



# LASALLE College of the Arts Limited Annual Report FY2022/23



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## Message from the President



This year has been inspiring and momentous, with the official naming and launch of the University of the Arts Singapore (UAS) – a historic moment not only for LASALLE, but for the nation.

It is a proud achievement, which led on from a 2019 independent panel's review and recommendation to the Ministry of Education (MOE) for LASALLE to be granted degree-awarding powers. Discussions followed with Nanyang Academy of Fine Arts (NAFA) on forming an alliance between the country's two major arts education institutions as founding members of Singapore's first arts university. Now, a UAS central body has been created, with the synergistic sharing of corporate and student services provisions, while ensuring LASALLE and NAFA continue to retain their own unique identities, academic independence and portfolios of programmes.

This year, the UAS leadership has worked closely and fruitfully with LASALLE and NAFA leaders and staff on academic and administrative planning for the university's first intake of students in August 2024. On 10 May 2023, LASALLE had the honour of hosting the inaugural UAS Arts Symposium, where Guest of Honour, Minister for Education Mr Chan Chun Sing, delivered an uplifting speech and unveiled the UAS logo live on stage at our Singapore Airlines Theatre.

While locally the University of the Arts Singapore is a historic development, it equally signals to the wider world the maturity of arts higher education here, and the importance placed on it culturally and economically. LASALLE's international reputation has been buoyed with a rise in standing in the art and design category of the QS World University Rankings 2023, where among specialist arts institutions, we are highest ranked in Singapore and joint top in Southeast Asia (with Indonesian Institute of Arts, Yogyakarta).

The College has been pursuing an ambitious global engagement strategy since 2015, developing partnerships with leading universities and art schools, and enabling our BA (Hons) students to study abroad for a full semester. Agreements are now in place for student exchanges with 54 international institutions.

These figures grow year on year as we connect with prestigious partners worldwide. This year, it was my privilege to visit and develop collaborations with ten arts and design institutions in the US, including some of the world's foremost: Pratt, Parsons, Rhode Island School of Design, and Berklee College of Music. 13 new MOU agreements and nine new student exchange partnerships have been signed this year, and we have hosted delegation visits from institutions from Europe, the UK, USA, Canada and Australia.

It has been a hugely satisfying year for LASALLE and a truly transformative one. We look forward to very exciting times ahead.

**Professor Steve Dixon**  
President  
LASALLE | University of the Arts Singapore

## About LASALLE College of the Arts

### Asia's leading contemporary arts and design institution

LASALLE College of the Arts offers 30 diploma, undergraduate and postgraduate programmes in fine arts, design communication, interior design, product design, film, animation, fashion, dance, music, theatre, arts management, arts pedagogy and practice, arts and cultural leadership, art therapy, Asian art histories and creative writing.

*LASALLE provides a nurturing, interdisciplinary learning environment to inspire the next generation of forward-looking, globally engaged artists, designers and leaders of creative industries.*

Its faculty is led by a community of award-winning artists, designers, educators and researchers, and their practice-led research sets LASALLE apart as an international centre of excellence. LASALLE is ranked within the top 151-200 institutions globally for art and design (QS World University Rankings 2023). Among specialist arts institutions, LASALLE is in the top six in Asia and joint top in Southeast Asia.

Founded in 1984 by the late De La Salle Brother Joseph McNally – a visionary artist and educator – LASALLE is a non-profit private educational institution, with degree programmes validated by Goldsmiths, University of London. The College receives tuition grant support from Singapore's Ministry of Education. LASALLE is a founding member of the University of the Arts Singapore which will open its doors for its first degree intake in 2024.

### Singapore's first arts university

The University of the Arts Singapore (UAS) is Singapore's first arts university nurturing a new generation of forward-looking artists, designers, educators, researchers, arts leaders and changemakers. UAS is founded on an alliance of Singapore's leading arts institutions, LASALLE College of the Arts (LASALLE) and Nanyang Academy of Fine Arts (NAFA).

Located in the heart of the arts and civic district, LASALLE and NAFA are distinguished by unique heritages, strong artistic traditions, and innovative teaching approaches. Their faculty and alumni have earned national recognition, including Cultural Medallions and Young Artist Awards, championing Singaporean creativity on the global stage. UAS will generate new artistic thinking and discourse by creatively combining teaching, practice, and research. Collaborating with arts communities and industry partners locally and internationally, its graduates will energise the cultural landscape and the creative economy. It will strengthen Singapore as a creative hub in Asia.

With the first intake in 2024, LASALLE and NAFA will offer undergraduate and postgraduate programmes, with degrees awarded by UAS.



### **Mission**

*LASALLE exists to:*

*Inspire students to become forward-looking, globally engaged creative artists and critical thinkers who will contribute meaningfully to transformations of culture of society.*

*Develop and provide arts leadership for Singapore by fostering imagination, experimentation and new knowledge in creative practice and research.*

