
ANNUAL REPORT

2021

COVER

The SIT-DNA is a set of traits that we aim to cultivate in our students. As SITizens go through their learning journeys, they develop and eventually embody these traits, setting them up to be future-ready.

FY2020 has not been easy due to the disruptions posed by the COVID-19 pandemic. In challenging times, the SIT-DNA has kept us on the right track. Inspired by the visualisation of DNA and mRNA sequencing used to develop vaccines, the theme of the annual report signifies the unwavering qualities displayed by our staff and SITizens that have enabled us to emerge stronger from the global crisis.

THE SIT-DNA



Thinking Tinkerers



Able to Learn, Unlearn and Relearn



Catalysts for Transformation



Grounded in the Community



CONTENTS

1	About SIT	27	Applied Learning
3	SIT at a Glance	35	Industry
7	Chairman's Message	41	Community
9	President's Message	47	Support for Students
11	Senior Management	49	In Appreciation of Our Donors
13	Board of Trustees	51	Corporate Governance
17	Key Highlights	54	Board Committees & Internal Audit
23	Academic Year in Review	55	Financial Statements

WE ARE SIT

The 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.

OUR UNIQUE PEDAGOGY: APPLIED LEARNING

Since its incorporation in 2009, SIT has been offering applied degree programmes targeted at growth sectors of the economy with a unique pedagogy that integrates work and study. SIT aims to provide diverse pathways and skill sets to prepare students for the disruptive future. Its applied learning model allows students to spend part of their curriculum time in work-study or industry placements.

Built upon a solid foundation of industry collaborations, SIT's curriculum is designed to enhance students' industry-readiness. Its signature Integrated Work Study Programme (IWSP) exemplifies the best of university-industry collaboration. Students are immersed in the real working world for up to 12 months, allowing them to gain practical job skills and be work-ready.

APPLIED RESEARCH

Applied research is woven into students' applied learning experience, where they work on real industry problems and create solutions to meet industry needs. By working closely with the industry, students gain insights and emerge as deep specialists in their chosen fields.

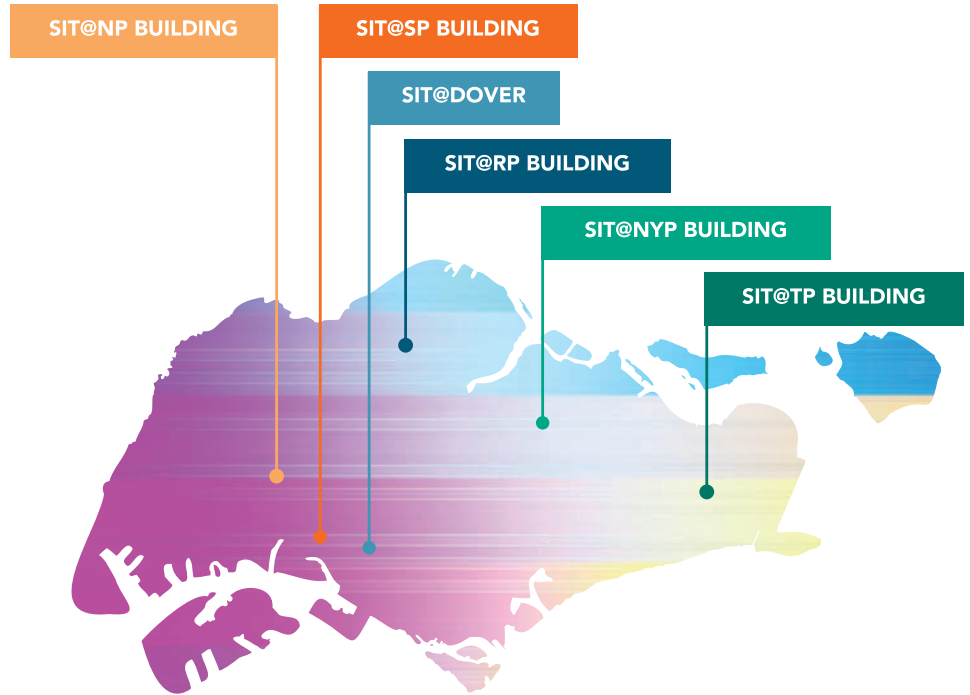
WORK-LEARN CONTINUUM

SIT strives to strengthen its applied learning focus to prepare students to not only be work-ready, but also understand the importance of learning throughout their working lives. By blurring the boundary between formal and lifelong education, SIT is moving towards a work-learn continuum for life and a greater emphasis on skills needed by industry. Once students enter SIT, they embark on their lifelong journey to learn, unlearn, and relearn, so that they are equipped with skills to prepare for the future.



SIT AT A GLANCE

6 CAMPUSES



5 PROGRAMME CLUSTERS*



Engineering

15 UNDERGRADUATE PROGRAMMES

6 POSTGRADUATE PROGRAMMES



Chemical Engineering and Food Technology

4 UNDERGRADUATE PROGRAMMES

1 POSTGRADUATE PROGRAMME



Infocomm Technology

8 UNDERGRADUATE PROGRAMMES



Health and Social Sciences

7 UNDERGRADUATE PROGRAMMES

2 POSTGRADUATE PROGRAMMES



Design and Specialised Businesses

6 UNDERGRADUATE PROGRAMMES

*BEng (Hons) Telematics (Intelligent Transportation Systems Engineering) undergraduate programme is included in both Engineering and Infocomm Technology Clusters.

**GRADUATE
EMPLOYMENT
SURVEY
2019**

90.7%
Overall Employment

\$3,597
Mean Salary

9

OVERSEAS UNIVERSITY PARTNERS



**DIGIPEN INSTITUTE OF
TECHNOLOGY**



MASSEY UNIVERSITY



NEWCASTLE UNIVERSITY



**TECHNICAL UNIVERSITY OF
MUNICH**



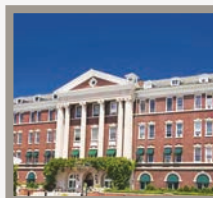
TRINITY COLLEGE DUBLIN



UNIVERSITY OF GLASGOW



UNIVERSITY OF LIVERPOOL



**THE CULINARY INSTITUTE OF
AMERICA**



**THE GLASGOW SCHOOL
OF ART**



THINKING TINKERERS

Thinking tinkerers are passionate about hands-on work and adept at applying the knowledge acquired during the process. Able to think on their feet, they are constantly applying their knowledge and tailoring innovative solutions to changing situations.

Masters of knowledge application, thinking tinkerers will be the go-to problem solvers in this new age of change.

FROM ENGINEERING TO CREATIVE THINKING, SHE'S ALWAYS QUICK ON HER FEET

“

The real world is full of challenges that can make or break a design. Engineering equips you with the essential skill sets and critical thinking to help you find solutions to overcome these problems.

”

JERMAINE NG
Electrical Power Engineering





CHAIRMAN'S MESSAGE



“

The pandemic has forced a rethink of what being career-ready means as we gear up to face the challenges of a future economy, where digitalisation and sustainability will be key drivers.

”

MR NG YAT CHUNG
CHAIRMAN

FY2020 was unprecedented for the disruption and uncertainty caused by COVID-19. SIT set in motion various initiatives to help the university navigate the way forward, by sharpening its focus on innovation and lifelong learning. Moving forward in this uncharted environment, we will continue to redefine the higher education landscape by deepening Applied Learning and Research, while continuing to forge strategic partnerships focused on 'win-win-win' outcomes for our students, industry and community.

With construction picking up pace again on our new home in Punggol, test-bedding of new initiatives and projects at our living lab in SIT@NYP Building has ramped up in earnest. And, in spite of the enforced hiatus, the can-do spirit ingrained in our faculty and staff has seen the university leading the charge on lifelong learning, and taking the initial steps in pioneering a competency-based upskilling pathway.

REDEFINING TEACHING & LEARNING

The pivot to full home-based learning brought to the fore new ways of teaching and learning, involving edutech and digital tools. For the first time, online examinations were held for over 9,000 students. I am glad that despite the inevitable disruptions brought about by the pandemic, our staff had worked tirelessly to enable close to 2,200 graduates from the Class of 2020 to receive their scrolls in person at their Graduation Ceremony held in February 2021. With this, more than 11,000 graduates have received degrees from SIT or one of our overseas university partners.

The launch of NACE@SIT is a step towards pioneering a work-learn continuum where lifelong learning is more than just an idea, but is fleshed out through a competency-based framework that allows seamless transitioning between the workplace and classroom. Thanks to the support of our Queen Bee partners, we will soon welcome mid-career professionals into our full-time degree programmes. On a related note, I am heartened that demand for our undergraduate programmes remains high, with an 8.8% increase in applications received for this academic year. Of the close to 12,000 applicants, we welcomed 2,900 new SITizens into the SIT family, where over 90% of them were enrolled into their first- or second-choice programmes.

With collaboration and connectivity across disciplines driving productivity gains in various sectors, we continue to refine our curriculum, and look at harmonising our programmes to ensure that they continue to remain relevant and keep abreast of the ever-changing needs of industry. This push towards interdisciplinary learning is going to be key as we navigate all manner of challenges coming our way.

The need to remain nimble and adaptable to the changing environment was borne out in our Integrated Work Study Programme (IWSP), when travel restrictions and work from home (WFH) measures resulted in less places being made available for our students. Undeterred, our faculty conceived various IWSP innovation projects and worked with industry partners to ensure that learning outcomes were not affected. Leveraging on technology and online

teaching tools, the inaugural virtual exchange for students in our Health and Social Sciences cluster enabled cross-border learning to take place with a group of students in Japan. I am confident that as we continue to grow, we will see more of such digitally-enabled collaborations become part and parcel of our programme offerings.

CEMENTING TIES WITH INDUSTRY

As Singapore's premier University of Applied Learning, we continue to make significant strides in ensuring that our students' learning journeys are distinctive and set them up for career success. To that end, we launched various Technology and Innovation Centres (TICs) during the year, including RaPID – a one-stop rapid product development and prototyping facility which will support local industry in their innovation and value creation efforts. Over time, companies will be able to innovate, ideate, prototype and validate products, working closely with SIT faculty and students. Other MOUs signed during the year saw our presence strengthened in areas including robotics systems, cyber security, food and pharmaceutical engineering, as well as sustainable and clean energy.

While our focus remains firmly on growing our undergraduate programmes, our SkillsFuture Work Study Degree (WSDeg) pathway continues to produce graduates who, in spite of demands at the workplace, do their employers proud. In FY20/21 alone, 57 students were successfully placed with 21 companies under the WSDeg pathway. As we forge ahead

to strengthen and solidify the work-learn continuum, we continue to grow our programme offerings to allow more avenues for SITizens to upskill and reskill. This includes short courses where specialised training is recognised for professional industry certification.

THE ROAD AHEAD

The pandemic has forced a rethink of what being career-ready means as we gear up to face the challenges of a future economy, where digitalisation and sustainability will be key drivers. I am confident that with the support of our strategic partners – the Ministry of Education, polytechnics, overseas university partners, industry partners, government agencies and community leaders – coupled with a sustained 'whole of SIT' approach to problem-solving, we will continue to fly the flag high as Singapore's premier University of Applied Learning.

MR NG YAT CHUNG
CHAIRMAN



PRESIDENT'S MESSAGE



“

Over the years, SIT has established itself as a thought leader in applied learning. Moving forward, we will deepen applied learning by pioneering the work-learn continuum and strengthening applied research.

”

PROFESSOR TAN THIAM SOON
PRESIDENT

FY2020 was a year of uncertainty and unexpected disruptions. Adapting to meet this challenge requires a new level of resilience, ingenuity, and agility. For SIT, this means having to rethink how we continue to deliver applied learning through the use of technology, without losing that all-important human touch. In the face of the circumstances, I am heartened to see how our people here at SIT have risen up to the challenge.

ENSURING LEARNING CONTINUITY

SIT had to respond swiftly when COVID-19 Circuit Breaker measures were imposed at the start of FY2020. We came together quickly and efficiently to support our students, especially in mounting full home-based learning and online examinations. 154 online examination sessions were held for over 9,000 students over the course of two weeks during April and May 2020 – the first time that online examinations were conducted on such a large scale.

We launched the **Student Relief Fund@SIT (COVID-19)** and many of our generous donors responded to our call for financial support. We were able to procure and deliver laptops for our needy students during the Circuit Breaker. Through this fund, we were also able to provide emergency grants to students who needed financial help. More than \$2.2 million has been donated towards the Fund, benefitting 690 students thus far.

Another swift response was to suspend all our overseas attachments and global mobility programmes, and recall our students from abroad due to the pandemic situation worldwide. We managed to secure alternative local attachments for the affected students.

Despite the restrictions on overseas travel, our students continued to have fruitful learning experiences. Leveraging

on technology and online platforms, many of our SITizens could still glean useful insights from cross-border discussions and sharing. The demand from industry for graduates in niche areas remains, and SIT continued to grow our suite of specialised degree programmes. For AY2021, the **Bachelor of Engineering in Robotics Systems** was launched to meet strong demand for automation and development of Singapore's service robot industry.

Our **Integrated Work Study Programme (IWSP)** remains a salient feature of our applied learning pedagogy. Faced with challenges posed by the pandemic, we put in place the **IWSP (Innovation Project)**, where SIT students worked on real industry projects without compromising their learning objectives. Thanks to our faculty, who reached out to industry partners in the hospitality industry, one of the hardest hit sectors, we managed to secure IWSP (Innovation Project) for 66 Hospitality Business students in FY2020.

MAINTAINING USER EXPERIENCE

The dynamic pandemic situation forced us to re-think how large-scale events were conducted. Many key events had to go virtual, including the **SIT E-Orientation 2020**, **SIT Career Nexus 2021**, and **SIT Virtual Open House (VOH)**

2021. Despite a change in the platform of delivery, these events were very well received, with over 25,000 unique visitors for the VOH as an example.

We made the decision to postpone the **SIT Graduation Ceremony** for the Class of 2020 from October 2020 to February 2021, when we were able to hold physical ceremonies to acknowledge this group who was most impacted by the pandemic. Close to 2,200 graduates from 47 undergraduate and postgraduate programmes received their degree scrolls, including the pioneer cohorts of Allied Health and Civil Engineering students.

The ceremony was a testimony to the resilience and fortitude of our SITizens, who continue to be highly sought-after by industry. In the **2019 Graduate Employment Survey**, 90.7% of our graduates secured a job within six months of graduation. This is a result of our industry-focused curriculum, as well as the success of the IWSP.

KEEPING IN TOUCH WITH CITIZENS

We continue to focus on helping our SITizens build skills and enhance their employability. For example, career coaches helped graduating students with their job search by facilitating connections with our industry partners. Our lifelong learning division, SITLEARN Professional Development, also offered four free **Continuing Education and Training (CET)** modules to upskill our graduates.

To open even more doors of opportunity, SIT participated in the **SGUnited Traineeships Programme (SGUT)** as a host company. We are heartened by the strong support from within the university, as well as from our industry partners, who have scoped out traineeship roles for our graduates. A total of 61 trainees joined our SGUT programme, including 17 who were seconded to 14 industry partners.

DEEPENING APPLIED LEARNING

In the face of the pandemic, one key takeaway is the importance of learning, unlearning, and relearning throughout our working lives in order to keep up with uncertainties and changes in today's world.

