





⇒ Cover



⇒ Digitalisation is the way to our collective future. As Singapore's University of Applied Learning, SIT prepares every student to be digitally ready by creating an environment conducive for innovating and developing skills that are industry-relevant.

The adoption of new technologies is part and parcel of everyday life at SIT, as represented by digital icons prevalent throughout this annual report.

⇒ Contents

- ⇒ 01 /// ABOUT SIT
- 02 /// SIT AT A GLANCE
- 04 /// CHAIRMAN'S MESSAGE
- 06 /// PRESIDENT'S MESSAGE
- 08 /// BOARD OF TRUSTEES
- 11 /// SENIOR MANAGEMENT
- 12 /// HIGHLIGHTS OF KEY EVENTS
- 24 /// ACADEMIC YEAR IN REVIEW
- 26 /// APPLIED LEARNING
- 32 /// INDUSTRY
- 36 /// COMMUNITY
- 42 /// DONOR ACKNOWLEDGEMENT
- 44 /// CORPORATE GOVERNANCE
- 48 /// BOARD COMMITTEE AND INTERNAL AUDIT
- 49 /// FINANCIAL STATEMENTS

⇒ About SIT

⇒ WE ARE SIT

Singapore Institute of Technology (SIT) is Singapore's university of applied learning. SIT's vision is to be a leader in innovative learning by integrating learning, industry and community. Its mission is to nurture and develop individuals who build on their interests and talents to impact society in meaningful ways.

SIT offers applied degree programmes targeted at growth sectors of the economy with a unique pedagogy that integrates work and study. SIT's degree programmes feature an eight to 12-month Integrated Work Study Programme (IWSP) which exemplifies the best of university-industry collaboration.

Since its establishment in 2009, SIT has grown from its inaugural batch of 500 students in 10 degree programmes to almost 7,000 students in 43 degree programmes from across SIT and nine overseas university partners. These degree programmes are grouped into five clusters – Engineering (ENG), Chemical Engineering and Food Technology (CEFT), Infocomm Technology (ICT), Health and Social Sciences (HSS), as well as Design and Specialised Businesses (DSB).

SIT also aims to cultivate in its students four distinctive traits, or the SIT-DNA, which will prepare them to be 'thinking tinkerers', who are 'able to learn, unlearn and relearn', be 'catalysts for transformation' and finally, become 'grounded in the community'.



Singapore Institute of Technology / Annual Report 2019 / About SIT

⇒ SIT-DNA

Our aim is to produce work-ready graduates armed with more than just paper qualifications, but with skills that can strengthen and energise industry and the wider community.

The SIT-DNA serves as necessary guiding principles that steer our curriculum design, pedagogical approach, student interaction and SIT culture. These, in turn, nurture students to embody the SIT-DNA.



THINKING TINKERERS



ABLE TO LEARN, UNLEARN AND RELEARN



CATALYSTS FOR TRANSFORMATION

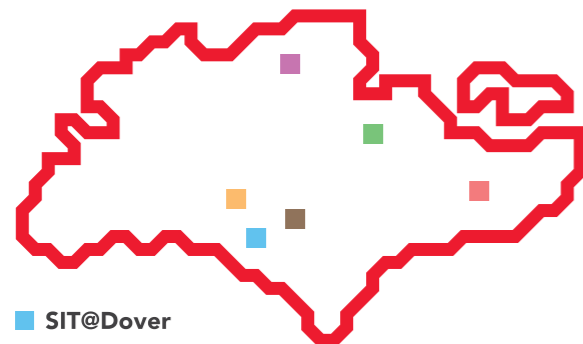


GROUNDING IN THE COMMUNITY



→ SIT at a Glance

→ 6 CAMPUSES



- SIT@Dover
- SIT@NP Building
- SIT@NYP Building
- SIT@SP Building
- SIT@RP Building
- SIT@TP Building

→ 5 PROGRAMME CLUSTERS

- 15 Programmes **Engineering**
- 8 Programmes **Infocomm Technology**
- 10 Programmes **Health and Social Sciences**
- 4 Programmes **Chemical Engineering and Food Technology**
- 6 Programmes **Design and Specialised Businesses**

→ GRADUATE EMPLOYMENT SURVEY 2018

92.5% Overall Employment

82.9% Full Time Permanent Employment

→ 43 DEGREE PROGRAMMES

SIT Programmes	14
SIT-OU Joint Degree Programmes	15
Overseas University Programmes	14

→ 9 OVERSEAS UNIVERSITY PARTNERS

Newcastle University	Technical University of Munich	University of Glasgow	Massey University	DigiPen Institute of Technology
Trinity College Dublin	University of Liverpool	The Culinary Institute of America	The Glasgow School of Art	



BE SURE FROM DAY ONE

#WEDOFROMDAYONE



⇒ Chairman's Message



Mr Ng Yat Chung

FY2018 is another significant milestone year for SIT. We are making good progress towards the goals that we set out to achieve 10 years ago. We aspire to become a university of applied learning – where graduates learn industry-relevant knowledge and skills, and develop a strong foundation for lifelong learning.

SIT has come far in the first 10 years. I recall the early days when a team, comprising a few dozen housed on a single floor in an office building, worried about the many details of how we were going to matriculate the first 500 students who took on undergraduate programmes offered by our Overseas University (OU) partners. Today, our staff and faculty of around 900 work hard to help more than 8,000 enrolled students achieve their dreams through 14 OU degrees, 15 SIT-OU joint degrees and 14 SIT-conferred degrees. To date, more than 9,000 have graduated from SIT, establishing solid careers in engineering, infocomm technology, allied health, sustainable infrastructure engineering, and hospitality business.

SIT graduates continue to be highly sought after by industry as they display all the qualities and skill sets employers look for. Our GES results continue to validate our approach to learning, thanks, in no small part, to our extremely supportive industry partners. We continue to set new benchmarks each year, in spite of a tough economy, with over 90% of our graduates being employed within six months of graduating.

SIT will continue to deepen the nexus with industry through strategic collaborations with partners who are looking to nurture their workforce and in need of skilled talent.

We will continue to grow by launching new affordable quality undergraduate degree programmes that are valued by industry. Our new programmes are launched in close consultation with industry, attracting applicants who see the value in our applied learning pedagogy, where much of the learning happens outside of the classroom. Our new Air Transport Management degree programme is a one example of how, by involving an industry partner in developing the curriculum, students also gain industry certification upon graduation. This could not have been achieved without the efforts of our dedicated faculty, many of whom come from industry to impart their valuable knowledge to the next generation of practitioners.

SIT will not stop at offering full-time undergraduate programmes. As we grow our portfolio of full-time quality undergraduate programmes, we have also launched a few Master's programmes, starting with graduates from our Engineering cluster. At the same time, we are starting to offer part-time modules that count toward accreditation for undergraduate and postgraduate degrees.

The signature Integrated Work Study Programme (IWSP) has proven to be another successful component of an SIT degree. Under IWSP, our students spend six to 12 months working on partner companies' projects with help from SIT faculty while earning academic credits. The IWSP has proven to be a boon for both employers and students alike. Other universities are looking at how to emulate this. We are going beyond Singapore for IWSP, extending into Germany, China and ASEAN, where our companies have expanded their operations. The overseas IWSP (OIWSP) has considerably widened the employment prospects for our graduates, many of whom have never had such opportunities to expand their horizons. Our initial launch in AY2018 saw 24 students from four programmes working in nine cities. With more and more companies working with us, the number of OIWSP students will grow significantly in the coming years.

The SIT-DNA that we try to inculcate has helped our students make a difference in the industry as they enter the workforce. Our 'thinking tinkerers' consistently deliver solutions to problems which they discover either during their IWSP or while already employed. They are encouraged to be 'catalysts for transformation' wherever they go, never shying away from rolling up their sleeves or presenting a case to senior management. They demonstrate the ability to

learn, unlearn and relearn, recognising the need to keep abreast of developments. Our SITizen learning credits have enabled many alumni to come back for upskilling and reskilling courses. Through SITLEARN Professional Development, we have taken our industry partnerships to yet another level, customising work-study degree courses for companies in both the government as well as private sectors. Since 2016, we have conducted over 190 workshops and symposiums for more than 5,000 participants from close to 1,400 companies.

SIT will continue to deepen the nexus with industry through strategic collaborations with partners who are looking to nurture their workforce and in need of skilled talent. Partners such as Ascott Group, Continental Auto, Frasers Hospitality, KH Roberts, Tychan and many more continue to offer real world challenges to our students and faculty, and in doing so keep them at the leading edge of changes within their respective industries.



Artist's impression: SIT@Punggol Campus

We are also pleased with the good progress on the campus development front. The main contractors for our Punggol campus have been appointed and initial groundwork has begun. As construction work progresses, we are ramping up efforts to test ideas for a smart and stimulating environment for applied learning and applied research at our facilities at SIT@NYP Building. By 2023, SIT@Punggol will be a campus which is integral to the Punggol Digital District (PDD) and the new Punggol North town. It will be a catalyst for close collaboration between the university, industry and the local community.

We have made good progress in our journey towards being a university of applied learning. We could not have done this without the dedication of our faculty and staff, the support of our strategic partners – the Ministry of Education, the polytechnics, overseas university partners, industry collaborators and community leaders, and the commitment of our students. With the continued support of our stakeholders, I look forward to the many exciting opportunities before us in the next phase of SIT's journey.

Mr Ng Yat Chung
Chairman



⇒ President's Message



Professor Tan Thiam Soon

SIT has just started the construction of the new campus that will bring the university closer to its new home in Punggol. This year, SIT also celebrates its 10th anniversary with 5 years as an institution offering degrees from overseas universities and 5 years as an autonomous university.

Our collective conviction is for SIT and its students to be able to deal with change in our increasingly volatile, uncertain, complex and ambiguous (VUCA) world. This VUCA world provides us with the impetus to be nimble, innovative and adaptable. In the face of frequent disruptions, we accept the fact that no amount of formal learning in the classroom will be enough to prepare our graduates to deal with the challenges that will face them when they work. Hence, our applied learning pedagogy exposes and immerses our students into the workplaces of industry and community partners and underscores to them that life will be a continuum between work and study.

As Singapore's University of Applied Learning, our programmes are aligned to the needs of industry and community. To this end, the focus is on building strong symbiotic relationships with industry and community partners. They afford our students precious opportunities to apply their learnings in authentic workplace environments. Through the close working relationships with our partners, members of academic staff would also stay relevant with real-world developments. In time to come, industry and community would look to SIT as an ideal and meaningful partner in building talent pipelines, developing innovative solutions, and the upskilling and reskilling of manpower resources.



