



CFA Student Leadership Handbook 22/23

FROM THE DIRECTOR'S DESK

On behalf of NUS Centre For the Arts, I wish to congratulate you on your appointment to the Executive Committee of 2022/23. We look forward to working with you and your group so that the year ahead will see you developing the mindset and skills of an arts leader to stand you in good stead for your future development personally, artistically and professionally.

As a vibrant space for the appreciation of the arts and nurturing of the creative and inquiring spirit, CFA will be working with you and your committee so that your group will thrive and be empowered in the arts. Performance platforms such as NUS Arts Festival, collaborations with arts practitioners, and professional guidance in talent development, event management and arts marketing will equip you for greater autonomy to make bold creative decisions.

Your start in this journey goes beyond acquiring the knowledge and practical day-to-day skills of running the groups. We want to nurture you to approach the arts critically and to explore new and innovative avenues of artistic expression. As a unique part of NUS family and eco-system, where academic research regularly cross disciplines, you and your groups have interesting opportunities to consider how the arts can engage with contemporary issues and the wider community.

Most importantly, I want to encourage you to also build strong friendships within your group and connect with fellow artists across disciplines. Learn from each other and learn to support each other to the measure that you hope that others will support your group and your activities. You will look back to your experiences years from now and remember the close bonds forged in this time.

It was in 1993 that we unified all the student groups and created the Centre to champion the arts on campus. We are fortunate that CFA has evolved over the years to introduce many new initiatives; including the NUS Arts Festival, Tan Ean Kiam Arts Awards, HERE! Arts Carnival and brought together substantial units such as the University Cultural Centre, NUS Museum and the Baba House.

As I have always said, you are at the centre of all we do at CFA. You can always rely on your Group Managers and the CFA staff who will assist and support you on this journey. Together, as we build upon each other's strengths, we hope to create an enriching and nurturing environment for you and your group members to grow.

Thank you for stepping up to this challenge and I wish you and your group every success in the coming year.

Sharon Tan
Director, NUS Centre For the Arts

INTRODUCTION

Congratulations on the start of your term as a leader in a CFA Student Arts Excellence Group!

This Handbook provides guidelines on your roles and responsibilities as an Arts Leader in NUS Centre For the Arts (CFA), as well as details of the necessary processes and procedures for organising and managing your activities to achieve your mission and vision as an arts group. Read it carefully, refer to it often to familiarise yourself with what should be done in your area of responsibility, and you will find it smooth sailing to run your group efficiently.

The content in this Handbook may be updated and changed in accordance with changes in University policies. For clarity and in cases of dispute, reference should be made only to the version corresponding to your year in office.

The handbook consists of 2 sections:

Section A defines the purpose and structure of your exco and its key functions as well as actions to be taken during your term of office. It covers the following areas:

- Being an Arts Leader
- Devising work plans
- Recruitment and membership
- Financial management
- Fundraising
- Asset management
- External Engagements
- Use of Facilities
- Safety and welfare

Section B provides important information, checklists and guidelines for the following areas:

- Concert planning
- Production management
- Marketing communications
- Overseas tours and travel planning

In addition to this Handbook, NUSync and Microsoft Teams contain resources such as guides, templates and forms to support information for Sections A and B. All Exco members should have access to NUSync and Microsoft Teams to access these forms for reference and use. Resources are hyperlinked directly in this handbook.

NB: Do not distribute this Handbook outside of CFA without written permission from CFA.

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1. ABOUT NUS CENTRE FOR THE ARTS

Established in 1993, NUS Centre For the Arts (CFA) is a vibrant space for the appreciation of the arts and the nurturing of creative minds and inquiring spirits. Our vision is to see the arts integrated into every area of university life.

We comprise the NUS Museum, NUS Baba House and a Talent Development and Programming division that oversees 20 student arts excellence groups. Through our programmes, practices, exhibitions, workshops and outreach, such as NUS Arts Festival and ExxonMobil Campus Concerts, we enrich the university experience and contribute to the building of knowledge and transformation of students.

We also manage facilities such as the University Cultural Centre (UCC), with its 1,600-seat Hall and 450-seat Theatre, and rehearsal spaces in Runme Shaw CFA Studios and University Town.

For more information, visit cfa.nus.edu.sg

**"A vibrant space to experience the arts
and to nurture creative minds and
inquiring spirits**

Our Vision

**To integrate the arts into university life,
offering opportunities for discoveries,
exchange and action**

Our Mission

”

About the Talent Development & Programming (TDP) Division

The Talent Development and Programming (TDP) unit plays a major role in CFA's mission to integrate the arts into every aspect of university life, including facilitating opportunities for arts-based learning in a range of faculties and expanding thinking through the processes of conceptualisation and creation of artistic works. We provide opportunities for arts appreciation, champion creative possibilities and inspire strong communities in and around NUS.

We oversee 20 student arts excellence groups in music, dance, theatre and film, providing training in leadership, artistic skills and production management. We also produce arts programmes that enliven the campus experience, such as the NUS Arts Festival and the ExxonMobil Campus Concerts. Our core values of excellence, integrity and creativity drive our commitment to provide opportunities for the growth of our student performing and production groups.

CFA Arts Excellence Groups

NUS Chinese Orchestra
The NUSChoir
NUS Electronic Music Lab
NUS Guitar Ensemble
NUS Harmonica
NUS Indian Instrumental Ensemble
NUS Jazz Band
NUS Piano Ensemble
NUS Symphony Orchestra
NUS Wind Symphony
NUS Chinese Dance
NUS Dance Blast!
NUS Dance Ensemble
NUS Dance Synergy

NUS Ilsa Tari
NUS Indian Dance
NUS Chinese Drama
NUS Stage
NuSTUDIOS Film Productions
ExxonMobil Campus Concerts Crew

2. YOUR YEAR AT A GLANCE

2022

2023

MAY

- Start of Term of Office
- 9–12 May: Arts Leaders' Retreat
- 18 & 25 May: FL/OATS Arts equipping workshops begin
- Start on AY22/23 work plans
 - Planning of recruitment activities
 - Training and showcases
 - Budget planning

JANUARY - FEBRUARY

- EMCC Season 2 (Jan–Apr)
- Group shows (Jan–Apr)
- Elections for Exco AY23/24

JUNE - JULY

- Preparation for annual concerts/showcases in Semester 1
- FL/OATS Arts equipping workshops (Cont'd)
- Work planning (Cont'd)

MARCH

- 17–26 Mar: NUS Arts Festival 2023
- Group shows (Jan–Apr) (Cont'd)
- Confirmation of Exco AY23/34

AUGUST

- Welcome Teas & Auditions
- 10–12 Aug: Student Life Fair
- 19 Aug: HERE! Arts Carnival
- Start of ExxonMobil Campus Concerts (EMCC) Season 1 (Aug–Oct)
- Group shows (Aug–Oct)

APRIL

- Annual General Meetings (AGM)
- Exco Handovers

SEPTEMBER - OCTOBER

- Group shows (Aug–Oct)
- 28 Oct – Tan Ean Kiam Arts Awards
- EMCC Season 1 (Aug–Oct) (Cont'd)

DECEMBER

- Camps or intensive training for annual concerts in Sem 2 (TBA)
- Submission of quarterly reports/ Review with TDP Group Managers

Please refer to the [Detailed Exco Checklist](#) for more specific timelines.

3. THE EXECUTIVE COMMITTEE

CFA STUDENT LEADERS' CODE OF HONOUR

At all times and without exception, the name, reputation for exemplary behaviour and high artistic standards of my group are of prime importance to all members of my Executive Committee (Exco) and myself. As a representative of my group, NUS Centre For the Arts (CFA) and National University of Singapore (NUS), I have obligated myself to the highest standards of conduct exceeding that of the students that I lead.

I therefore pledge to:

- Execute the office to which I have been appointed with diligence and integrity, and will to the best of my ability, uphold, promote and support the goals, objectives and ideals of my group.
- Serve as a positive role model and a voice for my group, and not absent myself from the activities organized by the group and CFA without sound reason.
- Endeavour to maintain open communication with my tutors and CFA and respond to all communications in a timely manner.
- Endeavour to build good community relations with other CFA Groups and those who are my fellow artists and students.
- Adhere to the [Code of Student Conduct](#) as regulated by Office of Student Affairs (OSA).

3.1 The Executive Committee

- Is made up entirely of NUS undergraduates.
- Oversees and organises all group activities, including practices, rehearsals, training camps, performances and outreach events.
- Liaises with CFA and/or external parties on behalf of the group.
- Establishes and maintains communication and cooperation between the group and CFA.
- Meets regularly to:
 - Discuss group matters, prepare for events, and assign members to various functions.
 - Prepare event reports (if applicable) for submission to their Group Manager.
- Meets the Group Manager regularly to report on the progress of the group.
- Endeavours to align themselves with CFA's Vision and Mission by participating in CFA-organised events, workshops, talks, and community service – thereby positively contributing to the arts scene on campus.

3.2 Key Positions in the Executive Committee

President

- Represents the group in all external dealings and is the main liaison between the group, CFA and all tutors.
- Oversees all activities undertaken by the group, and
- Takes overall responsibility for the proper, efficient, and effective functioning of the group, appropriately delegating tasks and keeping everyone accountable to carry out their duties properly.

Vice-President

- Assists the President and takes over duties in President's absence.
- May also be assigned to take charge of key projects as well as support positions such as marketing, production or welfare.

Secretary

- Familiarises themselves with CFA databases including (but not limited to) NUSync, Teams, etc.

- Updates and maintains all records (except financial records) including membership, event participation and alumni records and is responsible for their accuracy.
- Tracks tutor hours and submits them regularly.
- Records and keeps minutes for all general and Exco meetings.
- Takes attendance at practices and rehearsals.

Treasurer/ Finance Head

- Is responsible for keeping accurate up-to-date accounts of all monetary transactions such as collections, sales and expenditure ensuring that budgets submitted are complied with.
- Collates, verifies and submits the groups' claims in a timely manner.

Property Manager/ Costume Manager/ Quarter Master/ Logistics Head/ Technical IC

- Manages the use and storage of the group's inventory of instruments, equipment or costumes.
- Ensures that the inventory records are updated and inventory is properly maintained.
- Conducts the annual inventory stock count with CFA and is responsible for post-inventory check investigations.

Marketing Manager

- Responsible for developing and executing plans to define and reach different stakeholders for support as audiences and sponsors for the group and its event.
- Works with the President to seek cash or in-kind product sponsorships for the groups' performances and events.

Publicity Manager

- Works closely with the Marketing Manager to reach different stakeholders.
- Responsible for communicating information of the groups' activities, performances and events through various social media channels.
- May be tasked with designing various event and performance collaterals.

Immediate Past President (IPP)

- Offers guidance and advice to the new committee for the year immediately following their term in office as President. If the IPP has graduated/is on an overseas exchange programme, the IPP retains the right to vote in committee meetings under the condition that their vote is exercised within the stipulated time set by the committee.

3.3 Other Positions in the Executive Committee

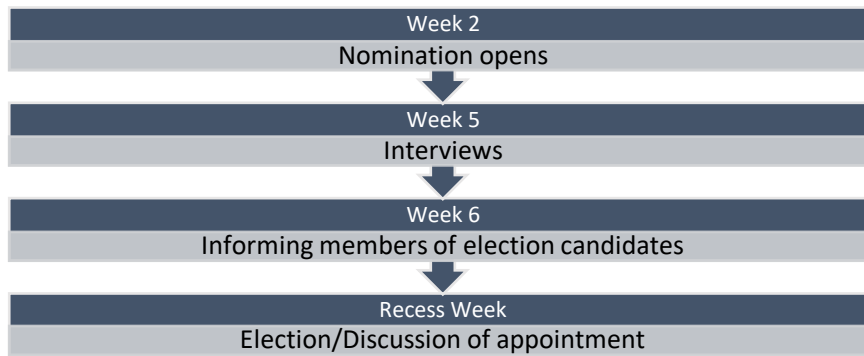
- Depending on the needs of your group, the following positions may be added into the Exco if the size of the group and the scope is beyond the main committee.
 - Concert Manager / Production Head
 - Assistant Concert Manager / Assistant Production Head
 - Librarian
 - Assistant Marketing Manager
 - Welfare Secretary
 - Dance Captain, Assistant Dance Captain, Logistics Coordinator
 - Music Coordinator/Concert Master or Mistress/Artistic Coordinator
 - Student Conductor
 - Section Leader
 - Community Outreach Project Head
 - Training Director
 - Productions IC
- To avoid confusion, only tutors contracted by CFA may be called Artistic Directors. Written approval from TDP must be obtained before creating a new position. A description of the responsibilities and the new structure of the committee must be forwarded 30 days before elections to your Group Manager.

- c. Artistic positions (e.g. student conductor, dance captain, music coordinator) must be nominated by the Key Tutor and must be discussed with TDP. The term of these appointments is for 1 (ONE) year concurrent with the term of office of the Exco.
- d. Positions of Artistic Director, Assistant Conductor, Assistant Choreographer and Technique Tutor are professional appointments, which can only be appointed by CFA. To avoid confusion, students should not hold these titles.
- e. Undergraduates should make up at least 80% of special and ad-hoc project committees, with Alumni Associates playing only advisory roles.

3.4 Elections, Appointment of Exco & Annual General Meetings

- a. Elections for the incoming Exco for the new academic year should be held in Semester 2, Weeks 6-7 and no later than Week 11.
- b. Groups can choose to elect their Exco by either of 2 processes:
 - i. By Voting – Exco is voted in by members of the Group.
 - ii. By Appointment – incoming Exco is appointed by outgoing Exco through a series of interviews with the Group Manager present and with endorsement from tutors.
- c. The following documents should be prepared for the nomination process:
 - i. General Rules and Procedures for Elections (to include the timeline of nominations and elections, eligibility of nominee/voter, the general procedure of nomination and elections)
 - ii. Roles and responsibilities of each Exco position.
 - iii. Nomination Form
- d. Eligibility
 - i. The candidate must be active in the group 12 months before the election.
 - ii. All nominations must be supported by a seconder.
 - iii. Candidates running for President or Vice President will be required to attend an interview by the outgoing P/VP and the Group Manager.
 - iv. Your Group Manager must be present for interviews for shortlisted candidates for Exco.
- e. The Election Process
 - i. On the day of Elections, all voters should be registered before the start of the elections. The Secretary should keep a record of the total number of voters for the elections.
 - ii. Voting should be done in an orderly manner, without discussion among the voters.
 - iii. In the event where there is no candidate for the President position, elections will be postponed for not more than 2 weeks for the Exco to find suitable candidates.
 - iv. In the event where a position is uncontested, there must be a 67% vote of confidence for the nominee to take up the position.
 - v. Once a decision has been made, there should not be any changes without proper justification and approval from Group Manager.

*Handover between ExcOs should be completed no later than Semester 2, Reading Week. All handover notes are to be submitted to your Group Manager for records.



f. Annual General Meeting (AGM)

i. Objectives of an AGM:

- To present to the members a full review and evaluation of the year's activities
- Present the Statement of Accounts and Group Fund status, Budget, Profit & Loss
REFER TO **ANNUAL BUDGET TEMPLATE**
- Forecast & plans for upcoming year

ii. Organising an AGM:

- Recommended to be done with outgoing and incoming Exco
- 70% quorum of current members required
- Can be held later in the semester or before new AY

4. ARTS LEADERSHIP TRAINING

As a member of the Exco, you are given priority access to a range of leadership and arts management workshops and seminars to upgrade your skills and confidence to successfully manage your Group. These skills are part of your personal professional development journey.

4.1 Arts Leaders' Retreat (ALR)

- The annual Arts Leaders' Retreat (ALR) is held annually immediately after exams, usually during the 2nd week of May. ALR runs over several days for all CFA Exco leaders to establish the leadership mindset and equip them with skills for leading for their term in office.
- Candidates running for Exco should be made aware of the retreat and their obligation to attend and if elected, must attend the retreat.
- As planning process begins at ALR, group must be represented by the President, Vice-President, Student Conductor/ Dance Captain/ Immediate Past President and/or other relevant Exco members. During the retreat, student leaders will be guided in preparing an Annual Work Plan that will form the basis of the group's activities and resource allocation for the year.

4.2 Fundamentals in Leadership for Organising Arts Teams Successfully (FL/OATS)

	Name of Workshop	Mode	Date	Time	To Be Attended by
1	Managing Your Group Funds	Physical	18-May	3pm - 4:30pm	Treasurer
2	Playing Safe Health, Safety & Risk Management	Physical	18-May	5pm - 6pm	P/VP/ Dance Captains/Logistics
3	Managing Your Group Assets	Digital	From 18-May	Open access	Logistics/ Properties
4	Booking Spaces	Digital	From 18-May	Open access	P/VP/ Secretary/Logistics
5	Using NUSync and Teams	Digital	TBC		P/VP/ Secretary
6	Page to Stage: Introduction to Show Planning	Physical	25-May	3pm - 4:30pm	P/VP/ Production Heads
7	Learning Together Through Design-Your-Own-Module (DYOM)	Physical	25-May	5pm - 6pm	Optional
8	Introduction to Arts Marketing	Digital	From 1 Jun	Open access	Marketing/ Publicity/ Production Heads
9	Introduction to Fundraising & Sponsorship	Digital	From 1 Jun	Open access	Marketing/ Publicity/ Production Heads
10	Writing A Marketing Proposal	Digital	From 15 Jun	Open access	Marketing/ Publicity/ Production Heads
11	Engaging Your Alumni	Digital	15-Jun	Open access	P/VP
12	Fresh Blood: How to Recruit & Retain Members	Physical	22-Jun	2pm - 4pm	P/VP/Publicity
13	Marketing Meet-Up 1	Physical	23 Jun	4.30pm - 6pm	OPEN
14	Making a Difference Through Community Outreach	Zoom	6-Jul	7pm - 8.30pm	Optional

- If you have been elected into positions in these areas, you must attend the physical sessions or access the e-learning modules by July. You must then ensure that you are updated fully on the processes involved in these areas of work.
- Groups organising Orientation Camps must attend training provided by OSA as mandated by the NUS Orientation Camp Framework.

5. ANNUAL WORK PLAN

- 5.1 Your annual work plan is an important document which sets out the activities aimed towards achieving the goals of your group of the year and properly allocates resources such as time, money and manpower to balance your responsibilities. To do this, you will meet with your GM and Tutor for discussion. Frequent check-ins with your GM during this planning will ensure that you are on the right track.
- 5.2 Your work plan must be submitted to the Head, Talent Development and Programming for approval by **31st July 2022**. This will enable CFA to do the necessary resource planning. Failure to submit on time may mean that funding, venue and production support for activities during your term will be unavailable to your group.
- 5.3 You are also to share your Annual Work Plan in the first week of August with other groups to exchange ideas and explore ways to collaborate and support one another.
- 5.4 As part of the ongoing review process, you should regularly report your activities to your GM.

Please refer to the following in NUSync or Microsoft Teams

Annex T.1A - [ANNUAL WORK PLAN TEMPLATE](#)

Annex T.1B - [TIPS FOR CFA GROUPS ON CREATING YOUR WORK PLAN](#)

6. RECRUITMENT AND MEMBERSHIP

6.1 The Importance of a Strong Recruitment Strategy

- a. Recruitment is critical for the continuity of your group. It ensures that you have sufficient participants for your activities. Choosing highly skilled and committed members will also determine your standards of performance.
- b. While there is no lack of talent on campus, there is intense competition to recruit good members. Recruitment should be planned and executed as part of your outreach activities on an ongoing basis.
- c. Formal recruitment usually takes place during the Student Life Fair in August. It is preferable that your group's recruitment is done during Student Life Fair at the beginning of the new AY, but we do allow new recruitments by semester.

6.2 Membership in a Student Arts Excellence Group

- a. Membership to CFA Groups is restricted to matriculated students of NUS, who are undergraduates or postgraduate students. This does not include alumni, who will fall under the Alumni Associate Programme.
- b. We encourage groups to admit members based strictly on auditions or interviews to determine their level of skills, experience, commitment and attitude. Often, the lack of commitment and poor attitude can affect the morale of the group especially when there is high attrition in the middle of the year.
- c. Members should attend all practices regularly or participate fully in your group's activities. You hold the right to suspend membership for those who do not meet the 80% minimum of participation.
- d. Eligibility of Performing with the Group
 - i. Members should attain a minimum of 80% in attendance to qualify to perform in major platforms, both within and beyond the school semester.
 - ii. For Seniors (Year 2 and above), attendance will be taken from the start of the new academic year. For Year 1 students, it should be taken from the week after the Welcome Tea/Auditions. In both cases, the cut-off date should be taken at the point when the Conductor/ Choreographer/ Director has shortlisted the performers.
 - iii. Once selected, performers must agree to commit to 100% attendance and be present for all rehearsals and sessions. They should be informed that should they be frequently absent, the Conductor/ Choreographer/ Director reserves the right to bar them from performing.
 - iv. The criteria for participating in performances must be made known to all members when they are first recruited into the group and members should not take this privilege for granted.

