

ANNUAL REPORT 2020



THE JOURNEY SO FAR
AND THE WAY FORWARD

COVER



FY2019 was a significant year for SIT. We celebrated our '5+5' milestone, reflecting on significant dates in our 10 years as an institute of higher learning, and the last five years as an autonomous university. We also took time to review our plans for the next five years, establishing new strategic goals that will take us into the future.

The theme for this annual report signifies the SIT journey – looking back on our past achievements, appreciating the present situation we are in, while being mindful of a future that is uncertain.

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ABOUT SIT

WE ARE SIT

OUR UNIQUE PEDAGOGY: APPLIED LEARNING

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

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

APPLIED RESEARCH

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

SIT's 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).

WORK-LEARN CONTINUUM

SIT strives to strengthen its applied learning focus to prepare students to not only be work-ready, but also understand the importance of learning throughout their working lives. By blurring the boundary between formal and lifelong education, SIT is moving towards a work-learn continuum for life and a greater emphasis on skills needed by industry.

Once students enter SIT, they embark on their lifelong journey to learn, unlearn and relearn, so that they are equipped with skills to prepare for the future.



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 AT A GLANCE

6 CAMPUSES



- SIT@DOVER
- SIT@NP BUILDING
- SIT@NYP BUILDING
- SIT@RP BUILDING
- SIT@SP BUILDING
- SIT@TP BUILDING

5 PROGRAMME CLUSTERS*

<p>18 Undergraduate Programmes</p> <p>Engineering</p>	<p>4 Undergraduate Programmes</p> <p>Chemical Engineering and Food Technology</p>	<p>9 Undergraduate Programmes</p> <p>Infocomm Technology</p>	<p>8 Undergraduate Programmes</p> <p>Health and Social Sciences</p>	<p>8 Undergraduate Programmes</p> <p>Design and Specialised Businesses</p>
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GRADUATE EMPLOYMENT SURVEY 2018

92.5%	Overall Employment
82.9%	Fulltime Permanent Employment

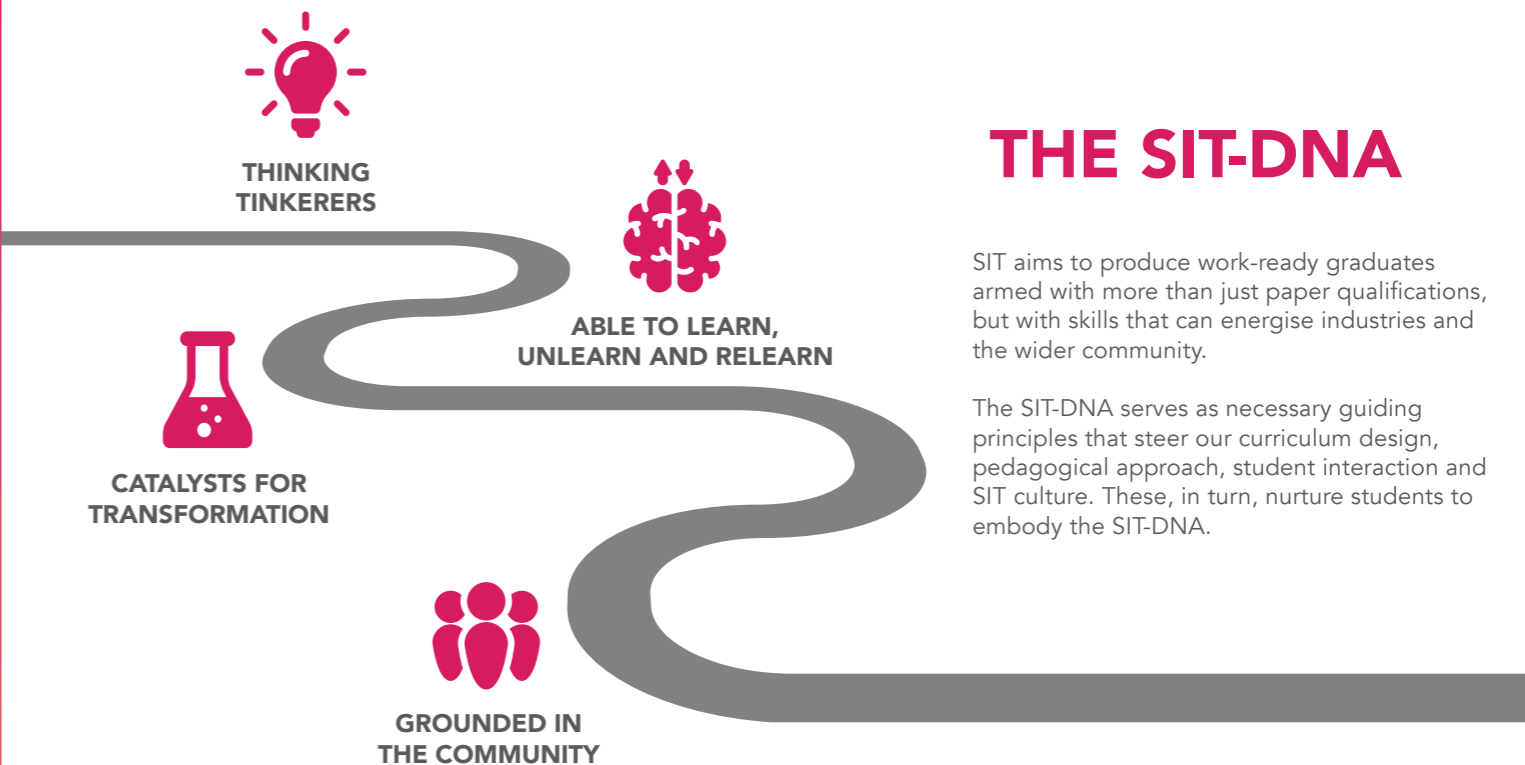
46 UNDERGRADUATE + 9 POSTGRADUATE PROGRAMMES

SIT Programmes	
16 Undergraduate	+ 9 Postgraduate
SIT-OU Joint Degree Programmes	Overseas University Programmes
18 Undergraduate	12 Undergraduate

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

9 OVERSEAS UNIVERSITY PARTNERS

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



CHAIRMAN'S MESSAGE

FY2019 was an extraordinary and momentous year for SIT as we celebrated our '5+5' milestone, which culminated in the Groundbreaking Ceremony for our Punggol Campus last September. That event marked a significant point in a journey which began as a concept, just over 10 years ago. Today, SIT has carved out a credible niche for itself, championing applied learning in Singapore. Coupled with a strong culture and 'can do' work ethic, the current leadership has started to redefine the meaning and purpose of higher education in Singapore – that obtaining a degree is not necessarily the end, but merely the start of a lifelong learning journey.

With construction having commenced on our new home in Punggol, faculty members and staff have begun to test-bed initiatives and projects so that we will hit the ground running by the time we move in. Our SIT@NYP Building has been repurposed into a living lab, where various projects involving Internet of Things (IoT), and Industry 4.0 keep faculty and students on the forefront of developments. It is this pioneering spirit and ethos of always wanting to learn that will enable us to achieve what we are beginning to set out in the next chapter of our journey.

APPLIED LEARNING – SIT'S NEXT LAP

Our Integrated Work Study Programme (IWSP) disrupted the traditional internship model when it was launched and remains a salient feature of the SIT experience. Through the IWSP, our students are able to take a deeper dive into their specialised professions and are empowered to make decisions in a real work setting. Moving forward, we believe that the next area of focus in higher education requires an innovation mindset – one that embraces disruption and generates solutions that fuel progress. Our increasing engagements with industry partners continue to provide opportunities for faculty and students to innovate and transform the lives of the community around us. This is evident in the strategic collaborations we established during the year, in various fields including accounting, energy, food technology, healthcare and telecommunications.

I am heartened to note that demand for our programmes continues to remain high, with an overall application rate of 4.5 times. Today, our staff and faculty work hard to help nearly 8,000 enrolled students achieve their dreams as they look forward to joining more than 9,500 alumni who have received degrees from SIT or one of our overseas university partners. I am especially proud of the recent cohort of graduates from the Health and Social Sciences cluster, who were deployed immediately upon graduation to the various healthcare institutions and community care facilities to help at the frontlines during the circuit breaker period.

One of the main tenets of the work-learn continuum is that learning should be continuous and for life. As a growing organisation, we continue to explore new ground and



forge collaborations with various government agencies and close industry partners, to ensure that as we move forward, our students' learning journeys are constantly enriched and empowering. While striving to sharpen our competitive edge, we will remain focused on educating our SITizens to be nimble, adaptable and able to thrive in their chosen careers. As SIT continues to grow, we will have to adroitly navigate the ever-changing and fluid economic landscape.

EMBRACING CHALLENGES, STAYING UNITED

The COVID-19 pandemic has brought unprecedented disruption. Adapting to the new normal is going to be challenging. The disruption to our economy has resulted in the need for everyone to rethink what a career means in a post-COVID-19 world. For SIT, this means having to rethink how we continue to deliver applied learning through the use of technology, without losing that all-important human element that comes from the mentoring experience between faculty and students. It calls for all of us to be versatile, adaptable and resilient.

SIT has responded swiftly to the COVID-19 circuit breaker measures. We came together quickly and efficiently as one to support our students, especially in mounting full home-based learning and online

examinations. We will continue to render support to students who are facing financial hardship, as well as assist graduating students in their job searches and upskilling. We will need the same agility to conduct our programmes and meet the needs of our students as Singapore emerges progressively from the circuit breaker measures.

We have come through a challenging period. With the support of our strategic partners – the Ministry of Education, polytechnics, overseas university partners, industry partners, government agencies and community leaders – we will continue to forge ahead to establish SIT as a premier University of Applied Learning in the years to come.

// OUR INCREASING ENGAGEMENTS WITH INDUSTRY PARTNERS CONTINUE TO PROVIDE OPPORTUNITIES FOR FACULTY AND STUDENTS TO INNOVATE AND TRANSFORM THE LIVES OF THE COMMUNITY AROUND US. //

**MR NG YAT CHUNG
CHAIRMAN**



PRESIDENT'S MESSAGE

FY2019 has been a year like no other. The first part of the year marked the climax of SIT's '5+5' celebrations, where we commemorated SIT's five years as an Institute of Higher Learning and five years as an Autonomous University.

THE LAST 10 YEARS – CELEBRATING OUR MILESTONES

Since our inception in 2009, we have achieved many things we can rightly be proud of. We have graduated over 9,500 students since 2012, established a successful Integrated Work Study Programme (IWSP) that now has over 500 local and foreign companies offering full-time work attachments to our students, and our graduates are well-received by industry.

We will continue to grow by launching quality degree programmes that are valued by industry, after close consultation with them and attracting talented applicants who see the value in our applied learning pedagogy. In 2020, we launched two new degree programmes in Speech and Language Therapy, and Digital Communications and Integrated Media. Both programmes are the first to be offered by an autonomous university in Singapore, and developed by our dedicated faculty, many of whom come from industry to impart their valuable knowledge to the next generation of practitioners.

SIT graduates continue to be highly sought-after by industry. Our GES results continue to validate our approach to learning – thanks, in no small part, to our supportive industry partners. We continue to set new benchmarks each year in spite of a tough economy. In the 2017 and 2018 Graduate Employment Survey, we achieved a 92.3% and 92.5% overall

THE NEXT FIVE YEARS – DEEPENING APPLIED LEARNING

As we looked back on SIT's 10-year journey, we also had the future in mind. At the annual Strategic Planning Workshop held in August 2019, SIT updated its 5-Year Strategic Plan after many months of lively debates and brainstorming to lay out the roadmap for the next five years till FY2024.

Over the years, SIT has established itself as a thought-leader in applied learning. Moving forward, we will deepen applied learning by pioneering the work-learn continuum and strengthening applied research. The concept of a work-learn continuum resonated at the second Applied Learning Conference, hosted by SIT in January 2020. The discussions revolved around developing future-ready talents in an era of disruptive changes. One key takeaway was the importance of learning, unlearning and relearning throughout our working lives in order to keep up with uncertainties and changes in today's world.

employment rate respectively. This is a clear sign that we are on the right track.

At the turn of the decade, it seemed fitting that the '5+5' festivities culminated in the Groundbreaking Ceremony for SIT's future campus in Punggol, held on 10 September 2019. We were honoured to have Prime Minister Lee Hsien Loong officiating this ceremony and attendance from numerous ministers. We have the opportunity to build a campus that is approachable and aspirational, fostering a vibrant environment that is both inviting and inspiring. It is indeed a rare opportunity to re-imagine what a university campus of the future will be and work towards realising it.

Our co-location with JTC's Punggol Digital District will facilitate the cross fertilisation of knowledge and collaboration opportunities among students, faculty and industry professionals. It will also be a 'living lab' that integrates applied research and innovation for SIT and its partners. The borderless, highly integrated learning environment will strengthen SIT's position as an industry-focused university of applied learning with a close nexus to the community. The campus can accommodate up to 12,000 students, and will serve to support Singapore in becoming a regional hub for digital advancements and talent development.

