



**SINGAPORE
INSTITUTE OF
TECHNOLOGY**

ANNUAL REPORT 2015





WE ARE

THINKING |
TINKERERS

ABLE TO LEARN,
UNLEARN AND RELEARN

CATALYSTS |
FOR TRANSFORMATION

GROUNDED |
IN THE COMMUNITY

IT'S IN **OUR DNA.**

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A WORD FROM OUR CHAIRMAN

MR NG YAT CHUNG

2014 was a pivotal year for SIT as we celebrated five challenging and fruitful years in higher education since our inception in September 2009. Our growth has been astounding, with many significant milestones achieved along the way.

When we welcomed our pioneer cohort of 500 students in 2010, we had 10 degree programmes in partnership with five overseas university (OU) partners. Today we have expanded our offerings to 27 degree programmes with 10 OU partners. In 2012, we commenced groundbreaking for the five SIT@Poly Buildings to house our rapidly growing student population.

In the same year, Prime Minister Lee Hsien Loong announced at the National Day Rally that SIT would become Singapore's fifth public university. We welcomed the news with excitement, recognising the challenges and opportunities to contribute to Singapore's higher education landscape.

On 28 March 2014, SIT was officially conferred the status of an autonomous university by the Singapore Government. This was yet another significant milestone for SIT as we launched our first three SIT-conferred degree programmes. The response to these new degree programmes proved overwhelming and exceeded our expectations. Since then, we have continued to set new records for application numbers. Going into academic year 2015/2016, we saw our 36 programmes (27 OU degrees, 7 SIT-conferred degrees and 2 joint degrees) oversubscribed by 4.6 times – an encouraging situation for a new university. I attribute this positive response to SIT's commitment towards offering applied degree programmes which are not only industry relevant, but also build on our students' training in their polytechnic days.

As the Singapore economy continues to evolve, the University remains committed to ensuring that our applied learning pedagogy stays

relevant, with significant application of theory to real-world situations. In doing so, we strive to develop deep specialists, imbued with relevant skills and the SIT-DNA. As deep specialists, our graduates must be adaptable to an ever-changing economy. We believe that the SIT-DNA is central to students acquiring a strong sense of professionalism that will aid them to succeed in their careers. The SIT-DNA will also be instrumental in shaping our students' approach to lifelong learning.

Over the past two years, SIT has also started to make its mark on industry. We are proud to have inked several major MOUs with industry associations and key industry leaders, and we continue to evolve our partnerships with key industry players so as to be the nexus between industry and education. The tremendous support given to us by our industry partners enables us to truly enhance our students' learning opportunities, especially in the area of the Integrated Work Study Programme (IWSP), where students embark on an eight to 12-month work stint during their course of study. Looking ahead, we are in the midst of launching a few exciting initiatives involving key industry partners in the areas of enterprise and innovation projects. These will certainly enhance our student experiences and add value to their learning journeys with us.

Another significant milestone this year was the completion of our five SIT@Poly Buildings, a mere three years after we first broke ground within the polytechnics. These state-of-the-art buildings, which currently host our overseas university partners and their degree programmes, have certainly added to the growing awareness of SIT among the general population. As a result of our expansion, we relocated our entire administration and faculty into the former ITE HQ at 10 Dover Drive, which currently houses students reading the SIT-conferred degree programmes. In January 2015, we took over the buildings located at 20 Dover Drive and we look forward to welcoming our new intake of students this September.

Although we are still in our early years as a new AU, we continue to look ahead and plan for expansion numbers in anticipation of more degree programmes being launched. It is timely that SIT plans to consolidate its resources in a new campus and we envision an open campus facility which is integrated within the larger community and which will serve the needs of industry. The new SIT campus will inject energy and vibrancy into the surrounding community.

In the first five years, we have laid the foundation to create a different kind of university. The members of the Board of Trustees, benefactors, management, staff, students, alumni and industry partners work together to add diversity and help reshape Singapore's higher education landscape. We have cause to celebrate many achievements in the past five years. The road ahead is still exciting and full of opportunities as the University continues to develop to meet the needs of its students, industry and the community. I look forward to more exciting developments from SIT in the years ahead.



BOARD OF TRUSTEES



MR NG YAT CHUNG
Chairman
Appointed on 23 Sep 2009

Mr Ng Yat Chung is Chairman, Singapore Institute of Technology and was appointed to the position in September 2009. Mr Ng was appointed Group President and Chief Executive Officer (CEO) of Neptune Orient Lines Limited (NOL) in October 2011 and Executive Director of NOL in May 2011.

Prior to joining NOL, Mr Ng was a Senior Managing Director and the Head of Energy & Resources, Co-Head of Australia & New Zealand as well as Co-Head of Strategy at Temasek Holdings (Private) Limited. Before joining Temasek Holdings, he was the Chief of Defence Force in the Singapore Armed Forces (SAF).

Mr Ng is also a Director of APL (Bermuda) Ltd, Automar (Bermuda) Ltd, APL Limited, APL Co. Pte Ltd, Eagle Marine Terminal Holdings Pte Ltd, NOL Global Shared Service Centre Pte Ltd, Triton Shipping Pte Ltd, NOL Liner (Pte) Ltd and the World Shipping Council.

He also serves as a Member on the United Kingdom Mutual Steam Ship Assurance Association (Bermuda) Limited, the International Advisory Panel of the Singapore Maritime Institute and the Advisory Panel of the Chartered Institute of Logistics and Transport, Singapore. Mr Ng is also a Chairman of the Government Board on NOL Fellowship Programme, National University of Singapore.

Rachel Eng is the Joint Managing Partner of WongPartnership LLP. She also handles corporate advisory, corporate governance & compliance and financial services regulatory work.

Ms Eng is an independent non-executive director of StarHub Ltd. and a board member of Certis CISCO Security Pte Ltd. She is also a board member of the Public Utilities Board, the Singapore Accountancy Commission, Wopa Services Pte Ltd and 89 Holdings Pte Ltd. She sits on the Board of Trustees of Singapore Institute of Technology (SIT) and is the Chairman of the Partnership Approval Committee. She serves on the Advisory Board of School of Law of the Singapore Management University and the Council of the Singapore Business Federation.

Ms Eng is a member of the Singapore Capital Markets Committee and a Supervisory Committee member of ABF Singapore Bond Index Fund established by the Monetary

Authority of Singapore. She sits on the board of the Singapore chapter of the Asia Pacific Real Estate Association (APREA), the Capital Markets and Financial Advisory Services (CMFAS) Exams Board of the Institute of Banking & Finance, the Reuters Editorial Advisory Board and Best Lawyers Advisory Board.

Ms Eng is an Honorary Legal Adviser to the Real Estate Developers Association of Singapore (REDAS). She is also a Fellow of the Singapore Institute of Directors. She was invited to be and is one of the champions for BoardAgender, a not-for-profit organisation that promotes gender diversity in the boardroom. She is also a mentor for the Young Women's Leadership Connection (YWLC).



MS RACHEL ENG
Trustee
Appointed on 21 Mar 2011

BOARD OF TRUSTEES



PROF HANG CHANG CHIEH
Trustee
Appointed on 23 Sep 2009

Prof Hang Chang Chieh has been appointed the founding Head, Division of Engineering & Technology Management, Faculty of Engineering, National University of Singapore (NUS) since 2007. He was the founding Director of Engineering Systems Initiative, Faculty of Engineering of NUS since January 2005. He has also assumed the appointment as Chairman, Management Board for Interactive & Digital Media of NUS since May 2007.

Prof Hang was an Executive Deputy Chairman of Singapore's Agency for Science, Technology and Research (A*Star) from 2001 to 2003. At NUS, he served in various positions from 1977 to 2000, he was the Vice-Dean of Engineering, Head of Electrical Engineering, and the Deputy Vice-Chancellor from 1994 to 2000 and the founding Director of the Singapore-MIT from 1998 to 2002. He also served as a founding Chairman of the Intellectual Property Office of Singapore from April 2001 to 2009 and founding Deputy Chairman of Singapore's National Science and Technology Board from 1991 to 1999.

Prior to his academic career, Prof Hang was a Computer and Systems Technologist with the Shell Eastern Petroleum Company (Singapore) and the Shell International Petroleum Company (The Netherlands) from 1974 to 1977.

Prof Hang was elected Fellow of the Institute of Electrical and Electronics, USA, in 1998, Fellow of the Academy of Sciences for the Developing World, in 1999 and Foreign Member of the Royal Academy of Engineering, UK in 2000. He was awarded the 1998 Public Administration Medal (Gold) and the 2000 National Science and Technology Medal by the Singapore Government. In 2004, he was named Distinguished Fellow of the Singapore-MIT Alliance and he was awarded the IES/IEEE Medal of Excellence. In 2006, he received the Outstanding Service Award from the NUS. He was elected Fellow, ASEAN Academy of Engineering & Technology in 2006.

Prof Hang is a Director on the Board of the Ampus Communication Pte Ltd, Ampere Vehicles Pte Ltd and Dou Yee Enterprises (S) Pte Ltd. He is also a Trustee of Singapore Institute of Technology and Chairman of the Academic Advisory Committee.

Dr Richard Charles Helfer is the Chairman of RCH International Pte Ltd and Creo Lifestyle International Pte Ltd. He was the founding Chairman/Chief Executive Officer (CEO) of Raffles International from 1989 to 2003 and President and CEO of Raffles Holdings from 1995 to 2003.

Prior to joining Raffles, Dr Helfer was a Senior Executive at Westin Hotels and Resorts. He was also a Member of the Senior Management Committee of DBS Land Limited and later its successor CapitaLand Limited in regards to property development in the hospitality and tourism sectors.

Dr Helfer serves as a Chairman and Director of Alpen Wald Pte Ltd, Celestica International Ltd, Celestica Ltd, Food Journeys (Singapore) Pte Ltd, Yanua International Pte Ltd, One Farrer Pte Ltd and Sculpture Square Limited. He is also a Director of Little India Arcade Pte Ltd,

Wharton Scott Pte Ltd, The Farrer Park Company Pte Ltd, Farrer Park Hospital Pte Ltd, Farrer Park Medical Centre Pte Ltd, Farrer Park Hotel Pte Ltd, Singapore Institute of Technology (SIT) and Cambodian Living Arts.

Dr Helfer is the Chairman, Advisory Committee of School of Hospitality, Republic Polytechnic. He is also an Advisory Council Member, MIR Investment Management Limited and Advisory Board Member, National Book Development Council. He is a Trustee of Singapore Institute of Technology (SIT) and Chairman of the Campus Development Committee.

In addition to sitting on a number of public listed/private boards of directors and being advisor to a select group of government/private organisations and companies, Dr Helfer has and continues to be professionally involved in sustainable social enterprises and community developments and at board level in the education sector.



DR RICHARD CHARLES HELFER
Trustee
Appointed on 23 Sep 2009

BOARD OF TRUSTEES



MR LAM YI YOUNG
Trustee
Appointed on 24 Jan 2014

Mr Lam Yi Young is the Deputy Secretary (Policy) of the Ministry of Education, Singapore. Prior to his appointment in the Ministry in January 2014, Mr Lam was the Chief Executive of the Maritime and Port Authority of Singapore from May 2009 to December 2013.

Since joining the Singapore Civil Service in 1996, Mr Lam has also served as an Engineer in the Ministry of Defence, as an Assistant Director in charge of the Budget Policy in the Ministry of Finance, as a Deputy Director of the Personnel Division in the Ministry of Education and as a Director Manpower in the Ministry of Defence.

Mr Lam also sits on the boards of the Agency for Science, Technology and Research (A*STAR), CapitaLand Commercial Trust Management Limited, Education Fund, Lee Kong Chian School of Medicine, Lifelong Learning Endowment Fund Advisory Council, SIM University (UniSIM), Singapore Institute of Technology, Singapore University of Technology and Design, Singapore Workforce Development Agency, and Yale-NUS College.

Dr Lim Kiang Wee is the Executive Director of CREATE (Campus for Research Excellence and Technological Enterprise) of Singapore's National Research Foundation (NRF) since August 2013.

Prior to Dr Lim's current appointment, he was the Executive Director of the A*STAR Graduate Academy (A*GA). A*GA oversees A*STAR's talent development through scholarships, fellowships, collaborative and Outreach Programmes and concurrently the founding Executive Director of Intellectual Property Intermediary (IPI), Singapore.

At A*STAR, Dr Lim served as the Executive Director of a research institute from 2002 to 2010, leading the Singapore Institute of Manufacturing Technology (SIMTech) and the Institute for Materials Research and Engineering (IMRE). He was also a member of the founding leadership team at the Science and Engineering Research Council from 2001.

Before joining A*STAR, Dr Lim has held academic appointments at the University of New South Wales in Sydney and the National University of Singapore where he was concurrently Head of the Division of Power Engineering and the Associate Dean at the University's Office of Research. He has consulted for industry in Sydney and Singapore and worked as a Development Engineer at Motorola Penang.