6.3 Residence Admission Scheme (RAS)

- a. Every year, CFA is allocated 50 places for campus housing to be shared across all CFA groups.
- b. The number of spaces offered to each group for campus housing is based on membership size.
- c. The nominated members are expected to contribute actively to the group, preferably in leadership positions during the year of their stay. All interested members should first apply to the residential college of their choice. If they are subsequently rejected, they may apply again through CFA.
- d. Application for RAS usually opens in April.

6.4 CFA Alumni Associate Programme

- a. The Alumni Associate Programme was established for Alumni who still wish to continue participating in Group activities.
 - i. Alumni will be designated as Associates instead of group members to ensure that the needs of the current students are prioritized - the current students will have the best opportunities for training, performance and use of resources.
 - ii. Associates do not have voting rights for Exco elections and are not part of the quorum required for AGMs.
- b. Part of your workplan is to decide and review your group's alumni associate policy by asking the following questions:
 - i. What purposes do my alumni serve?
 - If it is to raise standards of performance, is it giving my current members a false sense of achievement? Could my members be pushed to work harder if there were no alumni?
 - If it is to add numbers, is it because we then do not need to work hard to recruit members?
 - If we are so dependent upon alumni, is there a lack of interest in the art form and is the art form we are pursuing still relevant to our generation?
 - ii. How can the alumni add value to the group?
 - Can the specific alumni with advanced skills assist in training new members? How else can they 'give back'?
 - Will the advice given by alumni propel us to explore innovative ideas or will they discourage innovation and change for the better?
 - Will the alumni help to open doors for greater opportunities to perform, such as making valuable connections to support what we do through fundraising?
- c. Your group should comprise no more than 15% - 20% alumni associates. Please discuss with your Artistic Directors and Group Managers on the number of spaces available for alumni associates and the rationale for this number.
- d. The term for each Alumni Associate is for one AY only and must be renewed annually in July.
- e. All Alumni Associates must register through an online Qualtrics form to confirm their agreement to the terms and conditions

Please refer to Annex T.A3 – [ALUMNI ASSOCIATE FORM](#)

6.5 Non-NUS participants

- a. External parties, including students from other tertiary institutions, cannot be designated as 'members' or 'associates'.
- b. Your group may occasionally require participation by non-NUS students in your performances. These should be designated as 'guest performers'.
- c. Guest performers in student productions are approved on a production-by-production basis with your GM and should be kept to a minimum.

6.6 Maintenance of Records/ Compliance with Personal Data Protection Act (PDPA)

- a. You must maintain accurate records of your group members, their attendance and performance records as well as the same for Alumni Associates and guest performers
- b. A form will be sent to all Presidents, Vice-Presidents, and Secretaries to update the membership lists. Membership lists must be updated & sent to TDP by 16 September 2022.

- c. All forms requiring personal data must clearly contain the clause that by submitting the form, the member agrees to receive further communication about other offers. Alternatively, the form must provide the option not to accept further use of the information other than for membership records. Please check with your GM if you are uncertain.
- d. You must vigilantly guard against accidental release of names, phone numbers and email addresses
 - i. Please use the BCC if you need to mass email.
 - ii. Lists should be stored on secure platforms such as NUSync and Qualtrics. Google Drive is not a secure platform.
 - iii. Do not release name lists to anyone outside the Exco.

7. FINANCIAL MANAGEMENT: BUDGET, PROCUREMENT & PAYMENTS

This chapter covers NUS financial policies and procedures as well as CFA financial guidelines which are of paramount importance in the management and governance of all CFA student groups.

IMPORTANT:

- All CFA Groups are not legal entities and must not enter into contractual agreements with external parties. All agreements, contracts and any form of legal documents can only be signed by Director, NUS Centre For the Arts.
- The university and CFA take a serious view of non-compliance with the financial policies and procedures and disciplinary action may be taken against non-compliant students.
- These guidelines below serve as a reference guide and are subject to change without prior notice by CFA. As such, students must consult their Group Managers before commitment to expenditure.

7.1 Budget Allocation

- a. The Financial Year (FY) commences on **1 April and ends on 31 March** of the following year. A budget will be allocated to each student group at the start of the FY. It is the responsibility of the student group to ensure that the budget is properly managed.
- b. The **Annual Operating Budget** must be submitted together with the **Annual Workplan in July**.
- c. In general, the sources of funding for CFA Groups come from:

SOURCES OF FUNDING	DETAILS OF FUNDING	REMARKS
OOE	Annual Operating Budget allocated by CFA	<ul style="list-style-type: none"> - Allocated in accordance with Group's operational requirements. - Requests for and plans for usage of funds must be proposed and included in the submission of the Annual Operating Budget. - Approval from relevant Group Managers required before committing to any expenditure. - Any unused funds will <u>not</u> be carried forward to the next FY.
EOM	Expenditure on Manpower allocated by CFA for tutors	<ul style="list-style-type: none"> - Used to pay for tutor hours and should be planned around the group's rehearsal/training schedules. - Unused hours from one semester will not be carried forward to the next semester unless otherwise approved. - Any unused funds will <u>not</u> be carried forward to the next FY
Group Fund	Accumulated earnings by the group	<ul style="list-style-type: none"> - Requests for and plans for the usage of funds must be proposed and included in the submission of the Annual Operating Budget. - Approval from relevant Group Managers required before committing to any expenditure.
Production/ Project Grant	Project/ concert basis allocated by CFA	<ul style="list-style-type: none"> - Project-specific, non-transferrable to other projects - To be utilised only for pre-approved production expenses - Requests and plans for the usage of grants must be proposed and included in the submission of the Annual Operating Budget.

		<ul style="list-style-type: none"> - Does not cover non-production expenses such as welfare. - Expenses that exceed the allocated grant are to be taken from the Group Fund.
Donations, Sponsorships	e.g. Patrons	Please refer to 8. Fundraising – Donations and Sponsorships

7.2 Payment of Fees to Part-Time Tutors (EOM)

- a. The annual cycle for the appointment of CFA tutors is from June to October (Sem 1) and December to May (Sem 2). The list of tutors to be appointed and the number of tutoring hours are decided in consultation with the respective principal tutors.
- b. Part-time tutors may only commence tutoring CFA groups upon receipt of the official letter of appointment from NUS. CFA groups must check with TDP Division before making the tutoring arrangements, especially for new tutors whose appointment is subject to NUS approval. CFA will not make payment for tutoring carried out outside of the appointment period. For tutoring hours incurred outside the appointment period, the expenses may be paid from the Group Fund.
- c. Tutors' claims
 - i. Are to be used only for teaching members of CFA Groups
 - ii. Should not include any time spent on meetings with students/ conductor/ choreographer/ CFA Staff.
 - iii. Any performance claims, composing, arrangements of music should not be claimed under the tutoring contract but negotiated with a separate performance contract and honorarium.
 - iv. Claims for making observations during rehearsals or sound check can only be accepted if Artistic Director has requested for a tutor to be present for such purposes.
 - v. All payments should be made via NUS. Tutors should not collect any other forms of payment.
- d. Making Tutor Claims
 - i. All tutors paid on an hourly basis will be informed of the number of allocated hours to be used by the end of each semester. Any unused tutoring hours will not be carried forward to the next semester.
 - ii. The Exco/Section Leaders are responsible for verifying the attendance/tutoring hours recorded on the [Tutors' Claim Form](#) before submitting it to TDP Division. Verifications must be done on a per session basis.
 - iii. Tutor claim forms for part-time tutors must be submitted on or before the last day of the month every month. All claims exceeding 3 months will be charged to the Group Fund.
- e. Any feedback or issues regarding the tutoring arrangements should be channeled to TDP. Sectional Leaders will submit their feedback on their respective tutors in the Evaluation Form to TDP towards the end of their term.

7.3 Procurement of Goods & Services (OOE, Group Fund, Production Grant)

'Procurement' means to commit to paying either through contracts or quotations. Before committing to any payment, you should always exercise prudence and source for quotes from various vendors to ensure that the best deal is procured.

- a. General

- i. All procurement of goods or services (eg photographer, guest artists, etc) **must be approved by CFA before the commitment of expense.**
- ii. All procurement should be **within the budgeted amount** as **proposed in Group's Annual Operating Budget.**
- iii. No purchase or financial commitment is allowed without CFA's prior approval. Doing so will risk not having the amount reimbursed or paid to the supplier.
- iv. **While procuring services, Groups MUST NOT ENGAGE the following kinds of vendors as they are not eligible to work for CFA:**
 - NUS staff
 - Foreigners on social visit passes
 - Non-NUS students on student passes
 - Work-permit holders
 - NSFs

Purchases not exceeding \$1,000	Purchases above S\$1,000
<ul style="list-style-type: none"> 3 quotes from prospective vendors must be received by email. Verbal quotes are not acceptable. Any email agreement made will be used as a supporting document thereafter. 	<ul style="list-style-type: none"> 3 quotes from prospective vendors must be received by email. Verbal quotes are not acceptable. Any email agreement made will be used as a supporting document thereafter. For any purchases above \$1k, procurement will be done by your Manager.

Refer to 7.10 Financial Administration Checklist: [Procurement Process](#).

b. Conflict of Interest

If at any stage, the procurement involves transactions with your family members or close relatives, you must declare this fact and disqualify yourself from handling the procurement. You must completely abstain from the entire procurement process.

7.4 Requirements for Prompt Payment/Submission of Claims

It is good discipline and fair business practice to pay our suppliers promptly after satisfactory delivery of goods and services. You should submit your claims as soon as the expenses are incurred so that expenditure can be accounted for on a timely basis.

a. Payment to External Parties and NUS Students

i. Entities (Companies or Other Organisations)

All suppliers must invoice CFA directly based on committed quotations attained in the procurement process. Students are advised not to incur out-of-pocket expenses regardless of the amount. For cases where the supplier is unable to bill CFA directly, please seek advice and prior approval from CFA.

Note: All invoices must be issued to **NATIONAL UNIVERSITY OF SINGAPORE**.

- CFA's billing address:

National University of Singapore
c/o NUS Centre For the Arts
50 Kent Ridge Crescent
Singapore 119279
Attn: <CFA Group Name/ Group Manager>

ii. All **ORIGINAL** invoices are required to be issues on company letterhead with the following:

- CFA's full billing address (as above)
- Company's registered address, Company's registration number and GST registration number (if applicable)
- Invoice date and Invoice number
- State Payment term of 30 days
- Payee's name must be the party whom NUS has contracted with
- Correct amount with currency to be billed
- Authorised signatory from vendor
- Delivery order/ service report to be attached to invoice

If the vendor does not sign on the invoice, it is necessary for companies to indicate 'This is a computer-generated invoice. No signature is required.' on the invoice.

iii. External Individuals – Designers, Stage Managers, freelancers, etc.

For payments to individuals (also known as vendors), please furnish the following details and documents:

- Payee Name (as in bank account)
- Payee address
- Payee email address
- Bank account number
- Bank name
- Bank Code and Branch Number
- Completed [REQUEST FOR PAYMENT FORM \(RFP\)](#)
- Relevant supporting documents, i.e. contract or email agreement.

iv. NUS Students

For payment to NUS students, please furnish the following documents:

- Relevant supporting document, i.e. contract or email agreement.
- Completed [REQUEST FOR PAYMENT form](#), according to student's matriculation account in Education Records System (EduRec)
- Ensure student knows that payment will be made to bank account as stated in EduRec

b. Payment to Overseas Vendors (Reverse Charge – Tax on Imported Services)

- i. Reverse Charge (RC) refers to GST imposed on imported services supplied by overseas vendors (both companies and individuals), which will result in an additional 7% GST to be incurred by CFA. Hence, please cater an additional 7% in your budget if you are expecting any payment to overseas vendors.
- ii. Types of payments subject to RC include honorarium, per diem, downloadable digital content, website hosting, royalties, etc.
- iii. Types of payments NOT subject to RC include Direct payments to local vendors (eg. Invoices from travel agent/ hotels/ limo cab charges)
- iv. Import of digital services from overseas vendors
 - Certain overseas companies providing digital services to Singapore have to be registered with IRAS under Overseas Vendor Registration (OVR)
 - Under OVR, these overseas companies will charge GST on the supply of digital services to their non-GST registered customers in Singapore
 - However, these overseas companies should NOT charge GST to NUS as NUS is GST-registered
 - Groups are to inform vendor that the purchases are made for NUS, and provide them with NUS' GST registration number (200604346E) as evidence of our GST registration
 - NUS should account for reverse charge on all imports of digital services, including imports from overseas vendors who are registered under OVR
 - If you are wrongly charged with GST, you are required to contact vendor for a refund immediately, before submitting your receipts for claims.
- v. Internet Advertising on Facebook/ Instagram – advertisement placed on a website which allows access to:
 - Both Singapore and Overseas viewers/ browsers – NOT subject to RC
 - Only Singapore viewers/ browsers – subject to RC
 Please state (a) or (b) clearly on the financial document.
- vi. Purchase of Music Scores
 - (a) Hardcopies – NOT subject to RC (ie. Goods)
 - (b) Downloadable digital copy – Subject to RC
 Please state (a) or (b) clearly on the financial document.

Refer to 7.10 Financial Administration Checklist: [Making Payments](#)

7.5 Reimbursement of Expenses

- a. Only 2 representatives from your group are allowed to submit claim forms and payment requests:
 - Treasurer, and
 - President, Vice-President OR Secretary
- b. All reimbursements will be credited to the Treasurer's bank account only. The Treasurer is responsible for reimbursing the relevant members for purchases made.
- c. All [RFP forms](#) with proper supporting documents are to be submitted to CFA for approval **within two months from date of purchase**. Proper supporting documents include:
 - i. Original handwritten receipts with company letterhead/ stamp with company details
 - ii. Original printed receipts with company details
 - iii. Invoices (with required information as per above **except** payment term) signed and indicated that cash was received on specific date (with company stamp), if a receipt is not available.

- iv. For soft copy/digital receipts, claimant must indicate “I certify that I have not made this claim previously” on the receipt document and attach a screenshot of the bank transaction.
 - v. If the payee and claimant is not the same person (e.g. Welfare Director paid for purchase, but Treasurer is making the claim), the payee must write an authorisation statement to allow the claimant to act on their behalf (e.g. “I authorise John Smith AXXXXX to claim this purchase).
- d. Information on receipts/ supporting documents must be visible.
- i. Thermal printed receipts should be submitted as soon as possible to avoid fading
 - ii. Company details refer to:
 - Company name
 - Company address
 - Company registration number/ GST registration number (if applicable)
 - Transaction Date
 - Amount paid
 - Description of purchased item(s)
 - Form of payment used

Refer to 7.10 Financial Administration Checklist: Table 7.5 for guide on **Reimbursement and Payments to Students**.

e. **Cash advances**

Cash advances are strictly not allowed.

7.6 Income

Capitation of Revenue/Income

- All revenues/income (e.g. gross ticket takings and performance honoraria etc) are subject to 20% capitation before GST to defray a small fraction of operating costs borne by CFA.
- Donations and sponsorship are exempted from capitation.

a. **NUSFastPay**

- i. NUS FastPay is a secure one-stop online payment portal for student organisations
- ii. Except for tour deposits and payments, all collection of monies (such as camp fee, workshop fee, ticket sales or merchandise) should be done through NUS Fastpay. To set up an account in NUS FastPay, refer to the [Event Creation Form](#) or [eStore Creation Form](#). Follow instructions on the form and email your completed forms to nusfastpay-requests@groups.nus.edu.sg

b. **Ticket Sales**

- i. Groups may only sell tickets to group shows via a NUS-approved ticketing agent or through self-ticketing. For self-ticketing at UCC venues, only UCC-printed tickets are allowed. Groups may fill in [the Ticket Printing Form \(UCC\)](#) for printing UCC tickets. All other self-printed tickets must have serial numbers for each ticket.
- ii. Groups doing self-ticketing should submit a ticketing mechanism proposal for approval by their Group Manager. This should include proposed registration, sales collection and distribution platforms and timelines, where necessary.

c. **Bank Transfer**

- i. In support of the national effort to promote cashless transactions and for efficient revenue collection, students are encouraged to transfer the funds to NUS' bank account.
- ii. NUS bank details (for payment in **SGD** only):
 - Beneficiary's Name: National University of Singapore
 - Beneficiary's Account No.: 032-000313-3
 - Beneficiary's Bank: DBS Bank Ltd, Singapore
 - Beneficiary's UEN: 200604346E (for payment via PayNow)
- iii. Student to state "CFA" followed by the group name under the Reference field (e.g. CFA – Dance Ensemble) before making payment.
- iv. Upon completion of bank transfer, students have to forward a **screenshot** of the bank transfer to their TDP Manager. The details to be included in the screenshot are:
 - Date of Bank Transfer
 - Amount
 - Reference No.

d. Cash and cheque collections (including Cashier's Orders) are no longer accepted.

7.7 Subsidy Claim for Group Concerts Uniform

- a. The Uniform Subsidy should only cover a **maximum of 50%** of the cost, up to a **limit of \$100 per member**. Each member is entitled to the subsidy only **once**, during his term of membership. The budget for the Uniform Subsidy is to be included in the Group's Annual Operating Budget and subject to availability of funds.
- b. The balance of the cost (50% or more) will be deducted directly from the respective Group Funds. The Treasurer is responsible for collecting members' contributions within two weeks and submitting the amount to TDP Division for crediting back into the Group Fund.
- c. The Committee must submit the subsidy details (names, cost and quantity) using the [Uniform Subsidy Claim Form by CFA Group Form](#) for approval before making any tailoring arrangements.
- d. Prior approval must be sought from CFA for changing the design of the group uniform.
- e. Whenever possible, costume used for ad-hoc events or without the potential for long-term use (e.g. special-themed concert) should be hired or borrowed.
- f. All accessories, costumes purchased using Group Funds must be properly kept and inventoried.

7.8 Costumes for Productions

- a. The budget for the production-specific costumes is to be included in the Group's Annual Operating Budget.
- b. All dance costumes are to be properly inventoried in the Cabin and on the [online CFA Dance Groups Costume Library](#) on MS Teams. Costumes are considered part of assets belonging to CFA and all requests for loans of costumes by external groups must be directed to TDP Division. Only the Quarter-mistress/ Logistics Head/ President will have access to this catalogue.
- c. All theatre costumes are to be properly stored in the respective workshops of the groups.
- d. For store-bought/ready-made costumes that will be kept by the performer, the performer can only claim up to 50% of the cost.