Given our close ties with industry, SIT is well-positioned to pioneer the work-learn continuum – to become a university that can provide re-skilling and knowledge enhancement for those who are already in the workforce, through the facilitation of authentic learning at the workplace. To do this, a National Centre of Excellence for Workplace Learning, or NACE@SIT, has been set up in collaboration with SkillsFuture Singapore to develop workplace learning capabilities for leading companies. In the near future, SITizens as well as Singaporeans will have many opportunities to enhance their lifelong learning journeys. As we say here at SIT: "Once a SITizen, always a SITizen."

At the same time, strengthening applied research will also be our key focus in the next five years as this will enable SIT faculty and academic staff to anticipate changes in industry, and the experience and best practices gained will, in turn,

be infused back into their teaching. Applied research will also allow students a first-hand experience in solving industry problems.

To support applied research and deepen linkages with industry, SIT has set up a number of Technology Innovation Centres in the past year. They include the Accounting Technology & Innovation Centre, a joint initiative between SIT and the Singapore Accountancy Commission; Energy Efficiency Technology Centre, a collaboration with the National Environment Agency; and Food Technology Innovation Centre, a shared food production facility for small batch production, in partnership with Enterprise Singapore and JTC Corporation. These Centres are pivotal in paving the way for exchange of knowledge, sharing of manpower and resources in applied research, training and education.

SIT has come a long way. In our next chapter towards Punggol, it is timely that we are taking steps to strengthen our position as Singapore's premier University of Applied Learning, especially given how increasingly volatile the world has become.

Take, for instance, the end of FY2019, which took an unexpected turn due to the COVID-19 outbreak. SIT staff, students and partners displayed unity and resilience through this unprecedented time, often going above and beyond their regular work to ensure that business went on as usual. After the Circuit Breaker measures were implemented, staff from various divisions worked tirelessly to implement full home-based learning and conduct examinations online – the first time that online examinations were conducted on such a large scale. In addition, with the support from our philanthropic partners and donors, the Student Relief Fund at SIT (COVID-19) raised more than \$800,000 in less than two months, in aid of students who were impacted by the pandemic. In the face of these challenges, I am heartened to see how our people here at SIT have risen up to the challenge.

The next five years of SIT's journey will certainly have its ups and downs, but it is these values that will keep us grounded and take us through any challenges that may come our way.

// GIVEN OUR CLOSE TIES WITH INDUSTRY, SIT IS WELL-POSITIONED TO PIONEER THE WORK-LEARN CONTINUUM – TO BECOME A UNIVERSITY THAT CAN PROVIDE RE-SKILLING AND KNOWLEDGE ENHANCEMENT FOR THOSE WHO ARE ALREADY IN THE WORKFORCE, THROUGH THE FACILITATION OF AUTHENTIC LEARNING AT THE WORKPLACE. //

**PROFESSOR TAN THIAM SOON
PRESIDENT**



SENIOR MANAGEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020

Professor Tan Thiam Soon

President
(appointed on 1 February 2013)



Professor Chua Kee Chaing

Deputy President (Academic) & Provost
(appointed on 1 September 2019)



Mr Ronnie Tay

Deputy President (Administration)
& Chief Financial Officer
(appointed on 1 July 2019)



Mr Chan Wing Leong

Deputy President (Campus Development)
& Chief Investment Officer
(appointed on 1 July 2019)



Professor Loh Han Tong

Deputy President (Technical Development)
(appointed on 1 September 2019)



Associate Professor Ivan B.H. Lee

Vice President (Industry & Community)
(appointed on 1 October 2015)



Mr Tsoi Mun Heng

Vice President (Planning)
(appointed on 1 April 2015)



BOARD OF TRUSTEES

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020

Mr Ng Yat Chung - Chairman

(appointed on 23 September 2009)



Chief Executive Officer
Singapore Press Holdings Ltd

Dr Chia Tai Tee - Trustee

(appointed on 16 September 2018)



Chief Risk Officer
GIC Private Limited

Dr Richard Charles Helfer - Trustee

(appointed on 23 September 2009)



Chairman
RCH International Pte Ltd

Prof Heng Chye Kiang - Trustee

(appointed on 16 September 2015)



Lum Chang Chair Professor,
School of Design and Environment
National University of Singapore

Ms Melissa Khoo - Trustee

(appointed on 1 December 2019)



Deputy Secretary (Policy)
Ministry of Education

Dr Benjamin Koh - Trustee

(appointed on 16 September 2018)



Deputy Secretary (Development)
Ministry of Health

The Board of Trustees includes 3 Trustees who have served for more than 10 years. These Trustees have broad experience and are eminent leaders in their respective fields and their active engagement continues to contribute significantly to SIT's growth and strategic direction, offering continuity through critical periods. All appointments of Trustees were endorsed by the Ministry of Education.

Mr Kwee Liong Keng - Trustee

(appointed on 1 November 2017)

Managing Director
Pontiac Land Pte Ltd



Dr Lim Kiang Wee - Trustee

(appointed on 23 September 2009)

Executive Director, CREATE
National Research Foundation



Mrs Margaret Lui - Trustee

(appointed on 16 September 2015)

Chief Executive Officer
Azalea Asset Management Pte Ltd



Mr Abu Bakar Bin Mohd Nor - Trustee

(appointed on 16 September 2015)

Group Chairman
InfoFabrica Holdings Pte Ltd



Ms Gail Ong - Trustee

(appointed on 16 September 2018)

Partner, Equity Capital Markets
WongPartnership LLP



Mr Quek Gim Pew - Trustee

(appointed on 16 September 2018)

Chief Defence Scientist
Ministry of Defence



Mr Ravinder Singh - Trustee

(appointed on 16 September 2018)

President
ST Engineering Electronics Ltd



Mr Nagaraj Sivaram - Trustee

(appointed on 16 September 2015)



Mr Soon Sze Meng - Trustee

(appointed on 16 September 2018)

President, International
JD.com



Professor Tan Thiam Soon - Trustee

(appointed on 1 February 2013)

President
Singapore Institute of Technology



Ms Tammie Tham - Trustee

(appointed on 16 September 2018)

Chief Executive Officer
Ensign Infosecurity Pte Ltd



Mr T K Udairam - Trustee

(appointed on 16 September 2012)

Chief Operating Officer
Sheares Healthcare Management Pte Ltd



Mr Wen Khai Meng - Trustee

(appointed on 16 September 2015)

Senior Advisor, Group Strategy
CapitaLand Limited



HIGHLIGHTS OF THE YEAR

SIT has had a fruitful year filled with significant achievements and milestones. It celebrated its '5+5' anniversary, commemorating its 10th year of incorporation as an institute of higher learning and fifth year as an autonomous university.

10-17 APRIL 2019 STUDY TRIP TO CHINA



Representatives from various divisions participated in a study trip to China, led by Mr Chan Wing Leong, Deputy President (Campus Development) & Chief Investment Officer, SIT, to visit technology companies and universities in Shenzhen and Hangzhou. The trip presented opportunities to observe the use of smart and emerging technologies that could be deployed in SIT's future campus in Punggol, in the areas of IT infrastructure, library operations, financial services, as well as innovative software applications.

27 APRIL 2019 THE ART OF MINGLING AND NETWORKING WORKSHOP

How does one present oneself better at the workplace through deportment and etiquette? At this SIT Alumni Career Network workshop held at Pan Pacific Singapore and conducted by Etiquette & Image International, SITizens got some great tips on the importance of making a good first impression, as well as the basic approach to the art of mingling.

2 MAY 2019 MAPLETREE CHALLENGE GRAND FINAL

The Mapletree Challenge aims to equip SIT students with job interview and presentation skills while providing them with a test-bed to pitch their entrepreneurial ideas. Supported by Mapletree Investments Pte Ltd, the inaugural Challenge, which began in October 2018, culminated in The Grand Final, as six teams of students with entrepreneurial ideas for sustainable innovations presented their business ideas before a panel of distinguished judges. Team Trolley presented a flexible trolley design to improve the workflow in a healthcare setting, and clinched the Mapletree Gold award and a cash prize of \$5,000.

1 JUNE 2019 CAPTAIN'S BALL



This friendly game of Captain's Ball, held at the SIT@Dover Sports Hall, was the first in a series organised by the SIT Alumni Sports Network. Alumni who came together for a good game scored in something else too – the discovery of new friends who shared the love of the game.

30 MAY 2019 CHEERS IT'S THURSDAY!



The very first CheerS IT's Thursday, a social event where SITizens could unwind together after work without the pressures of formal networking, drew over 50 alumni. At the Japanese gastrobar Kuro Izakaya, they reconnected with old friends and made new ones from different academic clusters, while enjoying a buffet dinner and drinks in the cosy environment.



APRIL



MAY



JUNE

24 APRIL 2019 CXO LEAN SUMMIT 2019



'Transform Fire-Fighting into Lean Leadership' was the theme for the fourth CXO Lean Summit. It saw over 400 participants who heard from keynote speaker Mr John Shook, Executive Chairman, Lean Global Network (LGN), USA. Companies such as Four Seasons Group, Shalom Movers Pte Ltd, and Particle Measuring Systems, Inc., who have embarked on Lean Transformation Innovation Centre (LTIC)'s Lean Skills Development Programme (LSDP), also shared their lean transformation experiences and how they apply the five core principles of Lean and strive for stability within their organisations.

3 MAY 2019 SIT SCHOLARS' TEA SESSION



The SIT Scholars' Tea Session is an annual event aimed at strengthening the bond between SIT scholars and the university. Guest speaker Thaddeus Lawrence shared on 'Resilience and Grit: Life as a Multi-Day Marathon' – his journey taking on multi-day marathons in the Sahara and Antarctica. SIT scholars walked away from the event understanding their key role in building the name of SIT and how through sheer resilience, they can help to cultivate a strong student culture.

3 JUNE 2019 INAUGURAL PHARMACEUTICAL ENGINEERING OVERSEAS INDUSTRY ENGAGEMENT DAY

The outreach session was organised to provide Pharmaceutical Engineering undergraduates with opportunities to work in China for their Overseas Integrated Work Study Programme (OIWSP). Participating companies GenScript showcased jobs available and Tessa Therapeutics shared insights on living in China from a Singaporean perspective.

20 JUNE 2019
FSG ROADSHOW



More than \$73,000 was raised in support of the SIT Bursary through the Faculty & Staff Giving (FSG) initiative in 2018, making possible 24 bursaries for financially disadvantaged students at SIT. In appreciation of this warm-hearted support, the sixth FSG roadshow was held at SIT@Dover. SIT faculty and staff got the chance to hear from past recipients on how the SIT Bursary made a difference to them. This roadshow also marked the first time that FSG donors had the choice of directing their gifts to AdventureLearn – a new holistic student development platform to help students better understand and improve their personal learning traits and approaches to learning.

19-22 AUGUST 2019
SIT ENTREPRENEURSHIP DEVELOPMENT PROGRAMME (EDP)



50 SIT students and alumni attended the third run of the EDP together with 20 students from the Shanghai Institute of Technology. During the five-day programme, the participants shared and learnt about the development of e-commerce in China and its 'One Belt, One Road' initiative. The EDP also featured sharing by entrepreneurs from Boogle, Nimbus UAV and Tueetor.

1 JULY 2019
HO BEE AUDITORIUM NAMING CEREMONY AND APPRECIATION LUNCH

Held in appreciation of the \$3.25 million endowed gifts from Ho Bee Land, this naming ceremony and appreciation lunch marked the very first time that a gift was made in support of SIT's future campus in Punggol. In appreciation of Ho Bee Land's philanthropic leadership, the future auditorium at Punggol (and the auditorium at SIT@Dover) was named the Ho Bee Auditorium.

Ho Bee Land's generous support also made possible the Ho Bee Scholarship for academically promising undergraduates from nine degree programmes. Mr Ong Ye Kung, Minister for Education, was the Guest-of-Honour, with Dr Chua Thian Poh, Chairman and Chief Executive Officer of Ho Bee Land, among the distinguished attendees.

22 AUGUST 2019
LAUNCH OF ACCTECH CENTRE

SIT and Singapore Accountancy Commission jointly set up the Accounting Technology & Innovation (AccTech) Centre to help the accountancy industry adopt technology. It is a resource centre that catalyses collaboration among accounting firms, technology partners and SIT to experiment and prototype innovative ideas. The Centre will also provide networking opportunities with thought leaders and technology partners. In addition, accounting professionals can benefit from workshops and symposiums on advanced accounting technologies, as well as attend training and attain certifications to upgrade their skillset.

10 SEPTEMBER 2019
SIT GROUNDBREAKING CEREMONY



Officiated by Guest-of-Honour, PM Lee Hsien Loong, the Groundbreaking Ceremony for SIT's future campus in Punggol marked the beginning of construction. The future campus will be part of the Punggol Digital District that will feature a fit-for-purpose campus, where the reimagining of higher education can take place within a community setting.