In building the talent pipeline for growth industries, in particular for the healthcare and aviation sectors, we launched two new degree programmes in AY2019. They are the Bachelor of Science with Honours in Dietetics and Nutrition, as well as the Bachelor of Science with Honours in Air Transport Management. These are the first of such undergraduate programmes to be offered by an Autonomous University (AU) in Singapore. Currently, the only way to achieve a recognised dietetics academic qualification is through an overseas degree. The new Dietetics and Nutrition degree programme will address the lack of a specialised undergraduate dietetics degree in Singapore. The four-year Bachelor's degree programme will provide students with evidence-based theoretical knowledge, research skills and industry-relevant practicums across all domains of dietetics practice.

Manpower needs in the aviation sector are projected to increase, especially in view of the nation's effort to strengthen the position of Changi Airport. The new Air Transport Management degree programme will strengthen the pipeline of skilled aviation professionals to meet future manpower demand in the expanding aviation industry. Our industry-relevant programmes, combined with the right aptitude and hard work of our students are showing positive impacts in the workforce. In the latest 2018 Graduate Employment Survey (GES), SIT graduates across all programmes continue to be well-received by industry, with improved overall employment rates and higher salaries. The survey found that graduates achieved overall employment rate of 92.5%, a 0.2%-point increase from 2017. This reflects industry's high demand for skillsets possessed by SIT students.

The high employability our students enjoy is attributable to our signature Integrated Work Study Programme (IWSP), which helps to equip our graduates with real work experience and exposure. As a result, they are valued by employers. IWSP allows undergraduates to work on real-world projects that enable them to embark on the work-study continuum. Among last year's batch of graduates from SIT-conferred programmes, more than 70% received job offers from their IWSP companies, and over 40% are currently working in these companies.

To encourage lifelong learning in our students, in October 2018, we announced a scheme to award \$2,000 worth of learning credits to all working SITizens to take up relevant courses at SIT to further develop their careers. Since 2016, SITLEARN Professional Development, the lifelong learning division of the university, has trained more than 5,300 working adults from some 1,365 organisations. For instance, in 2018, we saw the first batch of 29 PSA engineers and ICT managers graduate from SIT's Systems Engineering programme through SITLEARN Professional Development. These graduates are now equipped with the skills and knowledge to design and maintain

The high employability our students enjoy is attributable to our signature Integrated Work Study Programme (IWSP), which helps to equip our graduates with real work experience and exposure. As a result, they are valued by employers.

complex automations, which are vital for PSA's new generation of intelligent container terminals.

Thanks to our community outreach programmes, today, SIT is no stranger to Punggol residents. Beyond the classroom, our faculty and SITizens put aside their time to make an impact in the Punggol community. Their commitment gained recognition from People's Association (PA) in October 2018 and SIT was awarded the Community Partnership Merit Award. Our outreach initiatives include the Punggol Fun Science Camps, community health-related events conducted by our Allied Health and Nursing students as well as the setting up of SIT's community makerspace, *SkillsCraft*, at Punggol 21 Community Club. *SkillsCraft* has been popular with residents who come to the space to design and build prototypes that help solve issues within their homes and living environment.

SIT has come a long way since its establishment in 2009, and when it became an autonomous university in 2014. I would like to express my gratitude to all our stakeholders and supporters for their commitment to build SIT to what it is today. As we stand guided by our vision to be a leader in innovative university education integrating learning, industry and community, we must never be complacent but instead, intensify our efforts to work together for our next chapter leading to our new home in Punggol.

**Professor Tan Thiam Soon
President**



Board of Trustees

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019

Mr Ng Yat Chung



Chairman - Appointed on 23 September 2009
Chief Executive Officer
Singapore Press Holdings Ltd

Dr Richard Charles Helfer



Trustee - Appointed on 23 September 2009
Chairman
RCH International Pte Ltd

Dr Benjamin Koh



Trustee - Appointed on 16 September 2018
Deputy Secretary (Development)
Ministry of Health

Dr Chia Tai Tee



Trustee - Appointed on 16 September 2018
Chief Risk Officer
GIC Private Limited

Prof Heng Chye Kiang



Trustee - Appointed on 16 September 2015
Lum Chang Chair Professor
School of Design and Environment
National University of Singapore

Mr Kwee Liong Keng



Trustee - Appointed on 1 November 2017
Managing Director
Pontiac Land Pte Ltd

Dr Lim Kiang Wee



Trustee - Appointed on 23 September 2009
Executive Director, CREATE
National Research Foundation

Mr Abu Bakar Bin Mohd Nor



Trustee - Appointed on 16 September 2015
Managing Director
Keppel SingMarine Pte Ltd

Ms Gail Ong



Trustee - Appointed on 16 September 2018
Partner, Equity Capital Markets
WongPartnership LLP

Mr Ravinder Singh



Trustee - Appointed on 16 September 2018
President
ST Engineering Electronics Ltd

Mrs Margaret Lui



Trustee - Appointed on 16 September 2015
Chief Executive Officer
Azalea Asset Management Pte Ltd

Mr Ng Cher Pong



Trustee - Appointed on 1 November 2017
Deputy Secretary (SkillsFuture)
Ministry of Education
Chief Executive
SkillsFuture Singapore

Mr Quek Gim Pew



Trustee - Appointed on 16 September 2018
Chief Defence Scientist
Ministry of Defence





⇒ Board of Trustees

⇒ Mr Nagaraj Sivaram



Trustee - Appointed on 16 September 2015
Partner
Ernst & Young LLP

⇒ Prof Tan Thiam Soon



Trustee - Appointed on 1 February 2013
President
Singapore Institute of Technology

⇒ Mr T K Udairam



Trustee - Appointed on 16 September 2012
Chief Operating Officer
Sheares Healthcare Management Pte Ltd

⇒ Mr Soon Sze Meng



Trustee - Appointed on 16 September 2018
Vice President, Business
International Group
Singapore Telecommunications Limited

⇒ Ms Tammie Tham



Trustee - Appointed on 16 September 2018
Executive Vice President
(Enterprise and Services)
Ensign Infosecurity Pte Ltd

⇒ Mr Wen Khai Meng



Trustee - Appointed on 16 September 2015
Senior Advisor, Group Strategy
CapitaLand Limited



⇒ Senior Management

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019

⇒ Professor Tan Thiam Soon President



⇒ Professor Loh Han Tong

Deputy President (Academic)
& **Provost**
Deputy President (Technical Development)
(w.e.f. 1 September 2019)



⇒ Mr Chan Wing Leong

Deputy President (Administration)
& **Chief Financial Officer**
Deputy President (Campus Development)
& **Chief Investment Officer**
(w.e.f. 1 July 2019)



⇒ Associate Professor Ivan Lee Boon Hong

Vice President
(Industry & Community)



⇒ Mr Tsoi Mun Heng Vice President (Planning)



⇒ On 22 January 2019, the appointment of **Professor Chua Kee Chaing** as Deputy President (Academic) & Provost was announced, with effect from 1 September 2019.



Highlights of Key Events

SIT has had an eventful year infused with passion that seized great opportunities for innovations; deepened connections with industry; and strengthened its core values for a holistic experience for students, faculty and corporate staff.

2018

APRIL

7 April • Scented Candle Making Workshop

SIT Alumni spent some quality time at this Do-It-Yourself event organised by the SIT Alumni Leisure Network. Held at Novotel Singapore on Stevens and conducted by Sally's Room, participants learnt to craft their very own scented candles and clay ornaments. Such workshops give the alumni opportunities to meet and catch up after graduation.



24 April • CXO Lean Summit 2018

Placing Patients At The Heart Of Healthcare Transformation was the theme for the third CXO Lean Summit. It saw some 350 participants who heard from keynote speaker, Mr John Shook, Executive Chairman, Lean Global Network (LGN) and Lean Enterprise Institute (LEI), USA. Organisations which embarked on Lean Transformation Innovation Centre (LTIC)'s Lean Skills Development Programme (LSDP) also shared their lean journeys on how they cultivated sustainable lean culture in their organisations.



25 April • Faculty & Staff Giving Roadshow

More than \$82,000 was raised through the Faculty & Staff Giving initiative in support of the SIT Bursary in the previous year, making possible 27 bursaries for financially disadvantaged students at SIT. In appreciation of support from members of faculty and staff, the fifth Faculty & Staff Giving Roadshow was organised at the SIT@Dover campus, where past recipients of the SIT Bursary were present to mingle with faculty and staff as well as share how the bursary has helped them in their studies.



MAY

10 May • Alumni Movie Night



Over 250 alumni turned up at Shaw Theatres Lido to catch the latest Marvel blockbuster, *Avengers: Infinity War*, at SIT Alumni Leisure Network's signature event. Alumni caught up with their fellow SITizens as well as SIT faculty and staff over a delicious buffet dinner, before settling in with popcorn and a drink to enjoy the movie.

20 May • Community Chest 2018

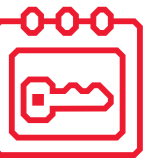
Ten SIT student community leaders and 33 student volunteers spent their weekend as part of the *Community Chest Charity TV Show*, aired on 20 May 2018 on Channel 8. The charity show was held in conjunction with the Community Chest's celebrations of 35 years of supporting

social service organisations. For the first time, 1,200 students from 12 Institutes of Higher Learning (IHLs) came together to assist with digital fundraising and creating awareness on community service. For their moment of fame, they also performed at the show's opening act.





⇒ Highlights of Key Events



⇒ JUNE

⇒ 9 June • Financial Literacy Workshop

Held at Mercure Singapore Bugis Hotel and organised by the SIT Alumni Career Network, this was the first workshop where alumni could bring along their partners. Together, they learnt about family financial planning, including topics such as budgeting for a first home, reviewing insurance plans, and expenses related to having their first child.



⇒ JULY

⇒ 20 July • Beers with Peers: Annual Alumni Beanfeast

A key event for SIT Alumni, *Beers with Peers* was held for the second time at Marina Mandarin, where 300 attendees celebrated the graduation of SIT's pioneer graduates from the Sustainable Infrastructure Engineering (Land), and Information and Communications Technology degree programmes (Class of 2018). The event included a discussion on 'How to Build an Invincible Career in the AI Era?' with a panel of industry experts who hail from the following sectors: accountancy, property development, information security, digital media, and apparel investment and manufacturing.



⇒ 27 July • Director's Tea Session



Held at SIT@Dover, the inaugural *Director's Tea Session* is aimed at strengthening the bond between SIT scholars and the university. The event also served as a launch pad for SIT Scholars' Engagement Plan. The networking session offered SIT scholars an opportunity to engage with some 35 industry guests, SIT Senior Management and Cluster Directors over food and drinks, as well as learn about potential programmes that scholars could actively participate in as ambassadors of SIT.