Over the years, SIT has established itself as a thought leader in applied learning. Moving forward, we will deepen applied learning by pioneering the work-learn continuum and strengthening applied research. To play a more active role in meeting the needs of the labour market, SIT officially launched the **National Centre of Excellence for Workplace Learning at SIT (NACE@SIT)** in November 2020, with the support of SkillsFuture Singapore. The aim is to become a university that can provide re-skilling and knowledge enhancement for those who are already in the workforce, through the facilitation of authentic learning at the workplace.

NACE@SIT will bring together stakeholders in business to champion learning at the workplace, and to ensure that workers stay relevant amidst the fast-evolving landscape. Businesses can tap SIT's expertise in applied research and education to further drive innovation and raise workplace

efficiency. The frequent engagement with industry, in turn, allows SIT to stay updated on the evolving needs of the modern world.

At the same time, strengthening applied research will also be our key focus in the next five years. This will enable SIT academic staff to anticipate changes in industry, and to infuse best practices back into their teaching. Applied research will also provide students a first-hand experience in solving industry problems.

During the year, SIT inked several collaborations with key industry players, including **DSO National Laboratories** to set up a joint laboratory to spearhead applied research efforts for potential defence and commercial use; **Agency for Science, Technology and Research** to mentor SIT students through its Technology for Enterprise Capability Upgrading (T-Up) Programme and work on joint research projects; and **Professional Engineers Board** to groom prospective Professional Engineers and bridge industry knowledge gaps through a suite of CET courses. These partnerships will contribute to growing our applied research activities and enhance the value of our applied learning offerings.

To support applied research and deepen linkages with industry, SIT has set up a number of Technology Innovation Centres in the past year. They include the **Construction Technology Innovation Laboratory (CTIL)**, set up with support from Woh Hup (Private) Limited to propel the adoption of innovative technologies in the construction industry through applied research and innovation; **Community Leadership And Social Innovation Centre (CLASIC)** at SIT, which supports the university's service learning and social innovation projects related to the community; and **Rapid Product Innovation and Development (RaPID) Centre**, which facilitates rapid product development and prototyping aimed at supporting the local industry. These centres are pivotal in paving the way for exchange of knowledge, sharing of manpower and resources in applied research, training, and education.

SIT'S NEXT LAP – NAVIGATING THE ERA OF DISRUPTION

The disruptions that we are facing are catalysing transformations in many aspects of business. It is timely that we are taking steps to strengthen our position as **Singapore's premier University of Applied Learning**, especially given how increasingly volatile the world has become. As long as we stay united in purpose and continue breaking new ground, we will be well positioned to thrive in this era of disruption.

PROFESSOR TAN THIAM SOON
PRESIDENT

SENIOR MANAGEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021



**PROFESSOR
TAN THIAM SOON**

PRESIDENT

(appointed on 1 February 2013)



**PROFESSOR
LOH HAN TONG**

**DEPUTY PRESIDENT
(TECHNICAL DEVELOPMENT)**

(appointed on 1 September 2019)





**PROFESSOR
CHUA KEE CHAING**

**DEPUTY PRESIDENT (ACADEMIC)
& PROVOST**

(appointed on 1 September 2019)



MR RONNIE TAY

**DEPUTY PRESIDENT
(ADMINISTRATION)
& CHIEF FINANCIAL OFFICER**

(appointed on 1 July 2019)



**MR CHAN WING
LEONG**

**DEPUTY PRESIDENT
(CAMPUS DEVELOPMENT)
& CHIEF INVESTMENT OFFICER**

(appointed on 1 July 2019)



**ASSOCIATE PROFESSOR
IVAN LEE**

**VICE PRESIDENT
(INDUSTRY & COMMUNITY)**

(appointed on 1 October 2015)



MR TSOI MUN HENG

VICE PRESIDENT (PLANNING)

(appointed on 1 April 2015)

BOARD OF TRUSTEES

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021



MR NG YAT CHUNG CHAIRMAN

Chief Executive Officer
Singapore Press Holdings Ltd

(appointed on 23 September 2009)



MR ABU BAKAR BIN MOHD NOR MEMBER

Group Chairman
Forward Vision Pte Ltd

(appointed on 16 September 2015)



MR BILL CHANG MEMBER

Chief Executive Officer,
Group Enterprise /
Country Chief Officer, Singapore
Singapore Telecommunications Ltd

(appointed on 16 September 2020)



DR CHIA TAI TEE MEMBER

(appointed on 16 September 2018)



PROF HENG CHYE KIANG MEMBER

Provost's Chair Professor,
School of Design and Environment
National University of Singapore

(appointed on 16 September 2015)



MS MELISSA KHOO MEMBER

Deputy Secretary (Policy)
Ministry of Education

(appointed on 1 December 2019)



DR BENJAMIN KOH MEMBER

Deputy Secretary (Development)
Ministry of Health

(appointed on 16 September 2018)



MR KWEE LIONG KENG MEMBER

Managing Director
Pontiac Land Pte Ltd

(appointed on 1 November 2017)



MRS MARGARET LUI MEMBER

Chief Executive Officer
Azalea Asset Management Pte Ltd

(appointed on 16 September 2015)



MS GAIL ONG MEMBER

Partner, Equity Capital Markets
WongPartnership LLP

(appointed on 16 September 2018)



MR QUEK GIM PEW
MEMBER

Chief Defence Scientist
Ministry of Defence

(appointed on 16 September 2018)



MR RAVINDER SINGH
MEMBER

President
ST Engineering Electronics Ltd

(appointed on 16 September 2018)



**MR NAGARAJ
SIVARAM**
MEMBER

(appointed on 16 September 2015)



MR SOON SZE MENG
MEMBER

President, South East Asia
JD.com

(appointed on 16 September 2018)



**PROF TAN
THIAM SOON**
MEMBER

President
Singapore Institute of Technology

(appointed on 1 February 2013)



MS TAMMIE THAM
MEMBER

Chief Executive Officer
Ensign InfoSecurity Pte Ltd

(appointed on 16 September 2018)



**MR T K
UDAIRAM**
MEMBER

Chief Operating Officer
Sheares Healthcare Management
Pte Ltd

(appointed on 16 September 2012)




MR WEN KHAI MENG
MEMBER

Senior Advisor, Group Strategy
CapitaLand Limited

(appointed on 16 September 2015)

The Board of Trustees includes a Trustee who has served for more than 10 years. The Trustee has broad experience and is an eminent leader who continues to contribute significantly to SIT's growth and strategic direction, offering continuity through critical periods. All appointments of Trustees were endorsed by the Ministry of Education.



ABLE TO LEARN, UNLEARN, AND RELEARN

Someone who is able to learn, unlearn, and relearn, embraces change and continues to learn beyond the classroom. Unafraid to question the status quo, they are always open to new knowledge and ways to improve – a true embodiment of lifelong learning.

The disruptive future calls for lifelong learners, who have the grit and agility to thrive, no matter what the future holds.

TO TAKE SINGAPORE'S RAIL SYSTEM TO THE NEXT LEVEL, HE STARTED BY UPGRADING HIMSELF

“

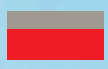
Upgrading myself allows me to learn more about my industry so that I can serve my company and the country's transport network better.

”

LIM PUAY KEAT

Sustainable Infrastructure Engineering (Land)





KEY HIGHLIGHTS

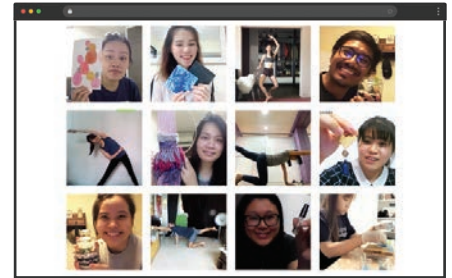
FY2020/21 has been an eventful year at SIT. Despite the challenges posed by the pandemic, we have continued to achieve much progress.

2020

15 APRIL 2020

SIT Alumni Network Events Go Online

During the pandemic, the SIT Alumni Network events were held via Zoom to help alumni stay in touch with one another and with SIT while remaining safe. The Alumni Sports Network kept alumni fit with HIIT (High Intensity Interval Training) sessions, K-Kardio, and Barre exercises. Under the Alumni Career Network, they learnt how to ace virtual interviews and plan for their finances. There were many workshops on offer under the Alumni Leisure Network as well, including workshops on crafting their own scents, creating beautiful marbled coasters in the Jesmonite Marbling Workshop, and making their own terrariums. Many of these workshops were held over multiple sessions to cater to the high demand from alumni.



7 MAY 2020

Workshop for Community and Home-Based Physiotherapists

Professional Officers supporting the Health and Social Sciences cluster conducted this refresher workshop. Participants were taught basic infection control, which included hand hygiene and personal protective equipment (PPE) protocol. In addition, participants were assessed and certified with the N95 Respirator Fit Test Certificate after their N95 mask fitting.



3 JULY 2020

SIT Scholars' Tea Session

As part of the Scholars' Engagement Programme, the SIT Scholars' Tea Session is an annual event aimed at strengthening the bond between SIT scholars and the university. This year, 36 scholars attended the virtual session, where guest speaker and trainer, Mr Stephan Lew, Founder, The School of Positive Psychology, spoke about 'Resilience and Adaptability during COVID-19' and guided the scholars through a series of introspective exercises. Through the session, the SIT scholars were able to better identify and develop their strengths, as well as learn how to formulate their own resilience plan.



18 AUGUST 2020

SIT Faculty Retreat 2020

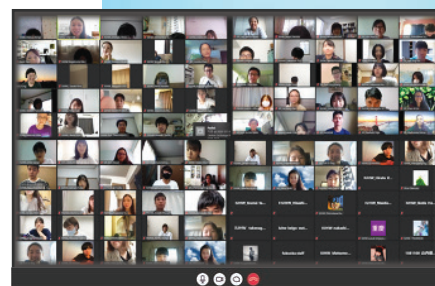
The SIT Faculty Retreat is an annual event where academic staff get together to exchange ideas and share information on how SIT can further deliver quality education to students. This year's retreat was hosted by the Centre for Learning Environment and Assessment Development (CoLEAD) and held virtually due to COVID-19. Themed 'Deepening Applied Learning', the retreat included sharing by our academic staff and breakout discussions to brainstorm ideas on developing active learning and deepening authentic learning at SIT.



20 AUGUST 2020

Inaugural Virtual Exchange Programme for HSS Students

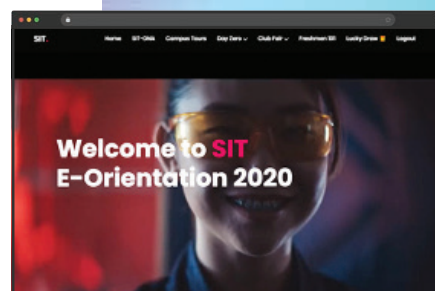
The restrictions on overseas travel did not stop SIT students from having a cross-border learning experience. 20 Health and Social Sciences students participated in an online exchange programme with 73 students from Japan's University of Health and Welfare (IUHW). Through the sharing and discussion of the respective countries' healthcare systems, students expanded their professional network and gained a deeper understanding of the workings of both countries' healthcare systems.



24 AUGUST – 24 SEPTEMBER 2020

SIT's First E-Orientation

SIT's first E-Orientation 2020 went 'live' on 24 August 2020, featuring useful resources to induct incoming freshmen into the university. 2,733 participants logged onto a dedicated microsite, developed and managed by four Infocomm Technology students. Key highlights included 3D virtual campus tours, which provided an opportunity for freshmen to 'explore' SIT@Dover and SIT@Poly Buildings with SITizen Ambassadors; as well as Day Zero, which introduced SIT's applied learning pedagogy to 400 students through 140 Zoom sessions involving over 180 faculty. A virtual club fair was also held to enable freshmen to interact with representatives from over 90 student clubs and programmes.



6 OCTOBER 2020

SAA and Staff Appreciation Day 2020

More than 400 staff supported the online event, which incorporated the annual Service Appreciation Award (SAA) where 5- and 10-year Long Service Awards were given to staff in recognition of their service to SIT. Other activities included a Virtual Sports Challenge to promote well-being and sharing by SIT staff on embracing the ONE SIT culture. Staff were also encouraged to send appreciation messages to one another through the Cheers4Peers e-platform.



19-20 OCTOBER 2020

Coaching as an SIT Educator Programme

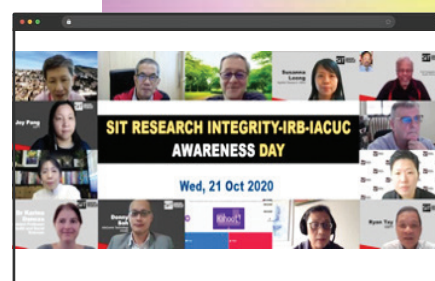
The coaching programme was launched by CoLEAD for academic staff to develop holistic capabilities to fully engage with students at different touchpoints of their learning journeys — classes, projects, Integrated Work Study Programmes (IWSP), and career development. The two-day workshop supported the development of versatile educators who could perform the role of Teacher-Coach-Mentor and create a deeper impact with their learners at SIT.



21 OCTOBER 2020

IRB-IACUC Joint Awareness Day

The SIT Research Integrity Committee (RIC), Institutional Review Board (IRB), and Institutional Animal Care and Use Committee (IACUC) came together to organise an Awareness Day to promote responsible conducting of research, including ethics in research involving human subjects and the use of animals. Responsible research conduct is an important aspect as SIT grows its portfolio of applied research activities and collaborates widely with industry and national agencies. The webinar, which attracted more than 100 SIT staff and students, saw participants interacting actively with the panel of internal and external speakers on research compliance, research practices, and ethical issues.



29 OCTOBER 2020

Community Care Industry Networking Day 2020

The Community Care Industry Networking Day 2020 was its fourth run since the inaugural session in 2017. Organised for the first time virtually, the event was supported by our partners — Agency for Integrated Care (AIC), and National Council of Social Service (NCSS) — to raise awareness of the community care setting among Year 1 Allied Health and Nursing undergraduates. At the event, 12 professionals from the healthcare industry shared with the participants their own career journey, giving them insights into the industry and what the typical work culture is like.



13 NOVEMBER 2020

Establishment of the Sing Lun Scholarship and Bursary

Thanks to an endowed gift of \$1 million from Mr Patrick Lee, Chairman, Sing Lun Holdings Pte Ltd, the Sing Lun Scholarship and Sing Lun Bursary will go a long way in supporting SIT undergraduates who are passionate about giving back to the community. Five scholarships (valued at \$10,000 each) and five bursaries (valued at \$5,000 each) will be awarded annually and in perpetuity. Mr Lee's friendship with SIT goes back to 2013 – in his capacity as President of the Yangzheng Foundation – the year when the Foundation launched the endowed Yangzheng Foundation Bursary for SIT students.



15 NOVEMBER 2020

Naming of the SHHK Collaboration Loop and SHHK Lecture Theatre

As part of its efforts to nurture talents and promote education, the Singapore Hokkien Huay Kuan (SHHK) made an endowed gift of \$1.8 million through its charitable arm, The Hokkien Foundation, to SIT, in support of the university's centralised campus in Punggol. In recognition of this generous gift, SIT named the Collaboration Loop at its future campus in Punggol the 'Singapore Hokkien Huay Kuan Collaboration Loop'. In the interim, a lecture theatre at the SIT@Dover campus was named the 'Singapore Hokkien Huay Kuan Lecture Theatre'. This gift was presented to SIT at SHHK's 180th anniversary celebration, in the presence of Prime Minister Lee Hsien Loong.