Distinguished guests at the event included Mr Teo Chee Hean, Senior Minister and Coordinating Minister for National Security; Dr Ng Eng Hen, Minister for Defence; Mr Ong Ye Kung, Minister for Education; Mr Ng Chee Meng, Minister, Prime Minister's Office; Dr Janil Puthuchery, Senior Minister of State, Ministry of Transport and Ministry of Communications & Information; Ms Sun Xueling, Senior Parliamentary Secretary, Ministry of Home Affairs and Ministry of National Development; and Mr Zainal Sapari, Member of Parliament.

20 AUGUST 2019
STUDENT LEADERS TOWN HALL 2019

The biannual Student Leaders Town Hall is an important platform to engage SIT student leaders through communication of key initiatives and a dialogue to exchange ideas.

Participating student leaders were from various Student Management Committees, Special Interest, Arts & Culture, Sports Clubs and Service-Learning groups.



28 JUNE 2019
PRESIDENT HALIMAH YACOB'S VISIT TO SIT



SIT had the honour of hosting President Halimah Yacob at SIT@Dover, where she spent the morning interacting with SITizens and checking out their projects. These included the 'Light Track Inspection Vehicle', a low-cost innovation that improves inspection of train tracks, as well as 'Troll-E', a personal mobility device that doubles up as a shopping trolley in three quick steps.

12 JULY 2019
LAUNCH OF INTEGRATED WORK-STUDY DEGREE

The new work-study pathway was launched in July 2019 by Mr Ong Ye Kung, Minister for Education. The Integrated Work-Study Degree is a "through-train" programme for polytechnic students aspiring to obtain a degree. Students on this pathway may obtain both a diploma and a degree within five to seven years. The pioneer degree programme under this pathway is Mechanical Design and Manufacturing Engineering. The first batch of seven students from Temasek Polytechnic have commenced their Integrated Work-Study Degree in April 2020.

23-25 AUGUST 2019
STUDENT ORIENTATION 2019



The freshmen's journey at SIT began with a three-day, two-night camp, connecting them across different degree programmes and forging a sense of identity as a community of SITizens. Over 1,000 students attended the orientation, which aimed to cultivate a sense of belonging through experiential learning activities. Specially curated games and activities introduced freshmen to the SIT-DNA and the university's approach to applied learning. Highlights of the camp included the Escape Room, which tested the freshmen's teamwork and trust in one another, as well as the inaugural Amazing Race, where freshmen had to complete tasks across three SIT@Poly Buildings to win.

28 SEPTEMBER 2019
LEATHER CRAFT WORKSHOP



Our alumni seized the opportunity to join the Leather Craft Workshop at Bynd Artisan's atelier in Holland Village. Presented by the SIT Alumni Leisure Network, this turned out to be one of the most popular alumni workshops yet. The response was so overwhelming that a second session had to be organised on the same day – at the end of which, SITizens proudly took home a leather cardholder that they had learnt to make from scratch, under the guidance of experienced craftsmen.

3 OCTOBER 2019
DIALOGUE WITH SITIZENS 2019



Organised by SIT students, the second Dialogue with SITizens was a platform for the SIT community to engage with notable political figures on contemporary issues facing the nation. Speaking on 'Catalyst for Economic Growth: Competitive Skillset', Mr Chan Chun Sing, Minister for Trade and Industry, shared how the youth of today could best equip themselves with the necessary skillsets to navigate their way in today's disruptive environment.

12 OCTOBER 2019
EXPRESSTIT 2019



Organised by and featuring student artistes from the Arts and Culture clubs, the annual production promoted skills and knowledge sharing among all performers. Themed 'Seasons', ExpressTIT 2019 encouraged students to collaborate innovatively with one another to create a narrative around the four seasons – Spring, Summer, Autumn and Winter.

18-20 OCTOBER 2019
SIT SCHOLARS' LEADERSHIP CAMP



The SIT Scholars' Leadership Camp was held at the West Coast Campus of the National Community Leadership Institute. The three-day, two-night camp saw 32 newly-minted SIT Full Term and Mid Term Scholars participate in workshops and team-building activities designed by the senior batches of SIT Scholars. Aside from building a sense of continuity amongst different batches of SIT Scholars, the camp also offered a platform for SIT to share its vision for its student leaders and how they can help in the building of SIT's reputation.



17 SEPTEMBER 2019
INAUGURAL STAFF APPRECIATION DAY



The inaugural Staff Appreciation Day was held for the SIT family as part of the '5+5' celebrations. A total of 88 staff received five- and 10-year long-service awards – the first time that 10-year awards were given out. A 'Moments Exhibition' was also put together to showcase significant milestones during SIT's journey.

3 OCTOBER 2019
LAUNCH OF EETC

The Energy Efficiency Technology Centre (EETC) was established by SIT in collaboration with the National Environment Agency (NEA) to drive energy efficiency initiatives for Singapore's manufacturing industries. Companies can work with EETC to conduct energy assessments of their facilities to establish their energy consumption standards, as well as to upskill their engineers through courses. EETC will also build a pipeline of engineering undergraduates with experience in energy assessments for the industry.

16-18 OCTOBER 2019
SIT GRADUATION CEREMONY



Held over six sessions at The Theatre at MediaCorp, the 2019 Graduation Ceremony marked several records. An all-time high of 1,868 graduates received their degree scrolls – 1,401 from SIT-conferred and SIT-joint programmes, as well as 467 from programmes conferred by overseas university partners. A record number of 13 degree programmes produced 372 pioneer graduates, including those from Sustainable Infrastructure Engineering (Building Services), Telematics (Intelligent Transportation Systems Engineering), and Pharmaceutical Engineering.

29 OCTOBER-1 NOVEMBER 2019
WELLNESS WEEK 2019



To raise awareness on the effects of stress on mental health and to build a sense of community and peer support, a series of activities was held across all six SIT campuses. Students shared messages of support and contributed songs that helped them through hard times to a shared Spotify playlist – poSITive Vibes. They were also given tips on coping with stress as well as various support resources.

30 OCTOBER 2019
RECOGNITION OF EXCELLENCE



Now in its fifth year, the Recognition of Excellence (ROE) celebrates the achievements of SIT students and honours the generous donors whose support had nurtured student excellence. Held at the SIT@Dover Sports Hall, the year's turnout was the largest yet. Close to 800 attendees, including SIT's donors and friends, SIT senior management, faculty and staff, as well as the award and scholarship recipients and their loved ones, came together for this key university event. A total of 98 Book Prizes, Awards and Gold Medals, and 168 non-bonded scholarships were given out by Prof Tan Thiam Soon, President and Prof Chua Kee Chaing, Deputy President (Academic) and Provost.

1 NOVEMBER 2019
NEW ALUMNI WELCOME PARTY



SIT's eighth New Alumni Welcome Party was back at the Hard Rock Café Singapore at Orchard, where more than 280 new alumni, SIT senior management, faculty and staff, as well as representatives from SIT's overseas university partners had a rolling good time. Over a sumptuous buffet dinner, the merrymakers enjoyed energetic performances and took part in party games. Lucky party-goers also won attractive prizes such as an Apple Watch Nike+, Dyson Supersonic Dryer and DJI Osmo Pocket Camera from the lucky draw.

2-4 DECEMBER 2019
INAUGURAL LOCAL
EXPERIENCE PROGRAMME



The Local Experience Programme (LEP) is part of the Aircraft Systems Engineering (ASE) degree programme developed by SIT, in collaboration with SIA Engineering Company. The LEP provides ASE students with an opportunity to learn about the broad spectrum of industrial work and gain a better understanding of the aerospace community in Singapore. During their LEP, the students visited seven MRO companies – ST Engineering Aerospace, Eagle Services Asia, GE Aviation, Honeywell, Singapore Component Solutions, Thales and SAESL – to understand the technologies, processes, and career paths within the aerospace industry.



24 OCTOBER 2019
COMMUNITY CARE INDUSTRY
NETWORKING DAY 2019

To raise awareness of careers in the community care setting, the Community Care Industry Networking Day was organised by SIT with support from the Agency for Integrated Care and National Council of Social Service. The event saw participation from 24 organisations, and was attended by the first cohort of Dietetics and Nutrition students, as well as Year 1 students from the Allied Health and Nursing programmes.

29 OCTOBER 2019
SINGAPORE ENERGY AWARD (SEA) 2019

SIT was presented with the Singapore Energy Award (SEA) 2019 for Capabilities Development for its pioneering role in leading manpower development in power engineering. Held in conjunction with the Singapore International Water Week 2019, the biennial SEA recognises outstanding contributions to Singapore's energy sector in the areas of capabilities development and innovation. SIT was acknowledged as the first local institute of higher learning to offer a dedicated Electrical Power Engineering undergraduate degree, which has helped groom talent for the sector.

13 NOVEMBER 2019
SIT SCHOLARSHIP AWARDS AND APPRECIATION CEREMONY



Close to 300 guests, including Mr Ng Yat Chung, Chairman, SIT Board of Trustees, SIT senior management, SIT Scholars, as well as their invited guests, attended this flagship event. The ceremony welcomed 32 newly-appointed SIT Scholars, and celebrated the achievements of its 19 graduating scholars as well. At the same time, as part of SIT's '5+5' celebrations, the event saw more than 20 graduated SIT Scholars attending the event and sharing their industry experiences with their juniors.

5 DECEMBER 2019
LINKEDIN 101 WORKSHOP

More than 50 alumni and graduating students visited the LinkedIn offices at Marina Bay Financial Centre for an informational workshop on the popular social platform for professional networking and career development. Participants learned how to optimise their LinkedIn profile to benefit their careers.

3 JANUARY 2020

SITIZEN AMBASSADOR INVESTITURE 2020



SITizen Ambassadors are students who embody the core values of the SIT-DNA, who help co-create the present and future of SIT as a premier University of Applied Learning. In September 2019, the first group of SITizen Ambassadors was selected through a rigorous interview process. This multi-divisional programme calls for the SITizen Ambassadors to serve and represent the university through hosting networking events, as well as outreach and facilitation programmes. The event marks the start of their journey.

10 DECEMBER 2019

NIGHT@THE PROJECTOR

At The Projector, one of Singapore's hidden cineplex gems, SITizens were treated to a special cinema experience. There, they enjoyed a delicious buffet spread and networking session before settling in to find out all about 'Parasite', the acclaimed South Korean film that would go on to win the Oscar and several major awards.

11-12 JANUARY 2020

SIT OPEN HOUSE 2020

The SIT Open House, held at Suntec Convention and Exhibition Centre, marked the start of the 2020 Admissions Exercise. The flagship event highlighted three elements of SIT – range of undergraduate and postgraduate degree programmes, outstanding student projects, and state-of-the-art lab equipment. SIT also continued to feature 'Stories of SITizens' as well as 'Singularly Talented SITizens', which presented narratives of its current students, scholars and alumni, as well as endorsements from parents of SITizens. The event saw close to 5,000 visitors over the weekend and a record 7,600 attendees at the talk sessions.

15 JANUARY 2020

CAREER NEXUS 2020

For the first time, Career Nexus 2020 was organised as a single event offering both IWSP and full-time employment opportunities for students. The largest SIT career event to date saw participation from 177 companies and over 1,700 students from 24 degree programmes. Highlights of Career Nexus included industry sharing and networking sessions, as well as a series of recruitment talks and career-essential activities for graduating students.

12 MARCH 2020

MAPLETREE INNOVATION AND ENTREPRENEURSHIP FORUM

The second edition of the Forum – part of The Mapletree Challenge organised by SIT and supported by Mapletree Investments Pte Ltd – featured a hybrid structure due to the COVID-19 outbreak. A panel of top industry leaders came together for an evening of idea-sharing on entrepreneurship and innovation held before a group of about 50 participants at SIT@Dover. 'Watch parties' were also held among the SIT community, as the forum was streamed live to the public via the SIT Facebook page, with viewers sending in their questions during the audience participation segment.

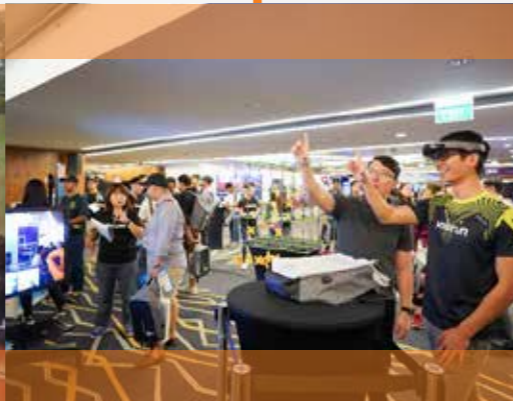
30-31 JANUARY 2020

APPLIED LEARNING CONFERENCE 2020



Organised by SIT and held at Sands Expo and Convention Centre, the second Applied Learning Conference was graced by Guest-of-Honour Mr Ong Ye Kung, Minister for Education, and was attended by more than 400 local and overseas academia and industry partners. Compelling discourses revolving around the theme of 'Developing Future-Ready Talents in An Era of Disruptive Change' were facilitated. Featuring renowned thought leaders, the conference provided a platform for various education trends and perspectives, concepts of applied learning and international best practices to be shared.