⇒ July 2018 & January 2019 • SIT Coaching & Mentoring Workshop

Designed to educate university supervisors to be competent mentors to SIT students undergoing their Integrated Work Study Programmes, the workshop was first rolled out in July 2018 to all faculty members from the SIT-Newcastle University Joint Degree Programmes. The second workshop was run in January 2019 to faculty members from all five SIT Clusters and DigiPen Institute of Technology Singapore supporting the Systems Engineering (Electromechanical Systems) programme, and Career Coaches from Centre for Career Readiness (CCR).



⇒ AUGUST

⇒ 18 – 28 August • Overseas Exposure Programme to Kaga City, Japan

Nine students and a member of faculty went on an inaugural Overseas Exposure Programme (OEP) to Kaga City. As part of a provincial level agreement signed with its mayor in February 2018, the visit was designed to acquaint SIT students with Information Communications

Technology (ICT) solutions and applications adopted by different industries there. SITizens also had extensive exchanges with Japanese students and participated in a joint hackathon to solve real-world ICT problems.

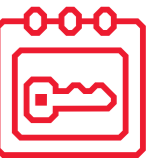


⇒ 27 August – 7 December Inaugural OIP for Massey University

Eighteen students participated in the inaugural SIT-Massey University (MU) joint Food Technology degree Overseas Immersion Programme (OIP) at MU Palmerston North Campus. The OIP is an integral credit-bearing component of the Overseas University (OU) and Joint Degree Programmes where students visit the OU campuses to attend lectures and workshops, conduct hands-on project work, and visit overseas industry players.



Highlights of Key Events



23 August

Pioneer Batch of PSA Graduates from SIT's Systems Engineering Course

PSA Corporation Limited and SIT celebrated the graduation of the first batch of 29 PSA engineers and Infocomm Technology (ICT) managers from SIT's Systems Engineering course, co-developed by PSA and SIT Engineering Cluster faculty members, Associate Professors Liew Pak San and Mark Teo, and Assistant Professors Ethan Chong and David Lin. The milestone ceremony was the result of a strategic agreement inked by SIT and PSA to strengthen the competency of PSA's engineers.



1 September to 19 October The Singapore University Games (SUniG)

SUniG 2018 was the highlight of the university sporting calendar that saw SIT pitting its athletes against teams from NUS, NTU, SIM, SMU, SUSS and SUTD. Participating in 16 sports over six weeks, the event was SIT's biggest showing to date that celebrated six podium finishes in 2018. The university clinched its maiden gold medal from 9-Ball Pool, followed by Tchoukball Women's team which secured their first gold win and Tchoukball Men's team defending their bronze medal from 2017. Handball Men's team proved their mettle in their first SUniG season, bagging a silver medal. Amanda Lee (SIT-TCD Physiotherapy student) capped off the games with a display of grace and agility, earning two silver medals in Bowling.

3 September • Launch of Electrical Power Engineering (EPE) Modular Certification Courses for Continuing Education and Training (CET)

Learning modules in Electrical Power Engineering were launched for public enrolment in conjunction with SIT's Master of Engineering Technology in Electrical Power Engineering (MEngTech EPE) programme. Led by Course Director, Professor Tseng King Jet, Engineering Cluster, the bite-sized modules offer more flexibility, especially for busy working adults. Twelve participants under the Continuing Education & Training (CET) scheme enrolled in 10 EPE modules, of which one participant was awarded the Postgraduate Certificate in Electrical Power Engineering (PGCert EPE) after having successfully completed the total of four stackable modules.

23 – 25 August • SIT Orientation

The 3-day/2-night camp kick-started the freshmen's journey in creating new bonds with one another across all degree programmes, and forging a sense of identity as a community of SITizens. Through games and activities, freshmen were introduced to the SIT-DNA and the university's approach to applied learning. The camp included informal sessions with their Cluster Directors to learn more about their degree programme modules. Some 1,026 students attended both the July and August orientations. The highlight of the camp was its inaugural Amazing Race that covered the grounds of five SIT campuses.



SEPTEMBER

1 September • Coffee Appreciation Workshop

SIT Alumni were in for an aromatic treat at this workshop. Organised by the SIT Alumni Leisure Network, it was held at Betr Barista Coffee Academy, where alumni learned all about the history of coffee and its origins, as well as the differences between specialty coffee and 'Kopi-O'. The afternoon's highlight was when the participants got to try their hand at pouring latte art patterns, with guidance from the baristas.



OCTOBER

8 to 15 October • Wellness Week #1: Beyond the Label

To raise awareness on the importance of mental health, a series of activities were held at SIT@Dover and the five SIT@Poly Buildings. Held twice each academic year, *Wellness Week #1* saw close to some 900 students participating. Students were able to pen motivational quotes for themselves and their peers, learn more about the inter-relatedness of mental, physical and emotional health through quizzes, and catch recently launched videos by the National Council of Social Services (NCSS). The videos were part of the *Beyond the Label* movement to address the social stigma faced by persons with mental health conditions.





⇒ Highlights of Key Events



12 to 14 October SIT Scholars' Camp

Held at the West Coast Campus of the National Community Leadership Institute (NACLI), the 3-day/2-night camp saw 29 newly-minted SIT Full-Term and Mid-Term Scholars participate in a myriad of workshops and team-building activities designed to foster camaraderie and a sense of fellowship. The camp also offered a platform for SIT to share its vision for its student leaders, while allowing the new scholars of AY2018/19 to build close bonds.



24 October · Widening Career Options through Community Care Industry Networking Day

The second run of the *Community Care Industry Networking Day* introduced some 370 Allied Health students to career options in the Intermediate & Long-Term Care (ILTC) sector, apart from the acute caregiving sector which students are more familiar with. They interacted with practitioners and representatives from 17 healthcare organisations and received first-hand information on working in the ILTC sector. Students gained a better appreciation of the work by Community Care professionals, and a clearer picture of the diverse aspects in healthcare.



9 November New Alumni Welcome Party

SIT's seventh *New Alumni Welcome Party* was held at Hard Rock Café at Orchard. Over 260 new alumni, SIT Senior Management, faculty and staff, as well as representatives from SIT's Overseas University partners celebrated a night of joyful revelry. The crowd was entertained by SIT's student band Muzeka, Hard Rock Café's resident band Jive Talking, as well as comedian Rishi Budhrani. Party-goers also walked away with prizes from a Lucky Draw.



14 November SIT Scholarship Awards and Appreciation Ceremony

The annual *SIT Scholarship Awards and Appreciation Ceremony* at SIT@Dover was attended by more than 250 guests, including Mr Ng Yat Chung, Chairman, SIT Board of Trustees, SIT Senior Management, SIT Scholars, as well as their invited guests. The flagship event welcomed SIT's 31 newly-minted scholars, as well as recognised the contributions and achievements of its 25 graduating scholars.



⇒ NOVEMBER

1 November · Recognition of Excellence 2018

In its fourth run, the event was held at the Auditorium, SIT@Dover to celebrate the achievements of SIT students as well as honour generous donors who had provided philanthropic support to nurture student excellence at SIT. A total of 59 Book Prizes, Awards and Gold Medals, and 134 non-bonded scholarships were presented by Prof Tan Thiam Soon, President, SIT and Prof Loh Han Tong, Deputy President (Academic) & Provost, SIT. This was twice the number of awards presented in the previous year. A special sensory exhibit was also set up outside the auditorium to showcase a collection of heartfelt 'Thank You' videos and messages from award recipients.



⇒ DECEMBER

6 December · IWSP: 4 Years On

Co-organised by Centre for Career Readiness (CCR) and Centre for Learning Environment & Assessment Development (CoLEAD), *IWSP: 4 Years On*, shared interesting insights on how the Integrated Work Study Programme (IWSP) had given SIT students a boost in the employment stakes. The sharings included challenges and solutions in the IWSP journey from our SIT supervisors in the various clusters, the stories behind engaging industry partners, as well as students' perspective of growth from their IWSP experiences. The IWSP started with one degree programme in 2015. In 2018, the IWSP has been implemented for 21 degree programmes with over 500 companies on board offering positions to our students.





⇒ Highlights of Key Events

⇒ 9 to 19 December • 19th ASEAN University Games (AUG)

A 10-member student-athletic team in the combined university category represented Singapore in Myanmar to set a new record at the 19th AUG. Phua Siew Leng, TCD Physiotherapy student, and Wong Jing Wen Claire, SIT Occupational Therapy student, were part of the Traditional Boat (Women) team. The AUG Traditional Boat team secured six bronze medals, each in the 500-metre Men, 500-metre Women, 500-metre Mixed, 1,000-metre Men, 1,000-metre Women and 1,000-metre Mixed categories held at the Nga Laik Dam, Nay Pyi Taw.



⇒ 2019

⇒ JANUARY

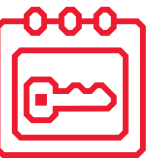
⇒ 7 January • Commencement of MINDEF Defence Cyber Organisation (DCO) Cyber NSF Work-Learn Programme

The inaugural batch of 59 full-time national servicemen (NSFs) commenced their training for Work-Learn Programme (WLP) at SIT@NYP Building. It marked the first WLP developed by faculty from SIT's Infocomm Technology Cluster in consultation with the Defence Cyber Organisation. Led by Associate Professors Forest Tan and Steven Wong, and supported by Assistant Professor Goh Weihan and Senior Lecturer Woo Wing Keong, the programme aims to educate and equip Cyber NSFs with skills to perform their operational roles in their assigned operational units, agencies or at the Cyber Security Agency.



⇒ 12 & 13 January • SIT Open House 2019

The *SIT Open House* was held at Suntec Convention and Exhibition Centre, complementing the start of the 2019 Admissions Exercise. The flagship event highlighted three noteworthy elements of SIT – the university's range of industry-relevant undergraduate and postgraduate degree programmes, outstanding student projects, and state-of-the-art lab equipment which collectively demonstrated the applicability of SIT's applied learning pedagogy. The event also featured 'Stories of SITizens', which presented narratives of our current students, scholars and alumni. Informative talks provided insights to prospective applicants on our industry-relevant degrees, including the launch of a new suite of programmes – SIT's Air Transport Management, Dietetics and Nutrition, and new joint-degree programmes in Aerospace Engineering, Computing Science and Mechanical Engineering with the University of Glasgow. The event saw a record-breaking number of close to 6,800 visitors.



⇒ 26 January • Inter-Cluster Games

A total of 273 students, 50 staff and faculty members, as well as 37 alumni took part in the third edition of the SIT annual *Inter-Cluster Games* (ICG). This was the first time alumni were part of the organising committee. Jointly organised by Advancement & Alumni and Student Life Divisions, the participants represented their clusters in six sports – Futsal, Floorball, Captain's Ball, Relay, Basketball and Ultimate Frisbee. After a series of gruelling matches, the Health & Social Sciences (HSS) Cluster emerged champions, completing a 'three'-peat to lift the Provost Cup for the third consecutive year.