7.9 External Performance Allowance for Members and Procedure for Submission

Please refer to 7.10 Financial Administration Checklist: [Claims For Performance](#)

7.10 FINANCIAL ADMINISTRATION CHECKLIST

Table 7.3 Procurement – Purchases or Payment to External Vendor

Section	Checklist
7.3	<p>Is the procurement value more than \$1,000?</p> <p><input type="checkbox"/> Yes. <i>Go to section 7.3.1</i></p> <p><input type="checkbox"/> No. <i>Go to section 7.3.2</i></p>
7.3.1	<ul style="list-style-type: none"> ▪ Inform your manager if procurement value is more than \$1,000, for which the procurement guidelines apply. ▪ Obtain minimum 3 quotes from different suppliers, cc: your Manager ▪ Discuss with your manager which supplier to choose based on best value. ▪ Inform the selected supplier to contact your manager directly, or request for the following info: <ul style="list-style-type: none"> <input type="checkbox"/> Name of company <input type="checkbox"/> Name of bank account holder <input type="checkbox"/> Mailing address <input type="checkbox"/> Contact person's name and number <input type="checkbox"/> Company GST registration number <input type="checkbox"/> Full details of items/services to be provided
7.3.2	<p>Purchases of below \$1,000 may be committed by the processes of procurement</p> <p><input type="checkbox"/> Letter of contract – e.g. payment > \$500 for lighting designer, sound engineer, other personnel <i>Go to section 7.3.3</i></p> <p><input type="checkbox"/> Email agreement – e.g. payment of < \$500 to photographers, stage manager, other personnel <i>Go to section 7.3.4</i></p> <p><input type="checkbox"/> Quotation – for individuals or companies <i>Go to section 7.3.5</i></p> <p>You can only make payment and seek reimbursement if none of the three is applicable. Please discuss and seek clarification from your manager <i>Go to section 7.5</i></p>

7.3.3	Letter of Contract (Payment > \$500)
	<p>Have you provided your Group Manager with the following details at least 3 months before the services are required?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Name of person(s) as in NRIC – if the contract is with a group of people, all their names will be needed <input type="checkbox"/> Mailing address – if the contract is with a group of people, all their addresses will be needed <input type="checkbox"/> NRIC Number(s) – if the contract is with a group of people, all their NRIC / Passport numbers will be needed <input type="checkbox"/> Contact number of main liaison person <input type="checkbox"/> Bank account number <input type="checkbox"/> Name of bank account holder <input type="checkbox"/> Bank name <input type="checkbox"/> Bank branch name (If the bank is not POSB/DBS) <input type="checkbox"/> Amount to be paid <p>Have you included</p> <ul style="list-style-type: none"> <input type="checkbox"/> REQUEST FOR PAYMENT Form <input type="checkbox"/> For first time payment to a company, the VENDOR CREATION FORM needs to be submitted. This form can be submitted before payment is requested.
7.3.4	Email agreement (Payment sum < \$500)
	<p>Does your email agreement contain the following details and terms and conditions?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Name of event <input type="checkbox"/> Date of event <input type="checkbox"/> Details of services provided <input type="checkbox"/> Amount to be paid <input type="checkbox"/> Request that the payee reply to the email to confirm the above details <p>Have you included</p> <ul style="list-style-type: none"> <input type="checkbox"/> REQUEST FOR PAYMENT form <input type="checkbox"/> For first time payment to an individual, request that the payee provide the following info: <ul style="list-style-type: none"> o Bank account number o Name of bank account holder o Bank name o Bank branch name (if said bank is not POSB/DBS) <input type="checkbox"/> For first time payment to a company, a VENDOR CREATION FORM must be submitted <p>Check carefully as the agreement is deemed only contractually binding if:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Your manager is copied in the email where details are sent to the vendor and when vendor replies to indicate acceptance. <input type="checkbox"/> The vendor responds and indicates acceptance.
7.3.5	Quotations
	<p>Does your request for quotation contain details of the supplies/ services you require?</p> <p>Suppliers that are registered entities may provide CFA either with an email quotation or a hardcopy quotation.</p> <p>Quotations should be addressed to:</p> <p>National University of Singapore c/o NUS Centre For the Arts 50 Kent Ridge Crescent Singapore 119279 Attn: <CFA Group Name></p>

	<p>Does their quotation contain the following details.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Details of goods/services provided <input type="checkbox"/> Amount to be paid <input type="checkbox"/> Payment term: 30 days <input type="checkbox"/> Mailing address <input type="checkbox"/> Mode of payment – interbank GIRO is preferred. The following details are needed: <ul style="list-style-type: none"> ○ Bank account number ○ Bank account name ○ Bank name ○ Bank branch name (if available)
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7.4 Making Payments

Section	Checklist
7.4.1	<p>Invoices</p> <p>Suppliers must issue all invoices to NATIONAL UNIVERSITY OF SINGAPORE. Invoices should be addressed to your manager, at the following address:</p> <p>National University of Singapore c/o NUS Centre For the Arts, 50 Kent Ridge Crescent Singapore 119279 Attn: <CFA Group Name></p> <p>The following details must be included.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Description of goods/services provided <input type="checkbox"/> Amount to be paid <input type="checkbox"/> Payment term: 30 days <input type="checkbox"/> Mailing address <input type="checkbox"/> Mode of payment – interbank GIRO is preferred. The following details are needed: <ul style="list-style-type: none"> ○ Payee name as in bank account ○ Bank account number ○ Bank name ○ Bank code and branch code <input type="checkbox"/> If the vendor does not sign on the invoice, it is necessary for companies to indicate 'This is a computer-generated invoice. No signature is required.' on the invoice.
7.4.2	<p>Individuals with signed Letter of Contract (Checklist 7.3.3) or accepted email agreement (Checklist 7.3.4)</p> <p>Group Treasurers are to submit the following documents to CFA for payment processing immediately once the service has been completed, or as stated on contract:</p> <ul style="list-style-type: none"> <input type="checkbox"/> REQUEST FOR PAYMENT FORM, with the Vendor's name as Payee. <input type="checkbox"/> Relevant supporting documents i.e. contract or email agreement

7.5 Reimbursement and Payments to Students

Section	Checklist
7.5	<p>Purchase of items with an original receipt</p> <ul style="list-style-type: none"> <input type="checkbox"/> Claims with receipt – for purchase of items <i>Go to section 7.5.1</i> <p>Performance allowance for performing in an external engagement</p> <ul style="list-style-type: none"> <input type="checkbox"/> Reimbursements – Performance Allowance <i>Go to section 7.5.2</i>
7.5.1	<p>Claims with receipts</p> <p>Students are only allowed to submit claims in <u>Week 1 and Week 3</u> of every month, Monday to Thursday. The claims will be processed on the Fridays of these weeks.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Original receipts should be grouped according to the purpose of purchase and glued onto A4 paper. <input type="checkbox"/> Information on the receipts/ supporting documents <u>MUST</u> be clearly visible. <input type="checkbox"/> All reimbursements will be credited to the Treasurer's bank account only. The Treasurer is responsible for reimbursing the relevant members for purchases made. <input type="checkbox"/> Any corrections made on the RFP form should be counter-signed. <input type="checkbox"/> Treasurer can only submit 1 RFP form each time. For claims with multiple receipts, the Treasurer is required to consolidate all claims in 1 RFP form, and indicate the breakdown of receipts being submitted via the CLAIM SUMMARY FORM <input type="checkbox"/> Update bank details and mailing address on the NUS Student Portal, EduRec (credit section, not debit) <p>If receipt is a hand-written cash sales receipt, it should have the following:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Shop name, address, contact no., transaction date, the amount paid, description of purchased item(s), the form of payment used. <input type="checkbox"/> Attn to: <CFA Group name>, National University of Singapore, NUS Centre For the Arts, 50 Kent Ridge Crescent, S119279 <p>For online purchases, a copy of the receipt/ email proof of purchase together with credit/debit card statements need to be submitted. The reimbursed sum will be based on the credit card statement in SGD.</p>
7.5.2	<p>Reimbursements – Performance Allowance</p> <p>Claims should be submitted to CFA to file claims in the following manner.</p> <p>For current undergraduate performers:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Completed CLAIM FOR PERFORMANCE ALLOWANCE Form <input type="checkbox"/> Completed REQUEST FOR PAYMENT form. All corrections must be counter-signed. <input type="checkbox"/> Performers to update bank details and mailing address on the NUS Student Portal, EduRec (credit section, not debit) <p>For alumni performers:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Completed CLAIM FOR PERFORMANCE ALLOWANCE Form <input type="checkbox"/> Individual REQUEST FOR PAYMENT form for each alumni performer <input type="checkbox"/> For first time payee, the following must be obtained for vendor creation for payment via GIRO: <ul style="list-style-type: none"> ○ Payee's name as in bank account ○ Payee's mailing address ○ Payee's email address ○ Bank name ○ Bank account number

8. FUNDRAISING – DONATIONS AND SPONSORSHIP

8.1 Introduction

- a. NUS funds 70% of CFA's annual budget. 20% of the budget comes from venue rental income. The last 10% come from donations from foundations, corporate and individual donors.
- b. The Development Division is responsible for fundraising efforts in CFA. You and your group must work closely with DD, to be more effective in engaging potential donors and sponsors to support your group activities and development.
- c. When raising funds on behalf of NUS, CFA or the CFA Groups must abide by strict laws and governance; and the Standard Operating Procedures on Gift Acceptance and Endowment in the university.
- d. Consult the Development manager and TDP managers before engaging in any form of fundraising activities. All proposals to potential donors/sponsors need to be vetted by both Development and TDP Managers before sending out.

8.2 The Role of a Fundraising Lead in CFA Groups

- a. CFA Groups seeking to raise sponsorships are to appoint a Lead who is responsible for the relationship with the group's prospects, donors, and sponsors, and possess effective communication skills and conscientious follow-through. The Lead will be responsible for handing over communications and information on donors/ sponsors/ prospects to the next Exco committee.
- b. Ask yourself the following questions:
 - i. What specific need is this donation or sponsorship for?
 - ii. How much do you need?
 - iii. Who are your potential donors/ sponsors?
 - iv. How will you contact them?
 - v. Why will your donors/sponsors support you? How are you aligned with their business/corporate responsibility strategy?
 - vi. How do you intend to acknowledge their support? What benefits are you giving in return?
 - vii. Have you written a report of the event to thank your donors/ sponsors?
 - viii. How do you intend to maintain the relationship with the donors so they will continue to support you?

8.3 Gifts that CFA may accept

- a. All gifts contributed in the form of cash, cheques, money orders, credit/debit card transactions and electronic fund transfers shall be acknowledged at face value, in accordance with current Inland Revenue Authority of Singapore (IRAS) regulations.
- b. All Groups should alert the Development manager and the TDP managers for incoming donations.
- c. For all donations, it is encouraged that they fill up the [Annex F.8A - NUS Giving Gift Form for Individual Donor](#) for individuals or [Annex F.8B - NUS Giving Gift Form for Corporate Donor](#) for companies. For companies, the tax deduction receipt will be made to the company and not an individual. The contact details of the company representative are to be included in the form.
- d. **Methods of donation:**
 - i. FastPay donation link (unique to each group) – for all online payment methods.
 - ii. PayNow (Requires donors to indicate which group they are donating to in the 'UEN/Bill reference/remarks' space)



- iii. Credit/ debit cards – Gifts via credit/ debit cards can be made online at:
<https://bbis.nus.edu.sg/donate/cfaafta> (Requires donors to indicate which group they are donating to)
- iv. Cheques and money orders – All cheques and money orders should be made payable to “NATIONAL UNIVERSITY OF SINGAPORE” and sent to “NUS Centre For the Arts, University Cultural Centre, 50 Kent Ridge Crescent, National University of Singapore, Singapore 119279”. Please ensure that your donors indicate your group name in their donation(s) to ensure it is deposited to the correct group.
- v. Telegraphic Transfer (TT) – Gifts (in S\$) made by bank wires must be made to:
Bank: DBS Bank Ltd, Singapore
Bank address: 12 Marina Boulevard, DBS Asia Central, Marina Bay, Financial Centre Tower 3, Singapore 018982
Shenton Way DBS Building, Singapore 068809
Account No: 032-000-313-3
SWIFT Code: DBSSSGSG
All transfers are to be accompanied by a copy of Payment Advice from the donor for documentation.
- vi. Gifts-in-kind – The current IRAS rules stipulate that only gifts-in-kind such as computers, artifacts and art sculptures are tax-deductible. To obtain a tax deduction for other gifts, donors will have to arrange for their market valuation. The cost of the valuation is not tax-deductible. The valuations of Gifts of computers (hardware and/or software) must be approved by the InfoComm Development Authority of Singapore.

8.4 Tax deduction

- a. Under prevailing IRAS regulations, gifts to NUS by Singapore tax residents may be eligible for tax deduction of 2.5 times the amount of donations made. Gifts with benefits given in return will be regarded as pure gifts if the benefits are treated as having no commercial value. CFA processes the tax receipt and will mail the tax receipt to Donors. For tax deduction guidelines, refer to <https://www.iras.gov.sg/taxes/other-taxes/charities/donations-tax-deductions>
- b. Benefits with commercial value
 - i. Where the donor receives a benefit in return for the gift made, the tax deduction is only granted on the difference between the gift and the cost of the benefit.
 - ii. The following are considered benefits in return for a gift and do not qualify for tax deduction:
 - advertising space (booth, banners, etc.)
 - charity auction
 - lucky draws
 - sales of artifacts
 - iii. For more information on donations with benefits, refer to https://www.iras.gov.sg/media/docs/default-source/e-tax/etaxguides_iit_tax-treatment-on-donations-with-benefits_2021-03-19.pdf?sfvrsn=754c96c4_5

- c. Please consult Development Division should there be any queries on sponsorship in-kind matters. A letter of acceptance will be prepared before accepting the offer. Pending on the recognition to be given to Sponsor, NUS must account for output tax where applicable.

8.5 Fundraising Permit for House to House Visits and Street Collections

- a. NUS does not encourage public fundraising appeals for the university through such measures as house-to-house visits and street collections.
- b. Before conducting a public fundraising appeal through house-to-house visits and/or solicitations in public places, you must obtain approval from the Head of Non-Academic Office (i.e. Director of CFA), and then apply for a police permit.
- c. The application for such a permit shall be made by the Head of Non-Academic Office (i.e. Director of CFA).

8.6 Use of NUS Name and Logos

- a. Use of the university's name and logos by any external parties or by the entity set up for fundraising for the university requires the approval of NUS Board of Trustees or its designee.
- b. Application of the university's logo should be cleared with the University Communications Office (UCO) and Office of Legal Affairs (OLA). The CFA Groups should keep the Development Division and TDP managers notified of such intention.

8.7 Donor's Confidentiality

Donor's confidentiality shall be respected. Any information or records of donors that are maintained by CFA Groups and Development Division shall be kept confidential. Development Division will check whether donors wish to be named or to remain anonymous.

8.8 Guidelines on Tiers of Donation/Sponsorship

The following table provides a guideline on the Cash Donation Tiers to ensure that the size of the donation fairly matches the acknowledgements and benefits given.

a. Cash Donation Tiers

BENEFITS	LONG TERM	ONE-TIME DONATION			
	PATRON MIN SUM OF \$30,000	PRESENT -ING DONOR ≥\$10,000	MAIN DONOR ≥\$5,000	DONOR ≥\$2,000	SUPPORTER ≥\$500
Logo placement on - Posters - Flyers - E-flyers - Social media platforms	✓	✓	✓	✓	✓
Logo placement in programme booklets	✓	✓	✓	✓	✓
Complimentary tickets / Invitation to performance	20 per year	10	6	4	2
Mention in media release (if any)	✓	✓	X	X	X
Pre-show announcement	✓	✓	X	✓	X
Reception for donor's VIPs for 1 performance for up to 20 guests.	✓	✓	X	X	X
Invitation to open rehearsals/ masterclasses	✓	X	X	X	X

b. Product / In-Kind Sponsorship Tiers

BENEFITS	ONE-TIME PROVISION OR VALUE OF RENTAL OF PRODUCTS			
	PRESENTING SPONSOR ≥\$10,000	MAIN SPONSOR ≥\$5,000	SPONSOR ≥\$2,000	SUPPORTER ≥\$500
Logo placement on - Poster - Flyer - Programme booklet - E-flyer - Social media platforms	✓	✓	✓	✓
Complimentary tickets / Invitation to performance	10	6	4	2
Mention in media release (if any)	✓	✓	X	X
Pre-show announcement	✓	✓	✓	X
Goodie bag items that are relevant to the performance	✓	✓	X	X

8.9 Acknowledgements/Obligations to donors/sponsors

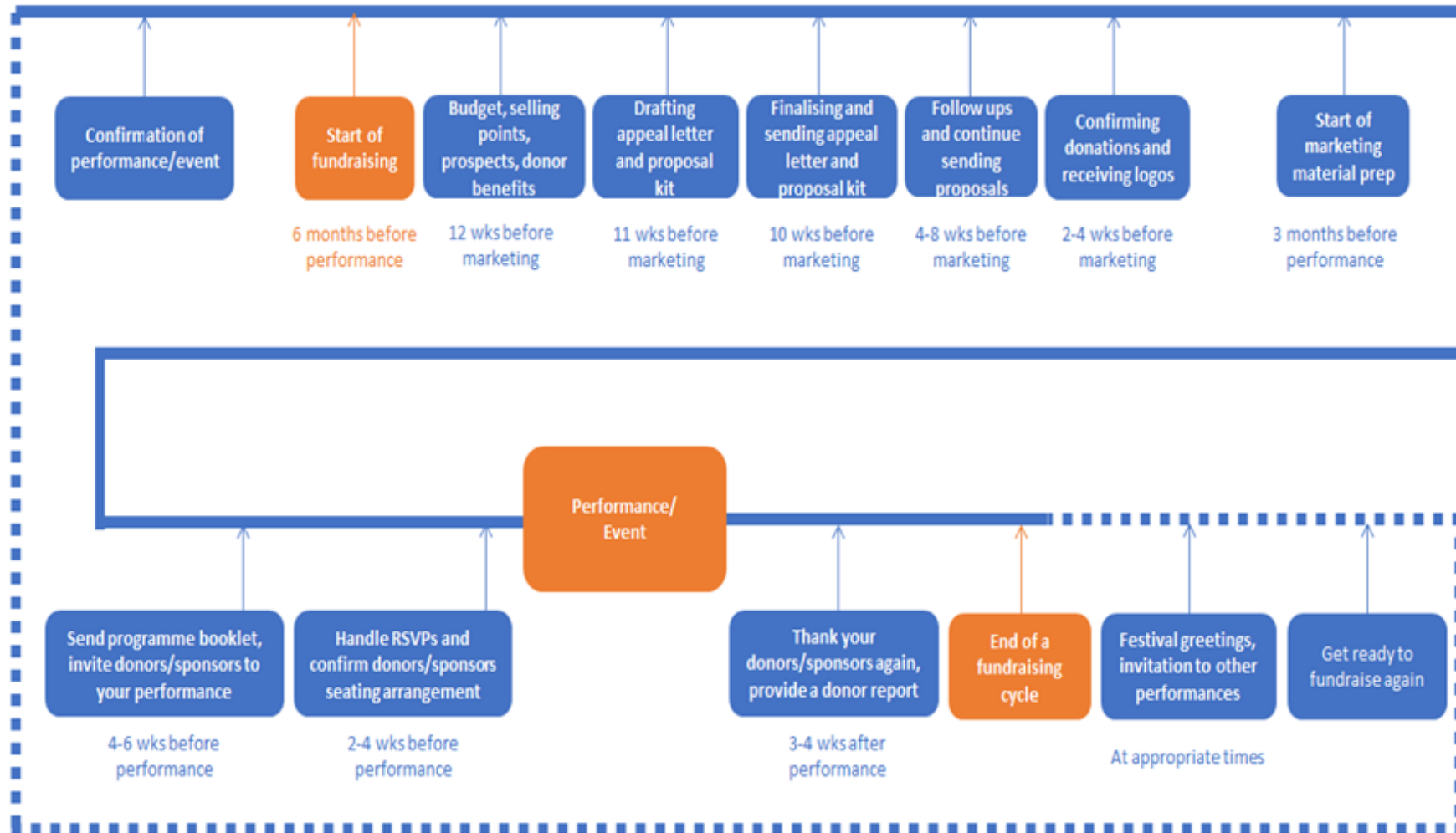
For cash amount of between \$300 to \$500 (or product / in-kind of more than \$500), you can offer to mention their company under Acknowledgements/-Special Thanks in the programme book, as well as 1 pair of complimentary tickets (if applicable)

8.10 Other Obligations of CFA Groups

OBLIGATION	PATRON	MAIN SPONSOR	CO SPONSOR	SUPPORTER
Thank you letter upon receipt of money	✓	✓	✓	✓
Event collaterals before show day <i>i.e.</i> posters, flyers	✓	✓	✓	✓
Sending e-flyers before show day	✓	✓	✓	✓
Collateral & letter of invitation for upcoming shows	✓	✓	✓	✓
Post-concert & post-tour report	✓	✓	✓	X
Annual report (Hard Copy) & Semi-annual update (Soft Copy)	✓	✓	✓	✓
E-card for main festivals <i>Chinese New Year, Hari Raya Puasa, Deepavali, Christmas</i>	X	X	✓	✓

For more details, please refer to: [NUS Guidelines on Endorsements, Sponsorships and Advertising](#)

a. Fundraising Timeline/ Flowchart for Annual Productions



8.10 FUNDRAISING CHECKLIST FOR CFA GROUPS

Groups are encouraged to schedule meetings with CFA Business Development Division (BD) **4-6 months prior to the show date** to plan for fundraising.