JANUARY



MARCH

6-31 JANUARY 2020

INSTITUTE-VARSITY-POLYTECHNIC GAMES (IVP GAMES)



IVP Games 2020 was a celebratory year in the university's sporting calendar. SIT athletes competed against 12 other institutions and clinched its biggest achievement to date, with a total of eight podium finishes. It was history in the making for the Track and Field team as they bagged SIT's first Gold medal at the IVP. The Bowling team also achieved an individual Gold and a team Bronze in the Women's category with an impressive display of strength and precision. The SIT Women's Floorball and Netball teams also made their debut in the competition after qualifying through the Singapore University Games (SUniG) for the first time.

17 JANUARY 2020

LEADERSHIP APPRECIATION

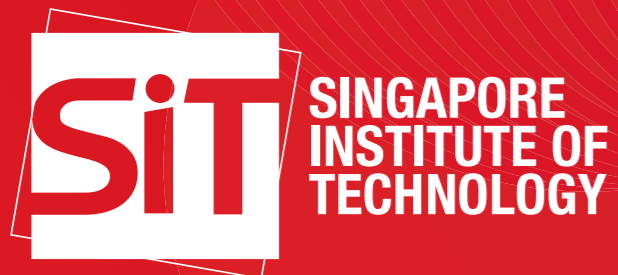
Held for the first time at SIT@Dover, this inaugural ceremony celebrated the philanthropic leadership of SIT's donors who nurture students through various forms of financial aid. In the decade preceding, these donors had made possible 2,572 bursaries, grants and other forms of financial aid for our less privileged but deserving students, many of whom were the first in their families to attend university. Close to 200 attendees participated in the afternoon's festivities.

9-14 MARCH 2020

SIT DISCOVERY SERIES



The inaugural SIT Discovery Series was conceptualised in view of SIT's precautionary measures to safeguard the community against COVID-19. It replaced the annual SIT Discovery Day event and provided an opportunity for prospective students, and their parents, to find out more about SIT's degree programme offerings and the admission processes through a series of webinar sessions. The virtual series saw over 11,000 unique prospective students and parents tuning into the webinars via Zoom and Facebook. The week-long event was held in tandem with other online efforts such as the 'Let's Get Real' talk show series on Facebook, which averaged 10,000 views per programme.



2019 was a milestone year for SIT as we celebrated our 10th year of incorporation as an institute of higher learning and our 5th year as an autonomous university.

We have accomplished much because of the passion, enthusiasm and hard work of all those who have been, and continue to be, a part of the SIT story.

Here are 10 key moments in our '5+5' history.

SIT'S JOURNEY BEGAN IN 2009 TO PROVIDE MORE OPPORTUNITIES FOR POLYTECHNIC GRADUATES

Singapore Institute of Applied Technology (SIAT) was incorporated in September 2009 to provide more opportunities for polytechnic graduates to obtain recognised degrees. Just six months later, SIT was launched to offer polytechnic graduates more choice of obtaining a specialised degree, in collaboration with renowned overseas universities.

PARTNERING REPUTABLE OVERSEAS UNIVERSITIES

SIT's first five Overseas University (OU) partners were reputable names in the fields of engineering, game design and hospitality. This approach set the foundations for offering specialised, industry-relevant degrees.



Board to chart path for poly grads seeking degrees

A 14-MEMBER high-level board has been appointed by the Education Ministry to chart new directions for polytechnic graduates seeking a university education, with a strong industry focus.

Heading the board of the new Singapore Institute of Technology (SIT) is Mr Ng Yat Chung, a senior managing director at investment house Temasek Holdings.

The institute will manage and implement degree programmes offered by foreign universities in partnership with the five polytechnics.

The SIT board, made up of key individuals from medicine, telecommunications, law and Government, has also appointed Professor Tan Chin Tiong as its president.

Prof Tan was the founding member of the Singapore Management University and has been its provost and deputy president since 1999.

"Over the years, more and better students are opting for polytechnic education. SIT will offer new degree opportunities in Singapore to this large pool of students," Prof Tan said.

"I look forward to the many challenges ahead for SIT and believe that it will contribute significantly to the new landscape of higher education in Singapore."

SIT will work with the foreign universities to offer degree courses but the classes will be mostly conducted at the five polytechnic campuses.

The institute intends to offer places for 2,000 full-time and 1,500 part-time students yearly by 2015. The full-time courses are expected to last two years while the part-time courses can take up to four years.

Since 2007, six foreign universities have partnered three local polytechnics to offer niche education in areas such as optometry and early childhood education.

Currently, just 300 students are enrolled in the two-year degree programmes run by the six overseas universities.

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BRINGING THE WORLD TO YOU AT SIT'S INAUGURAL OPEN HOUSE

After just five months of planning, SIT opened its doors to the public at its first Open House on 20 March 2010. Branded 'Bringing the World to You', the event was held at the Ministry of Education headquarters and showcased 10 degree programmes offered by five OU partners.

DID YOU KNOW?

Today, the SIT Open House attracts over

 5,000+ Attendees

 12,000+ Applications

BUILDING SKILLS RATHER THAN DEGREES

By integrating learning, industry and community, SIT has established itself as a leader in applied education. This is all down to the university's progressive mindset. Spearheaded by our president Professor Tan Thiam Soon in 2013, it is one that focuses on building skills over chasing paper qualifications.



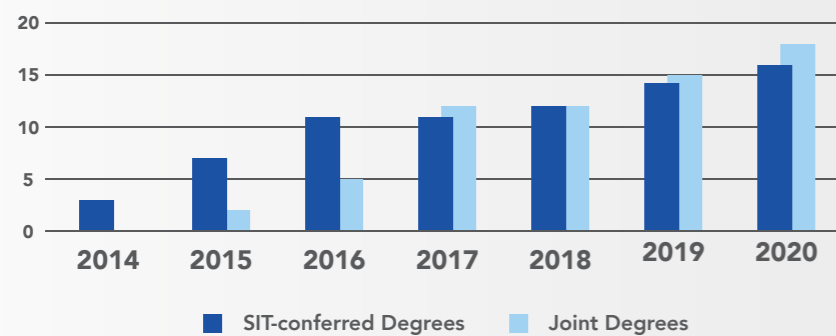
04

SINGAPORE'S FIFTH AUTONOMOUS UNIVERSITY

SIT was gazetted as Singapore's fifth Autonomous University (AU) on 28 March 2014 through an act passed in Parliament. This was a testament to SIT's success and the new university launched three SIT-conferred degrees.

DID YOU KNOW?

SIT-conferred Degrees from 2014 to present



DEFINING THE CITIZEN

After becoming an AU, the SIT-DNA was formulated around four traits that would help undergraduates quickly cement their identity in SIT.

The university aims to prepare students to be 'thinking tinkerers', who are 'able to learn, unlearn and relearn', be 'catalysts for transformation' and finally, become 'grounded in the community'.

The SIT-DNA continues to be a guiding principle that steers curriculum design, pedagogical approach, student interaction and SIT culture.



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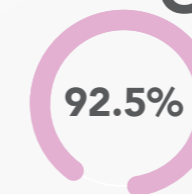


IWSP – NOT YOUR AVERAGE INTERNSHIP

SIT's distinctive Integrated Work Study Programme (IWSP) has disrupted the traditional internship model. The longer time frame, ranging from six to 12 months, allows SIT students more time to immerse themselves in the working environment and better appreciate the demands of their chosen career paths. Similarly, employers get to know the students and see more tangible outcomes during the course of their work. As a result, many students receive full-time job offers even before they graduate – a win-win scenario.

DID YOU KNOW?

GES 2018



of the graduating cohort was employed within 6 months.

INAUGURAL GRADUATING COHORT

The pioneering cohort of SITizens graduated from two SIT-conferred degree programmes – Bachelor of Accountancy and Bachelor of Hospitality Business – in 2017 and another three SIT-conferred degree programmes – Bachelor of Engineering with Honours in Sustainable Infrastructure Engineering (Land), Bachelor of Engineering with Honours in Information and Communications Technology (Software Engineering) and Bachelor of Engineering with Honours in Information and Communications Technology (Information Security) – in 2018.

08



SIT'S ROLE IN THE FUTURE ECONOMY


SIT's applied learning approach will be pivotal to Singapore's success, creating opportunities for students to develop skills that are highly relevant and needed by industry. Prime Minister Lee Hsien Loong spoke on SIT's role in the future economy at the inaugural 'Dialogue with SITizens' on 24 October 2016. The theme for the evening was 'Preparing for the Future Economy'.


OUR FUTURE HOME IN PUNGGOL


On 10 September 2019, SIT held its Groundbreaking Ceremony for its future centralised campus in Punggol. Co-located with JTC's Punggol Digital District, it is envisioned to become a vibrant and inclusive district underpinned by technology, which will enable students, faculty and industry partners to collaborate on projects that are beneficial to the community.

DID YOU KNOW?

 The total land area of the campus will be about **91,000 sqm = 17 football fields**

 Accommodate up to **12,000 students**

 Wired with a smart sensor network of over **10,000 sensors** that collects data on temperature, ambient light and human presence

 **10,000 sqm of photovoltaic (PV) solar panels** installed on the buildings' rooftops

09



10

ACADEMIC YEAR IN REVIEW

DISTINCTIVE ADMISSION PROCESS

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

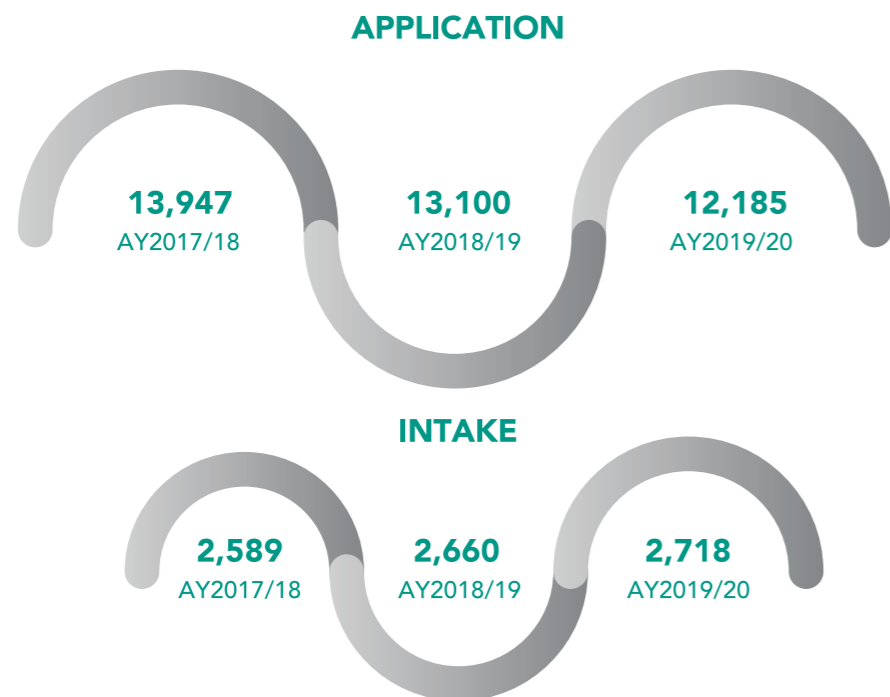
In 2019, 6,661 out of 12,185 applicants were selected for assessments through interviews and tests that involved faculty members from SIT and its overseas university partners as well as industry guests.