⇒ FEBRUARY

⇒ February • Digitalising Admissions

In keeping with SIT's efforts to leverage new technologies and streamline its admissions assessment processes, the Admissions Division and DEECODE acquired an online asynchronous video assessment tool. This new platform, launched in February 2019, allowed shortlisted candidates to be interviewed virtually using pre-recorded questions, minimising the need for applicants to be physically present on campus for interviews. Close to 700 applicants from the Infocomm Technology (ICT), Mechanical Design and Manufacturing Engineering (MDME) and Sustainable Infrastructure Engineering (SIE) programmes participated in a successful pilot run of this new assessment process for the 2019 Admissions Exercise.





⇒ Highlights of Key Events



16 February • Volunteers' Appreciation Gathering

Organised by Advancement and Alumni Division, this is an appreciation event for student hosts who volunteer their time and effort to support SIT's key events despite their busy academic schedules. The participants got to relax and unwind at HAPPEN@Jalan Besar with various activities such as console and table top games, a karaoke machine, as well as a buffet lunch.



15 March • Inaugural Arts & Culture Week Showcase Performance

The inaugural Arts & Culture (A&C) Week was filled with dance and music, as well as theatre activities. Driven by six student workshops, the event served as a platform for budding performers from SIT's Arts & Culture clubs to hone their skills in the performing arts. The A&C clubs also presented a variety of lunchtime performances and a photography showcase for the SIT community. The week concluded with a celebratory performance that showcased the students' finest repertoires.



22 February • Student Leaders Appreciation Dinner

The annual dinner, organised by Student Life, acknowledged the accomplishments and dedication of SIT's student leaders who actively reached out to, and engaged with, their programme cohorts and club members. Their combined efforts culminated in over 98 events in 2018. Recognition awards were handed out to both individuals and groups who had contributed significantly to making a positive impact to campus life.



Singapore Institute of Technology / Annual Report 2019 / Highlights of Key Events

Singapore Institute of Technology / Annual Report 2019 / Highlights of Key Events



⇒ MARCH

9 March • SIT Discovery Day 2019

The *SIT Discovery Day* at SIT@Dover provided an opportunity for potential students and their parents to discover more about SIT's industry-relevant degree programme offerings. The event featured a series of programme showcases, informative talks, advisory sessions on admission processes and student activities. Visitors also had the chance to enjoy a festive atmosphere with delectable carnival food. The event reached out to nearly 1,400 potential students, 50% more than 2018.

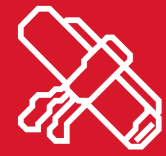


22 March • SIT-UofG Career & Industry Day

The *Career & Industry Networking Day 2019* was jointly organised by SIT and the University of Glasgow (UofG), for graduating students from the UofG Engineering and Computing Science degree programmes.

Participating companies gave career talks where representatives shared their personal work experiences and industry insights to motivate and inspire students to make informed decisions about their careers. The event also provided students the platform to explore career opportunities with 19 prospective employers at the networking session. There was also an exhibition to showcase the students' final-year project prototypes and posters.





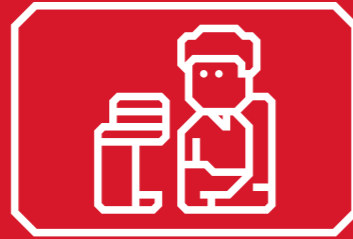
⇒ Academic Year in Review

⇒ DISTINCTIVE ADMISSION PROCESS



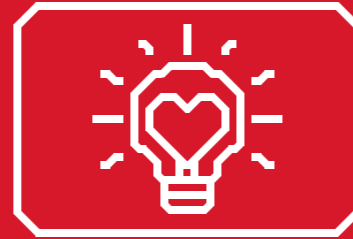
Academic Qualification/ Background Screening

Academic merit
Relevant work
experience/qualification



Admission Interview/ Test Evaluations

Ability to express clearly
Clarity on career prospects
Specialised skills



Talent and Passion

Personal statements
Interest in programme
Attitude
The "X" factor

SIT prides itself as an institution that adopts a holistic admissions assessment approach that looks beyond academic achievements. Its rigorous selection process ensures that all applicants are evaluated objectively, as potential SITizens who will be able to excel in the university's distinctive applied learning environment.

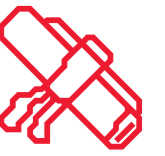
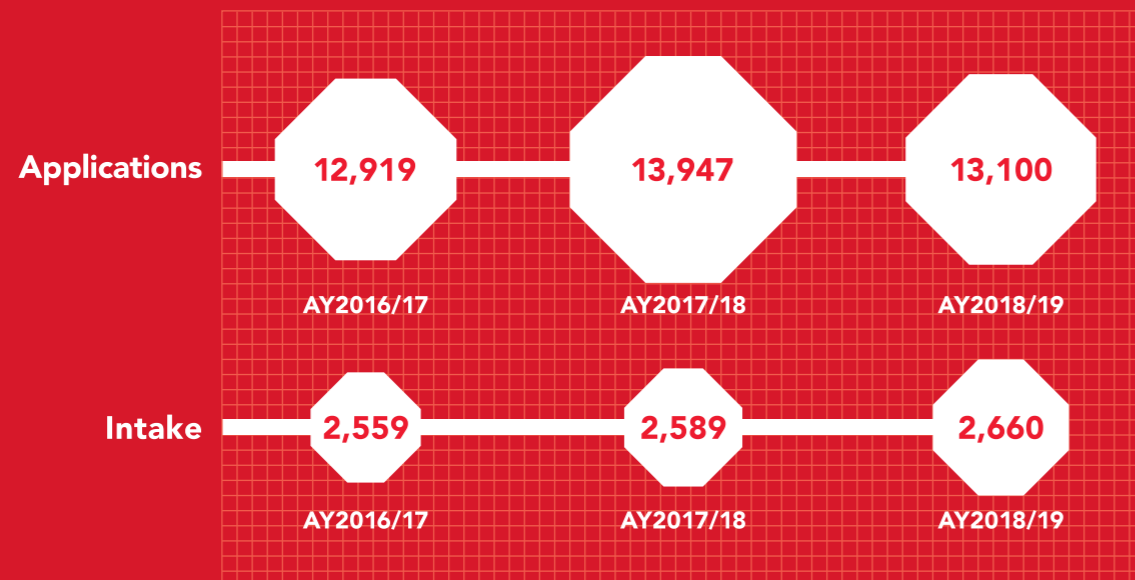
In 2018, 6,366 out of 13,100 applicants were selected for face-to-face assessments through

interviews and tests that involved faculty members from SIT and its overseas university partners, as well as industry guests.

The selection process included an aptitude-based assessment of each candidate, by focussing on their passion and giving due recognition to relevant work experience and exceptional achievements related to their preferred programme of study.

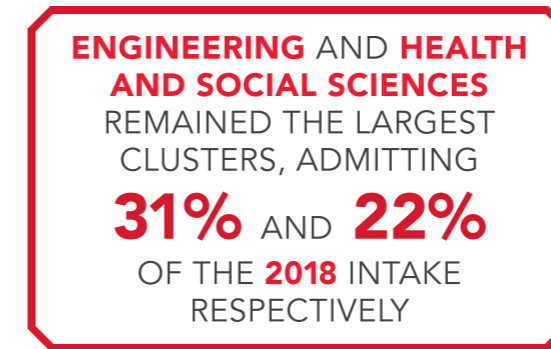
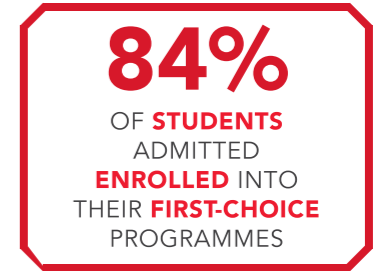
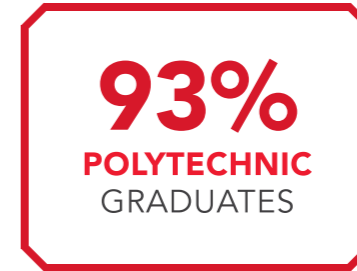
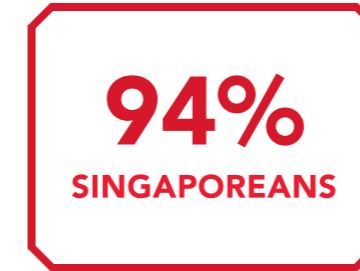
⇒ APPLICATION VS INTAKE

over the last three Academic Years (AY) 2016/17, 2017/18, 2018/19

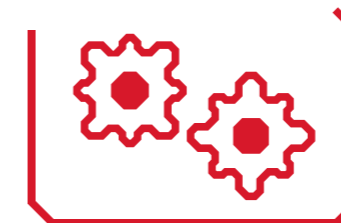


⇒ PROFILE OF SITIZENS

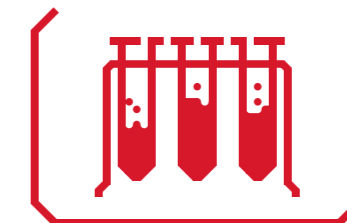
2,660 new SITizens matriculated into the SIT family in AY2018/19



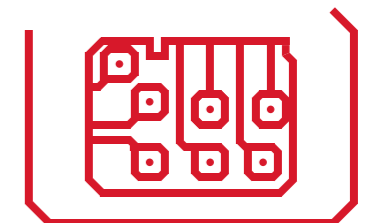
⇒ TOTAL MATRICULATED BY ACADEMIC CLUSTER



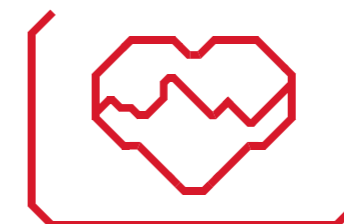
Engineering
837
Students



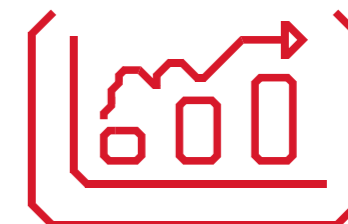
Chemical Engineering and
Food Technology
281
Students



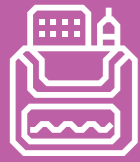
Infocomm
Technology
495
Students



Health and
Social Sciences
597
Students

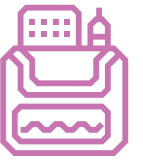


Design and
Specialised Businesses
450
Students



⇒ Applied Learning

⇒ Providing students with an integrated and holistic education experience, SIT's applied learning pedagogy is designed to empower students to apply academic knowledge and skills to real-world challenges in industry.