Dr Lim is Trustee and Chairman of the Finance Committee of Singapore Institute of Technology. He is also a Member on the Engineering Accreditation Board of Institute of Engineers Singapore, Singapore Youth Award Panel of National Youth Council, NUS High School Mathematics & Science Board of Governors, Mechanobiology Institute of Singapore Governing Board and an Adjunct Professor of Division of Engineering and Technology Management, NUS.



DR LIM KHIANG WEE
Trustee
Appointed on 23 Sep 2009



MR PEK HAK BIN
Trustee
Appointed on 23 Sep 2009

Mr Pek is the head of the Energy and Natural Resources practice at KPMG in Singapore. He leads the KPMG energy team in Singapore to provide consulting, business transformation, risk management, performance improvement, mergers-and-acquisitions and market research services to energy clients in Asia-Pacific. The energy sector includes the oil and gas, power and utilities, chemicals, mining and maritime industries.

Mr Pek served as the Country President of BP Singapore from 2007 to 2013. He has worked in different disciplines of the energy industry in a career spanning more than 20 years. He is a well-known energy specialist in Asia. He spent five years in China pioneering BP's investments into China, headed BP Thailand for three years and headed BP Singapore in the last six years.

Mr Pek is a Board Member of Inland Revenue Authority of Singapore and a Non-Executive Director of Energy Market Authority of Singapore. He is a Trustee of Singapore Institute of Technology (SIT) and Chairman of the Audit Committee.

BOARD OF TRUSTEES



MR ALVIN TAN
Trustee
Appointed on 16 Sep 2012

Mr Alvin Tan is the Assistant Managing Director of the Singapore Economic Development Board (EDB). He oversees EDB's initiatives in Human Resources, Information Technology, Administration, Human Capital and New Businesses (Contact Singapore).

Prior to this, Mr Tan was the Executive Director of Human Resources in EDB. He also held Director-level appointments in Resource Development and North America Operations from 2001 to

2007. Mr Tan is a Board Member of Council for Private Education, Ministry of Education and Human Capital Leadership Institute, Ministry of Manpower. He sits on the Board of Trustees of Singapore Institute of Technology (SIT) and is also a Member of the Audit Committee and Partnership Approval Committee of SIT.

Prof Tan Thiam Soon is the President and Trustee of Singapore Institute of Technology (SIT). He is a Member of the Academic Advisory Committee of SIT.

Prior to joining SIT, Prof Tan was with National University of Singapore (NUS) for more than 26 years and was a Professor of Civil Engineering. While in NUS, he held various positions including Vice-Provost (Education) and Dean of Admissions.

Prof Tan's main research interests are in land reclamation, soil improvement and soil characterisation. In particular, he has played a leading role in the development of alternate fills for land reclamation purposes, such as the reuse of unwanted soils from underground construction activities.

Prof Tan was the lead organiser and editor in the two forums on Characterisation and Engineering Properties of Natural Soils in 2002, and 2006

respectively, that resulted in a nearly 2800-page proceedings on natural soils from around the world, comprising four-volumes and 68 papers.

Prof Tan received the ASTM's C.A. Hogentogler Award in 2007 and the Best Research Paper Award 2008 from the Japanese Geotechnical Society. He was also awarded the Public Administration Medal (Silver) and Minister of Transport's Distinguished Innovation Award in 2008.

Prof Tan is a registered Specialist Professional Engineer (Geotechnical) in Singapore and has been involved in numerous consulting jobs in Singapore concerning land reclamation, deep excavation and other geotechnical problems. He is a Member of the Lifelong Learning Endowment Fund Advisory Council and SkillsFuture Council, Singapore Workforce Development Agency. Prof Tan is also a Member of the Advisory Council on Community Relations in Defence (ACCORD), Ministry of Defence.



PROF TAN THIAM SOON
Trustee & President
Appointed on 1 Feb 2013

Ms Teoh Zsin Woon was appointed as a Deputy Secretary of Development at Ministry of Health (MOH), Singapore in 2013. Prior to her appointment at MOH, she has served in various Civil Service roles including the National Environment Agency, Ministry of Defence, Ministry of Manpower, Workforce Development Agency and Ministry of National Development.

Ms Teoh sits on the Board of Trustees of Singapore Institute of Technology (SIT). She is a Member of the Audit Committee and Campus Development Committee of SIT.



MS TEOH ZSIN WOON
Trustee
Appointed on 1 Apr 2013

BOARD OF TRUSTEES



MR TK UDAIRAM
Trustee
Appointed on 16 Sep 2012

Mr TK Udairam is the Group Chief Executive Officer of the Eastern Health Alliance (EH Alliance). Prior to this, Mr Udairam served as the Chief Executive Officer of Changi General Hospital from 2000 to 2012. He has 36 years of experience in healthcare operations, administration and management.

Mr Udairam was involved in a number of national projects including the development and implementation of the Medisave scheme.

Mr Udairam is a Director of Mercy Relief, Integrated Health Information System, Temasek Polytechnic (TP) Board of Governors, Institute of Technical Education (ITE), Board of Governors, Singapore Medical Association (SMA) Charity

Fund and Singapore Totalisator Board. He serves as a Member of Nanyang Polytechnic Health Sciences Advisory Committee, St Andrew's Community Hospital Management Committee, ITE Technical Advisory and Certification Council.

Mr Udairam sits on the Board of Trustees of Singapore Institute of Technology (SIT) and is Chairman of the Investment Committee and Member of the Finance Committee. He is also the Chairman of ITE Healthcare Academic Advisory Committee, TP Applied Science Advisory Committee, Sree Narayana Mission (Singapore) Medifund Committee and Changi Simei Inter-Racial and Religious Confidence Circle.

Mr Michael Yap is founder and Chairman of Skyvest Ventures Pte Ltd.

Mr Yap was the Deputy Chief Executive Officer (CEO) of the Media Development Authority (MDA). Concurrently, he was the Executive Director of the National Interactive Digital Media Programme Office, chartered to develop the new media sector in Singapore. Prior to MDA, Mr Yap was the Managing Director of Oracle Corporation Singapore, the Vice President Business Development of Oracle Asia Pacific, the founder and CEO of Commerce Exchange (Comex) and the CEO of National Computer Board. He was a Board Member, National Library Board, Singapore Science Centre and Chairman of

the Board of Institute of Systems Science, National University of Singapore (NUS).

Mr Yap is the Advisor to the President's Office of Nanyang Technological University, the Executive-in-Residence of National University of Singapore and the Panel of Advisors of OMGTel Pte Ltd. He serves as a Trustee and a Member of the Campus Development Committee of the Singapore Institute of Technology. Mr Yap is also a Director and Shareholder of Azeus Systems Holdings Ltd (Bermuda), Taidii Pte Ltd, Matchimi Pte Ltd, The Co-Foundry Pte Ltd, Minds N Hands Pte Ltd and Skyvest International Limited (British Virgin Islands).



MR MICHAEL YAP
Trustee
Appointed on 23 Sep 2009

Ms Mary Yeo is the Vice President for Supply Chain Operations in UPS South District, based in Singapore.

Prior to her current appointment, Ms Yeo was the Managing Director of UPS Singapore and was responsible for the strategic management of the Singapore business. She was a Member on the Board of the Central Provident Fund (CPF), Infocomm Development Authority of Singapore (IDA), Employment and Employability Institute (e2i), National Family Council, Ministry

of Social and Family Development, and the Singapore International Chamber of Commerce (SICC) Logistics Committee.

Ms Yeo serves as a Trustee and a Member of the Finance Committee of Singapore Institute of Technology. She is a Non-Executive Director, Mapletree Industrial Trust Management Ltd and an Authority Member, Civil Aviation Authority of Singapore.



MS MARY YEO
Trustee
Appointed on 23 Sep 2009

A WORD FROM OUR PRESIDENT

PROFESSOR TAN THIAM SOON

2014/2015 has been another exciting year for SIT as we made substantial progress in terms of increasing the breadth and depth of our educational offerings.

As we welcome our new intake of almost 2100 students for academic year 2015, our SIT student enrolment has grown to nearly 4600, with classes commencing for five new applied degree programmes which were launched in early 2015.

The strong enrolment numbers for these new applied degree programmes certainly speak volumes for the fact that we are on the right track in pioneering applied learning at the university level. The programmes we offered are not only in sync with industry needs, but also aligned with the national SkillsFuture movement.

The five new applied degree programmes are offered in the areas of Sustainable Infrastructure Engineering (Building Services), Pharmaceutical Engineering, Information and Communications Technology (Information Security), Hospitality Business, and Systems Engineering which is a new joint degree with DigiPen Institute of Technology. All these degree programmes include the unique Integrated Work Study Programme (IWSP) as a core component of their curricula.

To cater to the expansion in the number of degree programme offerings and increased enrolment, we have been ramping up hiring of faculty members significantly. In June 2014, we also moved our headquarters to Dover Drive and we opened our doors to the pioneer cohort of students reading SIT-conferred degrees in August 2014.

Over the past year, we have forged new partnerships with key companies representing

various industry sectors. In November 2014, we launched our partnership with the Association of Small and Medium Enterprises (ASME) to increase our collaboration with local companies in creating value through technology development and enterprise. This collaboration will enable us to address manpower issues by aligning the skills training of SIT students with industry requirements, as well as develop and expand the talent pool for SMEs in Singapore.

SIT also signed a Memorandum of Understanding with Singapore Manufacturing Federation (SMF) in January 2015 to address the manufacturing industry's need to overcome the existing manpower crunch by grooming a sustainable workforce of innovation-driven graduates equipped to tackle productivity challenges. Besides upgrading manpower capabilities in productivity improvement for the manufacturing sector, we will collaborate on enhancing SIT students' career opportunities through SIT's IWSP.

In October 2014, we launched a new Enterprise & Innovation Hub (E&I Hub) to enable innovation-driven students to engage directly with industries to develop critical learning skills. It also serves as a platform for developing collaborative projects with industries.

All these initiatives will strengthen SIT's foundation as an autonomous university, which is underpinned by an empowering 'SIT-DNA' that nurtures Thinking Tinkerers who are Able to Learn, Unlearn, Relearn so that they may be Catalysts for Transformation in the workplace and the economy, while remaining Grounded in the Community.

As a pioneer university of applied learning in Singapore, we are well-poised to develop innovation-driven students and train best-in-class specialists who can make substantial contributions to their industries. In addition, we continue developing our partnerships with well-known overseas universities in the areas of joint degrees, exploring new ground so as to offer the most advanced and cutting-edge knowledge in pertinent fields of industry. Delivering the best education possible will empower our talent pool to become the best industry experts.

We remain grateful to all our partners, whose contributions are vital to our efforts in remodeling an education landscape that synergises with industry. Together, we hope to deliver quality graduates who will continue excelling and breaking new ground in their chosen fields.



SENIOR MANAGEMENT



PROFESSOR TAN THIAM SOON
President
Singapore Institute of Technology

Professor Tan was appointed the President of Singapore Institute of Technology (SIT) on 1 February 2013. He was a Professor of Civil Engineering and held various positions including the Vice-Provost (Education) and Dean of Admissions at the National University of Singapore. He is a registered Specialist Professional Engineer and is a well-known expert on land reclamation, and other geotechnical problems. A Colombo Plan scholar, he graduated from University of Canterbury (New Zealand) and obtained his Master's degree and PhD from California Institute of Technology.

Professor Ting was appointed the Deputy President (Academic) of Singapore Institute of Technology (SIT) on 1 October 2009. On 1 January 2013, he was appointed Provost. He was the Associate Dean (Undergraduate Studies) of the College of Engineering at the Nanyang Technological University as well as the founding Director of the Lien Institute for the Environment. He is a registered Professional Engineer in Singapore and has been involved in numerous structural and geotechnical consultancies. He graduated with First Class Honours in Civil Engineering from Monash University, Australia under the President's and Colombo Plan scholarships. He has a Master of Engineering from the National University of Singapore. He obtained his SMCE and ScD (Structural Engineering) from Massachusetts Institute of Technology.



PROFESSOR TING SENG KIONG*
Deputy President
(Academic) & Provost
Singapore Institute of Technology



MR CHAN WING LEONG
Deputy President (Administration)
& Chief Financial Officer
Singapore Institute of Technology

Mr Chan was appointed Chief Financial Officer of Singapore Institute of Technology (SIT) on 1 July 2009. Subsequently, he assumed appointment as Deputy President (Administration) on 1 January 2013 covering the additional functions of estates, information technology, human resources and administration. Prior to joining SIT, he was Executive Chairman of Easycall Ltd, Chief Financial Officer and President of New Businesses at Sembcorp Ltd, and was Chairman of Pacific Internet and Delifrance while at SembCorp. Mr Chan graduated with First Class Honours in Economics from the National University of Singapore in 1981 and joined the Administrative Service. He also worked at MINDEF companies and the Economic Development Board, before becoming an investment banker in Schrodgers and Bankers Trust in Singapore and Hong Kong. He currently sits on private and public listed company boards, and on the boards of charities or institutions of public character, in addition to his appointment at SIT.

*Stepped down on 30 Sep 2015.