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

- Academic Qualification/Background Screening**
 - Academic merit
 - Relevant work experience/qualification
- Admission Interview/Test Evaluations**
 - Ability to express clearly
 - Specialised skills
 - Clarity on career prospects
- Talent and Passion**
 - Personal statements
 - Attitude
 - Interest in programme
 - The "X" factor

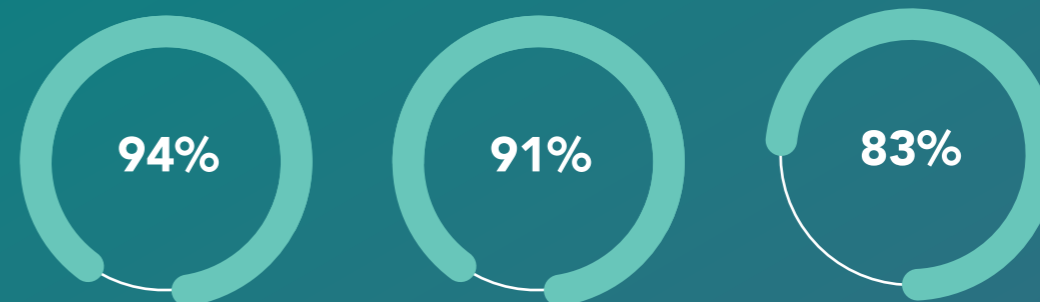
APPLICATION VS INTAKE

over the last three Academic Years (AY) 2017/18, 2018/19, 2019/20



PROFILE OF SITIZENS

2,718 new SITizens joined the SIT family in AY2019/20



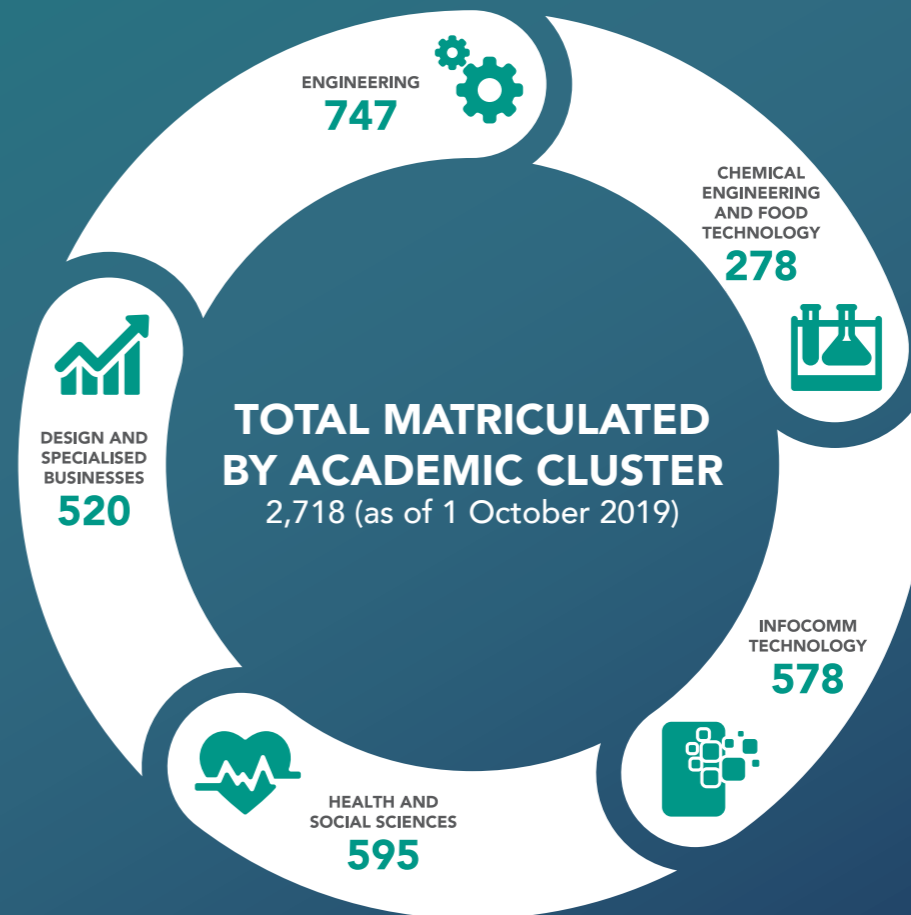
SINGAPORE CITIZENS

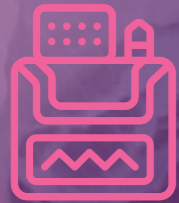
POLYTECHNIC GRADUATES

OF THE STUDENTS ADMITTED WERE ENROLLED INTO THEIR FIRST-CHOICE PROGRAMMES

ENGINEERING AND HEALTH AND SOCIAL SCIENCES REMAINED THE LARGEST SIT CLUSTERS, ADMITTING 28% AND 22% OF THE 2019 INTAKE RESPECTIVELY.

ACCOUNTANCY, HOSPITALITY BUSINESS AND PHYSIOTHERAPY, REMAINED AS THE TOP THREE MOST POPULAR PROGRAMMES, ADMITTING THE HIGHEST NUMBER OF STUDENTS.





APPLIED LEARNING

At SIT, our students embark on an enriching learning journey that prepares them to meet the ever-changing demands of today, as well as to confront the challenges of the future. An SIT education offers students a deeply rewarding experience, both inside the classroom and within industry. We harness their passion and nurture their talents to become effective practitioners and professionals in rapidly expanding sectors.

Our unique pedagogy of integrating work and study is built upon a solid foundation of industry collaborations and an expanding line-up of programmes catering to emerging economic sectors. Complementing SIT's applied learning approach is our applied research that focuses on creating solutions for contemporary issues, and implementing them in industry settings. Through an applied curriculum, students embark on learning journeys to deepen their skillsets and emerge as work-ready graduates.

NEW PROGRAMMES IN GROWING INDUSTRIES

In line with the university's mission to offer applied degree programmes targeted at growth sectors of the economy, SIT launched two new degree programmes in Academic Year (AY) 2020:

The **Bachelor of Science with Honours in Speech and Language Therapy** was introduced to meet the national need for competent speech therapists to promote health and well-being for people of all ages. It is the first such undergraduate programme in Singapore, developed in close consultation with speech therapists from Singapore's three major health clusters, Ministry of Social and Family Development-funded Therapy Hubs and Social Service Agencies, as well as practitioners from private practice. The four-year programme includes a 30-week clinical practice education with various public and private healthcare institutions during their studies.

The **Bachelor of Science with Honours in Digital Communications and Integrated Media** was launched to meet industry demand for digital communications professionals amid an increasingly digitised world and the convergence of tech and media. The three-year programme aims to train students in three key spheres – Digital Web Analytics, Integrated Media Management and Digital Media Production – in response to the changing media landscape.

Additionally, new agreements between SIT and two Overseas University (OU) partners saw four existing OU degrees evolving into joint-degree programmes. SIT and DigiPen Institute of Technology Singapore now jointly offer the **Bachelor of Science in Computer Science in Real-Time Interactive Simulation** and **Bachelor of Science in Computer Science in Interactive Media and Game Development**, while the **Bachelor of Engineering with Honours in Electronics and Data Engineering** and **Bachelor of Engineering with Honours in Chemical Engineering** programmes have been converted to joint degrees by SIT and Technical University of Munich.

POSTGRADUATE PROGRAMMES BY COURSEWORK AND RESEARCH

SIT has started to offer **Postgraduate Programmes by Coursework (PGC)** in the form of Master of Engineering Technology (MEngTech) since January 2018. There are five MEngTech programmes currently being offered, which provide the opportunity for graduates to become Chartered or Professional Engineers in their field of study should they aspire to do so. These MEngTech programmes include: Sustainable Infrastructure Engineering (Land), Sustainable Infrastructure Engineering (Building Services), Electrical and Electronic Engineering, Civil Engineering and Chemical Engineering.

SIT will also introduce new **Postgraduate Programmes by Research (PGR)** in AY2020. These include an Industrial Doctorate Programme and an Industrial Master Programme, which will strengthen the industry-academia interaction and build Singapore's pipeline for industry-relevant professionals with deep technical knowledge and specialised skills. Individuals in these programmes will spend time working on industry projects in their companies while completing postgraduate modules and complementary applied research work in SIT. Four such programmes are being offered: Master of Engineering, Master of Clinical Research in Health Sciences, Doctor of Engineering, and Doctor of Clinical Research in Health Sciences. The focus of these programmes taps on the university's strengths in applied research and industry collaboration.

SkillsFuture Work-Study Degree (WSDeg) places students on an apprenticeship programme with industry partners to gain deeper and meaningful workplace knowledge and opportunities. FY2019 saw a total of 155 students successfully placed with 26 companies under the WSDeg pathway. Four of the 15 degree programmes eligible for WSDeg were added in FY2019: Systems Engineering (ElectroMechanical Engineering), Chemical Engineering, Computing Science, and Pharmaceutical Engineering.

EXPANDING SUITE OF LIFELONG LEARNING OFFERINGS



One of the traits imbued in all SITizens is the ability to learn, unlearn and relearn, to encourage them to continually reskill and upskill. As SIT's lifelong learning division, SITLEARN Professional Development (SITLEARN PD) develops authentic, industry-relevant learning experiences targeted at working professionals. FY2019 saw SITLEARN PD launching new modular certification courses and strengthening SIT's collaboration with one of its OU partners, Massey University.

First Modular Certification Courses in Sonography, Elder Health and Rehabilitation: The inaugural stackable modular certification courses in Sonography, as well as Elder Health and Rehabilitation, were launched in May 2019. Offered as standalone modules or stackable towards postgraduate qualifications, the two portfolios of postgraduate modules help to deepen and broaden the skills of healthcare professionals, in response to Singapore's efforts to build a future-ready healthcare workforce for an ageing population.

DEEPENING APPLIED LEARNING THROUGH APPLIED RESEARCH

To strengthen SIT's reputation as Singapore's University of Applied Learning, the university established the **Applied Research Office (ARO)** in March 2020 to provide strategic direction for applied research, oversee research compliance and governance, and grant administration and management. SIT's applied research efforts will be ramped up to enhance skillsets and competencies in the various key sectors – to enable the university to deliver impactful outcomes that transform industry.



Modular Certification Courses in Chemical Engineering for Continuing Education and Training (CET): In conjunction with the launch of MEngTech in Chemical Engineering, individual modules from the programme were made available in September 2019 for public enrolment. This enabled working professionals to upskill in specialist or management tracks, or for mid-career switches.



First collaboration with Massey University (MU) in Joint CET: SIT partnered with MU to deliver CET courses jointly conducted by faculty members of both universities in design and health sciences, infocomm technology and food technology. In 2019, two courses were delivered to 30 participants: Design Innovation for Products and Services, and Community-based Health Care Needs and Service Delivery for Healthy Populations.



To support the university's burgeoning applied research efforts, the **Applied Research Industry Laboratory (ARIL)** was set up in SIT@Dover in the last quarter of 2019. Located on Level 4 of the University Resource Centre, the space boasts 33 project spaces for test-bedding of processes and operational best practices. The lab will serve as a guide for the design and development of the ARILs at SIT's future campus in Punggol.

ENHANCING LEARNING EXPERIENCES AND DISCOURSES

The second **Applied Learning Conference**, held in January 2020, featured an inaugural photo and oral essay competition themed 'Applied Learning in Action', which attracted 25 entries from both local and international educational institutes. Through photos and captions, participants illustrated how novel educational strategies were being developed and explored so that complex concepts may be understood and applied to real-world challenges.

The Centre for Learning Environment and Assessment Development (CoLEAD) strengthened online learning tools and faculty training in preparation for the university's transition to **Home-Based Learning (HBL) during COVID-19**. With the support of various divisions within SIT, CoLEAD intensified and enhanced the following areas to ensure that students' learning outcomes were not compromised, and teaching-learning integration could be fulfilled despite remote teaching.

Training Sessions: Training sessions were conducted to equip faculty with effective remote online teaching competencies. These include the effective use of Zoom (live streaming), Teams (collaboration), and PowerPoint (video creation) platforms for lesson delivery. CoLEAD also collaborated with the Learning Management System (LMS) team from the Communications and Information Technology (CIT) division to conduct workshops for online assessment tools such as the Respondus LockDown Browser.

Walk-in Clinics and Consultations: Prior to Singapore's implementation of enhanced safe distancing measures, CoLEAD organised consultations for faculty members who required support for remote teaching and learning. An online clinic was also conducted to encourage faculty to post questions at any time and day.



Resources: Learning materials and guides were provided to all faculty to access through the LMS, xSiTe. More resources such as microphones and writing tablets were also made available for faculty to produce their own teaching materials.

Facilities: More than 30 rooms across SIT's campuses were converted to provide a conducive space for faculty to conduct live-streaming or recording of their lessons.

Student Engagement: Dedicated outreach efforts took place to familiarise students with the online space as an effective learning environment. A survey was conducted to understand students' HBL needs and concerns so that faculty can better engage the students online.

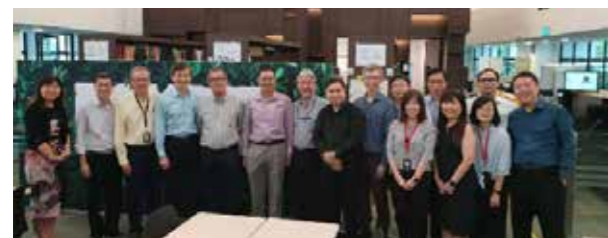
ENHANCING LEARNING FRAMEWORK, TOOLS AND OPERATIONAL CAPABILITIES

CoLEAD's Technology-Enhanced Learning (TEL) framework introduced four **Competencies for Online and Remote Teaching (CORT)** to encourage faculty members' purposeful and effective use of technology tools for online teaching and improvement of students' learning experiences. The competencies are (i) creation of online video lessons, (ii) conducting synchronous live online lessons, (iii) conducting asynchronous online discussions and (iv) provision of online assessments and feedback.

Spearheaded by the Estates and Library divisions, the **Gener8 Media Studio** in SIT Library was set up in September 2019 to develop students' digital and media literacy skills and competencies. For example, students from the Food Technology programme learned to create multimedia projects using the media production facilities. More than 110 bookings were made within the first five months of operation, clocking a total of 500 hours of usage.



To pilot the use of biometric data authentication technology, the university launched the **Facial Recognition Authenticated Library Loan Service** in November 2019. Users can loan books quickly and seamlessly without the need to tap access cards. SenseTime Face Recognition Technology (FRT) is being tested for the authentication of staff and students, while Radio-Frequency Identification (RFID) technology has been installed for loaning of books. Implementation of this project was driven by the Library and CIT divisions.



To minimise disruption to students' learning amid COVID-19, the SIT Library established partnerships with publishers to **widen its suite of online library databases**. Students benefit from complimentary access to new e-titles and e-databases, and the increased number of concurrent users of e-textbooks, making the transition to online learning easier.



