

# LASALLE COLLEGE OF THE ARTS

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**STRATEGIC** [REDACTED]

[REDACTED] [REDACTED]

[REDACTED] **PLAN** [REDACTED]

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**2019–2024**



## INTRODUCTION

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The Strategic Plan 2019–2024 marks the start of the next chapter of LASALLE’s development. The new Plan articulates a mission to inspire the next generation of forward-looking, globally engaged creative artists with the aim to produce future cultural leaders and innovators in Singapore and beyond.

Building on the foundation laid out in the previous plan, it sets out a far-sighted vision, a clearly defined set of objectives and an ambitious agenda for achieving academic excellence over the next five years.

LASALLE’s vision is to become the region’s leading contemporary arts and design institution at the cutting edge of creative practice and research. To achieve this, the College will enhance and deepen the student experience through greater flexibility in the curriculum and more interdisciplinary initiatives. It will broaden students’ career opportunities by providing more direct industry engagement and projects that serve the community as well as expand international projects and partnerships. All while continuing to abide by the principles of inclusivity, opportunity and empowerment first instilled by the late Brother Joseph McNally, who founded the College in 1984.

Taking a collective ground-up approach, the Plan was developed through a series of engagement sessions involving all College staff, as well as complementary workshops with student representatives. The sessions took on board everyone’s views, ideas and hopes for the future to arrive at a consensus that defines our mission, vision and core values.

The ideas were then shared with relevant ministries including the Ministry of Education, Ministry of Culture, Community and Youth and Ministry of Communications and Information as well as agencies such as the National Arts Council, Infocomm Media Development Authority and DesignSingapore Council. The result is an ambitious

and forward-looking Plan that sets a new agenda to serve the future needs of Singapore's creative industries.

LASALLE uses the 'Balanced Scorecard' methodology to help implement its Strategic Plan and monitor progress. It provides a robust structural framework for mapping out and communicating the various objectives to staff and stakeholders, and adopts a rigorous approach to evaluate achievements in relation to targets.

This booklet explains the Plan's key elements comprising the Mission, Vision, Values and Statement of Culture. It details the College's major priorities in the form of 13 Strategic Objectives with a total of 34 related Key Performance Indicators.

Together, these provide staff and students with an inspiring set of objectives to take LASALLE through its next exciting stage of development

**Mr Peter Seah**  
Chairman

**Professor Steve Dixon**  
President

## MISSION

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LASALLE exists to:

- Inspire students to become forward-looking, globally engaged creative artists and critical thinkers who will contribute meaningfully to transformations of culture and society.
- Develop and provide arts leadership for Singapore by fostering imagination, experimentation and new knowledge in creative practice and research.

## VISION

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LASALLE will be:

Asia's leading contemporary arts and design institution.

## VALUES

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LASALLE values:

- Collaboration
- Excellence
- Courage
- Agility
- Engagement

## STATEMENT OF CULTURE

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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.

# STRATEGIC

# OBJECTIVES

In order to deliver LASALLE's Mission, Vision and Values effectively, a series of Strategic Objectives help to ensure the College's Plan is forward-looking, rigorous and clearly focused on specific targets and priorities.

The College's 13 Strategic Objectives are divided into four key areas that underpin and support the plan:

- **Students**
- **Financial Stewardship**
- **Processes**
- **Organisational Capacity**

Each Strategic Objective has two or more Key Performance Indicators (KPIs), which enable the College to evaluate progress in relation to desired goals and outcomes. There are 34 KPIs, each with a specific annual target.

The KPIs listed on the following pages are summaries of more complex descriptions. Specific targets are excluded as they may change from year to year.

# Students

The College strives to provide an outstanding learning environment and educational experience to enable students to develop advanced creative and reflective skills as well as to fulfil their potential.

The Strategic Objectives aligned with Students encapsulate LASALLE's aspiration to become Asia's leading contemporary arts and design institution.

## **S1 Enhance Students' Industry-Readiness and Broaden Career Opportunities**

LASALLE will provide an arts education that nurtures students' skills and creative capabilities and prepares them to enter employment in the creative industries as competent, confident and enterprising professionals. The College will provide students with highly transferable skills to help broaden their career opportunities, and to equip them with the vision and agility to adapt to a rapidly changing work environment.

### Key Performance Indicators

- S1.1** Graduates will maintain high employment rates within six months of their graduation.
- S1.2** Graduates will perceive that they have been well prepared for getting jobs.

## **S2 Deepen Student Engagement**

LASALLE will deepen student engagement in their programmes by providing outstanding teaching, a highly dynamic learning environment and a curriculum that is relevant, current and exciting to study.

### Key Performance Indicators

- S2.1** A high percentage of students will successfully complete their programmes.
- S2.2** Students will be fully engaged in their classes and attendance rates will be high.

## **S3 Enrich and Widen the Students' Learning Experience**

The College will continually enhance its teaching and learning methods as well as the quality of facilities and resources. It will deepen and widen the curriculum so as to ensure an outstanding student learning experience.

### Key Performance Indicators

- S3.1** Students will express high levels of satisfaction with their educational experience in the Graduate Employment Survey.
- S3.2** In their Student Module Surveys, students will be very appreciative of the quality of modules and the delivery of teaching and learning.

## **S4 Advance the College's Reputation**

Recognition and affirmation of LASALLE's quality and status as a premier arts institution will benefit students and graduates as they pursue their careers. The College will continue to build its reputation as a distinguished and innovative arts institution.