SENIOR MANAGEMENT



ASSOCIATE PROFESSOR YEE FOOK CHEONG*
Vice President (External Relations)
Singapore Institute of Technology

Associate Professor Yee is the Vice President (External Relations) of Singapore Institute of Technology (SIT), appointed on 1 July 2013. Prior to joining SIT, he was the Vice President of Singapore Technologies Engineering Ltd. Within the ST Engineering group of companies, he held senior management positions in technology development and investment, advanced engineering and business development. He was the founding Director of the Precision Engineering and Application Centre and concurrently, Director (Administration) of the Singapore Productivity and Standards Board. He graduated from the National University of Singapore with Bachelor and Master degrees in Mechanical Engineering, and obtained his PhD from the Nanyang Technological University.

Mr Tsoi is the Vice President (Strategic Planning & Coordination) of Singapore Institute of Technology (SIT), appointed on 1 April 2015. Before joining SIT, he was the Director, Energy and Environment Research Directorate at National Research Foundation (NRF), and Director, Defence Industry and Systems Office at MINDEF. Mr Tsoi is a Chartered Engineer in aerospace engineering and was also a Brigadier General with the Republic of Singapore Air Force. Mr Tsoi graduated from the National University of Singapore with a Bachelor of Engineering (Mechanical) in 1986, and obtained his Master of Science in Aeronautics and Astronautics from Stanford University in 1993.



MR TSOI MUN HENG
Vice President
(Strategic Planning & Coordination)
Singapore Institute of Technology

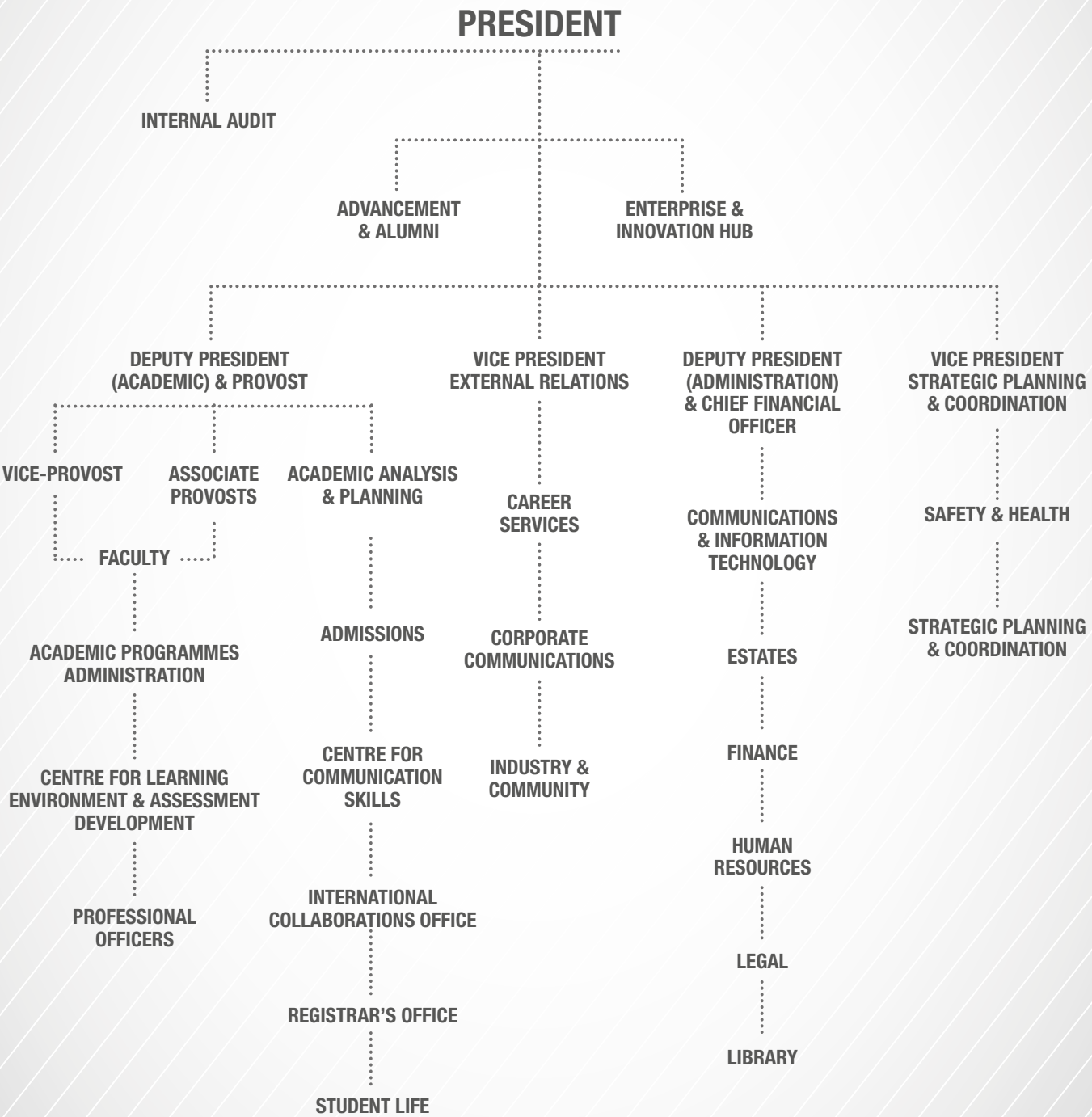


PROFESSOR LOH HAN TONG
Vice-Provost
Singapore Institute of Technology


Professor Loh joined Singapore Institute of Technology (SIT) as Vice-Provost on 2 September 2013, and appointed Deputy President (Academic) & Provost on 1 October 2015. Prior to joining SIT, he was Vice Dean of the Faculty of Engineering, Deputy Head of the Department of Mechanical Engineering, Director of Education in the Design Technology Institute Limited and most recently, Director of Bachelor of Technology Programme (BTech Programme) in the Faculty of Engineering at the National University of Singapore. He was also a Visiting Scholar at Stanford University and a Fellow of the Singapore MIT Alliance. A Colombo Plan scholar, he graduated with First Class (Honours) in Engineering from University of Adelaide, Australia. He obtained his Master of Engineering from National University of Singapore, and PhD in Mechanical Engineering from University of Michigan under the NUS Overseas Postgraduate Scholarship.


*Stepped down on 30 Sep 2015.

ORGANISATION CHART



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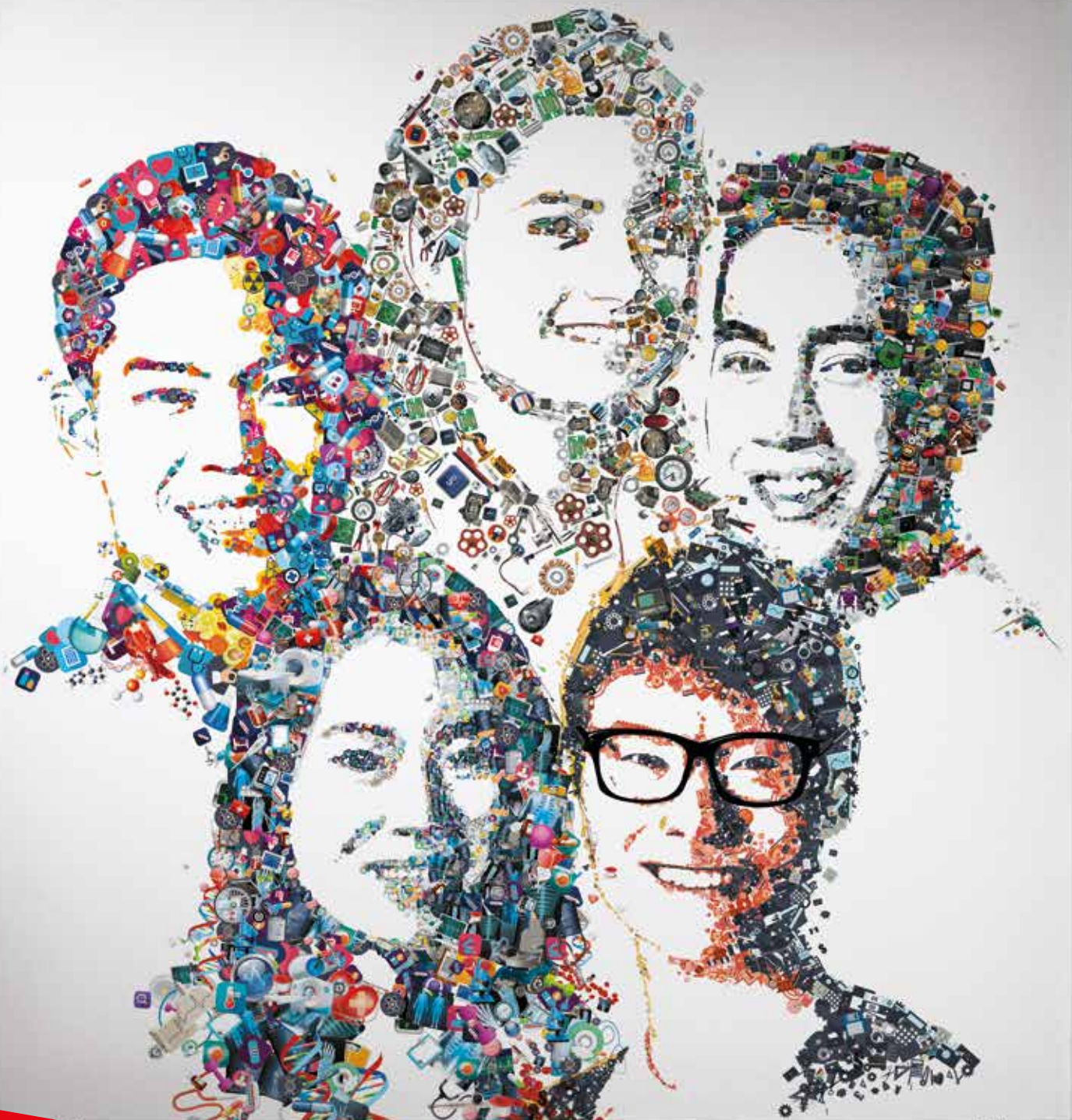
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WHAT ARE YOU MADE OF?

When you choose to pursue an education with Singapore's NEW university, you choose to be made ready. SIT's very own degree programmes, featuring the distinctive Integrated Work Study Programme (IWSP), in addition to the degrees offered by its overseas university partners, are all designed to prepare you for the workplace. Even before you graduate.

MADE READY FOR INDUSTRY.



MILESTONES

From welcoming our inaugural batch of students reading SIT-conferred degree programmes to commemorating partnerships with industry players, SIT has had a thrilling year. We look forward to marking our calendars with more milestones as we grow.

APRIL 2014

SIT-CSA MOU
Signing Ceremony
1 Apr



SIT signed a Memorandum of Understanding (MOU) with Cloud Security Alliance (CSA) to collaborate on education and research efforts in cloud security. SIT is CSA's first educational partner and aims to collaborate on applied R&D projects to push the frontier of research in security for cloud computing.

Career Fair 2014
4 Apr



A total of 80 companies and more than 400 students attended Career Fair 2014, organised in collaboration with our OU Partners, namely, DigiPen Institute of Technology (DigiPen), Newcastle University (NU), University of Glasgow (UofG) and Technische Universität München (TUM) at SingEx. 280 FYP posters were put on display, and students had the opportunity to talk about their FYP to industry partners individually. Companies such as Cyclect Engineering, Far East Organization, Hyflux, ST Engineering and iPtec, conducted recruitment talks which gave students an overview of the companies and their businesses. At DigiPen's exhibition area, companies had the opportunity to see the display of game projects, animation reels and portfolios created by the students.

Street BasNet
5 Apr



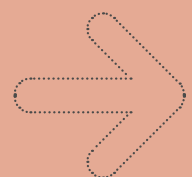
Over 100 participants formed teams and pitted their skills against one another in friendly matches at this annual sports event organised by SIT Basketball Club and SIT Netball Club. Street BasNet was a wonderful opportunity to strengthen bonds between the two clubs.

MAY 2014

SIT Graduation
Ceremony
16 May



105 graduands from Technische Universität München (TUM), DigiPen Institute of Technology (DigiPen), and the University of Nevada, Las Vegas (UNLV) attended the first SIT graduation ceremony for the year. Held at the Suntec Singapore Convention & Exhibition Centre, the ceremony was presided by Mr Heng Swee Keat, Minister for Education. Offering his felicitations to the graduating students, Minister Heng also encouraged SIT to press forward with its focus on real world applications, innovation and life skills during his keynote speech.



JULY 2014

Past vs Present: Futsal

5 July



The alumni futsal team came back for the first time to SIT@Dover to challenge SIT staff over a friendly game of futsal. Organised by the SIT Alumni Sports Network, the match marked the inaugural game in the series and offered an opportunity for the alumni team to make use of the facilities available at the SIT@Dover campus.

Laser Tag Adventure

19 July



The SIT Alumni Sports Network held its first-ever Laser Tag Adventure at Laser OPS, an indoor laser tag arena at Dhoby Ghaut. The event saw alumni and graduating students competing in teams of five for the 'Best Team' and 'Top Shooter' prizes.