### **Vision**

*LASALLE will be:*

*Asia's leading contemporary arts and design institution.*

### **Values**

**COLLABORATION**

**EXCELLENCE**

**COURAGE**

**AGILITY**

**ENGAGEMENT**

### **Statement of Culture**

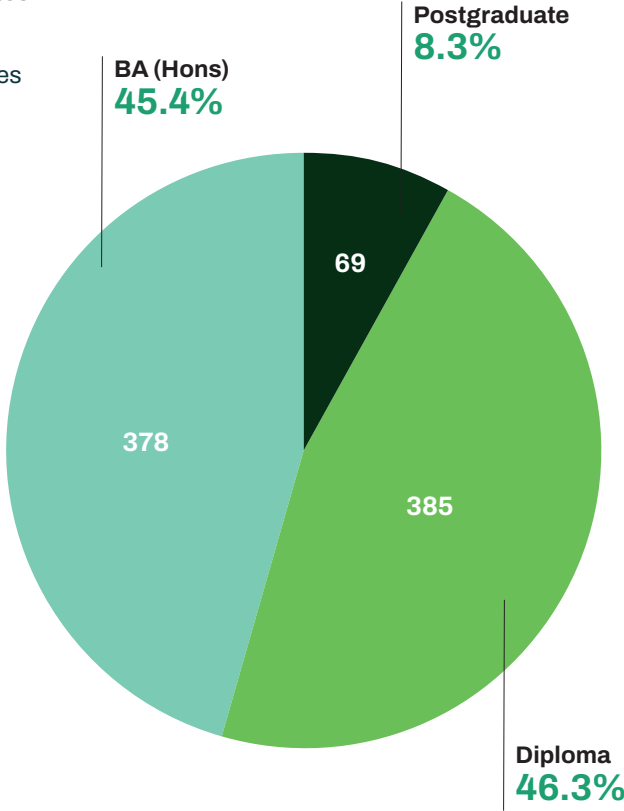
*LASALLE promotes the significance of the arts to effect personal, social and economic transformations. An empowering and dynamic environment inspires ambitious aspirations for staff and students, and the development of high-level skills, creativity and critical reflection.*

# Academic Year in review

## AY2022/23

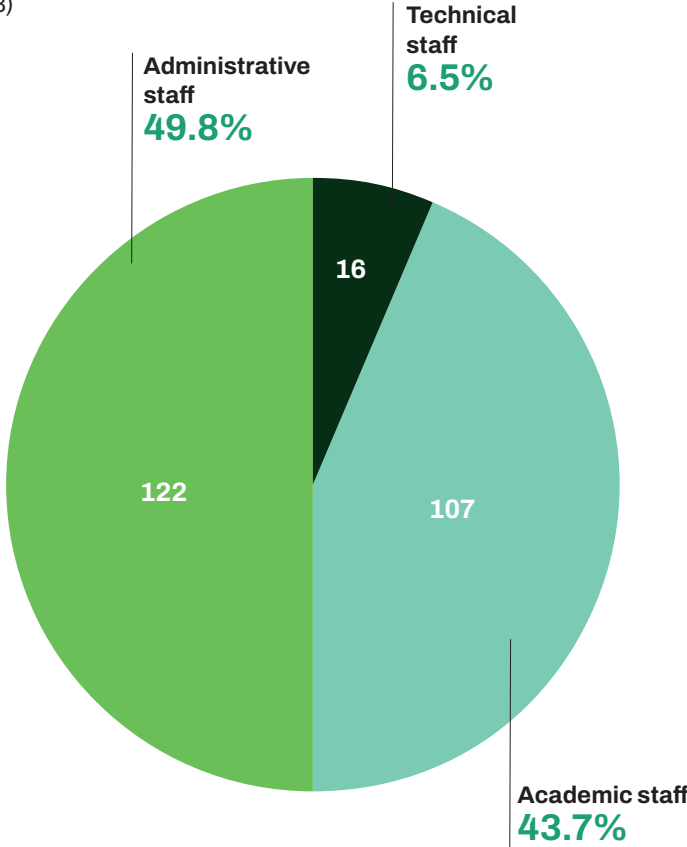
### LASALLE graduates (AY2022/23)

Number of graduates



### Faculty, administrative and technical staff (as at 30 June 2023)

Staff profile



## 04

Total no. of programmes

30

Diploma

11

BA (Hons)

12

Postgraduate

7

## Academic programmes

LASALLE currently offers 30 diploma, undergraduate and postgraduate (11 Diploma, 12 Bachelor of Arts (Honours), and 7 Master of Arts) programmes. The degree programmes are validated by Goldsmiths, University of London until 2026 with the last intake cohort in AY2023/24.

### Diploma

- Diploma in Animation
- Diploma in Audio Production
- Diploma in Broadcast Media
- Diploma in Creative Direction for Fashion
- Diploma in Dance
- Diploma in Design for Communication and Experiences
- Diploma in Fine Arts
- Diploma in Interior Design
- Diploma in Music
- Diploma in Performance
- Diploma in Theatre Production and Management

### BA (Hons)

- BA (Hons) Acting
- BA (Hons) Animation Art
- BA (Hons) Arts Management
- BA (Hons) Design Communication
- BA (Hons) Fashion Design and Textiles
- BA (Hons) Fashion Media and Industries
- BA (Hons) Film
- BA (Hons) Fine Arts
- BA (Hons) Interior Design
- BA (Hons) Music
- BA (Hons) Musical Theatre
- BA (Hons) Product Design

### Postgraduate

- MA Art Therapy
- MA Arts and Cultural Leadership
- MA Arts Pedagogy and Practice
- MA Asian Art Histories
- MA Creative Writing
- MA Design
- MA Fine Arts

## 05

## Corporate information

UEN Number: 199202950W

### Appointed auditor/secretary

Registered address:  
1 McNally Street Singapore 187940

Auditor: Ernst & Young LLP  
(appointed w.e.f. FY2016/17 Statutory Audit of Financial Statements)

