

# ANNUAL REPORT 2018



# COVER

## Robot Defenders

Robotics in Mechatronics deals with the application of modern robotic systems and control methods for complex situations found in many industries.

As part of a final year module, students from the Mechatronics programme construct robots that showcase the confluence of electrical, electronic, mechanical and software systems. Using the concept of robotic wars, with emphasis on various sensor & actuator technology, load inertia theory and spatial movement control, students gain critical hands-on experience on how the hybrid approach can impact the cutting-edge, high-tech industrial systems in the manufacturing, shipping and aerospace sectors.

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# ABOUT SIT



## We Are SIT

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

SIT offers applied degree programmes targeted at growth sectors of the economy with a unique pedagogy that integrates work and study. SIT's degree programmes feature an 8 to 12-month Integrated Work Study Programme (IWSP) which exemplifies the best of university-industry collaboration.

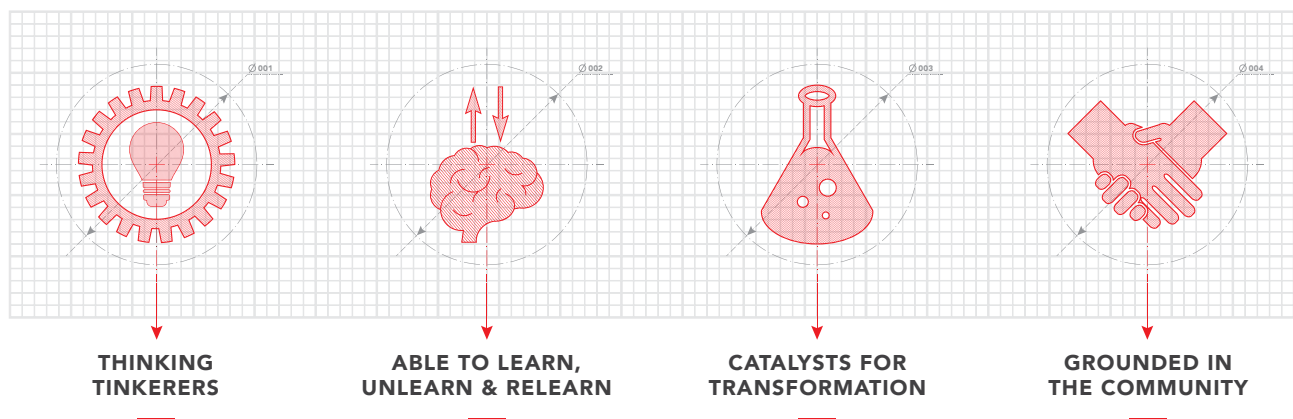
Since its establishment in 2009, SIT has grown from its inaugural batch of 500 students in 10 degree programmes to over 6,000 students in 43 degree programmes from across SIT and nine overseas university partners. These degree programmes are grouped into five clusters – Engineering (ENG), Chemical Engineering and Food Technology (CEFT), Infocomm Technology (ICT), Health and Social Sciences (HSS), as well as Design and Specialised Businesses (DSB).

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

## SIT-DNA

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

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



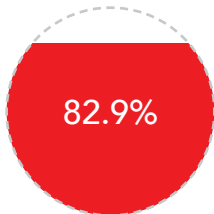
# SIT AT A GLANCE

## 6 Campuses

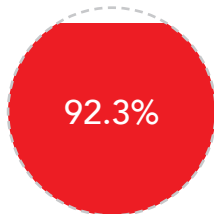


- SIT@Dover
- SIT@NP Building
- SIT@NYP Building
- SIT@RP Building
- SIT@SP Building
- SIT@TP Building

## Graduate Employment Survey 2017



Full-Time Permanent Employment

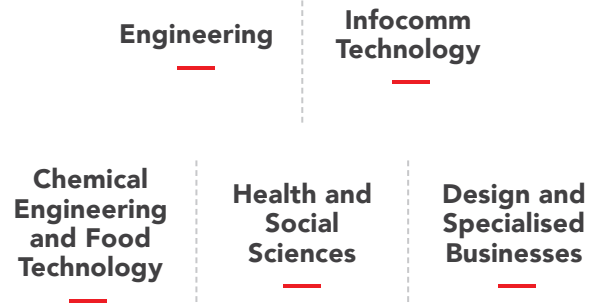


Overall Employment

## 43 Degree Programmes

- 12** SIT Programmes
- 12** SIT-OU Joint Degree Programmes
- 19** Overseas University Programmes

## 5 Programme Clusters



## 9 Overseas University Partners



Newcastle University



Technical University of Munich



University of Glasgow



Massey University



DigiPen Institute of Technology



Trinity College Dublin



University of Liverpool



The Culinary Institute of America



The Glasgow School of Art

# CHAIRMAN'S MESSAGE



Mr Ng Yat Chung

“

**Looking ahead, I am confident that as more and more of our graduates begin to make their mark in the workplace, SIT's applied learning pedagogy will not only continue to enrich Singapore's educational landscape, but shape a new workforce that is well-equipped to take on the challenges of a volatile, uncertain, complex and ambiguous future.**

In another significant year for SIT, FY2017 proved to be challenging yet rewarding on various fronts.

Our applied degree offerings continued to attract high application numbers, in spite of the shrinking cohort size of polytechnic graduates. An oversubscription rate of nearly 5 times points to the growing popularity of our applied degree programmes. This bodes well for the future as we continue to produce industry-relevant graduates who are sought after by industry. We believe that by imbuing our students with the SIT-DNA, employers will be able to differentiate our graduates and empower them to take on significant roles within their organisations.

With increasing enrolment, student development is becoming more significant. To that end, the revamp of our IT systems was completed, enabling seamless integration and an improved user experience for students and staff. Furthermore, we looked beyond our shores to enhance our Integrated Work Study Programme (IWSP), an integral part of our joint and SIT-conferred degree programmes. In doing so, not only have we begun to deepen existing relationships with industry partners, we continue to open doors in special areas such as food technology, allied health and infocomm technology.

We continue to make headway in industry with more agreements being inked with various government agencies, MNCs, SMEs and trade associations, adding depth and breadth to our applied learning ecosystem. On the SkillsFuture front, we have launched a few more customised programmes in tandem with the needs of our various partners. As technological innovations such as robotics and AI continue to transform our lives and the economic landscape, SIT must keep pace with the rapid changes. Only then will we be able to attract like-minded talents in terms of faculty and professional officers to make SIT an innovative, enterprising people organisation.

On the infrastructure front, our plans for the Punggol campus to be an innovative, stimulating learning environment are taking shape. It is heartening to note that the Punggol community has begun to embrace our students and faculty through the many community initiatives that have been undertaken involving residents in Pasir Ris-Punggol GRC. Moving forward, we will continue to deepen our engagements with the community, together with the other government agencies involved in the Punggol Digital District (PDD). We look forward to making our presence felt in the years ahead as we firm up the detailed plans for our future home.

The progress of SIT over the past year augurs well for the future. Looking ahead, I am confident that as more and more of our graduates begin to make their mark in the workplace, SIT's applied learning pedagogy will not only continue to enrich Singapore's educational landscape, but shape a new workforce that is well-equipped to take on the challenges of a volatile, uncertain, complex and ambiguous future.

# PRESIDENT'S MESSAGE



*Professor Tan Thiam Soon*

“

**I am heartened that over the years, we have made great strides in positioning ourselves as an institution that enables our SITizens to be able to learn, unlearn and relearn.**

In mid-2017, the Future Economy Council (FEC) set out three key areas of focus to support the growth and transformation of Singapore's economy and for Singaporeans to stay ahead in an increasingly challenging global environment.

One is to grow an economy that is vibrant, open and connected to the world. The second, to strengthen local enterprises through industry-specific transformations to help them scale up. The third strategy involves enabling Singaporeans to acquire and utilise deep skills so as to seize opportunities, stay relevant and thrive in the future economy. Against this backdrop, and as Singapore's university of applied learning, SIT is strategically positioned as a key enabler to drive a culture of lifelong learning amongst Singaporeans.

I am heartened that over the years, we have made great strides in positioning ourselves as an institution that enables our SITizens to be able to learn, unlearn and relearn. This is very much in line with the FEC's strategic focus and is symbiotic with our education system that is progressively shifting from a teaching-focused model to one that is skills driven.

AY2017 was a significant year for SIT. In October last year, SIT's first validation under the Ministry of Education (MOE)'s Quality Assurance Framework for Universities (QAFU) was conducted. In their report to the Ministry, QAFU's External Review Panel (ERP) categorically affirmed that SIT is on the right trajectory.

The Panel commended us for implementing several key initiatives that differentiates us as a university of applied learning with deep links to the industry. Our Integrated Work Study Programme (IWSP), SkillsFuture Work-Study Degree Programme and the Professional Officer (PO) Scheme in particular received very positive feedback. The ERP also highlighted that most SMEs it met, were very happy with SIT's approach in partnering them. They mentioned that the companies described SIT's faculty and students as being hungry for industry projects, and pro-active in partnering them, offering solutions without expecting returns. This review has motivated us to do better for our students.

It is no secret that demand for our undergraduate programmes continues to grow amongst polytechnic graduates. While, as a university, we are strategically placed to tackle the future economy, we must recognise diverse student talents and never forget the core reason for our set up. It is simply to enable more young Singaporeans to fulfil their goals and aspirations.

Because of a rapidly-evolving economy, new jobs will be created and old jobs will be lost. It is thus important



**Let us step forward together with even greater boldness and imagination, build further on our strengths, and work with even greater energy to fulfil the aspirations of our students.**

to prepare for jobs and skills of the future in a timely manner. To do this, education is the first touch point. In AY2017, we introduced new programmes. An example is the Bachelor of Engineering with Honours in Aircraft Systems Engineering, which is the first such degree to be offered by an autonomous university in Singapore. Built on an interdisciplinary curriculum that intersects engineering and science, the programme will develop graduates for careers as licensed aircraft, project and technical development engineers. We now also have three Master of Engineering programmes providing the opportunity for graduates to become Chartered Engineers. The relevance of our programmes, combined with the hard work of our students, is evident in the workforce. In the 2017 Graduate Employment Survey (GES), we strengthened across all categories with our students coming out top in terms of economic activeness. The survey also found that 92% of our graduates secure jobs within six months of graduation. This is up three percent from the previous year. This shows that our students' skill sets are valued and are now being sought after by employers.

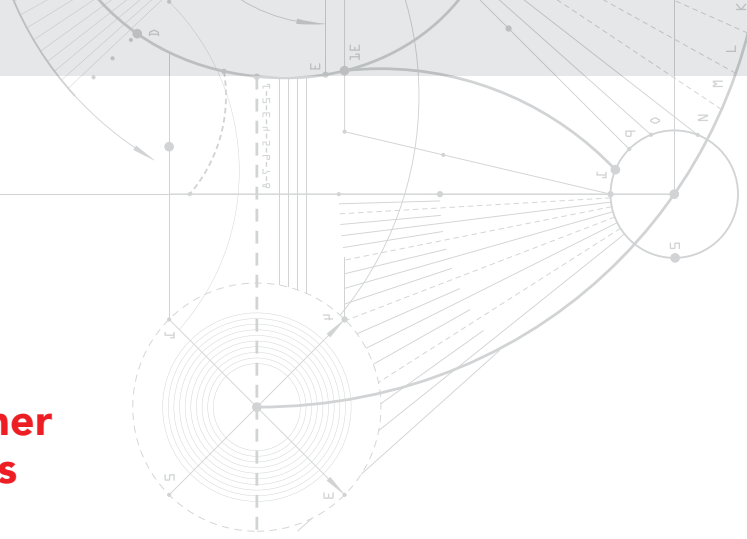
To drive the adoption of lifelong learning beyond undergraduate and graduate education, we are ramping up our efforts on the Continuing Education and Training (CET) front. In 2017, the SITLEARN Professional Development unit trained almost 3,000 working adults in more than 850 organisations through 55 training programmes across key sectors such as healthcare, cybersecurity and engineering amongst many others.

Synergies were aplenty in AY2017. On top of more collaborations with employers from various industries for our IWSP programme, we also established some very important agreements. An MOU between MINDEF's Defence Cyber Organisation (DCO) was the first work-learn tie-up between the ministry and a university where selected full-time national servicemen will be trained to become elite cyber specialists. Another key collaboration

was with Singapore Power (SP) Group to jointly build a multi-energy urban micro grid at our upcoming Punggol campus with a target to reach zero emissions. We also signed partnerships with Siemens and NTUC Health to train future engineers in advanced manufacturing and develop a talent pool of allied health and nursing professionals respectively. This robust engagement with industry is a deliberate one that will benefit our students. It continually improves their learning pathways, allows for hands-on work experiences and develops skills needed for the current and future workforce.