SIT Alumni Movie Screening

29 May



Close to 200 alumni and graduating students attended the SIT Alumni Movie Screening of X-Men: Days of Future Past at Filmgarde, Bugis+ organised by the SIT Alumni Leisure Network. At this popular event which was sold out weeks before, SIT alumni mingled with SIT senior management, faculty and staff over dinner and drinks before settling in with their popcorn sets to catch the blockbuster. There was also a lucky draw in which 10 alumni were picked as winners.

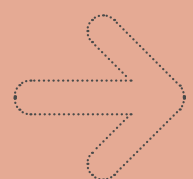
AUGUST 2014

Past vs Present: Basketball

16 Aug



Former members of SIT's Basketball Team returned to SIT@Dover to compete with the current team members, who were preparing for the Singapore University Games (SUniG) in a game organised by the SIT Alumni Sports Network. The alumni team showed it still had the basketball chops and beat the current players with a score of 21-10.



AUGUST 2014

SIT Student Orientation

18 – 20 Aug

The Singapore University Games is one of the most highly anticipated sporting events of the year for undergraduates. This year, a total of 185 athletes from SIT took part in 12 events. Through these sporting events, SIT students displayed their athletic skills and showed their team spirit.

SIT-ACC MOU Signing Ceremony

19 Aug



SIT formalised its partnership with some of Singapore's key accounting firms on its Integrated Work Study Programme (IWSP) at an MOU signing ceremony. These firms include Baker Tilly, BDO, Deloitte, Ernst & Young, Foo Kon Tan, KPMG, Nexia, PKF-CAP, PwC, RSM Chio Lim, and UHY Lee Seng Chan & Co. The IWSP is a key feature of the university's applied learning pedagogy – through the IWSP applied learning platform, SIT undergraduates are immersed in a real-work environment when they are attached to their host companies for between eight to 12 months.



More than 800 freshmen and student facilitators were involved in the SIT Student Orientation (SSO), a 3-day, 2-night camp. The SSO is an annual programme that welcomes freshmen to the university prior to the commencement of the semester. Through various activities at the camp, SIT freshmen bonded with one another and got acquainted with SIT-DNA values.

LURning Camp

5 Sep



Held at the SIT@Dover campus, this event's theme riffed off one of SIT's key DNA traits – "Able to Learn, Unlearn and Relearn". The camp was filled with a series of group exercises that would cultivate in undergraduates a new mindset that aligned with SIT's industry-focused ethos. Professor Loh Han Tong, Vice-Provost, SIT, urged the new intake of SIT-degree students to blaze a bright trail as pioneers.

SEPTEMBER 2014

Singapore University Games 2014 (SUniG)

1 Sep – 1 Oct



Work Smart, Live Happy

18 Sep



SITizens received tips on how to achieve work-life balance at 'Work Smart, Live Happy', a career talk organised by the SIT Alumni Career Network at Grand Park City Hall. Mr Kirby Chua, Counselling Psychologist from Grace Counselling Centre, guided the attendees through various exercises on how to identify 'life stressors'. Participants also learned how to keep tabs on their stress levels at work such that they would be able to find more equilibrium and meaning in their lives.

IWSP Preview: A Networking Session with Accounting Firms

19 Sep



The 'IWSP Preview: A Networking Session with Accounting Firms' took place at the SIT Heritage Gallery with 11 accounting partners and 85 students. Students seized this opportunity to raise their queries and learn more about the industry, as well as find out more about the IWSP positions that these firms were offering. The event also provided a platform for the firms to increase their presence among the SIT student body before the IWSP application.

SIT Welcome Bash 2014

12 Sep



More than 800 freshmen partied at Zouk at the SIT Welcome Bash 2014, held on 12 September. The evening was also held in conjunction with SIT's annual pageant, with the crowning of Mr and Miss SIT. Performances by SIT's very own Muzeka were also part of the entertainment lineup.

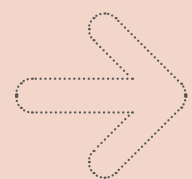
OCTOBER 2014

Chillout@SIT

Oct - Mar



Chillout@SIT marks a season of fun and good cheer on the SIT calendar with interactive games, jamming sessions and great food. The first Chillout session was held at SIT@ Dover in Oct 2014 and the event has since travelled to the other SIT@ Poly Buildings.



Little Twinkles

11 Oct



SIT Community Service Club, in collaboration with Autism Association of Singapore, held a Children's Day Celebration for the kids at Eden's Children Centre and their family members. More than 170 student volunteers, organisers, beneficiaries and their families, took part in the event. It was a day filled with games and sing-along sessions as SIT students mingled with children from the centre.

Scholarship Awards & Appreciation Ceremony 2014

30 Oct



SIT's inaugural Scholarship Awards & Appreciation Ceremony was held at SIT@Dover to celebrate the achievements of its new and graduating scholars. During the ceremony, 12 SIT scholars as well as 8 recipients of the SIT Final Year scholarship formally received their awards. Eleven graduating SIT Scholars were also presented their scholarship certificates.

NOVEMBER 2014

Enterprise Nexus

6 Nov



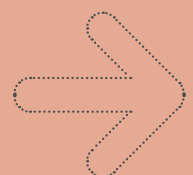
31 industry partners from a spectrum of business sectors came together for a night of networking and sharing of experiences with SIT students. A lively panel discussion gave some 130 graduating students tips and ideas of work experiences in an SME. SIT also formalised its partnership with Association of Small and Medium Enterprises (ASME) with an MOU signing ceremony. Held at SIT@Dover, the event marked the first broad SIT university-industry partnership on projects focusing on technology development and enterprise.

LURning Conversation with SIT Management

14 Nov



Students got an opportunity to learn and engage with SIT's management team and build their confidence in networking. It was a cosy session as students learnt from the SIT management team's career journeys and experiences.



New Alumni
Welcome Party 2014

28 Nov



Held at Hard Rock Café (Orchard Road), the New Alumni Welcome Party 2014 attracted over 200 newly-minted alumni, SIT senior management, faculty, staff and representatives from the overseas university (OU) partners. This was an important event on the University calendar, marking the rite of passage from student to alumnus. The welcome evening featured students and alumni from the band Muzeka, a mentalist show, and various lucky draws.

SIT Graduation Ceremony

26 Nov



Over 1300 guests and 344 graduates attended the SIT Graduation Ceremony which was held at the Suntec Singapore Convention & Exhibition Centre. The graduands were students from SIT's overseas university (OU) partners, including Technische Universität München (TUM), Newcastle University (NU), DigiPen Institute of Technology (DigiPen), The Culinary Institute of America (CIA), University of Nevada, Las Vegas (UNLV), The Glasgow School of Art (GSofA), Wheelock College (WLC), Trinity College Dublin (TCD), The University of Manchester, and University of Glasgow (UofG). The ceremony also marked a time for the graduates to look back on their SIT years as video montages capturing the highlights of the past academic year went on display in the event hall.

Project Vietnam

21 Dec



DECEMBER 2014

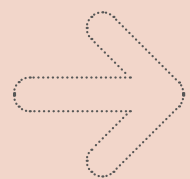
ASEAN University Games
(AUG)

9 – 19 Dec



The 17th ASEAN University Games 2014 was held in Palembang, Indonesia. SIT student, Hannah Lee, made Singapore proud when she won the Bronze and Silver medals in the Women's Discus and Shot Put categories respectively.

15 SIT students travelled to Hue City, Vietnam to engage with children from the Tay Xuan Daycare Centre. Apart from spending time with the children, SIT students also worked to build a fence at the centre to improve its security. The trip also provided SIT undergraduates an opportunity to interact with the local college students over food and games.



JANUARY 2015

SIT Press Conference

13 Jan



SIT kicked off the new year by announcing the launch of its five new applied degree programmes at a press conference. The university also announced the launch of an Enterprise & Innovation Hub (E&I Hub) which serves as a platform that allows SIT undergraduates to develop critical learning skills and drive innovation at the workplace. The Hub will also engage industry partners on applied projects to enhance the value chain of relevant technology.

SEEMS Joint Degree Programme Signing Ceremony

13 Jan



SIT launched a new joint degree programme in Systems Engineering (ElectroMechanical Systems) [SEEMS] with overseas university (OU) partner, DigiPen Institute of Technology (DigiPen), at a signing ceremony. The new multi-disciplinary degree programme will bring together the fields of mechanical, electrical, electronic, and computer engineering with a holistic approach to system development. SEEMS focuses on the engineering of complex mechanical systems that are controlled by microprocessors and microcontrollers.

SIT Open House 2015

17 – 18 Jan



SIT Open House 2015, which was the university's first Open House event following its new status as an autonomous university, featured a series of student-led performances and activities during the two-day event. Held at the Suntec Convention and Exhibition Centre, the Open House saw the participation of more than 4500 prospective students and parents who interacted with faculty, staff and students and obtained first-hand information on the various degree offerings at SIT.

Prime Minister Lee Hsien Loong visits SIT

27 Jan



SIT hosted Prime Minister Lee Hsien Loong during his inaugural visit to the university's SIT@Dover campus. He was accompanied by a delegation led by Ms Indranee Rajah, Senior Minister of State, Ministry of Law and Education. PM Lee was first updated on the newest developments in SIT by Professor Tan Thiam Soon, President, SIT, before meeting with over 40 student leaders. The Prime Minister was also taken on a tour of the SIT@Dover campus followed by a meet-and-greet session with more than 20 faculty members at the Student Activities Centre.



The SIT Alumni Team hosted dinner for a group of volunteers at Cups N Canvas at Selegie Road. Comprising alumni and graduating students, the volunteers made great contributions to the smooth planning and organisation of SIT alumni events over the past year. The dinner also provided the volunteers with an opportunity to get to know each other better.

FEBRUARY 2015

SIT-SMF MOU Signing Ceremony

30 Jan



SIT signed a Memorandum of Understanding (MOU) with Singapore Manufacturing Federation (SMF) to collaborate on enhancing SIT students' career opportunities through SIT's Integrated Work Study Programme (IWSP). The partnership also involved working to upgrade manpower capabilities in productivity improvement for the manufacturing sector.

Student Leaders' Retreat

31 Jan – 2 Feb



Over 40 student leaders gathered for a two-night retreat at Eco Kulim Trail Resort, Ulu Tiram, Johor, Malaysia in early 2015. The retreat helped SIT students learn more about leadership and organisational skills. It also served as a platform for fellow student leaders to network and share experiences.

Student Appreciation Dinner (Sportsmen and Student Leaders)

9 Jan & 6 Feb



SIT held two appreciation events for the university's athletes and student leaders respectively. Close to 300 athletes and student leaders attended the events, held separately at Hotel Fort Canning and Chijmes. These were organised in recognition of the contributions made by SIT's student athletes as well as student leaders.

Volunteers Appreciation Dinner

30 Jan



MARCH 2015

Industry Appreciation Dinner

26 Feb



SIT organised its second SIT Industry Appreciation Dinner to thank the university's industry partners for their contributions over the past year. Guest of Honour, Mr Quek See Tiat, Chairman, Building & Construction Authority (BCA) led the annual tradition of 'Lo Hei' to signal the commencement of dinner. This year, guests were also invited to pen their well-wishes on gold flowers and pin them on an interactive 'Tree of Prosperity'.

Career Fair 2015

4 Mar



It was a lively affair at Suntec Singapore with 97 companies and more than 500 students. An interactive dialogue session between students and industry professionals titled "Voices of Experience" was introduced this year. Industry partners and alumni were invited to share their personal career journeys and what it takes to succeed in their respective industries.

Companies left with a positive impression of SIT students – confident, mature, and able to ask appropriate questions. Students also highlighted that the fair provided a valuable opportunity to engage with potential employers, and came away with new knowledge and valuable career advice.

Hospitality Business Symposium

4 Mar



SIT brought together top hospitality industry leaders, faculty and international scholars to discuss trends and challenges facing the hospitality industry in Singapore and beyond. The topic, 'Shaping the Future of Hospitality in Singapore', sparked insightful discussions on international hospitality experiences, boosting productivity and innovation in an evolving economy, as well as the need for skilled personnel who will shape Singapore's future hospitality industry.



'Reach for the Stars'

10 Mar



More than 330 guests were hosted at the Singapore Marriott Hotel for SIT's flagship scholarship event. The evening saw SIT's Board of Trustees, key representatives from SIT Senior Management, polytechnics, overseas university (OU) partners and industry representatives mingling with more than 230 scholars. In its second consecutive run, 'Reach for the Stars' is not just an opportunity for scholars to network but also allows SIT to express its appreciation to industry partners and donors for their continued generosity and support.

Memorial Service for former Minister Mentor Mr Lee Kuan Yew

24 Mar



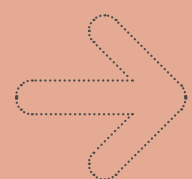
In honour of the late Mr Lee Kuan Yew, Singapore's founding father, SIT observed a minute of silence at the memorial service, which was live-streamed to students at various SIT@Poly Buildings island-wide. The memorial service included a video tribute celebrating the life of Mr Lee. A Tribute Room was set up next to the SIT@Dover Auditorium to allow SIT staff and students to pen their messages of condolence.