27 NOVEMBER 2020

Graduation Ceremony for Specialist Certificate in Systems Engineering

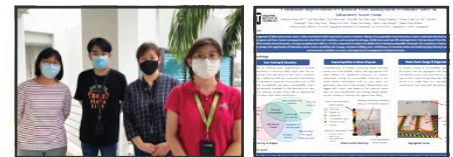
PSA and SIT co-organised a virtual graduation ceremony for the final batch of 30 PSA graduates from the collaborative training programme in Systems Engineering. The ceremony marked the successful culmination of the three-year PSA-SIT strategic partnership to co-develop a training programme that upgrades and deep-skills professionals in port operations.



1-8 DECEMBER 2020

ASCEL 2020 Bronze Medal Award

A team of Professional Officers at SIT won the bronze medal poster award at the Asian Conference on Safety and Education in Laboratory (ASCEL). The team presented their paper on "Continuous Improvement of Chemical Waste Management to Enhance Safety in the Laboratory Waste Room". The team highlighted how laboratory waste plays an important role in laboratory safety and unsafe practices, such as mixing of incompatible chemicals in a waste container, which may result in hazardous reactions, thus endangering laboratory safety.



7-11 DECEMBER 2020

SWITCH 2020

SIT participated as an exhibitor at the Singapore Week of Innovation and TeCHnology (SWITCH) 2020. Previously held physically, this week-long event featured a hybrid digital and physical experience. Together with the Singapore FinTech Festival (SFF), SFF x SWITCH saw more than 60,000 attendees from 160 countries. SIT took up a digital booth under the A*STAR Village, showcasing our applied research focus areas and Technology Innovation Centres (TICs) — Accounting Technology & Innovation Centre (AccTech Centre), Energy Efficiency Technology Centre (EETC), Food Technology Innovation Centre (FoodPlant), Rapid Product Innovation and Development (RaPID) Centre, and Verbosecurity (VBS). Visitors to the booth were able to learn more about these centres and how they could potentially collaborate with SIT.



9 DECEMBER 2020

MOU Signing with DSO National Laboratories

A joint laboratory at SIT@Dover will be established by DSO and SIT in 2021 to spearhead applied research efforts for potential defence and commercial use. The collaboration includes strategic translational projects in the fields of robotics/unmanned systems and cyber security, involving SIT academic staff and students from the Engineering and Infocomm Technology clusters. The Memorandum of Understanding (MOU) cements a strong intention for DSO and SIT to collaborate in innovation projects, such as design thinking, prototyping, exchanging and development of knowledge and technical expertise, training of students, as well as the engagement of work attachments and student researchers.



9 DECEMBER 2020

MOU Signing with Professional Engineers Board

A Memorandum of Understanding (MOU) was signed with PEB, paving the way for more bridging courses, aimed at preparing engineers for their Professional Engineers (PE) registration. The collaboration saw the launch of specialised courses for PE registration, such as the Introductory Course on Fundamentals of Engineering Examination (FEE) in Civil Engineering, Introductory Course on FEE in Electrical Engineering, and certification courses in Tunnel Engineering. A total of 90 participants attended these specialised courses from September 2020 to April 2021. This partnership with PEB strengthens SIT's position as Singapore's University of Applied Learning and a partner in the advancement of the practice of Professional Engineering for the engineering sector.



10 DECEMBER 2020

Establishment of the Masonic Charitable Fund Endowment Bursary

A signing and cheque presentation ceremony was held at SIT@Dover to establish the Masonic Charitable Fund Endowment Bursary at SIT. This marked the first endowed gift that The Masonic Charitable Fund made to an Institute of Higher Learning. Starting from AY2021, this gift will enable SIT to support three Singaporean undergraduates, annually and in perpetuity, through the Masonic Charitable Fund Endowment Bursary (valued at \$5,000 each).



21 DECEMBER 2020

SIT Scholarship Awards and Appreciation Ceremony

In view of the COVID-19 pandemic, the annual SIT Scholarship Awards and Appreciation Ceremony was held virtually for the first time. We welcomed 32 new SIT scholars, as well as recognised the contributions and achievements of 26 graduating scholars. Mr Lim Xun Xiang Bryan, a graduating scholar from the Pharmaceutical Engineering programme, shared words of encouragement with the new batch of SIT scholars, calling on them to be resilient in the face of challenging times.



DECEMBER 2020 - JANUARY 2021

Delivered to the Doorstep: The New Alumni Welcome Pack

In place of the traditional New Alumni Welcome Party that had to be delayed amid the pandemic, SIT sent a New Alumni Welcome Pack to the Class of 2020, delivered right to their doorstep. The Pack contained a packet of customised rock candy, a handcrafted soap bar from Rough Beauty (an SIT-alumni owned business), a fabric mask with its pouch, stickers, as well as stick-on patches featuring the winning designs by SITizens from the Sticker-Patch Competition held in 2020. Diagnostic Radiography graduate, Ms Jolene Tan, said, "I definitely enjoyed unwrapping and exploring the items in the pack, I thought it was very thoughtful, especially in times like this. I like that the mask had a small design at the side and I have stuck the patches in my room, as a memento."

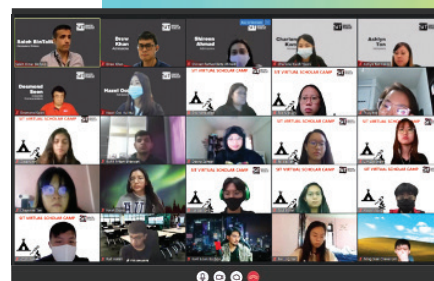


2021

8-9 JANUARY 2021

Virtual SIT Scholars' Camp

The SIT Scholars' Camp has always been a physical event held at the National Community Leadership Institute. In view of the pandemic, the camp was converted online for the first time, where 32 newly-minted SIT scholars interacted virtually with the rest of the SIT scholar community. Through a series of workshops and team-bonding exercises, the scholars were challenged to look at opportunities to drive positive change in the community and beyond.



16-17, 23-24 JANUARY 2021

SIT Virtual Open House

SIT hosted its first Virtual Open House (VOH) in 2021 over two weekends. The inaugural VOH focused on three areas – showcasing our range of undergraduate degree programmes through live talks and dialogue sessions; a live chat function for prospective students to engage with faculty members and current students; as well as a 360-degree virtual tour of all SIT campuses and lab facilities. SIT also continued to feature 'Stories of SITizens' and 'Singularly Talented SITizens', which presented narratives as well as videos of its current students, scholars, and alumni. The VOH microsite attracted over 81,000 unique visitors and over 25,500 unique views across the talks throughout the admissions exercise.



25-28 JANUARY 2021

Career Nexus 2021

Career Nexus 2021, conducted virtually for the first time, was the largest networking event to date, attracting 161 companies and over 2,000 students. The platform enabled SITizens to explore Integrated Work Study Programmes (IWSP) and full-time positions with participating companies. To facilitate the virtual networking, each industry partner was provided a virtual booth which could be personalised to reflect their company branding and featured materials. Video chatrooms were also available for industry partners to invite students to engage with them.

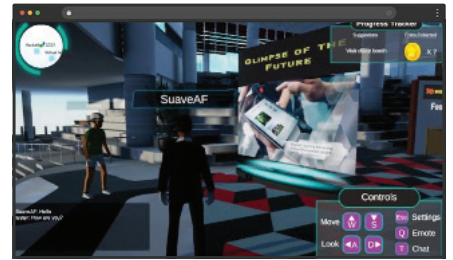
In addition, alumni and industry partners shared their career journeys, work experiences, and invaluable tips with the students through 'Voices of Experience' sessions that catered to the different fields of studies.



22 FEBRUARY 2021

Digital Fiesta

The Centre for Digital Enablement (CoDE), in collaboration with Student Life, launched the Digital Fiesta for SIT students with the objective of creating awareness on digital technology and encouraging the learning of digital skills. The event launched the digital skills and IT enrichment (dSiTe) competency framework to students and provided a platform for students to learn new digital skills, such as 3D modelling and Python programming through virtual workshops.



23-27 FEBRUARY 2021

SIT Graduation Ceremony 2020/21

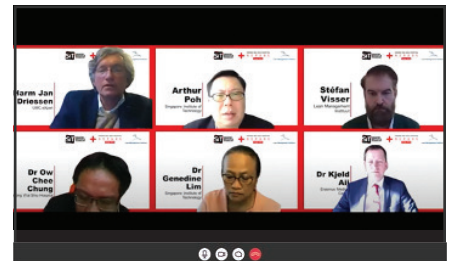
SIT was the first autonomous university in Singapore to conduct a physical graduation ceremony for the Class of 2020, with 11 sessions held in February 2021 at The Theatre at Mediacorp. Close to 2,200 graduates from 47 undergraduate and postgraduate programmes received their degree scrolls, including the pioneer batch of 211 locally trained Allied Health professionals, with 97% of these graduates already employed. In addition, the pioneer cohort of 48 students from the Civil Engineering programme, designed to address the need for local manpower in the built environment and construction industry, graduated at the ceremony.



26 FEBRUARY 2021

Healthcare Innovation Webinar

The National Centre of Excellence for Workplace Learning at SIT (NACE@SIT), in collaboration with Kwong Wai Shiu Hospital and the Lean Management Instituut, Netherlands, held the 'Sharing of Innovative Best Practice in a Pandemic World' webinar for about 150 participants from the healthcare industry in both countries. The webinar helped promote cross-sharing of knowledge gained from COVID-19 experiences and encouraged innovation of processes and technology within the sector.



27 FEBRUARY – 13 MARCH 2021

Inter-Cluster Games 2021

The Inter-Cluster Games (ICG) is a hallmark event of SIT that promotes unity, inclusion, and camaraderie amongst students, faculty, and alumni. This year, with safe management measures in place, the Games were carried out over two weeks, with newly-added satellite events conducted across SIT campuses. Aside from conventional physical sports, ICG 2021 also debuted Mindsports together with E-sports as competition categories, with students competing in platforms like Chess, Xiangqi, Mobile Legends, and Counter-Strike: Global Offensive. It also marked the first time SIT alumni formed a cluster of their own to compete in the Games, with alumni bagging several medals across a variety of events.



3 MARCH 2021

SITizen Ambassadors' Investiture 2021

The SITizen Ambassadors' Investiture formally inducted 67 students into the SITizen Ambassador programme. These students received coaching in formal business communication and social media management, and learned how SIT's unique origins can influence the university's position in today's economy. SITizen Ambassadors were also given opportunities to gain a deeper understanding of the university's vision and mission, and strategise for our future alongside members of faculty and staff.



9 MARCH 2021

The Mapletree Challenge 2020 Prize Presentation Ceremony

The six finalist teams of The Mapletree Challenge 2020 Grand Final gathered to present their innovative and entrepreneurial ideas in person at The Mapletree Challenge 2020 Prize Presentation Ceremony in March 2021, hosted by Mapletree Investments Pte Ltd. Team Paste Pods, comprising four Hospitality Business students, clinched The Mapletree Challenge Gold Award at the Grand Final, held via vodcast on 23 July 2020. The team proposed using seaweed abstracts as alternative packaging to eliminate single-use plastic toothpaste tubes to reduce the carbon footprint of hotels.



12 MARCH 2021

Student Leader Appreciation Night 2021

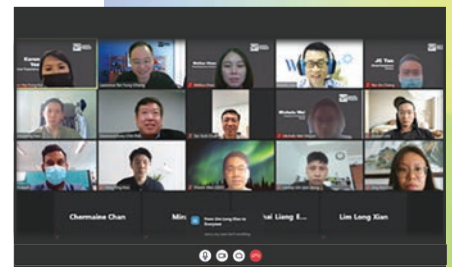
Student Leader Appreciation Night is an annual event to recognise the contributions and achievements of student leaders. Held online for the first time, the event took on the 'Take Flight' theme. Attendees were treated to meals (in-flight style), student performances, as well as sand art illustration of a student leader's journey. The event also saw the announcement of winners for the various Student Leaders Awards.



26 MARCH 2021

Inaugural Regional Readiness Webinar

As part of the strategic goal to attract, develop, and equip the right students, SIT seeks to enhance Regional Readiness of SITizens in the ASEAN, China & India (ACI) region. 14 SIT students attended the webinar session on 'Working Culture & Business Etiquette in China', the first of a series launched as part of the Regional Readiness initiative. The speakers, Mr Wesley Hui, Founder of WiseNet Asia and Mr Neo Weisheng, a former Global Leadership Associate at Alibaba Group, shared with attendees the social, cultural, and political dimensions of China, and provided practical tips on how to thrive professionally on the global stage in today's landscape.





ACADEMIC YEAR IN REVIEW

Academic Qualification/Relevant Experience

Academic Merit • Relevant Work Experience • Awards/Achievements

Talent and Passion

Personal Statements • Interest in Programme • Specialised Skills

Admission Interview/Test Evaluations

Ability to Express Clearly • Clarity on Career Prospects • Attitude

At SIT, we pride ourselves as a university that adopts an aptitude-based admissions assessment approach that looks beyond academic achievements. Through a rigorous selection process, all applicants are evaluated objectively, focusing on their passion, relevant work experience, and exceptional achievements related to their programme of choice. This ensures that SIT admits the right-fit students who will be able to excel in the university's distinctive applied learning environment.

In the AY2020 admissions exercise, 6,814 out of 11,865 applicants were shortlisted and evaluated through the online video assessment tool, with the support of faculty members from SIT, our overseas university partners, as well as industry guests.

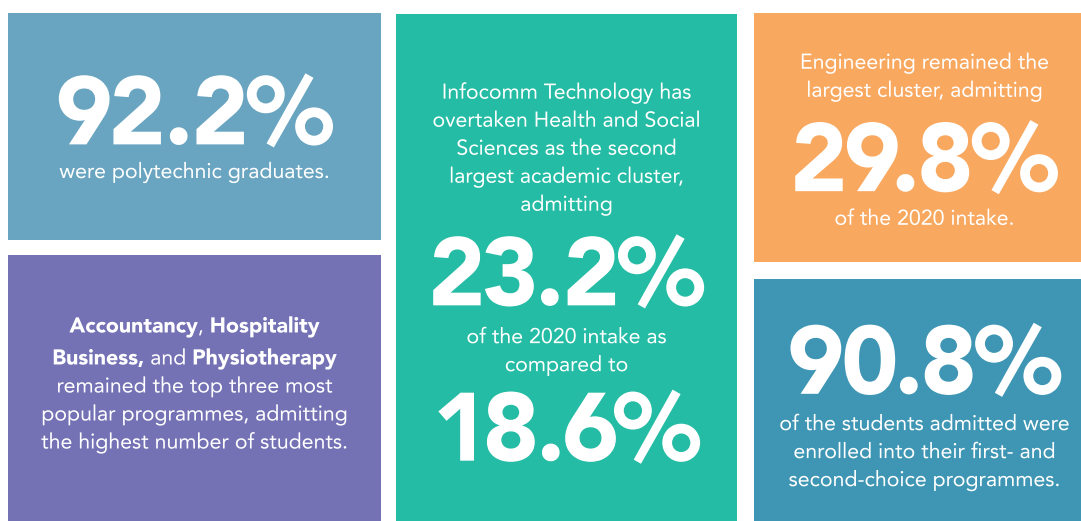
The selection process included a robust assessment of each candidate by focusing on their passion and giving due recognition to relevant work experience and exceptional achievements related to their preferred programme of study.