And the future certainly looks bright. Planning for the new centralised SIT campus in the Punggol Digital District has been progressing well. The campus's co-location with JTC's business park will facilitate the cross-fertilisation of knowledge and collaboration opportunities among students, faculty and industry professionals. Similarly, JTC could host industry research, and even create startup spaces within our campus. This space swap creates greater synergies between academia and businesses to create, test-bed and prototype new ideas and innovations. What's heartening to note is the fact that the various events and activities we have been organising for the Punggol community has generated much goodwill among the residents. So we are already making an impact before even breaking ground.

This gives me a lot of hope for the journey forward, as challenging as it may be. I would like to express my appreciation to our Board, staff, students and industry partners for their steadfast commitment in steering a young university like us to where we are today. I certainly look forward to welcoming more inspired learners, celebrating more achievements with our staff and students and forging more relationships with our industry partners. Let us step forward together with even greater boldness and imagination, build further on our strengths, and work with even greater energy to fulfil the aspirations of our students.



# SENIOR MANAGEMENT

D-D



1

## **Professor Tan Thiam Soon**

President

2

## **Professor Loh Han Tong**

Deputy President (Academic) & Provost

3

## **Mr Chan Wing Leong**

Deputy President (Administration) & Chief Financial Officer

4

## **Associate Professor Ivan Lee Boon Heng**

Vice President (Industry & Community)

5

## **Mr Tsoi Mun Heng**

Vice President (Planning)



# BOARD OF TRUSTEES

As of 31 March 2018



**Mr Ng Yat Chung**

**Chairman**

Appointed on 23 Sep 2009  
**Chief Executive Officer**  
Singapore Press Holdings Ltd



**Ms Rachel Eng**

**Trustee**

Appointed on 21 Mar 2011  
**Deputy Chairman**  
WongPartnership LLP



**Dr Richard Charles Helfer**

**Trustee**

Appointed on 23 Sep 2009  
**Chairman**  
RCH International Pte Ltd



**Prof Heng Chye Kiang**

**Trustee**

Appointed on 16 Sep 2015  
**Lum Chang Chair Professor**  
School of Design and Environment  
National University of Singapore



**Mr Kwee Liong Keng**

**Trustee**

Appointed on 01 Nov 2017  
**Managing Director**  
Pontiac Land Pte Ltd



**Dr Lim Kiang Wee**

**Trustee**

Appointed on 23 Sep 2009  
**Executive Director, CREATE**  
National Research Foundation



**Mrs Margaret Lui**

**Trustee**

Appointed on 16 Sep 2015  
**Chief Executive Officer**  
Azalea Asset Management Pte Ltd

# BOARD OF TRUSTEES

As of 31 March 2018



**Mr Abu Bakar Bin Mohd Nor**

**Trustee**

Appointed on 16 Sep 2015

**Managing Director**  
Keppel SingMarine Pte Ltd



**Mr Nagaraj Sivaram**

**Trustee**

Appointed on 16 Sep 2015

**Partner**  
Ernst & Young LLP



**Mr T K Udairam**

**Trustee**

Appointed on 16 Sep 2012

**Chief Operating Officer**  
Sheares Healthcare Management  
Pte Ltd



**Mr Ng Cher Pong**

**Trustee**

Appointed on 01 Nov 2017

**Deputy Secretary (SkillsFuture)**  
Ministry of Education  
**Chief Executive Officer**  
SkillsFuture Singapore



**Ms Teoh Zsin Woon**

**Trustee**

Appointed on 01 Apr 2013

**Deputy Secretary (Development)**  
Ministry of Health



**Prof Tan Thiam Soon**

**Trustee**

Appointed on 01 Feb 2013

**President**  
Singapore Institute of Technology



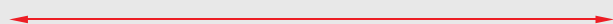
**Mr Wen Khai Meng**

**Trustee**

Appointed on 16 Sep 2015

**Senior Advisor, Group Strategy**  
CapitaLand Limited

# THE SLIDE AND RIDE



Electric-powered scooters are not new. What's new though is the Slide and Ride kick scooter developed by a team of mechanical engineering students. Unlike other scooters, the Slide and Ride doesn't have electrical parts, nor does it require constant leg pushes off the ground for movement. All the human-powered scooter needs is an initial leg push and shuffling of the paddles to generate mechanical power to move. This method not only promotes better exercise but also allows for better control of speed, making it safer for both riders and pedestrians. With no need for batteries or electric power, the Slide and Ride, which uses clean human-powered energy, is considered a safer and greener option to conventional electric scooters.



# HIGHLIGHTS OF KEY EVENTS

## 2017

**Jun 8**

### Industry-wide Ransomware Awareness Seminar

In May 2017, the worldwide spread of the WannaCry ransomware affected tens of thousands of computers. SITLEARN Professional Development and the ICT Cluster came together to organise the Ransomware Awareness Seminar to disseminate timely, relevant and practicable information to educate the public about the outbreak and ways to mitigate the threat. Leveraging on strong relationships built with industry leaders, SITLEARN partnered with Association of Information Security Professionals (AiSP) to bring this seminar to fruition.



The initiative featured speakers from Cyber Security Agency of Singapore (CSA), RSA Security, MWR InfoSecurity and SIT. A total of 160 industry professionals came to hear

from the experts about their analysis on the evaluation and behavioural patterns of the ransomware as well as ways to reduce risk against future threats.

**Jun 17**

### Soap Crafting Lab

SITizens who have graduated were keen to spend time together at a range of activities, including those organised by the three SIT Alumni Networks (Career, Leisure and Sports) throughout the year. One such workshop, the Soap Crafting Lab, was conducted in June by a SITizen – Nursing graduate Ms Chew Jia Tian – who founded a natural beauty and skincare company.



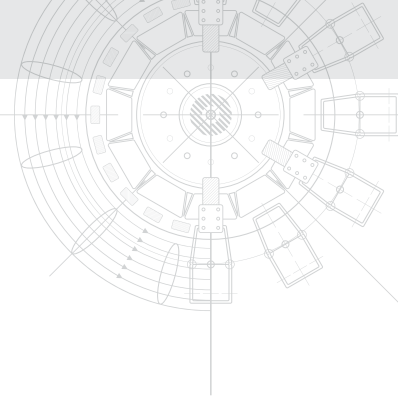
**Jul 22 & 23,  
Aug 24 - 26**

### SIT Student Orientation

The two camps welcomed more than 1,200 freshmen and gave students the opportunity to bond with one another and their seniors from various degree programmes. Students

were also introduced to the SIT-DNA – Thinking Tinkerers; Able to Learn, Unlearn and Relearn; Catalysts for Transformation; Grounded in the Community.





**Jul 24**  
**IWSP Industry Day**

The inaugural IWSP Industry Day was held in July to share with potential partners the six new degree programmes jointly offered with Newcastle University. Attended by about 130 industry attendees comprising of engineers, talent acquisition representatives and division heads from over 60 companies, they gained insights into the programmes' curriculum and found out ways they could collaborate with SIT to develop their future talent pipeline.



**Jul 28**  
**Major Hazards Symposium**

In response to the new Safety Case Regime implementation by the Ministry of Manpower (MOM), SITLEARN Professional Development and Chemical Engineering and Food Technology (CEFT) Cluster jointly organised a 'Major Hazards Symposium' in partnership with Employment and Employability Institute (e2i) and Society of Loss Prevention (SLP).

In conjunction with the symposium, an MOU was signed between SLP, e2i and SIT. The aim of the MOU is to promote joint training and developmental activities to create up-skilling opportunities for process industry professionals and risk management practitioners.

More than 110 industry professionals attended this one-day symposium. Speakers from Major Hazards Department (MOM), Petrochemical Corporation of Singapore, Singapore Refining Company, Singapore Polytechnic, SLP and SIT shared their insights and expertise on the implementation of the Safety Case framework. They also offered different perspectives of process safety in various areas such as business continuity, leadership and education.



**Jul 28**  
**Beers with Peers – SIT Pioneer Accountancy Beanfeast**

The inaugural Beers with Peers was held to celebrate the pioneer Accountancy cohort, the very first SITizens to graduate with an SIT-conferred degree. Presented as a beanfeast, the event, held at Marina Mandarin ballroom, drew over 130 attendees. Graduates came after work to interact with Accountancy professionals, as well as to catch up with their former classmates and professors. The evening's highlight was a panel discussion themed 'Ensuring Your Future Readiness' that featured members from SIT Board of Trustees and philanthropic and industry partners. They stressed the importance of keeping abreast of emerging technologies, as well as acquiring soft skills in communication and networking.



# HIGHLIGHTS OF KEY EVENTS

## Aug 22 MOU with Young NTUC

An MOU with Young NTUC was signed in August to collaborate on an Industry Mentorship Programme through their Youth Career Network (YCN). The YCN's Career Discovery & Mentorship initiative will prepare students with real-time industry information and guidance needed to succeed in the workplace. The inaugural installation of the programme was offered to students from the six new SIT-Newcastle University engineering courses.



## Aug 26 Student Club Fair

In August, all students, especially the freshmen, were treated to a mammoth showcase of all 85 Student Clubs and Student Management Committees in the University. Organised by Student Life and meticulously planned and executed by the Student Leaders, the annual fair not only featured the achievements of each club and committee but also gave a glimpse of the unique activities and experiences students can expect to be part of in their time at SIT.



## Sep 2 - Oct 15 Singapore University Games

A total of 257 student athletes participated in 12 sports at the annual Singapore University Games last year. SIT bagged a total of two medals – Floorball Men's (Bronze) and Tchoukball Men's (Bronze) – as well as an individual Bronze medal in Swimming. This represents our biggest medal haul to date.



## Sep 18 - 22 Collection period Oct 14 Distribution Period

September saw Student Life's Community Service Club connect SIT student volunteers with the elderly at Kreta Ayer Seniors Activity Centre. The students collected donated items from different campuses and distributed them as hampers to the beneficiaries. They also conversed with the residents to learn more about their life stories.





**Oct 14 - 15**  
**International Frisbee Championship**

Over two days in October, 18 SIT Ultimate Frisbee alumni took part in '2017 Run to Taiwan', an international frisbee championship which featured 22 teams from Asia. The team, which included SIT students, achieved fourth place in their pool after edging out a fellow Singaporean team. The alumni have continued to keep in touch and help train their juniors from the current team. The trip to Taiwan was an initiative organised by the alumni with help and well-wishes from SIT.



**Oct 20**  
**SIT Graduation Ceremony**

Two of our pioneer cohorts, reading SIT-conferred degrees in Accountancy and Hospitality Business, graduated on this significant day. The milestone event was graced by Dr Janil Puthuchery, then Senior Minister of State, Ministry of Education.



**Oct 22**  
**Community Care Industry Networking Day**

The inaugural Community Care Industry Networking Day in October was organised in collaboration with the Agency for Integrated Care (AIC) and National Council of Social Service (NCSS) to provide undergraduates from the nursing and allied health sciences an overview of the different jobs in the healthcare industry. This enabled more than 250 students to network with seasoned healthcare professionals from over 17 institutions.



**Oct 23**  
**MOU with Singapore Power (SP Group)**

An MOU with Singapore Power (SP Group) was inked in October to formalise a long-term applied research partnership on establishing an experimental micro-grid at the future SIT@ Punggol campus. The proposed micro-grid will be the first of its kind in Singapore and the region. It will also serve as a teaching and applied research platform for SIT to collaborate with other stakeholders in the energy ecosystem.



# HIGHLIGHTS OF KEY EVENTS

**Oct 26**

**Recognition of Excellence**

The annual 'Recognition of Excellence' presentation celebrates students' achievements as well as the generous philanthropic support that nurtures student excellence at SIT. Now in its third year, the ceremony, held at the SIT@ Dover campus, was attended by over 300 guests. A total of 33 donated Book Prizes, nine Outstanding Student Awards and Yearly Performance Awards, seven Gold Medals and 40 non-bonded scholarships were handed out by Mr Ng Yat Chung, Chairman, Board of Trustees, SIT.



**Oct 30 - Nov 29**

**Safety Outreach Month**

The Safety Outreach Month was launched in November 2017 to raise awareness on emergency preparedness and incident reporting platforms available in SIT. The month-long event saw more than 300 attendees; both students and staff, participating in a variety of safety and health related activities. Medical practitioners from various hospitals and SIT lecturers were invited

to share health tips during lunchtime talks, while trainers from Fitness First held mass exercises to promote active lifestyle. Representatives from the Singapore Heart Foundation and Singapore Civil Defence Force trained staff in basic emergency response skills. A special SIT commemorative umbrella was given to all staff as part of the Outreach initiatives.



