in development.” (Antine Rieger, Patron Services Coordinator - Philanthropy Manager LPO)

Audience View has proven to be a compatible program for the LPO's purposes. With its emphasis on ticketing, Audience view may not be the right platform for TNI but the organization would benefit from an upgraded system that streamlines donor database management.

CHAPTER FIVE: Recommendations

The NOCCA Institute has done a great job supporting the New Orleans Center for Creative Arts and advancing its mission. It's efforts are ensuring a successful future for the school. This chapter focuses on my recommendations for The NOCCA Institute based on the information gathered from the SWOT Analysis and comparing TNI to other organizations that perform similar work.

I. DEVELOPMENT RECOMMENDATIONS

As previously mentioned, The NOCCA Institute is too dependent on support from foundations. More time spent cultivating other income sources could alleviate some of the need for foundation support. Being less reliant on foundation support at this point is the best thing for TNI and the school. Foundation support is so strong for NOCCA that for whatever reason the organization does not get comparable support in the future it could be catastrophic for both The NOCCA Institute and the school. There are a couple of things that TNI could do to help.

A. Board Giving

The first suggestion is instituting a give-get policy for the board of directors. Requiring the board to either contribute at a specified level or solicit equivalent contributions from their social and professional networks would be a good start to partial independence from foundational support.

B. Individual Giving

The other initiative is an individual giving campaign. Individual giving only makes up 1% of The NOCCA Institute's revenue. Asks for donations are sent out in the form of brochure mailings and in the Friends of NOCCA e-newsletters. The back of the brochure is a tear-away that potential donors can mail back with their donations and payment information; there is not much else done. If an individual has signed up for the e-newsletter, chances are they already give to the organization in some capacity. The NOCCA Institute could greatly benefit from having an actual campaign to solicit donations. TNI would continue to solicit through mailings and email, but also reaching out through calls, social media, and other media outlets.

So much effort and money is put into promoting and putting on the gala which is considered to be The NOCCA Institute's most formidable fundraising effort. TNI took part in GiveNOLA Day ³², but posting the day of and the day before to social media is not enough. If the amount of energy spent on the gala were taken and spent on a giving campaign leading up to GiveNOLA Day, individual donation could have more of an impact.

II. SYSTEM MANAGEMENT RECOMMENDATIONS

The NOCCA Institute has more than capable leaders. The organization's success is a testament to that fact. Though TNI has a strong management team there are a couple of areas that could use some improvement: SAGE Donor Management System; Internship Structure.

³² A 24-hour online giving event for local charities. It is organized by the Greater New Orleans Foundation.

A. New Donor Management System

SAGE is user friendly when it comes to the task of entering and downloading donor information. As far as the software goes it is outdated. The company that own SAGE no longer produces the software for the non-profit model. It is now strictly for for-profit companies. If problems ever do arise with the system there is no one to call when it needs to be serviced. Switching to newer software is the best step at this point. A program like DonorPro would be ideal for The NOCCA Institute. It also has the added benefit of being cloud-based software. Hopefully with more updated software will come more regular updates of donor information.

B. Regular Donor Updates

The NOCCA Institute would benefit from having more regular updates to donor information. There was an excessive amount of donors with incorrect information. With a mass mailing TNI would be able to not only receive correct contact information but also weed out constituents in the database that have been in the system for 10+ years and have never given.

III. INTERNSHIP RECOMMENDATIONS

The staff of The NOCCA Institute has so much responsibility and tasks that must be attended to. I believe my presence alleviated some of the pressure that comes with running an organization that is doing so much to uphold it's mission. What I would recommend for TNI is to set up an established internship program with set goals and objectives. Having a set structure for the internship is the best way to accomplish the organizations specific goals, increasing

productivity and efficiency. If there is some conformity and structure both the organization and the intern can get the most of the internship.

IV. LEGAL APPLICATIONS

A whistleblower policy is set up to handle employee complaints and is also a way for employees to report mismanagement confidentially and without fear of retaliation.

A conflict of interest policy keeps a nonprofit from entering into any contract that would benefit the private interests of an officer of the organization.

The NOCCA Institute has neither a whistleblower policy nor a conflict of interest policy. There was no situation during my internship where these policies needed to be implemented but it is good to have them in the event that something happens. Both policies need to be put into place. With these policies The NOCCA Institute can protect itself from mismanagement.

CHAPTER SIX: Conclusion

The NOCCA Institute has maintained successful operations for 40 years. An arts organization that has had a strong presence in its community for that length of time is doing something right. TNI continues to support Louisiana's young artists, their education, and their career paths. My presence at The NOCCA Institute was beneficial to both my career and, I believe, to the organization. I was able to take on many time-consuming projects. Summer Study Financial Aid involved mostly database work and tracking. Not just collecting the applications and tracking all the students that applied but also contacting students that had missing information. All of that took time, time that the Director of Development and the Associate Director of Development, Event and Programs had for other fundraising and development endeavors. In the long term my internship was the start of what could be an effective and efficient program.

Some protocols for the internship I implemented myself. Upon starting my internship I suggested a daily task list be sent to my Institute email so I would not have to wait for direction. If there was a project I was working on, like financial aid, I would not need an email every day. This guideline was mainly used for new tasks. I also implemented a daily sign off. This way my supervisor could keep track of my progress on assigned tasks. On the development side, through my efforts for the gala auction I have brought in new supporters to The NOCCA Institute's mission. I have also built up the donor base.

My time at The NOCCA Institute has not only been a pivotal point in my career but also sparked a passion that I will continue to carry with me.

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APPENDICES

APPENDIX A: Internship Offer

The NOCCA Institute's Development and Event Planning Internship Offer

TO: Sharyn Booker

FROM: Katrina Weschler, Associate Director of Development

DATE: January 28, 2015

RE: Development and Event Planning Internship

Congratulations, Sharyn! The NOCCA Institute would like to extend you the Development and

Event Planning Internship through June 1, 2015.

Job Functions

The Development and Event Planning Intern is responsible for supporting the efforts of The NOCCA Institute's development team. You will assume a variety of development responsibilities including grant research, grant writing, grant reporting, database management, and special event management. You will also play an important role in identifying new funding opportunities and strengthening existing funding endeavors such as the annual gala. This year's gala will celebrate NOCCA's 40th birthday and generate widespread support for the New Orleans Center for Creative Arts. You will also help manage third party space rentals and special events and assist in the development of marketing materials for rental venues including Press Street Gardens.

This is an unpaid internship position that can be utilized for school credit. You will be expected to work 10-20 hours per week beginning January 27, 2015 and ending June 1, 2015 or another agreed upon date. We are willing to accommodate your scheduling demands to best fit your needs. As it stands, we are excited to have you in the office on Mondays 9am to 4pm, Wednesdays 9am to 2pm, and Fridays 9am to 3pm (totaling 18 hours a week).

According to your resume, cover letter, and interview, we are confident you have the following required qualifications:

- Excellent written and oral communication skills with the ability to convey information clearly
- Experience with event planning and the ability to work as a member of a team
- Excellent research skills, both web and paper-based
- Organized self-starter, with an ability to fulfill job requirements in a timely manner
- Experience using social media including Instagram, Facebook and Twitter for marketing purposes

We are also confident you will learn and hone the following arts management skills during your internship:

- Experience working in an event planning and community outreach capacity
- Grant writing, grant reporting and database management experience
- Marketing and advertising experience for large and small-scale events and workshops

You will primarily report to Katrina Weschler (kweschler@noccainstitute.com), 504-940-2851. You will not be expected at staff meetings, but you are welcome to attend.

APPENDIX B: Board of Directors as of January 2015

The NOCCA Institute 2014–15 Board of Directors

OFFICERS

President

Joel Vilmenay

Vice Presidents

Dana Douglas

Joel Dondis

Gregory Morey

Secretary

Ashley Kirschman

Treasurer

John Morton IV

Troy Andrews

Alum, Musician

Stephanie Barksdale

Manager Social Entrepreneurship Initiatives, Tulane University

Gayle Benson

Philanthropist

Gail Bertuzzi

Arts and Community Advocate

Rodney Braxton

Government Relations

Timothy Bright

Senior Executive Vice President, Standard Mortgage Corporation

Kelly Brown

CPA

Kia Brown

Acupuncturist

Michael J. Brown

COO, IberiaBank

Anne H. Candies

Former Educator

Hartley Casbon

N. O. Tourism Marketing Corp., Marketing Coordinator

Lauren Cason

Tourism Executive

Danny Conwill IV

Investment Banker

Joel Dondis

Chef, Restaurateur and Business Proprietor

Meghan Donelon

IberiaBank

Dana Douglas

Attorney

Sandra D. Freeman

Arts Advocate

Chris Haines

Meraux Foundation

Terrence A. Humphrey

Music Therapist / Home Builder

Mark Jeanfreau

Attorney/Partner Phelps Dunbar

Robert LeBlanc

Restaurateur

Terrence Lockett

Regional Representative for Senator Mary Landrieu's Office

Pamela Lupin

Arts and Community Advocate

David McCelvey

VP Operations & Culinary, Emeril's Homebase

Erika McConduit-Diggs

Nonprofit Executive

Linda Logan Monroe

Attorney (ret.)