'Tips on Managing Your Finances'

28 Mar



A 'Tips on Managing Your Finances' talk was organised by the SIT Alumni Career Network at Hotel Jen (Orchard Gateway). The session was led by Mr Daniel Chong, who has two decades of experience in the financial services sector. Mr Chong provided tips to the 23 alumni and graduating students on various aspects of financial management. Participants also went through a case study where they had to make sound financial recommendations.



POLYTECHNIC PARTNERS

SIT works closely with the five local polytechnics – Singapore Polytechnic, Ngee Ann Polytechnic, Temasek Polytechnic, Nanyang Polytechnic and Republic Polytechnic – to prepare students as they transition from polytechnic to university and become valuable players in today's competitive world.



SINGAPORE POLYTECHNIC

Principal & CEO, Mr Tan Choon Shian

“SP is proud to be part of SIT’s blueprint which has transformed into reality. The SIT-DNA marries well with SP’s vision of developing a caring community of inspired learners committed to serve with mastery. SP welcomes all SIT students to the SP campus and wishes SIT all the best as it continues to groom polytechnic graduates into masters in their chosen fields.”



NGEE ANN POLYTECHNIC

Principal, Mr Clarence Ti

“With the introduction of five new degrees offered by SIT this year, there are now more pathways for polytechnic graduates to upgrade their skills and qualifications. The new degree programmes focus on skills mastery and are very much aligned with the national SkillsFuture movement. I am confident that SIT will continue to nurture graduates with the right competencies to succeed in today’s global economy.”



TEMASEK POLYTECHNIC

Principal & CEO, Mr Boo Kheng Hua

“TP is pleased to partner SIT in our shared endeavour to train and prepare graduates in areas relevant to Singapore’s future growth and development. SIT offers great opportunities for polytechnic upgraders who are keen to pursue and deepen their skills and competencies in their professional disciplines.”

NANYANG POLYTECHNIC

Principal & CEO, Ms Jeanne Liew

“NYP is happy that since 2011, SIT’s Overseas University partners have been conducting classes for eight undergraduate programmes on Nanyang Polytechnic Campus. Since January 2015, these classes have been running at the newly built SIT@NYP Building. These degree programmes do provide polytechnic graduates with more opportunities to enhance their expertise and build on their industry-relevant education and training received at the polytechnics, and we look forward to our continued collaboration with SIT.”



REPUBLIC POLYTECHNIC

Principal & CEO, Mr Yeo Li Pheow

“Republic Polytechnic congratulates Singapore Institute of Technology on the completion of its new SIT building on our campus. In the ever-evolving educational landscape, we proudly partner SIT in the continued quest to help our younger generation and adult learners gain a deeper understanding and appreciation for lifelong learning.”



OVERSEAS UNIVERSITY PARTNERS

SIT continues to value its strong ties with overseas university partners and provides a world-class education for students to achieve their highest aspirations. With 10 overseas university partners from Europe and the US providing degree programmes from naval architecture to culinary arts management, students are grounded in industry-focussed degrees, ensuring professional relevance when they graduate.



Programmes offered in partnership with SIT:

- Bachelor of Engineering with Honours in Chemical Engineering
- Bachelor of Engineering with Honours in Electrical Power Engineering
- Bachelor of Engineering with Honours in Marine Engineering
- Bachelor of Engineering with Honours in Naval Architecture
- Bachelor of Engineering with Honours in Offshore Engineering
- Bachelor of Engineering with Honours in Mechanical Design and Manufacturing Engineering
- Bachelor of Science with Honours in Food & Human Nutrition

NEWCASTLE UNIVERSITY

Newcastle University (NU) is one of the UK's most reputable higher education institutions. It is a member of the Russell Group, comprising the United Kingdom's 24 leading research-intensive universities, and it is acclaimed for its multidisciplinary research, teaching excellence, and for the preparedness of its graduates for their professional careers. NU's work has been recognised by prestigious awards including Queen's Anniversary Prizes for Higher and Further Education.

NU can trace its origins back to 1834 but it was the founding of Armstrong College in 1871 which introduced fundamental subjects such as chemistry, mathematics and physics to the University. Armstrong College also had a focus on the applied sciences, such as agriculture, engineering and naval architecture, which underpinned Newcastle's economic growth. This focus continues today in NU's Faculty of Science, Agriculture and Engineering and in the seven degree programmes which NU offers in Singapore. Each of these programmes delivers a modern interpretation of the industrially-relevant

degree and our students develop skills, knowledge and understanding which allow them to compete successfully in the job market and build successful and satisfying professional careers.

"Newcastle University is bridging academia, industry and government to deliver innovative solutions for Singapore's economic future and a pool of world-class talent. Newcastle University, one of the UK's most established research-intensive universities, is working in partnership with Singapore Institute of Technology to deliver 7 Newcastle degree programmes to over 700 undergraduate students in Singapore. Newcastle University's core research strengths in science, technology and engineering are advantageously aligned with Singapore's strategic challenges. Newcastle University aims to work with the government to help Singapore reach its economic and technological aspirations by developing translational research and educating human talent. Newcastle University researchers in Singapore collaborate with top institutions and companies such as A*STAR and SembCorp, and work at the forefront of critical areas such as high-tech energy, transport, process and systems. Newcastle University is cultivating future transindustry innovators and leaders through education, and students benefit from NUIS's deep connections with the public and private sector."

- **Professor Ehsan Mesbahi, Dean (Singapore),
Chief Executive, Newcastle University International Singapore (NUIS)**



TUM Asia

Programmes offered in partnership with SIT:

- Bachelor of Science in Chemical Engineering
- Bachelor of Science in Electrical Engineering and Information Technology

TECHNISCHE UNIVERSITÄT MÜNCHEN

Founded in 1868 by King Ludwig II, Technische Universität München (TUM) has long established itself as a premier institute of higher learning in Germany, producing a total of 13 Nobel Laureates to date. Besides being ranked as Germany's #1 University for 3 consecutive years - 2011, 2012 and 2013 Shanghai Ranking (Academic Ranking of World Universities, ARWU), TUM is also in the world's top 50

for engineering and biological sciences, including placing 20th for Chemistry in the QS World University Rankings by Subject 2015. In 2002, TUM Asia, the branch campus of TUM, was set up in Singapore to bring German academic excellence to Asia. TUM Asia strives to continuously provide industry-focused education offerings in tune with the needs of the global economy.

“Since the start of our partnership, both SIT and TUM Asia have believed in a common vision – to shape students into “thinking tinkerers”. Now five years into this collaboration, we have seen the vision fulfilled and we are excited to see our partnership take to new heights.”

**- Dr Markus Wächter,
Managing Director, TUM Asia**




University of Glasgow

Programmes offered in partnership with SIT:

- Bachelor of Engineering with Honours in Aeronautical Engineering
- Bachelor of Engineering with Honours in Aerospace Systems
- Bachelor of Engineering with Honours in Mechanical Design Engineering
- Bachelor of Engineering with Honours in Mechatronics
- Bachelor of Science with Honours in Computing Science

UNIVERSITY OF GLASGOW

As the fourth-oldest university in the English-speaking world, UofG has been inspiring people for over 550 years. It is also part of the United Kingdom's distinguished Russell Group of leading UK universities and a founding member of Universitas 21 – an international network of universities established as an international reference point and resource for strategic thinking on issues of global significance. It is associated with seven Nobel Laureates

and boasts alumni like Adam Smith, Lord Kelvin and James Watt. UofG's School of Engineering sustains a broad portfolio of leading-edge research funded by industry, research councils, and governmental agencies around the world.

“Our partnership with SIT goes from strength to strength and we are delighted that we are continuing to work together so effectively to provide first class programmes for immensely talented students. International collaborations are increasingly vital and relevant in today's world and the University of Glasgow is proud to be working with SIT for the mutual benefit of our staff, and students, equipping them to contribute fully to our shared global challenges and opportunities.”

**- Professor Anton Muscatelli,
Principal & Vice-Chancellor**



Programmes offered in partnership with SIT:

- Bachelor of Science in Computer Science in Real-Time Interactive Simulation
- Bachelor of Science in Computer Science and Game Design
- Bachelor of Fine Arts in Digital Art and Animation
- Bachelor of Arts in Game Design

Programme offered jointly with SIT:

- Bachelor of Engineering with Honours in Systems Engineering (ElectroMechanical Systems)

DIGIPEN INSTITUTE OF TECHNOLOGY

DigiPen Institute of Technology (DigiPen) is a dedicated, world-renowned leader in education and research in computer interactive technologies. As a leading institute of higher education, DigiPen is committed to fostering academic growth and inspiring creativity in all its students. As the first school in the world to offer a bachelor's degree in game development, DigiPen has advanced the game industry for more than 25 years by empowering students to become skilled software developers, computer scientists, engineers, designers, and digital artists. Located in Redmond, Washington, U.S.A., with branch campuses in Singapore and Bilbao, Spain, DigiPen offers undergraduate and graduate degrees in disciplines related to video game design and development, hardware and software engineering applied to simulation, computer science, fine arts and digital art production, as well as sound design, and youth programmes. Over the years, DigiPen has won more awards for its student games at the

prestigious Independent Games Festival than any other school in the world. Since 2011, 10 out of the 24 total finalists in the IGF China student competition have been games from DigiPen Institute of Technology Singapore, DigiPen (Singapore). Graduates of DigiPen (Singapore) have gone on to work on ground-breaking game franchises, such as Bungie's Destiny and have joined some of the top game and animation studios in Singapore — including Ubisoft, Lucasfilm, Koei Tecmo, and more.

"We are delighted with our ongoing working relationship with SIT. I have full confidence that the collaboration will be instrumental in providing the innovation and manpower needs for building a world-class interactive digital media and visual effects industry in Singapore. I believe that in the years ahead, our graduates will form a core group of professionals who will create world-renowned 'Made-in-Singapore' products for the global market."

- Mr Claude Comair, President and Founder



The University of Dublin

Programmes offered in partnership with SIT:

- Bachelor in Science (Physiotherapy)
- Bachelor in Science (Occupational Therapy)
- Bachelor in Science (Radiation Therapy)

Programme offered jointly with SIT:

- Bachelor in Science (Diagnostic Radiography)

TRINITY COLLEGE DUBLIN

Trinity College Dublin (TCD) is Ireland's highest-ranked university with a history that dates back to 1592. Situated in the very heart of Dublin city, Trinity College Dublin is recognised as a top international centre for research with a high level of international collaboration. As Ireland's University on the World stage, Trinity is recognised for academic excellence and a transformative student experience. The unique combination of TCD's academic excellence, vibrant student experience, and convenient city-centre location means

students, scientists, and scholars from all over the world continue to choose TCD as a study destination.

"Since the inception of the Physiotherapy and Occupational Therapy programmes in 2012, and the Diagnostic Radiography and Radiation Therapy programmes in 2014 the Trinity degree programmes have received good feedback from students, graduates, and employers. The programmes are very popular and Trinity is delighted to continue and develop its collaboration with SIT."

- Associate Professor John Gormley, TCD Academic Director for SIT programmes, School of Medicine



The University of Manchester

Programme offered in partnership with SIT:

- Bachelor of Science with Honours in Nursing Practice

THE UNIVERSITY OF MANCHESTER

The University of Manchester (UoM) was established in 1824 as England's first civic university and is now the largest campus based university in the UK. A member of the esteemed Russell group, the UoM has a proud history of achievements with 25 Nobel Laureates among its staff and alumni. The UoM was the first university in England to offer a nursing degree and appoint a Professor of Nursing. The UoM continues to influence health care policy, practice, education, and research by producing national and international nursing leaders. The UoM's innovative two-year honours degree programme equips

graduates to make evidence-based decisions in their practice, meeting the challenges of the changing demographics in Singapore health care. Clinical attachments allow Registered Nurses to develop and apply analytical skills in practice while the Manchester Leadership Programme provides opportunities to develop leadership skills. The UoM Programme Director, Dr John Costello, looks forward to consolidating the SIT-UoM partnership and the provision of a high standard of educational achievement.

"The UoM degree programme continues to grow from strength to strength. The first 48 graduates from the initial cohort have achieved success both in terms of employment and now as our illustrious alumni. The next cohort to graduate have produced excellent results and we are very proud of their achievements."

- Dr John Costello, Associate Professor, Programme Director, BSc (Honours) Nursing Practice



THE GLASGOW SCHOOL OF ART SINGAPORE

Programmes offered in partnership with SIT:

- Bachelor of Arts with Honours in Communication Design
- Bachelor of Arts with Honours in Interior Design

THE GLASGOW SCHOOL OF ART

The Glasgow School of Art is internationally recognised as one of Europe's leading university-level institutions for the visual creative disciplines. Our studio-based approach to learning and teaching brings disciplines together to explore problems in new ways to find new innovative solutions. The studio creates the environment for inter-disciplinarity, peer learning, critical enquiry, experimentation and prototyping, helping to address many of the grand challenges confronting society and contemporary business.