⇒ ENHANCING PROGRAMMES, GRANTS AND STUDENT-CENTRIC INITIATIVES

⇒ Joint Degree Agreement with UofG

In October 2018, a new collaboration agreement was signed between Singapore Institute of Technology (SIT) and the University of Glasgow (UofG), which will see the roll-out of three SIT-UofG joint degrees in Academic Year 2019. The new collaboration merged all previous agreements between the two universities to deliver five joint undergraduate degree programmes from Academic Year 2019 onwards, namely:

BEng (Hons) in Aerospace Engineering

BEng (Hons) in Civil Engineering

BSc (Hons) in Computing Science

BEng (Hons) in Mechanical Engineering

BSc (Hons) in Nursing

⇒ Inaugural Batch of Student Exchange Programme (SEP)

To enrich the portfolio of student mobility programmes, SIT launched its inaugural *Student Exchange Programme (SEP)* in trimester one of AY2018, providing students with the opportunity to study abroad with one of SIT's partner universities. SEP aims to broaden students' horizons, inculcate good values and develop life skills such as independence, confidence and ability to interact with people of different cultures, all of which will help to develop them into global-ready citizens.

In Sep 2018, SIT received its inaugural batch of five inbound students from Germany and France, and facilitated four outbound SEP students to France and UK.



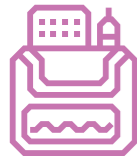
⇒ Projects awarded with LTA grants

SIT has been working closely with the Land Transport Authority (LTA) to explore applied research and learning collaborations since the setting up of the SIT-LTA Transport Research Centre (TRC), and has been awarded LTA grants for the following research projects:

- Virtual lab-based evaluation of mobility environment to improve first/last mile connections.
- Capacity modelling and capability analysis for the DTL during special events and emergency scenarios.
- Study on the acceptable reflectance level of body wrap, paintwork and windscreen on road vehicles' objective measurements.

⇒ Cybersecurity GoSecure Programme (with IMDA)

In partnership with Infocomm Media Development Authority (IMDA) and Cyber Security Agency of Singapore (CSA), SIT introduced the GoSecure programme to promote and develop cybersecurity capabilities for local enterprises in May 2018. The programme works with local companies to identify security gaps in their ICT products and solutions through vulnerability assessment to reduce cybersecurity risks. It also underpins applied learning for ICT (Information Security) students and ICT cluster's strategic plans in future cybersecurity applied research projects.



→ Applied Learning

→ Inaugural Student Life Town Hall

Student Life held its inaugural *Student Leaders Town Hall* on 21 May 2018 that was attended by 139 student leaders, across 72 Student Management Committees and Clubs. Students were introduced to the division's direction towards creating a vibrant campus community. New policies designed to drive student activities were presented. The evening concluded with a fruitful dialogue between student leaders and the Student Life team.



Singapore Institute of Technology / Annual Report 2019 / Applied Learning

→ The Way To Success Mentoring Programme

Some 28 students from SIT Allied Health Programmes participated in *The Way To Success (TWTS) Mentoring Programme* between May and June 2018. Organised by not-for-profit organisation Compass@Campus, the inaugural programme had mentors from the healthcare and business management industries share their experiences and professional advice. Students explored topics such as integrity, building resilience and leadership over five sessions. The programme concluded with a special luncheon graced by the Speaker of the Parliament of Singapore, Mr Tan Chuan-Jin.



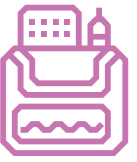
→ Leadership Development Programme

In 2019, Student Life initiated a *Leadership Development Programme (LDP)* as a means to equip every batch of student leaders with fundamental leadership skills and knowledge needed for their appointment during their terms. The LDP consists of several components, namely the Club Management Workshops (CMW), as well as both local and overseas leadership training programmes.



The CMW focusses on the roles and responsibilities of student leaders in SIT, as well as provides an overview of the necessary administrative procedures in event organisation, such as writing event proposals and risk assessments. The workshop also introduces the different types of events that student leaders may organise, while articulating the support provided by Student Life to create a vibrant campus life.

The local and overseas leadership training programmes provide avenues for student leaders to practise and develop their leadership skills through reflection sessions and outdoor activities.



→ Overseas Service Learning Projects

SIT established six Service Learning Projects across various countries in the ASEAN region, aimed at expanding students' appreciation of their current situation in their home country, Singapore. The projects allowed students to leverage available resources to create positive and meaningful social impact. Between May and December 2018, six groups of SIT students ventured into the villages of Cambodia, Indonesia, Laos, Myanmar, Thailand and Vietnam, to gain a first-hand understanding of the complex social issues faced by the communities.



→ BEING FUTURE-READY THROUGH CONTINUING EDUCATION AND TRAINING

→ SITizens Learning Credits

SITLEARN Professional Development is the lifelong learning division of SIT that caters to working adults who are keen to upgrade and gain new skills which can be applied in the workplace. The division develops industry-relevant, authentic learning experiences that help working professionals connect the dots between concepts and real-world applications. Developed in consultation with industry, SITLEARN Professional Development's portfolio covers short courses and specialist certificates, as well as modular certification courses that are stackable towards postgraduate qualifications.

SIT has offered \$2,000 worth of SITizens Learning Credits (SLC) with a validity of five years to over 8,000 SIT alumni, in line with the national movement to provide upskilling and relearning opportunities for individuals in the workforce. From the beginning of 2019, all SIT alumni are eligible to take up standalone courses offered by SITLEARN Professional Development. They are able to sign up for a wide variety of courses. SLC can also be used to offset subsidised standalone SIT courses leading to recognised qualifications.

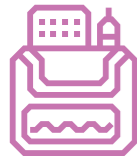
→ PROVIDING THE RIGHT ENVIRONMENT AND MENTORSHIP TO STUDENTS

→ Professional Officers Competency Development Blueprint

Professional Officers (POs) are a group of academic staff who play a complementary yet critical role in the delivery of SIT's applied learning pedagogy. POs assist in guiding students in the laboratory environment and mentor/coach students on their industrial attachments and projects.

The PO Competency Development Blueprint is established as a holistic framework to continually build and develop the skills and expertise of our POs. The blueprint maps out a suite of competencies and developmental initiatives which are essential for PO development. It comprises four key developmental pillars, namely, Mentoring, Personal Attributes, Professional and Leadership. The blueprint focusses on enhancing strong mentor-student relationships, development of personal attributes, professional growth in the respective technical domains, competencies to perform functional roles, as well as building of leadership capacity of PO leaders.

Singapore Institute of Technology / Annual Report 2019 / Applied Learning



→ Applied Learning

→ New Punggol Campus Lab Planning

Planning of the laboratories for the future Punggol Campus has given SIT a unique opportunity to test new concepts. SIT is planning close to 120 laboratories, which translates into an increase of current laboratory space from about 15,000 m² to close to 50,000 m². This includes 12,000 m² of wet laboratory space, 5,000 m² of makerspace to support student and staff project work, as well as 3,000 m² of dedicated Applied Research and Industry Laboratory space. The plan also includes 12 larger laboratories planned to host concurrent classes. The development of laboratory layouts is a result of collaboration across divisions and includes ideas provided by our students.

→ SIT Super Lab

The recently completed Super Lab at SIT@Dover is the result of a collective effort between three divisions tasked to design and construct an environment conducive for collaborative learning. Led by Professional Officers Division (POD), the project required inputs from Estates as well as Communications & Information Technology (CIT), to build a Super Lab that could facilitate learning in an open, shared space. The Super Lab, with a 520 m² floor area, can host 104 students at any one time, with a maximum of eight group sessions running concurrently. Three main zones make up the entire lab, each bearing facilities that are focussed on the study of sciences – Zone A for chemistry, Zone B for physics and Zone C for biology. The open concept of the Super Lab also enables resources to be shared easily across the different zones.



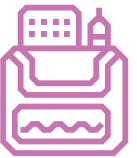
→ ENHANCING LEARNING TOOLS

→ Information and Digital Literacy (IDL)



SIT Library works closely with students and faculty in meeting their learning needs. The services and resources provided by the Library are part of its continuing mission to help facilitate knowledge discovery, the connection of people and ideas, and nurture innovation in a technology-enabled and digitally rich environment. The goal is to help students become independent learners who can navigate the information landscape and effectively locate, evaluate and apply information in any situation. A total of 80 Information Literacy programme sessions were conducted in 2018.

The construction of the Media Studio in the Library began in the second quarter of 2019. Its purpose is to provide access to facilities and equipment for all students and staff. The service will include digital literacy training to develop the technical skills for digital content creation, and build understanding of the ethics and implications pertaining to creation of digital content.



→ Improving the Student Experience

The Library is prototyping a SMART Shelf and Locker for the Library collection. The Shelf would provide an improved user experience as the books would be returned directly to the shelf and immediately ready for the next user. It eliminates the re-shelving time performed by a librarian. It would also provide important usage data that could trigger purchase of additional copies for high-demand titles. It enables the Library to respond to demand in a timely and cost-effective manner. The Locker allows self-collection of Library reservation items, including media equipment, anytime.

To meet the higher demand for study spaces during the exam period, the Library worked closely with Estates to extend the Library's opening hours for AY2018 Trimester 2 for 24 x 7 hours. Space occupancy data was collected to enable the Library to make an informed decision for the next extended hours.

→ Accessing Resources Anytime and Anywhere

Ninety-nine percent of the Library collection is available online. This means students and staff can access the Library resources anytime and anywhere. With the new library system and improved use of data, the Library is able to monitor usage patterns and demand for online resources, delivering the required resources to students and staff in a shorter time. It also enables the Library to make informed decisions on how best to maximise access to relevant resources at an optimal cost; and improve work efficiency. These initiatives translate to one man-hour saved per subscription package, 20 minutes per book title and 20 minutes per order; which adds up to more than \$9,000 savings per year.

→ Computational Thinking Quest Alpha & Beta Testing

The Computational Thinking Quest (CTQ) was developed after an ongoing initiative to teach and encourage students to embrace and apply computational thinking in their learning journey at SIT. The CTQ will be introduced in a gamified, online adaptive learning environment that encapsulates computational thinking concepts, game storyline and content. The alpha version of the CTQ was conducted from 20 to 22 February 2019 and a total of 22 students were invited to conduct offline testing. The Beta online testing was subsequently conducted on 23 April 2019 by a total of 40 students from the various clusters. The CTQ was launched in August 2019 and introduced to students from the Engineering, Infocomm Technology, and Chemical Engineering and Food Technology Clusters.