Gregory Morey

CEO, ZeroTouchDigital, Inc.

Sakari Morrison

Public Affairs, Policy and Government Relations, Chevron

John Morton IV

Sr. VP Private & Business Banking, Capital One

Debra Havens Patrick

Educator

Marc Preuss

Restaurant Entrepreneur

Christopher Price

Owner, NOLA Blue, Inc. – International Sourcing

Anne E. Raymond

Attorney

Nicole Miller Regan

Sr. Research Analyst, Piper Jaffray & /Co.

Coleman Ridley

Managing Director New Orleans Business Council
Attorney/Jones Walker

David Schulingkamp

President, M. G. Maher & Co.

Laura Sillars

Television and Marketing Executive

Gary Solomon, Jr.

President, Solomon Group Entertainment

The NOCCA Institute 2014–15 Board of Directors

Charles Teamer, Sr.
Chairman Board of Directors, Dryades Savings Bank

Dana Tuohy
Chef/Department Chair NOCCA Culinary Arts

Hugh Uhalt
Financial Advisor & Real Estate Investor/Developer

Joel Vilmenay
President & General Manager, WDSU-TV

Robert T. Weinmann
Automotive, Hospitality & Investments Businessman

Pamela Williams
Arts Advocate

HONORARY LIFETIME MEMBERS

Marion E. Bright
Arts Advocate

Ernest G. Chachere, Ph.D.
University Administrator (ret.)

Mrs. Shirley Trusty Corey
Arts Administrator

Mr. Orlin Corey
Theatre Publisher, Producer

E. Ralph Lupin, M.D.
Physician

Mr. Ellis Marsalis
Jazz Musician / Educator

Mr. Donald A. Meyer
Consultant

Mrs. Elizabeth Rack
Community Advocate

Mrs. Willa Slater
Arts Consultant

EXECUTIVE DIRECTOR
Ms. Sally Perry

SELECT ADVISORY COMMITTEE

Mr. George Denegre, Jr.
Mr. Richard Kirschman
Mr. Lee W. Randall
Ms. Joyce Schenewerk
Mrs. Madalyn Schenk
Mrs. Anita Schon

EX-OFFICIO
Kyle Wedberg
President / CEO, NOCCA

APPENDIX C: Sample Whistleblower Policy



Sample Whistleblower Protection Policy

{Organization's name} requires directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the {Organization's name}, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

Reporting Responsibility

This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns internally so that {Organization's name} can address and correct inappropriate conduct and actions. It is the responsibility of all board members, officers, employees and volunteers to report concerns about violations of {Organization's name}'s code of ethics or suspected violations of law or regulations that govern {Organization's name}'s operations.

No Retaliation

It is contrary to the values of {Organization's name} for anyone to retaliate against any board member, officer, employee or volunteer who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, or suspected fraud, or suspected violation of any regulation governing the operations of {Organization's name}. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment.

Reporting Procedure

{Organization's name} has an open door policy and suggests that employees share their questions, concerns, suggestions or complaints with their supervisor. If you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with [insert here another title, such as Executive Director, or a board member, if the organization is very small and involving the board would be appropriate]. Supervisors and managers are required to report complaints or concerns about suspected ethical and legal violations in writing to the {Organization's name}'s [Compliance Officer] [or designated employee or board member], who has the responsibility to investigate all reported complaints. Employees with concerns or complaints may also submit their concerns in writing directly to their supervisor or the Executive Director or the organization's Compliance Officer [or other designated person].

Compliance Officer [or other title that is appropriate for your organization]

The {Organization's name}'s [Compliance Officer] is responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved. The Compliance Officer will advise the [Executive Director and/or the Board of Directors] of all complaints and their resolution and will report at least annually to the [Treasurer/Chair of the Finance Committee/Audit Committee] on compliance activity relating to accounting or alleged financial improprieties.

Accounting and Auditing Matters

The {Organization's name}'s [Compliance Officer] shall immediately notify the Audit Committee/Finance Committee of any concerns or complaint regarding corporate accounting practices, internal controls or auditing and work with the committee until the matter is resolved.

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Acting in Good Faith

Anyone filing a written complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The {Organization's name}'s [Compliance Officer] will notify the person who submitted a complaint and acknowledge receipt of the reported violation or suspected violation. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

Compliance Officer: * {Note: The Compliance Officer may be a board member, the Executive Director, or a third party designated by the organization to receive, investigate and respond to complaints.}

{Name}

{Title/Organization}

{Contact information}

Policy approved by the Board of Directors on {Date}.

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APPENDIX D: IRS Form 990

efile GRAPHIC print - DO NOT PROCESS | As Filed Data - | DLN: 93493134043985

| | | |
|---|--|---|
| Form 990 Department of the Treasury Internal Revenue Service | Return of Organization Exempt From Income Tax Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations) Do not enter Social Security numbers on this form as it may be made public. By law, the IRS generally cannot redact the information on the form. Information about Form 990 and its instructions is at www.irs.gov/form990 | OMB No 1545-0047 <div style="font-size: 2em; font-weight: bold;">2013</div> Open to Public Inspection |
|---|--|---|

| | | | |
|---|---|--|-------------------------------------|
| A For the 2013 calendar year, or tax year beginning 07-01-2013, 2013, and ending 06-30-2014 | | | |
| B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending | C Name of organization THE NEW ORLEANS CENTER FOR CREATIVE ARTS INSTITUTE DBA THE NOCCA INSTITUTE Doing Business As | D Employer identification number 72-0972102 | |
| | Number and street (or P O box if mail is not delivered to street address) Room/suite 2800 CHARTRES STREET | E Telephone number (504) 940-2900 | |
| | City or town, state or province, country, and ZIP or foreign postal code NEW ORLEANS, LA 70117 | G Gross receipts \$ 2,988,772 | |
| | F Name and address of principal officer SALLY PERRY 2800 CHARTRES STREET NEW ORLEANS, LA 70117 | H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list (see instructions) | |
| I Tax-exempt status <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527 | | H(c) Group exemption number ▶ | |
| J Website: ▶ HTTP //NOCCA.INSTITUTE.COM/ | | | |
| K Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶ | | L Year of formation 1982 | M State of legal domicile LA |

| Part I Summary | | | |
|-----------------------------|-----|--|----------------------|
| Activities & Governance | 1 | Briefly describe the organization's mission or most significant activities TO PROVIDE SUPPORT AND ADVOCACY FOR THE NEW ORLEANS CENTER FOR CREATIVE ARTS | |
| | 2 | Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets | |
| | 3 | Number of voting members of the governing body (Part VI, line 1a) | 3 42 |
| | 4 | Number of independent voting members of the governing body (Part VI, line 1b) | 4 42 |
| | 5 | Total number of individuals employed in calendar year 2013 (Part V, line 2a) | 5 8 |
| | 6 | Total number of volunteers (estimate if necessary) | 6 250 |
| | 7a | Total unrelated business revenue from Part VIII, column (C), line 12 | 7a 4,329 |
| | 7b | Net unrelated business taxable income from Form 990-T, line 34 | 7b -20,506 |
| Revenue | 8 | Contributions and grants (Part VIII, line 1h) | 3,572,590 2,349,357 |
| | 9 | Program service revenue (Part VIII, line 2g) | 24,139 428,185 |
| | 10 | Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 42,528 50,456 |
| | 11 | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 13,758 24,323 |
| | 12 | Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 3,653,015 2,852,321 |
| Expenses | 13 | Grants and similar amounts paid (Part IX, column (A), lines 1-3) | 1,214,937 400,991 |
| | 14 | Benefits paid to or for members (Part IX, column (A), line 4) | 0 0 |
| | 15 | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | 538,860 629,910 |
| | 16a | Professional fundraising fees (Part IX, column (A), line 11e) | 0 0 |
| | b | Total fundraising expenses (Part IX, column (D), line 25) ▶ 93,839 | |
| | 17 | Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) | 242,875 669,954 |
| | 18 | Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25) | 1,996,672 1,700,855 |
| | 19 | Revenue less expenses Subtract line 18 from line 12 | 1,656,343 1,151,466 |
| Net Assets or Fund Balances | 20 | Total assets (Part X, line 16) | 6,136,388 21,471,129 |
| | 21 | Total liabilities (Part X, line 26) | 8,547 14,121,129 |
| | 22 | Net assets or fund balances Subtract line 21 from line 20 | 6,127,841 7,350,000 |

| | |
|---|---|
| Part II Signature Block | |
| Under penalties of perjury, I declare that I have examined this return, including my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than the taxpayer) is based on preparer's knowledge. | |
| Sign Here | ***** Signature of officer SALLY PERRY EXECUTIVE DIRECTOR Type or print name and title |
| Paid Preparer Use Only | Print/Type preparer's name Preparer's signature SHARON CASSIERE Firm's name ▶ POSTLETHWAITE & NETTERVILLE APAC Firm's address ▶ ONE GALLERIA BLVD SUITE 2100 METAIRIE, LA 70001 |
| May the IRS discuss this return with the preparer shown above? (see instructions) | |
| For Paperwork Reduction Act Notice, see the separate instructions. | |