Section	Checklist
8.1	Identifying sponsors/donors/grants providers What are the channels of fundraising you are exploring? <ul style="list-style-type: none"> <input type="checkbox"/> Corporate Sponsors. (section 8.2) <input type="checkbox"/> Foundations and individual donors. (section 8.3.) <input type="checkbox"/> Grant Providers. (section 8.4) <input type="checkbox"/> Others for donation, sponsorship. (section 8.5)
8.2	Corporate Sponsorships a. Is this a Sponsor who has supported you in the past? <ul style="list-style-type: none"> <input type="checkbox"/> Contact Person's Name, Company's name, and value of their contributions <input type="checkbox"/> Have you previously acknowledged these donors, sponsors, and partners? If yes, how did you provide the acknowledgement? <input type="checkbox"/> Do you know what your previous sponsors were seeking in return for their sponsorship? b. Is this a new/ potential sponsor? <ul style="list-style-type: none"> <input type="checkbox"/> What has this sponsor supported before? <ul style="list-style-type: none"> o Patron of the Arts Awards and Online Marketing News are useful sources of information <input type="checkbox"/> Does the potential sponsor have a special reason for supporting? E.g. anniversaries <input type="checkbox"/> How would sponsor prefer as an approach e.g. email only, formal presentation <input type="checkbox"/> When do they make a choice to support? Before Financial Year or 3rd Quarter c. What benefits are offered to the sponsor? <ul style="list-style-type: none"> <input type="checkbox"/> Logo feature <input type="checkbox"/> Sponsorship Title <input type="checkbox"/> Hosting opportunities <input type="checkbox"/> Acknowledgements in Above and Below line collaterals <input type="checkbox"/> Allocated number of tickets d. How much time will you be spending on approaching sponsors?
8.3	Foundations and Individual Donors a. Is the Foundation either Hong Leong Foundation or Tan Chin Tuan Foundation or Lee Foundation <ul style="list-style-type: none"> <input type="checkbox"/> Please send your requests through CFA Development Division. Do not send your request directly as these Foundations have instructed NUS groups to submit on prescribed forms. b. Has the Foundation supported you before? <ul style="list-style-type: none"> <input type="checkbox"/> What is their basis of support e.g. charity, arts and culture, education? <input type="checkbox"/> What is the criteria for supporting you? <input type="checkbox"/> What is the application process? c. Are you planning to make appeals to individual donors? <ul style="list-style-type: none"> <input type="checkbox"/> Who are you appealing to? E.g. parents, alumni, MPs <input type="checkbox"/> What reason would they have to support your group? <input type="checkbox"/> Send appeal email/letter to CFA Development Division at least 7 working days before to vet. To facilitate giving, please direct donors to the group's FastPay donation link or to the online donation portal at CFA's website.
8.4	Grant Providers: Applying for grants a. Has the Grant Provider supported you before? <ul style="list-style-type: none"> <input type="checkbox"/> When was the grant given? <input type="checkbox"/> What was it given for? <input type="checkbox"/> What was the grant criteria and was it fulfilled? <input type="checkbox"/> Was a report made to the Grant Provider?

	<p>b. What is the grant criteria?</p> <ul style="list-style-type: none"> ○ Artistic merit of the project ○ Benefit to the community and the arts scene ○ Demonstration of good planning and sound budgeting ○ Projects with clear community engagement outcomes <p>c. Follow grant and grant reporting guidelines and instructions. Most grants request for the following:</p> <ul style="list-style-type: none"> ○ Breakdown of income and expenditure of the project ○ Objectives ○ Indicators to measure the impact ○ Post-show report
8.5	Others for donation and sponsorship
	Requesting donations (cash/products/in-kind) from vendors. Please check with your Group Manager as there may be contractual agreements that need to be vetted.

Action plan after identifying prospects

8.6	Once prospects have been identified...
	<p>a. Prepare your fundraising portfolio by gathering information about your group to either prepare a deck, write a proposal, or complete a grant application form. This could be for your group, a project, or an event.</p> <p>b. Supporting your group/project</p> <ul style="list-style-type: none"> <input type="checkbox"/> Name of Group <input type="checkbox"/> Description <input type="checkbox"/> Past Awards or Distinctions/track record <input type="checkbox"/> Description of project <p>c. Supporting an event</p> <ul style="list-style-type: none"> <input type="checkbox"/> Name of event <input type="checkbox"/> Brief synopsis <input type="checkbox"/> Date/ Time/ Venue <input type="checkbox"/> Admission ticket price <input type="checkbox"/> Target audience and expected attendance <input type="checkbox"/> Budget <input type="checkbox"/> Reason why funds are needed and what they will be used for
8.7	Fulfilment of Benefits to Donors, Sponsors & Foundations
	a. Document your correspondence with the donors/sponsors and make a checklist of the benefits promised to them
8.8	Obligations To Sponsor and Post Event Follow-up
	<p>a. Thank you letter upon receipt of money/products/in-kind donation</p> <p>b. Personal note of invitation to the event</p> <p>c. Meet Contact Person or VIP</p> <p>d. Thank you note after event/project</p> <p>e. Formal report</p>

9. MANAGING YOUR GROUPS' ASSETS

9.1 Ownership

- a. All assets, including but not limited to instruments, equipment, costumes, sets and props purchased or produced by CFA and CFA groups, are considered property of NUS, managed by CFA.
- b. Assets are either assigned to your group or shared among CFA groups. TDP will assign or loan assets to groups according to the needs.
- c. Each asset is given an asset number for identification. Donated assets will be labeled as such on the inventory list.

9.2 Responsibility

- a. All CFA Group members are responsible for the safekeeping and care of the assets that are loaned to them.
- b. Property/Logistics Managers are responsible for
 - i. Management, maintenance, and safekeeping of all assets issued to the Group
 - ii. Liaising with TDP on asset management matters
 - iii. Reporting loans, repairs, damages, and losses to TDP
- c. Group Members should therefore
 - i. Handle their assets with proper care and ensure proper cleaning and storage
 - ii. Check the assets before use and report any wear and tear, damage, or loss immediately to the Group Property/Logistics Manager
 - iii. Take responsibility for damages and loss of assets if they are at fault
 - iv. Not loan the asset to any other party.

9.3 Loans to Group Members (Loan Master Record)

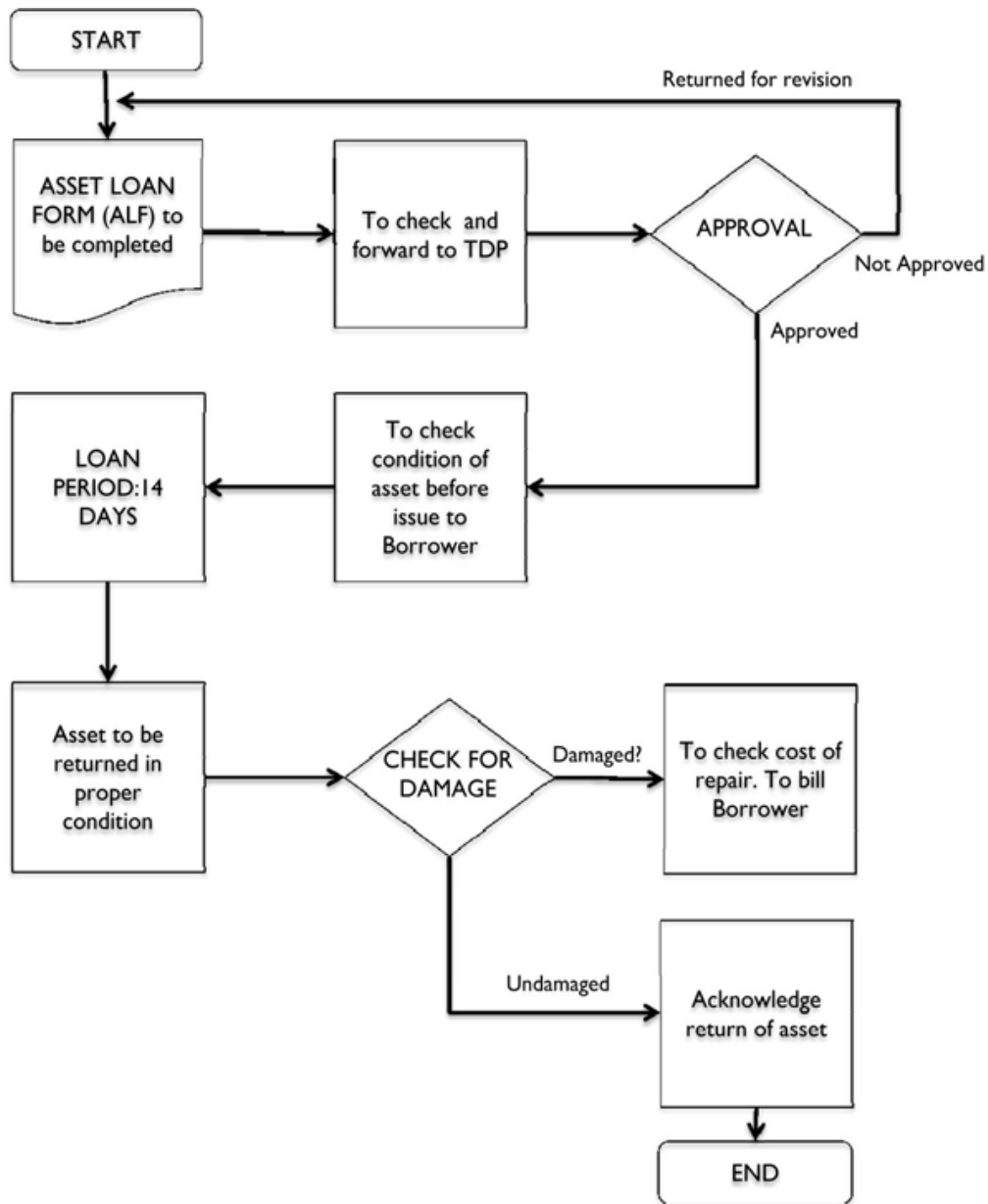
- a. The Logistics/ Properties Manager will maintain an internal Loan Master Record (LMR) which registers members of the Group who loan assets on a long-term basis. These members are referred to as "Principal Borrowers".
- b. Principal borrowers are fully accountable for the assets on loan during the assignment period.
 - i. They must take responsibility for the borrowed items; Refer to Pt. 9.2.c
 - ii. At the end of each semester or at the end of the assignment period, they must return assets to the Property/Logistics Manager.
- c. The Properties/ Logistics Head is fully responsible for the accuracy of the LMR. Each Properties/ Logistics Head must check the LMR thoroughly before submitting it to TDP by 30 September. Any changes in the LMR must be updated and a copy of the revised LMR must be submitted to TDP within a week.
- d. All assigned assets must be checked carefully and returned to their respective CFA storage before the examination period before semester vacations and before the annual stock check period.

9.4 Loans to members from other CFA Groups (Asset Loan Form)

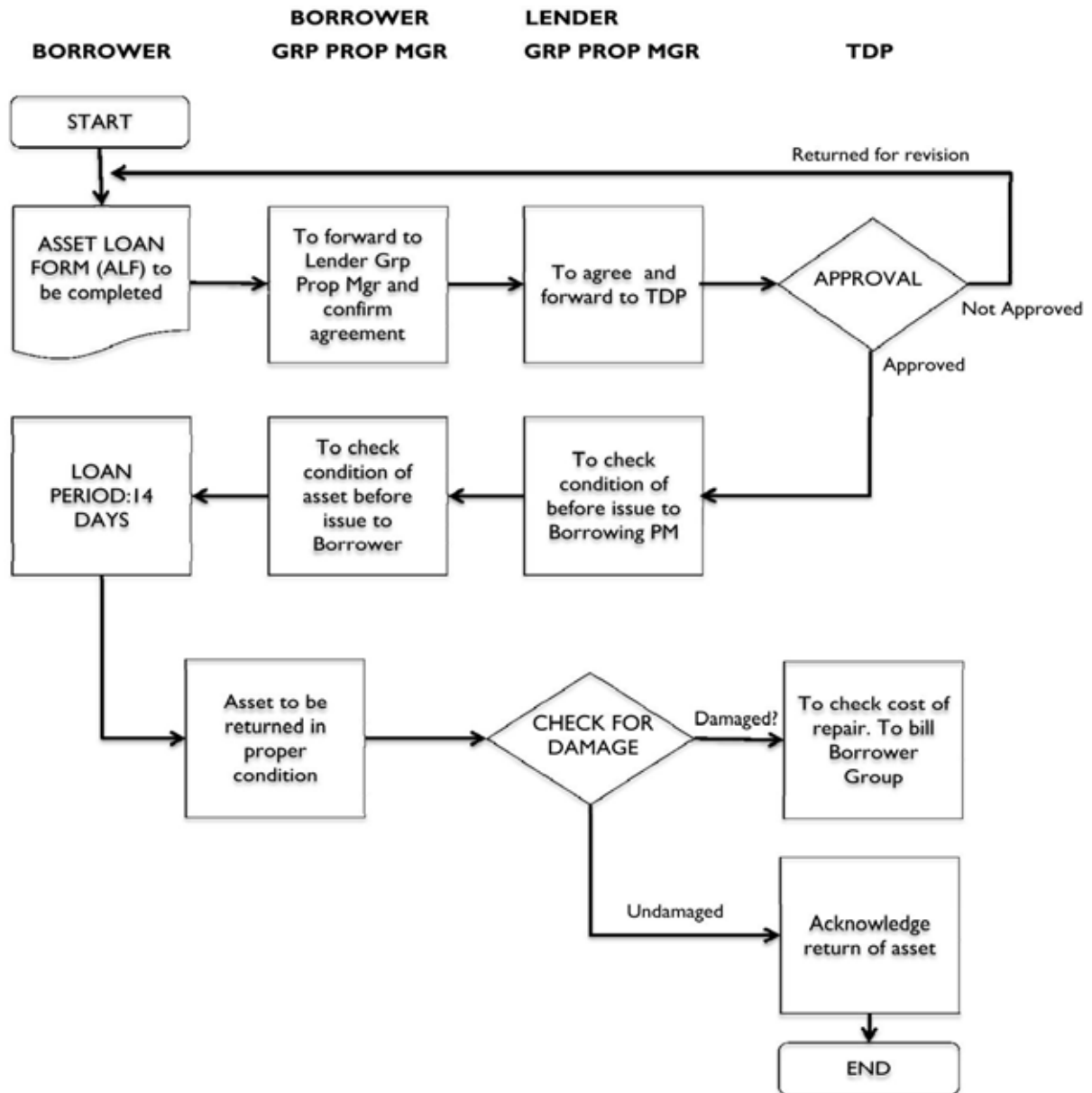
- a. The [Annex F.9 - ASSET LOAN FORM \(ALF\)](#) is used when assets are loaned on a short term basis to:
 - i. Group members who are not assigned the loaned asset on the LMR
 - ii. Members from other CFA Groups. These are referred to as "Borrowers."
 - iii. All CFA groups are to use the same [ASSET LOAN FORM](#) template. Do not create your own asset loan form.
- b. Borrowers are fully accountable for the borrowed assets during the loan period.
 - i. Please refer to Pt. 9.2.c for details
 - ii. Should return assets to the Property/Logistics Manager at the end of loan period.

9.5 Loan Processes

a. Intra-Group Loans



b. Inter-Group Loans



9.6 Loan for Performances

- a. If a non-assigned or shared instrument is taken out of CFA Studios for performances, the Asset Loan Form must be completed. The instrument should be returned to the CFA Instrument Store within 24 hours of the performance.
- b. For shared assets, the Borrowing Group should coordinate with Property Managers of Groups sharing the assets and keep them updated.

9.7 Loan to external parties

Groups are not allowed to loan out assets without prior approval from CFA. Loan requests by non-CFA parties, including alumni groups, non-CFA groups/ students in NUS, or external organisations should be re-directed to TDP.

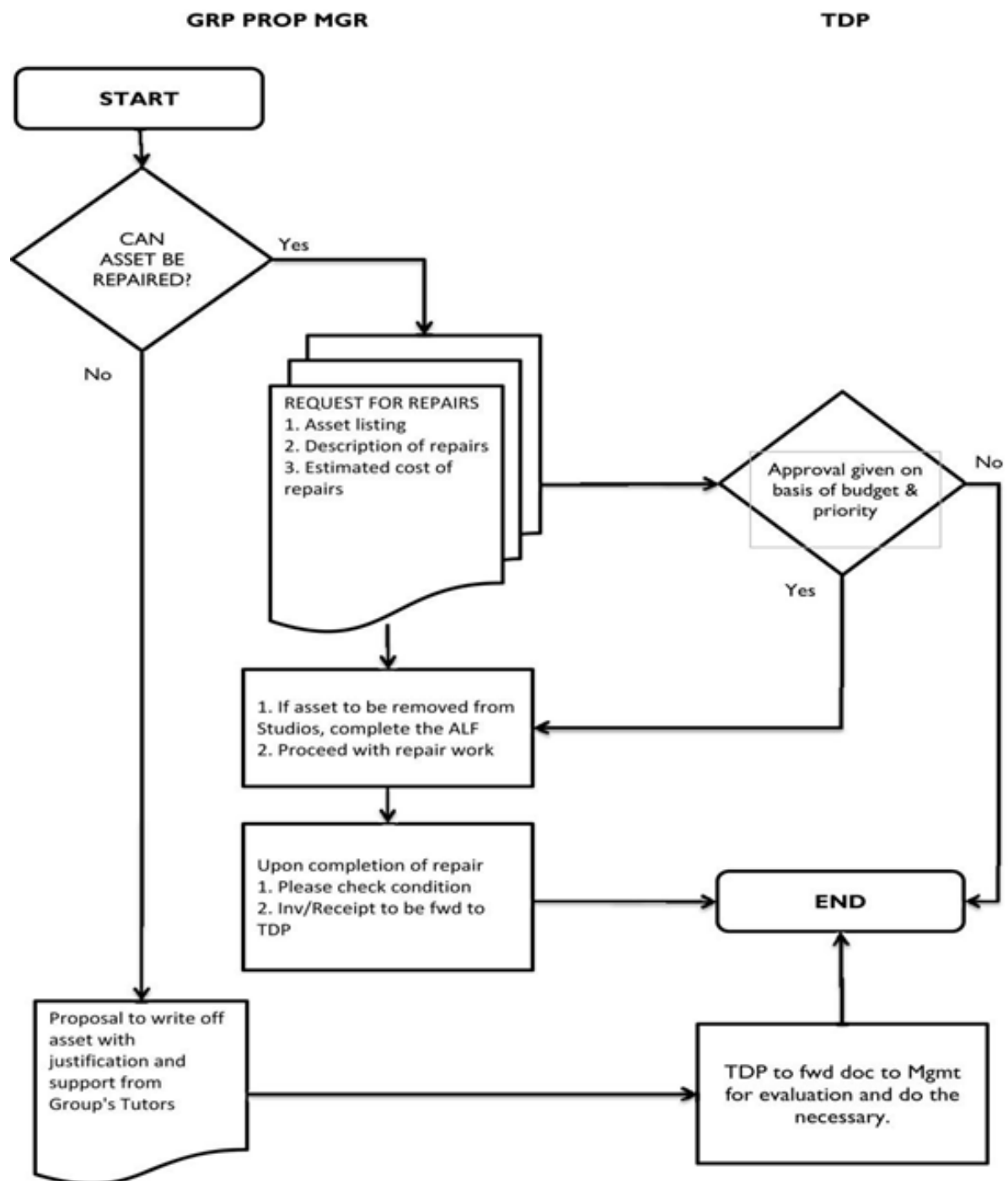
9.8 Loss, damage, and late returns

- a. In the event of damage and loss of assets (due to break-in/vandalism/suspected theft or any other reasons), the following action must be taken immediately:
 - i. Immediate: Report the incident to Property Manager and TDP, and if applicable, to Campus Security Office (by calling 6516 1616)
 - ii. Within 24 hours: make a report to the police
 - iii. Within 7 days: submit a copy of the police report, statements, and relevant documents to TDP and explain for the damage or loss
- b. If assets are found missing during the annual stock check, the Property Manager must confirm the loss within 7 days. Upon confirmation of loss, the Property Manager must make a police report immediately.
- c. If damage or loss occurs within period of assignment, the Borrower on Asset Loan Form is accountable for the damage/loss and will be required to bear the full cost of repair/replacement. Otherwise, the person who last held the asset on record will be held accountable.
- d. If the lost/damaged instrument is not assigned to a Principal Borrower, the Group will have to bear the cost of replacement.
- e. Action to repair/replace/recover the damaged/lost asset will be taken only after TDP Division conducts an official investigation.
- f. Borrowers who return assets late without explanation may be suspended from future loans

9.9 Maintenance and repairs

- a. Assets may require periodic repair and maintenance due to wear and tear.
- b. If asset tags are worn out, Group Property Manager should inform TDP to have them replaced.

c. Procedure for repair



9.10 Acquisition of Assets

- a. All requests to purchase or replace assets must be made in the form of a written proposal to TDP explaining the need, giving specifications of the items, the assets that they are replacing and their approximate costs.
- b. Accessories and consumables (such as reeds and strings) may be purchased through CFA and paid for from the Group's operating budget. The Properties/ Logistics Heads should submit the consolidated list of items required to the TDP at least 4 weeks in advance for approval.
- c. Purchase of music scores, props, costumes and equipment must be approved by CFA before the purchase can be made. Such purchase may be paid from Group's operating budget, group fund or production grant.
- d. All purchased scores, props, costume and equipment are considered as CFA property and must be tagged and inventoried. Such items should be kept in CFA for the Group's use only.
- e. The catalogue of scores, and an inventory of assets including props, costumes, instruments, and equipment must be updated regularly and handed over to every new committee.