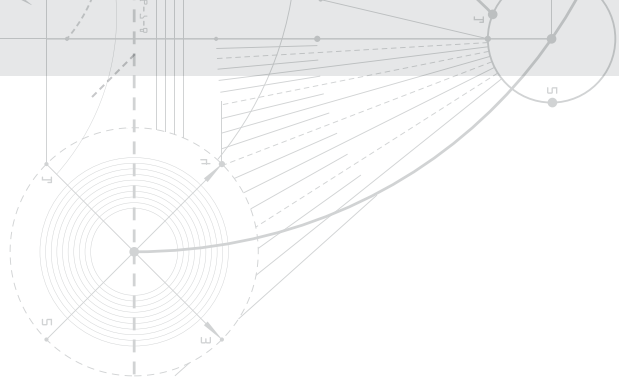
**Nov 2**

**MOU with NTUC Health**

SIT inked a partnership with NTUC Health during the official opening of their second nursing home facility at Chai Chee. Collaborations in applied research and innovation projects, SkillsFuture-related training and clinical practice education for allied health and nursing students are key focus areas in this partnership.







**Nov 3**  
**New Alumni**  
**Welcome Party**

SITizens celebrated their transition from student to alumni as they danced the night away at the sixth New Alumni Welcome Party. Held at Hard Rock Cafe Singapore, the ever-popular event was attended by over 250 new alumni, together with SIT Senior Management, faculty and staff, as well as representatives from SIT's Overseas University partners. The crowd rocked out to performances by Muzeka, SIT's student band and Jive Talking, Hard Rock Cafe's in-house band. Some party-goers also walked away with amazing lucky draw prizes.



**Nov 8**  
**SIT Scholarship**  
**Awards and**  
**Appreciation**  
**Ceremony 2017**

29 students were awarded the SIT Scholarship at the SIT Scholarship Awards and Appreciation Ceremony held on 8 November at SIT@Dover. The ceremony was graced by Mr Ng Yat Chung, Chairman, Board of Trustees, SIT, who gave out the awards to students who attained all-round excellence. At the same time, the event recognised the achievements of 19 graduating SIT Scholars. 3 out of 4 of the graduating scholars graduated with First Class Honours or equivalent.



**2018**

**Jan 6 & 7**  
**SIT Scholars**  
**Camp**

The inaugural SIT Scholars Camp was held on 6 and 7 January at the West Coast Campus of National Community Leadership Institute (NACLI). The camp served as a platform for SIT to engage the scholars, run workshops and build camaraderie amongst students who received the SIT Scholarship in AY2017/2018.



# HIGHLIGHTS OF KEY EVENTS

## Jan 13 & 14 SIT Open House

SIT held its annual Open House on 13 and 14 January at Suntec Convention and Exhibition Centre. Complementing the start of the 2018 admission exercise, the two-day event showcased three elements of SIT – our range of degrees, our applied learning pedagogy, and the 'Stories of SITizens' (narratives of our students and alumni).

Information talks provided insights to prospective applicants on our industry-relevant degrees, which included two new programmes – SIT's Aircraft Systems Engineering and overseas university partner, The Culinary Institute of America's Food Business Management (Baking and Pastry Arts). The myriad performances and



activities helped by SIT students also added a carnival atmosphere to the event, attracting close to 5,500 visitors.

## Jan 21 Punggol Digital District (PDD) Launch

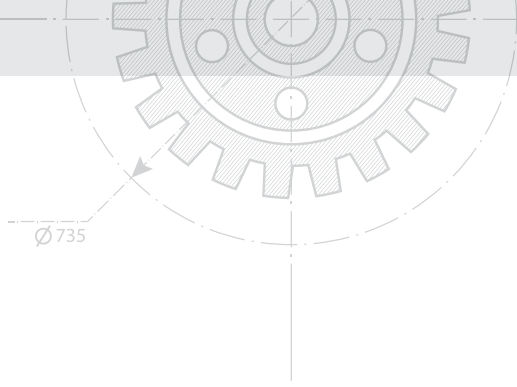
The future SIT Campus will be integrated with the adjacent, mixed-use commercial and business park developed by JTC Corporation as part of the Punggol Digital District (PDD). The District will be geared towards the digital and cyber-security industries cluster, and will be used to drive Singapore's Smart Nation push through the incorporation of innovative technologies and ideas. The PDD was officially launched by Deputy Prime Minister Teo Chee Hean.



## Jan 25 & 26 Applied Learning Conference

In January, SIT organised the inaugural Applied Learning conference themed, 'Applied Learning: Perspectives, Pedagogy and Practice' which attracted over 300 attendees. The conference brought together more than 50 international and local education experts to contribute to the evolving discourse on Applied Learning. It provided insights into the strategic directions universities can take in partnering with industry to develop and conduct curricula that train graduates for future employment. In addition, the event also discussed how universities, academics and the industry can be empowered to face the future economy.





**Jan 27**  
**Inter-Cluster Games**

The second edition of the Inter-Cluster Games saw 246 students and faculty members compete in five sports. The Games also featured several alumni teams facing off in a series of Futsal

matches. After a tense and exciting round of competition, the Health and Social Sciences Cluster emerged victorious once more, retaining the Provost Cup.



**Feb 9**  
**Student Leader Appreciation Dinner**

A special appreciation dinner was held in recognition of the commitment and leadership capabilities of our Student Leaders towards their respective clubs, committees and special projects. Close to 300 students attended this meaningful event.



**May 9 2017 & Feb 22 2018**  
**Alumni Movie Night**

In May 2017, and again in February 2018, more than 250 alumni made a beeline for SIT's Alumni Movie Nights to catch the latest blockbusters. The screenings were preceded by a buffet dinner, which gave attendees a chance to reconnect with fellow SITizens, SIT faculty and staff.



# HIGHLIGHTS OF KEY EVENTS

**Mar 8**

## Women in Civil Engineering Seminar

In celebration of International Women's Day on 8 March, four prominent female civil engineers shared their experiences, challenges and takeaways at the 'Women in Civil Engineering Technical Seminar – Planning and Delivery of Major Infrastructure Projects in Singapore' held at SIT@Dover. Organised by SITLEARN Professional Development and staff from the Engineering Cluster, the seminar was attended by over 450 civil engineering professionals. The speakers provided diverse and insightful perspectives from the rail, road, housing and industrial estate sectors.



**Mar 10**

## SIT Discovery Day

The SIT Discovery Day, held on 10 March, welcomed close to 950 prospective students to the SIT@Dover campus. The event provided an excellent opportunity for them to discover industry-relevant degree programmes through a series of talks, counselling sessions on admission processes and student activities. The event also saw alumni and friends return to attend an intimate information session as well as network with professors and faculty staff of the newly-launched Master of Engineering Technology in Electrical Power Engineering.



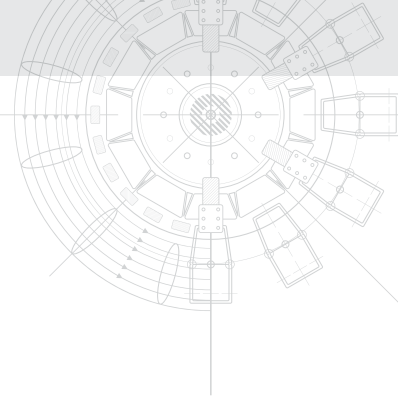
**Mar 10**

## ExpresSIT

SIT's Performing Arts clubs – Dancesport, Muzeka, Just Singers, Soundbox, Soul Extreme and Vocalist Insight – came together for the third

edition of ExpresSIT. They wowed the audience with their song and dance numbers inspired by the glitz and glamour of the Oscars.





**Mar 21**

**Communications and Information Technology (CIT) Day**

The Communications and Information Technology Division organised a CIT day to create awareness of the various IT platforms on offer to serve SIT students and staff. Industry partners were also invited to share the latest IT technologies and devices, with special event promotional rates available for both staff and students. The event was a massive success with more than 200 staff, students and parents gracing the event.



**Mar 25 - 29**

**Asia-Pacific Association for International Education (APAIE) Conference and Exhibition**

Our Global Experience Division represented SIT at the 13<sup>th</sup> Asia-Pacific Association for International Education (APAIE) Conference & Exhibition held at Marina Bay Sands. SIT had its exhibition booth under the 'Higher Education Singapore Pavillion' and interacted with over 2,300 delegates who were mainly international educators from all over the world. SIT also signed an MOU with Universidad San Ignacio De Loyola S.A. (Peru) and connected with Chiangmai University, King Mongkut's University of Technology Thonburi, SUP'Biotech and Jonkoping University, which resulted in collaborations on Overseas Exposure, International Internship and Student Exchange Programmes.



**Jun 5 & 6**

**Student Learning Outcomes Workshop**

The Centre for Learning Environment and Assessment Development (CoLEAD) ran a series of workshops by Professor Petri Nokelainen from Tampere University of Technology (Finland), which focused on 3 main areas: student learning outcomes through use of education research methods; getting started in data security; and research ethics in research and work-based learning and engineering pedagogy. The workshops were the first of its kind in helping faculty think more deeply in designing an educational research-based study.



# ACADEMIC YEAR IN REVIEW

D-D

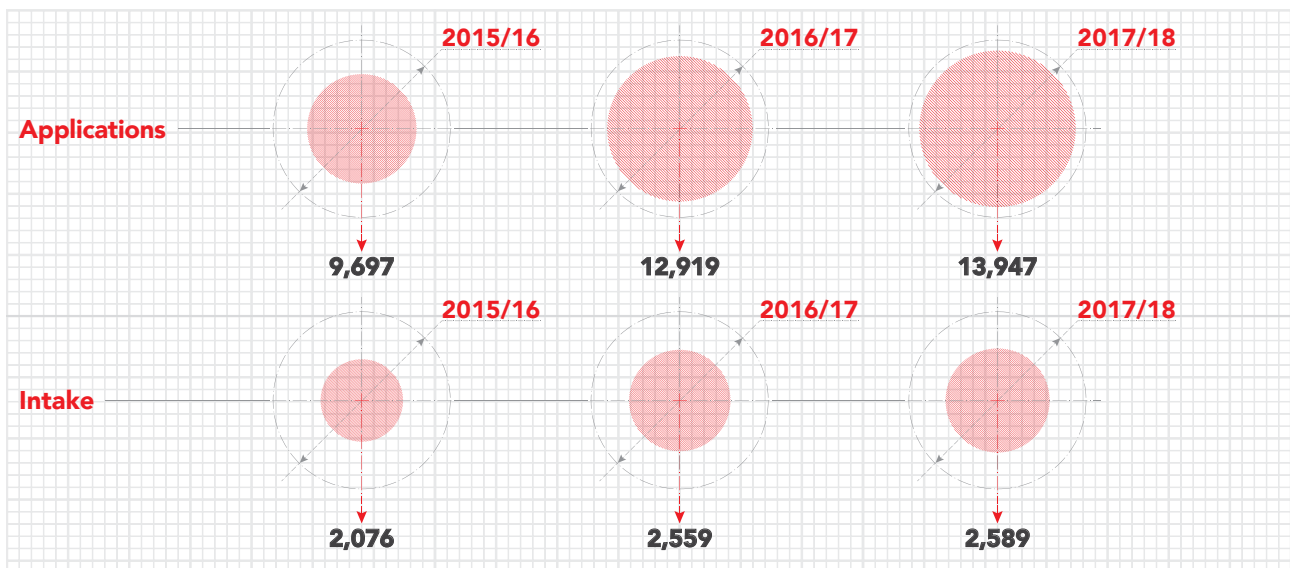
## Distinctive Admission Process

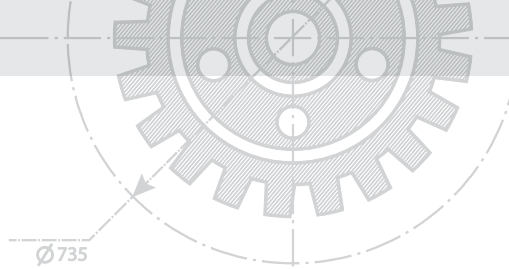


SIT is distinctive in the way it admits students by practising a holistic admissions process that looks beyond academic grades. No effort is spared in identifying and admitting the right SITizens who are able to thrive in the University's applied learning environment.

In 2017, 6,200 out of 13,947 applicants were shortlisted for a face-to-face assessment through interview sessions that involved 190 faculty members and 110 industry partners as assessors. SIT's holistic admissions criteria include key attributes and characteristics of applicants, such as passion and aptitude, and gives due recognition to work experience and other achievements related to the proposed programme of study.