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III **Yes** **No**

1 Briefly describe the organization's mission

TO PROVIDE SUPPORT AND ADVOCACY FOR THE NEW ORLEANS CENTER FOR CREATIVE ARTS, LOUISIANA'S ARTS CONSERVATORY FOR HIGH SCHOOL STUDENTS THE NOCCA INSTITUTE INVESTS IN YOUNG ARTISTS, THEIR MENTORS, AND THE COMMUNITY THROUGH PROGRAMS THAT ENCOURAGE EDUCATIONAL AND CULTURAL INNOVATION

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? **Yes** **No**
If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? **Yes** **No**
If "Yes," describe these changes on Schedule O

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a (Code) (Expenses \$ 956,080 including grants of \$ 78,772) (Revenue \$)
NOCCA DEPARTMENTAL AND ADMINISTRATIVE SUPPORT FINANCIAL ASSISTANCE PROVIDED DIRECTLY TO NOCCA TO SUPPORT EXPENSES NOT FUNDED BY THE STATE OPERATING BUDGET, INCLUDING PURCHASE OF EQUIPMENT, SUPPLIES AND TRAVEL THIS PROGRAM BENEFITTED 700 PEOPLE (STUDENTS, FACULTY, AND STAFF)

4b (Code) (Expenses \$ 209,899 including grants of \$ 208,315) (Revenue \$)
FINANCIAL AID AND AWARDS FINANCIAL ASSISTANCE AND AWARDS FOR STUDENTS IN ALL DISCIPLINES FOR DEPARTMENT FEES, REQUIRED PRIVATE LESSONS, SUPPLIES, UNIFORMS, ETC , BASED ON NEED SUMMER STUDY AWARDS ARE BASED UPON NEED AND MERIT 235 STUDENTS BENEFITTED

4c (Code) (Expenses \$ 176,319 including grants of \$ 27,599) (Revenue \$ 14,769)
THE INSTITUTE ESTABLISHED A WHOLLY-OWNED SUBSIDIARY LLC FOR CULINARY AND GARDEN PROGRAM OPERATIONS, TO INCLUDE A FOOD TRUCK, SALE OF SCHOOL-MADE CULINARY PRODUCTS AND AN URBAN GARDEN THE CULINARY PROJECTS ARE DESIGNED TO SUPPORT THE SCHOOL'S CULINARY ARTS PROGRAM AND INSTITUTE OPERATIONS THE NOCCA INSTITUTE'S CULINARY OPERATIONS DIRECTLY SUPPORT THE INSTITUTE'S MISSION BY 1 CREATING A MORE DYNAMIC, ENGAGING EDUCATIONAL ENVIRONMENT FOR NOCCA STUDENTS AND FACULTY, 2 OFFERING STUDENTS AND FACULTY MULTIPLE PATHWAYS FOR SHARING THEIR WORK WITH THE GENERAL PUBLIC, AND, 3 GENERATING EARNED INCOME TO SUPPORT THE NOCCA INSTITUTE'S OPERATIONAL COSTS, THEREBY ALLOWING A GREATER PERCENTAGE OF CONTRIBUTED REVENUE TO FEED BACK INTO PROGRAMS FOR STUDENTS, FACULTY, AND THE COMMUNITY

(Code) (Expenses \$ 92,372 including grants of \$ 86,305) (Revenue \$ 8,600)
ARTISTS-IN-RESIDENCE PROGRAM FUNDING FOR NOCCA TO BRING IN VISITING ARTISTS IN ALL DISCIPLINES TO TEACH STUDENTS WHO BENEFIT FROM ADDITIONAL PROFESSIONAL EXPERTISE SOME VISITING ARTISTS ARE PRESENT IN PERFORMANCES OR EXHIBITIONS OPEN TO THE PUBLIC

(Code) (Expenses \$ 8,850 including grants of \$) (Revenue \$ 419,585)
THE INSTITUTE CO-DEVELOPED A CAMPUS EXPANSION FOR THE SCHOOL, WHICH WAS THE RENOVATION OF AN ADJACENT HISTORIC WAREHOUSE THIS CAPITAL EXPANSION, CALLED THE NOCCA FORUM, INCLUDES CULINARY ARTS TRAINING SPACES, SCIENCE LABS, HUMANITIES CLASSROOMS, ARTS CLASSROOMS, A PUBLIC CAFE AND ART GALLERY, AND COMMERCIAL TENANT SPACE

4d Other program services (Describe in Schedule O)
(Expenses \$ 101,222 including grants of \$ 86,305) (Revenue \$ 428,185)

4e Total program service expenses 1,443,520

Part IV Checklist of Required Schedules

| | Yes | No |
|---|-----|----|
| 1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A.</i> <input checked="" type="checkbox"/> | Yes | |
| 2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)? <input checked="" type="checkbox"/> | Yes | |
| 3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I.</i> <input type="checkbox"/> | | No |
| 4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II.</i> <input type="checkbox"/> | | No |
| 5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III.</i> <input type="checkbox"/> | | No |
| 6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I.</i> <input checked="" type="checkbox"/> | | No |
| 7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II.</i> <input checked="" type="checkbox"/> | | No |
| 8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III.</i> <input checked="" type="checkbox"/> | Yes | |
| 9 Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV.</i> <input checked="" type="checkbox"/> | | No |
| 10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V.</i> <input checked="" type="checkbox"/> | Yes | |
| 11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable | | |
| a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI.</i> <input checked="" type="checkbox"/> | Yes | |
| b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII.</i> <input checked="" type="checkbox"/> | | No |
| c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII.</i> <input checked="" type="checkbox"/> | Yes | |
| d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX.</i> <input checked="" type="checkbox"/> | | No |
| e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X.</i> <input checked="" type="checkbox"/> | | No |
| f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X.</i> <input checked="" type="checkbox"/> | Yes | |
| 12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII.</i> <input checked="" type="checkbox"/> | | No |
| b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional.</i> <input checked="" type="checkbox"/> | Yes | |
| 13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E.</i> <input type="checkbox"/> | | No |
| 14a Did the organization maintain an office, employees, or agents outside of the United States? <input type="checkbox"/> | | No |
| b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV.</i> <input type="checkbox"/> | | No |
| 15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV.</i> <input type="checkbox"/> | | No |
| 16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV.</i> <input type="checkbox"/> | | No |
| 17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I (see instructions).</i> <input checked="" type="checkbox"/> | | No |
| 18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II.</i> <input checked="" type="checkbox"/> | Yes | |
| 19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III.</i> <input checked="" type="checkbox"/> | | No |
| 20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H.</i> <input type="checkbox"/> | | No |
| b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? <input type="checkbox"/> | | No |

Part IV Checklist of Required Schedules (continued)

| | |
|---|-----------------------|
| <p>21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i></p> | <p>21 Yes</p> |
| <p>22 Did the organization report more than \$5,000 of grants or other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i></p> | <p>22 Yes</p> |
| <p>23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i></p> | <p>23 Yes</p> |
| <p>24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i></p> | <p>24a No</p> |
| <p>b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?</p> | <p>24b</p> |
| <p>c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?</p> | <p>24c</p> |
| <p>d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?</p> | <p>24d</p> |
| <p>25a Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i></p> | <p>25a No</p> |
| <p>b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i></p> | <p>25b No</p> |
| <p>26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If so, complete Schedule L, Part II</i></p> | <p>26 No</p> |
| <p>27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i></p> | <p>27 No</p> |
| <p>28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)</p> | |
| <p>a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i></p> | <p>28a No</p> |
| <p>b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i></p> | <p>28b No</p> |
| <p>c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i></p> | <p>28c No</p> |
| <p>29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i></p> | <p>29 Yes</p> |
| <p>30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i></p> | <p>30 Yes</p> |
| <p>31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i></p> | <p>31 No</p> |
| <p>32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i></p> | <p>32 No</p> |
| <p>33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i></p> | <p>33 Yes</p> |
| <p>34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i></p> | <p>34 Yes</p> |
| <p>35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?</p> | <p>35a Yes</p> |
| <p>b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i></p> | <p>35b Yes</p> |
| <p>36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i></p> | <p>36 No</p> |
| <p>37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i></p> | <p>37 No</p> |
| <p>38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O</p> | <p>38 Yes</p> |

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

Table with columns for question numbers (1a-14b), descriptions, and Yes/No checkboxes. Includes questions about Form 1096, Form W-2G, backup withholding, Form W-3, federal employment tax returns, Form 990-T, foreign accounts, prohibited tax shelter transactions, annual gross receipts, and Form 8886-T.