### Key Performance Indicators

- S4.1** LASALLE will attract growing numbers of feature articles in external publications and positive references in the media.
- S4.2** Increasing numbers of industry and academic contacts will vouch for the College's quality in surveys related to institutional and subject ranking.
- S4.3** The College will become more selective in offers as student applications increase.
- S4.4** LASALLE's quality certification review scores will continue to improve.

## Financial Stewardship

Ensuring strength, prudence and efficiency in financial stewardship is vital to the achievement of the College's goals. The Strategic Objectives focus on effective financial planning and monitoring processes as well as ensuring LASALLE's strong financial health.

### F1 Optimise Utilisation of Resources

The College will ensure the optimisation of its resources in order to keep costs at sustainable levels.

#### Key Performance Indicators

- F1.1** LASALLE will keep its total costs at sustainable levels.
- F1.2** Any increases in manpower costs will be affordable.
- F1.3** The College will maintain its programme costs at sustainable levels.

### F2 Grow Revenue

Expanding income streams will aid organisational growth and LASALLE will continue to plan and implement strategies to increase its core and subsidiary income. This will ensure strong financial health and the continual enhancement of resources to benefit all the College's students.

#### Key Performance Indicators

- F2.1** An annual rise in student fee income from full-time programmes.
- F2.2** Annual increases in income from other activities such as short and professional courses, externally funded projects and consultancies.
- F2.3** Income resulting from donations and fundraising activities will rise year-on-year.

## Processes

The College's processes underscore and support the achievement of its mission, vision and values, and help to achieve the key objectives defined in relation to the Student perspective.

These processes ensure quality, efficiency and currency across all areas of the College — from its operations and communications to its pedagogy, industry collaborations and career guidance. These processes foster high aspirations and achievements, and the best possible experience for both students and staff.

### P1 Enhance Pedagogical Currency and Effectiveness

The curriculum, and the teaching and learning methods used to deliver it must be current, relevant and effective. This will ensure students are skilled, well prepared and highly sought after in the competitive job market, and that the College contributes towards meeting the future needs of the creative industries and the nation.

LASALLE will regularly review and enhance its curricula for currency and teaching effectiveness, and to ensure it remains relevant in relation to the latest educational techniques and technologies.

#### Key Performance Indicators

- P1.1** Enhancements to the curriculum, and to teaching and learning methods will receive positive comments from external examiners.
- P1.2** Students will be highly satisfied with the delivery of the curriculum.

### P2 Deepen Industry and Community Engagement

To help students understand the relevance of their skills and their application in industry and community contexts, LASALLE will provide students with more opportunities for internships and projects with the creative industries and to engage in collaborations with community partners.

### Key Performance Indicators

- P2.1** More students will be engaged in industry and community initiatives.
- P2.2** Students will be satisfied with their industry and community collaborations.

### **P3 Increase Cross-Disciplinary Projects and Global Connectivity**

In order to widen students' cultural perspectives and their adaptability to work in different international contexts and across disciplines, LASALLE will expand opportunities for students to engage in international projects and exchanges as well as cross-disciplinary initiatives.

### Key Performance Indicators

- P3.1** There will be a rise in the number of students taking part in global engagement activities.
- P3.2** The number of students involved in cross-disciplinary projects will increase.
- P3.3** LASALLE will develop more international collaboration projects.

### **P4 Improve Student Support Systems**

The College will continue to extend and enhance its support systems to ensure an exceptional learning environment for students.

### Key Performance Indicators

- P4.1** Students will provide positive feedback on LASALLE's support services and facilities.
- P4.2** Students will be satisfied with the career services provisions.
- P4.3** The ratio of student compliments to complaints will increase.

## Organisational Capacity

These Strategic Objectives focus on providing the best support and development opportunities to enable staff to perform at the highest level and ensuring the campus and its teaching resources are inclusive, sustainable and continually enhanced. They underpin the other Strategic Objectives and KPIs above and help to support the College in achieving its goals and aspiration to be Asia's leading arts and design institution.

### **01 Enrich Staff Knowledge, Skills and Capabilities**

LASALLE is committed to supporting the learning and development of staff at all levels, enabling them to develop and perform to their fullest potential.

#### Key Performance Indicators

- 01.1** Staff engagement levels will continue to be high.
- 01.2** There will be a rise in the number of staff participating in non-mandatory learning and development activities.
- 01.3** Staff satisfaction with their learning and development activities will be high.

### **02 Improve Staff Professional Practice and Research Outputs and Impact**

LASALLE is strongly committed to developing the professional practice and research activities of staff. This in turn enhances the curriculum and its delivery and helps to ensure its currency, depth and relevance. Staff's professional practice and research outputs contribute to the development of the creative industries and arts scholarship in Singapore, which advances the College's reputation locally and internationally.

### Key Performance Indicators

- 02.1** There will be an increase in the number of staff with significant professional practice and research outputs.
- 02.2** The number of references to staff research and professional practice in high quality publications will rise.

### **03 Improve the Campus Environment, Sustainability and Accessibility**

LASALLE will improve the campus environment and its accessibility to ensure students and staff have a conducive and inspiring learning environment

### Key Performance Indicators

- 03.1** Staff will continue to be satisfied with the campus and its teaching facilities.
- 03.2** Students will be satisfied with the College's inclusivity provisions for people with physical and learning disabilities.
- 03.3** LASALLE will continue to improve its environmental sustainability initiatives and its Green Mark Certification.