Since the School was founded in 1845 as one of the first Government Schools of Design, as a centre of creativity promoting good design for the manufacturing industries, our role has continually evolved and redefined to reflect the needs of the communities we are part of, embracing the late 19th century fine art and architecture education and today, digital technology. Then as now, our purpose remains the same – to contribute to a better world through creative education and research.

All GSA degree programmes are validated by the University of Glasgow. Established in 1451, the University of Glasgow is a member of the prestigious Russell Group of leading UK research universities and a founder member of Universitas 21, an international grouping of universities dedicated to setting worldwide standards for higher education. Students may choose to study honours degree programmes in Communication Design or Interior Design in Singapore.

“The specialist design programmes and teaching at The Glasgow School of Art produce graduates able to make a significant contribution to cultural and creative production in SE Asia and the world.

“Our shared visual language transcends national boundaries – whether based in Glasgow or Singapore our graduates leave equipped to engage and contribute globally, able to adapt to the changing economic role of creativity and innovation in the knowledge economy and the skilled graduates that it demands.”

- Mr Thomas Greenough, Acting Director, GSA Singapore



WHEELLOCK COLLEGE

Programme offered in partnership with SIT:

- Bachelor of Science in Early Childhood Education

WHEELLOCK COLLEGE

For over 127 years, Wheelock College (WLC) of Boston, USA, has been an outstanding institution that seeks to provide a transformational education for students who are passionate about making the world a better place, with a special emphasis on preparing its learners to teach, mentor, and nurture young children and their families. The Wheelock degree balances a deep understanding of theory with the development of real-world skills in its curriculum and internships, guiding its graduates to become skilful, sought-after practitioners and leaders in the professions of education, social work, child life, and juvenile justice and youth advocacy. Its broad-based, globally-focused degrees provide a distinctly

interactive classroom experience for its students, and its early childhood programme offered in conjunction with SIT employs a unique co-instruction model where most of its courses are taught jointly by Wheelock's internationally renowned faculty members and Singapore instructors. In-coming Wheelock College Executive Director Beth Fredericks joins the Wheelock-Singapore programme focussed on an on-going commitment to ensuring a rigorous curriculum taught by caring and committed world-class faculty members. This, together with the immersion programme in Boston and tight bonds formed among students, promotes innovation and transformation in the lives of young children and their families.

"As more and more countries commit to early learning as a priority essential to their economic and civic future, Wheelock College continues to provide highly trained early childhood educators as a crucial building block for nations to remain competitive and dynamic. As the need for early childhood expertise grows across sectors – technology, media, museums/libraries, business – our graduates will be the creative problem-solvers who are willing to seek out and test new ideas, take risks, learn from failure, and share their findings."

- Ms Beth Fredericks, Executive Director, WLC Singapore



THE WORLD'S PREMIER CULINARY COLLEGE

Programme offered in partnership with SIT:

- Bachelor of Professional Studies in Culinary Arts Management

THE CULINARY INSTITUTE OF AMERICA

Since its establishment in 1946, The Culinary Institute of America (CIA) has set the global gold standard for culinary education. Its proven degree programmes have produced more than 48,000 culinary professionals, including top chefs such as Anthony Bourdain '78, Cat Cora '95, and Roy Yamaguchi '76. The historic SIT-CIA partnership marked the first time that the CIA offered its programmes in Asia.

"The Singapore Institute of Technology, through its partnership with world-class universities, and its own degree programs, prepares students to not only be critical thinkers with the uncanny ability to problem solve and innovate but provides the best talent of Singapore with the requisite skills to lead in fields that are the drivers of the economy. Students and faculty through the collaborative process are able to have access to alumni of both SIT and the overseas partner. These relationships provide a platform of support which broadens the SIT network of committed and educated professionals who are world-class leaders in their fields of expertise and research. The Culinary Institute of America is delighted to be on the cutting edge, with SIT, of developing the leaders of the hospitality and food and beverage industries now and for the future."

- Chef Eve Felder, Managing Director, CIA Singapore



**Programme offered in partnership
with SIT:**

- Bachelor of Arts with Honours in
Criminology and Security

UNIVERSITY OF LIVERPOOL

The University of Liverpool is one of the UK's leading research institutions with an annual turnover of £465 million, including £89 million for research. Ranked in the top 1% of higher education institutions worldwide, Liverpool is a member of the prestigious Russell Group of the UK's leading research universities.

The University has 32,000 students, 7400 of whom travel from all over the world to study there, and 195,000 alumni in 200 countries. Its global focus has led the institution to establish a university in Suzhou near Shanghai, in partnership with Xi'an Jiaotong University, as well as a campus in London. The University is the largest provider of 100% online postgraduate degree courses in Europe with over 10,000 students studying for Liverpool degrees around the world.

"The BA (Hons) in Criminology and Security offered by the University of Liverpool in partnership with SIT is an extremely popular course. We are thrilled to have received more than 700 applications in 2015 to join our growing student body. In September we will welcome our third cohort which will increase our student numbers to over 200. This year is also exciting because it is the first time we are taking our students for their overseas immersion programme in Liverpool for four weeks of academic activities, educational visits and sightseeing too.

As well as having a dynamic student body, the academic staff are growing in number as well, meaning we are able to bring in expert social scientists to pursue internationally-recognisable research from their base in Singapore. It is a great privilege to be involved in expanding Singapore's first and only criminology degree in partnership with SIT, and it is highly rewarding to witness the great strides that our students are making in relation to their understanding of complex and challenging ideas about human society."

**- Dr Leon Moosavi, Programme Director and Lecturer in Sociology,
University of Liverpool**

SIT BLUEPRINT

In keeping with its vision of being a leader in innovative university education by integrating learning, industry and community, SIT has mapped out its strategic plans for the next 10 years.

This strategic blueprint will be instrumental to SIT's continued growth, as the university of applied learning sets for itself a planned annual intake of 3500 students by 2020, rising to over 10,000 enrolled students by 2024.

Notably, the plan for strategic action will take into account a unique and key feature of the university's applied learning pedagogy – Integrated Work Study Programme (IWSP) – where SIT undergraduates are immersed in a real-work environment for between eight to 12 months.

This blueprint will also ensure that the SIT graduate will be able to compete ever more intensely in a globalised world facing various disruptive changes. These very SIT graduates will each be imbued with the SIT-DNA, comprising four traits, namely: 'Thinking Tinkerer', 'Able to Learn, Unlearn and Relearn', 'Catalysts for Transformation', and 'Grounded in the Community'.

The trajectory which SIT is embarking on will be oriented towards five strategic goals, as follows:



- 1 To produce highly employable graduates who are adaptable to a fast-changing economy



- 4 To become an innovative, dynamic and enterprising People's Organisation



- 2 To build a symbiotic relationship with industry and community



- 5 To develop a stimulating learning environment



- 3 To evolve sustainable and strategic partnerships with overseas university partners

SIT-CONFERRED DEGREE PROGRAMMES

SIT's applied degree programmes place a strong emphasis on skills mastery through enhanced collaboration with industry partners. All SIT degree programmes will feature the IWSP, ranging from eight to 12 months as a core component of its curriculum.

SIT's very own applied degree programmes are as follows:

Master of Engineering Technology & Bachelor of Engineering with Honours in Sustainable Infrastructure Engineering (Building Services)

Developed in consultation with the Building and Construction Authority (BCA) Singapore, this degree programme aims to produce graduates trained in the areas of Efficient Energy Management, Heating Ventilation and Air Conditioning (HVAC) and Building Information Modelling (BIM). Students will have the opportunity to obtain professional certifications in Green Mark Certification, Fire Services Safety Management and Work Place Safety and Health.

Master of Engineering Technology & Bachelor of Engineering with Honours in Sustainable Infrastructure Engineering (Land)

Undergraduates will go through rigorous academic training and have a chance to immerse themselves in the Singapore land and transport industry through work stints with organisations such as Land Transport Authority, Singapore Technologies and Sembcorp Industries.

Bachelor of Engineering with Honours in Pharmaceutical Engineering

The first of its kind offered in Singapore, this programme will equip undergraduates with knowledge and skills pertaining to drug manufacturing, including drug development and production, process development, operations, validation, regulation and compliance. Students will also be trained in core competencies in the development and manufacture of the two largest classes of pharmaceutical drugs in biologics and small molecule drugs.

Bachelor of Engineering with Honours in Information and Communications Technology (Information Security)

A four-year undergraduate degree programme that aims to provide a holistic coverage of the entire information security process from the securing of software to the defence, monitoring and recovery of information systems, as well as the governance and management of information security in an organisation.

Bachelor of Engineering with Honours in Information and Communications Technology (Software Engineering)

This highly specialised degree programme covers the development of software as well as the design, operation, analysis, optimisation, security, maintenance and management of software in a holistic and systematic manner. This is a highly specialised programme that focuses on depth rather than generic breadth in key areas.

***Bachelor of Accountancy
with Honours***

A three-year honours programme, the SIT Accountancy programme will not just allow undergraduates to go through rigorous academic training but immerse themselves in the accounting and finance industry through work stints with established accounting firms including Deloitte, Ernst & Young (EY), KPMG and PricewaterhouseCoopers (PwC).

***Bachelor of Hospitality Business
with Honours***

Designed to develop the next generation of transformational leaders for local and global hospitality markets, this degree programme will equip undergraduates with solid industry knowledge and sound business analytical skills that are essential for middle management in the hospitality industry.

***Bachelor of Engineering with
Honours in Systems Engineering
(ElectroMechanical Systems)
[SEEMS] - a joint degree
programme offered with DigiPen
Institute of Technology***

A multi-disciplinary degree programme that brings together the fields of mechanical, electrical, electronic and computer engineering with a holistic approach to system development. SEEMS focuses on the engineering of complex mechanical systems that are controlled by microprocessors and microcontrollers.

***Bachelor in Science
(Diagnostic Radiography) –
a joint degree programme offered
with Trinity College Dublin***

Graduates of this honours degree programme will extend their knowledge and skills to be able to undertake more advanced and evidence-based practice. Students will participate in a six-week clinical placement in Dublin.

ENTERPRISE & INNOVATION HUB

REDEFINING INNOVATION

SIT's Enterprise & Innovation Hub (E&I Hub) was officially launched this year. The Hub is a meeting point for championing industry collaboration, promoting student enterprises and managing grant schemes that support faculty in industry projects.

The mission of E&I Hub is:

- To be the focal centre for industry projects and collaboration with companies. Companies can advance the development of their innovative products and services at SIT by leveraging on the expertise of our technology experts and students.
- As a leader in moulding enterprising and innovative students by enhancing their learning experience through industry collaboration.

KEY STRATEGIC CONSIDERATIONS

SIT partners with the industry to develop industry projects. When working on projects, SIT will consider the following guiding principles:

- **Enhancement of Student Learning**

The projects must enhance student's learning. Through these industry projects, students are provided with first-hand experience in project management and product development.

- **Close Nexus with the Industry and SIT**

The projects undertaken by SIT are co-created with the industry, and this will provide the project the best chance for test-bedding and commercialisation.

- **Promote Collaboration**

The partnership between SIT and industry will strengthen collaboration, drawing like-minded organisations and academic institutions together to work on translational work, and thus advancing the development of innovative products and services.

CHAMPIONING INDUSTRY COLLABORATION

SIT's positioning as the industry's partner of choice has been well-received. Since its inception, it has made headway in attracting interest from industry to collaborate with SIT faculty on projects. SIT is currently working in partnership with companies from the Association of Small & Medium Enterprises, multinational companies and government agencies on industry projects.

WHY PARTNER SIT?

Industry Partners with SIT receive support in these areas:



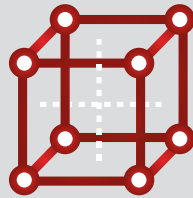
GRANTS TO SUPPORT FACULTY

SIT introduced an internal fund to support industry projects in July/August 2015. The grants are set up to provide early-stage funding support for faculty to embark on industry projects involving students and companies in Singapore. These industry projects are expected to have strategic alignment with SIT's strategic goals so as to enhance students' learning experience and provide opportunities for SIT faculty to work on real industry projects.