## Application vs Intake over the last 3 years: AY2015/16, 2016/17 & 2017/18





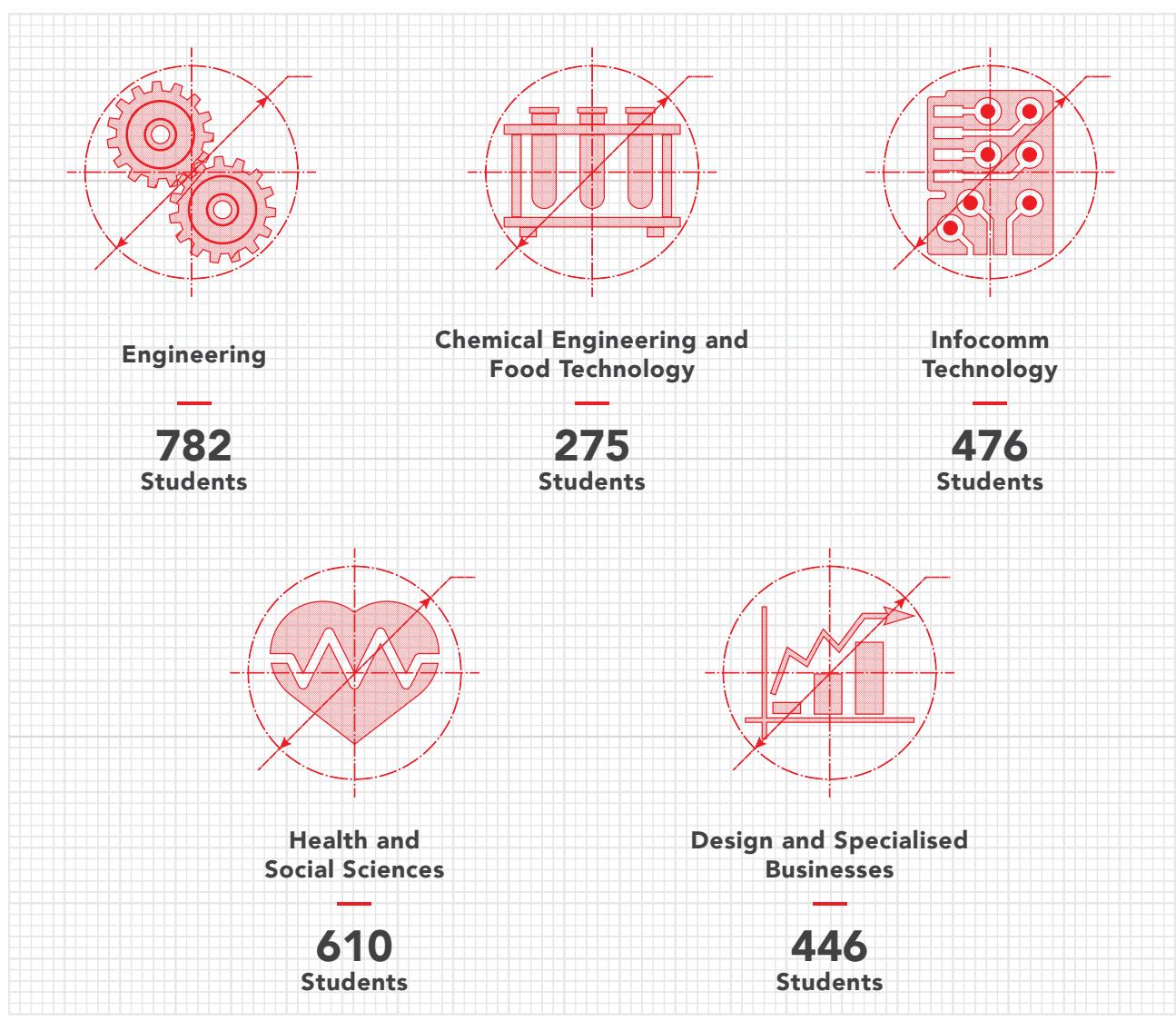
Consequently, **2,589** new SITizens were minted in AY2017/18.

Over **93%** of them are Singaporeans  
Close to **93%** are Polytechnic graduates

Engineering and Health and Social Sciences are the two largest clusters, admitting **30%** and **24%** of the total intake respectively

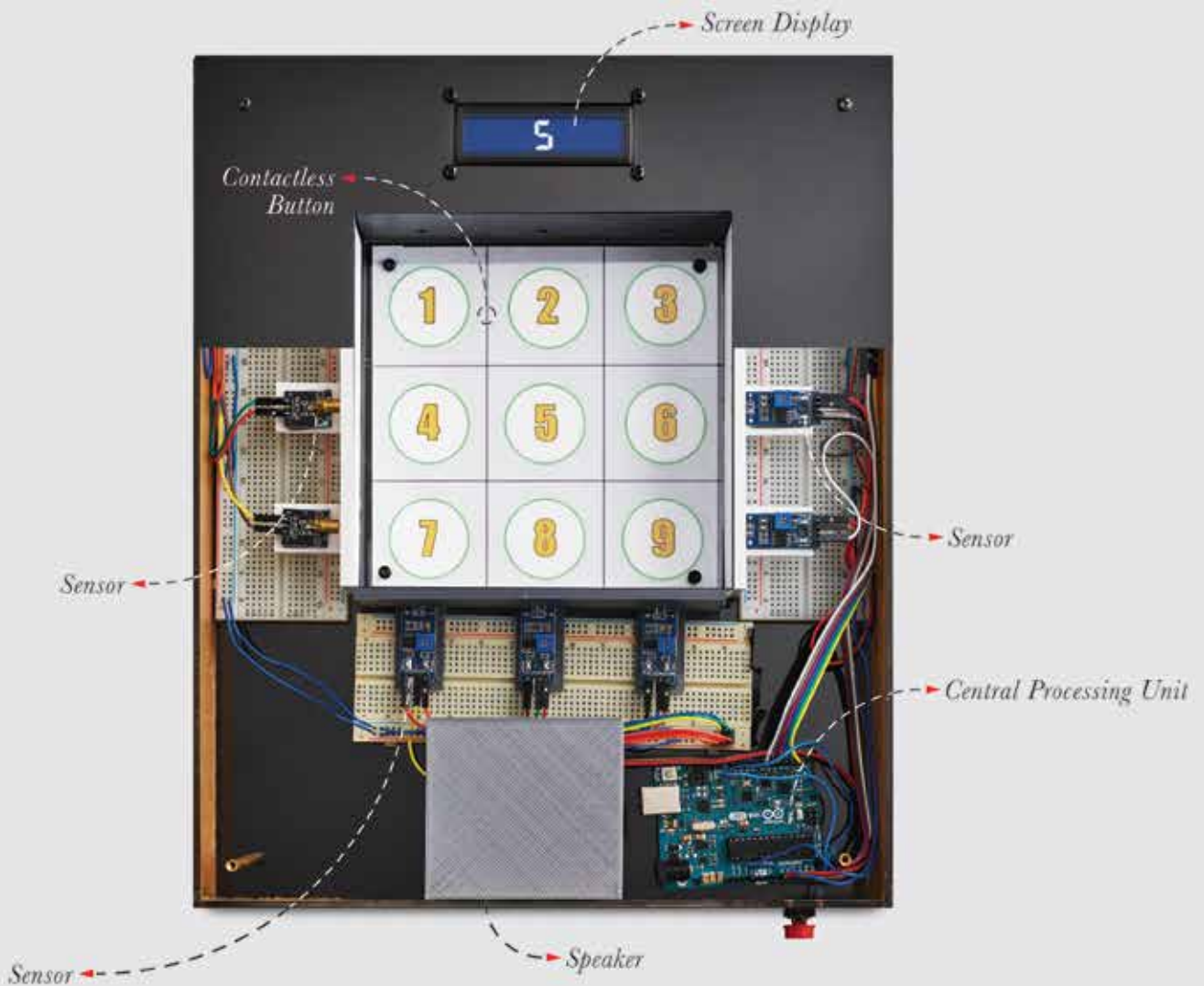
**91%** of the students admitted are enrolled into their first-choice programme

### SIT Clusters Intake (as of 1 Oct 2017)



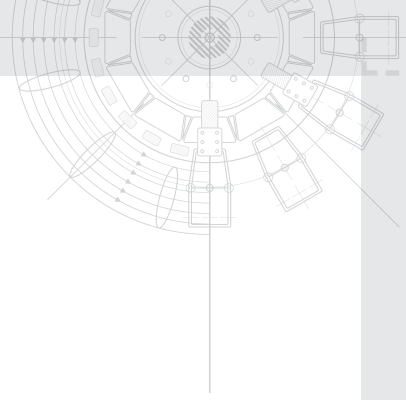
# THE CONTACTLESS ELEVATOR BUTTON

We come in contact with elevator buttons almost every day. Given their constant use, the probability of cross contamination through indirect contact is very high. Some research has indicated that bacteria found on these buttons are often many times higher than on public toilet seats. To reduce the risk of cross contamination, especially in critical places such as healthcare facilities, a team of students developed the idea of the Contactless Elevator Button. This means when users place their fingers just a few centimetres away from the buttons, the in-built motion sensor technology immediately reads the action of users and brings them to their intended floor.





# APPLIED LEARNING



*At SIT, our students embark on an enriching learning journey that prepares them to meet society's needs today as well as the challenges of tomorrow. An SIT education offers our students a deeply rewarding experience, both inside the classroom and within industry, while nurturing their talents to become effective practitioners as well as leaders in rapidly expanding sectors.*



## New Programmes in Growing Industries

**The Bachelor of Engineering with Honours in Aircraft Systems Engineering** degree programme, in collaboration with SIA Engineering Company (SIAEC), is the first of its kind to be offered by an autonomous university in Singapore. Built on an interdisciplinary curriculum that intersects engineering and science, the programme will develop graduates for careers as licensed aircraft engineers, project engineers and technical development engineers.

A new specialisation that is another first in Singapore, the **Bachelor of Business Administration in Food Business Management (Baking and Pastry Arts)** will provide students with an in-depth understanding of the baking



# APPLIED LEARNING

and pastry world, as well as valuable hands-on bake shop experience. Offered by the Culinary Institute of America, the new specialisation will build students' understanding and command of bread, cake and pastry production, business skills, and the catering industry. Both the Aircraft Systems Engineering and Food Business Management programmes have commenced in AY2018.

We also introduced three **Master of Engineering Technology** programmes to provide graduates the opportunity to become Chartered Engineers. The programmes, specialising in sustainable infrastructure engineering in land, building services and electrical power, will go some way in catering for the increasing demand for post-graduate engineers.

## Gaining Global Perspectives

In order to prepare students for a globally-connected economy and work environment, SIT enriches their learning with international experiences from two different mobility programmes. **The Overseas Immersion Programme (OIP)** is an integral credit-bearing component of the Overseas University (OU) and Joint Degree Programmes where students visit the OU campuses to attend lectures and workshops, conduct hands-on project work, and visit overseas industry players for between 3 to 21 weeks. A shorter and optional one-week programme, the **Overseas Exposure Programme (OEP)** aims to expose students to industry best practices, gain cross-cultural awareness, and broaden their horizons in workplaces of regional countries. Participation in OEP is reflected in a student's Record of Achievement. In FY2017, more than 1,500 students attended the OIP and OEP in 14 countries. Moving forward, SIT is ramping up on overseas student



exchanges, international internships and promoting a new **Overseas Integrated Work-Study Programme (OIWSP)** which offers students the option of completing their compulsory work attachments overseas.

A cornerstone of SIT's teaching and learning philosophy is to leverage on collaborative partnerships with world class Overseas Universities (OU) and reputable industry partners. We currently have nine OU partners offering joint degrees or OU degree programmes at SIT, but beyond these relationships, we also collaborate with numerous universities and industry partners on student/staff exchanges, internships/work attachments and applied research areas.

In FY17 alone, SIT signed multiple Memoranda of Understanding (MOUs) with International University of Health and Welfare (IUHW), Seirei Christopher University





(SCU), Srinakharinwirot University (SWU), Zurich University of Applied Science (ZHAW), San Jose State University, SUP'Biotech, Nanjing Tech University (NTU), Reutlingen University, Regensburg University of Applied Science (OTH), University of Waikato, National Institute of Technology (Akashi College) and Kaga City.



Some of these MOUs have already been fruitful in facilitating staff and student exchanges. For example, more than 100 students have travelled overseas under the Overseas Exposure Programme (OEP) for MOUs signed with IUHW, SCU and NTU, and 35 NTU students and staff have also visited SIT on a learning journey.