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI J

Section A. Governing Body and Management

Table with columns for line number, question text, and Yes/No responses. Includes lines 1a, 1b, 2, 3, 4, 5, 6, 7a, 7b, 8a, 8b, and 9.

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with columns for line number, question text, and Yes/No responses. Includes lines 10a, 10b, 11a, 11b, 12a, 12b, 12c, 13, 14, 15a, 15b, 16a, and 16b.

Section C. Disclosure

- 17 List the States with which a copy of this Form 990 is required to be filed
18 Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization.

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

| | | (A) Total revenue | (B) Related or exempt function revenue | (C) Unrelated business revenue | (D) Revenue excluded from tax under sections 512-514 | |
|--|---|----------------------|--|---|---|--|
| Contributions, Gifts, Grants and Other Similar Amounts | 1a Federated campaigns 1a | | | | | |
| | b Membership dues 1b | 92,193 | | | | |
| | c Fundraising events 1c | 302,339 | | | | |
| | d Related organizations 1d | | | | | |
| | e Government grants (contributions) 1e | | | | | |
| | f All other contributions, gifts, grants, and similar amounts not included above 1f | 1,954,825 | | | | |
| | g Noncash contributions included in lines 1a-1f \$ | 119,510 | | | | |
| | h Total. Add lines 1a-1f ▶ | 2,349,357 | | | | |
| Program Service Revenue | 2a FORUM PROJECT - INTERE | | Business Code | | | |
| | | 531390 | 377,234 | | 377,234 | |
| | b FORUM PROJECT - INTERE | 531390 | 42,351 | | 42,351 | |
| | c PUBLIC PERFORMANCE SER | 611710 | 8,600 | 8,600 | | |
| | d | | | | | |
| | e | | | | | |
| | f All other program service revenue | | | | | |
| g Total. Add lines 2a-2f ▶ | | 428,185 | | | | |
| Other Revenue | 3 Investment income (including dividends, interest, and other similar amounts) ▶ | | 19,785 | | 19,785 | |
| | 4 Income from investment of tax-exempt bond proceeds ▶ | | | | | |
| | 5 Royalties ▶ | | | | | |
| | 6a Gross rents | (i) Real | 31,403 | | | |
| | | (ii) Personal | | | | |
| | b Less rental expenses | 8,411 | | | | |
| | c Rental income or (loss) | 22,992 | | | | |
| | d Net rental income or (loss) ▶ | | 22,992 | | 22,992 | |
| | 7a Gross amount from sales of assets other than inventory | (i) Securities | 30,671 | | | |
| | | (ii) Other | | | | |
| | b Less cost or other basis and sales expenses | 0 | | | | |
| | c Gain or (loss) | 30,671 | | | | |
| | d Net gain or (loss) ▶ | | 30,671 | | 30,671 | |
| | 8a Gross income from fundraising events (not including \$ 302,339 of contributions reported on line 1c) See Part IV, line 18 | | | | | |
| | a | 114,530 | | | | |
| | b Less direct expenses b | 117,600 | | | | |
| | c Net income or (loss) from fundraising events . . . ▶ | | -3,070 | | -3,070 | |
| 9a Gross income from gaming activities See Part IV, line 19 | | | | | | |
| a | | | | | | |
| b Less direct expenses b | | | | | | |
| c Net income or (loss) from gaming activities . . . ▶ | | | | | | |
| 10a Gross sales of inventory, less returns and allowances | | | | | | |
| a | 14,769 | | | | | |
| b Less cost of goods sold b | 10,440 | | | | | |
| c Net income or (loss) from sales of inventory . . . ▶ | | 4,329 | | 4,329 | | |
| Miscellaneous Revenue | | Business Code | | | | |
| 11a MISCELLANEOUS REVENUE | 611710 | 72 | 72 | | | |
| b | | | | | | |
| c | | | | | | |
| d All other revenue | | | | | | |
| e Total. Add lines 11a-11d ▶ | | 72 | | | | |
| 12 Total revenue. See Instructions ▶ | | 2,852,321 | 8,672 | 4,329 | 489,963 | |

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A)

Check if Schedule O contains a response or note to any line in this Part IX

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
|--|-----------------------|---------------------------------|--|-----------------------------|
| 1 Grants and other assistance to governments and organizations in the United States See Part IV, line 21 | 192,676 | 192,676 | | |
| 2 Grants and other assistance to individuals in the United States See Part IV, line 22 | 208,315 | 208,315 | | |
| 3 Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16 | | | | |
| 4 Benefits paid to or for members | | | | |
| 5 Compensation of current officers, directors, trustees, and key employees | 162,268 | 137,928 | 16,227 | 8,113 |
| 6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) | | | | |
| 7 Other salaries and wages | 359,129 | 279,093 | 26,679 | 53,357 |
| 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) | 23,960 | 18,464 | 1,832 | 3,664 |
| 9 Other employee benefits | 40,161 | 30,591 | 3,190 | 6,380 |
| 10 Payroll taxes | 44,392 | 34,496 | 3,299 | 6,597 |
| 11 Fees for services (non-employees) | | | | |
| a Management | | | | |
| b Legal | 4,268 | 3,884 | 384 | |
| c Accounting | 34,810 | 17,405 | 17,405 | |
| d Lobbying | | | | |
| e Professional fundraising services See Part IV, line 17 | | | | |
| f Investment management fees | 5,448 | | 5,448 | |
| g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O) | 30,963 | 20,049 | 10,914 | |
| 12 Advertising and promotion | 6,120 | 4,896 | 1,224 | |
| 13 Office expenses | 21,936 | 5,484 | 16,452 | |
| 14 Information technology | 2,285 | 571 | 1,714 | |
| 15 Royalties | | | | |
| 16 Occupancy | 8,802 | 5,522 | 3,280 | |
| 17 Travel | 375 | 100 | 275 | |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials | | | | |
| 19 Conferences, conventions, and meetings | | | | |
| 20 Interest | 377,234 | 377,234 | | |
| 21 Payments to affiliates | | | | |
| 22 Depreciation, depletion, and amortization | 91,766 | 88,814 | 2,952 | |
| 23 Insurance | 19,252 | | 19,252 | |
| 24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O) | | | | |
| a PRINTINGS & MAILING | 24,040 | 5,937 | 2,375 | 15,728 |
| b ENTERTAINMENT | 12,243 | 3,061 | 9,182 | |
| c EQUIPMENT | 6,758 | | 6,758 | |
| d GENERAL AND ADMINISTRAT | 6,230 | | 6,230 | |
| e All other expenses | 17,424 | 9,000 | 8,424 | |
| 25 Total functional expenses. Add lines 1 through 24e | 1,700,855 | 1,443,520 | 163,496 | 93,839 |
| 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) | | | | |

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

| | | (A) | | (B) |
|--|---|----------------------|------------|----------------------|
| | | Beginning of year | | End of year |
| Assets | 1 Cash—non-interest-bearing | 1,029,896 | 1 | 2,805,345 |
| | 2 Savings and temporary cash investments | 851,540 | 2 | 677,322 |
| | 3 Pledges and grants receivable, net | 1,371,405 | 3 | 896,118 |
| | 4 Accounts receivable, net | | 4 | |
| | 5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L | | 5 | |
| | 6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L | | 6 | |
| | 7 Notes and loans receivable, net | 0 | 7 | 6,031,996 |
| | 8 Inventories for sale or use | | 8 | |
| | 9 Prepaid expenses and deferred charges | 25,775 | 9 | 33,311 |
| | 10a Land, buildings, and equipment—cost or other basis. Complete Part VI of Schedule D | 10a 3,969,798 | | |
| | b Less accumulated depreciation | 10b 2,128,496 | 1,780,274 | 10c 1,841,302 |
| | 11 Investments—publicly traded securities | | 11 | |
| | 12 Investments—other securities. See Part IV, line 11 | | 12 | |
| | 13 Investments—program-related. See Part IV, line 11 | 1,021,868 | 13 | 8,957,660 |
| | 14 Intangible assets | 0 | 14 | 171,614 |
| | 15 Other assets. See Part IV, line 11 | 55,630 | 15 | 56,461 |
| 16 Total assets. Add lines 1 through 15 (must equal line 34) | 6,136,388 | 16 | 21,471,129 | |
| Liabilities | 17 Accounts payable and accrued expenses | 8,547 | 17 | 1,129 |
| | 18 Grants payable | | 18 | |
| | 19 Deferred revenue | | 19 | |
| | 20 Tax-exempt bond liabilities | | 20 | |
| | 21 Escrow or custodial account liability. Complete Part IV of Schedule D | | 21 | |
| | 22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L | | 22 | |
| | 23 Secured mortgages and notes payable to unrelated third parties | 0 | 23 | 14,000,000 |
| | 24 Unsecured notes and loans payable to unrelated third parties | 0 | 24 | 120,000 |
| | 25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D | | 25 | |
| | 26 Total liabilities. Add lines 17 through 25 | 8,547 | 26 | 14,121,129 |
| Net Assets or Fund Balances | Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34. | | | |
| | 27 Unrestricted net assets | 2,623,620 | 27 | 2,037,534 |
| | 28 Temporarily restricted net assets | 2,482,355 | 28 | 4,218,662 |
| | 29 Permanently restricted net assets | 1,021,866 | 29 | 1,093,804 |
| | Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34. | | | |
| | 30 Capital stock or trust principal, or current funds | | 30 | |
| | 31 Paid-in or capital surplus, or land, building or equipment fund | | 31 | |
| | 32 Retained earnings, endowment, accumulated income, or other funds | | 32 | |
| 33 Total net assets or fund balances | 6,127,841 | 33 | 7,350,000 | |
| 34 Total liabilities and net assets/fund balances | 6,136,388 | 34 | 21,471,129 | |