APPLICATIONS VS INTAKE

	AY2018/19	AY2019/20	AY2020/21
APPLICATIONS	13,100	12,185	11,865
INTAKE	2,660	2,718	2,900

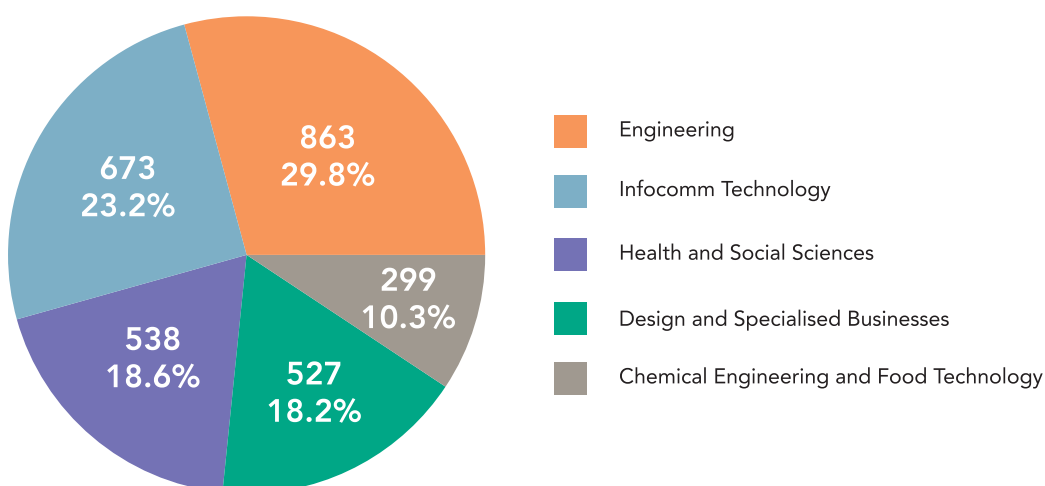
PROFILE OF SITIZENS

2,900 new SITizens joined the SIT family in AY2020/21.



TOTAL MATRICULATED BY ACADEMIC CLUSTER

(2,900 as of 5 October 2020)





CATALYSTS FOR TRANSFORMATION

A catalyst for transformation effects change by increasing efficiency and creating value through innovation. They grasp processes and drive change at a systemic level.

Digitalisation occurred at a rapid rate in businesses across the globe due to the restrictions caused by the pandemic. In the disruptive economy, catalysts for transformation who can quickly identify root issues and generate new growth pathways for businesses will always be ahead of disruption.

TRANSFORMING A NATION WITH SMART TRANSPORTATION

“

Being able to develop an idea that was able to address a major issue like the haze showed me the potential of telematics and its ability to change the world.

”

MACALINO NOEL MINJOOT

Telematics (Intelligent Transportation Systems Engineering)*

*This programme is now known as Computer Engineering



APPLIED LEARNING

Core to SIT's mission in providing higher education is its unique applied learning pedagogy that integrates work and study. Designed to prepare students to meet the ever-changing demands of today and confront the challenges of the future, the education offered at SIT is built upon a solid foundation of industry collaborations and an expanding line-up of programmes that cater to emerging economic sectors.



The university's suite of applied degree programmes blends high-touch with a core understanding of high-tech, that trains students to think out of the box. SIT's specialised programmes are designed to deepen the mastery of skills, and are infused with interdisciplinary elements and transferable skills to train students to be agile, work-ready lifelong learning professionals. Complementing SIT's applied learning approach is the university's applied research that focuses on creating solutions for contemporary issues, and driving industry innovation and transformation.

SPECIALISED, INDUSTRY-FOCUSED PROGRAMMES

In line with the university's mission to offer applied degree programmes targeted at growth sectors of the economy, SIT launched a new **Bachelor of Engineering in Robotics Systems** programme for Academic Year (AY) 2021. With the rising adoption of service and field robots, Singapore's robotics ecosystem of automation companies, systems integrators, and research institutions has been growing steadily to support the design, development and deployment of robotics solutions in various sectors. The four-year degree programme focuses on the design and development of service/field robotics systems, and places an emphasis on systems engineering, to strengthen the talent pipeline required for the robotics revolution.

Additionally, the Bachelor of Science in Physiotherapy, a joint programme offered by SIT and Trinity College Dublin, has been converted to a three-year, eight-month SIT-conferred programme, starting AY2021. The programme aims to produce professional physiotherapists who are theoretically-grounded and clinically-oriented to practise autonomously in different specialities of physiotherapy.

The accelerated pathway for the Bachelor of Science in Occupational Therapy will be launched in AY2021. Students will be enrolled directly into Year 2 and complete all Year 1 and Year 2 modules within the first year of study to enable graduation in 2 years and 8 months, instead of the usual 3 years and 8 months.

Complementing SIT's applied degree programmes is the SkillsFuture Work-Study Degree (WSDeg) pathway, which places selected students on an apprenticeship programme with industry partners to gain deeper and meaningful workplace skills and experiences. 58 students were successfully placed with 23 companies under the WSDeg pathway in FY2020. Since its inception in 2017, there have been a total of 243 students placed with 45 companies. 47 out of 48 graduates from the Class of 2019 and 2020 have secured employment within six months upon graduation, with one graduate pursuing a postgraduate programme.

POSTGRADUATE PROGRAMMES BY RESEARCH

In AY2020, SIT launched the Industrial Doctorate Programmes and Industrial Masters Programmes under its suite of Postgraduate Programmes by Research (PGR), with the aim to train and upskill talent for industry at postgraduate level. Students in these programmes will be jointly supervised and hosted by SIT and industry collaborators to work on industry-focused research projects, in addition to completing their postgraduate coursework. As these programmes are new to the industry, they were marketed to companies through various engagement strategies, which include digital campaigns to drive awareness. In FY2020, SIT matriculated six PGR students who are current employees of various partnering companies and organisations, including Sembcorp Marine, NTUC Health Co-operative Ltd and TÜV SÜD PSB Pte Ltd.

GROWING APPLIED RESEARCH

Established on 1 April 2020 under the Academic Group, the Applied Research Office (ARO) oversees the governance and management of SIT's growing array of applied research activities. The key functions of ARO are to oversee:

- Research compliance and governance;
- Research grant administration and performance management;
- Research-related governance of PGR.

ARO has seeded strategic translational research programmes to develop research capabilities to tackle imminent national challenges. Several translational research programmes have been set up in the areas of Energy Resilience, Sustainable Food Innovation, Field/Service Robotics Engineering, Sustainable Infrastructure Engineering & Maintenance, and Community Health Transformation. These translational research programmes are supported by horizontal technology enablers, such as domain-specific cyber security, augmented/virtual reality, artificial intelligence and 5G, as illustrated in Figure 1 (page 29).



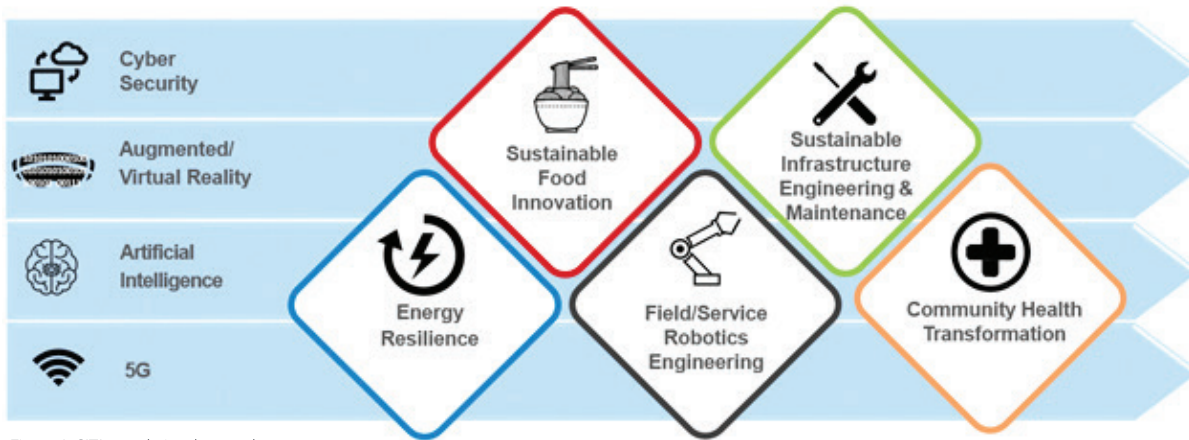


Figure 1: SIT's translational research programmes

GRANTS AND INDUSTRY FUNDING

ARO has rolled out internal grants, such as Seed Grant, Ignition Grant, and Innovation Capability Grant to provide seed funding to support academic staff to kickstart applied research and work with industry on applied research and innovation projects.

- The Seed Grant allows academic staff to test ideas, jumpstart projects, and generate preliminary data for larger quantum grant applications.
- The Ignition Grant and Innovation Capability Grant support early-stage translational research projects in collaboration with companies. These grants are aimed at developing SIT academic staff's capability to work with industry in applied research.



Figure 3: Total external grants awarded to SIT in FY2019 and FY2020

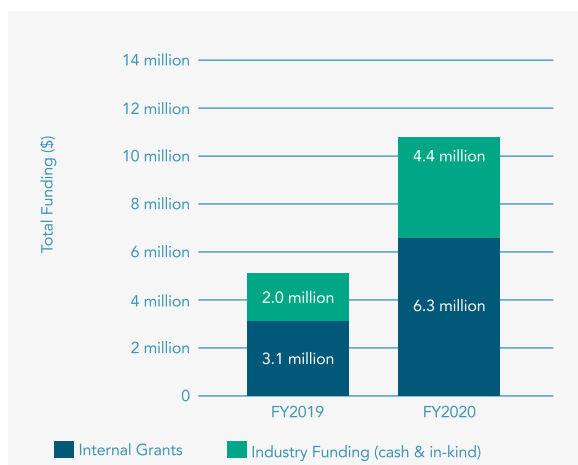


Figure 2: Internal Grants (Ignition Grants and Innovation Capability Grants) and Industry Funding

Industry cash and in-kind contributions for the Ignition Grants and Innovation Capability Grants had more than doubled from \$2 million in FY2019 to \$4.4 million in FY2020 (Figure 2). The total external grants awarded to SIT increased close to three times from \$5.5 million in FY2019 to \$15.6 million in FY2020 (Figure 3).

STRENGTHENING TEACHING AND LEARNING THROUGH STRUCTURED AND STRATEGIC DEVELOPMENT



The team from CoLEAD led a two-day 'Coaching as an SIT Educator' workshop that aims to strengthen academic staff's capabilities in engaging students.

In February 2021, the university's Centre for Learning Environment and Assessment Development (CoLEAD) established three units – Faculty & Strategic Development, Student Development,

and Educational Technology – to widen the division’s scope beyond faculty staff development. The division now also aims to harness new technology solutions that are suitable and aligned to the university’s educational needs; develop and run programmes (digital and face-to-face) for students to develop skill sets and traits to learn better; support students’ holistic development, as well as lead institution research studies relating to applied learning outcomes.

CoLEAD launched the **Harnessing Applied Learning Online (HALO)** grant in July 2020 to support academic staff in piloting different online tools that demonstrate the continuity of applied learning despite disruptions in the face of the COVID-19 pandemic. The grant is open to all academic staff with funding of up to \$5,000, and the items could range from software licenses to hardware acquisition.



The division also launched the inaugural **Learning to Learn Better (LTLB)** programme in September 2020, in collaboration with the Institute for Applied Learning Sciences and Educational Technology, National University of Singapore, to help at-risk students who require additional support and guidance in their learning. The programme comprises 12 sessions that run throughout a trimester. Students will develop metacognitive skills to plan, implement, and monitor their learning efforts as a self-directed learner. It also focuses on applying these skills to their studies to improve their confidence in learning and academic performance.

In October 2020, CoLEAD refreshed the ‘Coaching as an SIT Educator’ programme that aims to develop academic staff’s capabilities in fully engaging students on their learning journeys in classes, projects, Integrated Work Study Programmes (IWSP), as well as career development. The two-day workshop was highly contextualised and incorporated hands-on practice such as role plays, to support the development of versatile educators who can perform the role of Teacher-Coach-Mentor, and create a deeper impact with their learners at SIT.

ENABLING LEARNING CONTINUITY AMID COVID-19 DISRUPTIONS



Laptops connected to different stations at the FESTO learning factory.

SIT took a whole-of-university approach to minimise disruptions in our students’ educational experience. While flexibility was needed to ensure different learning outcomes could be achieved for different programmes, consistency across the university was important in times of crisis. Despite the challenges, the university made the best use of technology to continue delivering quality education to students.

Students from Mechanical Design and Manufacturing Engineering were able to continue laboratory activities from home, thanks to an innovative Remote Lab for Learning Factory, designed by Professional Officers at SIT. The integrated system comprises webcams, remote access technology, Zoom, computer-based human-machine interfaces (HMI), and Real Electro-Mechanical Systems (REMS). Seven laptops were connected to seven stations at the FESTO learning factory, enabling students to remotely operate the learning factory stations, and monitor operational and control processes via laptop cameras. To facilitate the sessions, Professional Officers were stationed on-site in the laboratory to provide real-time technical support via video conferencing.

The travel restrictions due to the COVID-19 pandemic has not stopped SIT students from participating in cross-border learning. The Global Experience division successfully partnered with overseas companies to bring remote Overseas Integrated Work Study Programme (OIWSP) opportunities to students from the Infocomm Technology cluster. Leveraging virtual platforms, students were able to gain experience working with overseas companies, interact with colleagues of different nationalities, and acquire industry knowledge from the global projects they collaborated on. Some projects that the students worked on remotely include web development, database setup and system research, user interface design, and database architecture design.

In addition, the Global Experience team led a Regional Readiness Initiative to enhance opportunities for students to gain regional exposure and work experience. The initiative also aims to develop students' awareness of mobility opportunities. Together with partners, including the National Youth Council Singapore, WiseNet Asia, and OSG Youth Alliance, the initiative presents platforms in the form of speaker series, workshops, and seminars, where pertinent social, political, and economic topics are discussed. One such platform was the inaugural Regional Readiness Webinar held in March 2021, on 'Working Culture & Business Etiquette in China'.



20 Health and Social Sciences students participated in a Virtual Exchange Programme with 73 students from the International University of Health and Welfare (IUHW) in Japan. Students from both universities engaged in knowledge sharing and discussions of their respective countries' healthcare systems. The session also presented an opportunity for the students to expand their professional network, and gain a wider perspective and deeper understanding of the healthcare systems of both countries.

ENHANCING APPLIED LEARNING EXPERIENCES



CIA students visited local farms Bollywood Veggies and Insectta as part of the Local Immersion Programme (LIP).