## Lifelong Learning

Constantly learning and developing one's skills is more important than having the right paper qualifications and being good at what one does; it is a mindset of continually striving towards excellence through knowledge and application. The **SITLEARN** Professional Development unit develops industry-relevant, authentic learning experiences that help working professionals connect the dots between theory and real-world application. In FY2017, **SITLEARN** reached out to almost 3,000 working adults in 863 organisations through 55 unique development offerings.

An MOU between **MINDEF Defence Cyber Organization (DCO)** and SIT on 12 Feb 2018 was the first work-learn tie-up between a ministry and a university where selected full-time national servicemen will be trained to become elite cyber defenders. To be offered in 2019 by **SITLEARN**, the **Cyber NSF Scheme** will train soldiers to be placed in roles such as penetration testing, cyber forensics and malware analysis.

To boost capabilities for the healthcare industry,



**SITLEARN** conducted two more strategic initiatives in FY2017. The first was to offer a series of symposiums and workshops together with the Health and Social Sciences Cluster to improve skillsets of caregivers in the Integrated and Long-Term Care (ILTC) sector. The suite of offerings cut across important areas such as dementia, rehabilitation and stroke to name a few. The other was a one-day intensive workshop named 'A collective Dialogue about the Transformation of Spaces – Eldercare in the New Age', which saw architects, designers and healthcare professionals come together to share how transformation of spaces can improve the quality of life for our elderly.

**SITLEARN** Professional Development worked with Temasek Polytechnic SkillsFuture Academy to offer 2 undergraduate modules as part of the SkillsFuture Earn & Learn Programme (ELP) for the Building Services Sector. Through this new pathway, ELP participants got to experience university modules, co-mingle with students and earned Certificates of Attainment issued by **SITLEARN** Professional Development.



# APPLIED LEARNING

## Enhancing Learning Experiences

To imbue good learning and teaching frameworks for all degree programmes right from the onset, with clear directions to develop the SIT-DNA, the Centre for Learning Environment and Assessment Development (CoLEAD) was set up. In FY2017, CoLEAD began training faculty on how to enhance e-learning through the possible use of virtual reality, creation of videos and interactive presentations.

The centre also supported the Health and Social Sciences cluster on their e-learning week during the second trimester. This initiative, a first of its kind, saw students learning from home for a week during term time. CoLEAD's learning designers worked with faculty to plan and deliver online lessons, allowing faculty to explore a wide range of educational technology tools. Students gave good feedback on this initiative as the interactive online learning materials not only allowed

them to learn at their convenience but also gave them instant feedback on their queries. The learning points and best practices of this exercise were harnessed for future e-learning implementation.

SIT's first two students who received the **SCCCF Scholarship** in Academic Year 2017/18 were also the first to be given the special opportunity to engage with local business leaders – the scholarship also comes with a complimentary year-long membership with the Singapore Chinese Chamber of Commerce & Industry (SCCCI). This is a unique feature of the SCCCFF Scholarship, which was made possible thanks to an endowed gift from the Singapore Chinese Chamber of Commerce Foundation (SCCCF). The scholarship, awarded to recipients with outstanding academic results and leadership potential, is designed to encourage SITizens to start building ties in the community from the time they are students.



## Mentorship for Students

The Professional Officers Division (POD) was established as part of the Academic Group to centrally manage SIT laboratory capabilities and resources, mentor students during laboratory work, projects and Integrated Work Study Programmes (IWSP), as well as work with faculty on industry initiatives.

In AY2017, POD initiated activities to strengthen the competencies of officers to enhance their support to students. One such initiative was the **introduction of monthly technical presentations** which focused on



topics ranging from student mentoring experiences to the industry projects they are involved in. This sharing of experiences helped foster deeper cross disciplinary interactions and collaborations amongst the POs, eventually benefitting students.

The division, together with HR and CoLEAD, also initiated a new **training programme to strengthen mentoring competencies** of the officers, so students can continue to have effective guidance on their applied learning applications throughout their time at SIT.

## Enhancing Learning and Operational Capabilities

POD continued to set up and operationalise new laboratories in AY2017. In particular, six new laboratories were established in SIT@NYP Building, in addition to the existing two, to support the Newcastle University joint programmes in electrical power engineering, as well as mechanical design and manufacturing engineering.

Other laboratories that were set up include the **Virtual Environment for Radiotherapy Training (VERT)** and the **Radiological Information System and Picture Archiving and Communication System (RIS/PACS)** to support SIT's Health and Social Sciences Cluster. The VERT provides a virtual and safe environment for radiation therapy training, while the RIS/PACS allows for patient scheduling, resource management, examination performance tracking, examination interpretation and convenient access to medical images in electronic format. POD also successfully led a taskforce to arrive at a preliminary design for future laboratories at the Punggol campus.

Another initiative to enhance student experience was the successful replacement of Student Information Systems (SIS) with **IN4SIT**, an enhanced integrated platform that now centrally hosts all student e-platforms in one system. This saves time and allows them to navigate important university matters and details across the entire student life cycle. From application and admission to matriculation,

examination marks and convocations, everything is now accessible on IN4SIT. The Teaching & Learning platform was also enhanced with the new **Online Lecture System (OLS)**, a cloud-enabled system for students' ease of recording and retrieving programme lectures.

As a new university that is seeing its student population increase year on year, planning of space resources is crucial. In FY17, plans to build a new temporary building on the playing field in SIT@Dover Campus were put in place. The new development will add 4,000m<sup>2</sup> of new facilities such as tutorial and seminar rooms; computer and clinical labs for the Health and Social Sciences Cluster, discussion rooms for students, group learning spaces and staff offices.



## Remarkable Philanthropic Support for SIT's Undergraduates

SIT's philanthropic partners gave students their generous and most impactful support to date, with gifts to nurture a record number of undergraduates as they pursue their degrees at SIT.

A transformational gift from the Lee Foundation to the Lee Foundation Fund at SIT (established in September 2017) has enabled our university to help more than 200 financially disadvantaged students each year, and in perpetuity. The single largest gift that SIT has received, the Lee Foundation Fund has made possible the **Lee Foundation Bursary**, as well as the **Lee Foundation Emergency Grant** for our students.

The Ngee Ann Kongsi's generous philanthropic commitment has made possible **The Ngee Ann Kongsi Scholarship** and **The Ngee Ann Kongsi Gold Medal (For The Most Outstanding Graduating Student)**, nurturing and encouraging student excellence at SIT. As many

as 40 new Scholarships are to be awarded annually to promising students from Academic Year 2017/18 onwards. The Gold Medal award will be presented annually to the most outstanding graduating student from each cohort.



Some of the scholars with members of the 44th Committee of Management of The Ngee Ann Kongsi and SIT Senior Management.

# APPLIED LEARNING

Generous support from the Tan Chin Tuan Foundation made possible the **Tan Sri (Dr) Tan Chin Tuan Foundation Scholarships** at SIT. The scholarships nurture academically-promising and well-rounded students from SIT-conferred or joint degree programmes. Five scholarships will be awarded annually from Academic Year 2017/18 onwards.

Term and endowed gifts from The Estate of the late Mr Lim Doa Hin allowed SIT to establish the endowed **Lim Doa Hin Study Grant** and the **Lim Doa Hin Encouragement Award**, with the Grant supporting nine recipients each academic year.

Another strong commitment to support students, especially those in engineering programmes at SIT, came from Tiong Seng Holdings, one of Singapore's largest construction and property development groups. The **Tiong Seng Bursary** was made possible by an endowed gift, and will see five bursaries awarded annually from Academic Year 2018/19 onwards.



*Hospitality Business students Mr Jonathan Lim and Ms Eunice Goh are among the first Tan Sri (Dr) Tan Chin Tuan Scholars at SIT.*

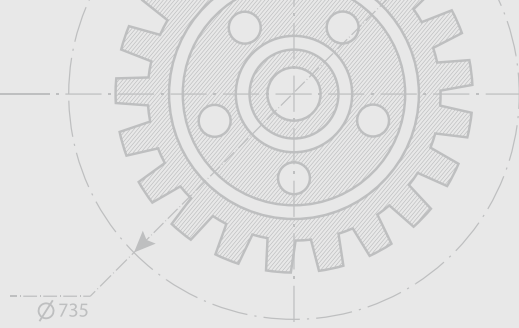


*Guests from Tiong Seng Holdings with SIT Senior Management, faculty and staff at the model of SIT's future campus in Punggol.*



*Recipients of the Lim Doa Hin Study Grant and the Lim Doa Hin Encouragement Award, together with the members of the Lim family, the executors of the late Mr Lim Estate, Prof Tan Thiam Soon, President, SIT and SIT faculty.*

# THE HEEL RAISE



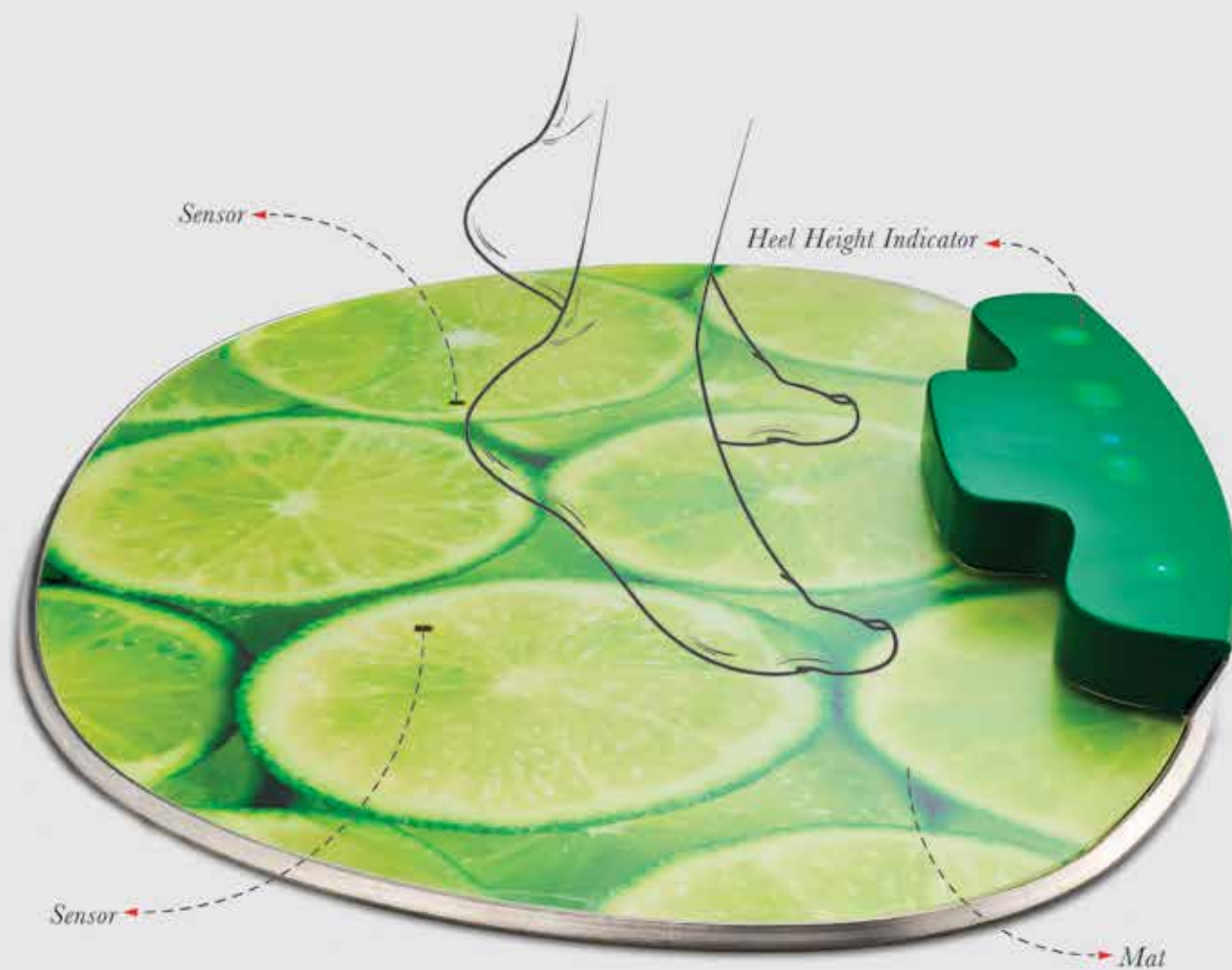
Physiotherapists often recommend heel raise exercises as a part of balance training and to strengthen muscles around the ankles. Traditionally, the extent of a heel raise is determined by the physiotherapists making a visual estimate. This can lead to inaccurate readings and subjective interpretations of the exercise. Working with Kwong Wai Shiu Hospital, a team of SIT students developed the heel raise device to provide more accurate measurements from the exercises. With built-in sensors and an accompanying mobile app, therapists using this device will be able to determine whether the heel raise exercises are done correctly. This will also enable therapists to track, record and analyse data remotely, allowing them to better understand patient's capabilities and provide appropriate interventions.