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

| | | | |
|-----------|---|-----------|-----------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12) | 1 | 2,852,321 |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 1,700,855 |
| 3 | Revenue less expenses Subtract line 2 from line 1 | 3 | 1,151,466 |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) | 4 | 6,127,841 |
| 5 | Net unrealized gains (losses) on investments | 5 | 70,693 |
| 6 | Donated services and use of facilities | 6 | |
| 7 | Investment expenses | 7 | |
| 8 | Prior period adjustments | 8 | |
| 9 | Other changes in net assets or fund balances (explain in Schedule O) | 9 | 0 |
| 10 | Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | 10 | 7,350,000 |

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

| | | Yes | No |
|-----------|---|-----|----|
| 1 | Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O | | |
| 2a | Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | Yes | |
| b | Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | Yes | |
| c | If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O | Yes | |
| 3a | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? | | No |
| b | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits | | |

Additional Data

Software ID:
Software Version:

EIN: 72-0972102

Name: THE NEW ORLEANS CENTER FOR CREATIVE ARTS
INSTITUTE DBA THE NOCCA INSTITUTE

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|--|---|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| TROY ANDREWS DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| STEPHANIE BARKSDALE DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| GAYLE BENSON DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| GAIL BERTUZZI DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| RODNEY BRAXTON DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| TIMOTHY BRIGHT DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| KELLY BROWN DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| KIA BROWN DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| MICHAEL J BROWN DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| ANNE H CANDIES DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| LAUREN CASON DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| DANNY CONWILL IV DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| SANDRA FREEMAN DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| DENISE GERMER DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| CHARD GONZALEZ DIRECTOR (RESIGNED 12/31/14) | 30 | X | | | | | | 0 | 0 | 0 |
| CHRIS HAINES DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| TERRENCE A HUMPHREY DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| ROBERT LEBLANC DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| TERRENCE LOCKETT DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| PAMELA LUPIN DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| DAVID MCCELVEY DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| ERIKA MCDONDUIT-DIGGS DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| LINDA LOGAN MONROE DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| SAKARI MORRISON DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| JOHN MORTON IV DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---------------------------------------|--|---|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| DEBRA HAVENS PATRICK DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| MARC PREUSS DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| CHRISTOPHER PRICE DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| ANNE E RAYMOND DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| CAROL MCMICHAEL REESE PHD DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| NICOLE MILLER REGAN DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| DAVID SCHULINGKAMP DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| GARY SOLOMON JR DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| CHARLES TEAMER SR DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| DANA D'ANZI TUOHY DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| HUGH UHALT DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| HARTLEY CASBON WASSER DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| PAMELA WILLIAMS DIRECTOR | 30 | X | | | | | | 0 | 0 | 0 |
| JOEL DONDIS VICE PRESIDENT | 1 00 | X | | X | | | | 0 | 0 | 0 |
| GREGORY MOREY VICE PRESIDENT | 1 00 | X | | X | | | | 0 | 0 | 0 |
| JOEL VILMENAY PRESIDENT | 2 00 | X | | X | | | | 0 | 0 | 0 |
| ASHLEY KIRSCHMAN SECRETARY | 1 00 | X | | X | | | | 0 | 0 | 0 |
| ALLISON BERGER TILLER TREASURER | 1 00 | X | | X | | | | 0 | 0 | 0 |
| SALLY PERRY EXECUTIVE DIRECTOR | 45 00 | | | X | | | | 140,000 | 0 | 22,268 |

SCHEDULE A
(Form 990 or 990EZ)

Public Charity Status and Public Support
Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

OMB No 1545-0047

2013

Department of the Treasury
Internal Revenue Service

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.
▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

Open to Public Inspection

Name of the organization
THE NEW ORLEANS CENTER FOR CREATIVE ARTS
INSTITUTE DBA THE NOCCA INSTITUTE

Employer identification number
72-0972102

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

- The organization is not a private foundation because it is (For lines 1 through 11, check only one box)
- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
 - 2 A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E)
 - 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
 - 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state _____
 - 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II)
 - 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
 - 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II)
 - 8 A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)
 - 9 An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2)**. (Complete Part III)
 - 10 An organization organized and operated exclusively to test for public safety See **section 509(a)(4)**.
 - 11 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3)**. Check the box that describes the type of supporting organization and complete lines 11e through 11h
 - a Type I b Type II c Type III - Functionally integrated d Type III - Non-functionally integrated
 - e By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)
 - f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box
 - g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?
 - (i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?
 - (ii) A family member of a person described in (i) above?
 - (iii) A 35% controlled entity of a person described in (i) or (ii) above?
 - h Provide the following information about the supported organization(s)

| | Yes | No |
|-----------------|-----|----|
| 11g(i) | | |
| 11g(ii) | | |
| 11g(iii) | | |

| (i) Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1 - 9 above or IRC section (see instructions)) | (iv) Is the organization in col (i) listed in your governing document? | | (v) Did you notify the organization in col (i) of your support? | | (vi) Is the organization in col (i) organized in the U S ? | | (vii) Amount of monetary support |
|------------------------------------|----------|---|--|----|---|----|--|----|----------------------------------|
| | | | Yes | No | Yes | No | Yes | No | |
| | | | | | | | | | |
| Total | | | | | | | | | |

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
 (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2009 | (b) 2010 | (c) 2011 | (d) 2012 | (e) 2013 | (f) Total |
|--|-----------|-----------|-----------|-----------|-----------|------------|
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.") | 1,154,036 | 1,535,869 | 1,532,323 | 3,572,590 | 2,349,357 | 10,144,175 |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 4 Total. Add lines 1 through 3 | 1,154,036 | 1,535,869 | 1,532,323 | 3,572,590 | 2,349,357 | 10,144,175 |
| 5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) | | | | | | 2,562,320 |
| 6 Public support. Subtract line 5 from line 4 | | | | | | 7,581,855 |

Section B. Total Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2009 | (b) 2010 | (c) 2011 | (d) 2012 | (e) 2013 | (f) Total |
|---|-----------|-----------|-----------|-----------|-----------|------------|
| 7 Amounts from line 4 | 1,154,036 | 1,535,869 | 1,532,323 | 3,572,590 | 2,349,357 | 10,144,175 |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources | 34,336 | 34,021 | 37,178 | 96,857 | 51,188 | 253,580 |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on | | | | | | |
| 10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.) | 205,421 | 213,612 | 179,626 | | 72 | 598,731 |
| 11 Total support. (Add lines 7 through 10) | | | | | | 10,996,486 |
| 12 Gross receipts from related activities, etc. (see instructions) | | | | | 12 | 452,324 |

13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and **stop here** ▶

Section C. Computation of Public Support Percentage

| | | |
|--|-----------|----------|
| 14 Public support percentage for 2013 (line 6, column (f) divided by line 11, column (f)) | 14 | 68.950 % |
| 15 Public support percentage for 2012 Schedule A, Part II, line 14 | 15 | 60.000 % |

- 16a 33 1/3% support test—2013.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization
- b 33 1/3% support test—2012.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization
- 17a 10%-facts-and-circumstances test—2013.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization
- b 10%-facts-and-circumstances test—2012.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization
- 18 Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions

SCHEDULE D (Form 990)

Supplemental Financial Statements

OMB No 1545-0047

2013

Department of the Treasury Internal Revenue Service

Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b Attach to Form 990. See separate instructions. Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.

Open to Public Inspection

Name of the organization THE NEW ORLEANS CENTER FOR CREATIVE ARTS INSTITUTE DBA THE NOCCA INSTITUTE

Employer identification number 72-0972102

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

Table with 3 columns: Line number, (a) Donor advised funds, (b) Funds and other accounts. Rows 1-4 for total number, aggregate contributions, aggregate grants, and aggregate value.