Audit partner: Ms Lee Lai Hiang

Principal bankers:  
DBS Bank & OCBC Bank

Secretary: Ms Chang Sow Kuen



## Patron

Mr George Yeo

## Board of Directors



**Mr Peter Seah**  
Chairman, DBS  
Group Holdings Ltd/  
DBS Bank Limited  
Chairman, Singapore  
Airlines

*Date Appointed:*  
1 November 2007



**Mr Robert Tomlin**  
Vice Chairman,  
Lepercq de Neuflyze  
Asia Pte Ltd

*Date Appointed:*  
6 June 2006



**Mrs Kirtida  
Mekani**  
Director, CISTECH  
International Pte Ltd

*Date Appointed:*  
25 January 2005



**Mr Lee Suan  
Hiang**  
Chairman, Anacle  
Systems Ltd  
Chairman, Global  
Cultural Alliance Ltd

*Date Appointed:*  
15 December 2008



**Ms Jane Ittogi**  
Partner, Shook Lin &  
Bok LLP, Singapore

*Date Appointed:*  
13 April 2009



**Mr Lam Hock  
Choon, Marcus**  
Executive Chairman,  
PwC Singapore

*Date Appointed:*  
1 October 2021



**Brother Paul Ho  
Kok Chee**  
Brother President,  
St Joseph Institution

*Date Appointed:*  
16 September 2011



**Brother Edmundo  
Adolfo Fernandez**  
President, De La  
Salle – College  
of Saint Benilde,  
Philippines

*Date Appointed:*  
22 April 2020



**Mr Mark Ho**  
Director, Polytechnic  
and ITE Policy,  
Ministry of Education

*Date Appointed:*  
8 February 2021



**Professor Steve  
Dixon**  
(Ex-Officio Director)  
President, LASALLE  
College of the Arts  
Limited

*Date Appointed:*  
1 February 2012

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## Governance structure & administration

Founded in 1984 by the late De La Salle educator, Brother Joseph McNally, LASALLE was incorporated on 5 June 1992 under the Companies Act (Cap 50) as a public company limited by guarantee. It operates as a non-profit private educational institution and is governed under the Charity's Act and Private Education Act, with financial support from the Ministry of Education, Singapore.

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## Governance evaluation checklist

As an academic institution of higher learning for arts education and an Institution of a Public Character (IPC), LASALLE is committed to high standards of corporate governance. LASALLE's Governance Evaluation Checklist can be found at the Charity Portal ([www.charities.gov.sg](http://www.charities.gov.sg)).

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## Board of LASALLE & Committees

There are currently 10 Directors on the Board of LASALLE College of the Arts Limited, including the President on an ex-officio basis.

The Board comprises individuals who are committed and passionate about the arts, arts education and its contribution to society and the creative economy. Each of the Board members has varied senior leadership experience as well as serving on the Boards of corporations and educational institutions. Collectively, they contribute to the Board's deliberations and oversight of LASALLE as an arts education institution.

The powers and duties of the Board are stated in the Constitution of LASALLE College of the Arts Limited. The Board has documented Terms of Reference, which set out the powers and duties/ responsibilities of the Board.

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## Board delegation: Board Committees

### **The Board Committees are:**

- The Audit Committee
- The Nominating Committee
- The Remuneration Committee
- The Building & Development Committee

Each of the Board Committees has their respective documented Terms of Reference.

### ***Audit Committee (AC)***

The Audit Committee assists the Board in its oversight responsibilities on key areas pertaining to financial statement preparation and reporting, compliance with statutory/regulatory requirements, budgeting and financial management but not exclusive to financial, operational and compliance controls, external audit process and risk management.

The AC also serves as a channel open for whistleblowers to surface feedback if any in accordance with the whistleblowing policy of the College.

The AC makes recommendations to the Board on the appointment, re-appointment or removal of the external auditors for statutory and non-statutory audits, including certification audits, and to assess the independence, terms of engagement and fees charged, and undertake any other oversight responsibilities as delegated by the Board.

### ***Nominating Committee (NC)***

The Nominating Committee recommends to the Board for endorsement of all Board appointments. The appointment of the Chairman is subject to the approval of the Permanent Secretary of the Ministry of Education. The NC also approves the appointments of key leadership roles as well as the talent/ leadership succession plans.

### ***Remuneration Committee (RC)***

The Remuneration Committee has been delegated by the Board for the review and approval of staff remuneration related matters for the College and for senior key leadership appointments.

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**Board delegation:  
Board Committees (cont'd)**

**Building & Development Committee (BDC)**

The Building Development Committee's primary purpose is to assist and advise the Board on the development, design and construction of new buildings and/or any extensions as appropriate in the College and to oversee the management and progress of the project, including the appointment of qualified professional consultants/advisors to its completion stage, and obtaining the required approvals/certification from the relevant building authorities and other government agencies.

**Board meetings**

No	Name	Number of meetings attended	
		Held <sup>1</sup>	Attended
1	Mr Peter Seah (Chairman)	4	4
2	Professor Stephen Dixon (ex-officio)	4	4
3	Mr Mark Ho	4	3
4	Brother Paul Ho	4	3
5	Brother Edmundo Adolfo Fernandez	4	2
6	Mr Robert Tomlin	4	2
7	Mrs Kirtida Mekani	4	4
8	Ms Jane Ittogi	4	2
9	Mr Lee Suan Hiang	4	4
10	Mr Lam Hock Choon, Marcus	4	4

<sup>1</sup> The four Board Meetings were held on 5 September 2022, 18 November 2022, 11 April 2023 and 10 July 2023. The fourth Board Meeting in June 2023 was rescheduled to 10 July 2023 as some Board Members were away in June (LASALLE's financial year is from 1 July to 30 June of the following year).

**Independence of Board Members**

All the Board Members are non-executive and are not paid any remuneration for sitting as members of the Board. The Board adopts the practice of requiring the Board Members to review their independence and submit the Annual Disclosure of Interest in Transaction(s) exercise in pursuant to Section 156 of the Companies Act, Cap 50.

**Directors' professional code of conduct/conflict of interest policy and procedures**

The College has a documented policy on professional Code of Conduct and conflict of interest policy and procedures for Directors to disclose actual or potential conflict of interest to the Board. Should conflict of interest situations arise during Board deliberations, these are declared, and as appropriate, the respective Board Members abstain from the decision-making process.