The COVID-19 situation created an immediate need for the Admissions division to switch its planned physical interviews to an online platform. The experience from the successful run of using an **online asynchronous video assessment tool** in 2019 spurred the Admissions team to swiftly adopt it on a larger scale across the majority of SIT's programmes. Around 7,000 applicants were assessed via online interviews in the AY2020 admissions exercise. The decisive switch to video interviews was pivotal in ensuring that the voluminous admissions assessments could proceed smoothly in spite of the physical restrictions. Consequently, offers were made promptly with a sufficient runway for successful applicants to secure their places for admission.



Faculty members and Professional Officers from the Engineering cluster incorporated the **use of holograms to facilitate inductive learning in design engineering** for the first time in September 2019. 151 students from the Mechanical Engineering and Aerospace Engineering programmes benefitted from the use of the Microsoft HoloLens, a mixed reality software that translates their 2D CAD designs into holographic parts for assembly testing. The highly interactive and transformative technology empowers students to efficiently explore design options and iterations, without the need for multiple prototyping that typically leads to high production costs.

To enhance authentic learning in the areas of flight simulation and building of unmanned aerial vehicles, the Estates and Professional Officers divisions set up and operationalised spaces at SIT@NYP Building. Classrooms were converted into the **Virtual Reality (VR) Flight Simulation Lab, Unmanned Aerial Vehicle (UAV) Design Lab and UAV Test Flight Lab**.

VR Flight Simulation Lab: Consisting of a VR flight simulator station that allows students to fly the aircraft, record flight data and evaluate flight characteristics, the lab provides ample opportunities for students to work on VR and aircraft design-related topics as part of their capstone projects.

UAV Design Lab: Enabling students to design, build and integrate their UAV platforms, the lab provides a safe environment that allows works such as soldering, charging and other crucial aspects of UAV development using state-of-the-art equipment and components.

UAV Test Flight Lab: This 200-square metre lab allows larger UAVs and low-speed fixed-wing UAVs to be safely flight-tested indoors. Students are safely positioned within the control stations separated from the flight space and can control the UAVs using the lab's ceiling-mounted cameras.

In collaboration with industry partners ST Engineering and SingPilot, faculty members and Professional Officers from the Engineering and Infocomm Technology clusters developed and deployed **The SIT Electric Autonomous Driving Car (SEAD) and Smart Lamp Posts at SIT@Dover**. Students from the Telematics (Intelligent Transportation Systems Engineering) programme were able to explore various autonomous technologies and functionalities first-hand, such as vehicle specifications and operations, electric autonomous vehicle (EAV) system architecture, smart lamp post features and architecture, and smart light controls. Successful runs will ascertain deployment of more EAVs in the future campus in Punggol.

To familiarise students from the Chemical Engineering and Food Technology cluster with practical lab knowledge and skills required for their courses, the Professional Officers Division (POD) created the **'Bus Stop' initiative**, a creative and fun way of learning through live demonstrations and hands-on learning. Using the analogy of a bus travelling from one stop to another, groups of students learned lab techniques by rotating between different demonstration stations. The first run took place in September 2019.



POD also supported **multi-disciplinary lab practical sessions** for Year 3 Occupational Therapy students for the 'Engineering and Technology for Healthcare Solutions' module, which introduces concepts and skills that harness technology for healthcare solutions. The Professional Officers offered functional prototyping guidance in the areas of Mobile App Development, Arduino, Computer-aided Drawing, and 3D Printing. The first run of the sessions took place in June/July 2019, and the second run in February/March 2020.

With an increasing need for learning spaces, **new Health and Social Sciences laboratories** were constructed in The Shed at SIT@Dover with updated features such as automatic and intelligent light control, additional LED monitors to enable small group learning, green air-conditioners and ceiling electrical outlets. The labs allow flexible partitions with collapsible walls and full-length curtains. These configurations, coupled with the latest live streaming capabilities, allow for management of different class sizes. Hundreds of plinths and equipment such as isokinetic machines, treadmills and physiotherapy equipment were shifted from the University Resource Centre to the new labs.



Other highlights in FY2019 included preparation for **lab accreditation evaluation** by panels from Allied Health Professions Council (AHPC) and Singapore Nursing Board in January 2020. Various documentations were collated on risk assessment, equipment maintenance, lab usage and policies to demonstrate the university's exemplary use of technology in labs to promote inter-profession learning amongst students. Provisional accreditation exercises were also conducted for Civil, Chemical and Mechanical Engineering programmes in October 2019 by the Engineering Accreditation Board (EAB).



INDUSTRY

SIT's strong nexus with industry, coupled with its industry-focused curriculum, enables students to experience the environment and culture of their chosen industry, even before they graduate. The university's commitment to building a symbiotic relationship with industry has resulted in extensive collaborations – from curriculum development to joint efforts in manpower development and innovative project solutions for industry. Industry partners also serve as the backbone of the Integrated Work Study Programme (IWSP), providing students with real work experience. This mutually beneficial relationship with industry is key to SIT's mission of producing graduates who are highly adaptable and employable.

GROOMING CAREER-READY GRADUATES

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. It is also an excellent platform for students to gain work experience, while industry partners get access to a pool of work-ready employees.

In AY2019, the Centre for Career Readiness (CCR) division secured over 2,580 IWSP positions with more than 460 companies for 1,051 students. Since the rollout of this industry-focused initiative in 2014, students have received advance offers from their IWSP companies even before they graduate.



To provide students the opportunity to reflect on their IWSP experiences, CCR designed a two-part **IWSP reflection session**. Such reflections are beneficial in cultivating the right mindset in managing work and working relationships during their IWSP and beyond, as well as helping students to identify their career aspirations. In FY2019 alone, IWSP reflection sessions have been conducted for more than 16 degree programmes.

Other than offering industry exposure through IWSP and industrial attachments, SIT also deepens students' industry insights and connects them with industry professionals through the **Industry Mentorship Programme**. In FY2019, SIT continued its partnership with Young NTUC to recruit industry mentors with relevant work experience to mentor students. From 11 Engineering disciplines, the programme was extended to two new degree programmes in FY2019 – Pharmaceutical Engineering and Systems Engineering (ElectroMechanical Systems). A total of 129 students and 67 industry mentors participated in the six-month long programme.

ESTABLISHING STRATEGIC INDUSTRY PARTNERSHIPS

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

To help develop sector-specific training collaboration to support skills development and workplace learning for SMRT's large base of value-chain partners, a memorandum of understanding (MOU) was signed at the Applied Learning Conference 2020 between SIT, **SkillsFuture Singapore (SSG)** and **SMRT Corporation Ltd.** This strategic collaboration aims to upskill 100 Small and Medium Enterprises (SMEs) over three years, to help drive innovation and productivity enhancements across the land transport sector.

SIT will also work closely with SMRT to engage its value-chain partners to develop training curricula for the land transport sector through the National Centre of Excellence for Workplace Learning (NACE@SIT). Supported by SSG, the centre will help organisations, especially the SMEs, to support their workplace learning efforts and build workplace competencies. NACE@SIT is the first workplace learning centre set up within an autonomous university.



A research collaboration was inked between **M1** and SIT that would see both parties jointly research and develop advanced **artificial intelligence (AI)** deep learning algorithms to improve the planning, operations and maintenance of large and complex mobile networks. Apart from the opportunity for SITizens to be involved in this project as part of their IWSP, the university will work with M1 to research, model and develop algorithms for AI machine learning, with the aim to detect mobile traffic anomalies and predict the volume of mobile traffic.

SIT and **SATS Catering** signed an MOU in February 2020 to collaborate on an open innovation platform. Both organisations will jointly develop a pool of **Food Technology** specialists within SATS Ltd through SIT's IWSP, Industrial Master, Industrial Doctorate, and other academic curriculum/programmes, as well as co-create innovative products and services through research projects and co-sharing of research and production facilities.



SIT signed a multi-party MOU with **SkillsFuture Singapore (SSG)**, **Infocomm Media Development Authority (IMDA)**, **CapitaLand**, **CPG Corp**, **EM Services**, **Securities Industry and Financial Markets Association (SIFMA)**, **Singapore Polytechnic** and **Temasek Polytechnic** to set up the **Smart Estates Talent Development Programme (SETDP)** in November 2019. The parties aim to transform the Built Environment sector to support the skill and talent needs of smart estate developments.

SIT signed an MOU with **Fujifilm Asia Pacific** and a **Training Facilities Agreement** with **Philips Electronics Singapore** in November 2019 and January 2020 respectively to collaborate in areas related to: (i) the use of these partners' diagnostic radiography equipment; (ii) access to these partners' facility to support SIT's diagnostic radiography degree programme needs; (iii) applied research and honours thesis project collaboration; and (iv) student mentorship. With the latest equipment available and mentorship from Fujifilm and Philips, SIT students will remain industry-relevant, practice-oriented and are trained to be work-ready.



DRIVING ENTERPRISE AND INNOVATION THROUGH TICS

To deepen linkages with industry, SIT has set up a number of **Technology Innovation Centres (TICs)**. The objectives are to build capabilities and a talent pipeline, upskill and reskill industry professionals, as well as conduct applied research with industry.



The **Accounting Technology & Innovation Centre (AccTech Centre)** is a joint initiative between SIT and the **Singapore Accountancy Commission (SAC)**. Launched in August 2019, it is a resource centre that facilitates collaboration and catalyses technology and business innovations in the accounting sector. Through the AccTech Centre, local accounting entities will have the opportunity to work with SIT faculty, technology partners and government agencies to innovate processes, service delivery, products, and business models for adoption by Small Medium Practitioners.



The **Energy Efficiency Technology Centre (EETC)** was launched in collaboration with the **National Environment Agency (NEA)** in October 2019 to drive energy efficiency initiatives for Singapore's manufacturing industries. Through the EETC, companies can partner SIT to conduct energy assessments of their facilities to establish energy consumption standards. The centre will also reskill and upskill working professionals with skillsets in industrial energy efficiency, and train SIT undergraduates with practical experience in energy assessments for the industry.

SIT has set up a **Food Technology Innovation Centre** to deepen its linkages with the local food industry. Established in partnership with **Enterprise Singapore (ESG)** and **JTC Corporation**, the shared food production facility will be located at the JTC Food Hub @ Senoko. This facility will be the first in Singapore for small batch food production and aims to address existing market gaps for food manufacturers. The facility will enable food companies, especially startups and SMEs, to validate new products after R&D, without the need to invest in costly equipment or commit to high minimum order requirements imposed by outsourced manufacturers. This would also allow them to test their commercial viability before making the leap to full-scale production.

SUPPORTING APPLIED RESEARCH THROUGH GRANTS AND FUNDS

Other than TICs, SIT has an internal grant framework that supports the test-bedding of ideas and provides early-stage funding for industry projects that involve faculty and students. The two types of internal grants are Seed Funding and Ignition Grant. Seed Funding allows faculty to test ideas, jumpstart projects, and illustrate capability to the industry. For the Ignition Grant, collaborators could work with SIT faculty to address industry-specific challenges and co-fund various projects.

With funding from SIT's Ignition Grant and in collaboration with **Par International Holdings Pte Ltd**, Assistant Professor Lim Kaiyang from SIT and Associate Professor Kelvin Goh from Massey University successfully completed an **applied research** project on development and characterisation of clean label modified rice starch. Par International plans to set up a manufacturing plant in its local food factory to produce this rice starch.

In collaboration with the **Elections Department Singapore (ELD)**, a group of SIT students, led by Assistant Professor Nicholas Teo, helped improve the current design of polling booths and stations through Seed Funding. ELD plans to conduct further trials on the prototypes.

SIT has been working closely with **Energy Market Authority (EMA)** on the Exploiting Distributed Generation (EDGE) programme to fund research for next-generation energy technologies. The three Projects Awarded with EDGE Programme Funding in December 2019 are Micro-grid Digital Twin Development for Effective Energy Management and Deployment; Optimisation of Energy Management in Multiple Micro-grids System Based on Predictive Control and Artificial Intelligence and Platform for Interconnected Micro-Grid Operation (PRIMO).



COMMUNITY

An integral part of SIT's mission is to equip graduates with the knowledge and skills to serve the community around them. Students, faculty and staff are actively involved in meaningful collaborations that help improve the social, economic or environmental aspects of the community. As SIT creates the avenues to provide the necessary resources and mentorship for its students, the community has become a learning platform where students can hone their knowledge and skills acquired from the classroom. As a result, SIT graduates become grounded in the community, forming an essential network that fortifies social and economic bonds within the community they are part of.

SIT'S FUTURE CAMPUS

The **Groundbreaking Ceremony** of SIT's centralised campus in Punggol held on 10 September 2019 was a historical moment in its 10-year journey. Officiated by Guest-of-Honour, Prime Minister Lee Hsien Loong, the momentous occasion marked the beginning of construction work for SIT's future home.