- 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

- 1 Purpose(s) of conservation easements held by the organization (check all that apply)
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

Table titled 'Held at the End of the Year' with rows 2a, 2b, 2c, 2d.

- 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year
4 Number of states where property subject to conservation easement is located
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?
6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year
7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year
8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

- 1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items
b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items
(ii) Revenues included in Form 990, Part VIII, line 1
(ii) Assets included in Form 990, Part X
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items
a Revenues included in Form 990, Part VIII, line 1
b Assets included in Form 990, Part X

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange programs
 - e Other
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII
- 5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No

b If "Yes," explain the arrangement in Part XIII and complete the following table

| | Amount |
|---------------------------------|--------|
| c Beginning balance | |
| d Additions during the year | |
| e Distributions during the year | |
| f Ending balance | |

- 2a Did the organization include an amount on Form 990, Part X, line 21? Yes No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

| | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|--|------------------|----------------|--------------------|----------------------|---------------------|
| 1a Beginning of year balance | 1,021,866 | 969,215 | 980,401 | 852,376 | 715,575 |
| b Contributions | | | | | 50,000 |
| c Net investment earnings, gains, and losses | 116,985 | 94,867 | 23,151 | 142,344 | 87,901 |
| d Grants or scholarships | 39,599 | 37,076 | 34,337 | 14,319 | 1,100 |
| e Other expenditures for facilities and programs | | | | | |
| f Administrative expenses | 5,448 | 5,140 | | | |
| g End of year balance | 1,093,804 | 1,021,866 | 969,215 | 980,401 | 852,376 |

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

- a Board designated or quasi-endowment ▶
 - b Permanent endowment ▶ 100.000 %
 - c Temporarily restricted endowment ▶
- The percentages in lines 2a, 2b, and 2c should equal 100%

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

| | Yes | No |
|---|------------|----|
| (i) unrelated organizations | 3a(i) Yes | No |
| (ii) related organizations | 3a(ii) Yes | No |
| b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |

4 Describe in Part XIII the intended uses of the organization's endowment funds

Part VI Land, Buildings, and Equipment. Complete if the organization answered "Yes" to Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

| Description of property | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|---|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land | | 1,507,765 | | 1,507,765 |
| b Buildings | | | | |
| c Leasehold improvements | | | | |
| d Equipment | | | | |
| e Other | | 2,462,033 | 2,128,496 | 333,537 |
| Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c).) | | | | 1,841,302 |

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

| | | | |
|----------|---|-----------|-----------|
| 1 | Total revenue, gains, and other support per audited financial statements | 1 | 3,028,847 |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12 | | |
| a | Net unrealized gains on investments | 2a | 70,693 |
| b | Donated services and use of facilities | 2b | 78,018 |
| c | Recoveries of prior year grants | 2c | |
| d | Other (Describe in Part XIII) | 2d | 33,263 |
| e | Add lines 2a through 2d | 2e | 181,974 |
| 3 | Subtract line 2e from line 1 | 3 | 2,846,873 |
| 4 | Amounts included on Form 990, Part VIII, line 12, but not on line 1 | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | 5,448 |
| b | Other (Describe in Part XIII) | 4b | |
| c | Add lines 4a and 4b | 4c | 5,448 |
| 5 | Total revenue Add lines 3 and 4c . (This must equal Form 990, Part I, line 12) | 5 | 2,852,321 |

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return. Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

| | | | |
|----------|--|-----------|-----------|
| 1 | Total expenses and losses per audited financial statements | 1 | 1,806,688 |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25 | | |
| a | Donated services and use of facilities | 2a | 78,018 |
| b | Prior year adjustments | 2b | |
| c | Other losses | 2c | |
| d | Other (Describe in Part XIII) | 2d | 33,263 |
| e | Add lines 2a through 2d | 2e | 111,281 |
| 3 | Subtract line 2e from line 1 | 3 | 1,695,407 |
| 4 | Amounts included on Form 990, Part IX, line 25, but not on line 1: | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | 5,448 |
| b | Other (Describe in Part XIII) | 4b | |
| c | Add lines 4a and 4b | 4c | 5,448 |
| 5 | Total expenses Add lines 3 and 4c . (This must equal Form 990, Part I, line 18) | 5 | 1,700,855 |

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b Also complete this part to provide any additional information

| Return Reference | Explanation |
|---------------------------------------|--|
| PART III, LINE 4 | WORKS OF ART BY PROFESSIONAL ARTISTS IN MULTIPLE MEDIUMS ARE OCCASSIONALLY DONATED TO TNI SPECIFICALLY FOR EXHIBIT AT NOCCA AND IN TNI OFFICES AND PUBLIC SPACES STUDENT ARTWORK THAT IS PURCHASED BY TNI JOINS THE COLLECTION AND IS EXHIBITED AT NOCCA OR IN TNI OFFICES AND PUBLIC SPACES THIS WORK IS EXHIBITED IN PERPETUITY FOR THE CULTURAL BENEFIT OF NOCCA STUDENTS, FACULTY, STAFF AND THE PUBLIC AT LARGE |
| PART V, LINE 4 | FINANCIAL ASSISTANCE FOR NOCCA, THE NOCCA INSTITUTE, AND STUDENT SCHOLARSHIPS AND AWARDS |
| PART X, LINE 2 | THE NEW ORLEANS CENTER FOR CREATIVE ARTS INSTITUTE IS A NONPROFIT CORPORATION ORGANIZED UNDER THE LAWS OF THE STATE OF LOUISIANA THE INSTITUTE IS EXEMPT FROM FEDERAL INCOME TAX UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE, AND QUALIFIES AS AN ORGANIZATION THAT IS NOT A PRIVATE FOUNDATION AS DEFINED IN SECTION 509(A) OF THE CODE IT IS EXEMPT FROM LOUISIANA INCOME TAX UNDER AUTHORITY OF R S 47 121(5) MANAGEMENT HAS REVIEWED CULINARY OPERATIONS AND TNII FOR ANY POTENTIAL TAX EFFECTS AS OF JUNE 30, 2014 THE INSTITUTE HAS DETERMINED THAT NO TAX EXPENSE OR PROVISION OR TAX ASSET OR LIABILITY SHOULD BE PROVIDED FOR IN THE CONSOLIDATED FINANCIAL STATEMENTS OF THE INSTITUTE ACCOUNTING STANDARDS CODIFICATION (ASC) "ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES" CLARIFIES THE ACCOUNTING AND DISCLOSURE FOR UNCERTAIN TAX POSITIONS THIS INTERPRETATION REQUIRES COMPANIES TO USE A PRESCRIBED MODEL FOR ASSESSING THE FINANCIAL STATEMENT RECOGNITION AND MEASUREMENT OF ALL TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN IN TAX RETURNS THE INSTITUTE APPLIES A "MORE-LIKELY-THAN-NOT" RECOGNITION THRESHOLD FOR ALL TAX UNCERTAINTIES THIS APPROACH ONLY ALLOWS THE RECOGNITION OF THOSE TAX BENEFITS THAT HAVE A GREATER THAN FIFTY PERCENT LIKELIHOOD OF BEING SUSTAINED UPON EXAMINATION BY THE TAXING AUTHORITIES THE INSTITUTE HAS REVIEWED ITS TAX POSITIONS AND DETERMINED THERE ARE NO OUTSTANDING OR RETROSPECTIVE TAX POSITIONS WITH LESS THAN A 50% LIKELIHOOD OF BEING SUSTAINED UPON ELIMINATION BY THE TAXING AUTHORITIES THE INSTITUTE'S TAX RETURNS FOR THE YEARS ENDED JUNE 30, 2013, 2012, AND 2011 REMAIN OPEN AND SUBJECT TO EXAMINATION BY TAXING AUTHORITIES THE INSTITUTE'S 2014 TAX RETURN HAS NOT BEEN FILED AS OF THE REPORT DATE |
| PART XI, LINE 2D - OTHER ADJUSTMENTS | RENTAL EXPENSES 8,411 SPECIAL EVENT DIRECT EXPENSE 14,412 COST OF GOODS SOLD 10,440 |
| PART XII, LINE 2D - OTHER ADJUSTMENTS | RENTAL EXPENSES 8,411 SPECIAL EVENT DIRECT EXPENSE 14,412 COST OF GOODS SOLD 10,440 |
| | |
| | |

SCHEDULE G
(Form 990 or 990-EZ)

Supplemental Information Regarding
Fundraising or Gaming Activities

OMB No 1545-0047

2013

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Complete if the organization answered "Yes" to Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

▶ Information about Schedule G (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

Name of the organization
THE NEW ORLEANS CENTER FOR CREATIVE ARTS
INSTITUTE DBA THE NOCCA INSTITUTE