→ Cluster-initiated Teaching & Learning Workshop Supported by CoLEAD

CoLEAD and the Health & Social Sciences (HSS) Cluster jointly organised the Multiple-Choice Question (MCQ) Writing Workshop for the Health and Social Sciences faculty staff on 12 & 17 December 2018. Professor Tham Kum Ying, Education Director and Senior Consultant from Tan Tock Seng Hospital, was invited to conduct the workshop. Professor Tham also holds the appointment of Assistant Dean and is in charge of setting MCQs at The Lee Kong Chian School of Medicine.



→ Virtual Interactive Board System

CoLEAD ran trials of a Virtual Interactive Board System in the month of October 2018. Faculty staff and Professional Officers were invited for hands-on sessions with the system. Faculty staff from various clusters and a number of POs have expressed interest in producing e-learning content with the system. The system has since been installed in CoLEAD's recording studio for faculty and POs to use from January 2019 onwards.





⇒ Industry

⇒ Over the years, SIT's commitment to building a symbiotic relationship with industry has resulted in numerous collaborative outcomes in manpower development and innovative project solutions. Also serving as the backbone of SIT's Integrated Work Study Programme (IWSP), industry partners afford our students real work experiences. The university's mutually beneficial relationship with industry produces graduates who are highly adaptable and employable.



⇒ ESTABLISHING STRATEGIC PARTNERSHIPS

⇒ Microgrid in SIT@Punggol (with Singapore Power)

SIT and the national grid operator, SP Group (through its wholly owned subsidiary SP One Pte Ltd), signed a Research Collaboration Agreement (RCA) in April 2018 to facilitate research project collaborations for the microgrid in SIT@Punggol. The multi-energy urban microgrid at the Punggol campus will integrate gas, electricity and thermal energy in a smart energy network, and will also incorporate solar

energy and energy storage technologies.

As part of the RCA, SP Group will collaborate with SIT faculty members and students in applied research and learning opportunities. The microgrid will be able to operate independently from the national grid in times of emergency. Insights from the grid will also help develop innovative solutions for Singapore's future needs.



From left to right: Mr Wong Kim Yin, Group Chief Executive Officer, SP Group; Guest-of-Honour Mr Lawrence Wong, Minister for National Development and Second Minister for Finance; Mr Brandon Chia, Head, Singapore Power Centre of Excellence; Associate Professor Ivan Lee, Vice President (Industry & Community); and Professor Tan Thiam Soon, President, SIT.

⇒ \$20 million EDGE Programme to boost Singapore's Power Engineering capabilities

The Energy Market Authority (EMA) and SIT inked a five-year collaboration on a \$20 million Exploiting Distributed Generation (EDGE) research programme on next-generation energy technologies, with focus on building capabilities in distributed energy technologies. The partnership supports Singapore's direction for an increasingly decentralised energy landscape. The first of the two grant calls was launched on 30 October 2018 with the research proposals led by the industry for near-to-market and industry focussed innovations. Projects funded by the programme will be test-bedded in Ubin microgrid and translatable in SIT Punggol microgrid.



→ Industry

→ BOOSTING INDUSTRY EXPERIENCE

→ Pilot Batch of Overseas Integrated Work Study Programme (OIWSP)

As part of the national agenda to diversify students' internship experience, Global Experience Division (GED) launched a pilot batch of Overseas Integrated Work Study Programme (OIWSP) in May 2018. Eight students from Hospitality Business and two students from Telematics programmes had completed work stints ranging from 12 weeks to eight months. This first batch of OIWSP took place in the following countries:



→ A Living Lab at SIT@NYP Building

A Smart Living Lab for applied research was set up in SIT@NYP Building in the second quarter of 2018 as a test bed for prototypes and ideas that could be implemented for the future campus at Punggol. Designed and set up to improve experiences of inhabitants through various smart monitoring systems and digital interventions, experiences are categorised into three areas, namely, (i) Safety & Security, (ii) Teaching & Learning and (iii) Comfort & Convenience. Monitoring and control systems extend to smart docking stations for bicycles and personal mobility devices (PMDs); the optimisation of space, resource and systems utilisations. The outcomes of the Living Lab Project would serve as a guide for the design and development of the 'Smart' Punggol Campus.



→ Employment of SIT Talent Made Easy Through ReadyTalent Job Portal

Launched on 1 June 2018, the enhanced ReadyTalent Student Job Portal is an integrated one-stop student job portal which provides a more user-friendly interface and a range of improved features to facilitate student employment for all job types. As the portal is built on the Microsoft Dynamics' Customer Relationship Management platform, SIT divisions are able to share industry contacts and track various industry engagement and partnerships easily. To date, over 260 IWSP companies have posted more than 2,000 Integrated Work Study Programme (IWSP) positions, and more than 3,000 full-time and part-time job opportunities on ReadyTalent.



→ Extending IWSP to a Wider Range of Engineering Sectors

The extension of the Integrated Work Study Programme (IWSP) to include six SIT-Newcastle University Engineering programmes meant an increase in students' IWSP applications in the engineering sector; with students from just one engineering programme in AY2016 to ten in AY2018.

With a sevenfold increase in the number of Engineering students from 67 in 2016 to 469

in 2018, SIT's outreach efforts to industry led to over 900 IWSP positions being offered by more than 140 companies.

As of May 2019, SIT's active engagement and strong partnership with industry has brought about 2,500 IWSP opportunities offered by 581 companies, for some 1,000 students across all SIT and SIT-conferred degree programmes.



⇒ Community

⇒ SIT endeavours to build a university ecosystem that provides the opportunities, resources and mentorship that would enable SITizens to serve the community by applying their knowledge and skills acquired from their studies and work experience. SITizens also receive generous support from a community of donors who believe in empowering students. Overall, SIT creates an environment that fosters an innovative, dynamic and enterprising People Organisation.



⇒ CONTRIBUTING TO COMMUNITY NEEDS

⇒ People's Association Community Spirit Awards 2018

In recognition of contributions to the Punggol community, SIT received the Community Partnership Merit Award from the People's Association (PA) in October 2018. Some of the outreach initiatives to date include, the bi-annual Punggol Fun Science Camp, and Community Health-related events where Allied Health and Nursing students provided activity-based health promotion awareness talks and surveys for the residents of Edgefield Plains.

SIT has also set up *SkillsCraft*, a community makerspace at Punggol 21 Community Club where residents could innovate with SIT faculty and students; to design and build prototypes that help solve issues within their homes and living environment.

⇒ SUPPORT FROM PHILANTHROPIC COMMUNITY FOR SIT STUDENTS

⇒ The Mapletree Challenge

More than 500 students across various programmes took part in a unique learning initiative, held for the first time at SIT from October 2018 to May 2019, thanks to support from Mapletree Investments. The Mapletree Challenge was designed to equip students with job interview and presentation skills to pitch their entrepreneurial ideas for test bedding by industry. It consisted of masterclasses on personal branding, interview

and presentation skills. The Mapletree Innovation and Entrepreneurship Forum, held on 19 March, also included small group mentorships from industry experts on the students' entrepreneurial ideas. The challenge culminated in The Mapletree Challenge Grand Final – where Team Trolley beat five other finalists to clinch the Mapletree Gold award and a cash prize of \$5,000 for their design of a trolley for a healthcare setting.





Community

The SITUation Room: Dialogue with Leaders for ICT Professionals



This new initiative is designed to give alumni and students the opportunity to network with, and be mentored by industry leaders who are also SIT's donors and friends. The SITUation Room was launched on 27 March 2019 at a dialogue session for SITizens from the Infocomm Technology Cluster, where speakers discussed major trends and challenges in the field. Alumni and students also met up with their mentors in smaller group sessions, which are ongoing. The SITUation Room was extended to alumni and students from the Engineering Cluster in August 2019.

New and Renewed Philanthropic Support for SIT Students

In the past year, a range of new endowed gifts was made possible by generous donors who hold a strong belief in the transformative power of education. Among these was the **KM Quek Applied Research Grant**, to support research projects involving undergraduate learning at SIT's Centre of Health Sciences Research & Innovation.

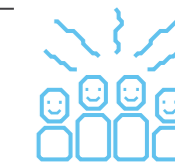
New scholarships have also been established at SIT to nurture talented students and these included: the **Mr & Mrs Ko Seng Gie Scholarship** to nurture aspiring students from lower income backgrounds, the **Rotary Club of Tanglin & Tong Kok Chiang Scholarship** for Nursing and Allied Health undergraduates, **The Abang Scholarship**, for students from all degree programmes at SIT, with at least one for an undergraduate from the Hospitality Business programme.

Students from the Civil Engineering or Sustainable Infrastructure Engineering (Land) programmes could

look forward to vying for the **TUCSS Engineering Scholarship** (TUCSS stands for the Tunnelling and Underground Construction Society Singapore).

New bursaries and grants were made available for student financial aid. These include the **Mdm Leow Sik Kee Bursary** for Nursing or Allied Health students, the **Loo Shaw Chang & Tan Hooi Hong Bursary** for students from all degree programmes offered at SIT, and the **T T J Design and Engineering Overseas Immersion Programme Grant** that supports students going on their Overseas Immersion Programme to Glasgow.

SIT's philanthropic partners have renewed and increased their support for our students through the **GIC Sparks & Smiles Study Grant**, as well as the **Kewalram Chanrai Group Scholarship**. Other donors have endowed their gifts, making permanent the **JSP Study Grant**, the **KKH Scholarship**, as well as the **Wilmar Scholarship** at SIT.



PREPARATIONS FOR PUNGGOL CAMPUS

SIT@Punggol – From Design to Implementation

In the first quarter of 2018, SIT obtained approval from the Ministry of Finance (MOF) to proceed with a main contractor prequalification exercise for a limited number of contracting firms to bid for the construction of SIT's Main Campus in Punggol. With the assistance of multidisciplinary consultants led by WOHA Architects and RSP Architects Planners & Engineers, SIT launched the main contract tender in November 2018, inviting shortlisted contractors to submit tenders for the project. The tender was closed in February 2019. Groundbreaking is slated to be in third quarter of 2019 and the Punggol Campus is expected to be operationally ready for AY2023.



Completion of The Shed at SIT@Dover

Whilst the SIT campus in Punggol is being planned and developed, new spaces at SIT campuses have to be created to accommodate the growing student and staff populations.

A temporary building called The Shed will be built on the playing field at SIT@Dover. The Shed will add 4,000 sqm of new facilities that will house tutorial and seminar rooms; computer and clinical labs for the Health and Social Sciences Cluster; discussion rooms for students; self-directed and group learning spaces and staff offices. It is scheduled to be completed and operationally ready by the start of AY2019.