With the Overseas Immersion Programme (OIP) converted to a Local Immersion Programme (LIP) due to the COVID-19 pandemic, 56 students from The Culinary Institute of America (CIA) had the opportunity to learn more about local food production, consumption, and culinary traditions through visits to various local farms, such as Bollywood Veggies and Insectta, from 27 July to 7 August 2020. Students analysed the complexities of the food systems in Singapore and created a research project based on their critical observation and experiential learning, all while observing safe management measures.

Under the Non-Graduating Non-Exchange Coursework scheme, 3 Singaporean students whose overseas studies were disrupted by the COVID-19 pandemic were enrolled into selected SIT

programmes. This scheme enabled the students to continue their academic pursuits locally while waiting for the situation to improve.



Hospitality Business students participated in check-in tutorials based on various scenarios of an actual hotel lobby, as part of their applied learning experience.

Professional Officers, in collaboration with faculty from the Hospitality Business programme, conducted hands-on tutorials on 18 and 19 March 2021 for students of the **'Hotel and Integrated Resort Management'** module. Students participated in check-in tutorials based on various scenarios of an actual hotel lobby, and learned how to create reservations in the Opera Property Management system. They were then split into smaller groups and took turns to role play a check-in, under the coaching of Professional Officers. The role plays were conducted at Republic Polytechnic's experiential lab.

The Professional Officers supporting SIT's ICT programmes continue to deepen applied learning and research as well.

A webinar was organised in September 2020, in partnership with ST Engineering, for Telematics (Intelligent Transportation Systems Engineering)* students, showcasing the capabilities of the Smart Lamp Post installed at SIT@Dover. Discussions on technological features, such as the long-range sensors capable of collecting various data, which included vehicle and pedestrian movements, were facilitated. Using an Internet of Things (IoT) platform, students were taught to design dashboards to process the collected data and perform data analysis. They were also encouraged to participate in applied research projects, such as the development of a pedestrian detection system by utilising the lamp post's CCTV as a sensor platform for autonomous vehicles.

*Starting Academic Year 2021, the Telematics (Intelligent Transportation Systems Engineering) programme will be known as Computer Engineering.

EXPANDING NETWORK OF PARTNERS FOR LEARNING COLLABORATIONS



A virtual MOU signing ceremony took place between SIT and SCU to renew collaborations in academic staff and student exchanges, as well as research works.

The university's existing Memorandum of Understanding (MOU) with Seirei Christopher University (SCU) has been renewed for another three years, following a successful partnership between the two institutions in the past three years. With SCU's focus on Nursing and Rehabilitation Sciences, the areas of collaboration include academic staff exchange, student exchange, and research. The virtual signing ceremony took place on 5 October 2020, attended by Professor Tan Thiam Soon, President, SIT, and Professor Shohei Ohgi, President, SCU.

ENHANCING LEARNING FRAMEWORK, TOOLS, AND OPERATIONAL CAPABILITIES

As part of the university's efforts in enhancing Information and Digital Literacy (IDL), the SIT Library has embarked on developing customisable micro-modules for students that can be explored at their own time. The series of micro-modules rolled out cover fundamental IDL topics, such as 'Understanding Research Cycle', 'Choosing the Right Resources', and 'Citing and Organising Sources'. The flipped classroom approach is used, where students watch these micro-modules and attempt quizzes before attending the IDL-embedded modules in classes.

SIT has incorporated a suite of Augmented/Mixed/Virtual Reality (AR/MR/VR) Education Solutions as part of the university's continual improvement in experiential learning for students. Learning through these solutions provides a low-pressure, risk-free immersive environment that mimics workplace experiences for students to practise, as well as gain familiarity and confidence in handling specific work scenarios before their Integrated Work Study Programme. The SIT Library has configured sensors within the Gener8 Media Studio to double-up the room as a VR immersive environment, and catered for portable equipment, such as VR headsets for loan, so that students can explore immersive learning at their own time.

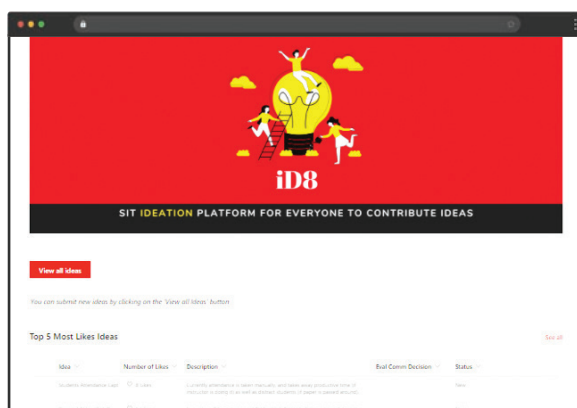
To ensure that students can access resources anytime and anywhere, the Libraries of all six Autonomous Universities have jointly formed the **Singapore Alliance of University**

Libraries (SAUL) consortium to identify common resources for joint negotiation and sharing. In 2020, SAUL negotiated successfully with four publishers — Euromonitor, SAGE, Elsevier, and Statista — to control subscription costs and ensure the financial sustainability and efficiency of resources to support teaching and learning.



A student using VR equipment in Gener8 Media Studio as part of an immersive self-study session.

A Digital Skills & IT Enrichment Framework (dSiTe) was jointly developed by Centre for Digital Enablement (CoDE), Communications & Information Technology (CIT), Human Resource, and CoLEAD, comprising 27 digital competencies for use by students and staff. The framework provides a guide for students and staff to upskill themselves in preparation for the digital future. dSiTe was first launched during the Learning Fiesta for staff on 28 July 2020, followed by the Digital Fiesta for students on 22 February 2021. Relevant micro-modules are made available on the university's Learning Management System (xSiTE) for students and staff to kickstart their learning journey.



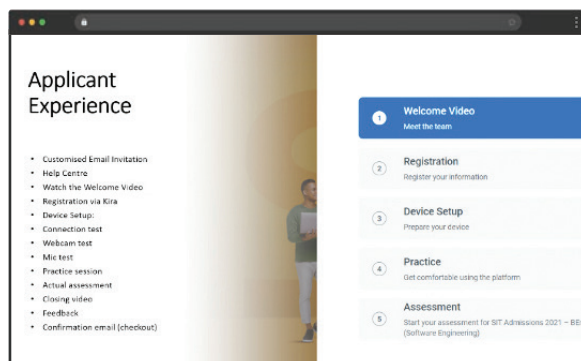
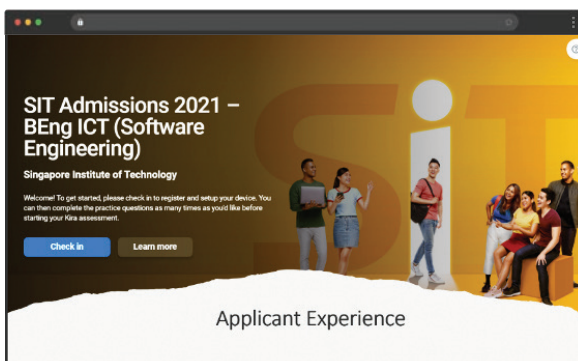
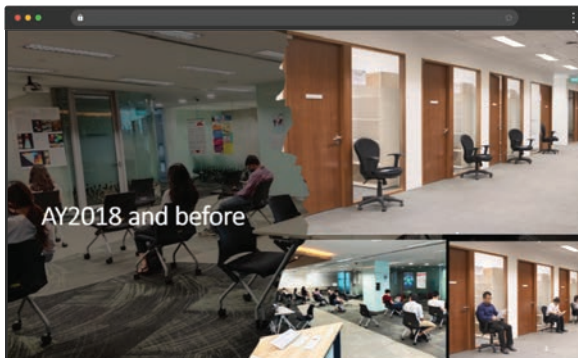
iD8, a single platform for both divisions and individuals (staff and students) to share innovative digitalisation ideas, was jointly launched by CIT and CoDE on 22 February 2021. A committee chaired by the two divisions will evaluate and identify suitable ideas or problem statements for implementation. To date, the platform has garnered a total of 20 ideas.

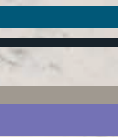
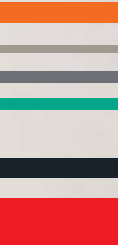
In FY2020, the CIT division commenced the development of systemised portals to help streamline and operationalise the flow of knowledge content and databases:

- Together with Library and Applied Research Office (ARO), CIT will be launching an all-in-one Institutional Research Repository (IRR) to make research by SIT academics publicly available. The IRR is a digital repository system that captures, stores, preserves, and provides access to academic staff’s intellectual output, so that the reusability of the research outputs can be maximised for the common good. Among the materials included in the repository are articles, technical reports, conference papers and presentations, data sets, and Doctoral and Masters by Research theses. The repository is powered by Figshare, a cloud-based platform that hosts more than 80 universities’ institutional repositories. SIT is partnering Figshare to revolutionise the repository platform with Sherpa Romeo and ORCID integrations. IRR is anticipated to be launched in October 2021.

- SIT students who are enrolled in healthcare programmes are required to complete clinical placements in healthcare institutions. The Clinical Practice Education System (CPE) aims to help Clinical Educators, coordinators, and SIT staff to automate the allocation of students – a task that was previously performed manually. A Module Profile Documentation System (MPDS) will be launched as a one-stop portal for module leads to manage module profiles with harmonised data fields and structure, bearing major features, such as versioning control and workflows, for review and approval. The key benefits of MPDS include the acceleration of module profile review and approval processes, improvement of audit readiness and accuracy, ease of coordination, and reduction in human errors. MPDS is anticipated to be launched in October 2021.

The COVID-19 situation required the Admissions division to switch its planned physical interviews to an online platform in 2020. While assessing applicants for admission via an online asynchronous video assessment tool proved to be efficient and effective in 2020 – especially at the height of the pandemic during Circuit Breaker – the Admissions team aimed to incorporate greater interactivity into the assessments for 2021. This has since evolved into a hybrid admissions assessment model, complementing the use of the video tool with physical interviews for selected students. Additionally, the Admissions team embarked on utilising an artificial intelligence chatbot for the two Infocomm Technology degree programmes. The chatbot supports ‘conversations’ with invited applicants, assessing them on logical thinking and technical competencies. More than 600 applicants were evaluated through this pilot chatbot assessment and most of them enjoyed the experience, citing that the tool was interactive and user-friendly.





INDUSTRY

Despite the disruptions to the economy as a result of the pandemic, SIT's industry partners have continued to show strong support to the university, reflecting the symbiotic and valuable relationship that SIT has forged with industry. Amid the climate, the Class of 2020 continued to be highly adaptable and employable. SIT's strong nexus with the industry has resulted in extensive collaborations – from curriculum development to joint efforts in manpower development, work attachment opportunities, and innovative project solutions for industry.



GROOMING INDUSTRY-READY GRADUATES

The Integrated Work Study Programme (IWSP) is an integral feature of SIT's educational experience, providing students with opportunities to integrate the knowledge they have gained in the classroom with real-world practice. The IWSP is an excellent platform for students to gain work experience, while industry partners gain access to a pool of work-ready employees.

The COVID-19 pandemic affected the global economy in 2020, forcing many organisations to trim their workforce and retract their IWSP positions. Industries such as hospitality, as well as aviation and aircraft engineering, which account for some of SIT's niche degree programmes, were significantly hit.

Despite this, SIT's Centre for Career Readiness (CCR) managed to secure more than 2,580 IWSP positions with over 460 companies for 1,051 students. 50.1% of SIT's Class of 2020 graduates also received job offers from their IWSP companies.

To mitigate the impact of fewer IWSP positions, SIT established the **IWSP (Innovation Project)** as an alternative option to the IWSP work attachment by engaging students to work with industry partners on real-world projects, without compromising the learning objectives of the IWSP. Faculty members from the Hospitality Business programme reached out to industry partners through this initiative and managed to secure IWSP (Innovation Project) for 66 students.

Career Success Workshops

The majority of SIT's Career Success Workshops for 2020 were conducted virtually, with more than 50 SITizens attending each session. Training materials were converted to suit an online delivery, and saw the inclusion of courses like 'Mastering Digital Job Interviews', 'Boosting Online Presence Through LinkedIn', and 'Creating a Winning Video Resume', ensuring relevance to the current economy and job market. More than 50 online Career Success Workshops were conducted throughout 2020 to equip SITizens with the necessary career skills for the workforce, and to navigate the challenging employment landscape.

Industry Mentorship Programme

The Industry Mentorship Programme 2020, in partnership with Young NTUC, saw a participation of 93 mentees and 67 mentors. This was the third time the programme was conducted and it was extended to eleven engineering-related degree programmes. The four-month programme pairs students with an industry mentor from a relevant industry, enabling them to gain industry-specific career advice and guidance in developing their career path.

SUPPORTING FRESH GRADUATES IN UNCERTAIN TIMES

The **SGUnited Traineeships Programme (SGUT)** is the brainchild of Workforce Singapore (WSG), with the intention to support graduates from Institutes of Higher Learning during this difficult time, by offering traineeship positions with companies across various sectors. With a duration of up to a year, these traineeships equip young locals with valuable industry experience and allow them to gain a firmer foothold in the job market when the economy recovers.

To provide employment opportunities for fresh graduates, SIT participated in SGUT as a host company, with 17 divisions within the university offering traineeship positions.

In addition, the university collaborated with industry partners to allow fresh graduates to be seconded to participating companies. Each trainee got to be involved in industry project work and was jointly mentored by SIT and the partner company they were attached to. At the end of FY2020, there were 61 trainees on board the SIT SGUT. This included 58 SIT graduates from 21 degree programmes, of which 17 SIT graduates were seconded to 14 industry partners.

To support fresh graduates entering the workforce, SIT offered four free Continuous Education Training (CET) modules to the Class of 2020, as part of a joint effort by the Ministry of Education (MOE), SkillsFuture Singapore (SSG), and the six autonomous universities. Alumni can leverage \$2,000 worth of SITizens Learning Credits (SLC) to apply for eligible CET courses in SIT. As of end March 2021, there were 168 SIT alumni who completed 176 SLC eligible courses, of which 40% are from the Class of 2020.

PIONEERING WORKPLACE LEARNING

SIT continues to expand its suite of integrated industry solutions to build a strong skills ecosystem and workplace learning culture in organisations. As Singapore's University of Applied Learning, SIT strives to champion workplace learning as an integral component of the work-learn continuum.

Launch of NACE@SIT to Drive Workplace Learning



The National Centre of Excellence for Workplace Learning at SIT (NACE@SIT) was officially launched on 13 November 2020 as the first workplace learning centre in an autonomous university. NACE@SIT is an extension of the NACE ecosystem to help small and medium enterprises (SMEs) build their workplace learning systems and capabilities, through delivering workplace learning projects and developing a community of learning organisations that will support these enterprises. Over the next five years, NACE@SIT aims to benefit 700 enterprises by sharing best practices and success stories, driving workplace solutions, and leveraging SIT's SkillsFuture Work-Study Degree programmes.

Queen Bee Partnerships with Kwong Wai Shiu Hospital and SMRT



A Memorandum of Understanding (MOU) was inked on 13 November 2020 between Kwong Wai Shiu Hospital (KWSH), SIT, and SkillsFuture Singapore (SSG) to enhance workplace learning in the community care sector by developing work-learn pedagogies and specific programmes to drive innovation and skills development. This is the first Queen Bee partnership for the community care sector, and will help KWSH reach out to 100 enterprises to build up their capabilities over the next three years. As part of the MOU, NACE@SIT will tap on SIT's network and experience in applied learning and best-in-class practices, to support KWSH in identifying skills gaps and provide training for the community care sector.