Employer identification number
72-0972102

Part I Fundraising Activities. Complete if the organization answered "Yes" to Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

- 1** Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a** Mail solicitations
 - b** Internet and email solicitations
 - c** Phone solicitations
 - d** In-person solicitations
 - e** Solicitation of non-government grants
 - f** Solicitation of government grants
 - g** Special fundraising events
- 2a** Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? Yes No
- b** If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization

| (i) Name and address of individual or entity (fundraiser) | (ii) Activity | (iii) Did fundraiser have custody or control of contributions? | | (iv) Gross receipts from activity | (v) Amount paid to (or retained by) fundraiser listed in col (i) | (vi) Amount paid to (or retained by) organization |
|---|---------------|--|----|-----------------------------------|--|---|
| | | Yes | No | | | |
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| 8 | | | | | | |
| 9 | | | | | | |
| 10 | | | | | | |
| Total ▶ | | | | | | |

- 3** List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing
-
-

Part II Fundraising Events. Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

| | | (a) Event #1 | (b) Event #2 | (c) Other events | (d) Total events |
|---|--|---------------------------------|---------------------------------------|------------------|-------------------------------|
| | | ART & SOUL GALA (event type) | HOME FOR THE HOLIDAYS (event type) | (total number) | (add col (a) through col (c)) |
| Revenue | 1 Gross receipts | 368,757 | 48,112 | | 416,869 |
| | 2 Less Contributions | 254,227 | 48,112 | | 302,339 |
| | 3 Gross income (line 1 minus line 2) | 114,530 | | | 114,530 |
| Direct Expenses | 4 Cash prizes | | | | |
| | 5 Noncash prizes | | | | |
| | 6 Rent/facility costs | | | | |
| | 7 Food and beverages | 31,520 | 1,202 | | 32,722 |
| | 8 Entertainment | 350 | 10,100 | | 10,450 |
| | 9 Other direct expenses | 71,089 | 3,339 | | 74,428 |
| | 10 Direct expense summary Add lines 4 through 9 in column (d) ▶ | | | | (117,600) |
| 11 Net income summary Subtract line 10 from line 3, column (d) ▶ | | | | -3,070 | |

Part III Gaming. Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

| | | (a) Bingo | (b) Pull tabs/Instant bingo/progressive bingo | (c) Other gaming | (d) Total gaming (add col (a) through col (c)) |
|--|--|---|---|---|--|
| | | 1 Gross revenue | | | |
| Direct Expenses | 2 Cash prizes | | | | |
| | 3 Non-cash prizes | | | | |
| | 4 Rent/facility costs | | | | |
| | 5 Other direct expenses | | | | |
| | 6 Volunteer labor | <input type="checkbox"/> Yes _____ % <input type="checkbox"/> No | <input type="checkbox"/> Yes _____ % <input type="checkbox"/> No | <input type="checkbox"/> Yes _____ % <input type="checkbox"/> No | |
| 7 Direct expense summary Add lines 2 through 5 in column (d) ▶ | | | | | |
| 8 Net gaming income summary Subtract line 7 from line 1, column (d) ▶ | | | | | |

9 Enter the state(s) in which the organization operates gaming activities _____

a Is the organization licensed to operate gaming activities in each of these states? Yes No

b If "No," explain _____

.....

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? Yes No

b If "Yes," explain _____

.....

Schedule I (Form 990)

Grants and Other Assistance to Organizations, Governments and Individuals in the United States

OMB No 1545-0047

2013

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Information about Schedule I (Form 990) and its instructions is at www.irs.gov/form990.

Name of the organization THE NEW ORLEANS CENTER FOR CREATIVE ARTS INSTITUTE DBA THE NOCCA INSTITUTE

Employer identification number 72-0972102

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?
2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

Table with 8 columns: (a) Name and address of organization or government, (b) EIN, (c) IRC Code section if applicable, (d) Amount of cash grant, (e) Amount of non-cash assistance, (f) Method of valuation, (g) Description of non-cash assistance, (h) Purpose of grant or assistance. Row 1 contains data for NEW ORLEANS CENTER FOR CREATIVE ARTS.

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table 1
3 Enter total number of other organizations listed in the line 1 table

Part III Grants and Other Assistance to Individuals in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of non-cash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of non-cash assistance |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|---|--|
| (1) AWARDS | 26 | 47,054 | | | |
| (2) TERM-TIME AID | 180 | 101,588 | | | |
| (3) SUMMER STUDY | 29 | 59,673 | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Part IV Supplemental Information. Provide the information required in Part I, line 2, Part III, column (b), and any other additional information.

| Return Reference | Explanation |
|------------------|---|
| PART I, LINE 2 | THE RECIPIENTS OF FUNDS INCLUDE STAFF, FACULTY, AND STUDENTS. TEACHERS ARE REIMBURSED FOR PROFESSIONAL DEVELOPMENT BASED ON RECEIPT SUBMISSIONS. FACULTY AND STAFF ARE AWARDED FUNDS BASED ON RECOMMENDATION BY NOCCA PRES /CEO. STUDENTS ARE AWARDED SCHOLARSHIP AND FINANCIAL AID BASED UPON MERIT AND NEED, AS RECOMMENDED BY FACULTY. |

Schedule J
(Form 990)

Compensation Information

OMB No 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 23.

▶ Attach to Form 990. ▶ See separate instructions.

▶ Information about Schedule J (Form 990) and its instructions is at www.irs.gov/form990.

2013

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
THE NEW ORLEANS CENTER FOR CREATIVE ARTS
INSTITUTE DBA THE NOCCA INSTITUTE

Employer identification number

72-0972102

Part I Questions Regarding Compensation

| | Yes | No | | | | | | | | |
|--|---|--|--|--|---|---|---|--|--|--|
| <p>1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.</p> <table border="0"> <tr> <td><input type="checkbox"/> First-class or charter travel</td> <td><input type="checkbox"/> Housing allowance or residence for personal use</td> </tr> <tr> <td><input type="checkbox"/> Travel for companions</td> <td><input type="checkbox"/> Payments for business use of personal residence</td> </tr> <tr> <td><input type="checkbox"/> Tax idemnification and gross-up payments</td> <td><input type="checkbox"/> Health or social club dues or initiation fees</td> </tr> <tr> <td><input type="checkbox"/> Discretionary spending account</td> <td><input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)</td> </tr> </table> | <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use | <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence | <input type="checkbox"/> Tax idemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees | <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) | | |
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use | | | | | | | | | |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence | | | | | | | | | |
| <input type="checkbox"/> Tax idemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees | | | | | | | | | |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) | | | | | | | | | |
| <p>b If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain.</p> | 1b | | | | | | | | | |
| <p>2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?</p> | 2 | | | | | | | | | |
| <p>3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.</p> <table border="0"> <tr> <td><input type="checkbox"/> Compensation committee</td> <td><input type="checkbox"/> Written employment contract</td> </tr> <tr> <td><input type="checkbox"/> Independent compensation consultant</td> <td><input type="checkbox"/> Compensation survey or study</td> </tr> <tr> <td><input type="checkbox"/> Form 990 of other organizations</td> <td><input checked="" type="checkbox"/> Approval by the board or compensation committee</td> </tr> </table> | <input type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract | <input type="checkbox"/> Independent compensation consultant | <input type="checkbox"/> Compensation survey or study | <input type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee | | | | |
| <input type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract | | | | | | | | | |
| <input type="checkbox"/> Independent compensation consultant | <input type="checkbox"/> Compensation survey or study | | | | | | | | | |
| <input type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee | | | | | | | | | |
| <p>4 During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization:</p> <p>a Receive a severance payment or change-of-control payment?</p> | 4a | No | | | | | | | | |
| <p>b Participate in, or receive payment from, a supplemental nonqualified retirement plan?</p> | 4b | No | | | | | | | | |
| <p>c Participate in, or receive payment from, an equity-based compensation arrangement?</p> <p>If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.</p> | 4c | No | | | | | | | | |
| <p>Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.</p> | | | | | | | | | | |
| <p>5 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:</p> <p>a The organization?</p> | 5a | No | | | | | | | | |
| <p>b Any related organization?</p> <p>If "Yes," to line 5a or 5b, describe in Part III.</p> | 5b | No | | | | | | | | |
| <p>6 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:</p> <p>a The organization?</p> | 6a | No | | | | | | | | |
| <p>b Any related organization?</p> <p>If "Yes," to line 6a or 6b, describe in Part III.</p> | 6b | No | | | | | | | | |
| <p>7 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III.</p> | 7 | No | | | | | | | | |
| <p>8 Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.</p> | 8 | No | | | | | | | | |
| <p>9 If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?</p> | 9 | | | | | | | | | |