Patient's app



Physiotherapist's Dashboard



# INDUSTRY

*SIT is committed to building a symbiotic relationship with industry. The tight nexus begins with the development of SIT programmes through extensive consultations and collaborative efforts with industry. SIT also caters to industry's needs in manpower development and innovation through re-skilling and up-skilling programmes, as well as industry projects. In addition, industry provides our students with real work experience through the Integrated Work Study Programme (IWSP) and collaborative projects. This mutually beneficial relationship is a key feature of SIT's Applied Learning pedagogy that enables SIT to produce graduates who are highly adaptable and employable.*



## Experience before Graduation

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

In AY2017, the Career Services division secured more than 1,900 IWSP positions with over 400 companies for 786 students. Since the roll out of this industry-focused initiative in 2014, students have received advance offers from their IWSP companies even before they graduate. At least 80% of our Accountancy students have consistently received advance offers over the last 3 years, while 40% of the first batch of graduates from the SIE (Land) program were also offered positions by their IWSP companies.



## Getting Students Career Ready

To strengthen our ties with industry, the inaugural **IWSP Industry Day** was held on July 2017 to share with potential partners the six new degree programmes jointly offered with Newcastle University. The event was attended by about 130 industry attendees comprising engineers, talent acquisition representatives and division heads from over 60 companies. They gained insights into the programmes and found out ways they could collaborate with SIT to develop the future talent pipeline for engineering in their organisations.

The inaugural **Community Care Industry Networking Day** in October 2017 was organised in collaboration with the Agency for Integrated Care (AIC) and National Council of Social Service (NCSS) to provide undergraduates from the nursing and allied health programmes an overview of the different healthcare jobs in the healthcare care sector. The event not only enabled more than 250 students to network with seasoned healthcare professionals from over 17 institutions, but also gave them an opportunity to deeply appreciate the professionals caring for our community.

An MOU with Young NTUC was signed in August 2017 to collaborate on an **Industry Mentorship Programme** through their Youth Career Network (YCN). The YCN's Career Discovery & Mentorship initiative will prepare students with the real-time industry information and guidance needed to succeed in the workplace. The first run of the programme was offered to students from the six new SIT-Newcastle University engineering courses.



## Strategic Industry Partnerships

Robust engagement with industry through collaborative tie-ups and projects are pivotal in paving the way for exchange of knowledge, sharing of manpower and resources in applied research, training and education, benefitting industry, faculty and students. Two such collaborations initiated by the Technology Innovation and Enterprise (TIE) Division were:

SIT signed an MOU with **Singapore Power** in October 2017 to formalise a long-term applied research partnership on establishing an experimental full-featured micro-grid at the future SIT@Punggol campus. The proposed micro-grid is the first of its kind in Singapore and the region. It will also serve as a teaching and applied research platform for SIT to collaborate with other stakeholders in the energy ecosystem, such as regulators, energy companies, power generators, educational institutions and research centres.

In November 2017, SIT inked a partnership with **NTUC Health** during the official opening of their second

nursing home facility at Chai Chee. This tie-up is SIT's third in the healthcare space, coming after MOUs with Tan Tock Seng Hospital and Kwong Wai Shiu hospital. Synergies in applied research and innovation projects, SkillsFuture-related training and clinical practice education for allied health and nursing students are key focus areas in this partnership.



## Supporting Innovation and Enterprise

SIT's grant framework supports innovation and enterprise at various levels – from seeding to proof of concept and value. It facilitates the close collaboration with industry and community, develops expertise and provides authentic learning for the students. SIT's grants allow faculty to tinker with their ideas and work with industry to establish

a feasible solution before exploring bigger external grants to take the solution further.

In FY2017, SIT received strong interest from its faculty members to leverage on the **Ignition Grant** scheme provided by the TIE division. A total of 15 projects,

# INDUSTRY

comprising 40 faculty members and Professional Officers and 103 students, were awarded the Ignition Grant. These projects continue to build expertise not only for the faculty, but students as well, and keep them abreast with the latest challenges from the industry and community.

SIT also tapped on external grant opportunities for applied research projects. 20 proposals (including 10 submissions to MOE's Translational R&D and Innovation Fund grant call) were submitted to external funding agencies. Seven of these projects were started in FY2017. The grant

amount received for these seven projects totalled \$1.8 million. Increasingly, our applied research projects are going beyond the first collaboration to produce more meaningful and innovative solutions.

A **Seed Funding** framework was also established in AY2017 to further support faculty-led projects with industry. It will support the faculty in prototyping and testing ideas, jumpstarting projects, and showcasing capabilities which will lead to increased industry interest and confidence to collaborate with SIT.

## Nurturing the Entrepreneurial Spirit

Staying true to the SIT-DNA values (Catalyst for Transformation and Thinking Tinkerers), the **Entrepreneurship Development Programme (EDP)** has become a strategic programme that imparts skills to SIT students to be agents of innovation.

In 2017, EDP taught students business skills and entrepreneurship values needed in starting a business venture. 23 students from 15 different programmes signed up to learn from a pool of industry mentors and entrepreneurs. Each student was given an opportunity to be part of a potential multi-disciplinary start up team, develop a business plan and pitch it to a panel of mentors. SIT's focus on nurturing the entrepreneurial spirit is making good progress. For example, Mr Lim Xing Yi, a past participant of EDP and a recent graduate from SIT's Information and Communications Technology programme, successfully pitched his idea to the Singapore Valley Awards (SVA) panel and won a 3-month attachment stint with a reputed internet company, 2345.net, in Shanghai.



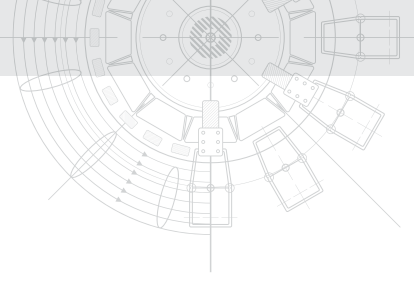
# THE GAMIFIED ARM SKATE



Stroke often causes immobility and weakness in the arms or shoulders. To help the elderly regain mobility of their arms after a stroke, SIT students, in collaboration with METTA's Day Rehabilitation Centre for the Elderly, designed the Arm Skate to aid patients with rehabilitation exercises. The innovative solution incorporates simple games to motivate post-stroke patients to undertake gravity-assisted reaching tasks in order to gain faster mobility. The Arm Skate combines conventional approaches with virtual reality to increase participation and interest in therapy, helping patients improve their quality of lives.



# COMMUNITY



*At SIT, we strongly believe that our graduates can serve the community through knowledge and skills that they acquire from their studies and work experience. Working with faculty, Professional Officers and their peers, our students are involved in projects that help improve the social, economic or environmental aspects of the community. While SIT provides the opportunities, resources and mentorship for this process, the community, in turn, becomes a learning platform for students to exercise their skills and knowledge. In the end, SIT graduates will be grounded in the community, looking for opportunities where they can contribute. They will become part of the support network that strengthens social and economic bonds of the community.*



## Supporting Companies through LEAN

SIT's Lean Transformation Innovation Centre (LTIC) was established in August 2016. Since then, LTIC has worked with 20 companies through its Lean Skills Development Programme, to support local companies in their journey towards achieving manpower competencies and lean improvements. Amongst the companies, many of them are local healthcare organisations which have successfully achieved productivity gains and inculcated the spirit of continuous improvement within their organisations.

In FY2017, LTIC also offered public workshops and

masterclasses to about 150 participants from 67 companies to equip employees with lean tools that can be applied in their workplace. In addition, it co-organised lean outreach workshops in collaboration with strategic partners such as Agency for Integrated Care (AIC), Association of Small & Medium Enterprises (ASME), Civil Service College Singapore (CSC), Environmental Management Association of Singapore (EMAS), Institute for Adult Learning (IAL) and Singapore Food Manufacturers' Association (SFMA) to reach out to specific industries to further promote lean culture, thinking and practices.



## Innovative Inroads into Punggol

SIT and **Punggol 21 Community Club (P21CC)** signed a MOU in January 2018 to collaborate on building **Skillscraft**, a Community Innovation Makerspace facility, at P21CC. Skillscraft is SIT's platform to promote innovation and encourage the community, especially the youth and Punggol residents, to translate their ideas into meaningful prototypes.

These initiatives, curated by the TIE Division, enable participants to develop relevant technical skills such as 3D printing, lean skills and design thinking to address community issues around Punggol. Skillscraft was featured at the Punggol Digital District Launch exhibition during the week of 21 January 2018.



## Igniting Passion for STEM

SIT aims to inspire in the younger generation a passion for **STEM (Science, Technology, Engineering and Mathematics)**. One of the initiatives used to kindle this passion is through the collaboration with People's Association on holiday science camps. Working with Punggol-based grassroots organisations, the university hosted over 150 primary school children residing in Punggol at SIT@Dover. For two days, on 31 May and 6 December 2017, the participating children were immersed in craft workshops and interactive STEM activities such as robotics, drones and flying paper gliders. Through these science camps, we enabled our young to learn through play and fun.



## Impacting Lives beyond the Classroom

Two SIT teams were honoured for their projects at the **6<sup>th</sup> Eldercare Innovation Awards** held in conjunction with the 9<sup>th</sup> International Ageing Asia Innovation Forum 2018 in May. Touted as the 'Oscars of the Eldercare Industry', the award is the only one of its kind in the Asia Pacific region that recognises the best in innovative eldercare product and service delivery. These projects were progressively completed in FY2017.

The **Smart Walker for Gait Rehabilitation with Local Positioning System**, clinched the award in the 'Best Smart Care Technology – Product' category. This innovative smart walker independently aids a patient undergoing rehabilitation. This means a patient does not need the physical support of physiotherapists all the time. Therapists would not only be able to monitor the walking activities of patients and but also identify their locations. This is particularly useful as it provides an innovative solution to the manpower crunch faced by healthcare industries. This innovative project, designed in collaboration with Kwong Wai Shiu Hospital (KWSH), was a final year project from our student who is currently reading her Bachelor of Engineering with Honours in Mechatronics (SIT-UofG).

The other project that made it to the top five list in the same category was an 'arm-skate' device named **New Arm**. The faculty/student-driven project was the innovative solution to **METTA Day Rehabilitation Centre for the Elderly's** challenge to design a device for post-stroke patients to regain upper limb mobility. The device incorporates a virtual reality game to motivate patients to move their arms. This initiative was the result of one and a half year's work of four students from the design, engineering and occupational therapy disciplines. Both projects not only put patients at the center of the design process but more importantly, contributed to improving their quality of life amidst challenges.

In 2017, more than 300 SIT students were involved in various community service projects in collaboration with 17 organisations. **SIT Student Life's Community Service Club and Rotaract Club** have collaborated on initiatives that benefitted more than 500 elderly, youth and children. These included spending a day at the zoo with underprivileged children, litter picking in support of the 'Keep Singapore Clean' campaign and a household cleaning effort, just to name a few.

# COMMUNITY

Another project that brought cheer to the community was the collaboration with Kreta Ayer Seniors Activity Centre, which saw students collecting donated items from different SIT campuses and distributing them as hampers to the beneficiaries. The student volunteers also conversed with the residents to learn more about their life stories.

Our students also crossed borders to improve the lives of other children going to schools in rural areas. Last year's overseas learning projects in Myanmar, Vietnam and Cambodia saw our students refurbishing an education centre, building an eco-garden, conducting leadership camps for young educators, conducting English lessons, dispensing hygiene tips and even constructing fences to increase safety and security.

## Our Future Campus

Since the announcement by our Prime Minister in the 2015 National Day Rally, planning for the new SIT campus in Punggol has been progressing at breakneck speed. The SIT Campus will be integrated with the adjacent, mixed-use commercial and business park developed by JTC Corporation. The **Punggol Digital District (PDD)** will be geared towards the digital and cyber-security industries cluster, and will be used to drive Singapore's Smart Nation push through the incorporation of innovative technologies and ideas. The PDD was officially launched by Deputy Prime Minister Teo Chee Hean in January 2018.



View from the Campus Boulevard flanked between SIT and JTC

## SIT@Punggol – From Design to Implementation

The greenfield site chosen for SIT@Punggol in PDD spreads over 18ha, of which the first 11ha will be developed into a fit-for-campus facility for 12,500 full-time undergraduate students. The 11ha of tropical rainforest will be divided by a new dual-three lane

road into two almost equal-sized plots, providing an opportunity to engage two teams of architects and engineers to conceptualise highly diverse, but complementary designs that match and relate well to context of the respective sites.