GRANT CATEGORIES AND DURATION



IDEA



PROTOTYPE



VALUE



IGNITION GRANT

- 1-year funding scheme to support proof-of-concept (POC) project
- To translate project ideas to prototypes

INNOVATION GRANT

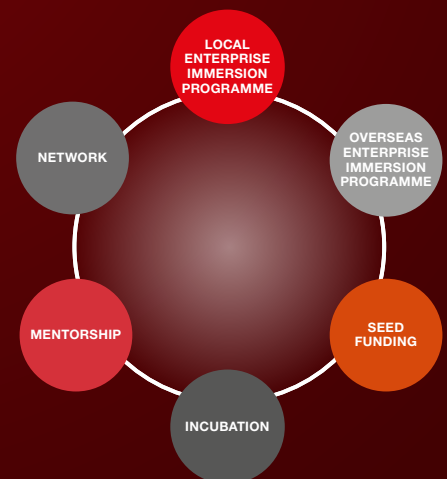
- 2-year funding scheme to support proof-of-value (POV) project
- To convert project prototypes into commercial solutions that can be adopted by the industry



E&I HUB ENTREPRENEURSHIP ECOSYSTEM

As part of SIT's enterprise and innovation strategy, the Entrepreneurship Development Unit was set up to promote an enterprising spirit in SIT. The unit strives to build a vibrant entrepreneurship ecosystem to equip business skills, support enterprising ideas and groom start-ups. The efforts include the following:

- The **Enterprise Immersion Programme** which was launched this year. Students honed their business skills in local programmes, strengthening them by participating in overseas programmes. The overseas programmes exposed students to different culture and practices, and the increasing globalised nature of business. In May and August 2015, SIT partnered with National University of Singapore Research Institute in Suzhou (NUSRI) to host over 40 students to learn Sun Tzu's Art of War and Laozi's leadership philosophy by applying them into their business ideas.
- A \$100,000 **Catalyst Fund** that was launched to aid students' innovative business ideas. Seed funding, capped at S10,000 per idea, aims to help students translate their ideas into business solutions. Where necessary, SIT will help students seek external funding.
- A **Co-working Space** also known as The Catalyst, allows students to work on their enterprising ideas and build prototypes. It is also a place to network with other enterprising students, exchange ideas and collaborate.
- SIT also works with business individuals to **mentor** and guide our start-ups. The mentors' industry expertise and experience will shorten the learning curve and smoothen idea implementation.



MOVING AHEAD

At the heart of our work is our students' experience. By working closely with industry partners, we are able to enhance their skills and competencies, and ensure that they gain a deep understanding of the projects they are assigned.

By forging partnerships among SIT's unique project-based pedagogy, technology providers and enterprises, we strive to accelerate the commercialisation process, and make SIT the university of choice for industry collaboration and project work.

PROFESSIONAL OFFICERS DIVISION



Established within the Academic Group under the Vice Provost's Office in January 2015, the Professional Officers Division (POD) manages labs, equipment and Professional Officers as a centralised resource, as well as supporting SIT Academic Staff in supervising students on IWSP and final year projects. POD works closely with Faculty to promote sharing of lab facilities with the goal of achieving higher utilisation.

Professional Officers (POs) are specialists with applied expertise in their fields, having many years of industry experience. The POs work closely with SIT Academic Staff to develop, design, plan and conduct lab experiments, supervise students' work in the labs while managing the facilities efficiently, and ensuring compliance to safety and health regulations. POs also support SIT Academic Staff in externally funded applied research projects.

Since the establishment of POD, a series of key policies, processes and procedures have been implemented. These include the Integrated Logistics Support (ILS) approach to lab set-up and operations, lab safety and security policy, lab evaluation and review policy for new lab requirements, as well as

policies to support IWSP and E&I Hub projects. In addition, POD has ensured that students benefit from a real work environment in all labs by applying industrial discipline and standards, such as the ILS approach and 5+2S workplace organisation tool (sort, straighten, shine, standardise, sustain + safety and security).

In conjunction with the launch of SIT degree programmes for AY14 and AY15, the division worked closely with Academic Staff and other divisions to set-up and commission over 30 labs from September 2015 onwards. In addition, POD has successfully mentored students from the AY14 Accountancy programme who went through their IWSP from January to April 2015. Looking ahead, the division is poised to shift into higher gear to, setting up more labs within the university and preparing to support a larger student cohort for IWSP in AY15.



INTEGRATED WORK STUDY PROGRAMME

SIT created the Integrated Work Study Programme (IWSP), a salient feature of the university's educational experience, which provides students with opportunities to integrate the knowledge they have gained in the classroom with real-world practice. The programme is a win-win for both industry partners and students – IWSP is an excellent platform for students to gain work experience, while industry partners gain access to a pool of resources in terms of work-ready employees.

Students will be immersed in a real work environment for eight to 12 months, longer than traditional internships, enabling true integration into the workforce. Faculty and company work supervisors will work together to achieve the following objectives:

- 1 Building Career and Professional Skills**

Students will go through the experience of the job marketplace by applying to participating companies for IWSP positions, and undergoing their employee selection processes, subsequent induction and training in the real work environment. This will prepare them to be effective employees in their career and professional life.
- 2 Integrating Knowledge and Practice**

Students will be guided to apply theory to practice under the close supervision of a faculty member. Learning objectives will prompt students to reflect on how classroom knowledge and skills relate to real work situations.
- 3 Developing Skills for Innovation in Companies**

Students will be challenged during the IWSP to initiate innovation projects. Through such projects, students will have the opportunity to apply innovation skills and develop solutions.

In January 2015, 63 Accountancy students embarked on the inaugural round of IWSP at the following companies: BDO, Deloitte, Foo Kon Tan, KPMG, PKF-CAP, PwC, and RSM Chio Lim.

OUR GRADUATES

At SIT, students engage in the career development process through a myriad of activities organised by the university such as Career Fair, networking events, career skills workshops, industry talks and company visits. The university's career coaches conduct resume review sessions for students on a one-to-one basis. These career coaches also support students by conducting mock interviews with them.



Career Skills Workshops

Career Services organises the following career skills workshops:

- Career Planning and Management
- Resume and Cover Letter Writing
- Interview Skills
- Job Search Strategies

Over the past year, a total of 22 workshops were conducted for 529 students across different degree programmes.

Industry Talks and Company Visits

In the past year, Career Services set up 10 industry talks in collaboration with companies such as Gemalto and Baxter BioScience. The division also organised 15 company visits to companies such as Airbus Helicopter and BOEING Training & Flight Services to provide students with opportunities to meet with potential employers. At these events, students were able to learn more about various company cultures and potential job prospects. These sessions also provided students networking opportunities with industry experts.





Jackson Soh

Manufacturing Engineer, REC Solar Pte Ltd
Technical University of Munich, BSc Electrical
Engineering & Information Technology, Class of 2014

I attended the Resume and Cover Letter Writing workshop conducted by SIT Career Services. The instructor gave suggestions on how to present my resume in a clear and concise manner. I found the workshop very helpful.

I also attended the Career Fair in 2013. One of the companies I spoke to was REC (Renewable Energy Corporation), which is where I am working now.

My advice to juniors is to refine your resume, manage your career expectations, and research the company you're targeting. Your resume should not only be concise and clear; it has to be relevant to what the industry is looking for. I strongly recommend the Resume and Cover Letter Writing workshop organised by Career Services.



Muhammad Khairul Bin Jumali

Safety Engineer, Sembcorp Marine
Newcastle University, BEng (Hons)
Marine Engineering, Class of 2015

During my study in SIT, Career Services prepared me for my career in various ways. They provided me with networking opportunities with potential employers. They also sent us regular emails about job vacancies posted by companies in the job portal. The job vacancies posted are from different industries to cater to students from the different degree programmes.

My career coach also guided me in preparing my first ever resume. She taught me how to format it, and highlighted key points that would make my resume look professional and stand out from the rest. She also gave me tips on how to prepare myself and respond to questions that are commonly asked during an interview. Her advice and tips were useful and gave me more confidence during the interviews. I was able to secure a job before my final examinations.

I would like to advise my juniors to make the effort to meet their career coaches. They are experienced and know what the industry is looking for. Their advice helped me with my job search process and prepared me for the job market.



Koo Yi Jie

English Teacher, The Caterpillar's Cove
Wheelock College, BSc Early Childhood Education,
Class of 2015

Throughout my academic career in SIT, I greatly benefitted from the school visits organised by Career Services. The visits provided me with opportunities to visit notable preschools and understand their pedagogy, culture and values. It made me consider my teaching values and philosophy and evaluate my future career choices. Furthermore, the school visits provided me with plenty of networking opportunities with many early childhood leaders and inspired me to be an effective early childhood advocate. I would strongly encourage my juniors to participate in company visits and recruitment talks hosted by Career Services as it broadened my perspective of early childhood education in Singapore.

DONORS AND SCHOLARSHIPS

Financial assistance is given to deserving students enrolled at SIT. The financial aid covers expenses including tuition fees and expenses for overseas immersion programmes. SIT is firmly committed to a policy that strives to ensure students are not denied university admission because of financial difficulties.

DONORS AND SCHOLARSHIPS

Through generous contributions from our industry partners, government agencies and organisations, our students have received various forms of scholarships or sponsorships to pursue their degree programmes.

THE FOLLOWING INDUSTRY PARTNERS HAVE PROVIDED SCHOLARSHIPS / SPONSORSHIPS TO SIT STUDENTS

Agri-Food & Veterinary Authority of Singapore

Alexandra Health

Asia Pacific Breweries Foundation

Association of Singapore Marine Industries

Centre for Strategic Infocomm Technologies

Early Childhood Development Agency

Eastern Health Alliance

Far East Organization

Infocomm Development Authority of Singapore

Jumbo Group of Restaurants

Jurong Health Services

Keppel Offshore & Marine

MaritimeONE

Media Development Authority of Singapore

MENDAKI

Ministry of Communications and Information

Ministry of Defence

Ministry of Home Affairs

MOH Holdings Pte Ltd

National Council of Social Service

National Environment Agency

National Healthcare Group

National University Health System

Novartis Singapore Pharmaceutical Manufacturing Pte Ltd

NTUC First Campus

Overseas Union Enterprise Limited

Public Utilities Board

Raffles Medical Group

Ren Ci Hospital

Sakae Holdings Ltd

Sembcorp Industries Ltd

Sembcorp Marine Ltd

Singapore Civil Defence Force

Singapore Health Services Pte Ltd

Singapore-Industry Scholarship (SgIS)

Singapore Power Limited

SingTel

Society for the Physically Disabled

St Luke's Hospital

The University of Manchester

DONOR ACKNOWLEDGEMENT

In grateful appreciation of our generous donors, whose active philanthropic commitment to support non-bonded scholarships, study grants, bursaries and excellence awards at SIT is enabling and inspiring our students to realise their fullest potential – as tomorrow's community-grounded professionals and catalysts for transformation.

DONOR LISTING (for the Financial Year ending 31 March 2015)

Ascendas Funds Management (S) Limited	Malayan Daching Co Pte Ltd
Baker Tilly TFW LLP	Mapletree Investments Pte Ltd
Centre for Strategic Infocomm Technologies	Mun Siong Engineering Limited
Char Yong (Dabu) Foundation Ltd	Nehemiah Foundation through
Mr Choo Chiau Beng	SymAsia Foundation Limited
Mr Choo Chong Ngen	Nexia TS Pte Ltd
Conrad Centennial Singapore	Perfect Team Engineering Pte Ltd
Dou Yee Enterprises (S) Pte Ltd	Rotary Club of Jurong Town, Singapore
Drilmaco Pte Ltd	Rykadan Hospitality Investments Pte Ltd
EMS Energy Limited	Safety Systems Engineering Pte Ltd
Far East Organization	Samwoh Corporation Pte Ltd
Feinmetall Singapore Pte Ltd	Sembcorp Industries Ltd
Goh Bee Gah Foundation through	Sembcorp Marine Ltd
SymAsia Foundation Limited	Singapore Chemical Industry Council Limited
Goh Family	Singapore Technologies Engineering Ltd
Goh Foundation	Sintit Realty Pte Ltd
Goodrich Global Pte Ltd	TAK Products Pte Ltd
Hiap Chuan Hardware (Pte) Limited	Tech Metal Machines Pte Ltd
Home-Fix DIY Pte Ltd	Mr & Mrs Teo Hock Chuan
Institute of Materials (East Asia)	Texas Instruments Singapore (Pte) Limited
JCS-Echigo Pte Ltd	The Singapore Ireland Fund
Keppel Care Foundation Limited	Wilmar International Limited
Keppel Corporation Limited	Wing Tai Retail Management Pte Ltd
Mr Jeffrey Khoo	Mr Albert Wong
Mr Kuok Khoon Hong	Mrs Wong Kwok Leong
Kwan Im Thong Hood Cho Temple	Yangzheng Foundation
Mr Kevin Liang Choon Yee	Mr Yap Geok Lin
Lions Community Service Foundation (Singapore)	

Corporate Governance

INTRODUCTION

SIT was incorporated in September 2009 as a Company limited by guarantee under the Companies Act (Cap. 50). It is an Institution of Public Character ("IPC") under the Charities Act (Cap. 37).

SIT is governed by the SIT Act 2014. Its key constituent document is the Memorandum and Articles of Association which states that the purpose of the University is to promote and undertake the advancement of education by providing educational facilities and courses of study in all fields of knowledge, promote and engage in research and scholarships and establish, operate, promote and maintain the University as a going concern.

Good corporate governance is the cornerstone of a well-managed University which is, in turn, critical to SIT's performance and operations. The focus of its governance framework, on which the University's vision, mission and core values are formulated, promotes accountability and transparency and is manifested in the composition of the Board of Trustees ("Board") and its Sub-Committees, division of powers and duties between the Board and Management, adoption of checks and balances and sound measures for internal and corporate controls.