**Process of appointments and re-appointments of Board Members**

The process of appointments and re-appointments of Board Members is stated in the Constitution of LASALLE College of the Arts Limited. Save for Directors appointed by the Brother Visitor and the Ministry of Education (MOE), who shall serve their respective offices for such terms as shall be determined by the Brother Visitors and MOE respectively and the President, all Directors shall be appointed for an initial terms of three years and, unless he earlier resigns as a Director, shall thereafter, upon completion of the initial term and if he offers himself for re-election, be eligible for re-election at an annual general meeting for further and successive terms of three years each.

## Board Members with more than 10 consecutive years of service

The Board comprises very experienced leaders in the respective fields who are passionate about arts and arts education, and are retained for their specialised expertise, broad experience and contributions to society.

Name of Directors	Date of appointment Approx. no. of years appointed	Explanations
<b>Mrs Kirtida Mekani</b>	<b>25/01/2005</b> (18.5 years)	<p>The experience of the Directors listed below are diverse and vast. They each have deep expertise and are leaders in their respective sectors and experiences.</p> <p>Mrs Kirtida Mekani is an entrepreneur, educationist and businesswoman with diverse experience in fundraising, institutional advancement, capacity-building and promoting environmental causes. She is a strong advocate for the environment, education, the arts and business.</p> <p>She actively contributes to making a positive difference on matters relating to the environment, bio-diversity, climate change and nature-based solutions, and has championed many programmes that connect communities, corporations and students with nature.</p> <p>Mrs Mekani currently serves on the boards of WWF Singapore, Botanic Gardens Conversation International, and is a committee member on the NParks Garden City Fund Management Committee. One of her key appointments was as the Executive Director of the Singapore Environment Council.</p> <p>Her contribution in the area of education includes serving on the International Advisory Board of the Global Indian International School Singapore as well as the Singapore Indian Fine Arts Society management committee. She was also a trustee on the Board of the United World College of South East Asia Foundation, chairing their fundraising committee.</p> <p>Over the years, Mrs Mekani has used her business acumen to raise funds for various institutions and causes, including Singapore Management University and the Anglo-American School of Moscow.</p> <p>In recognition of her outstanding efforts and contributions, Mrs Mekani was presented the prestigious President's Award for the Environment in 2015. She was also nominated for the Singapore Women Award in 2014, and recognised as a 2012 Community in Bloom ambassador. As part of the National Day Awards 2023, Mrs Mekani was awarded the Public Service Medal (Pingat Bakti Masyarakat) by the Singapore government. She strives to continue her efforts to create, fund and support initiatives that bring people together, drive education forward and nurture the minds of future generations.</p>
<b>Robert Michael Tomlin</b>	<b>06/06/2006</b> (17 years)	<p>Mr Robert Michael Tomlin is Vice Chairman of the Asian arm of New York-based Lepercq de Neufelize, advisors to European family offices. From 2000 to 2009, he was with UBS Investment Bank, Singapore, where inter alia he held the positions of Country Head and Vice Chairman Asia. From 1969 to 1999, he worked with the London-based Schroder Group, in London, New York and Singapore, serving as CEO, Southeast Asia, during the last 12 years of his time there.</p> <p>Other past appointments include as Chairman of the Singapore Repertory Theatre, Chairman of the Governing Board of the Yong Siew Toh Conservatory at the National University of Singapore, a Trustee of Singapore Management University, and served on the Board of SGX listed Olam International Ltd. He was also previously the Chairman of DesignSingapore Council and Merchant Bankers Association, Director of PSA International Corporation and Mediacorp Pte Ltd as well as member of the Council of the Stock Exchange of Singapore.</p> <p>Mr Tomlin obtained his Bachelor of Arts degree in Modern Languages from Downing College, Cambridge in 1966, and a Master's in Business Administration from Harvard University in 1973.</p>



**Board Members with more than 10 consecutive years of service (cont'd)**

Name of Directors	Date of appointment Approx. no. of years appointed	Explanations The experience of the Directors listed below are diverse and vast. They each have deep expertise and are leaders in their respective sectors and experiences.
<b>Seah Lim Huat Peter</b>	<b>01/11/2007</b> (15.5 years)	<p>Mr Peter Seah has been Chairman of LASALLE College of the Arts since November 2007.</p> <p>He is Chairman of DBS Group Holdings and Singapore Airlines. He is also a Director of GIC Private Ltd and a member of the Council of Presidential Advisors.</p> <p>Mr Seah was President and Chief Executive Officer of Singapore Technologies Pte Ltd, Chairman of Singapore Technologies Engineering Ltd and Sembcorp Industries Ltd. He was Chairman of Singapore Health Services Pte Ltd until 2021. He served on the Temasek Advisory Panel until 2010.</p> <p>He was a career banker for 32 years, retiring as Vice Chairman and Chief Executive Officer of Overseas Union Bank in 2001.</p> <p>Mr Seah graduated from the University of Singapore in 1968 with an Honours degree in Business Administration. He was awarded the Order of Nila Utama (With Distinction) in 2021, the Distinguished Service Order in 2012 and the Public Service Star in 1999 by the Singapore government.</p>
<b>Lee Suan Hiang</b>	<b>15/12/2008</b> (14.5 years)	<p>Mr Lee Suan Hiang, a Colombo Plan Scholar in Industrial Design (Engineering), had a varied career in public service as Deputy Managing Director of the Economic Development Board and Chief Executive of National Productivity Board, Singapore Institute of Standards and Industrial Research, SPRING Singapore and National Arts Council before his retirement in 2011. In these roles, he was actively involved in Singapore's economic development. He also led the national programme to develop and nurture Singapore's SMEs and local enterprises, and spearheaded national efforts in promoting and developing productivity, standards, innovation and the arts.</p> <p>Mr Lee is the Immediate-Past President of the EDB Society, Chairman of Global Cultural Alliances, Chairman of Anacle Systems. He is also a Member of the Board of Trustees of the University of the Arts Singapore and a non-executive director of Leader Environmental Technologies, MindChamps Preschool, LASALLE College of the Arts, Singapore Ballet and Singapore Lyric Opera. Previous appointments include Deputy Chairman of the International Federation of Arts Councils and Cultural Agencies, Deputy Chairman of The Arts House, International Advisor to the Royal Academy of Dance (UK), Senior Fellow for Creative Industries (Ministry of Information Communications and the Arts), and Board Member of School of the Arts (SOTA), National Gallery Singapore, DesignSingapore Council, The Esplanade Co Ltd, Singapore Symphonia Company and Singapore Chinese Orchestra.</p> <p>He is a Fellow of the Singapore Institute of Directors, UK Chartered Management Institute, Chartered Institute of Marketing and the World Academy of Productivity Science and a graduate of the International Executive Programme at INSEAD, the Leaders in Administration Programme at the Singapore Civil Service College and the Advanced Management Programme at Harvard University.</p> <p>Mr Lee has won several awards including the National Day Public Administration Gold and Silver Medals and Public Service Award, World Academy of Productivity Science Fellowship Award, World SME Association Award, Japan External Trade Organisation (JETRO) Award, Asian Productivity Organisation Honorary Fellowship Award, the Chevalier de l'Ordre des Arts et Lettres from the Republic of France and the NTUC Meritorious Service Award and Friend of Labour Award.</p>