The first run of Workplace Learning Projects under the Kaizen Queen Bee initiative with SMRT Corporation Ltd (SMRT) was conducted on 14 January 2021 for nine staff from SMRT's value chain partners. Supported by SSG, SMRT has been positioned as the Queen Bee to promote continuous improvement and to build up training capabilities and technology transfer for the entire transport ecosystem.

FORGING STRATEGIC PARTNERSHIPS WITH INDUSTRY

Robust engagement with industry through collaborative tie-ups and projects is pivotal in paving the way for the exchange of knowledge, and sharing of manpower and resources in applied research, training, and education.

SIT's role in Singapore's 5G Ecosystem

The Infocomm Media Development Authority (IMDA) and SIT inked a Memorandum of Intent (MOI) in April 2020 to jointly establish a national 5G Open Testbed (5G Lab) at SIT@Dover. IMDA has adopted a multi-pronged approach to facilitate the development of 5G in Singapore. The 5G Lab aims to spur the development of innovative 5G applications, services, and capabilities by providing a staging and exploratory environment, working actively with local industry partners to build a larger 5G ecosystem. SIT academic staff and students will have the opportunity to work on applied research projects at the 5G Lab.

Joint-Lab with DSO National Laboratories



Signatories of the MOU (from left): Mr Cheong Chee Hoo, Chief Executive Officer, DSO; and Prof Chua Kee Chaing, Deputy President (Academic) & Provost, SIT.

A joint laboratory at SIT@Dover was established by DSO and SIT in early 2021 to spearhead applied research efforts for potential defense and commercial use. The collaboration will focus on strategic projects in the fields of robotics/unmanned systems and cyber security, involving SIT academic staff and students from the Engineering and Infocomm Technology clusters. The MOU signed with DSO cements a strong intention for DSO and SIT to collaborate in innovation projects, such as design thinking, prototyping, exchanging and developing knowledge and technical expertise, collaborations with students from work-study and industrial postgraduate programmes, student training, and the engagement of work attachments and/or student researchers.

Establishing Framework for Aspiring Professional Engineers



Signatories and witnesses of the MOU signing ceremony (from left): Mr Tan Kiat How, Minister of State, Prime Minister's Office & Ministry of National Development; Er. Ho Siong Hin, President of the Board, PEB; Prof Tan Thiam Soon, President, SIT; and Prof Chua Kee Chaing, Deputy President (Academic) & Provost, SIT.

Strengthening SIT's position as an integral Institute of Higher Learning (IHL) partner in the advancement of the Professional Engineering practice, a MOU with the Professional Engineers Board (PEB) was inked on 9 December 2020 to pave the way for more collaborations on bridging courses aimed at preparing engineers for their Professional Engineers (PE) registration. The collaboration saw the launch of specialised courses for PE registration, such as the 'Introductory Course on Fundamentals of Engineering Examination (FEE) in Civil Engineering', 'Introductory Course on Fundamentals of Engineering Examination (FEE) in Electrical Engineering', and certification courses in Tunnel Engineering. A total of 90 participants attended these specialised courses from September 2020 to April 2021.

Enhancing Applied Learning and Research with A*STAR

SIT and A*STAR inked an MOU on 9 December 2020 to collaborate on talent pipeline development through Technology for Enterprise Capability Upgrading (T-Up), IWSP, joint research and funded projects, innovation and enterprise initiatives, continuing education and training, joint/adjunct appointments, as well as the knowledge exchange of SIT academic staff and A*STAR researchers.

APPLIED RESEARCH TO INFORM TEACHING AND TRANSFORM INDUSTRY

The Applied Research, Innovation and Enterprise (ARIE) division champions strategic engagements and collaborations with industry, focusing on applied research, innovation and enterprise (I&E) activities and establishment of Technology Innovation Centres (TICs). Since April 2020, ARIE's role has been expanded to cover intellectual property (IP) management and community innovation.

ARIE aims to bridge SIT's research focus areas and expertise with industry and community needs to foster more extensive research collaborations. Strategic to SIT's applied learning and research goals, while being aligned to the nation's Industry Transformation Maps (ITMs), is the setting up of TICs. In collaboration with economic agencies and strategic industry partners, the TICs serve as focal centres for industry innovation projects, access to students as talent pipelines, as well as upskilling and reskilling of the workforce. In FY2020, three new TICs were set up.

In our engagement with enterprises, SIT has adopted an industry-centric approach to ensure a sustainable applied learning education model. Tapping on the expertise of SIT's academic staff as well as students, SIT actively engages the industry – specifically the local SMEs – to understand their challenges and co-create innovative solutions with them. This approach ensures a higher rate of technology adoption and helps the local SMEs move up the innovation value chain.

Rapid Product Innovation and Development (RaPID) Centre

A one-stop facility for rapid product development and prototyping aimed at supporting the local industry in their innovation and value creation activities, the **Rapid Product Innovation and Development (RaPID) Centre** was launched on 1 July 2020. The centre provides core capabilities in engineering design, fabrication and systems integration in the areas of Industrial Electronics, Assistive Healthcare Devices, and Service Robots and Process Automation. Through RaPID, companies can work directly with SIT's multi-disciplinary academic staff and students, to turn their novel ideas into innovative products through ideation, prototyping, and user-validation before scaling up for production.

Since its launch, RaPID has been working closely with companies on various prototyping projects. One of them includes a collaboration with Mastermark Pte Ltd to design and develop prototypes to trap crows at coffeeshops and hawker centres.

Construction Technology Innovation Laboratory (CTIL)



The signing ceremony and cheque presentation that took place on 16 December 2020 was attended by key representatives (from left): Mr Eugene Yong Kon Yoon, Executive Director, Woh Hup; Mr Yong Derong, Executive Director, Woh Hup; A/Prof Ivan Lee, Vice President (Industry & Community) SIT; and Prof Tan Thiam Soon, President, SIT.

SIT officially launched the Construction Technology Innovation Laboratory (CTIL) on 21 January 2021, with a \$2 million fund contribution from construction and civil engineering company, Woh Hup (Private) Limited. The CTIL provides a platform for Singapore-based construction companies and SIT researchers to carry out applied research and develop innovative technologies for building structures and sub-structures with societal and economic impact. SIT students will benefit by gaining practical hands-on experience in industrial environments, and be exposed to applied research and innovation projects. The laboratory also helps industry professionals to upskill their specialist knowledge and skills through workshops and seminars.

Energy Efficiency Technology Centre (EETC)

The **Energy Efficiency Technology Centre (EETC)**, in collaboration with National Environment Agency, promotes and develops energy efficiency capabilities and new technologies in the local energy ecosystem for industrial sectors.

EETC partnered the National Environment Agency (NEA) to launch an inaugural webinar, 'Unlocking Industrial Energy Efficiency Opportunities', on 4 February 2021. It was well-received with over 400 participants and enquiries from more than 10 companies for energy assessment. The Singapore Precision Engineering and Technology Association (SPETA) and the Singapore Food Manufacturers Association (SFMA) have also requested EETC to conduct targeted marketing and outreach activities for their members.

In March 2021, EETC secured funding from the Singapore Food Agency (SFA) to measure and validate resource usage to establish a set of benchmark figures for different urban farm categories.

In FY2020, EETC has conducted energy assessments for 7 companies and trained 15 students in energy efficiency in spite of the pandemic situation.



GROUNDING IN THE COMMUNITY

Being 'grounded in the community' means being aware of the needs around you and putting your skills and knowledge to positively impact the social, economic, or environmental aspects of the world you live in.

In our increasingly hyper-connected world, those who focus their innovations and efforts on impacting the community will be able to harness the ripple effect and generate more value for a wider reach of audiences in the long run.

DRIVEN BY A DESIRE TO CARE FOR SINGAPORE'S ELDERLY



We're not only managing illness, but all aspects of their health, be it mental or physical. The learning journey is truly holistic. It gives us an insight on managing patient care better – we can apply lessons (from other healthcare systems) to Singapore and look at what to improve on.



DHANYA DAVITA DEVARAJOO
Nursing





COMMUNITY

An integral part of SIT's mission is to equip SITizens with the knowledge, skills, and ethos to serve the community around them. Students, faculty, and staff are actively involved in meaningful collaborations that benefit the social, economic or environmental aspects of the community. In a year marked by the COVID-19 pandemic, SIT students and staff banded in unity and spearheaded initiatives to help those in need. They also quickly adapted to new modes of learning and working, such as moving physical activities online, and seized opportunities to turn events into new learning areas.



COMMUNITY INITIATIVES AMID COVID-19

During the COVID-19 pandemic, our SITizens and staff leveraged their skills to help members of the community. Some initiatives include:

- The launch of ProjectCBK (Circuit Breaker Kooks) – a volunteer initiative by a student from The Culinary Institute of America (CIA), Singapore to provide eateries with much-needed manpower.
- CIA students joined 20 food and beverage establishments to prepare lunch for 1,100 staff at Sengkang General Hospital – as part of World Gourmet Summit’s initiative to thank healthcare heroes for their fight against COVID-19.
- Two SITizens from The Glasgow School of Art (GSofA) Singapore came up with a convenient guide that lists ways for Singaporeans to contribute to those in need.
- Between 23 March and 3 April 2020, 42 students assisted SIT staff in an initiative by Temasek Foundation to distribute free hand sanitisers to the public at IMM.
- 20 members of the Occupational Therapy graduating cohort volunteered their time and effort to support the COVID-19 Migrant Support Coalition (CSMC) during Circuit Breaker, when workers were confined to their dormitories. Using their expertise, they designed programmes and games for migrant workers to help reduce the anxiety they faced during this tough time.



Personal Protective Equipment (PPE) training and N95 mask-fitting session.

- In May 2020, four Professional Officers conducted a Personal Protective Equipment (PPE) training and N95 mask-fitting session for about 20 community and home-based physiotherapists, enabling them to provide their treatment safely.



SITIntegrates helped to collate and distribute 480 gratitude packs to foreign workers at the SIT campus worksite in Punggol.



Supervisors from the construction companies distributing the Gratitude Packs to the workers.



Mr Chan Wing Leong (third from right), Deputy President (Campus Development) & Chief Investment Officer, SIT receiving a token of appreciation from the migrant workers at the SIT campus worksite in Punggol.

- In March 2021, students from the Global Citizenship project, SITIntegrates, helped to collate and distribute 480 gratitude packs to foreign workers at the SIT campus worksite in Punggol.

COMMUNITY PROJECTS AND COLLABORATIONS

With a mission to strengthen the SIT-DNA trait of being ‘Grounded in the Community’, the **Community Leadership And Social Innovation Centre (CLASIC)** at SIT was launched in October 2020 as a one-stop centre that curates, coordinates, and oversees community and social innovation projects and initiatives across the university. The objective is to make SIT an academic partner of choice amongst community and industry partners for community-related projects and initiatives.

By drawing on the expertise of SIT academic staff and complemented by SITizens’ involvement across various clusters and domains, CLASIC aims to curate projects that would enhance the quality of life of identified beneficiaries. Each project will involve at least two SIT students, who will be mentored by a faculty member or a Professional Officer. Students will be exposed to community projects that enable them to be more attuned and sensitised to the needs of different segments of the community, informed of their industry practices, and motivated in the exploration of innovative solutions that seek to benefit the wider community.

CLASIC has engaged in conversations with statutory boards, industry leaders, and social service agencies, including Kwong Wai Shiu Hospital, Ecosoft Pte Ltd, and Singapore Muslim Women’s Association (PPIS), to provide academic staff and students with collaboration opportunities in different areas and sectors in Singapore.



A resident of KLB shares anecdotes of life in mainland Singapore's only remaining kampung with A/Prof Intan Azura Mokhtar.

- Other community projects and collaborations during FY2020 include: Project **Kampung Lorong Buangkok** – a team of faculty from Design and Specialised Businesses came up with the 'Nostalgic Futures Design' competition to preserve the heritage of the last kampung on mainland Singapore. The project involved students from the Glasgow School of Art (GSofA) Interior Design and Communication Design programmes, as well as industry and community partners, JIA Studios Pte Ltd, FXMedia Internet Pte Ltd, and Hwi Yoh Community Centre.
- For the second year running, SIT partnered the National Environment Agency (NEA) on the **G!novation Challenge** for schools to produce innovative solutions to local environmental challenges using design thinking skills. Two SIT staff were part of the judging panel that provided guidance and advice to seven participating school teams.
- **SIT Community Challenge 2020** – SIT partnered Greendale Secondary School and the Public Transport Council to run a challenge themed 'A Caring Commuter Culture in the Punggol Community'. From June to December 2020, the challenge provided a platform for students to be trained in design thinking skills to ideate solutions for challenges faced by commuters.
- Project collaboration with Elections Department Singapore (ELD) – a polling booth, designed by faculty and students using a user-centric design methodology and funded by a Seed Grant, was successfully deployed by the ELD during the 2020 General Election.
- SIT partnered Yio Chu Kang Constituency on a community project, **'The Young Engineers' Space (YES!)'**. From January to March 2021, SIT student mentors trained in design thinking tools worked with secondary school students to explore possible solutions to community issues.

STUDENT ENGAGEMENT & DEVELOPMENT

Complementing SIT's community efforts is the grooming of future student leaders of SIT, known as SITizen Ambassadors, who embody the SIT-DNA traits and co-create the present and future of SIT as a premier University of Applied Learning and partner of choice for industry.

The second batch of **SITizen Ambassadors** was formally inducted at the SITizen Ambassadors' Investiture on 3 March 2021. They

received coaching in formal business communication and social media management, and learned how SIT's unique origins can influence the university's position in today's economy. SITizen Ambassadors were also given opportunities to gain a deeper understanding of SIT's vision and mission, and strategise SIT's future alongside members of faculty and staff.



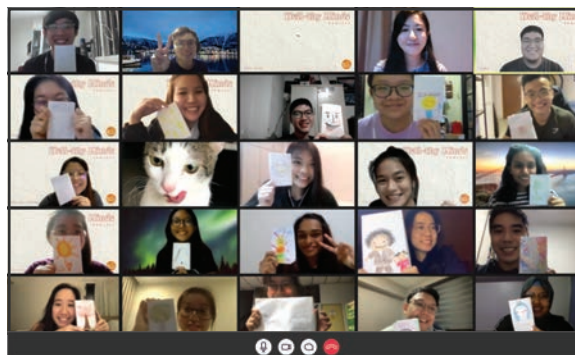
SITizen Ambassadors' Investiture

The **SIT Vanguard**s is a group of experienced student leaders who aim to inspire and guide new student leaders. This advanced leadership programme offers stepped-up training to deepen leadership skills. With the introduction of the Peer Mentoring programme in 2021, the Vanguard's can enhance their skill sets through supervised mentorship of active student leaders, while these student leaders can tap on the Vanguard's for support. This ensures that each chapter of student leadership is built on the foundation of shared experiences, and constantly refined with each new generation of outstanding SITizens.