GOVERNANCE EVALUATION CHECKLIST

The University adheres to the Code of Governance for Charities and Institutions of Public Character ("Code"). The University has complied in material aspects with the principles and guidelines set out in the Code. Where there are departures from the Code, these are explained under the relevant sections of the Annual Report or the Governance Evaluation Checklist ("GEC").

According to disclosure requirements imposed by the Charity Council, Ministry of Culture, Community and Youth, all IPCs are required to publicly disclose their compliance with the Code. The University's GEC is made available on the website of the Charity Portal at www.charities.gov.sg.

BOARD OF TRUSTEES

The Board is the highest governing authority of the University and comprises 13 Trustees, chaired by Mr Ng Yat Chung. The Board oversees the business of the University, ensures that it acts in accordance with its objects, that its funds and assets are properly accounted for and safeguarded and provides guidance and stewardship to Senior Management, conferring regularly with them. The Board is accountable to the Minister for Education, Singapore for its acts and decisions.

The Trustees are eminent persons of good repute, sound judgment who possess collective competencies in areas such as the public and private sectors, academia, accounting and finance, law, information technology, strategic planning, logistics, healthcare and hospitality management and industry knowledge. New Trustees will continue to be selected and invited to serve on the Board on the basis of the diversity of their experience, skills, knowledge, abilities and insight from time to time to ensure constant refreshing of the Board. The Trustees' profiles appear on pages 2 to 6 of the Annual Report.

There is an objective decision-making process, which allows each Trustee to exercise his or her own independent judgment. The Company has established financial authorisation and approval limits for operating and capital expenditure, the procurement of goods and services, the acquisition and disposal of assets and making investments. The Board approves the annual budget, the use of operating reserves and annual audited financial statements of SIT, amongst other responsibilities.

The Board is supported by 6 Board Sub-Committees formed in accordance with Article 53 of the Articles of Association ("AAs"), namely the Academic Advisory, Audit, Campus Development, Finance, Investments and Partnership Approval Committees. Each Board Sub-Committee has clear Terms of Reference setting out their role, authority, powers and matters requiring their approval. The list of Board Sub-Committees is on page 46 of the Annual Report.

Briefly, the responsibilities of the Board Sub-Committees are described as follows: -

- (a) The Academic Advisory Committee advises the Board on all academic policies and issues.
- (b) The Audit Committee oversees and reviews the University's internal controls, integrity of its financial reporting, legal and regulatory risks, enterprise risk management, internal and external audit functions.

- (c) The Finance Committee provides oversight of the University's financial policy management.
- (d) The Campus Development Committee assists the Board in maintaining oversight of the campus development policies and any other matters related to the acquisition, commissioning and management of significant physical assets or facilities.
- (e) The Investments Committee oversees the investment of the University's endowment and surplus funds.
- (f) The Partnership Approval Committee approves collaborations between the University and its overseas university partners.

Each Board Sub-Committee comprises Trustees with appropriate qualifications and skills and there is a fair distribution of responsibilities amongst the Trustees. Where required, non-Trustees who have experience in their respective areas of expertise are invited to provide advice to the Board Sub-Committees to enhance the process of decision making. The Board is kept informed of the key matters discussed at each Board Sub-Committee meeting.

MANAGEMENT OF THE UNIVERSITY

The President of the University, Professor Tan Thiam Soon, is appointed by the Board and is the Chief Executive Officer and the University's academic and administrative lead. He is responsible to the Board for the conduct, co-ordination and quality of the programmes of the University and its future development. He is empowered with the authority to perform all acts which are necessary to implement the policies, procedures and actions of the Board. As a liaison between the Board and the University, the President is tasked with the responsibility of informing each party of the views and concerns of the other, relating to the programmes and administration of the University. He also arranges for the annual budget of the University to be presented to the Board annually for approval as part of his duties.

The profiles of other members of the Senior Management of the University can be found on its corporate web page and at pages 8 and 9 of the Annual Report.

CONFLICTS OF INTEREST

The Trustees and staff are required to act in the best interest of the University at all times. Policies have been developed to prevent or manage situations where conflicts-of-interest could arise, by promoting integrity and ethical business conduct.

The AAs contain provisions for the management and avoidance of conflicts of interest by members of its Board of Trustees.

Such provisions include:

- (a) permitting a Trustee to be interested in any transaction with the University provided that the Trustee has declared the nature of the interest to the other Trustees of the Board as required under the Companies Act of Singapore and complied with the provisions of AAs to abstain from voting on any matter related to the transaction,
- (b) permitting a Trustee, or a firm associated with the Trustee, to act in any professional capacity for the University and to be remunerated for the provision of professional services, and
- (c) permitting a Trustee to be reimbursed for out-of-pocket expenses, travelling and other expenses properly incurred by the Trustee in attending and returning from meetings of the Board of Trustees, any of its committees, or any general meeting of the University or otherwise in connection with the affairs of the University.

The AAs also state that Trustees shall not receive any remuneration for services rendered by them as Trustees.

The University has implemented a Conflicts of Interest Policy which all staff must comply with. In accordance with that Policy, staff must ensure that their private activities and interests do not conflict with their professional obligations to the University. Where there is a potential conflict of interest, the staff is required to submit full disclosure and request for an appropriate exemption. The University will grant such exemptions at its discretion. In addition, staff are required to declare their compliance with the University's prevailing policy on conflicts of interest annually.

INTERNAL AUDIT

Internal Audit provides independent, objective assurance and consulting services designed to add value and improve the University's operations. Internal audit activity is guided by a value-driven philosophy of partnering with other departments to enable SIT to meet its business objectives. Our key role is to assist Management in evaluating their risk management, control and governance processes so that business objectives can be met.

QUALITY ASSURANCE FRAMEWORK FOR UNIVERSITIES

The Quality Assurance Framework for Universities (QAFU), developed by the Ministry of Education (MOE), is a developmental tool to help publicly funded universities enhance their quality processes in areas such as governance, management, teaching and learning. As a new university, it is timely that SIT takes a "temperature check" against the QAFU requirements and leverages on the expert opinions to be recommended by the MOE-commissioned external review panel, comprising local corporate leaders and renowned academics, to further strengthen our internal processes. Building on a robust quality assurance system, SIT is committed to providing **quality education** to our students in a nurturing environment and **excellent service** to our industry partners and community.

SIT BOARD COMMITTEES

FINANCE COMMITTEE

Dr Lim Kiang Wee
Ms Mary Yeo
Mr TK Udairam

ACADEMIC ADVISORY COMMITTEE

Prof Hang Chang Chieh
Prof Tan Thiam Soon

INVESTMENT COMMITTEE

Mr TK Udairam
Mrs Margaret Lui
Mr Steven Wong

AUDIT COMMITTEE

Mr Pek Hak Bin
Ms Teoh Zsin Woon
Mr Alvin Tan

PARTNERSHIP APPROVAL COMMITTEE

Ms Rachel Eng
Mr Alvin Tan

CAMPUS DEVELOPMENT COMMITTEE

Dr Richard Charles Helfer
Mr Michael Yap
Ms Teoh Zsin Woon

NOTE: The first Trustee named in each committee is the Chairperson of the committee.

FINANCIAL STATEMENTS

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49	Balance Sheet
50	Statement of Changes in Funds and Reserves
51	Statement of Cash Flows

IMPORTANT NOTE:

The following Financial Statements are extracted from Singapore Institute of Technology's Audited Financial Statements for the year ended 31 Mar 2015. It may not contain sufficient information to allow for a full understanding of the results and the state of affairs of the Company. For further information, please refer to the complete audited financial statements published on the SIT official website at **SingaporeTech.edu.sg**.

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2015

	General funds		Endowment and term funds		Total	
	2015	2014	2015	2014	2015	2014
	\$	\$	\$	\$	\$	\$
Revenue	38,592,658	32,355,018	-	-	38,592,658	32,355,018
Other income	332,110	148,895	1,261,000	405,339	1,593,110	554,234
Operating expenditure						
Staff and related expenses	(32,111,370)	(20,595,642)	-	-	(32,111,370)	(20,595,642)
Depreciation and amortisation expenses	(15,696,574)	(1,346,944)	-	-	(15,696,574)	(1,346,944)
Programme and student-related expenses	(58,424,324)	(52,283,324)	(767,649)	(661,172)	(59,191,973)	(52,944,496)
Rental and other facilities expenses	(7,170,560)	(3,063,072)	-	-	(7,170,560)	(3,063,072)
Other operating expenses	(7,333,064)	(3,482,770)	(794,142)	-	(8,127,206)	(3,482,770)
Total operating expenditure	(120,735,892)	(80,771,752)	(1,561,791)	(661,172)	(122,297,683)	(81,432,924)
Deficit before investment income and government grants	(81,811,124)	(48,267,839)	(300,791)	(255,833)	(82,111,915)	(48,523,672)
Net investment income	170,670	147,787	5,251,706	113,818	5,422,376	261,605
(Deficit)/surplus before government grants	(81,640,454)	(48,120,052)	4,950,915	(142,015)	(76,689,539)	(48,262,067)
Government grants	89,421,732	54,452,133	-	-	89,421,732	54,452,133
Net surplus/(deficit) and total comprehensive income/(loss)	7,781,278	6,332,081	4,950,915	(142,015)	12,732,193	6,190,066

BALANCE SHEET

As at 31 March 2015

	2015 \$	2014 \$
ASSETS		
Current assets		
Cash and cash equivalents	55,271,249	401,920,665
Financial assets, at fair value through profit or loss	396,738,853	-
Fees and other receivables	50,485,293	71,369,828
Student loans	106,270	-
Other current assets	7,614,071	4,125,853
	510,215,736	477,416,346
Non-current assets		
Property, plant and equipment	231,795,991	171,133,115
Intangible assets	2,649,690	691,709
Student loans	250,967	313,280
Other non-current assets	77,999,488	56,129,695
	312,696,136	228,267,799
Total assets	822,911,872	705,684,145
LIABILITIES		
Current liabilities		
Trade and other payables	29,532,719	45,270,297
Deferred tuition fee income	6,591,879	5,418,158
Grants received in advance	51,731,854	42,304,459
Derivative financial instruments	13,819,772	-
	101,676,224	92,992,914
Non-current liabilities		
Deferred capital grants	234,445,681	171,824,824
Other deferred grants	84,336,554	56,443,787
	318,782,235	228,268,611
Total liabilities	420,458,459	321,261,525
NET ASSETS	402,453,413	384,422,620
FUNDS AND RESERVES		
Endowment	366,336,470	361,037,870
Accumulated surplus		
- General funds	30,618,348	22,837,070
- Endowment and term funds	5,498,595	547,680
	402,453,413	384,422,620
Funds' net assets managed on behalf of Ministry of Education ("MOE")	11,829,639	9,149,496

STATEMENT OF CHANGES IN FUNDS AND RESERVES

For the financial year ended 31 March 2015

	Accumulated surplus – General funds	Endowment and term funds	Total
	\$	\$	\$
2015			
Beginning of financial year	22,837,070	361,585,550	384,422,620
Government grants and donations	-	5,298,600	5,298,600
Total comprehensive income	7,781,278	4,950,915	12,732,193
End of financial year	30,618,348	371,835,065	402,453,413
2014			
Beginning of financial year	16,504,989	1,973,165	18,478,154
Government grants and donations	-	359,754,400	359,754,400
Total comprehensive income/(loss)	6,332,081	(142,015)	6,190,066
End of financial year	22,837,070	361,585,550	384,422,620

STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2015

	2015	2014
	\$	\$
Cash flows from operating activities		
Deficit before government grants	(76,689,539)	(48,262,067)
Adjustments for:		
- Depreciation and amortisation	15,696,574	1,346,944
- Donations	(1,261,000)	(405,339)
- Loss on disposal of property, plant and equipment	84	406
- Net investment income	(5,422,376)	(261,605)
	(67,676,257)	(47,581,661)
Change in operating assets and liabilities		
- Fees and other receivables	(15,911,410)	(1,229,563)
- Student loans and other assets	(25,401,968)	(43,726,851)
- Trade and other payables	(25,253,763)	7,145,105
Cash used in operations	(134,243,398)	(85,392,970)
Donations	1,261,000	405,340
Net cash used in operating activities	(132,982,398)	(84,987,630)
Cash flows from investing activities		
Purchase of property, plant and equipment and intangible assets	(67,644,047)	(115,132,732)
Proceeds from disposal of property, plant and equipment	16,440	-
Purchase of financial assets, at fair value through profit or loss	(352,732,484)	-
Settlement of currency forwards	(25,101,049)	-
Dividends and interest received	369,354	261,605
Net cash used in investing activities	(445,091,786)	(114,871,127)
Cash flows from financing activities		
Operating grants received	65,530,358	65,564,055
Development grants received	157,194,172	132,846,520
Grants received from other government agencies	3,401,638	559,277
Endowment funds received	5,298,600	360,443,982
Net cash provided by financing activities	231,424,768	559,413,834
Net (decrease)/increase in cash and cash equivalents	(346,649,416)	359,555,077
Cash and cash equivalents at beginning of financial year	401,920,665	42,365,588
Cash and cash equivalents at end of financial year	55,271,249	401,920,665

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