The university will be co-located with JTC Corporation in the Punggol Digital District (PDD), enabling students, faculty and industry professionals to collaborate on projects that benefit the wider community. Stretching across two plots of land, the new campus will accommodate up to 12,000 students, as well as more than 500 faculty and professional officers when completed. Borderless and integrated with the surrounding community and industry, the centralised campus in Punggol is envisaged to provide a vibrant, inclusive learning environment. Overlooking the waterfront, the campus preserves an existing forest around the scenic tree-lined Heritage Trail, giving it a distinctive 'campus-in-a-park' identity.



Following the ceremony, construction of the Punggol campus commenced with piling works. Plot 1, situated on the western side of the campus, will house the academic blocks, while Plot 2 will house the administration building, additional academic blocks, auditorium and indoor sports facilities blocks on the eastern side of the campus.



Plot 1 construction progress as of March 2020



Plot 2 construction progress as of March 2020

The **PDD Groundbreaking Ceremony** took place on 17 January 2020, together with the launch of the three-day **PDD Exhibition** held at Punggol Waterway Point that welcomed 15,000 visitors. This multi-agency exhibition, unveiled by Senior Minister Teo Chee Hean, showcased innovative projects that gave a glimpse into Singapore's first Enterprise District. It was also one of the first events where visitors could approach SITizen Ambassadors – students who embody the SIT-DNA and are selected to represent the university in networking and outreach events – to learn more about the university and what Punggol residents can look forward to when the new campus is operational.



SIT featured projects from the Infocomm Technology cluster under the 'Future of Learning' theme of the exhibition. Visitors had a chance to imagine what the future of learning could be with virtual reality simulations such as 'Cow Butchery', 'Air Traffic Controller', 'Radiation Therapy' and 'Virtual Bioreactor', as well as the service robot, Cruzr.

INSPIRING THE YOUNG

Leading up to the Groundbreaking Ceremony in September 2019, SIT co-organised a **PDD Hoarding Design Competition** with JTC as part of the university's on-going efforts to connect with the Punggol community. The competition was open to entries from three categories: public, primary and secondary schools. JTC oversaw the public category that had the theme, 'The Future of Work,



Live and Play'. SIT handled the other two categories with the theme, 'The Future of Education', inviting design entries from schools in Punggol over the June holidays. Out of the 150 entries, 11-year-old Elisea Cheng Rui See and 15-year-old Justina Low Jie Shi emerged top winners for the primary and secondary school categories respectively. All entries will be featured on the hoarding panels around SIT's future campus construction site and along the Punggol-Promenade Nature Walk.



Sparking curiosity in young Singaporeans is what SIT aims to do with its biannual **Punggol Fun Science Camp** in partnership with **People's Association (PA)**. During the 2019 June and December school holidays, SIT hosted a total of 110 primary and secondary school students residing in Punggol – its fifth and sixth run of the camp respectively. The goal is to inspire youths from lower income households to ignite their passion for STEM (Science, Technology, Engineering and Mathematics). The students enjoyed a fun-filled day of activities and learnt how technology plays a part in their daily lives.

REACHING THE HEART OF THE COMMUNITY



SIT established six service-learning projects across ASEAN countries, focusing on developing global citizenship and cultural awareness within students, whilst inculcating values of adaptability, collaboration and empathy. Between April and December 2019, six groups of SIT students partnered with various communities in Cambodia, Indonesia, Laos, Myanmar, Thailand and Vietnam. They gained meaningful insights into complex social issues faced by the local communities, and were able to identify needs and work with these communities to address them. This experience encouraged students to create a positive social impact beyond Singapore.

Four students from the Occupational Therapy programme embarked on their seven-week overseas clinical placement at **Lion's Resource and Education for Autistic Children Centre in Penang, Malaysia** from 15 April to 31 May 2019. The students provided individual occupational therapy services to children with autism and helped to assess and formulate treatment plans based on what was discussed with the parents. They were also tasked to organise and run a camp for the children. This overseas attachment helped to build their professional confidence and put their classroom learnings into real practice.



In November 2019, Year 2 Allied Health and Year 1 Nursing students headed into the heartlands to share health practices and tips with residents as part of their practicum. Over one weekend, 200 residents from Punggol Parc Terraces and Punggol Raydeu learnt more about the war against diabetes and enjoyed free health assessments. Besides Punggol, SITizens also conducted similar **Community Health Practicums** in Changkat, Hougang, Chong Pang, Keat Hong and Telok Blangah.



In the same month, SIT was invited by **Housing and Development Board (HDB)** to conduct a one-day design-thinking workshop for 40 residents from the Sengkang and Punggol communities as part of HDB's annual build-a-thon, **Lively Places Challenge 2020**. This full-day workshop, conducted by Assistant Professor Nicholas Teo, equipped residents with the tools to develop ideas for community bonding. Participants then took to their drawing boards, crafting proposals that were later presented to the panel, comprising representatives from various agencies. Following the review, participants headed out to implement their ideas from December 2019 to March 2020.



SUSTAINABILITY EFFORTS



SIT's future campus in Punggol is envisioned to be a 'living lab' where students and industry can test-bed and implement innovations. In line with this concept, the campus will house Southeast Asia's first **Multi-Energy Micro-Grid (MEMG)**, a collaborative research venture between SIT and **SP Group**. With it, SIT will have approximately 10,000 square metres of photovoltaic (PV) solar panels installed on its rooftops.

The MEMG will supplement power supply to the campus, reducing the reliance on the main utility grid and contributing to its larger aim of being self-sustainable in the long run. Furthermore, the MEMG will serve as a living experimental lab to support the research, development and test-bedding of distributed energy systems and cyber-security solutions, which will benefit the whole of Singapore.

As an environmentally-responsible organisation, SIT has set up the **Sustainability Workgroup** in the last quarter of FY2019. With the tagline 'Sustainability – We Do Our Part!', the workgroup aims to inculcate sustainable habits and lifestyles within the SIT community.

Some sustainability initiatives and practices implemented include having recycling corners; separating food waste at the Food Court and processing it into compost; installing sensor-controlled lighting in offices; setting air-conditioning temperatures at 24°C; and phasing out the consumption of bottled water.

DEVELOPING STUDENT LEADERS



The **Leadership Training Roadmap (LTR)** is an initiative by the Student Life division that equips student leaders with fundamental leadership skills and knowledge during their tenure. The LTR consists of four components: Club Management Training, Local Leadership Development Programme, Overseas Leadership Development Programme, and Reflections Workshop. Through this robust programme, student leaders gain greater self-awareness and understanding of their leadership styles, as well as team dynamics and conflict resolution. At the end of the roadmap, they will reflect upon their journey as a student leader, both individually and collectively, with their peers.



SITizen Ambassadors are students who embody the core values of the SIT-DNA. Together with the institution, these students co-create the present and future of SIT as a premier University of Applied Learning and partner of choice for industries. The first group of SITizen Ambassadors was selected through a rigorous interview process in November 2019. Each ambassador received comprehensive training, from personal branding and communication skills, to digital presence and energy management. They were also provided with a deeper understanding of SIT's vision, mission and strategic goals. This multi-divisional programme calls on each ambassador to represent SIT through various hosting and networking events, as well as outreach and facilitation programmes.

The **SIT Vanguard Programme**, introduced in 2019, is designed as an advanced leadership programme. This programme offers stepped-up training aimed at deepening the leadership skills and experiences of student leaders by having them serve as mentors to the next batch of student leaders. During their service, vanguards were able to develop individual effectiveness and mentorship styles, and apply these newly acquired skillsets as they journey with the incoming group of student leaders.



REMARKABLE PHILANTHROPIC SUPPORT FOR STUDENTS

SIT saw renewed and widened philanthropic support for its undergraduates through scholarships and bursaries. These include the **DBS Scholarship**, the **Lim Doa Hin Scholarship**, the **Lim Siah Mong Scholarship**, the **Applied Materials Bursary**, the **Q'son Kitchen Equipment Bursary** and the **Silent Minority Bursary at SIT**.

New endowed scholarships that will allow academically promising and talented SIT undergraduates to fulfil their fullest potential include the **iSparkle Scholarship** and the **Peter Lim Scholarship**.

New bursaries and grants were also made available to allow less privileged students to pursue university education with reduced financial hindrances. These include the **Lim Pu Leh Bursary**, that supports both Singaporean and Malaysian students pursuing all degree programmes at SIT, and the **Ti Sui Tsu Bursary** for Nursing and Allied Health undergraduates. Both bursaries are endowed. In addition, students pursuing degrees in Nursing, Occupational Therapy and Physiotherapy are now supported by the **TL Whang Foundation Bursary** and the **TL Whang Foundation Overseas Immersion Programme Grant**.

Other new endowed bursaries that were established in FY2019 include: the **Ho Family Bursary**, the **Kee Gen Heng Bursary**, the **Lim Peng Hun and Vanisa Compass 6 Bursary**, the **Mohamed Abdul Jaleel Bursary**, the **Peter Wong Tat Tak Bursary**, and the **Yeo Lik Kim Bursary**.

AWARDS AND EMPLOYEE ENGAGEMENT



In the last few years, SIT has been actively partnering the **People's Association (PA)** in supporting programmes to engage the Punggol community. To honour the university's efforts, PA awarded SIT the **PA Community Partnership Merit Award**. On 20 November 2019, Associate Professor Ivan Lee, Vice President (Industry & Community), SIT, received the award on behalf of the university at the annual **PA Community Spirit Awards 2019** ceremony from Mr Chan Chun Sing, Minister for Trade and Industry and Deputy Chairman of the PA. Nominated by the Punggol Coast Citizens' Consultative Committee, this would be the second consecutive year that SIT was recognised for its contribution and impact to the Punggol community.

The **Total Defence Awards (TDA)** is a national pinnacle award that recognises organisations and individuals who have demonstrated exemplary support for National Service (NS) and NSmen. To be considered for TDA honours, companies and organisations will need to attain the NS Mark (Gold), a national-level accreditation scheme that recognises businesses and organisations with pro-NS policies and Human Resource practices. SIT was accredited with NS Mark (Gold) in May 2019.

As an employer, SIT has implemented policies and practices to support NSmen employees in fulfilling their NS obligations. Incentives are awarded to NSmen employees for the attainment of IPPT standards. SIT also demonstrated its support for National Education and Total Defence through participation in various events, including the NS50 celebrations, SAF Day Combined Rededication Ceremony and National Day Observance Ceremony. **SIT SGSecure Taskforce**, in collaboration with **Singapore Civil Defence Force**, set up the **SIT-Civil Defence Lionhearter Club** to raise awareness on emergency preparedness, civil defence skills and fire safety among their peers in the university.

In addition, SIT achieved a Merit for the **Biennial Singapore HEALTH (Helping Employees Achieve Life-Time Health) Award** given by the **Health Promotion Board (HPB)**, in recognition of organisations that promote healthy and vibrant lives for employees through exemplary Workplace Health Promotion programmes. Some efforts include: Working with faculty members from SIT and The Culinary Institute of America to roll out healthy recipes and cooking classes; gamifying and incentivising healthy activities, e.g. Virgin Pulse Global Challenge 2019; free health screening and weight management programmes.

Within our own community, and as part of the SIT Employee Recognition Framework, **Cheers4Peers** was launched in July 2019 to recognise and promote positive behaviour amongst SIT staff. The e-platform enables staff to send thank you notes to each other, as well as nominate colleagues who have gone the extra mile or exhibited exemplary behaviour, for an award. Since its launch, Cheers4Peers has garnered about 450 appreciation messages and awards.



The Human Resource division has also partnered with CODE and Finance divisions to develop the **Digital Initiative Awards** and **Economy Drive Awards** under the framework. In April 2020, 13 projects received the Digital Initiative Award for their efforts in initiating positive change in the business process through digital adoption. Out of this pool of 13 projects, six teams successfully demonstrated effective cost-savings in overall operational expenditures through their projects and received the Economy Drive Award.

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

Alexandra Health	All Saints Home	Ang Mo Kio Thye Hua Kwan Hospital	AWWA
Building and Construction Authority	Centre of Strategic Infocomm Technologies	Changi General Hospital	Infocomm Development Authority of Singapore
Keppel FELS	Keppel Shipyard	Kwong Wai Shiu Hospital	Land Transport Authority

Marina Bay Sands	Ministry of Defence	Ministry of Home Affairs	MOH Holdings
National Infocomm Scholarship	Ng Teng Fong General Hospital	NU Systems Pte Ltd	Overseas Union Enterprise
Raffles Medical Group	Ren Ci Hospital	SBS Transit Ltd	Sembcorp Marine
Sengkang General Hospital	Singapore General Hospital	Singapore Industry Scholarship – Ministry of Education	Society for the Physically Disabled
St Andrew's Community Hospital	St Luke's Hospital	Tan Tock Seng Hospital	The Salvation Army
Thye Hua Kwan Moral Charities Limited	Woodlands Health Campus		

DONOR ACKNOWLEDGEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020

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.