**Board Members with more than 10 consecutive years of service (cont'd)**

Name of Directors	Date of appointment Approx. no. of years appointed	Explanations
Jane Ittogi	13/04/2009 (14 years)	<p>The experience of the Directors listed below are diverse and vast. They each have deep expertise and are leaders in their respective sectors and experiences.</p> <p>Ms Jane Ittogi is actively involved in promoting community action for social and environmental causes. She works to help disadvantaged children and youth build confidence in themselves, and ex-inmates rebuild their lives, through non-profit company Tasek Jurong, which she chairs. Ms Jane Ittogi has also teamed up with a group of volunteers to form GreenSG Collab, a non-profit that is working on programmes that educate, catalyze community initiative, and help shape choices informed by the climate crisis.</p> <p>Ms Jane Ittogi has for a long time been committed to bringing the arts to all. She was Chair of the Board of Singapore Art Museum from 2008 to 2018, during which she guided the museum through its corporatisation. She was Co-chair of the Singapore Biennale 2019 Steering Committee, and of the three previous Singapore Biennales.</p> <p>She also served on the Board of the National Heritage Board, and was on the Board and the Executive Committee of National Gallery Singapore, as well as on the Selection Advisory Committee of the Venice Biennale organised by the National Arts Council. She had also chaired the Istana Art Collection Advisory Committee.</p> <p>As an advocate of the transformative power of the arts, Ms Jane Ittogi has focused on arts education. She has been serving on the Board of LASALLE College of the Arts for more than a decade, and has championed deeper public engagement with contemporary art through collaboration within communities. In the mid-2000s, she worked actively to initiate a structured programme of art training in the prisons conducted by volunteers from LASALLE College of the Arts and professional curators from the national museums working with inmates.</p> <p>Ms Jane Ittogi was practising as a lawyer, and is on leave from practice. She was educated in Singapore and obtained her LLB and LLM at the London School of Economics. She lectured in law at undergraduate and post-graduate levels in the UK before returning to Singapore.</p>

# 07

## Disclosure and transparency

### Key management personnel compensation disclosures required as per Governance Evaluation Checklist

#### Six highest paid staff members:

Band	No. of staff members
More than \$300,000	4
Less than \$300,000	2

With the exception of the President, who is a Board Member (ex-officio basis), none of the staff members in the highest salary band is a Board Member. There are no paid staff members who are a close family member(s) of the Board Members and have received remuneration exceeding \$50,000 during FY2022/23.

# 08

## Whistleblowing policy

The College has a whistleblowing policy that provides an avenue for employees and external parties (students, vendors, stakeholders, members of the public, etc.) to submit a complaint, feedback or concern on reportable matters, without fear of reprisal, discrimination or adverse consequences, and also permits the College to address such reports by taking appropriate action, including, but not limited to, disciplining or terminating the employment and/or services of those responsible.

It embeds a culture of high standards of corporate governance in the College, which includes but are not limited to honesty, integrity, professionalism, openness and accountability; and to deter acts of wrongdoing and/or improprieties in financial or other matters.

# 09

## Code of Conduct

The College has a comprehensive documented Code of Conduct Policy for all staff members and individuals who enter into a contract for service/relationship with the College.

# Key management members

**Professor Steve Dixon**  
President

**Dr Venka Purushothaman**  
Deputy President & Provost

**Barbra Gan**  
Vice-President (Strategic Developments)

**Jeremy Lee**  
Vice-President (Operations)

## Faculties

**Professor Adam Knee**  
Dean, Faculty of Fine Arts, Media & Creative Industries

**Professor Leon Rubin**  
Dean, Faculty of Performing Arts

**Nur Hidayah Bte Abu Bakar**  
Dean, Faculty of Design

**Dr Wolfgang Muench**  
Dean, Learning, Teaching & Research

## Divisions

**Agnes Wan**  
Director & Chief Human Resource Officer, Division of Human Resources & Organisation Development

**Alvan Loo**  
Director, Division of Advancement

**Daren Woo**  
Director, Division of Admissions

**Lee See Ee**  
Academic Registrar and Director  
Division of Student Administration

**Low Seow Hua**  
Director, Division of Information & Communications Technology

**Malar Nadeson**  
Director, The Ngee Ann Kongsi Library

**Marcus Ngiow**  
Director, Division of Quality & Planning and Global Engagement

**Steve Golden**  
Director, Division of Industry & Community Engagement

**Tan Poh Seng**  
Director, Division of Finance

**Wong Meng Kong**  
Director, Division of Facilities

**Yuen Yee Foong**  
Director, Division of Communications



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## Management Committee

The President, the Provost/Vice-Presidents, Deans, Directors and Heads of Schools are members of the Management Committee of the College.