9.11 Annual Asset and Inventory Check

- a. The annual stock check is a mandatory exercise to physically verify the presence of all NUS assets. There are 3 in total and all equal importance. Properties & Logistics Managers must give their utmost cooperation on the following:
 - i. NUS Annual Asset Verification Exercise
On an annual basis, groups are to work closely with TDP on the asset verification exercise conducted for all NUS Departments by NUS Finance. All items on the Asset Master List must be accounted for.
 - ii. TDP Annual Stock/ Inventory Check
 - The annual stock check for CFA Groups takes place between the end of Semester 2 examinations and the start of the next semester (August). Properties and Logistics Managers must be present for the check.
 - Within 2 weeks of the stock check, the Properties Manager must report to TDP on any outstanding issues (e.g. missing or broken instruments).
 - TDP will give the Property Manager an updated inventory list after the stock check.
 - iii. Handover stock check
 - Handover stock checks are conducted to ensure that all assets assigned to the group are in order for the incoming Exco.
 - The outgoing Properties/ Logistics Heads must ensure that relevant documents and procedures are handed over and explained to the incoming Heads. Both incoming and outgoing Properties/ Logistics Heads of the Group must conduct the handover together and in-person. Any discrepancies, loss or damage must be verified within 7 days and reported to the TDP Division.
 - The incoming Properties/ Logistics Heads will be responsible for the Group's asset management upon completion of the handover stock check.
 - iv. Ad-hoc stock check
 - From time to time TDP will conduct ad-hoc stock checks when necessary and ensure that proper asset management is in place.
 - Minimum notice will be given and Properties/ Logistics Heads should give their complete cooperation.

9.11 ASSET MANAGEMENT CHECKLIST

Item	Activity	Priority	Due Date	Action by	Done
9.1	Conduct check of existing assets handed over from previous Exco		Ongoing	Property Manager and Exco	
9.2	<p>Acquisition of new instruments/ equipment/ scores</p> <p>a. Submit proposal requests in writing to TDP</p> <p>b. Approval is subject to budget availability and priority</p> <p>c. For accessories and consumables, a consolidated list of items must be submitted to TDP for approval, to be paid from the Group's operating budget</p> <p>d. All purchased scores, props and equipment must be tagged and inventoried, with regular updates in the catalogue</p>		At least 4 weeks in advance	Property Manager and Exco	
9.3	<p>Annual Asset and Inventory Check</p> <p>a. NUS Annual Asset Verification Exercise</p> <p>b. <u>TDP Annual Stock / Inventory check</u> Group Properties/ Logistics Heads must respond on outstanding issues within 2 weeks of the stock check</p> <p>c. <u>Handover Stock check</u></p> <ul style="list-style-type: none"> ▪ Ensure all group assets are in order for incoming committee ▪ Both incoming and outgoing PMs must conduct the handover together and in-person ▪ Any discrepancies, loss or damage must be verified within 7 days and reported to TDP <p>d. <u>Ad-hoc stock check</u> Spot checks without notice given to ensure proper asset management.</p>		Held after Semester 2 exams (end April) and before the start of the next semester (August)	Property Manager and Exco	

10. EXTERNAL ENGAGEMENTS

External engagements are excellent ways of showcasing your group to new audiences. CFA Groups are often invited to perform at national events conferences and business events. These engagements can lead to other performance opportunities. Having established a reputation for high-quality performances, you and your group must take these opportunities seriously when representing NUS as cultural ambassadors.

10.1 Contracting with External Hirers

- a. CFA groups should not enter into any financial arrangement with external parties. Do not accept any request for performance or quotations without CFA's knowledge. All requests should be directed or forwarded to the TDP staff in charge of External Engagements. Remember to include the Group Manager in the communication. They will liaise with the external hirer(s) from thereafter. This is to safeguard students from unnecessary complications such as client disputes and unreasonable demands from clients.
- b. All contractual and performance agreements should be between CFA and the external party. Groups are not authorised to enter into contracts.
 - i. Rates of engagement are determined by CFA based upon the number of performers and time and effort needed to fulfill this engagement request to ensure that the rate is reasonable as weighed against what the current market charges.
 - ii. CFA will ensure that the external party considers the safety and welfare of the students by ensuring there are proper staging areas, appropriate changing areas, reasonable call times and meals if the call time between rehearsal and event is too long.
 - iii. As CFA is the one who negotiates the contracts, we also ensure that payment by the hirer is made and all non-payments are brought to the Small Claims Tribunal for settlement.
- c. As your group carries the NUS name, all performances must be vetted by the Group's AD/tutor, Group Manager or Student Conductor/Dance Captain to ensure standards are met.

10.2 Engagement Repertoire

- a. Your group is encouraged to have a portfolio of possible performance repertoire, which more than 70% of members are able to perform. It is recommended to have:
 - i. A video clip of the repertoire, available on YouTube
 - ii. 3-4 High-resolution photos
 - iii. Synopsis/ Description of the item
 - iv. Brief description of your group
 - v. Technical requirements

10.3 Performance Etiquette

- a. Appoint a leader to represent the group and coordinate the logistics. Before the engagement, please arrange for your set to be vetted by your Artistic Director and Group Manager.
- b. Please ensure that your performance attire is well-prepared and that your appearance is professional.
- c. On the day of performance, arrive at least 15 to 30 minutes before call time.
- d. Please check that the Emcee script has your group name listed correctly. Please request permission to make a brief introduction if your group has the opportunity to do so. This should be prepared in advance.
- e. Smile and engage your audience by making eye contact even if the audience might be distracted.
- f. After your performance, thank the organisers in writing for the opportunity to perform.

10.4 Performance Allowance for Members

- a. Fees from external engagements will be deposited into your Group fund as supplement funding for your activities and productions. Please exercise discretion when giving out performance allowances.
- b. If no fee is paid to members for participating in external engagements, you may organise a thank-you meal. Please check with your GM for further instructions.
- c. Disbursement for performance allowance is as follows:

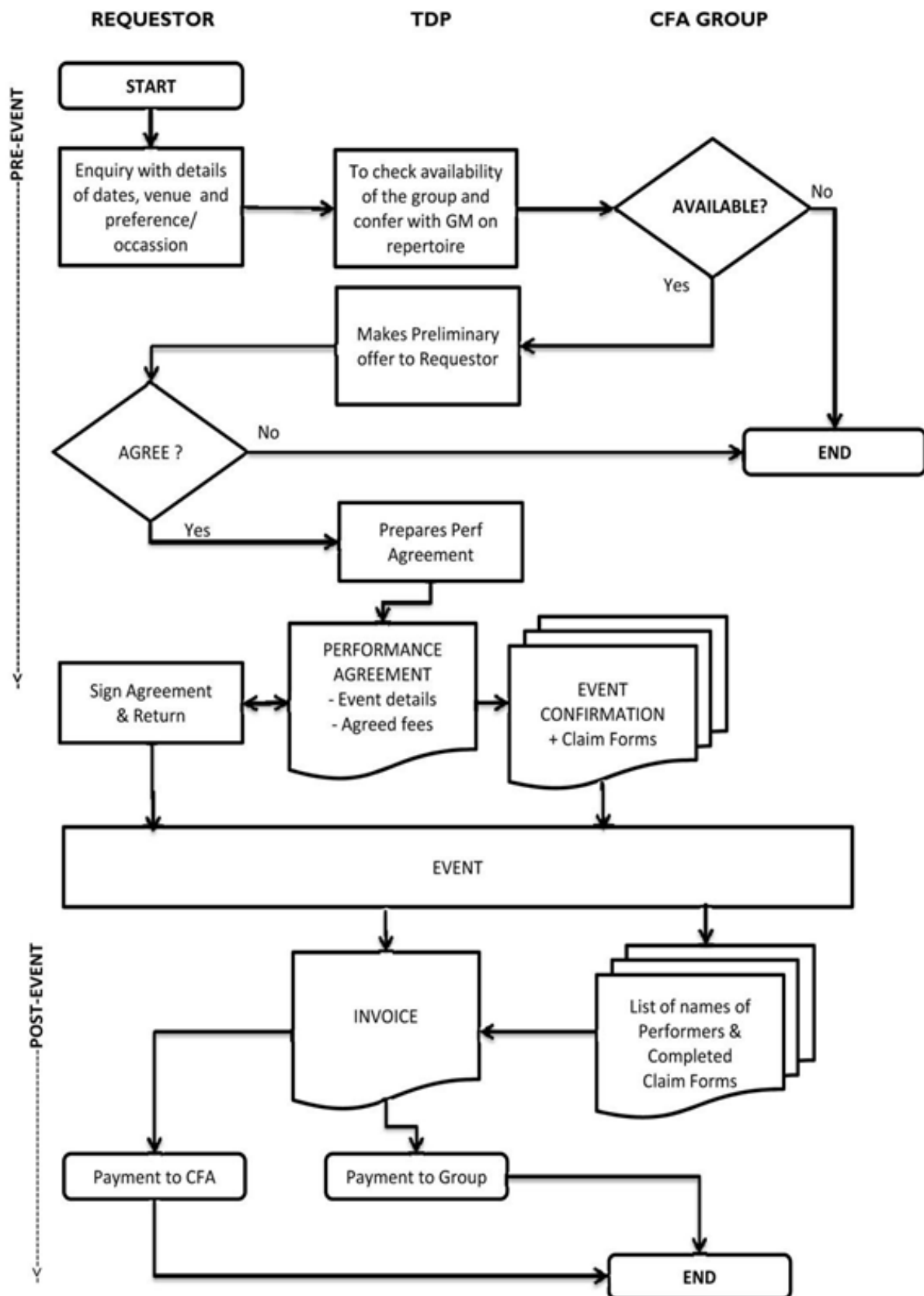
Item	Description
Option A	80% of performance fee (after 20% capitation) to be channeled into the group fund for fundraising purposes
Option B	50% of performing fees (after 20% CFA capitation) can be divided equally amongst performers, up to a maximum of \$50 per person, whichever is less.

*Note: For music groups, a set is usually defined as 30-45 minutes period of performance. For dance groups, a set is usually defined as one dance item.

10.5 Submission of Claims for Performance Fees

- a. The Exco must submit the names of the performers and event details (event name, date, time, venue, performance fee) via email to TDP for approval before making the claim. The approval email should be attached to [the REQUEST FOR PAYMENT form](#).
- b. Allowance will be credited directly to the individual performer. The Secretary or Treasurer must submit the following forms to TDP within a week of the performance for processing.

Please refer to 7.10 Financial Management Checklist: [Claims for Performance](#).



11. COMMUNITY ARTS ENGAGEMENT & OUTREACH

Beyond developing your artistic potential, you are encouraged to share the transformative power of the arts with those less privileged and under-served in our communities. CFA hopes to empower all members to develop meaningful and targeted arts workshops, events and performances that can truly help to make a positive impact on the community by:

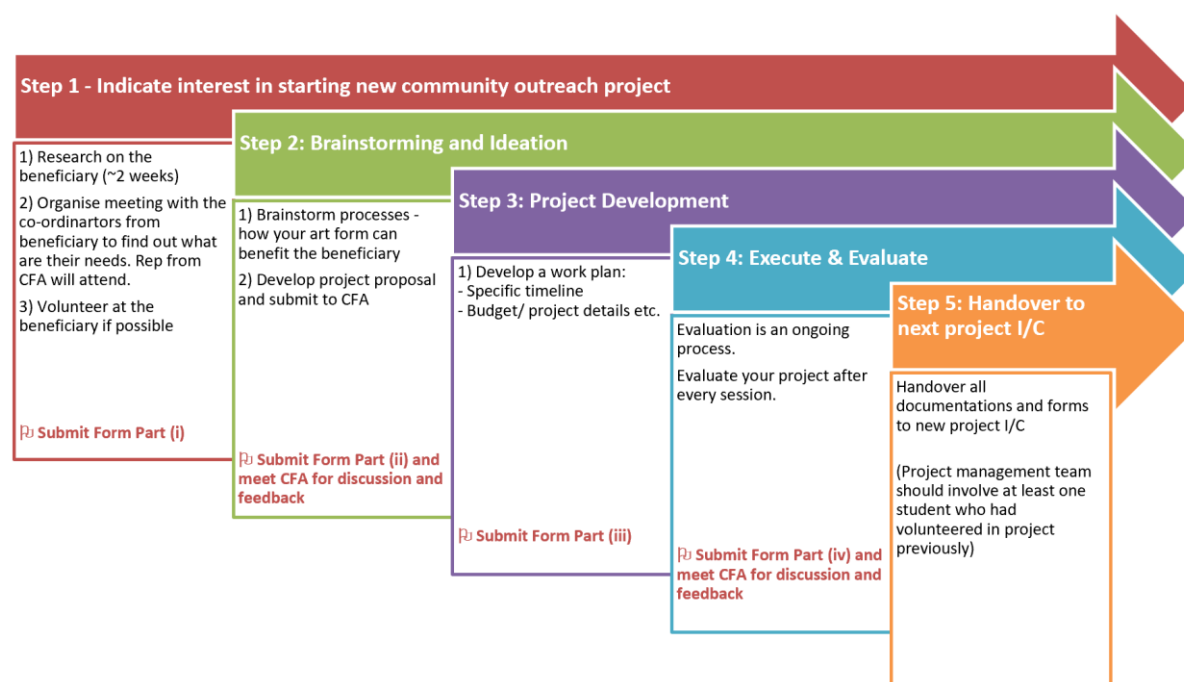
- Improving the psychological and physical well-being of participants
- Transforming lives through building confidence, healing broken spirits, and inspiring hearts and minds
- Bridging people across boundaries and bringing people closer through the arts

11.1 Guidelines for Starting Community Arts Engagement Projects

Before starting, ask yourself the following questions:

- What specific target group of beneficiaries are you interested in and why have you chosen this group and not another?
- Has enough time been spent with partner organisations working with the beneficiaries such that you have a clear understanding of their needs? If so, does your project meet these needs and does it have long-term impacts on the beneficiaries?
- Is your project aligned to your group's Mission and Vision? Does the entire group support this project even if some members may be unable to participate?
- What is the level of commitment to the project even if it extends beyond your term of office?
- Is the project sustainable? What resources are available, and what resources are needed?

11.2 Community Arts Engagement Process



For access to the form please refer to [Annex C.1](#).

12. THE USE OF FACILITIES

12.1 Booking of Facilities

- Facilities are for Group activities only and it is important to remember that the use of facilities at CFA Studios, Stephen Riady Centre and UCC is a privilege and not a right. Spaces booked should not be sub-let to anyone who is not a CFA group member. This includes alumni, non-CFA groups/ students or external organisations. If a group has allowed for unauthorised access to facilities, their use of space may be suspended for a semester.
- Bookings can be transferred between CFA Groups upon mutual agreement, only after confirmation by TDP via email. In the event of a transfer, the responsibility for use will be accepted by the receiving group.
- Requests for use of facilities from external organisations should be directed to TDP.
- Groups are encouraged to source for their own external rehearsal venues (within or outside NUS) when necessary. Rental for external venues will be paid from the Group Fund or the Group's OOE. Your GM must be informed via email before such bookings are made.

Venue	CFA Studios	UT-Stephen Riady Centre	UCC
Available spaces	1 large auditorium, 2 large dance studios, 2 medium practice rooms, 11 practice studios. Instrument and costume storage	2 large practice rooms, 3 large dance studios, 3 medium practice rooms, 9 practice studios	Auditorium, Theatre, 2 Function Rooms, Dance Studio
Purpose	Rehearsals and internal presentations	Rehearsals and Performances	Rehearsals & Performances
Open for booking to	CFA and registered CFA Alumni Groups. Only Exco members can draw keys. Keys must be returned by the following day.	<ul style="list-style-type: none"> PR2 and PRL2 are reserved for CFA music groups only. DA1 is for dance groups only. Groups who wish to use these rooms must seek permission from the GM. Only Exco members from music groups have access to PR2 and PRL2. All other facilities in SRC (Stephen Riady Centre) are shared with NUS students. Booked facilities will be automatically unlocked. Only Exco members can draw keys to Level 2 storeroom. Keys must be returned by the following day. 	Dance Studios - only CFA Dance Groups rehearsals All other venues are open for booking to all CFA groups, NUS and public for events and performances.
Regular Bookings	The regular booking schedule is reviewed annually for music and by semester for dance groups. Booking schedule, forms and guides are on MICROSOFT TEAMS – VENUE BOOKING		
Ad-hoc Bookings	Groups can request for additional rehearsal space or by swapping with other groups with a regular booking/request via TDP Requests must be made at least 7 working days in advance.	Groups can request for additional rehearsal space or by swapping with other groups with a regular booking. Additional booking may be chargeable. For availability, please check https://utownfbs.nus.edu.sg/utown/loginredirect.aspx Booking schedule, forms and guides are on MICROSOFT TEAMS – VENUE BOOKING	Dance Studio rehearsal spaces are requested via GM. Concert bookings are made 1 year in advance via GM Booking schedule, forms and guides are on MICROSOFT TEAMS – VENUE BOOKING

12.2 General House Rules

- a. Be responsible for your own belongings. CFA shall not be held responsible in any way for any loss or damage to the user's property.
- b. Do not bring or consume food and refreshments in ALL practice rooms, studios, meeting, or seminar rooms. These attract cockroaches and rates and moisture from iced drinks stain and warp wooden flooring. Repeated failure to comply may result in the privilege of use being taken away.
- c. You are responsible for any loss of keys/ equipment. Keys must not be kept in unsecured places and must not be passed to unauthorised persons.
- d. Keys of all facilities must not be duplicated and the locks for all facilities are not to be tampered. If you are found guilty of this, you will first receive a formal letter of warning and subsequently, will result in the loss of your Group's use of the spaces.
- e. Electronic magnetically locked doors must not be left ajar or jammed open as it will allow access to unauthorized persons and risk theft and loss of your items. Doors left open affect humidity control which will ruin your instruments
- f. All premises are always kept clean and tidy. After use, venues must be restored to their original state, locked with, lights/air conditioners turned off. All chairs are to be stacked neatly.
- g. Any defects/ damage (e.g., air-conditioning system, lights, instrument cupboards, furniture, equipment, etc.) in CFA Studios and UCC must be reported to TDP promptly.
- h. All musical instruments must be handled with care. Do not place any items on music instruments.
- i. In accordance with the 100% smoke-free NUS Campus policy, smoking is strictly prohibited within sheltered and/or air-conditioned premises, including toilets and stairwells.
- j. In accordance to Fire Safety regulations, blocking any fire extinguishers or Emergency Exit doors with any object is a punishable offence.

12.3 The Use of University Cultural Centre (UCC)

- a. The House Rules in Point 12.2 apply equally to the use UCC.
- b. There are specific forms to submit for the use of UCC spaces, and the use of UCC is governed by rules which are applicable to all hirers including CFA groups. This information is available in the [UCC HANDBOOK FOR CFA GROUPS](#) which is available for download or viewing in Teams.
- c. If your group is using a UCC space, please read and comply with the terms of use in the "UCC Handbook for CFA Groups."

12.4 The Use of Stephen Riady Centre (UT-SRC)

The Stephen Riady Centre is managed by University Town Management Office (UTMO) and is a shared facility for ALL NUS STUDENTS on campus. The regulations on usage of space are set by UTMO. In severe cases, disregard of the rules will result in the revoking of permission to use the facilities or implementation of fines.

- a. Use of UT-SRC Rooms
 - i. Point 12.2 must be fully observed at all times.
 - ii. Please be reminded that NO food and drinks are allowed in the practice areas, the corridors outside the practice rooms and in the area outside the CFA Office.
 - iii. Proper catering outside rehearsal spaces is only allowed for university-organised events with the approval from UTMO.
 - iv. UTMO requires for a set-up of the space and floor plan to be submitted in advance. Bookings are made based on the Master Schedule. No grace period will be given.
 - v. Report faulty air-conditioning immediately to Maintenance Hotline at Tel: 6516 1515.

b. Access to Rooms and Equipment

- i. Access to Practice Room 2, Instrument Stores and Practice Room L2 is by Matriculation card only. Only Exco members and Section Leaders may apply for this access through their Group Managers. Exco members and Section Leaders must not lend access to these rooms for associates/guest members or alumni.
- ii. For access to the sound system in Dance Atelier 1, Dance Atelier 2, and Practice Room 2, please obtain key from CFA office.

c. Use of Rooms

i. **Practice Rooms for Music Groups**

- Chairs must be stacked to one side of the room or arranged in neat rows after use. Do not block fire extinguishers or Emergency Exits.
- Those using Practice Room 2 must check to ensure that there are 100 black chairs and 80 black music stands before leaving.
- Those using Practice Room L2 must ensure that there are 30 black chairs before leaving.
- All other chairs and music stands (30 chairs and 40 foldable music stands) should be returned to the instrument store after use. These are on loan from UTMO.

ii. **Practice Rooms for Dance / Theatre Groups**

- For marking of stage dimensions, only spike tape is allowed. DO NOT use masking tape or any other kind of tape which will damage the flooring.
- Remove all markings after using the venue.

iii. **Instrument Store**

- Ensure the doors are kept closed at all times and not jammed open to ensure the safety of the instruments.
- All instruments assigned to groups must be kept in their allocated spaces.
- Wooden percussion instruments (mallets) must be kept in Instrument Store 2 when not in use. As far as possible, all other bigger percussion instruments should also be kept in Instrument Store 2.
- Shared chairs for Level 2 should be kept in the spare room. Shared items such as music stands are to be returned to the CFA cupboard, immediately after use.
- Only Exco members may sign out for keys to cupboards from CFA by Exco members.