Community

EMBARKING ON A DIGITAL TRANSFORMATION JOURNEY

SIT Learning Fiesta 2018

The inaugural SIT Learning Fiesta in October 2018 was a milestone event organised to engender a mindset of acquiring new digital knowledge and skills, driven by a sense of curiosity and a deep desire to learn, amongst members of staff.

In line with SIT's efforts to build a digitally-enabled environment to transform learning, teaching and community-building, the event highlighted how digitalisation and innovation are becoming more pervasive, impacting many areas of our lives. Staff got a glimpse of how technology companies are leading the way in applying digitalisation in everyday life, as well as sample home-grown technologies that SIT is developing. Main highlights included:

- **SIT mobile apps** (co-developed by students and faculty) that seek to foster closer collaborations amongst staff, faculty and students;
- **Development of SIT@Punggol as a smart living lab** that will test bed and spearhead future tech initiatives;
- **dSITE – a platform that hosts an array of training programmes** that can empower each staff with knowledge and skills to be tech-savvy.

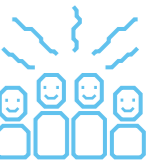
Launch of Digital Workplace

In April 2019, a web-based application Digital Workplace (DW) was rolled out for SIT staff to be used as a fully configurable, one-stop personalised portal. Responsive to mobile devices, DW enables staff to perform daily business matters at their fingertips. Some of its key features include the application and approval of Staff Leave using Natural Language processing, submission of medical certificates using the mobile device camera, and a user's own Outlook Calendar and Tasks. Development has already started to include more features such as a chatbot for all SIT matters, camera views of SIT's canteens, the submission of staff claims and many more online services and electronic forms.



SIT Academic Records/Repository

SIT Academic Records/Repository (SITAR) is a one-stop portal to capture, process, plan and report the academic activities of all SIT academic staff, associate faculty, visiting faculty and professional officers, with the aim to reduce manual data capture of academic activities and to improve data accuracy. Phase 1, which includes populating SITAR with academic staff profiles and information, computation of teaching, research, service and training activities, plus workload and associated reports, will be launched by August 2019. Phase 2 expands into workload planning and reporting, to be launched by February 2020.



FOSTERING A DYNAMIC PEOPLE ORGANISATION

Employee Wellness Committee

SIT Employee Wellness Committee (EWC) is a team formed as part of SIT's greater effort to build a workplace conducive to promoting staff engagement through cross-divisional team bonding and individual wellness. Representatives from divisions across the university volunteer to organise activities and events that bring staff together and build cohesion, while promoting holistic personal development – physical, mental and social well-being.

It has been yet another fulfilling year filled with activities such as exercise classes, lunchtime workshops, outings and the annual SIT Staff Night. EWC continues to strive towards creating more memorable moments amongst members of the SIT family!





Donor Acknowledgement

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019

We wish to express our deepest appreciation to our donors for their philanthropic support to empower and inspire students at SIT:

Abwin Pte Ltd
 Aceses Pte Ltd
 Adera Global Pte Ltd
 Amazon Web Services Singapore Private Limited
 Applied Materials South East Asia Pte Ltd
 Apricot Capital Foundation through SymAsia Foundation Limited
 Ardent Group of Companies
 Ascendas Funds Management (S) Limited
 AsiaCloud Solutions Pte Ltd
 Aviva Ltd
 Baker Tilly TFW LLP
 Buddhist Compassion Relief Tzu Chi Foundation (Singapore)
 CA Trust PAC
 CEI Limited
 Centre for Strategic Infocomm Technologies
 Ms Chen Linrong
 Mr Choo Chiau Beng
 Mr Choo Chong Ngen
 Chop Wah On
 Continental Automotive Singapore Pte Ltd
 Core Concepts Pte Ltd
 CPA Australia Ltd
 Cyclect Electrical Engineering Pte Ltd
 DBS Bank Ltd

Deloitte & Touche LLP
 Dou Yee Enterprises (S) Pte Ltd
 ECM Libra Foundation
 EnGro Corporation Limited
 EPS Computer Systems Pte Ltd
 Ernst & Young LLP
 Far East Organization
 FEINMETALL Singapore Pte Ltd
 Feng Ming Construction Pte Ltd
 Firefense Pte Ltd
 Mr Foong Hock Meng
 Four Seasons Hotel Singapore
 Fullerton Healthcare Group Pte Limited
 Furama Pte Ltd
 Geo Coal International Pte Ltd
 GIC Private Limited
 Goh Bee Gah Foundation through SymAsia Foundation Limited
 The Goh Family
 Mr Jeff Goh
 Goh Foundation Limited
 Grand Hyatt Singapore
 Hiap Chuan Hardware (Pte) Ltd
 Ho Bee Land
 Hock Seng Hoe Metal Company Pte Ltd
 Hong Leong Foundation
 HSC Foundation through SymAsia Foundation Limited

IES-ISTRUCTE Joint Committee, The Institution of Engineers, Singapore
 Info-Communications Media Development Authority of Singapore
 Ingredion Singapore Pte Ltd
 Institute of Materials (East Asia)
 JCS-Echigo Pte Ltd
 Mr Surya Jhunjhnuwala and Mr Gaurang Jhunjhnuwala
 Jumbo Group Limited
 Kaspersky Lab Singapore Pte Ltd
 KCTex International Ltd
 Kenyon Pte Ltd
 Keppel Care Foundation Limited
 Keppel Corporation Limited
 Khoo Chwee Neo Foundation Ltd
 Mr Ko Oen Tjiang
 Mr Kuok Khoo Hong
 Kwai Fong & Raymond Goh
 Kwan Im Thong Hood Cho Temple
 Land Transport Authority of Singapore
 Lee Foundation
 Mr Kevin Liang Choon Yee
 Mr Lim Joo Boon
 Mr Lim Siah Mong
 Lions Community Service Foundation (Singapore)

Lo Hock Ling & Co
 Mr Loo Tze Kian
 Mr Low Ming Wah
 Loyang Tua Pek Kong
 M.Tech Products Pte Ltd
 Mapletree Investments Pte Ltd
 Marina Bay Sands Pte Ltd
 Marina Mandarin Singapore
 McLink Asia Pte Ltd
 Microcast Pte Ltd
 Mount Alvernia Hospital
 Nehemiah Foundation through SymAsia Foundation Limited
 Nexia TS Pte Ltd
 Mdm Susan Ng Soo Koon, Mdm Ng Puey Koon, Ms Ng Ek Koon, and Dr Ng Khee Yang
 Dr Ng Khee Yang, Mdm Loo Chee Shan, Ms Ng Tze Shien and family members: Ms Ng Yi Shien, Dr Loo Chee Siew, Dr Loo Chee Chuen, and Mr Loo Chee Jie
 Ocean Tankers Pte Ltd
 OceanMaster Engineering Pte Ltd
 Pacific World Meetings & Events Singapore Pte Ltd
 Park Hotel Management Pte Ltd
 PKF-CAP LLP
 Prudential Assurance Company Singapore (Pte) Limited
 PwC Singapore
 Q'son Kitchen Equipment Pte Ltd
 Dr Stanley Quek through The Ireland Funds (Singapore)
 Radiology & Co. Pte Ltd
 Raffles Hotel Singapore
 RC Hotels (Pte.) Ltd
 Real Estates Investment Holding (Pte) Ltd
 Rohde & Schwarz Asia Pte Ltd

Rotary Club of Bugis Junction, Singapore
 Rotary Club of Jurong Town, Singapore
 Rotary Club of Tanglin, Singapore
 RSA
 RSM Chio Lim LLP
 Samwoh Corporation Pte Ltd
 SATS Ltd
 SBF Foundation
 SBS Transit Ltd
 SCAL Resources Pte Ltd and members of The Singapore Contractors Association Ltd
 Seagift Food Pte Ltd
 Select Group Pte Ltd
 Siemens Pte Ltd
 Singapore Accountancy Commission
 Singapore Chemical Industry Council Limited
 Singapore Chinese Chamber Of Commerce Foundation
 Singapore Computer Society
 Singapore Food Manufacturers' Association
 Singapore Leong Khay Huay Kuan
 SP Group
 SMRT Corporation Ltd
 Sprinkler Fire Systems Pte Ltd
 Super Bean International Pte Ltd
 T T J Design And Engineering Pte Ltd
 T.E Engineering & Trading
 TAK Products & Services Pte Ltd
 Ms Tan Siew Ooa
 Taylor & Francis Asia Pacific
 Teknor Apex Asia Pacific Pte Ltd
 Mr Allan Teo Kok Jin
 Texas Instruments Singapore (Pte) Limited

The Copyright Licensing and Administration Society of Singapore Ltd
 The Estate of Lim Doa Hin
 The Ireland Funds (Singapore)
 The Ngee Ann Kongsi
 The Ritz-Carlton, Millenia Singapore
 The Silent Foundation Ltd
 The Tan Chin Tuan Foundation
 Thomson Medical Pte Ltd
 Thomson Shin Min Foundation
 Tiong Seng Contractors (Private) Ltd
 TME Systems Pte Ltd
 Mr Toe Teow Heng
 Mr KC Tong
 Mdm Thng Poh Choo
 Dr Paul Tseng
 Tunnelling and Underground Construction Society (Singapore)
 Wilmar International Limited
 Wing Tai Retail Management Pte Ltd
 Woh Hup Pte Ltd
 Mr Albert Wong
 Dr Steven Wong Kai Juan
 Ms Wong Kai Yun
 Mrs Wong Kwok Leong
 Ms Angela Wu Peihui
 www.hardwareonline.com.sg
 Yangzheng Foundation
 Yeakin Plastic Industry Pte Ltd
 Zicom Holdings Private Limited





⇒ Corporate Governance

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019

⇒ 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 Singapore Institute of Technology Act (Cap 299B). 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. SIT has one subsidiary, Verbosecurity Pte. Ltd. (Company Registration No. 201902376G), which was incorporated on 18 January 2019.

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 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 19 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, engineering, 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 from pages 8 to 10 of the Annual Report.

There is an objective decision-making process, which allows each Trustee to exercise his or her own independent judgment. The University 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.



⇒ BOARD OF TRUSTEES (CONT’D)

The Board is supported by eight Board Committees formed in accordance with Article 53 of the Articles of Association (“**AAs**”), namely the Academic Advisory, Audit, Campus Development, External Partnerships, Finance, Industry Relations, Investment and Remuneration Committees. Each Board Committee has clear Terms of Reference setting out their role, authority, powers and matters requiring their approval. The list of Board Committees is on page 48 of the Annual Report.