SIT Vanguard's

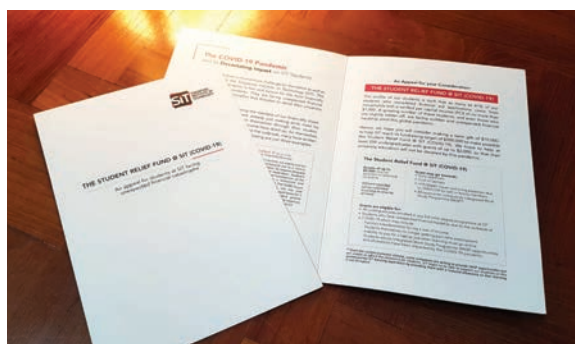
The **SIT Alumni Mentoring Programme** brings together alumni and students to foster personal and professional growth, as well as exchange knowledge and skill sets through mentorships for a period of six months. Launched in September 2020, 52 successful mentor-mentee matchings were achieved during the first cycle. The second cycle was held in March 2021. The SIT Alumni Mentoring Programme is organised by the SIT Advancement & Alumni division and supported by Student Life division, with participation from SITizen Ambassadors. Sessions took place online and in small groups.



Wellness Week



PHILANTHROPIC SUPPORT FOR STUDENTS



The Student Relief Fund@SIT (COVID-19) has helped 690 students as of March 2021.



SIT Alumni Mentoring Programme

Wellness Week was launched in 2019 by the **Diversity and Inclusion** team of the Student Life division. It aims to build a sense of community while promoting student care and well-being at SIT. Both online and in-person activities were held to encourage students to practise self-help skills and boost social support. From 22 to 26 March 2021, students engaged in mindful activities, such as yoga and art therapy workshops. They also participated in talks conducted by industry professionals to learn about different mental health conditions, good wellness practices, methods of coping with stress, and peer support through various resources.

Thanks to the prompt action from 185 donors, the **Student Relief Fund@SIT (COVID-19)** was established in March 2020 to support students who are facing financial and educational difficulties due to the pandemic. As at July 2021, more than \$2.2 million in gifts have been made towards the fund. As at 1 March 2021, the Student Relief Fund@SIT (COVID-19) has assisted 690 students with disbursements still ongoing.

SIT received new philanthropic support in FY2020, such as the **Irene Tan Liang Kheng Scholarship** for Nursing students and the **OUE Scholarship** to nurture leadership and community service. New permanent bursaries and grants were also established for financially disadvantaged SIT undergraduates, including the **Octava Foundation Study Grant** and the **Straits Construction Bursary**. There were also new support schemes made available to students in financial need. These include the **GSK-EDB-HRD Bursary**, the **GSK-EDB-HRD Support Grant**, **Singapore Teochew Foundation Laptop Support Programme** and **The Ngee Ann Kongsi Emergency Relief Fund**. The **Yangzheng Foundation Community Leadership and Social Innovation Grant** was established to support programmes and projects under the Community Leadership And Social Innovation Centre (CLASIC).

EMPLOYEE ENGAGEMENT AND WELLNESS

SIT's Employee Value Proposition (EVP) is an ecosystem of support, recognition, and values that SIT provides to its employees to achieve their potential at work and boost employee engagement.

It comprises four pillars:

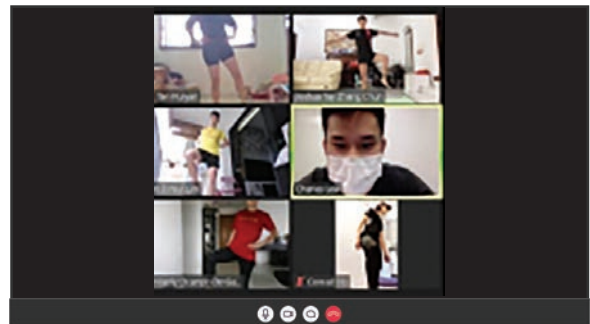


In the area of staff wellness, the **Employee Wellness Committee (EWC)** continued to build camaraderie and team spirit within SIT by organising a myriad of staff activities and workshops virtually, ensuring the physical and mental well being of staff while they worked from home. These include online workshops, exercise classes, and even a virtual SIT Tea Party in place of the annual Staff Night. In addition, a work group has been formed to identify areas that present opportunities to better support the mental well-being of the staff.



SIT Staff Appreciation Day

The university has taken steps to explore and enhance the ways of rewarding and recognising its employees. An example is the **SIT Staff Appreciation Day**, which recognises staff for their contributions to the university's achievements and is an anchor event of the SIT **Employee Recognition Framework**. More than 400 staff attended the online event on 6 October 2020, where the annual Service Appreciation Award, comprising the 5- and 10-year Long Service Awards, were given to staff in recognition of their service. During the event, staff participated in a Virtual Sports Challenge and shared stories about embracing the ONE SIT culture.



Virtual Sports Challenge at SIT Staff Appreciation Day



Online baking session organised by EWC



PROMOTING SUSTAINABILITY

As part of our goal of ensuring a sustainable campus, the SIT Sustainability Workgroup has been planning and implementing various initiatives to conserve resources such as energy, water and paper, as well as minimise and manage waste responsibly. In 2020, SIT achieved the Green Mark Platinum re-certification of its buildings in the Polytechnics, replaced light fittings with LEDs in all its campuses for efficient energy use, and implemented secure printing to reduce paper waste.

The Workgroup also organised various activities to raise awareness and adoption of sustainable practices amongst

staff and students. On 5 June 2020, as part of marking World Environment Day, staff and students participated in a Bingo Challenge and shared their own sustainable actions while working from home during the COVID-19 pandemic. In January 2021, the Workgroup and our student club for sustainability, Action for Environment Conservation (AEC), held a virtual talk, "Unpacking the Packaging Waste Issue", which focused on the impact and ways to reduce packaging waste.

SUPPORT FOR STUDENTS

SIT strives to ensure that deserving students are not deprived of a quality education because of financial difficulties. We offer an extensive range of financial assistance to help students with their tuition fees and expenses.

ACKNOWLEDGEMENTS

Ang Mo Kio
Thye Hua Kwan Hospital

AWWA

Centre for Strategic
Infocomm Technologies

Ministry of Defence

MOH Holdings

National Council
of Social Service

Parkway Pantai

Public Utilities Board

Rainbow Centre

Sengkang
General Hospital

Society for the
Physically Disabled

St Andrew's
Community Hospital



SPONSORSHIPS AND BONDED SCHOLARSHIPS

Our students are on various forms of sponsorships and bonded scholarships, thanks to the generous contributions of the industry partners, government agencies, and organisations.



Evolve
Mixed Martial Arts

Land Transport Authority
of Singapore

National Kidney
Foundation

OCBC

Ren Ci Hospital

Sembcorp Marine

St Luke's Hospital

Woodlands
Health Campus



IN APPRECIATION OF OUR DONORS

(For the financial year ended 31 Mar 2021)

Our most grateful thanks for their generous support of SIT's students and mission:

AbbVie Operations Singapore Pte Ltd
Mr John Abraham
Abwin Pte Ltd
ADERA Global Pte Ltd
Aegis Building & Engineering Pte Ltd
Aerospace Consultancy Pte Ltd
Alfa Tech Vestasia Pte Ltd
Dr Ang Poon Liat
Applied Materials South East Asia Pte Ltd
Ascendas Funds Management (S) Limited
AsiaCloud Solutions Pte Ltd
AY Anaesthesia and Pain Pte Ltd
Azalea Investment Management Pte. Ltd.
Baker Tilly
Blu5 Group
BR Metals Pte Ltd
Bushiroad International Pte Ltd
Dr Reto Callegari
Canary Intelligence Pte Ltd
Canon Medical Systems Asia Pte. Ltd.
CEI Limited
Centre for Strategic Infocomm Technologies (CSIT)
LTC (RET) Chan Chik Weng and Mdm Chong Chow Hah
Changi Airport Group
Mr Chau Shing Chi
Ms Chen Teck Shing
Mr Chew Ghim Bok
Mr Choo Chiau Beng
Mr Choo Chong Ngen
Chop Wah On
Community Foundation of Singapore (CFS)
Conrac Asia Display Products
Continental Automotive Singapore Pte Ltd
Core Concepts Pte Ltd
CPA Australia Ltd
Cybersprout Pte Ltd
Cyclect Electrical Engineering Pte Ltd
DBS Bank Ltd
Decision Science Agency Pte Ltd
Deloitte & Touche LLP
Dou Yee Enterprises (S) Pte Ltd
ECAS Consultants Pte Ltd
ENGIE Services Singapore Pte Ltd
EnGro Corporation Limited
EPS Computer Systems Pte Ltd
EY
Far East Organization
FARM (Farmwork Pte Ltd)
Feng Ming Construction Pte Ltd
finexis advisory Pte Ltd
Ms Rosalind Fok
Foo Kon Tan LLP
FoodXervices Inc Pte Ltd
Furama Pte Ltd
Geo Coal International Pte Ltd
Geo Energy Group
GIC
GlaxoSmithKline - EDB HRD Fund
Goh Bee Gah Foundation through SymAsia Foundation Limited
Mr Jeff Goh
Goh Foundation
Goldbell Financial Services Pte Ltd
Harrier Technology Pte Ltd
Hiap Chuan Hardware (Pte) Ltd
Ho Bee Land
Mr Ho Yee Yang Edmond
Hock Seng Hoe Metal Company Pte Ltd
Hong Leong Foundation
Houw Hing Holdings Pte Ltd
Hummingbird Health Pte Ltd
IES-IStructE Joint Committee, The Institution of Engineers, Singapore
Info-Communications Media Development Authority of Singapore (IMDA)
Ingredion Singapore Pte Ltd
Institute of Chemical and Engineering Sciences
Institute of Materials (East Asia)
Institute of Singapore Chartered Accountants
Interlocal Exim Pte Ltd
ITSEC Services Asia Pte Ltd
JCS-Echigo Pte Ltd
JEB Healthcare Technologies Pte Ltd
Mr Surya Jhunjhnuwala and Mr Gaurang Jhunjhnuwala
Kaspersky Lab Singapore
Mr Kee Sek Huat
Kenmooreland Pte Ltd
Keppel Care Foundation Limited
Keppel Corporation Limited
Kewalram Chanrai Group of Companies
Khoo Chwee Neo Foundation Ltd
Kimly Construction Pte Ltd
Mr Ko Oen Tjiang
Koufu Group Limited
Kreston Ardent CAtrust PAC
Kuang Yong Auto
Mr Kuok Khoon Hong
Kwai Fong & Raymond Goh
Kwan Im Thong Hood Cho Temple
Land Transport Authority of Singapore (LTA)
Learning Access Foundation
Lee Foundation
Lee Kim Tah Holdings Limited
Mr Lee Kok Keong and Ms Goh Ling Ling Serene
Mr Patrick Lee Kwok Kie
Mr & Mrs Lee Nam Chew
Mr Lee Sheng Da
Mr Lee Theng Kiat
Mr Eddie Li Hung
Mr Kevin Liang
Lien Shih Sheng Foundation
Lih Ming Construction Pte Ltd
Mr Peter Lim
Mr Lim Joo Boon
Ms Lim Lai Phin
Mr Lim Peng Hun and Ms Vanisa Lee
Mr Lim Siah Mong
Lionapex Equipment Pte Ltd
Lions Community Service Foundation (Singapore)
Lo Hock Ling & Co
Ms Loh Lin
Mr Loke Kian Siong
Family of Mr Loo Shaw Chang and Mdm Tan Hooi Hong
Mr Loo Tze Kian
Ms Low Geok Cheng
Mr Low Ming Wah
Loyang Tua Pek Kong
L-QuBE Pte Ltd
Mr LU Kee Hong and Ms Chan Haw Ngee
Lubritrade Trading Pte Ltd
Mr Lui Chong Chee
M.Tech Products Pte Ltd
Mapletree Investments Pte Ltd
Marina Bay Sands Pte Ltd
MHC Asia Group
Microcast Pte Ltd
Mount Alvernia Hospital
Naterra Resources International Pte Ltd

National Council of Social Service	Shopee	The Copyright Licensing and Administration Society of Singapore Ltd
Nebulas Tree Pte Ltd	Siemens Pte Ltd	The Estate of Chong Yook Yin
Nehemiah Foundation through SymAsia Foundation Limited	Mr Sim Bee Lim	The Estate of Lim Doa Hin (Deceased)
Net-Source Group Pte Ltd	Ms Elsie Sim M G	The Hokkien Foundation
Nexia TS Pte Ltd	Singapore Accountancy Commission	The Ireland Funds (Singapore)
Family of Mr Ng Sheng Poh and Mdm Quek Siew Keow	Singapore Chemical Industry Council Limited (SCIC)	The Masonic Charitable Fund
Ocean Tankers Pte Ltd	Singapore Chinese Chamber Of Commerce Foundation (SCCCF)	The Mohan Family
OceanMaster Engineering Pte Ltd	Singapore Computer Society	The Ngee Ann Kongsi
Octava Foundation Limited	Singapore Food Manufacturers' Association (SFMA)	The Polyolefin Company (Singapore) Pte Ltd
Dr Ong Kiem Kiok	Singapore Heart Foundation	The Silent Foundation Ltd
OUE Limited	Singapore Leong Khay Huay Kuan	The Tan Chin Tuan Foundation
Pan Pacific Hotels and Resorts Pte Ltd	Singapore Teochew Foundation	Mdm Thng Poh Choo
Pan Pacific Hotels Group Ltd operating as PARKROYAL on Beach Road	SIT Health and Social Sciences (HSS) Cluster Faculty and Dr Alex Wirianski	Thomson Shin Min Foundation
Park Hotel Management Pte Ltd	SMRT Corporation Ltd	Ms Ti Sui Tsu Memorial Fund
Parsing Pte Ltd	Mr Somasundaram Shanmugasundaram	Tiong Seng Contractors (Private) Ltd
Paul Wong AICM Pte Ltd	Mr Ken Soh	Mr Edy Hardijana Tjugito
Pei Hwa Foundation Limited	Mr Soo Ye Wah	TL Whang Foundation Limited
Petrochemical Corporation of Singapore (Private) Limited	Mr Soon Sze Meng	TME Systems Pte Ltd
PKF-CAP LLP	SP Group	Mr Toe Teow Heng
Prudential Assurance Company Singapore (Pte) Limited	Sprinkler Fire Systems Pte Ltd	Mr Tong Kok Chiang
PwC Singapore	S.S. Jhunjhnuwala Charity Fund	Tote Board
Q'son Kitchen Equipment Pte Ltd	Straits Bunkering Pte Ltd	Tractors Singapore Limited
Quantum Inventions Pte Ltd	Straits Construction Singapore Pte Ltd	Dr Paul Tseng
Dr Stanley Quek through The Ireland Funds (Singapore)	Super Bean International Pte Ltd	Tunnelling and Underground Construction Society (Singapore)
Racks Central Pte Ltd	SYNthesize Pte Ltd	Tyco Electronics Singapore Pte Ltd
Raffles Hotel Singapore	SystemEngineer360 Pte Ltd	Unilever Asia Pte Ltd
Rohde & Schwarz Asia Pte Ltd	T T J Design And Engineering Pte Ltd	United Overseas Bank Limited
Rotary Club of Bugis Junction, Singapore	T T J Holdings Limited	Mr Wee Siew Kim
Rotary Club of Jurong Town, Singapore	T.E Engineering & Trading	Wilmar International Limited
Rotary Club of Singapore East	Mr Ta Yoke Kat	Woh Hup Pte Ltd
Rotary Club of Tanglin, Singapore	Tai Tak Estates Sdn Bhd	Mr Albert Wong
RSA	TAK Products & Services Pte Ltd	Dr Paul Wong
RSM Chio Lim LLP	Takasago International (Singapore) Pte Ltd	Mr Wong Chin Fee
S M Jaleel Foundation	Tan & Neo Family	Dr Steven Wong Kai Juan
Samwoh Corporation Pte Ltd	Ms Angela Tan Guat Hoon	Ms Wong Kai Yun
SATS Ltd	Estate of Irene Tan Liang Kheng	Mrs Wong Kwok Leong
SBF Foundation	Mdm Tan Lay Yan	WSH Experts Pte Ltd
SBS Transit Ltd	Mr Tan Soo Kee	Ms Wu Peihui
SCAL Resources Pte Ltd and members of The Singapore Contractors Association Ltd	Taylor & Francis Asia Pacific	www.hardwareonline.com.sg
Seagift Food Pte Ltd	Temasek Holdings Pte Ltd	Yangzheng Foundation
Select Group Pte Ltd	Mr KL Teo	Mr Yap Geok Lin
Sheng Siong Group	Mr and Mrs Teo Hock Chuan	Dr Alvin Yeo
	Texas Instruments Singapore (Pte) Limited	Mr Yusof Bin Amir Wahid
	Ms Tammie Tham	Mr Zhou Jinbo

CORPORATE GOVERNANCE

(For the financial year ended 31 Mar 2021)

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 three subsidiaries – Verbosecurity Pte. Ltd. (Company Registration No. 201902376G), which was incorporated on 18 January 2019, SIT Microgrid Pte. Ltd. (Company Registration No. 201926986H), which was incorporated on 19 August 2019, and Foodplant Pte. Ltd. (Company Registration No. 202007139N), which was incorporated on 2 March 2020. The three subsidiaries were incorporated to support SIT’s strategic initiatives.