12.5 The Use of Runme Shaw CFA Studios

- a. The General House Rules in Point 12.2 should be observed at all times.
- b. Booking schedule, forms and guides are on **MICROSOFT TEAMS – VENUE BOOKING**
- c. Only Exco members are authorised to collect and sign out the keys from TDP office. The use of facilities is restricted to only undergraduate members and they are not allowed to sign out keys on behalf of associate/guest members or alumni.
- d. For safety reasons, all Groups must vacate the premises by 10.30pm. Groups are not permitted to stay overnight in the Studios.

12.6 Infringement of Rules

a. No shows

- i. For UTown-SRC bookings, full cancellation and related charges will be incurred on Group Fund if no shows or if cancellation requests are not made at least 14 working days before the date of booking.
- ii. For UCC Dance Studio, FR1 and FR2 rehearsal bookings, any changes to bookings must be done 3 working days before booking. For all bookings cancelled with fewer than 3 days' notice or a no-show, the penalties are:

- First violation: 7-day ban
 - Second violation: 10-day ban
 - Third violation: 14-day ban
 - Fourth violation: Permanent ban for the AY
- iii. All concert/show bookings in UCC will follow cancellation clauses in the UCC Handbook.
- b. Failure to observe rules in UT-SRC
- i. All incidents of failing to observe the rules detailed in Point 12.2 are documented by TDP.
 - ii. After 3 written warnings to the group, group will be banned from booking spaces for the AY.
 - iii. Repeated violations of the rules in UT-SRC may result in the Group being penalised by temporary suspension and/or may be given limited use of the facilities.

12.7 CFA Music Library

- a. The Music Library is located on Level 3 of the Stephen Riady Centre. It is a music score and resource library and is available for use for programmes and meetings. Bookings for the space must be made a week in advance.
- b. Each music group is responsible for keeping their sections properly catalogued and tidy.
- c. Score Library
- i. Only CFA groups and tutors may sign out scores.
 - ii. Performing scores (full score) for Wind Symphony, Symphony Orchestra, Harmonica Orchestra and Chinese Orchestra may only be borrowed by the Conductor and the group's student librarian.
 - iii. Duration of loan:
 - Scores borrowed on an individual basis - 2 weeks.
 - Scores borrowed by group librarian for group rehearsals – up to 1 semester.
 - iv. Fine for overdue scores/books: \$0.50 per day. No reminders will be sent.
 - v. You are not permitted to distribute or loan originals nor copies of the scores to external parties.
- c. Photocopying Services
- i. Avoid waste and save the environment by printing only what you need.
 - ii. Photocopying is only allowed for group-related matters.
 - iii. No charges will be levied for Black-and-white copies but all transactions must be recorded in the record file. All colour printing will be charged at \$0.45 for A4 double-sided pages or A3 single side. This must be arranged with your group manager and the cost will be deducted from your Group Fund.
 - iv. ExcOs from NUSCO, NUSChoir, GENUS, Harmonica, Jazz Band, NUSO, and Wind Symphony may nominate 1 member per ExCo to have access to the photocopier. Please note the following rules:
 - Access is granted between 8am–8pm for security reasons.
 - You must seek your GM's permission in advance to use the photocopier.
 - Access is limited only to the photocopier. Please refrain from congregating as a group and doing work in the library while using the copier
 - If the space is booked for a meeting, you may not use the photocopier.
 - As the photocopier is also a printer shared with the TDP, avoid large volume printing or be prepared to interrupt your printing to allow the TDP staff to print their documents
 - v. All other CFA groups must arrange with Juwita or their GM to access to photocopier only from Mon – Fri 10am–6pm.

12.8 NUS Stage/NUS Chinese Drama Workshop @ CFA Studios

- a. NUS Stage and NUS Chinese Drama are both in charge of the workshop. Permission to use the room must be obtained from the Presidents of the respective Groups and is granted only on condition that the room is returned to its proper order with all materials disposed of and spillage of paint materials cleaned up.
- b. All users must familiarise themselves with Section **13. Safety and Welfare** and attend a safety briefing before using the space.
- c. The requestor must undertake the costs of any damage caused to the space.
- d. DO NOT block any fire extinguishers, electrical risers, and entrances.
- e. Large sets should not be stored in the space for more than two years after production, unless there is immediate use for it. NUS Stage, NUS Chinese Drama and CFA reserve the right to dispose of sets and props. The disposal costs will be charged to the Group Fund of the requestor.
- f. By storing the item in the space, the requestor group must agree to the condition that the item will henceforth be common property shared with all the other CFA groups.

13. SAFETY AND WELFARE

13.1 Safety

- a. All precautions must be taken to ensure that the safety and welfare of your members is maintained, and they are not put at risk of injury. Your group should send at least 1 - 3 representatives (depending on group size) to attend the following safety courses:
 - i. Safety Briefing and Venue Walk conducted by TDP as part of Arts training workshops.
 - ii. Fire Safety Education Course organised by Campus Emergency and Security (CES).
 - iii. Crisis & Risk Management Course provided by Emergency Management Division, Office of Risk Management and Compliance. Additionally, all groups travelling overseas must attend crisis management meetings with the Associate Director, Emergency Management Division, Office of Risk Management and Compliance.
- b. In any venue, the Group's Safety Representatives should familiarise themselves with the location and the use of:
 - i. The fire extinguisher(s)
 - ii. First aid box(es)
 - iii. Fire exits
- c. All groups are reminded to sign out a first aid box from the CFA Office before going to perform or practice in an external venue. The student signing out the First Aid Box should check the box to ensure that essential items are there and none of the items have expired or are rusty.

13.2 Risk Assessment

- a. A risk assessment (RA) form must be completed for every production.
- b. The **Annex F.11A - RISK ASSESSMENT FORM TEMPLATE** is to be used for all productions in UCC, UTown or CFA Studios. This form has been pre-populated with common examples of risks that can occur in a production. Do modify for what is relevant to your own production. RA Forms need to be sent to your GM for approval at least 2 weeks before bump-in.
- c. External venues may have their own RA template for use. If not, use the same RA form above.

13.3 Important Preventive Measures

- a. Property Managers/Logistics Heads should ensure that all practice areas are kept clean and dry to prevent slipping and falling. Spaces should be kept clear of objects that might cause tripping (e.g. bags, instrument cases, small instruments).
- b. Training ICs should ensure appropriate clothing should be worn at all times. Dancers especially should ensure that costumes are of the right fit and may not cause tripping or slipping.
- c. Tools and equipment should only be operated by individuals who are trained and authorised to use them properly.
- d. Electrical appliances
 - i. All those handling electrical appliances must be familiar with their handling. If defects are found on the appliance, it should be reported to the TDP Group Manager and properly repaired before further use.
 - ii. Loose or damaged electrical sockets should be reported to TDP Group Manager. Wiring should be taped down flat. All electrical plugs should be fused. Overloading on power sockets (i.e. plugging extensions with multiple plugs) is strongly discouraged.
 - iii. Switch off all equipment when unattended or not in use.
 - iv. Flammable materials such as paper and cloth should be kept far away from electrical points.
 - v. Appliances such as equipment, extension cords and adapters should have the Safety Mark logo.

- e. Exco members should ensure that performers are not exerted beyond their level of health. Appropriate breaks should be introduced, especially when the frequency of practices is increased.
- f. Before the start of any activity, the Project I/C should check if any members have medical conditions that may cause them to be unfit for the activity. Students must voice out if there are any personal medical concerns (drug allergies, physical injuries), and Project IC to escalate to TDP Group Manager, as necessary.
- g. Obstruction
 - i. Do not leave any props, instruments, equipment, or any other items along the corridor passages.
 - ii. Do not block all fire exits and firefighting equipment such as fire extinguishers and fire hose reels. Groups are given 2 written warnings after which the respective group will receive a temporary ban from using the facilities.
 - iii. There will be inspection checks to ensure that all groups keep their props, equipment, or other items safely.
- h. You can approach your Group Manager to report or suggest any safety incidents/ measures for your group.

13.4 In Cases of Emergency...

- a. In Case of Injury
 - i. For minor injuries (e.g. minor cuts, light bleeding, abrasions, and sprains, etc)
 - Basic first-aid may be administered where appropriate. A first-aid box is located on the lobby level of the Runme Shaw CFA Studios and the CFA Office at the UTown Stephen Riady Centre (SRC).
 - Inform your Group Manager as soon as possible.
 - ii. For serious injuries (e.g. fractures, heavy bleeding, poisoning, etc)
 - DO NOT attempt to move the casualty
 - Professional medical help must be sought.
 - First-aid should only be administered by a trained first-aider.
 - Call an ambulance (**fire/emergency: 995 | non-emergency: 1777**) and inform the CFA Office and your Group Manager immediately.
- b. In Case of Fire
 - i. Upon discovering a fire outbreak
 - Raise the alarm by breaking the glass at the nearest fire alarm point.
 - Call 995 to inform SCDF (Singapore Civil Defence Force) of the location and extent of fire.
 - Call 6874 1616 to inform Campus Security of the emergency
 - Put out the fire using the fire extinguishing equipment available, if possible.
 - Evacuate if fire is beyond control.
 - ii. Upon hearing the fire alarm – Runme Shaw CFA Studios
 - One Stage Alarm: ALL TO EVACUATE IMMEDIATELY. Leave the building immediately using the nearest exit.
 - Close all doors behind you.
 - Report to the assembly point at Raffles Hall car park.
 - iii. Upon hearing the fire alarm – UCC and UTown
 - Two Stage alarm: Wait for the second alarm or instruction given by the public address system before evacuating the venue.
 - If instructed to evacuate, close all doors behind you.
 - Report to the assembly point at Raffles Hall Carpark (for UCC) and Town Green (for UTown)
 - iv. During an Evacuation

- Do not panic.
 - Do not stop or return to collect personal belongings.
 - Do not re-enter building until authorised to do so.
 - Wait at the assembly point for further instructions.
 - In the event that your clothing catches fire, remember to Stop, Drop and Roll.
- v. In Case of Crisis/ Epidemic/ Pandemic
- Follow prevailing government and university health guidelines

13.5 Safety Measures during a Performance at University Cultural Centre (UCC)

- a. In the event of an emergency requiring mass evacuation in the middle of a performance, please follow the below procedures:
- i. Do not panic.
 - ii. Do not stop or return to collect personal belongings.
 - iii. Evacuate the building immediately using the nearest safety exit route and report to the designated assembly area at Raffles Hall car park.
 - iv. Upon reaching the Assembly Area, please wait there for further instructions.
 - v. Backstage evacuation will be managed by CFA's Production Services. Any Guest-of-Honour should be ushered by dedicated VIP usher out of the building.
- b. Mode of Evacuation
- i. The alarm at UCC is a 2-stage alarm and Total Evacuation.
 - ii. First Alarm: The alarm bell will be followed by Public Address (Message) to inform everyone that the cause of the alarm is being investigated. There is no need to evacuate yet as it could be a false alarm.
 - iii. Second Alarm: Public Address (Message) is to inform that everyone needs to evacuate.

*Please note that it is different at CFA Studios where there is an only 1-stage alarm – when the alarm bell rings, everyone must evacuate immediately and quickly.

- c. Assembly Procedures
- i. Two representatives from each group must be appointed to account for your own group members at the assembly point. The two representatives should include the President and/or VP. Their names must be highlighted in the Security List (i.e. the attendance list).
 - ii. If there are any missing member/members, the representatives are to report to UCC Security. No one must re-enter the building to search for any missing persons.
 - iii. The representatives must be present throughout the bump-in and performance period.
 - iv. UCC Security will give a copy of the attendance list (i.e. the Security List) to the student representatives to mark the group members' attendance. The original copy of the Security List will be kept in the Security Counter.
- d. Inquiries from Media
- If the media asks you or any of your members questions, please do not divulge any information. Refer to all inquiries to the Incident Commander or any Group Managers from TDP.
- e. Re-Entry to Venue
- i. Do not re-enter the building until it has been determined that it is safe to do so.
 - ii. If you have left your belongings at the venue, please report to UCC Security as well as any Manager from CFA TDP.

13.6 Emergency Contacts

- a. For emergencies, please contact Campus Security immediately, followed by your GM.

- b. Important telephone numbers to take note of:

Campus Security Hotline	6874 1616
Police	999
Fire/Emergency Ambulance	995
Non-Emergency Ambulance	1777
SCDF Emergency Information Hotline	1800-286-5555
University Health Clinic	6516 2880
NUH Emergency Department (A&E)	6772 5000

End of Section A
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A. CONCERT/PERFORMANCE PLANNING CHECKLIST

This serves as a preparatory guide to think through the planning needed for a concert/performance and is by no means exhaustive. For professional arts productions, the lead time is a minimum of **12 months** to meticulously plan for a successful production.

Do consider the objectives and format of your production (e.g. live or digital performance) as this will determine what is required of the checklist below and what additional elements are needed outside of it. You are strongly advised to consult and work closely with your Group Manager (GM) as soon as possible.

Planning Process		
What kind of show am I planning for?	<input type="checkbox"/> NUS Arts Festival <input type="checkbox"/> Annual Concert/Performance (ticketed) <input type="checkbox"/> Outreach Concert/Performance (non-ticketed or community performances) <input type="checkbox"/> EMCC show/Performance Special occasion (e.g. anniversary, pre-tour concert)	
What kind of programme am I considering	<input type="checkbox"/> Special Artist (e.g. soloist, guest performing groups, collaboration with other groups) <input type="checkbox"/> Special production effects <input type="checkbox"/> Special/commissioned works	<ul style="list-style-type: none"> Identify if any network/communication already established with collaborating artists. For special production effects, arrange a pre-production meeting with Production Services (PS) and/or Group Manager (GM). Commissioned works and collaborations with guest artists/group are usually given a notice at least 1 year in advance
Budget	<input type="checkbox"/> How much group funds are available? <input type="checkbox"/> Any grants from CFA? <input type="checkbox"/> Any fundraising needed?	<ul style="list-style-type: none"> A realistic budget includes up-to-date expenses and income projection. Groups should refer to the previous year's statement of income when drafting the budget.
Proposal Submission	<input type="checkbox"/> CFA platforms (NAF, EMCC) <input type="checkbox"/> Work plan (annual concert, outreach concerts)	<ul style="list-style-type: none"> Note submission deadlines for proposals on CFA's performance platforms
Operational Matters		
Venue	<input type="checkbox"/> NUS Venue (UCC, UT, YST) <input type="checkbox"/> External Venues (Esplanade, VCH, SOTA, SCH, NAFA, LASALLE, TRCC)	<ul style="list-style-type: none"> Venue booking should be done 12-18 months in advance to assess the feasibility of dates and costs.
Rehearsals & Schedule	<input type="checkbox"/> Timeline of commissioned works <input type="checkbox"/> Progression of rehearsals and Preview	<ul style="list-style-type: none"> Commissioned works usually commence 4 months in advance Preview of NAF shows and special production takes place 2 weeks before show

	<input type="checkbox"/> Timeline of costume and props production	<ul style="list-style-type: none"> Delivery of costumes and props at least 1 month in advance
Ticketing	<p>Ticketing</p> <p><input type="checkbox"/> External Ticketing agent (e.g. SISTIC)</p> <p><input type="checkbox"/> Self-managed system (e.g. NUSync, Eventbrite)</p>	<ul style="list-style-type: none"> Ticket sales and publicity should start 2 months in advance. Please inform your Group Manager at least 6 months before on the mode of ticketing. Highly encouraged if seating capacity to be sold is at least 900 Lowest cost; encouraged if there's a ticketing team formed to manage sales
	<input type="checkbox"/> Self-print (or CFA in house printing) and manage manually	
Publicity and Marketing	<p>Publicity Collaterals</p> <p><input type="checkbox"/> Soft copies (EDM, social media)</p> <p><input type="checkbox"/> Physical copies (e.g. posters, flyers)</p> <p>Media and Advertising</p> <p><input type="checkbox"/> Online media (e.g. on campus, website, Facebook, IG, YouTube)</p> <p><input type="checkbox"/> Mainstream media (Radio, TV, newspaper)</p> <p>Programme Booklet</p> <p><input type="checkbox"/> Pagination (always to be in multiples of 4)</p> <p><input type="checkbox"/> Online platform for publishing (e.g. Issuu)</p> <p><input type="checkbox"/> Source for printing company (if needed)</p> <p><input type="checkbox"/> First draft to be vetted</p>	<ul style="list-style-type: none"> To send to GM at least 1.5 months ahead First draft to be sent in ideally 1 month ahead of show to allow enough time for subsequent edits Programme booklet to be sent for print 10 days before show
Logistics	<p><input type="checkbox"/> Logistics schedule and job allocation for bump-in and show</p> <p><input type="checkbox"/> Transport for bump-in and bump-out (NUS lorry (max 10ft with tailgate)/ external transport companies)</p>	<ul style="list-style-type: none"> Arrange production meetings with your Group Manager and venue staff to finalise schedule for bump-in and show at least 4 weeks before show Arrange for transport with Juwita at least 3 weeks before show
FOH (front of house)	<p><input type="checkbox"/> Guest of Honour</p> <p><input type="checkbox"/> Invited guests</p> <p><input type="checkbox"/> Confirmation of ushers</p>	<ul style="list-style-type: none"> Invites for MPs and above positions must be sent from CFA Director's Office 4-6 months in advance Invites for industry professionals should be sent at least 1 month in advance. Depending on venue, ushers may not be provided. Ushers should be confirmed at least 2 weeks in advance

	<input type="checkbox"/> Ticket collections	<ul style="list-style-type: none"> FOH helpers to be confirmed 1 week in advance Reception confirmed 1 week in advance. Sourcing should be given at least 1 month prior to obtain the best value according to specifications.
Production Matters	Refer to Production Planning Checklist	<ul style="list-style-type: none"> Production meeting should take place at least 1 month in advance

B. PRODUCTION PLANNING CHECKLIST – TIMELINE & KEY DELIVERABLES

This is a guide on production planning specific to CFA groups. You may adjust the timeline according to the scale of your production. In a professional setting, it is ideal to start your planning at least a year in advance.

This page only lists the **main stages of your production planning process and the key deliverables in each planning stage**. Please refer to the **PRODUCTION PLANNING CHECKLIST** for details on each deliverable and Annexes for important templates and reference notes.

Pre-rehearsal			Rehearsal		Tech & Performance	Post-performance
8 months prior	5 months prior	3-6 months prior	2 months prior	1-1.5 months prior		
Concept meetings	Meet with GM	Design meetings	Collate documents	Meet with Venue	Show week!	Archival
<ul style="list-style-type: none">○ Concept brief○ Programme run down○ Key personnel involved	<ul style="list-style-type: none">○ Production information (dates and venue)○ Recruit and production team○ Production budget○ Production timeline○ Prepare for license/rights applications (if any)	<div>Set, lighting, sound, costume</div> <ul style="list-style-type: none">○ Send venue tech specs to designers○ Design budgets○ Deadlines for design drafts and technical information	<div>Confirm design & tech requirements:</div> <ul style="list-style-type: none">○ Set design○ Lighting plan○ Sound requirements○ Costume designs○ Recruit SM and crew○ Set & costume construction	<div>Create package for venue with following documents:</div> <ul style="list-style-type: none">○ General production info○ Programme run down○ Tech rider with set/lighting/sound design info○ Bump-in schedule○ Risk assessment○ Personnel list	<ul style="list-style-type: none">○ Final full runs <div>SM to prepare:</div> <ul style="list-style-type: none">○ Lighting/sound /fly cue sheets○ Tech & dress rehearsals○ Transport any equipment/instruments to venue <div>Performance!</div> <div>SM to prepare:</div> <ul style="list-style-type: none">○ Rehearsal reports○ Show reports	<div>1 day after:</div> <ul style="list-style-type: none">○ Submit any outstanding claims/invoices to GM <div>2 weeks after:</div> <ul style="list-style-type: none">○ Complete archival○ Submit production file

C. EVENT MARKETING AND PUBLICITY CHECKLIST

Groups are encouraged to schedule meetings with CFA Marcoms **2-3 months before show date** to plan marketing and publicity. (For Business Development projects please approach CFA Business Development **4-6 months prior**).