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## Academic Board

The Academic Board is the most important body within the operational sphere of the institution and has the primary responsibility of establishing and maintaining Academic Standards. The Academic Board has the responsibility to ensure that all academic awards and distinctions granted and conferred under the Academic Regulations are consistent in standard and are comparable in standard with similar awards granted and conferred in partner institutions and throughout higher education in Singapore, the United Kingdom or elsewhere, as appropriate.

The Chair of the Academic Board is the President of the College. The President reports directly to the LASALLE College of the Arts Ltd Board on all College matters, including the decisions and resolutions of the Academic Board. The Academic Board updates the Board of Directors on academic matters of strategic importance. These include the quality of the student and staff experience, graduate employability, arts practice and scholarly research, and the long-term sustainability of the academic mission and provision.

The President determines the membership of the Academic Board and this will reflect the Academic and Administrative structure of the College, as appropriate. Membership may, therefore, vary from time to time in accordance with the prevailing size and structure of the College. The Academic Board shall determine the appointment of Nominee Members.

The Academic Board may establish such committees as it considers necessary for the purposes of enabling it to carry out its responsibilities, provided that each establishment is first approved by the President. The current Standing Committees of the Academic Board are:

- Academic Quality Assurance Committee
- Scholarships and Awards Committee
- Student Appeals and Disciplinary Committee
- Research Committee

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## Research Committee

LASALLE has a Research Committee that reflects LASALLE's ambition to contribute to the academic discourse on practice-based research in visual and performing arts in a global society.

Drawing on the unique opportunities that an integrated arts campus can offer, research at LASALLE emphasises the advancement of knowledge in artistic practice through creative work, the dissemination of research outcomes in peer-reviewed publications and international conferences, and the inquiry into innovative approaches to a teaching and learning practice appropriate to meet the complex demands for art and design education at tertiary level in the 21st century.

The institutional framework for the facilitation of research encompasses various approaches, such as:

- The provision of continuous support for academic colleagues in their professional practice, ranging from professional leave for the realisation of particular projects to financial assistance for Ph.D. studies.
- The allocation of funds for arts-related research activities deemed to strengthen LASALLE's reputation and recognition as an art institution of international standing.
- The establishing of strong links between tertiary education and research practice by encouraging research proposals arising from post-graduate studies.

This framework streamlines efforts from individuals, programmes, and faculties into a focused approach that promote, encourage, and facilitate collaborative, interdisciplinary and culturally relevant practice-research activities.

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# 11

## Organisation structure

While LASALLE and NAFA are in an alliance arrangement to form the University of the Arts Singapore (UAS), the two arts institutions remain as separate legal entities distinguished by their respective unique heritages, artistic traditions, teaching approaches and programmes.

Under the operating model endorsed by the Pro-Tem Committee, some administrative functions from LASALLE and NAFA will be centralised at the UAS central office. Employees who are centralised will be forward deployed back to their respective arts institutions to continue the seamless running of administrative functions. As part of the transition, centralised administrative employees of LASALLE will move over to UAS from January 2024. Academic staff and employees of functions who are not centralised will remain at LASALLE.

# 12

## Financial matters

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### Reserves policy

The reserves of the College can only be drawn down with the approval of the Board of Directors

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### Fundraising efforts and donations

As an Institution of a Public Character, LASALLE College of the Arts conducts fundraising efforts and programmes primarily to offer support and assistance to financially disadvantaged students.

LASALLE provides all its donors with a detailed stewardship report on the disbursement of funds annually. In addition to the yearly reporting, the College is required to submit an audited milestone report every year for all donations eligible for the National Arts Council administered Cultural Matching Fund.

LASALLE maintains regular contacts with corporate and individual donors through invitations to major College events. The College's fundraising team stays abreast with the prevailing fundraising policies and guidelines set by the MCCY Charities Unit and IRAS, including conditions tied to the National Arts Council administered Cultural Matching Fund.

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### Funding sources

LASALLE's main source of funding is tuition fees and grants from the Ministry of Education. Donations are received primarily for scholarships and bursaries or for projects to further the educational purposes of the College.

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### Tax-deductible donations received in FY2022/23

The total amount of tax-deductible donations received in FY2022/23 is \$190,800.

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## Risk management

There is a greater awareness of risk management processes associated with cybersecurity and information access/governance, data security and financial sustainability.

In FY2021/22, the Board approved the Enterprise Risk Management (ERM) Framework and Risk Register of the College. In FY2022/23, the College rolled out the updated Enterprise Risk Management (ERM) Framework's Process Cycle. Risk owners review their respective existing risks and undertake an environment scan to identify new or emerging risks to be considered for inclusion into the Enterprise Risk Register. Risk owners follow up with action plans to mitigate the risks identified, with priority given to the higher-order risks.

The College organises regular awareness talks to enable staff members to be aware of new and varied types of cybersecurity threats and minimise the risk of unauthorised access to important data and systems, as well as Community of Practice sharing sessions for colleagues to share their knowledge and good practices.

LASALLE has put in place an Anti-Money Laundering and Counter-Terrorism Financing policy and procedures to comply with the enhancements and additional guidelines issued by the Charity Council on April 2023.

## Review of financial status and explanation of major financial transactions

LASALLE has a net surplus of S\$1,749,000 for FY2022/23.