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 18 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 and 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 on pages 13-14 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 and annual audited financial statements of SIT, amongst other responsibilities. With regard to the reserves policy, the use of the reserves is subject to the approval of the Board.

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 54 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 subsidiaries.

BOARD ATTENDANCE

A total of four Board meetings were held during the financial year from 1 April 2020 to 31 March 2021. The attendance of the Trustees at the Board meetings during the financial year is tabulated below:

Name	Percentage (%) of Attendance	Name	Percentage (%) of Attendance
Mr Ng Yat Chung	100	Mr Abu Bakar Bin Mohd Nor	75
Mr Bill Chang ¹	100	Ms Gail Ong	100
Dr Richard Charles Helfer ²	100	Mr Quek Gim Pew	75
Dr Chia Tai Tee	100	Mr Ravinder Singh	25
Prof Heng Chye Kiang	75	Mr Nagaraj Sivaram	100
Ms Melissa Khoo	100	Mr Soon Sze Meng	100
Dr Benjamin Koh	100	Prof Tan Thiam Soon	100
Mr Kwee Liong Keng	75	Ms Tammie Tham	100
Dr Lim Khiong Wee ³	100	Mr T K Udairam	100
Mrs Margaret Lui	100	Mr Wen Khai Meng	100

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 on pages 11-12 of the Annual Report.

¹ Mr Bill Chang was appointed as Trustee of the Board on 16 September 2020.
³ Dr Lim Khiong Wee ceased to be a Trustee of the Board on 16 September 2020.

² Dr Richard Helfer ceased to be a Trustee of the Board on 16 September 2020.

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. In addition, the University does not have any staff receiving more than S\$50,000 in annual remuneration that is a close relative of any Trustee.

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 COMMITTEES & INTERNAL AUDIT

(For the financial year ended 31 Mar 2021)

Academic Advisory Committee

Mr Quek Gim Pew

Chairman

Dr Chia Tai Tee

Member

Prof Heng Chye Kiang

Member

Dr Benjamin Koh

Member

Audit Committee

Mr Nagaraj Sivaram

Chairman

Dr Benjamin Koh

Member

Ms Gail Ong

Member

Campus Development Committee

Mr Wen Khai Meng

Chairman

Mr Bill Chang

Member

Prof Heng Chye Kiang

Member

Ms Tammie Tham

Member

External Partnerships Committee

Ms Gail Ong

Chairman

Ms Melissa Khoo

Member

Mr Soon Sze Meng

Member

Finance Committee

Mr T K Udairam

Chairman

Mrs Margaret Lui

Member

Mr Ravinder Singh

Member

Mr Wen Khai Meng

Member

Industry Relations Committee

Mr Abu Bakar Bin Mohd Nor

Chairman

Mr Bill Chang

Member

Mr Ravinder Singh

Member

Mr Soon Sze Meng

Member

Ms Tammie Tham

Member

Investment Committee

Mrs Margaret Lui

Chairman

Dr Chia Tai Tee

Member

Mr Oo Wooi Cheng

Co-opted Member

Remuneration Committee

Mr Ng Yat Chung

Chairman

Ms Melissa Khoo

Member

Mr T K Udairam

Member

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 2021

	General Funds		Endowment and Term Funds		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Revenue	90,379	80,044	—	—	90,379	80,044
Other Income	2,876	1,436	6,957	2,926	9,833	4,362
Operating Expenditure						
Staff and Related Expenses	(119,958)	(111,118)	(374)	(389)	(120,332)	(111,507)
Programme and Student-Related Expenses	(65,668)	(67,958)	(3,779)	(3,459)	(69,447)	(71,417)
Depreciation and Amortisation Expenses	(45,072)	(42,886)	—	—	(45,072)	(42,886)
Rental and other Facility Expenses	(14,223)	(15,953)	—	—	(14,223)	(15,953)
Interest Expense	(1,396)	(1,610)	—	—	(1,396)	(1,610)
Other Operating Expenses	(22,207)	(24,924)	(1,071)	(666)	(23,278)	(25,590)
Total Operating Expenditure	(268,524)	(264,449)	(5,224)	(4,514)	(273,748)	(268,963)
Deficit before Investment Income and Government Grants	(175,269)	(182,969)	1,733	(1,588)	(173,536)	(184,557)
Net Investment Income/(Loss)	638	1,430	129,047	(9,212)	129,685	(7,782)
(Deficit)/Surplus before Government Grants	(174,631)	(181,539)	130,780	(10,800)	(43,851)	(192,339)
Government Grants	217,082	196,208	—	—	217,082	196,208
Net Surplus/(Deficit), representing Total Comprehensive Income/(Loss)	42,451	14,669	130,780	(10,800)	173,231	3,869

IMPORTANT NOTE

The Consolidated Financial Statements, as set out on pages 55 to 58, are extracted from Singapore Institute of Technology and its subsidiary's ("the Group") Audited Financial Statements for the year ended 31 March 2021. 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 official website at SingaporeTech.edu.sg.

Balance Sheet

As at 31 March 2021

	Group		SIT	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
ASSETS				
Non-Current Assets				
Investment in Subsidiaries	—	—	— ^(a)	— ^(a)
Property, Plant and Equipment	667,676	589,404	667,676	589,404
Intangible Assets	4,558	6,665	4,530	6,603
Student Loans	508	729	508	729
Other Non-Current Assets	67,155	70,386	67,155	70,386
	739,897	667,184	739,869	667,122
Current Assets				
Cash and Cash Equivalents	292,344	165,355	292,244	165,270
Financial Assets, at Fair Value through Profit or Loss	707,400	489,158	707,400	489,158
Deposits for Investments	20,154	—	20,154	—
Tuition Fees and Other Receivables	84,115	158,513	84,418	158,563
Student Loans	127	58	127	58
Other Current Assets	20,404	8,480	20,401	8,477
Derivative Financial Instruments	—	88	—	88
	1,124,544	821,652	1,124,744	821,614
Total Assets	1,864,441	1,488,836	1,864,613	1,488,736
LIABILITIES				
Non-Current Liabilities				
Deferred Capital Grants	513,922	458,023	513,908	458,023
Other Deferred Grants	70,174	73,501	70,174	73,501
Lease Liabilities	37,114	42,087	37,114	42,087
	621,210	573,611	621,196	573,611
Current Liabilities				
Trade and Other Payables	73,363	88,783	73,283	88,683
Deferred Tuition Fee Income	9,400	11,604	9,400	11,604
Grants Received In Advance	159,981	27,997	159,981	27,997
Lease Liabilities	5,598	5,376	5,598	5,376
Derivative Financial Instruments	18	—	18	—
	248,360	133,760	248,280	133,660
Total Liabilities	869,570	707,371	869,476	707,271
NET ASSETS	994,871	781,465	995,137	781,465
FUNDS AND RESERVES				
General Funds				
- Accumulated Surplus	211,501	169,050	211,767	169,050
Endowment And Term Funds				
- Capital	585,511	545,336	585,511	545,336
- Accumulated Surplus	197,859	67,079	197,859	67,079
	783,370	612,415	783,370	612,415
	994,871	781,465	995,137	781,465

^(a) Less than \$1,000

Consolidated Statement of Changes in Funds and Reserves

For the financial year ended 31 March 2021

	Accumulated Surplus – General Funds	Endowment and Term Funds	Total
	\$'000	\$'000	\$'000
2021			
Balance at 1 April 2020	169,050	612,415	781,465
Net Surplus, representing Total Comprehensive Income	42,451	130,780	173,231
Government Grants and Donations	—	40,175	40,175
Balance at 31 March 2021	211,501	783,370	994,871
2020			
Balance at 1 April 2019	154,381	509,640	664,021
Net Surplus/(Deficit), representing Total Comprehensive Income/(Loss)	14,669	(10,800)	3,869
Government Grants and Donations	—	113,575	113,575
Balance at 31 March 2020	169,050	612,415	781,465

Consolidated Statement of Cash Flows

For the financial year ended 31 March 2021

	2021 \$'000	2020 \$'000
Cash Flows From Operating Activities		
Deficit before Government Grants	(43,851)	(192,339)
Adjustments for:		
- Depreciation and Amortisation	45,072	42,886
- Donations	(6,957)	(2,926)
- Net Loss/(Gain) on Disposal of Property, Plant and Equipment	9	(7)
- Interest Income	(1,599)	(2,682)
- Dividend Income	(2,405)	(791)
- Currency Exchange Loss/(Gain)	171	(416)
- Fair Value (Gain)/Loss on Financial Assets at Fair Value through Profit or Loss	(95,159)	13,724
- Fair Value (Gain)/Loss on Derivative Financial Instruments	(177)	170
- Gain on Disposal of Financial Assets at Fair Value through Profit or Loss	(30,516)	(2,223)
- Interest Expense	1,396	1,610
- Loss Allowance	(12)	(81)
Operating Cash Flows before Changes in Working Capital	(134,028)	(143,075)
Change in Operating Assets and Liabilities		
Tuition Fees and Other Receivables	10,296	(5,725)
Student Loans and Other Assets	(8,541)	5,190
Trade and Other Payables	1,735	32,188
Net Cash Used in Operating Activities	(130,538)	(111,422)
Cash Flows From Investing Activities		
Purchase of Property, Plant and Equipment and Intangible Assets	(119,963)	(102,933)
Proceeds from Disposal of Property, Plant and Equipment	1	56
Purchase of Financial Assets at Fair Value through Profit or Loss	(259,339)	(67,426)
Proceeds from Disposal of Financial Assets at Fair Value through Profit or Loss	166,772	40,288
Deposits for Investments	(20,154)	—
Prepayment of Right-of-Use Assets	(17,562)	(250,795)
Settlement of Currency Forwards	283	(258)
Interest Received	1,852	2,604
Net Cash Used in Investing Activities	(248,110)	(378,464)
Cash Flows From Financing Activities		
Operating Grants Received	135,518	167,156
Development Grants Received	230,100	280,541
Other Government Grants Received	28,062	13,883
Matching Endowment Grants Received	101,911	1,703
Donations Received	17,040	18,961
Principal Payment of Lease Liabilities	(5,598)	(5,189)
Interest paid on Lease Liabilities	(1,396)	(1,610)
Net Cash Flows Generated From Financing Activities	505,637	475,445
Net Increase/(Decrease) in Cash and Cash Equivalents	126,989	(14,441)
Cash and Cash Equivalents at Beginning of Financial Year	165,355	179,796
Cash and Cash Equivalents at End of Financial Year	292,344	165,355

SIT'S NEXT LAP: NURTURING THE FUTURE WORKFORCE

As SIT paves the way towards becoming Singapore's premier University of Applied Learning, the university continues to focus on deepening its applied learning pedagogy to nurture the future workforce.

The future requires a new breed of workers who are both masters of their craft and agile in their thinking and application of knowledge. The university is expanding the breadth of its curriculum offerings to allow greater flexibility in learning, as well as introduce modules outside of students' major disciplines to give them fundamental understanding of adjacent disciplines. This interdisciplinary approach complements students' training of their domain expertise and helps them face the problems of today's world, which are multi-faceted and often not one-dimensional. This, in turn, helps to develop industry-ready graduates who have the skills and knowledge to support industry transformations in driving continuous innovations. As part of its work-learn continuum, SIT is gearing up in its push for workplace learning. A key initiative is the competency-based workplace learning pathway to upskill the workforce. The aim is to provide an inclusive alternative pathway for workplace learners to enhance their proficiencies and seek academic recognition, while fulfilling their work commitments at the workplace.

In the years ahead, SIT strives to provide a vibrant environment for lifelong learning, where students are exposed to cutting-edge industry know-how, test-bedding of smart technologies, and close collaborations with industry and community.



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

ALUMNI OFFICE

TEL 6592 2114 / 6592 2129

EMAIL Alumni@SingaporeTech.edu.sg

APPLIED RESEARCH, INNOVATION & ENTERPRISE

TEL 6592 2723

EMAIL Innovate@SingaporeTech.edu.sg

CENTRE FOR CAREER READINESS

TEL 6592 8150

EMAIL CareerReadiness@SingaporeTech.edu.sg

COMMUNITY LEADERSHIP AND SOCIAL INNOVATION CENTRE (CLASIC)

EMAIL SIT.CLASIC@SingaporeTech.edu.sg

GIVING TO SIT

TEL 6592 1138 / 6592 1094

EMAIL Advancement@SingaporeTech.edu.sg

NACE@SIT

TEL 6592 8971

EMAIL SIT.NACE@SingaporeTech.edu.sg

REGISTRAR'S OFFICE

TEL 6592 2091

EMAIL Registrar@SingaporeTech.edu.sg

SKILLSFUTURE WORK-STUDY

EMAIL SkillsFutureWS@SingaporeTech.edu.sg

SITLEARN PROFESSIONAL DEVELOPMENT

EMAIL SITLEARN@SingaporeTech.edu.sg

STUDENT EVENTS, ACTIVITIES, AND CLUBS

TEL 6592 1191

EMAIL SLD@SingaporeTech.edu.sg



SingaporeTech.edu.sg/Annual_Report_2021

Singapore Institute of Technology

10 Dover Drive,
Singapore 138683

Registration No: 200917667D

SingaporeTech.edu.sg