Event Info		Remarks
Name of Event		If the title is not in English, please provide a translated title in English
Name of Group/Artist		Any special guests performing with the group? If yes, please provide artist info for publicity channels
Date/time/venue		If it is an unusual venue, do provide directions in your collaterals
Event Format	<input type="checkbox"/> Physical <input type="checkbox"/> Online (live/ pre-recorded) <input type="checkbox"/> Hybrid	
Target audience		Please include a description and expected numbers
Outreach plan		Please submit a marketing/outreach plan in a separate document.
CFA Group		
CFA Group Marketing Rep		Please provide name, email, and contact number
Group Manager (TDP I/C)		

1. TICKETING

Ticket price/s & ticket categories		
Ticket collection by the audience	If free admission, what is the mechanism for collection of tickets?	
Reservations	Permitting reservations of tickets for collection and/or payment at door? <input type="checkbox"/> No <input type="checkbox"/> Yes <i>(If yes, do discuss mechanism with your Group Manager)</i>	
Start of ticket sales <i>Insert date</i>		
Ticketing <i>Please tick</i>	<input type="checkbox"/> NUSync <input type="checkbox"/> Eventbrite <input type="checkbox"/> SISTIC <input type="checkbox"/> Others: _____ Or <input type="checkbox"/> In-house ticket printing by CFA <i>(Skip next row and go to "Special ticket discount")</i>	Check with Marcoms and GM for a recommended agent. Do not commit to third-party ticketing service providers without consultation as NUS . Information for individual events should be submitted to the ticketing agent at least 3 months in advance as ticket sales usually

		start 2 months before the event.
Ticketing agent's service <i>Please tick</i>	<input type="checkbox"/> Online ticketing <input type="checkbox"/> Offline ticketing	
Special ticket discounts	<input type="checkbox"/> No <input type="checkbox"/> Yes:	
	If yes, what are the discounts? <i>(Please fill in below)</i>	

2. SPONSORS/SUPPORTERS/PARTNERS

Sponsors & Supporters	<input type="checkbox"/> No sponsors / supporters <input type="checkbox"/> Yes, we have sponsors/supporters	<i>If No, skip the next row</i> <i>If Yes, fill in the next row</i>
Details of Sponsors/ Supporters	Name of sponsor/s to acknowledge How to acknowledge this partner? <input type="checkbox"/> Official Sponsor <input type="checkbox"/> Official Supporter <input type="checkbox"/> Official Partner <input type="checkbox"/> Others: _____ (fill in specific title to use) <i>E.g. Venue partner or Community partner</i> <i>* If EMCC show, then ExxonMobil Asia Pacific is automatically the Main sponsor</i>	If yes, indicate the collaterals where acknowledgement been promised? <i>(Please tick)</i> <input type="checkbox"/> Flyer <input type="checkbox"/> Poster <input type="checkbox"/> Programme book <input type="checkbox"/> Emcee mention <input type="checkbox"/> Others: _____ <i>(fill in details here)</i>
Are you intending to seek advertisers? (Only if > \$500)	<input type="checkbox"/> No <input type="checkbox"/> Yes Where do you plan to have the ad? <i>(Please fill in)</i>	If yes, ensure you advise your advertiser of the submission date for ad artwork, size and whether artwork is to be in colour or black & white.
Is your show presented in collaboration with anyone?	<input type="checkbox"/> No <input type="checkbox"/> Yes: <i>(Please tick)</i> If Yes, fill in the name of the partner below:	Do advise what is the exact text to use. E.g. "This concert is presented in collaboration with.."
Any other special acknowledgement liner to use?	<input type="checkbox"/> No <input type="checkbox"/> Yes: <i>(Please tick)</i> If Yes, fill in the exact text to use:	<i>E.g. Part of the ABC Festival 2013</i>

3. MARKETING COLLATERALS

Marketing efforts should begin at least 1.5 months before the event or before ticket sales begin.

Please tick the channels you will be using for your concert.

For unconfirmed channels, please indicate with “TBC”.

<i>Tick</i>	Above the line	
	Advertising in: <input type="checkbox"/> Social Media (IG, FB, YouTube) <input type="checkbox"/> Search Marketing (Google) <input type="checkbox"/> Newspaper/Magazines <input type="checkbox"/> TV <input type="checkbox"/> Radio	Please tick applicable
	Direct marketing (<i>Appeals directly to consumers without using intervening media</i>)	
	Poster	There are 6 CFA notice boards on NUS campus (A4 size).
	Print Flyer	You should submit your artwork for approval to both your Group Manager and Marcoms at least 3 weeks before to distribution
	Electronic Mailer (EDM)	Visuals to be sent to your groups The database must also be submitted for vetting
	Creative Campus (Monthly e-newsletter to NUS database of about 60k)	Event listing on Creative Campus

	Outdoor marketing	
	On-campus banners (5mW x 2 mH) From: _____ to _____ (Date) Location: _____	Only 2 weeks display time.
	Banner at Central Library (3mW x 5mH) From: _____ to _____ (Date)	Only 3 weeks display time.
	Banner outside UCC (18ftW x 4ftH) From: _____ to _____ (Date)	
	On-site marketing	
	TV Screen at UCC Foyer (1080pxW x 1920pxH; static) Qty: _____	Displayed only one month before to event and on the event day.
	Backdrop (Size: _____ by _____)	
	Pull-up standee (recommended: 0.85mW x 2mH)	Displayed only on event day .
	Pillar wrap (assorted sizes)	
	Digital Marketing	
	Integrated Virtual Learning Environment (NUSync Calendar)	Can only be displayed two weeks max. Needs a week to upload, requires approval from NUSSU (NUS Students Union) admin.
	Instagram/ Telegram (CFA's channel @NUSCFA)	
	CFA Website Calendar (to include What's on Listing Template)	

	NUS Calendar of Events	
	Facebook Event Creation (Group Facebook Page)	
	Facebook Event Creation (CFA Facebook Page)	Will not be created if the group already intends to create on own its page
	Facebook marketing promotions	
	Concert collaterals	
	Programme Booklet	Please send draft 4 weeks before the event to allow sufficient time for vetting.
	Others	
	Assistance required to recommend designers	
	Assistance required to recommend printers	
	Reception catering – Pre-show/Post-show/ Intermission/ Others: _____	Please indicate if applicable. Please ensure venue is booked for reception.
	Distribution plan for marketing collaterals (Flyers/EDM)	

4. PUBLICITY CHANNELS

Type of publicity seeking for event and suggested publication/outlet:

- | | |
|---|--|
| <input type="checkbox"/> Magazine/Online listing: _____ | <input type="checkbox"/> Newspaper article: _____ |
| <input type="checkbox"/> Magazine interview: _____ | <input type="checkbox"/> TV/Radio interview: _____ |
| <input type="checkbox"/> Newspaper listing: _____ | <input type="checkbox"/> On-campus media: _____ |
| <input type="checkbox"/> Newspaper interview: _____ | <input type="checkbox"/> Others: _____ |

Depending on the USPs of the show, Marcoms would recommend either:

- (i) Including event info, synopsis and high-res event photo for an email blast to media for listings
- (ii) Show Factsheet
- (iii) Press Release

Press releases are only if group is keen to write the release or the group is seeking article/interview media channels. Press releases should be sent to media **at least 2 months in advance**, especially if aiming for inclusion in magazines. CFA Marcom will be able to draft the press release if all info is provided promptly or, if the group prefers to draft the press release, to provide guidance on how best to write the release.

5. EVENT-RELATED MARCOMS SUPPORT

Please tick the relevant items. For unconfirmed items, please indicate with "TBC".

Inviting a Guest-of-Honour (GoH)?	<input type="checkbox"/> No <input type="checkbox"/> Yes (If yes, please provide the details of GoH to be invited)	
Name: Designation & Org: Email: Office No: Name: Designation & Org: Email: Office No: Name: Designation & Org: Email: Office No:		Requires clearance from Director, CFA before inviting Provide a min. of 3 names. Invitations should go 6 months before the show depending on level of GOH. (Minister level and above – 6 mths, NUS Management – 3 mths before the show) Must provide admin/programme notes to GoH's office/ secretary 2 weeks before the show.
GoH invitation letter		Please attach the invite for Marcom to check
Inviting any VIPs	<input type="checkbox"/> No <input type="checkbox"/> Yes	Please check with your tutor as invites should go out 6 weeks before.
Additional Marcom Assistance	<input type="checkbox"/> Admin notes <input type="checkbox"/> Front-of-House (For invited VIPs) <input type="checkbox"/> VIP seating plan <input type="checkbox"/> Event walk-through (For shows CFA Director is attending)	Limited to events with GoH at Minister level or above or NUS Senior mgmt, Vice-Provost Level and above.
Feedback Form Vetting		Required if changing from usual form format.
Vetting of Emcee script or Voice-over		Required if GoH, sponsors, supporters and/or VIPs as metioned in the script or voice-over.

6. GENERAL MARKETING & PR TIMELINES



D. OVERSEAS TOURS AND TRAVEL FOR CFA GROUPS (PRE-COVID PROTOCOL)

1. Introduction

- 1.1. The intention to organize overseas travel must be indicated in your proposed work plan in July. This is to give your group ample time to carefully consider the feasibility of the project and for CFA to consider the suitability, financial implications and safety issues.
- 1.2. Each travelling group must comprise a minimum of 80% undergraduates.
- 1.3. You must seek the approval of the Director of CFA before committing to travel.
- 1.4. Official communications with travel agents and festival organisers should be strictly via TDP unless permission is given in writing to do so otherwise.
- 1.5. Participants should be reminded that they are representing NUS and/or Singapore and thus should behave accordingly.
- 1.6. Participants should always have the Group's safety, benefits and itinerary as a priority during the tour.
- 1.7. As a safety precaution, all participants should always travel in groups when on tour and establish a systematic communication plan. All travel and accommodation arrangements must be by CFA via appointed travel agent or festival organiser.

2. Submission of Proposal

- 2.1. Proposals must be submitted through the TDP Group Manager 6 months before the date of departure.
- 2.2. Details of the proposal must include:

S/N	Item	Tick
Mandatory		
1	Objectives of the trip: ▪ e.g. Competition/ Festival/ concert tour? What are the benefits to the group, CFA, NUS or Singapore?	
2	Background information regarding the festival/competition (if applicable)	
3	Measurable performance indicators: ▪ e.g. competition winner? Medals? Gather coverage from the host country's media? Ticket sales?	
4	Proposed dates and venues/countries to be visited	
5	Estimated budget required: ▪ For airfare, accommodation, festival fees, meals, ground transfer, insurance - individual/ instruments/ accessories ▪ Include amount to be used from Group Fund and collected from students	
6	Breakdown of total expenses to be claimed from the Group Fund and proposed subsidies to each participating member.	
7	Estimated pax involved (conductors/choreographers/students).	
8	Report on the status of group fund and potential changes in the coming 6 months (e.g. concert expenditure: -\$5000, confirmed engagements: +\$2500).	
9	Deadlines to be met as stated by the festival organiser (e.g. application form, confirmation of participation).	
Optional		
10	Day-to-day itinerary.	
11	Partner universities to be visited for goodwill.	

12	Any other information that would be helpful to CFA in evaluating the trip.	
----	--	--

2.3 Preparations for the trip may only proceed after approval is given.

3. Compliance with Procurement and Finance Processes

3.1. Groups and their students must not enter directly into financial arrangements with external parties. They should always consult the TDP before making any money-related decisions.

3.2. Payments to Organisers and Travel Agents

- The selection of travel agents and purchase of air tickets, accommodation, and overseas ground transport is to be managed directly by your Group Manager.
- The group must ensure that there are sufficient funds in the group fund. Failure to do so will cause delay as NUS will not award any travel agent to proceed with reservation of flights, hotel, etc.

3.3. Payment & Subsidies

- Group can opt to provide subsidies to participating members only. It is recommended that the amount should be based on members' commitment level (e.g. attendance, no. of performances taken up by individual – concerts and engagements). Subsidies should be offered to non-members such as alumni and guests.
- Approval must be sought from the Group Manager if the group opts to provide different amounts of subsidies to different participants with justifications in writing.
- The total amount drawn for subsidies must not be more than 50% of available group funds. The group must reserve adequate funds in the group fund for future projects.

3.4. Collection of Monies

- For all deposits to the group fund, there must be a supporting document stating clearly the amount paid by each participant.
- Once a student's participation is confirmed, their deposit will not be refunded if they decide to withdraw from the trip.
- The amount to be deposited will be at least \$500 or 20% of involved fees based on first quotation from the travel agent; whichever is more.

4. Timelines

Time	Action	Remarks
Pre-festival application	<input type="checkbox"/> Submit Application form of festival/competition to TDP division for vetting 3-4 weeks before the stated deadline of festival application.	
July Work plan	<input type="checkbox"/> Indicate in the work plan group's intention to organize overseas Travel. <input type="checkbox"/> Discuss with CFA intentions of travel and attain Director of CFA's Approval	<ul style="list-style-type: none"> ▪ Give ample time to consider the suitability and feasibility of the project.
6 months prior	<input type="checkbox"/> Submit a proposal to TDP Group Manager <input type="checkbox"/> Confirm the Engagement of professional personnel (if any) <input type="checkbox"/> Decide on member subsidies	<ul style="list-style-type: none"> ▪ See <u>Submission of Proposal</u> for information on what to submit. ▪ Read Section B, Annex C, Pt 3.3.
3 – 4 Months prior	<input type="checkbox"/> Discuss with CFA Business Development Division and Marketing Communications for possible sponsorships – in-kind and in cash	<ul style="list-style-type: none"> ▪ Develop a draft email to potential companies, and a list of institutes that you would like to approach.
	<input type="checkbox"/> Update TDP Division on confirmed: <ul style="list-style-type: none"> ○ number of participants on trip and members ○ Members who would like to deviate on the trip, with their return dates. <input type="checkbox"/> With GM source quotes from travel agents.	<ul style="list-style-type: none"> ▪ For crisis management, please refer to Section B, Annex C, Pt 9
	<input type="checkbox"/> Collate personal particulars of confirmed participants in attached excel sheet	
	<input type="checkbox"/> Collect deposit payment from confirmed participants and deposit into group fund. <input type="checkbox"/> Check Visa Requirements <input type="checkbox"/> TDP to liaise with the organisers to confirm technical details of performers (if any)	<ul style="list-style-type: none"> ▪ Refer to 3.4 Collection of Monies, Section B, Annex C, for details.
2–3 Months prior	<input type="checkbox"/> Appoint the travel agent after the necessary procurement process has been followed.	<ul style="list-style-type: none"> ▪ Any additions/ withdrawals/ changes to the confirmed list of participants will be

	<input type="checkbox"/> Finalise quotes and confirm orders with the travel agent	<p>considered on a case-by-case basis</p> <ul style="list-style-type: none"> ▪ TDP needs to put up a request in SESAMi as part of NUS procurement procedures.
	<input type="checkbox"/> Confirm group/individual extensions (if any) soonest possible.	<ul style="list-style-type: none"> ▪ Refer to point 5 for details
	<input type="checkbox"/> Collect second/final payment from confirmed participants and deposit into the group fund.	<ul style="list-style-type: none"> ▪ Refer to 3.4 for details
	<input type="checkbox"/> Submit clear passport photocopies and other relevant documents of the confirmed participants for reservation of flights, hotel and for submission to festival organiser	<ul style="list-style-type: none"> ▪ Passports must be valid for <u>at least 6 months</u> from the date of entry into the country. The validity of your passport should be beyond your return date to Singapore.
	<input type="checkbox"/> Check visa requirements for entry into the country and obtain visas in advance	<ul style="list-style-type: none"> ▪ Take note of those on overseas attachment joining the group later from another country
1-2 Month prior	<input type="checkbox"/> Sign and return Indemnity forms to TDP Division. <input type="checkbox"/> Purchase travel insurance – individual and instruments <input type="checkbox"/> At least 2 student leaders of the trip to attend the Crisis & Risk Management Course <input type="checkbox"/> Submit any draft designs to TDP for materials that are intending to send for print	<ul style="list-style-type: none"> ▪ Refer to Section B, Annex C, point 6 for details ▪ Read Section B, Annex C, Pt 7 for details. ▪ All NUS staff and students on official trips are covered by Blanket Travel Insurance by NUS. For more information, kindly refer to http://www.nus.edu.sg/finance/InsuranceCoverforOfficialNUSTrips.html
1 Month prior	<input type="checkbox"/> Prepare an information kit for all members. <input type="checkbox"/> Prepare a Crisis Management Plan with TDP Division.	<ul style="list-style-type: none"> ▪ Refer to Point 8 ▪ Refer to Point 9 for more details.

Within 1 week of departure	<input type="checkbox"/> TDP & Student leader to brief all participants, with close reference to information kit.	
Within 1 week of Post-Trip	<input type="checkbox"/> Media release (if any) <input type="checkbox"/> Submission of receipts and claims <input type="checkbox"/> Submission of tour report and 200-word article	

5. Trip Extensions

- 5.1 Personal trip extensions after official travel dates may be allowed on a case-by-case basis, up to maximum of 3 clusters within the region. All participants should have their round trip air ticket purchased via the same travel agent managing the main group's travel arrangements. All participants are to travel out of Singapore with the group.

For example:

- 1st cluster (official travel dates) – Main group departing from Rome, Italy on 1 July
- 2nd cluster – 15 students departing from Vienna, Austria on 6 July
- 3rd cluster – 7 students departing from Paris, France on 24 July Any additional costs should be borne by the involved students entirely.

- 5.2 Individual students who are involved in Special Exchange Programme (SEP), other overseas activities organized by NUS in nearby countries or flying to home countries are to inform TDP Division if special arrangements are required. TDP Division reserves the right to refer these cases to the appointed travel agent to liaise with the student(s) directly.

6. Indemnity forms

- 6.1 All participants must sign an indemnity form. Participants who failed to do so will be barred from the trip. Copies may be obtained from the CFA Office at UTown Stephen Riady Centre (UT-SRC). There are two versions:
- For individuals who are above 18 years of age, complete and sign the form on their own; and inform parents/spouse of your flight details, the purpose of the trip, as well as your contact no.
 - For individuals who are below 18 years of age, your parent/legal guardian **MUST** sign the form; the parent/legal guardian must also be informed of the flight details, the purpose of trip, as well as their contact number.
- 6.2 All participants are required to inform their parents/guardian of their itinerary, even if participants are over 21 years of age.

See: [Annex F.12 – Event Indemnity Form.](#)

7. Insurance

All NUS staff and students on the official trip are covered by Blanket Travel Insurance by NUS. For more information, kindly refer to:

<https://myportal.nus.edu.sg/studentportal/student-insurance/all/>

If additional coverage is required, staff and students may purchase their own. Proof of purchase must be submitted to TDP Division.

- 7.1 It is highly recommended for Group to purchase insurance for instruments (both CFA's and personal). Otherwise, any damage/loss will be charged to the group fund. Groups are to collate info for each instrument item and forward to TDP Division to purchase insurance:
- Description of instrument: dimensions of instruments in hard-case, cost of instruments & weight of instruments
 - Date of purchase/age of the instrument
 - Value of instrument

- Hand Carried or Check-in

8. Information Kit / Tips

8.1 The information kit consists of two components: the full information booklet & wallet-size reference sheet (to insert in the wallet).

8.2 The full information booklet should contain the following:

	Check
Day-to-day Itinerary (detailed schedule, with departure/arrival information)	
Competition information (aims, venues)	
Hotel address and map	
Packing List (what to pack, luggage and hand-carry restrictions)	
Ground Rules (proper conduct, important preparatory work)	
Contact of local embassies, security, emergency numbers, and important Singapore team contacts	
Contact of CFA staff and 2 student leaders who are with the group overseas	
Be familiar with the local customs regulations (eg some countries have stringent requirements on the entry of food and agricultural products) which have to be declared on the custom form	
Information about city (local attractions, things to look out for, local etiquette & customs, what to eat, power socket type, calling codes, time difference, currency, estimated expenditure, etc.)	
Health Advisory, common medical conditions & simple suggested remedies	
Common scams to be aware of in host country	
What to do in case of being lost, losing passport or money, losing luggage, claiming for insurance	
Common phrases in the foreign language (e.g. Yes, No, numbers, dietary preference, toilets, directions)	

8.3 The wallet-sized reference sheet should contain the following:

- Hotel address and map
- Name of the participant, blood type, health/allergies and nationality
- Contact numbers of CFA Staff & 2 student leaders (travelling with the group) and local embassies.