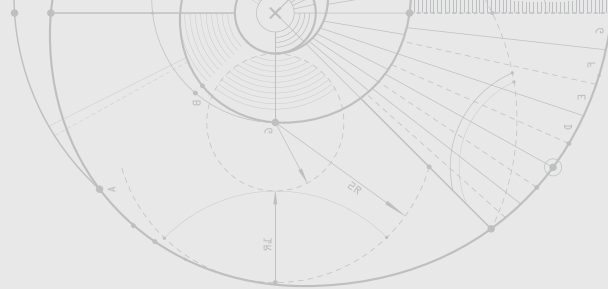


Aerial View of Campus Court



Aerial View of Campus Heart

# THE SAFE SIGHT SYSTEM

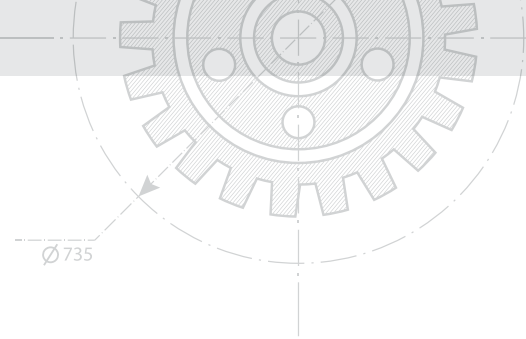


The risk of workplace incidents is always present, regardless of the industry and no matter how insignificant the possibilities are. Preventive systems minimise risks for companies and provide safe working environments for employees.

The transportation industry, specifically bus services, are at increased risks of accidents given the size of its vehicles, maneuvering complexities and the higher propensity for blind spots. To help Bus Captains minimise risks on the road, SIT students worked with the Land Transport Authority to develop the Safe Sight System. The system uses sensor, light and display technologies to give precise visual cues to warn drivers of hazards from all blind spots. This reduces unwanted stress amongst drivers and increases safety on our roads.



# SUPPORT FOR STUDENTS



Financial assistance is given to deserving students enrolled in SIT. The financial aid covers expenses that include tuition fees and costs for overseas programmes. SIT is firmly committed to a policy that strives to give our most needy students the assurance that quality university education is well within their reach.

## Sponsorships and Bonded Scholarships

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

### The Following Industry Partners Have Provided Sponsorships/Bonded Scholarships To SIT Students

Agency for Integrated Care —	Agri-Food & Veterinary Authority of Singapore —	Alexandra Health —	Ang Mo Kio Thye Hua Kwan Hospital —
Association of Singapore Marine Industries —	Building and Construction Authority —	Centre for Strategic Infocomm Technologies —	Early Childhood Development Agency —
Eastern Health Alliance —	Far East Organization —	Infocomm Development Authority of Singapore —	Jumbo Group of Restaurants —
Jurong Health Services —	Keppel Offshore & Marine —	Land Transport Authority —	MaritimeONE —



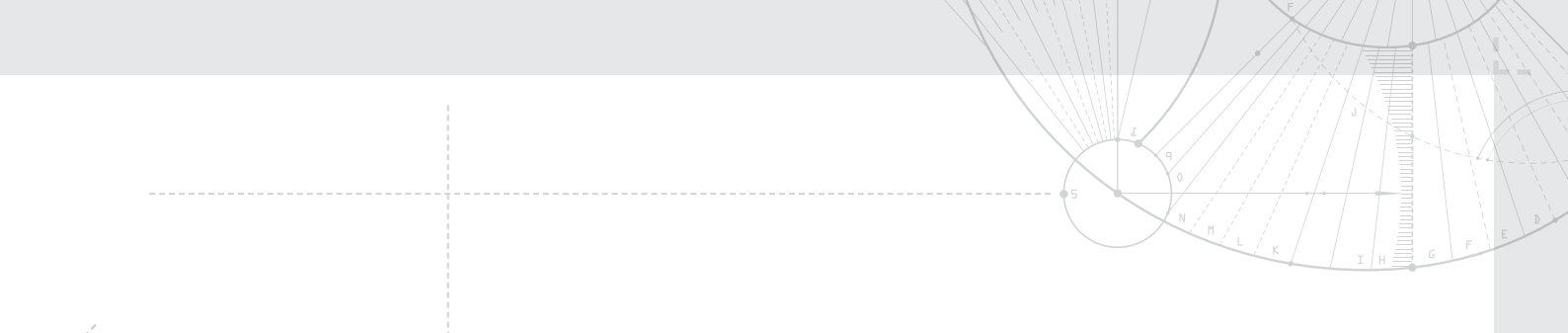
<b>Media Development Authority of Singapore</b> —	<b>MENDAKI</b> —	<b>Ministry of Communications and Information</b> —	<b>Ministry of Defence</b> —
<b>Ministry of Home Affairs</b> —	<b>MOH Holdings Pte Ltd</b> —	<b>National Council of Social Service</b> —	<b>National Environment Agency</b> —
<b>National Healthcare Group</b> —	<b>National University Health System</b> —	<b>NTUC First Campus</b> —	<b>Overseas Union Enterprise Limited</b> —
<b>Public Utilities Board</b> —	<b>Raffles Medical Group</b> —	<b>Ren Ci Hospital</b> —	<b>SBS Transit</b> —
<b>Sembcorp Industries Ltd</b> —	<b>Sembcorp Marine Ltd</b> —	<b>Singapore Health Services Pte Ltd</b> —	<b>Singapore-Industry Scholarship (SgIS)</b> —
<b>Singapore Power Limited</b> —	<b>SingTel</b> —	<b>Society for the Physically Disabled</b> —	<b>St Luke's Hospital</b> —
<b>The Salvation Army</b> —			

# DONOR ACKNOWLEDGEMENT

*With deepest thanks and appreciation to our generous philanthropic partners whose gifts nurture and inspire students at SIT through bursaries, study grants, non-bonded scholarships, excellence awards and programmes.*

## Donor Listing (for the financial year ending 31 March 2018)

Abwin Pte Ltd	Goh Foundation Limited
Amazon Web Services Singapore Private Limited	Hiap Chuan Hardware (Pte) Ltd
Applied Materials South East Asia Pte Ltd	Hock Seng Hoe Metal Company Pte Ltd
Ardent Group of Companies	Home-Fix DIY Pte Ltd
Ascendas Funds Management (S) Limited	Hong Leong Foundation
Baker Tilly TFW LLP	HSC Foundation through SymAsia Foundation Limited
Buddhist Compassion Relief Tzu Chi Foundation (Singapore)	Institute of Materials (East Asia)
CA Trust PAC	JCS-Echigo Pte Ltd
CEI Limited	Mr Surya Jhunjhnuwala and Mr Gaurang Jhunjhnuwala
Centre for Strategic Infocomm Technologies	Jing King Tech Holdings Pte Ltd
Ms Chen Linrong	Jumbo Group Limited
Mr Choo Chiau Beng	Kaspersky Lab Singapore Pte Ltd
Mr Choo Chong Ngen	KCTex International Ltd
Core Concepts Pte Ltd	Kenyon Pte Ltd
CPA Australia Ltd	Keppel Care Foundation Limited
Cyclelect Electrical Engineering Pte Ltd	Keppel Corporation Limited
DBS Bank Ltd	Mr Jeffrey Khoo
Deloitte & Touche LLP	Khoo Chwee Neo Foundation Ltd
Dou Yee Enterprises (S) Pte Ltd	Mr Ko Oen Tjiang
ECM Libra Foundation	Mr Kuok Khoo Hong
EnGro Corporation Limited	Kwan Im Thong Hood Cho Temple
EPS Computer Systems Pte Ltd	Lee Foundation
FEINMETALL Singapore Pte Ltd	Mr Kevin Liang Choon Yee
Feng Ming Construction Pte Ltd 025	Mr Lim Joo Boon
Firefense Pte Ltd	Mr Lim Siah Mong
Foo Kon Tan LLP	Lions Community Service Foundation (Singapore)
Mr Foong Hock Meng	Lo Hock Ling & Co
GIC Private Limited	Mr Low Ming Wah
Goh Bee Gah Foundation through SymAsia Foundation Limited	M.Tech Products Pte Ltd
Mr Jeff Goh	Mr Mak Keat Meng
	Malayan Daching Co Pte Ltd

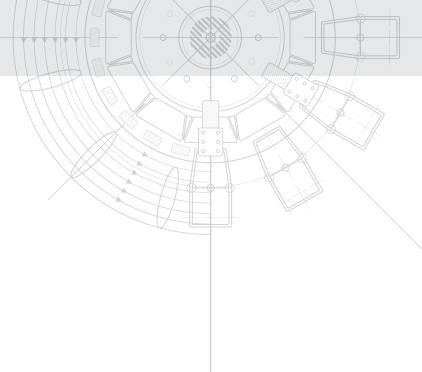


Mapletree Investments Pte Ltd  
McLink Asia Pte Ltd  
Microcast Pte Ltd  
Mun Siong Engineering Limited  
Nehemiah Foundation through SymAsia Foundation Limited  
Nexia TS Pte Ltd  
Ocean Tankers Pte Ltd  
OceanMaster Engineering Pte Ltd  
Park Hotel Management Pte Ltd  
Perfect Team Engineering Pte Ltd  
PKF-CAP LLP  
PwC Singapore  
Q'son Kitchen Equipment Pte Ltd  
Radiology & Co. Pte Ltd  
Raffles Hotel Singapore  
RC Hotels (Pte.) Ltd  
Real Estates Investment Holding (Pte) Ltd  
RLG Asia Pacific Pte Ltd  
Rohde & Schwarz Asia Pte Ltd  
Rotary Club of Bugis Junction, Singapore  
Rotary Club of Jurong Town, Singapore  
RSM Chio Lim LLP  
Safety Systems Engineering Pte Ltd  
Samwoh Corporation Pte Ltd  
SATS Ltd  
SCAL Resources Pte Ltd and members of The Singapore Contractors Association Ltd  
Seagift Food Pte Ltd  
Select Group Pte Ltd  
Sembcorp Industries Ltd  
Sembcorp Marine Ltd  
Siemens Pte Ltd  
Singapore Chemical Industry Council Limited  
Singapore Chinese Chamber Of Commerce Foundation  
Singapore Computer Society  
Singapore Food Manufacturers' Association  
Singapore Leong Khay Huay Kuan

Singapore Technologies Engineering Ltd  
SP Group  
TAK Products & Services Pte Ltd  
Ms Tan Siew Ooa  
Taylor & Francis Asia Pacific  
Te Lay Hoon Foundation through SymAsia Foundation Limited  
Tech Metal Machines Pte Ltd  
Teknor Apex Asia Pacific  
Mr Allan Teo Kok Jin  
Texas Instruments Singapore (Pte) Limited  
The Copyright Licensing and Administration Society of Singapore Ltd  
The Estate of Lim Doa Hin  
The Goh Family  
The Ireland Funds (Singapore)  
The Ngee Ann Kongsi  
The Ritz-Carlton, Millenia Singapore  
The Silent Foundation Ltd  
The Tan Chin Tuan Foundation  
Thomson Shin Min Foundation  
Tiong Seng Contractors (Private) Ltd  
TME Systems Pte Ltd  
Mr Toe Teow Heng  
Wilmar International Limited  
Wing Tai Retail Management Pte Ltd  
Woh Hup Pte Ltd  
Mr Albert Wong  
Dr Steven Wong Kai Juan  
Ms Wong Kai Yun  
Mrs Wong Kwok Leong  
Ms Angela Wu Peihui  
[www.hardwareonline.com.sg](http://www.hardwareonline.com.sg)  
Yangzheng Foundation  
Mr Yap Geok Lin  
Yeakin Plastic Industry Pte Ltd  
Zicom Holdings Private Limited

# CORPORATE GOVERNANCE

31 March 2018



## 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.

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](http://www.charities.gov.sg).

## Board of Trustees

The Board is the highest governing authority of the University and comprises 14 Trustees, chaired by Mr. Ng Yat Chung. The Board oversees the business of the University, ensures that it acts in accordance with its objects, that its funds and assets are properly accounted for and safeguarded and provides guidance and stewardship to Senior Management, conferring regularly with them. The Board is accountable to the Minister for Education, Singapore for its acts and decisions.

The Trustees are eminent persons of good repute, sound judgment who possess collective competencies in areas such as the public and private sectors, academia, accounting and finance, law, information technology, strategic planning, logistics, healthcare and hospitality management and industry knowledge. New Trustees will continue to be selected and invited to serve on the Board on the basis of the diversity of their experience, skills, knowledge, abilities and insight from time to time to ensure constant refreshing of the Board. The Trustees' profiles appear on pages 7 and 8 of the Annual Report.