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

- (a) The Academic Advisory Committee advises the University on all academic strategies, 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 Campus Development Committee maintains oversight of the University’s campus development policies and any other matters related to the acquisition, commissioning and management of significant physical assets or facilities.
- (d) The External Partnerships Committee reviews the financial and legal viability of the University’s partnerships with overseas university partners, local universities, institutions of higher learning, corporates, government agencies and other similar institutions.
- (e) The Finance Committee provides oversight of the University’s financial policy management.
- (f) The Industry Relations Committee advises the University on industry engagement and collaboration strategies.
- (g) The Investment Committee oversees the investment of the University’s endowment and surplus funds.
- (h) The Remuneration Committee provides independent advice, oversight and policy guidance to the University in employee compensation matters.

Each Board 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 Committees to enhance the process of decision making. The Board is kept informed of the key matters discussed at each Board Committee meeting.

None of the Trustees have general control and management of the administration of the University’s subsidiary.

⇒ 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 page 11 of the Annual Report.



Corporate Governance

BOARD ATTENDANCE

A total of four Board meetings were held during the financial year from 1 April 2018 to 31 March 2019. The attendance of the Trustees at the Board meetings during the financial year is tabulated below:

Name	Percentage (%) of Attendance
Mr Ng Yat Chung	100
Dr Chia Tai Tee ¹	50
Ms Rachel Eng ²	50
Dr Richard Charles Helfer	100
Prof Heng Chye Kiang	50
Dr Benjamin Koh ³	50
Mr Kwee Liong Keng	50
Dr Lim Kiang Wee	75
Mrs Margaret Lui	75
Mr Abu Bakar Bin Mohd Nor	75
Mr Ng Cher Pong	100
Ms Gail Ong ⁴	100
Mr Quek Gim Pew ⁵	50
Mr Ravinder Singh ⁶	50
Mr Nagaraj Sivaram	75
Mr Soon Sze Meng ⁷	50
Prof Tan Thiam Soon	100
Ms Teoh Zsin Woon ⁸	100
Ms Tammie Tham ⁹	100
Mr T K Udairam	50
Mr Wen Khai Meng	100

¹Dr Chia Tai Tee was appointed as Trustee of the Board on 16 September 2018.

²Ms Rachel Eng ceased to be a Trustee of the Board on 16 September 2018.

³Dr Benjamin Koh was appointed as Trustee of the Board on 16 September 2018.

⁴Ms Gail Ong was appointed as Trustee of the Board on 16 September 2018.

⁵Mr Quek Gim Pew was appointed as Trustee of the Board on 16 September 2018.

⁶Mr Ravinder Singh was appointed as Trustee of the Board on 16 September 2018.

⁷Mr Soon Sze Meng was appointed as Trustee of the Board on 16 September 2018.

⁸Ms Teoh Zsin Woon ceased to be a Trustee of the Board on 16 September 2018.

⁹Ms Tammie Tham was appointed as Trustee of the Board on 16 September 2018.



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.



⇒ Board Committee and Internal Audit

⇒ BOARD COMMITTEE

⇒ Board Committee	⇒ Composition
Academic Advisory Committee	Chairman Dr Lim Kiang Wee Member Dr Chia Tai Tee, Prof Heng Chye Kiang, Dr Benjamin Koh
Audit Committee	Chairman Mr Nagaraj Sivaram Member Dr Benjamin Koh, Ms Gail Ong
Campus Development Committee	Chairman Dr Richard Charles Helfer Member Prof Heng Chye Kiang, Ms Tammie Tham, Mr Wen Khai Meng
External Partnerships Committee	Chairman Mr Ng Cher Pong Member Ms Gail Ong, Mr Soon Sze Meng
Finance Committee	Chairman Mr T K Udairam Member Mrs Margaret Lui, Mr Ravinder Singh, Mr Wen Khai Meng
Industry Relations Committee	Chairman Mr Abu Bakar Bin Mohd Nor Member Mr Quek Gim Pew, Mr Ravinder Singh, Mr Soon Sze Meng, Ms Tammie Tham
Investment Committee	Chairman Mrs Margaret Lui Member Dr Chia Tai Tee Co-opted Member Mr Oo Wooi Cheng
Remuneration Committee	Chairman Mr Ng Yat Chung Member Mr Ng Cher Pong, Dr Lim Kiang Wee, Mr T K Udairam

⇒ 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.



⇒ Financial Statements

⇒ CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019

	GENERAL FUNDS		ENDOWMENT AND TERM FUNDS		TOTAL	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Revenue	73,409	66,424	-	-	73,409	66,424
Other Income	737	1,315	2,176	3,284	2,913	4,599
Operating expenditure						
Staff and related expenses	(97,779)	(85,477)	(377)	-	(98,156)	(85,477)
Depreciation and amortisation expenses	(29,771)	(35,971)	-	-	(29,771)	(35,971)
Programme and student-related expenses	(64,111)	(62,052)	(3,221)	(1,589)	(67,332)	(63,641)
Rental and other facilities expenses	(22,372)	(21,096)	-	-	(22,372)	(21,096)
Other operating expenses	(24,376)	(20,460)	(304)	(471)	(24,680)	(20,931)
Total operating expenditure	(238,409)	(225,056)	(3,902)	(2,060)	(242,311)	(227,116)
(Deficit)/surplus before investment income and government grants	(164,263)	(157,317)	(1,726)	1,224	(165,989)	(156,093)
Net investment income	1,238	891	25,835	19,590	27,073	20,481
(Deficit)/surplus before government grants	(163,025)	(156,426)	24,109	20,814	(138,916)	(135,612)
Government grants	187,377	190,212	-	-	187,377	190,212
Net surplus and total comprehensive income	24,352	33,786	24,109	20,814	48,461	54,600

⇒ Important Note:

The Consolidated Financial Statements, as set out on pages 49 to 52, are extracted from Singapore Institute of Technology and its subsidiary's ("the Group") Audited Financial Statements for the year ended 31 March 2019. It may not contain sufficient information to allow for a full understanding of the results and the state of affairs of the Group. For further information, please refer to the full set of the audited financial statements published on SIT's official website at SingaporeTech.edu.sg.



⇒ Financial Statements

⇒ BALANCE SHEET - GROUP

AS AT 31 MARCH 2019

	2019 \$'000	2018 \$'000
⇒ Assets		
Current assets		
Cash and cash equivalents	179,796	120,782
Financial assets, at fair value through profit or loss	439,823	226,854
Deposits for investments	33,698	199,449
Fees and other receivables	77,172	102,170
Student loans	165	158
Other current assets	10,277	7,736
	740,931	657,149
Non-current assets		
Property, plant and equipment	204,444	197,347
Intangible assets	7,394	6,540
Student loans	756	680
Other non-current assets	73,690	77,099
	286,284	281,666
Total assets	1,027,215	938,815
⇒ Liabilities		
Current liabilities		
Trade and other payables	39,788	37,191
Deferred tuition fee income	8,878	9,039
Grants received in advance	39,658	44,442
	88,324	90,672
Non-current liabilities		
Deferred capital grants	211,493	203,629
Other deferred grants	76,828	80,155
	288,321	283,784
Total liabilities	376,645	374,456
NET ASSETS	650,570	564,359
⇒ FUNDS AND RESERVES		
General funds		
Accumulated surplus	140,930	116,578
Endowment and term funds		
Capital	431,761	394,011
Accumulated surplus	77,879	53,770
	509,640	447,781
	650,570	564,359



⇒ CONSOLIDATED STATEMENT OF CHANGES IN FUNDS AND RESERVES

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019

	ACCUMULATED SURPLUS - GENERAL FUNDS \$'000	ENDOWMENT AND TERM FUNDS \$'000	TOTAL \$'000
⇒ 2019			
Beginning of financial year	116,578	447,781	564,359
Total comprehensive income	24,352	24,109	48,461
Government grants and donations	-	37,750	37,750
End of financial year	140,930	509,640	650,570
⇒ 2018			
Beginning of financial year	82,792	419,250	502,042
Total comprehensive income	33,786	20,814	54,600
Government grants and donations	-	7,717	7,717
End of financial year	116,578	447,781	564,359



⇒ Financial Statements

⇒ CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2019

	2019 \$'000	2018 \$'000
Cash flows from operating activities		
Deficit before government grants	(138,916)	(135,612)
Adjustments for:		
Depreciation and amortisation	29,771	35,971
Donations	(2,176)	(3,284)
Net loss on disposal of property, plant and equipment	16	31
Interest income	(2,540)	(1,843)
Currency exchange (gain)/loss	(55)	571
Financial assets, at fair value through profit or loss		
Fair value gain	(21,962)	(5,168)
Net gain on sale of financial assets	(2,516)	(14,041)
	(138,378)	(123,375)
Change in operating assets and liabilities:		
Fees and other receivables	12,980	(17,519)
Student loans and other assets	783	1,957
Trade and other payables	1,328	2,494
Net cash used in operating activities	(123,287)	(136,443)
Cash flows from investing activities		
Purchase of property, plant and equipment and intangible assets	(35,663)	(19,504)
Proceeds from disposal of property, plant and equipment	94	1
Purchase of financial assets, at fair value through profit or loss	(50,679)	(27,906)
Proceeds from sale of financial assets, at fair value through profit or loss	59,002	209,916
Interest received	2,442	1,896
Deposits for investments	(33,698)	(199,449)
Net cash used in investing activities	(58,502)	(35,046)
Cash flows from financing activities		
Operating grants received	158,053	119,680
Development grants received	33,487	7,895
Other government grants received	9,337	5,702
Endowment funds received	37,750	7,717
Donations received	2,176	3,284
Cash provided by financing activities	240,803	144,278
Net increase/(decrease) in cash and cash equivalents	59,014	(27,211)
Cash and cash equivalents at beginning of financial year	120,782	147,993
Cash and cash equivalents at end of financial year	179,796	120,782

⇒ CONTACTS

Singapore Institute of Technology

SIT@Dover, 10 Dover Drive, Singapore 138683
Tel: 6592 1189
Fax: 6592 1190

Admissions

Tel: 6592 1136
Email: Adm@SingaporeTech.edu.sg

Registrar's Office

Tel: 6592 2091
Email: Registrar@SingaporeTech.edu.sg

Student Life

Tel: 6592 1191
Email: SLD@SingaporeTech.edu.sg

Alumni

Tel: 6592 2114 / 6592 2129
Email: Alumni@SingaporeTech.edu.sg

Giving to SIT

Tel: 6592 1138 / 6592 1094
Email: Advancement@SingaporeTech.edu.sg

Centre for Career Readiness

Tel: 6592 8150
Email: CareerReadiness@SingaporeTech.edu.sg

Applied Research, Innovation & Enterprise

Tel: 6592 6917
Email: Innovate@SingaporeTech.edu.sg

 SingaporeTech

 @SingaporeTech

 @SingaporeTech

Singapore Institute of Technology

10 Dover Drive,
Singapore 138683

Registration No: 200917667D

SingaporeTech.edu.sg