The audited financial statements in respect of FY2022/23 of the College can be found in a separate document, 'Audited Financial Statements for FY2022/23'.

Key highlights of the audited financial statements are shown on the right.

	Amount (S\$)	Balance sheet	Amount (S\$)
<b>Income</b>		<b>Assets</b>	
Donations in cash		Land, buildings and other tangible assets	56,195,000
– Tax-deductible	207,000	Intangible assets	34,000
– Non-tax deductible	648,000	Long-term investments	4,492,000
Grants	25,287,000	Trade and other receivables	4,067,000
Programme fees	28,493,000	Cash and deposits	64,169,000
Others	2,173,000	<b>Total assets</b>	<b>128,957,000</b>
<b>Total income</b>	<b>56,808,000</b>	<b>Funds</b>	
<b>Expenses</b>		Restricted funds	3,877,000
Other expenses and administration expenses	40,807,000	Unrestricted funds	35,635,000
Other operating expenses	14,252,000	<b>Total funds</b>	<b>39,512,000</b>
<b>Total expenditure</b>	<b>55,059,000</b>	<b>Liabilities</b>	
<b>Surplus</b>	<b>1,749,000</b>	Long-term liabilities	75,281,000
		Current liabilities	14,164,000
		<b>Total liabilities</b>	<b>89,445,000</b>
		<b>Total funds and liabilities</b>	<b>128,957,000</b>

## Environmental, Social and Governance (ESG)

LASALLE is committed to ensuring its graduates contribute to an active citizenry committed to sustainability and care of the environment and people. At the curriculum level, LASALLE has written into all its academic programmes a statement on 'Sustainability and care', which commences in AY2024/25. This enables each respective programme to embed into their curriculum an approach on sustainability that is relevant and significant to their discipline or sector. Students are encouraged to reflect on their environment through their creative projects.

To ensure our teaching and learning environment is committed to sustainability and care, the College has since 2016 embarked on a green building initiative benchmarked to established certifications such as Green Mark. Initiatives include the 3Rs (Reduce, Reuse and Recycle) and the use of eco-friendly products such as recycled papers.

The College has replaced all conventional lighting with energy-saving LEDs, installed water-efficient fittings and machines, and installed light sensors in all staircases and toilets. To improve its energy efficiency, the College commissioned and installed 472 solar panels on its McNally Campus rooftops in 2021, generating an estimated power of 262,500 kWh annually.

All e-waste is disposed of through appropriate platforms. In 2022, theatre equipment that had to be deaccessioned due to the change to 5G networks was donated to organisations in Southeast Asia to enable them to use them for their training.

LASALLE recently successfully organised an annual seminar with the theme on 'Enhancing Sustainability in Arts Education'. All faculty staff members and some administrative management staff attended the seminar.

## Employee engagement, staff learning & development

Every staff member is a valued employee of the College. LASALLE is committed to providing an inclusive work environment which inspires ambitious aspirations for staff and students, and the development of high-level skills, creativity and critical reflection.

Engagement is a core value of the College and an important business outcome. In Employee Engagement Surveys conducted over the past five years, the College has been achieving consecutive overall engagement scores which are statistically significantly above external national and global benchmarks.



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## Empowering learning

The College's strong commitment to staff learning and development (L&D) is evident with an overall high participation rate of 93% in FY2022/23. The strong participation in L&D activities is an important indicator of the successful implementation of the people strategy of the College. This includes support for programmes/activities to enhance their current knowledge and skills for current job roles and to be future-ready, support for professional practice, residency programmes, presentation of papers at conferences and sponsorship programmes.

The College's Academic Qualification Funding (AQF) scheme provides financial assistance to support staff members in their undertaking and realisation of high-level academic theoretical or practice-based research activities that lead to the obtaining of academic qualifications at the Doctoral or Ph.D. level.

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## Valuing commitment and contributions

Every year, the College organises a Long Service Awards event to honour staff members who have reached significant milestones in their career at the College. In 2023, 46 colleagues received their long service awards and each of them was presented with a special certificate.



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## Enhancing well-being and fostering a caring environment

To help staff maintain a sense of well-being, the College organises staff welfare activities ranging from talks/workshops on physical fitness, art & wellness and lunchtime film screenings to complimentary basic health screenings, head/shoulder massages and foot reflexology massages.

As part of the College's Community Social Responsibility (CSR) efforts, the College partnered with NTUC U Family in 2018, NTUC Health Senior Care Centres in 2019 and the Singapore Children's Society and The Salvation Army in 2022 to organise the *'The Joy of the Arts'*, an in-house event comprising arts and design related activities for their beneficiaries.



The details of the programmes and activities of the College can be found in a separate document, 'Year In Review 2022/23' in the Charity Portal.

The 'Year in Review 2022/23' can be found [here](#).

### Launch of the University of the Arts Singapore logo

#### Highlights of key activities

LASALLE had the honour of hosting the inaugural University of the Arts Singapore (UAS) Arts Symposium on 10 May 2023. Guest of Honour, Minister for Education Mr Chan Chun Sing shared his wishes for the new university and unveiled its logo live on stage at the Singapore Airlines Theatre.

Over 450 arts educators and partners from government agencies, industry and cultural organisations gathered at the symposium to discuss the transformation of arts education as a collective mission. We also marked this special occasion by paying tribute to Brother Joseph McNally and Mr Lim Hak Tai, the founders of both arts institutions, as well as ten pioneer artist educators, including LASALLE's Senior Fellow Milenko Prvački.

### Convocation 2022

On 14 October, we celebrated the achievements of 809 graduates from the Class of 2022 at our first full-scale, in-person Convocation ceremony since 2019.

Held at the Singapore Expo Convention & Exhibition Centre, the ceremony was virtually graced by Dr Maliki Osman, Minister in the Prime Minister's Office and Second Minister for Education, who delivered a pre-recorded address to inspire the graduating cohort.