9. Crisis Management

- 9.1 All participants are to submit details of next-of-kin, health considerations, medical allergies and other information needed in case of crisis. Templates are available from the CFA Office in UT-SRC.
- 9.2 Student leaders who have attended the Crisis & Risk Management Course will work with their Group Managers to prepare a safety management document detailing the information needed in any emergency.
- 9.3 The safety management document should contain photocopies of the following:
 - Passport of all participants (pages with your personal details, proof of extension of passport, Re-Entry chop for Permanent Resident, update of a photo, relevant visa if any)
 - Student pass for foreign students
 - Work permit for foreign working adults
 - Flight itineraries
 - Proof of insurance purchase
 - Any relevant documents that ensure your identity, safety and health while you are overseas
 - *e.g. proof of allergy to food/drugs, proof of any metal parts in your body for medical purposes, any important medical record – e.g. bone fracture/colour blind)*
 - Details of each participant and respective next-of-kin as stated in Point 9.1
- 9.3.1 Four sets of the safety management document should be made in hard copy
 - One set for CFA staff travelling with group
 - One set for student leader in case they become separated from the CFA Staff
 - One set for Senior Associate Director, TDP
 - One set for CFA Senior Management
- 9.3.2 Documents listed in Point 9.3 should be uploaded to Teams for online access by the participants.
- 9.3.3 All documents except a compiled list of personal particulars and next-of-kin info as stated in Point 9.3 should be distributed to respective participants to be carried at all times while overseas in case of separation.
- 9.3.4 Student leaders to brief all participants that in case of any emergencies, all are aware of the procedures, contact persons and the relevant knowledge to minimise confusion in case of an emergency.

10. Other Precautions

- 10.1 Students MUST carry their NUS Matriculation Card at all times.
- 10.2 All IDD-enabled handphone numbers should be collated and given to all participants.
- 10.3 Register all participants on MFA website:
[\[https://eregister.mfa.gov.sg/eregisterportal/common/preLoginEregisterView.action\]](https://eregister.mfa.gov.sg/eregisterportal/common/preLoginEregisterView.action)
 - Sign-up for member login first (applicable for Singaporeans and Singapore PRs (Permanent Resident) only). An ID is generated. You can subsequently amend trip information through the system using this login ID
 - Under Travel Details – Nature of Travel, select Institute of Higher Learning (for organised official student trips, conferences or competitions)
 - Under Group Member Particulars – download excel template, enter the details of all participants (including international students), upload excel file
 - International students should also concurrently register with their respective embassies
- 10.4 A buddy system should be implemented for all members (which extends to room allocations) and there must be group leaders who are responsible for specific groups (e.g. all Sopranos, all Erhu players, all junior dancers... etc.)

11. General Pointers

- 11.1 Check if tap water is drinkable. If not, ensure there is a water stop on the itinerary.

- 11.2 Group is encouraged to ensure all participants bring along at least one common piece of clothing (e.g. Group T-shirt/polo/cap) to attend events that require a representation of the group.
- 11.3 Group is encouraged to wear the group T-shirt/polo/cap in places such as airports, ceremonies and concerts for easy recognition of each participant.
- 11.4 Check before leaving the Immigration Checkpoint to ensure that your passport is stamped (if required). This is to safeguard against breaching the host country's immigration laws.
- 11.5 Participants should include costumes/uniforms in hand-carry luggage so that any baggage loss/delay will not affect the group's performance in concerts/competitions.
- 11.6 In any situation concerning the group's general safety and health, CFA Staff who is travelling with the group must be consulted before any decision is made.
- 11.7 Participants should not travel alone and should always travel with someone whose handphone has roaming ability, especially if detours are necessary.
- 11.8 Participants to take all necessary precautions to safeguard their important belongings:
 - *E.g. passport, IC, other identification documents, travel tickets, money, credit cards and insurance documents.*
 - Try not to carry these items together. There is the risk of being left entirely without identification and funds in case of theft or loss.

12. Instruments

- 12.1 Participants who require to loan instruments out of CFA Studios for overseas performances must sign the **ASSET LOAN FORM** (refer to Section A, 8 – Asset Management for detailed loan procedures).
- 12.2 Shipment of Instruments
 - Instruments may incur GST at the customs checkpoint when shipped or brought back to Singapore.
 - To obtain a GST waiver, a Normal Export Permit has to be obtained and the list of instruments declared before the instruments are brought/shipped overseas.
 - The permit number and declaration are necessary to obtain a Temporary Import Permit which allows a waiver of the GST when they are brought back to Singapore.
- 12.3 Groups must take into consideration both the airline baggage allowance and weight of instruments carried before setting the personal baggage allowance for each member accordingly.
- 12.4 Members extending their tour must be responsible for the safety and security of the instrument. Baggage allowance limits for the main group and extension group must be taken into consideration when planning for any tour extensions.

13. Post-Trip

- 13.1 Send factsheet to Group Manager if a press statement to the media was planned for the trip.
- 13.2 Participants are responsible for submitting their claims within 7 working days upon return.
- 13.3 Group is to submit a written report (including involved tutor's feedback) within a week upon return. Send info to Group Manager or CFA Marcoms to include for publicity.

OVERSEAS TOURS PLANNING CHECKLIST

- Proposal to be submitted to TDP (6 months before tour)

EVENT NAME																					
OBJECTIVES																					
FESTIVAL PERIOD/ TRAVELLING PERIOD	Departure Date: _____ Return Date: _____ <input type="checkbox"/> Please check this if some members are planning to extend their trips personally, after the official travelling period stated above. (Note: Only a maximum of two different return dates are allowed.)																				
PERFORMANCE VENUE																					
HOSTED BY	<input type="checkbox"/> Festival Name of festival: _____ Organiser: _____ <input type="checkbox"/> Institute Name of institute: _____																				
LEVEL OF SUPPORT FROM HOST	<input type="checkbox"/> Accommodation (Hotel/Hostel) Name of Hotel/Hostel: _____ <input type="checkbox"/> Accommodation (Home-stay) No. of members per home: _____ <input type="checkbox"/> Meals <input type="checkbox"/> Transport (Two-way Airport transfers) <input type="checkbox"/> Transport (All trips between accommodation to various venues) <input type="checkbox"/> Performance Venue with equipment & technical manpower <input type="checkbox"/> Tickets/permission to watch other programmes (in the festival) <input type="checkbox"/> Classes/workshops <input type="checkbox"/> Sight-seeing Tours Details of sight-seeing: _____																				
DAY-TO-DAY ITINERARY	<table border="1"> <thead> <tr> <th>Date/Time</th> <th>Activities</th> <th>Remarks</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table>			Date/Time	Activities	Remarks															
Date/Time	Activities	Remarks																			

PARTICIPANTS	No. of Students: No. of alumni: No. of associate members: No. of tutors: No. of CFA Staff: No. of hired professional personnel: (E.g. Lighting Designer/Stage manager)
---------------------	--

MEASURABLE PERFORMANCE INDICATORS	<input type="checkbox"/> For competitions Participating categories: _____ Targeted to win: _____ <input type="checkbox"/> For concert tours No. of concerts: _____ No. of targeted audience: _____ Profile of audience: _____ <input type="checkbox"/> For enrichment/education No. of classes/workshops to be attended: _____ Content of classes/workshops: _____																														
PROGRAMME TO BE PRESENTED	Please provide titles & brief description of each piece																														
TRAVELLING ASSETS	<p>Instruments</p> <input type="checkbox"/> By Hand List of instruments: _____ <input type="checkbox"/> Checked-in List of instruments: _____ Is it likely that you require additional baggage allowance? Yes/No <input type="checkbox"/> Shipped List of instruments: _____ <p>Costumes</p> <input type="checkbox"/> By Hand List of items: _____ <input type="checkbox"/> Checked-in List of items: _____ Is it likely that you require additional baggage allowance? Yes/No <p>Sets/Props/equipment</p> <input type="checkbox"/> By Hand List of equipment: _____ <input type="checkbox"/> Checked-in List of equipment: _____ Is it likely that you require additional baggage allowance? Yes/No <input type="checkbox"/> Shipped List of equipment: _____																														
COST (estimated)	<p>SUMMARY</p> <table border="1" data-bbox="459 1525 1396 1749"> <thead> <tr> <th>Source of Funding</th><th>Est Amount</th></tr> </thead> <tbody> <tr> <td>TDP (For Staff & Tutor)</td><td></td></tr> <tr> <td>Group Fund</td><td></td></tr> <tr> <td>Group-OOE</td><td></td></tr> <tr> <td>Contribution from Group members (Cost after group fund subsidies for ___ pax)</td><td></td></tr> <tr> <td>Grand Total</td><td></td></tr> </tbody> </table> <p>DETAILED BREAKDOWN TDP (For Staff & Tutor)</p> <table border="1" data-bbox="459 1843 1396 2031"> <thead> <tr> <th>Item</th><th>Cost</th><th>Remarks</th></tr> </thead> <tbody> <tr> <td>Air Ticket</td><td></td><td></td></tr> <tr> <td>Insurance</td><td>\$0</td><td>Covered by NUS</td></tr> <tr> <td>Accommodation</td><td></td><td></td></tr> <tr> <td>Transport</td><td></td><td></td></tr> <tr> <td>Per-diem</td><td></td><td></td></tr> </tbody> </table>	Source of Funding	Est Amount	TDP (For Staff & Tutor)		Group Fund		Group-OOE		Contribution from Group members (Cost after group fund subsidies for ___ pax)		Grand Total		Item	Cost	Remarks	Air Ticket			Insurance	\$0	Covered by NUS	Accommodation			Transport			Per-diem		
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	Total/pax				
	Grand Total				
	Group Fund				
	Item	Cost	Remarks		
	Subsidies				
	For undergraduates		\$___ x ___ pax		
	For alumni		\$___ x ___ pax		
	For associate members		\$___ x ___ pax		
	Subtotal				
	Additional Tutor (if any)				
	Air Ticket				
	Insurance	Paid by tutor			
	Accommodation				
	Transport				
	Hired professional personnel (if any)				
	Air Ticket				
	Insurance				
	Accommodation				
	Transport				
	All-inclusive Fee				
	Subtotal				
	Others				
	Print of Programme books				
	Print of Postcards/flyers				
	Instrument Insurance				
	Shipping				
	Rental of equipment				
	Costumes				
	Sets/Props				
	Corporate Gifts				
	Subtotal				
	Grand Total				
	Contribution from Group members				
	Item	Cost	Remarks		
	Air Ticket				
	Insurance				
	Accommodation				
	Transport				
	Costumes				
	Total/pax				
	Grand Total before subsidies		For ___ members		
	Grand Total after subsidies				
	GROUP FUND STATUS & POTENTIAL CHANGES IN COMING 6 MONTHS	Projected Summary of Changes in Group Fund			
		Month	Event	Changes	Remarks
		Dec	Camp	- \$1000	
		Jan-Feb	Performance Event 1	+ \$1000	
			Performance Event 2	+ \$500	
		Mar	Annual Concert	+ \$1000	
		July	Tour	- \$10,000	
		Group fund status as of the date (at the submission of proposal):			
Projected Group fund status after group tour:					

	<input type="checkbox"/> Is the group intending to apply for any grant/sponsorship? If yes, please provide details: _____
OTHERS	<input type="checkbox"/> Any deadline to be met by the hosting organiser? Please provide details: _____ <input type="checkbox"/> Potential for media press release (via CFA Marcom) after the announcement of results? Please provide details: _____ <input type="checkbox"/> Any other info which will be crucial in evaluating the trip? Please provide details: _____

- **Timeline for pre-tour preparation**

Timeline	Activities	Remarks
6 months before the trip	Submission of Tour Proposal	
	Confirm the engagement of professional personnel (if any)	
	Decide on member subsidies	Read Section B, Annex C, Pt 3.3.
3-4 months before the trip	Meet with CFA Business Development Division for sourcing of possible sponsorships/grants – in kind & in cash	Come with a draft email to potential companies, and a list of institutes which that you would like to approach.
	A confirmation on the following: <ul style="list-style-type: none"> o No. of participants for the trip o Any members who would like to deviate after the official trip? Pls confirm the date(s) of their return. 	Read Section B, Annex C, Pt 5 for more details on trip extensions.
	Collate personal particulars of confirmed particulars & passport scans <input type="checkbox"/> Members to check if their passports have a minimum of 6-months validity?	For crisis management, please refer to Section B, Annex C, Pt 9
	Collect deposit payment from participants and deposit to group fund	Read Section B, Annex C, Pt 3.4 for more details.
	Work with TDP closely, and to source for quotes from travel agents	
	Check on VISA requirements	
	TDP to liaise with organizers to confirm technical details for performance (if applicable)	
2-3 months before the trip	Finalise quotes and confirm orders with the travel agent	TDP needs to put up request in SESAMi as part of NUS procurement procedures.
	Collect final payment from participants and deposit to the group fund.	
1-2 months before the trip	Submit Indemnity forms	Read Section B, Annex C, Pt 6 for details.
	Purchase travel insurance – individual and instruments	Read Section B, Annex C, Pt 7 for details.
	At least 2 student leaders of the trip to attend the Crisis & Risk Management Course	
	Submit any draft designs to TDP for materials that are intending to send for print	
Within 1 month of the trip	Prepare an information kit for all members	Refer to Section B, Annex C, Pt 8 for details.
	Prepare a Crisis Management Plan with TDP	Read Section B, Annex C, Pt 9 for details.
Within 1 week of departure	TDP & Student leader to brief all participants, with close reference to information kit.	
Within 1 week of Post-Trip	Is there a need for a media release?	
	Submission on receipts/claims	
	Submission of tour report & 200-word article	

End of Section B

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E. LIST OF DOCUMENTS IN NUSYNC AND MICROSOFT TEAMS

(Please refer to Site Map on Microsoft Teams)

Templates

[Annex T.1A – Annual Work Plan Template](#)

[Annex T.1B – Strategic Planning Guides for CFA Groups](#)

[Annex T.2 – Concert Proposal Template](#)

[Annex T.3 – Annual Budget Template: Profit & Loss Statement, Production Budget](#)

Forms

[Annex F.1 – REQUEST FOR PAYMENT](#)

[Annex F.2A – Vendor Creation Form \(Organization\)](#)

[Annex F.2B - Vendor Creation Form \(Individual\)](#)

[Annex F.3 - Tutor Claim Form](#)

[Annex F.4 – Claim for Performance Allowance Form](#)

[Annex F.5 – Uniform Subsidy Claim Form](#)

[Annex F.6 – Claim Summary for Reimbursement](#)

[Annex F.7A – NUSFastPay - Event Creation Form](#)

[Annex F.7B – NUSFastPay – eStore Creation Form](#)

[Annex F.8A - NUS Giving Gift Form for Individual Donor](#)

[Annex F.8B - NUS Giving Gift Form for Corporate Donor](#)

[Annex F.9 - Asset Loan Form](#)

[Annex F.10 - UTown Facilities Booking Event Indemnity Form](#)

[Annex F.11A - Risk Assessment Form](#)

[Annex F.12 - Event Indemnity Form](#)

[Annex A.1 – Alumni Associate Form](#)

Production Management Forms & Templates

[UCC Handbook for CFA Groups](#)

[Annex U.1 - Application Form for Venue Booking at UCC](#)

[Annex U.2 - Reception Application Form](#)

[Annex U.3 - Application Form for Ticket Printing](#)

[Annex U.4 - Personnel List](#)

[Annex U.5A - Dressing Room Key Form – Ho Bee Auditorium](#)

[Annex U.5B - Dressing Room Key Form - Theatre](#)

Marketing Communication Samples and Guidelines

Marketing Communications Primer

[Annex M.1 – Fact Sheet Sample](#)

[Annex M.2 - CFA Website Listing Template](#)

[Annex M.3 – Guest-of-Honour Invitation Sample](#)

[Annex M.4 – CFA Visual Identity Guidelines](#)

Community & Outreach Projects

Community Outreach Project Process Guidelines

[Annex C.1 Community Outreach Project Proposal Template](#)

F. DETAILED EXCO CHECKLIST

AY 2022/2023

	TRAINING
	ANNUAL WORK PLAN
	MEMBERSHIP & RECRUITMENT
	ELECTIONS AND ANNUAL GENERAL MEETING
	Key Events/Festivals

	ACTIVITY	DUE DATE	ACTION BY	DONE
May	<u>Arts Leaders' Retreat</u>	9–12 May	Incoming Exco	
	<u>Tan Ean Kiam Arts Awards Nominations Open</u>	9 May	Outgoing + Incoming exco	
	<u>NUSync</u> ▪ Incoming Exco to renew their respective Group's NUSync portal which expires in May.	May	President, Incoming Exco	
	<u>Work Plan</u> ▪ Discuss work plans with Group Managers & Tutors	Ongoing	All Exco and GM	
	<u>Arts Leaders' Training</u> ▪ Managing Your Group Funds ▪ Health, Safety & Risk Management ▪ You and Your Group Assets ▪ Booking Spaces ▪ Using NUSync and Teams ▪ Show Planning ▪ Learning Together Through Design-Your-Own-Module (DYOM)	Various dates in May (Online & Physical)	Relevant exco members for each workshop	
	<u>HERE! Arts Carnival (19 August) Submission Deadline</u>	30 May	Exco	
Jun	<u>Arts Leaders' Training</u> ▪ Engaging Your Alumni • Fundamentals of Marketing • Fundamentals of Fundraising & Sponsorship • Writing a Marketing Proposal • Recruitment & Student Life Fair • Creating a Social Media Strategy • Making a Difference Through Community Outreach	Various dates in June (Online & Physical)	Relevant exco members for each workshop	
	<u>Work Plan (Cont'd)</u> ▪ Discuss Work plans with Group Managers & Tutors	Ongoing	All Exco and GM	
	<u>Recruitment</u> ▪ To brainstorm on recruitment activities	Ongoing	All Exco	
	<u>EMCC Season 1 (Sep – Nov) Submission Deadline</u>	6 June	Exco	
Jul	<u>Training (Cont'd)</u> ▪ Making a Difference Through Community Outreach	6 July Online	Relevant exco members	

		<u>Work Plan (Cont'd)</u> ▪ Discuss Work plans with Group Managers & Tutors	31 July	All Exco	
		<u>Recruitment</u> ▪ To brainstorm on recruitment activities	Ongoing	All Exco	
Aug		<u>NUS Arts Festival Submission Deadline</u>	8 August		
		<u>Work Plan</u> ▪ Present preliminary work plans at peer sharing ▪ Present final work plan and budgets to TDP for approval	Week 0, 2–7 Aug	P & VP Exco Exco/ AD	
		<u>Elections</u> ▪ If some Exco positions remain empty, Exco should organise Extraordinary General Meeting to conduct Elections ▪ Submit final Exco list to TDP	Sem 1, Week 2	President, Exco	
		<u>Recruitment</u> ▪ Prepare and execute recruitment activities during e-Student Life Fair ▪ Organise Welcome events ▪ Organise Auditions (If necessary)	Ongoing	Exco	
		<u>Student Life Fair</u> ▪ Organise recruitment activities ▪ Preparation of performance material: pre-recorded/archival material	10 – 12 August		
		<u>HERE! Arts Carnival</u>	19 August		
Sep		<u>Tan Ean Kiam Arts Awards Nomination Deadline</u>	4 September	Exco	
		<u>Recruitment</u> ▪ Send updated membership and alumni associate list to TDP after the recruitment period and by end of the term ▪ Add all new members to Group's NUSync Portal	by 15 September	Exco	
		<u>Check-in</u> ▪ Check-in with GM on working dynamics, plans and processes.			
		<u>Training</u> ▪ Production workshops (Production Management, Stage Management, Sound & Lighting)	TBC	Nominated members	
		<u>EMCC Season 2 (Jan – Apr) Submission Deadline</u>	19 Sep	Exco	
Oct		<u>Tan Ean Kiam Arts Awards Ceremony</u>	28 October	All Exco	
Nov		<u>After Action Report (AAR)</u> ▪ With GM, discuss AAR and reflect on what to improve and what has been achieved.	Post-performance	All Exco	
Feb '23		<u>Elections</u> Organise Elections and Annual General Meeting		Outgoing Exco	
Mar '23		<u>NUS Arts Festival 2023</u>	17 – 26 March 2023		

Apr '23		<u>Elections</u> Execute Elections and Annual General Meeting	Week 11 and Before New AY	Outgoing Exco	
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