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

The Board is supported by seven Board Committees formed in accordance with Article 53 of the Articles of Association ("AAs"), namely the Academic Advisory, Audit, Campus Development, Finance, Investment, Partnership Approval 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 44 of the Annual Report.



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

- (a) The Academic Advisory Committee advises the Board 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 assists the Board in maintaining oversight of the campus development policies and any other matters related to the acquisition, commissioning and management of significant physical assets or facilities.
- (d) The Finance Committee provides oversight of the University's financial policy management.
- (e) The Investment Committee oversees the investment of the University's endowment and surplus funds.
- (f) The Partnership Approval Committee assists the Board in the review of the financial and legal viability of SIT's academic partnerships between the University and its overseas university partners.
- (g) The Remuneration Committee provides independent advice, oversight and policy guidance 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.

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## 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 page 6 of the Annual Report.

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## Conflicts of Interest

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

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

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

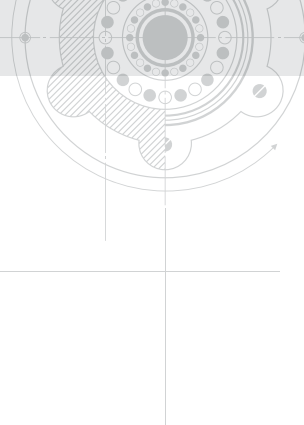
The AAs also state that Trustees shall not receive any remuneration for services rendered by them as Trustees.

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



# BOARD COMMITTEES & INTERNAL AUDIT

As of 31 March 2018



## Board Committee

### Board Committee

#### Academic Advisory Committee

### Member

Chairman : Dr Lim Kiang Wee  
Prof Heng Chye Kiang, Prof Tan Thiam Soon

#### Audit Committee

Chairman : Mr Nagaraj Sivaram  
Mr Abu Bakar Bin Mohd Nor, Ms Teoh Zsin Woon

#### Campus Development Committee

Chairman : Dr Richard Charles Helfer  
Prof Heng Chye Kiang, Ms Teoh Zsin Woon, Mr Wen Khai Meng

#### Finance Committee

Chairman : Mr T K Udairam  
Mrs Margaret Lui, Mr Wen Khai Meng

#### Investment Committee

Chairman : Mrs Margaret Lui  
Dr Chia Tai Tee (Co-opted), Mr Ng Yat Chung

#### Partnership Approval Committee

Chairman : Ms Rachel Eng  
Mr Abu Bakar Bin Mohd Nor, Mr Ng Cher Pong

#### Remuneration Committee

Chairman : Mr Ng Yat Chung  
Dr Lim Kiang Wee, Mr Ng Cher Pong, Mr T K Udairam

## Internal Audit

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



# FINANCIAL STATEMENTS

## Statement of Comprehensive Income

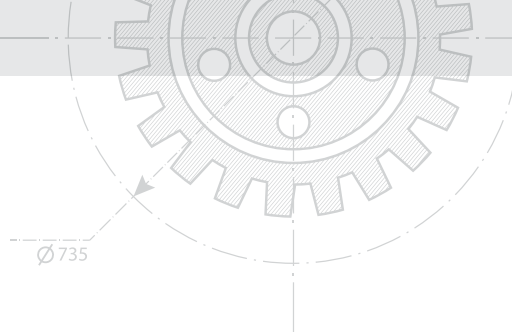
For the financial year ended 31 March 2018

	General funds		Endowment and term funds		Total	
	2018 \$	2017 \$	2018 \$	2017 \$	2018 \$	2017 \$
<b>Revenue</b>	<b>66,388,569</b>	55,180,058	-	-	<b>66,388,569</b>	55,180,058
<b>Other Income</b>	<b>1,350,772</b>	936,093	<b>3,283,821</b>	1,200,892	<b>4,634,593</b>	2,136,985
<b>Operating expenditure</b>						
Staff and related expenses	<b>(85,477,377)</b>	(66,033,714)	-	-	<b>(85,477,377)</b>	(66,033,714)
Depreciation and amortisation expenses	<b>(35,970,801)</b>	(37,264,513)	-	-	<b>(35,970,801)</b>	(37,264,513)
Programme and student-related expenses	<b>(62,051,788)</b>	(61,851,195)	<b>(1,588,631)</b>	(1,505,450)	<b>(63,640,419)</b>	(63,356,645)
Rental and other facilities expenses	<b>(21,096,539)</b>	(20,209,264)	-	-	<b>(21,096,539)</b>	(20,209,264)
Other operating expenses	<b>(20,460,517)</b>	(16,738,881)	<b>(470,905)</b>	(594,257)	<b>(20,931,422)</b>	(17,333,138)
<b>Total operating expenditure</b>	<b>(225,057,022)</b>	(202,097,567)	<b>(2,059,536)</b>	(2,099,707)	<b>(227,116,558)</b>	(204,197,274)
<b>(Deficit)/surplus before investment income and government grants</b>	<b>(157,317,681)</b>	(145,981,416)	<b>1,224,285</b>	(898,815)	<b>(156,093,396)</b>	(146,880,231)
Net investment income	<b>891,337</b>	1,066,527	<b>19,590,267</b>	44,834,456	<b>20,481,604</b>	45,900,983
<b>(Deficit)/surplus before government grants</b>	<b>(156,426,344)</b>	(144,914,889)	<b>20,814,552</b>	43,935,641	<b>(135,611,792)</b>	(100,979,248)
Government grants	<b>190,211,947</b>	176,434,443	-	-	<b>190,211,947</b>	176,434,443
<b>Net surplus and total comprehensive income</b>	<b>33,785,603</b>	31,519,554	<b>20,814,552</b>	43,935,641	<b>54,600,155</b>	75,455,195

### Important Note:

The Financial Statements are extracted from Singapore Institute of Technology's Audited Financial Statements for the year ended 31 March 2018. It may not contain sufficient information to allow for a full understanding of the results and the state of affairs of the Company. For further information, please refer to the complete audited financial statements published on the SIT official website at [SingaporeTech.edu.sg](http://SingaporeTech.edu.sg).

# FINANCIAL STATEMENTS



## Balance Sheet

As at 31 March 2018

	2018 \$	2017 \$
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	120,782,115	147,993,484
Financial assets, at fair value through profit or loss	226,853,772	389,923,422
Deposits for investments	199,448,729	-
Fees and other receivables	102,169,728	48,350,239
Student loans	158,708	142,551
Other current assets	7,735,630	6,305,529
	<b>657,148,682</b>	<b>592,715,225</b>
<b>Non-current assets</b>		
Property, plant and equipment	197,346,935	211,208,679
Intangible assets	6,540,487	6,478,647
Student loans	679,564	563,166
Other non-current assets	77,098,777	80,618,645
	<b>281,665,763</b>	<b>298,869,137</b>
<b>Total assets</b>	<b>938,814,445</b>	<b>891,584,362</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	37,190,678	31,712,152
Deferred tuition fee income	9,038,746	9,021,139
Grants received in advance	44,441,566	47,698,383
	<b>90,670,990</b>	<b>88,431,674</b>
<b>Non-current liabilities</b>		
Deferred capital grants	203,628,710	217,628,279
Other deferred grants	80,155,249	83,482,328
	<b>283,783,959</b>	<b>301,110,607</b>
<b>Total liabilities</b>	<b>374,454,949</b>	<b>389,542,281</b>
<b>NET ASSETS</b>	<b>564,359,496</b>	<b>502,042,081</b>
<b>FUNDS AND RESERVES</b>		
<b>General funds</b>		
Accumulated surplus	116,577,818	82,792,215
<b>Endowment and term funds</b>		
Capital	394,010,892	386,293,632
Accumulated surplus	53,770,786	32,956,234
	<b>447,781,678</b>	<b>419,249,866</b>
	<b>564,359,496</b>	<b>502,042,081</b>



# FINANCIAL STATEMENTS

## Statement of Changes in Funds and Reserves

For the financial year ended 31 March 2018

	Accumulated surplus – General funds \$	Endowment and term funds \$	Total \$
<b>2018</b>			
<b>Beginning of financial year</b>	<b>82,792,215</b>	<b>419,249,866</b>	<b>502,042,081</b>
Total comprehensive income	33,785,603	20,814,552	54,600,155
Government grants and donations	-	7,717,260	7,717,260
<b>End of financial year</b>	<b>116,577,818</b>	<b>447,781,678</b>	<b>564,359,496</b>
<b>2017</b>			
<b>Beginning of financial year</b>	<b>51,272,661</b>	<b>363,552,445</b>	<b>414,825,106</b>
Total comprehensive income	31,519,554	43,935,641	75,455,195
Government grants and donations	-	11,761,780	11,761,780
<b>End of financial year</b>	<b>82,792,215</b>	<b>419,249,866</b>	<b>502,042,081</b>

# FINANCIAL STATEMENTS

## Statement of Cash Flows

For the financial year ended 31 March 2018

	2018 \$	2017 \$
<b>Cash flows from operating activities</b>		
Deficit before government grants	(135,611,792)	(100,979,248)
Adjustments for:		
Depreciation and amortisation	35,970,801	37,264,513
Donations	(3,283,821)	(1,200,892)
Net loss on disposal of property, plant and equipment	31,143	620
Interest income	(1,843,488)	(1,604,234)
Currency exchange loss	570,793	726,396
Financial assets designated as fair value through profit or loss		
Fair value gain	(5,167,604)	(42,584,689)
Net gain on sale of financial assets	(14,041,305)	(2,438,456)
	<b>(123,375,273)</b>	<b>(110,815,990)</b>
Change in operating assets and liabilities		
Fees and other receivables	(17,519,327)	(2,331,320)
Student loans and other assets	1,957,210	906,229
Trade and other payables	2,494,793	11,305,914
<b>Net cash used in operating activities</b>	<b>(136,442,597)</b>	<b>(100,935,167)</b>
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment and intangible assets	(19,504,385)	(23,305,274)
Proceeds from disposal of property, plant and equipment	1,144	16,701
Purchase of financial assets, at fair value through profit or loss	(27,905,922)	(19,877,597)
Proceeds from sale of financial assets, at fair value through profit or loss	209,916,232	20,475,709
Interest received	1,895,682	1,223,842
Deposits for investments	(199,448,729)	-
<b>Net cash used in investing activities</b>	<b>(35,045,978)</b>	<b>(21,466,619)</b>
<b>Cash flows from financing activities</b>		
Operating grants received	119,679,898	110,660,227
Development grants received	7,894,698	11,117,430
Other government grants received	5,701,529	5,373,049
Endowment funds received	7,717,260	11,761,780
Donations received	3,283,821	1,200,892
<b>Cash provided by financing activities</b>	<b>144,277,206</b>	<b>140,113,378</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>(27,211,369)</b>	<b>17,711,592</b>
Cash and cash equivalents at beginning of financial year	147,993,484	130,281,892
<b>Cash and cash equivalents at end of financial year</b>	<b>120,782,115</b>	<b>147,993,484</b>

# CONTACTS

## **Singapore Institute of Technology**

SIT@Dover, 10 Dover Drive, Singapore 138683

Tel: 6592 1189

Fax: 6592 1190

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### **Admissions**

Tel: 6592 1189

Email: [Adm@SingaporeTech.edu.sg](mailto:Adm@SingaporeTech.edu.sg)

### **Registrar's Office**

Tel: 6592 1189

Email: [Registrar@SingaporeTech.edu.sg](mailto:Registrar@SingaporeTech.edu.sg)

### **Student Life**

Tel: 6592 1189

Email: [SLD@SingaporeTech.edu.sg](mailto:SLD@SingaporeTech.edu.sg)

### **Alumni Office**

Tel: 6592 1189

Email: [Alumni@SingaporeTech.edu.sg](mailto:Alumni@SingaporeTech.edu.sg)

### **Giving to SIT**

Tel: 6592 1189

Email: [Advancement@SingaporeTech.edu.sg](mailto:Advancement@SingaporeTech.edu.sg)

### **Centre for Career Readiness**

Tel: 6592 1189

Email: [CareerReadiness@SingaporeTech.edu.sg](mailto:CareerReadiness@SingaporeTech.edu.sg)

### **Technology, Innovation and Enterprise**

Tel: 6592 1189

Email: [Innovate@SingaporeTech.edu.sg](mailto:Innovate@SingaporeTech.edu.sg)

 SingaporeTech @SingaporeTech @SingaporeTech

# Singapore Institute of Technology

10 Dover Drive,  
Singapore 138683

Registration No: 200917667D

**SingaporeTech.edu.sg**