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat No 50053T

Schedule J (Form 990) 2013

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

| (A) Name and Title | | (B) Breakdown of W-2 and/or 1099-MISC compensation | | | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation reported as deferred in prior Form 990 |
|--|------|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
| | | (i) Base compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | | | | |
| (1) SALLY PERRY EXECUTIVE DIRECTOR | (i) | 140,000 | 0 | 0 | 8,400 | 13,868 | 162,268 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Schedule J (Form 990) 2013

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

| Return Reference | Explanation |
|------------------|-------------|
|------------------|-------------|

**SCHEDULE M
(Form 990)**

Noncash Contributions

OMB No 1545-0047

2013

Department of the Treasury
Internal Revenue Service

▶ **Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.**
▶ **Attach to Form 990.**

Open to Public Inspection

▶ **Information about Schedule M (Form 990) and its instructions is at www.irs.gov/form990.**

Name of the organization
THE NEW ORLEANS CENTER FOR CREATIVE ARTS
INSTITUTE DBA THE NOCCA INSTITUTE

Employer identification number
72-0972102

Part I Types of Property

| | (a) Check if applicable | (b) Number of contributions or items contributed | (c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g | (d) Method of determining noncash contribution amounts |
|--|----------------------------------|--|---|--|
| 1 Art—Works of art | X | 18 | 18,347 | FAIR MARKET VALUE |
| 2 Art—Historical treasures | | | | |
| 3 Art—Fractional interests | | | | |
| 4 Books and publications | | | | |
| 5 Clothing and household goods | | | | |
| 6 Cars and other vehicles | X | 2 | 16,350 | FAIR MARKET VALUE |
| 7 Boats and planes | | | | |
| 8 Intellectual property | | | | |
| 9 Securities—Publicly traded | X | 3 | 53,850 | FAIR MARKET VALUE |
| 10 Securities—Closely held stock | | | | |
| 11 Securities—Partnership, LLC, or trust interests | | | | |
| 12 Securities—Miscellaneous | | | | |
| 13 Qualified conservation contribution—Historic structures | | | | |
| 14 Qualified conservation contribution—Other | | | | |
| 15 Real estate—Residential | | | | |
| 16 Real estate—Commercial | | | | |
| 17 Real estate—Other | | | | |
| 18 Collectibles | | | | |
| 19 Food inventory | | | | |
| 20 Drugs and medical supplies | | | | |
| 21 Taxidermy | | | | |
| 22 Historical artifacts | | | | |
| 23 Scientific specimens | | | | |
| 24 Archeological artifacts | | | | |
| 25 Other ▶ (GIFT CERTIFIC) | X | 62 | 27,384 | FAIR MARKET VALUE |
| 26 Other ▶ (COLLECTIBLES) | X | 13 | 3,579 | FAIR MARKET VALUE |
| 27 Other ▶ () | | | | |
| 28 Other ▶ () | | | | |

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement **29**

| | Yes | No |
|--|-----|----|
| 30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period? | | No |
| b If "Yes," describe the arrangement in Part II | | |
| 31 Does the organization have a gift acceptance policy that requires the review of any non-standard contributions? | | No |
| 32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions? | | No |
| b If "Yes," describe in Part II | | |
| 33 If the organization did not report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II | | |

Part II **Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

| Return Reference | Explanation |
|--------------------|--|
| PART I, COLUMN (B) | THE ORGANIZATION IS REPORTING THE NUMBER OF CONTRIBUTORS |

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.
▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

Open to Public Inspection

Name of the organization
THE NEW ORLEANS CENTER FOR CREATIVE ARTS
INSTITUTE DBA THE NOCCA INSTITUTE

Employer identification number
72-0972102

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|--|--|
| FORM 990, PART III, LINE 2 | |
| FORM 990, PART VI, SECTION A, LINE 7A | THE NOCCA FACULTY ELECTS THE FACULTY REPRESENTATIVE WHO SERVES ON THE INSTITUTE BOARD |
| FORM 990, PART VI, SECTION B, LINE 11 | THE PRESIDENT AND TREASURER REVIEW THE RETURN IN DETAIL AND UPON THEIR APPROVAL, THE EXECUTIVE DIRECTOR SIGNS FOR FILING THE RETURN IS AVAILABLE TO BOARD MEMBERS UPON REQUEST |
| FORM 990, PART VI, SECTION B, LINE 15A | THE EXECUTIVE DIRECTOR'S SALARY IS DETERMINED BY THE EXECUTIVE COMMITTEE |
| FORM 990, PART VI, SECTION C, LINE 19 | THE ORGANIZATION DOES NOT HAVE A CONFLICT OF INTEREST POLICY, ALL OTHER INFORMATION IS AVAILABLE UPON REQUEST |
| FORM 990, PART XII, LINE 2C | NO CHANGE FROM THE PRIOR YEAR |

**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

OMB No 1545-0047

2013

**Open to Public
Inspection**

Department of the Treasury
Internal Revenue Service

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990. ▶ See separate instructions.
▶ Information about Schedule R (Form 990) and its instructions is at www.irs.gov/form990.

Name of the organization
THE NEW ORLEANS CENTER FOR CREATIVE ARTS
INSTITUTE DBA THE NOCCA INSTITUTE

Employer identification number
72-0972102

Part I Identification of Disregarded Entities Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

| (a) Name, address, and EIN (if applicable) of disregarded entity | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Total income | (e) End-of-year assets | (f) Direct controlling entity |
|--|-------------------------|--|---------------------|---------------------------|----------------------------------|
| (1) THE NOCCA INSTITUTE CULINARY OPERATIONS LLC 2800 CHARTRES STREET NEW ORLEANS, LA 70117 46-2240809 | FOOD SALES | LA | 157,078 | 254,439 | |
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Part II Identification of Related Tax-Exempt Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512(b)(13) controlled entity? | |
|---|-------------------------|--|----------------------------|---|----------------------------------|--|----|
| | | | | | | Yes | No |
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Part III Identification of Related Organizations Taxable as a Partnership Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Predominant income (related, unrelated, excluded from tax under sections 512- 514) | (f) Share of total income | (g) Share of end-of-year assets | (h) Disproportionate allocations? | | (i) Code V-UBI amount in box 29 of Schedule K-1 (Form 1065) | (j) General or managing partner? | | (k) Percentage ownership |
|--|-------------------------|--|--|---|---------------------------------|--|---|----|--|---|----|--------------------------------|
| | | | | | | | Yes | No | | Yes | No | |
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Part IV Identification of Related Organizations Taxable as a Corporation or Trust Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Type of entity (C corp, S corp, or trust) | (f) Share of total income | (g) Share of end-of- year assets | (h) Percentage ownership | (i) Section 512 (b)(13) controlled entity? | |
|--|-------------------------|---|-------------------------------------|--|---------------------------------|---|--------------------------------|--|----|
| | | | | | | | | Yes | No |
| (1) TNI INVESTMENTS INC 2800 CHARTRES STREET NEW ORLEANS, LA 70117 46-3809639 | REAL ESTATE INVESTMENT | LA | | C | -23,998 | 7,839,856 | 100.000 % | Yes | |
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Part V Transactions With Related Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

| | Yes | No |
|--|-----|----|
| a Receipt of (i) interest (ii) annuities (iii) royalties or (iv) rent from a controlled entry | | No |
| b Gift, grant, or capital contribution to related organization(s) | Yes | No |
| c Gift, grant, or capital contribution from related organization(s) | | No |
| d Loans or loan guarantees to or for related organization(s) | | No |
| e Loans or loan guarantees by related organization(s) | | No |
| f Dividends from related organization(s) | | No |
| g Sale of assets to related organization(s) | | No |
| h Purchase of assets from related organization(s) | | No |
| i Exchange of assets with related organization(s) | | No |
| j Lease of facilities, equipment, or other assets to related organization(s) | | No |
| k Lease of facilities, equipment, or other assets from related organization(s) | | No |
| l Performance of services or membership or fundraising solicitations for related organization(s) | | No |
| m Performance of services or membership or fundraising solicitations by related organization(s) | | No |
| n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) | | No |
| o Sharing of paid employees with related organization(s) | | No |
| p Reimbursement paid to related organization(s) for expenses | | No |
| q Reimbursement paid by related organization(s) for expenses | | No |
| r Other transfer of cash or property to related organization(s) | | No |
| s Other transfer of cash or property from related organization(s) | | No |

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

| (a) Name of related organization | (b) Transaction type (a-s) | (c) Amount involved | (d) Method of determining amount involved |
|-------------------------------------|-------------------------------|------------------------|--|
| (1) TNI INVESTMENTS INC | B | 7,863,854 | FMV |
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VITA

This author was born in Pensacola, FL. She earned her Bachelor's degree in 2011 from Loyola University New Orleans in Visual Arts focusing on Graphic Design and a minor in Mass Communications. After working for two and a half years she decided to pursue her MA and attend the Arts Administration Graduate Program at the University of New Orleans.