The McNally Award for Excellence in the Arts was presented to Ann-Sophie Maria Müller, BA (Hons) Fashion Media and Industries. Graduates were joined by their family, friends and loved ones, with an attendance of over 2,000 on the day.



### The LASALLE Show 2023

A vibrant showcase of contemporary arts, design and performances, The LASALLE Show is a testament to the creativity of our graduating class' finest. The show features exciting works spanning fine arts, film, animation, writing, art therapy, design, music, dance, theatre and more, culminating in The LASALLE Show Exhibition, an annual exhibition by final year students from the diploma, undergraduate and postgraduate programmes.

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## VIP visits to The LASALLE Show

LASALLE was proud to welcome the following distinguished guests to The LASALLE Show in 2023:  
Mr Ong Ye Kung, Minister for Health  
Mr Edwin Tong, Minister for Culture, Community & Youth  
Ms Chong Siak Ching, CEO, National Gallery Singapore

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## Awards and accolades in AY2022/23

- **Young Artist Award 2022**

BA (Hons) Technical Theatre Arts alumna Guo Ningru was named one of the four recipients of the Young Artist Award 2022. Ningru is a sound designer who has worked with some of Singapore's top dance and theatre companies, such as the Singapore Repertory Theatre and T.H.E Dance Company.

- **Animation student film shortlisted for Yugo BAFTA Student Awards**

Animated short film *Loose Threads*, by BA (Hons) Animation Art students Chayanid Siripaiboolpong and Jessieca Junesha, was shortlisted for this year's Yugo BAFTA Student Awards.

*Loose Threads* was produced in 2022 as part of LASALLE's ongoing collaboration with the French animation schools Atelier de Sèvres (Paris) and École Émile Cohl (Lyon), supported by the French Embassy.

This is the fourth LASALLE student film to be shortlisted for a student BAFTA, following documentaries *Unspoken War* and *Mushroom Boys* in 2019, and animated film *To Kill the Birds and the Bees* in 2021.

- **Singapore Women's Hall of Fame**

Performance art pioneer and LASALLE fine arts alumna Amanda Heng was one of eight women inducted into the Singapore Women's Hall of Fame in 2023. Well-known locally and internationally for her multidisciplinary approach to creating art and using it as a tool to bring about social awareness and change, Amanda was awarded the Cultural Medallion for Visual Arts in 2010. She graduated from LASALLE with a Diploma in Fine Arts in 1988.

- **Harper's Bazaar Asia NewGen Fashion Award**

BA (Hons) Fashion Design and Textiles alumna Serina Lee emerged as winner of the Harper's BAZAAR Asia NewGen Fashion Award 2022 with her collection of hand-painted ensembles. Serina's unique blend of tradition and contemporary art, combining her expertise in Chinese ink painting and calligraphy with modern design language and 3D digital graphics, stood out from the competition and wowed the judges. Serina's win marks the third year in a row a LASALLE graduate has won this competition.

- **Ajoomma is Singapore's entry to the 2023 Academy Awards**

A graduate of LASALLE's Puttnam School of Film and Animation, He Shuming has gone on to produce many notable short films, including *Homecoming* (2016), *Boon Lay Place* (2017) and *Rehearsal* (2018).

His debut feature film *Ajoomma* had its world premiere at the 27th Busan International Film Festival. The comedy-drama film garnered four Golden Horse nominations (Best Actress, Best New Director, Best Original Screenplay and Best Supporting Actor), and was selected as Singapore's entry to the 2023 Academy Awards for Best International Feature Film.

- **RSA Student Design Awards**

BA (Hons) Design Communication students Jimin Won, Raja Nurul Huda Binte Raja Ahmad and Ying Jia Ang won a commendation at RSA Student Design Awards 2022. They were praised for their response to a design brief that asked how families, carers and communities might be supported to play and learn more creatively at home. Their entry, Toki, is a service and product design proposal that supports parents with resources to play and learn more creatively with their children.

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## International partnerships

### *New Memoranda of Understanding (MOU) and Student Exchange Agreements*

In the academic year 2022/23, LASALLE has a total of 32 Memoranda of Understanding (MOU) signed and Student Exchange Agreements with 26 institutions across the UK, US, Europe and Asia, including 18 new partner institutions.

## New MOU partners

- Budapest Metropolitan University
- Drama Studio London
- Indonesian Institute of the Arts (ISI) Denpasar
- Institut Teknologi Bandung
- Leeds Art University
- Liverpool Institute for Performing Arts
- Liverpool John Moores University
- Lucerne University of Applied Sciences and Arts – Lucerne School of Art and Design
- Manchester Metropolitan University
- Maryland Institute College of Art
- Srinakharinwirot University
- Thammasat University
- Trinity Laban Conservatoire of Music & Dance

## MOUs renewed with

- National Institute of Dramatic Arts
- OCAD University
- RMIT University
- University of Colorado Denver
- University of New South Wales

## New student exchange partners

- Amsterdam Fashion Institute
- Kingston University - Kingston School of Art
- Lucerne University of Applied Sciences and Arts – Lucerne School of Art and Design
- Maryland Institute College of Art
- Musashino Art University
- OCAD University
- Sheffield Hallam University
- University of Edinburgh (Edinburgh College of Arts)
- Willem de Kooning Academy

## Student exchange agreements renewed with

- Estonian Academy of Arts
- Fontys University of Applied Sciences
- La Salle Campus Barcelona - Ramon Llull University
- RMIT University
- University of New South Wales

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## Future plans

The College will continue to strive for excellence, provide high quality of education for its students, foster a high level of engagement with its employees and support their staff learning and development to have currency and enhance their knowledge, skills and competencies in their respective domain areas and to be future ready.