Mr John Abraham
Abwin Pte Ltd
Acestes Pte. Ltd.
ADERA Global Pte Ltd
Aegis Building & Engineering Pte Ltd
Alfa Tech Vestasia Pte Ltd
Amazon Web Services Singapore Private Limited
Applied Materials South East Asia Pte Ltd
Apricot Capital Foundation through SymAsia Foundation Limited
Ascendas Funds Management (S) Limited
AsiaCloud Solutions Pte Ltd
Aviva Ltd
Baker Tilly
Blu5 View Pte Ltd
BR Metals Pte Ltd
Buddhist Compassion Relief Tzu Chi Foundation (Singapore)
Canary Intelligence Pte Ltd
CEI Limited
Centre for Strategic Infocomm Technologies (CSIT)
LTC (RET) Chan Chik Weng and Mdm Chong Chow Hah
Changi Airport Group
Mr Eddie Chau
Mr Choo Chiau Beng
Mr Choo Chong Ngen
Chop Wah On
Conrac Asia Display Products Pte Ltd
Continental Automotive Singapore Pte Ltd
Core Concepts Pte Ltd
CPA Australia Ltd
Cybersprout Pte Ltd
Cycllect Electrical Engineering Pte Ltd

DBS Bank Ltd
Decision Science Agency Pte Ltd
Deloitte & Touche LLP
Dou Yee Enterprises (S) Pte Ltd
ECM Libra Foundation
ENGIE Services Singapore Pte Ltd
EnGro Corporation Limited
EPS Computer Systems Pte Ltd
EY
Far East Organization
FARM (Farmwork Pte Ltd)
FEINMETALL Singapore Pte Ltd
Feng Ming Construction Pte Ltd
FoodXervices Inc Pte Ltd
Furama Pte Ltd
Geo Energy Group
GIC Private Limited
Goh Bee Gah Foundation through SymAsia Foundation Limited
Goh Foundation Limited
Mr Jeff Goh
Hiap Chuan Hardware (Pte) Ltd
Ho Bee Land
Mr Ho Yee Yang Edmond
Hock Seng Hoe Metal Company Pte Ltd
Hong Leong Foundation
IES-IstructE Joint Committee, The Institution of Engineers, Singapore
Info-Communications Media Development Authority of Singapore
Ingredion Singapore Pte Ltd
Institute of Chemical and Engineering Sciences (ICES)
Institute of Materials (East Asia)
Institute of Singapore Chartered Accountants (ISCA)
Interlocal Exim Pte Ltd
JCS-Echigo Pte Ltd

Mr Surya Jhunhnuwala and Mr Gaurang Jhunhnuwala
Jumbo Group Limited
Kaspersky Lab Singapore
Kewalram Chanrai Group of Companies
Mr Kee Sek Huat
Keppel Care Foundation Limited
Keppel Corporation Limited
Khoo Chwee Neo Foundation Ltd
Kimly Construction Pte Ltd
Mr Ko Oen Tjiang
Koufu Group Limited
Kreston Ardent CAtrust PAC
Mr Kuok Khoo Hong
Kwai Fong & Raymond Goh
Kwan Im Thong Hood Cho Temple
Land Transport Authority of Singapore
Learning Access Foundation
Lee Foundation
Lee Kim Tah Holdings Limited
Mr Kevin Liang
Lien Shih Sheng Foundation
Lih Ming Construction Pte Ltd
Mr Lim Joo Boon
Mr Lim Kun Rong Stewart
Mr Lim Peng Hun and Ms Vanisa Lee
Children of Mdm Lim Pu Leh
Mr Peter Lim
Mr Lim Siah Mong
Lions Community Service Foundation (Singapore)
Lo Hock Ling & Co
Family of Loo Shaw Chang & Tan Hooi Hong
Mr Low Ming Wah
Loyang Tua Pek Kong
L-QuBE Pte Ltd

M.Tech Products Pte Ltd
Mapletree Investments Pte Ltd
Marina Bay Sands Pte Ltd
Marina Mandarin Singapore
MHC Medical Network Pte Ltd
Microcast Pte Ltd
Mount Alvernia Hospital
Natterra Resources International Pte Ltd
National Council of Social Service
Nebulas Tree Pte Ltd
Nehemiah Foundation through SymAsia Foundation Limited
Net-Source Group Pte Ltd
Nexia TS Pte Ltd
Family of Mr Ng Sheng Poh and Mdm Quek Siew Keow
Ocean Tankers Pte Ltd
OceanMaster Engineering Pte Ltd
Octava Foundation Limited
ON Semiconductor
One Farrer Pte Ltd
Pacific World Meetings & Events Singapore Pte Ltd
Pan Pacific Hotels and Resorts Pte Ltd
Pan Pacific Hotels Group Ltd operating as PARKROYAL on Beach Road
Park Hotel Management Pte Ltd
PARKROYAL Kitchener Hotel Pte Ltd
Parsing Pte Ltd, the holding company of Amoy St Dental Clinic
Pei Hwa Foundation Limited
PKF-CAP LLP
Prudential Assurance Company Singapore (Pte) Limited
PwC Singapore
Q'son Kitchen Equipment Pte Ltd
Quantum Inventions Pte Ltd
Dr Stanley Quek through The Ireland Funds (Singapore)
Radiology & Co. Pte Ltd
Raffles Hotel Singapore
RC Hotels (Pte.) Ltd
Rohde & Schwarz Asia Pte Ltd
Rotary Club of Bugis Junction, Singapore
Rotary Club of Jurong Town, Singapore

Rotary Club of Tanglin, Singapore
RSA
RSM Chio Lim LLP
S M Jaleel Foundation
S.S. Jhunhnuwala Charity Fund
Samwoh Corporation Pte Ltd
SATS Ltd
SBF Foundation
SBS Transit Ltd
SCAL Resources Pte Ltd and members of The Singapore Contractors Association Ltd
Seagift Food Pte Ltd
Select Group Pte Ltd
Sheng Siong Group
Shopee
Siemens Pte Ltd
Ms Elsie Sim M G
Singapore Accountancy Commission
Singapore Chemical Industry Council Limited
Singapore Chinese Chamber Of Commerce Foundation
Singapore Computer Society
Singapore Food Manufacturers' Association (SFMA)
Singapore Heart Foundation
Singapore Leong Khay Huay Kuan
SMRT Corporation Ltd
SP Group
Sprinkler Fire Systems Pte Ltd
Super Bean International Pte Ltd
SYNthesize Pte Ltd
T T J Design and Engineering Pte Ltd
T.E Engineering & Trading
TAK Products & Services Pte Ltd
Ms Angela Tan Guat Hoon
Tan and Neo Family
Ms Tan Siew Ooa
Taylor & Francis Asia Pacific
Teknor Apex Asia Pacific Pte Ltd
Texas Instruments Singapore (Pte) Limited
Ms Tammie Tham
The Copyright Licensing and Administration Society of Singapore Ltd

The Estate of Chong Yook Yin
The Estate of Lim Doa Hin
The Goh Family
The Ireland Funds (Singapore)
The Ngee Ann Kongsi
The Pan Pacific Hotel Singapore
The Silent Foundation Ltd
The Tan Chin Tuan Foundation
Mdm Thng Poh Choo
Thomson Medical Pte Ltd
Thomson Shin Min Foundation
Ms Ti Sui Tsu Memorial Fund
Tiong Seng Contractors (Private) Ltd
Mr Edy Hardijana Tjugito
TL Whang Foundation Limited
TME Systems Pte Ltd
Mr Toe Teow Heng
Mr Tong Kok Chiang
Tractors Singapore Limited
Dr Paul Tseng
Tunnelling and Underground Construction Society (Singapore)
Tyco Electronics Singapore Pte Ltd
United Overseas Bank Limited
Vivahealth Pharmacy Pte Ltd
Mr Wee Siew Kim
Wilmar International Limited
Woh Hup Pte Ltd
Mr Albert Wong
Ms Wong Kai Yun
Dr Paul Wong (PAUL WONG AICM PTE LTD)
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Yeakin Plastic Industry Pte Ltd
Dr Alvin Yeo (AY ANAESTHESIA AND PAIN PTE LTD)
Mr Yusof Bin Amir Wahid

CORPORATE GOVERNANCE

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020

INTRODUCTION

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

SIT is governed by the Singapore Institute of Technology Act (Cap 299B). Its key constituent document is the Memorandum and Articles of Association which states that the purpose of the University is to promote and undertake the advancement of education by providing educational facilities and courses of study in all fields of knowledge, promote and engage in research and scholarships and establish, operate, promote and maintain the University as a going concern. SIT has three subsidiaries – Verbosecurity Pte. Ltd. (Company Registration No. 201902376G), which was incorporated on 18 January 2019, SIT Microgrid Pte. Ltd. (Company Registration No. 201926986H), which was incorporated on 19 August 2019, and Foodplant Pte. Ltd. (Company Registration No. 202007139N), which was incorporated on 2 March 2020. The three subsidiaries were incorporated to support SIT’s strategic initiatives.

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

GOVERNANCE EVALUATION CHECKLIST

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

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

BOARD OF TRUSTEES

The Board is the highest governing authority of the University and comprises 19 Trustees, chaired by Mr Ng Yat Chung. The Board oversees the business of the University, ensures that it acts in accordance with its objects, that its funds and assets are properly accounted for and safeguarded and provides guidance and stewardship to Senior Management, conferring regularly with them. The Board is accountable to the Minister for Education, Singapore for its acts and decisions.

The Trustees are eminent persons of good repute and sound judgment who possess collective competencies in areas such as the public and private sectors, academia, accounting and finance, law, information technology, strategic planning, engineering, healthcare and hospitality management and industry knowledge. New Trustees will continue to be selected and invited to serve on the Board on the basis of the diversity of their experience, skills, knowledge, abilities and insight from time to time to ensure constant refreshing of the Board. The Trustees’ profiles appear on pages 9-11 of the Annual Report.

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

The Board is supported by eight Board Committees formed in accordance with Article 53 of the Articles of Association (“**AAs**”), namely the Academic Advisory, Audit, Campus Development, External Partnerships, Finance, Industry Relations, Investment and Remuneration Committees. Each Board Committee has clear Terms of Reference setting out their role, authority, powers and matters requiring their approval. The list of Board Committees is on page 60 of the Annual Report.

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

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

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

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

MANAGEMENT OF THE UNIVERSITY

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

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

BOARD ATTENDANCE

A total of four Board meetings were held during the financial year from 1 April 2019 to 31 March 2020. The attendance of the Trustees at the Board meetings during the financial year is tabulated below:

Name	Percentage (%) of Attendance
Mr Ng Yat Chung	100
Dr Chia Tai Tee	100
Dr Richard Charles Helfer	75
Prof Heng Chye Kiang	25
Ms Melissa Khoo ¹	100
Dr Benjamin Koh	75
Mr Kwee Liong Keng	50
Dr Lim Khiang Wee	100
Mrs Margaret Lui	50
Mr Abu Bakar Bin Mohd Nor	50
Mr Ng Cher Pong ²	100
Ms Gail Ong	100
Mr Quek Gim Pew	100
Mr Ravinder Singh	50
Mr Nagaraj Sivaram	100
Mr Soon Sze Meng	100
Prof Tan Thiam Soon	100
Ms Tammie Tham	75
Mr T K Udairam	75
Mr Wen Khai Meng	75

¹Ms Melissa Khoo was appointed as Trustee of the Board on 1 December 2019.

²Mr Ng Cher Pong ceased to be a Trustee of the Board on 1 December 2019.

CONFLICTS OF INTEREST

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

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

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

The AAs also state that Trustees shall not receive any remuneration for services rendered by them as Trustees. In addition, the University does not have any staff receiving more than S\$50,000 in annual remuneration that is a close relative of any Trustee.

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

BOARD COMMITTEES & INTERNAL AUDIT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020

BOARD COMMITTEES

Board Committee	Composition
Academic Advisory Committee	<p>Chairman - Dr Lim Kiang Wee</p> <p>Member - Dr Chia Tai Tee</p> <p>Member - Prof Heng Chye Kiang</p> <p>Member - Dr Benjamin Koh</p>
Audit Committee	<p>Chairman - Mr Nagaraj Sivaram</p> <p>Member - Dr Benjamin Koh</p> <p>Member - Ms Gail Ong</p>
Campus Development Committee	<p>Chairman - Dr Richard Charles Helfer</p> <p>Member - Prof Heng Chye Kiang</p> <p>Member - Ms Tammie Tham</p> <p>Member - Mr Wen Khai Meng</p>
External Partnerships Committee	<p>Chairman - Ms Gail Ong</p> <p>Member - Ms Melissa Khoo</p> <p>Member - Mr Soon Sze Meng</p>
Finance Committee	<p>Chairman - Mr T K Udairam</p> <p>Member - Mrs Margaret Lui</p> <p>Member - Mr Ravinder Singh</p> <p>Member - Mr Wen Khai Meng</p>
Industry Relations Committee	<p>Chairman - Mr Abu Bakar Bin Mohd Nor</p> <p>Member - Mr Quek Gim Pew</p> <p>Member - Mr Ravinder Singh</p> <p>Member - Mr Soon Sze Meng</p> <p>Member - Ms Tammie Tham</p>

Board Committee	Composition
Investment Committee	<p>Chairman - Mrs Margaret Lui</p> <p>Member - Dr Chia Tai Tee</p> <p>Co-opted Member - Mr Oo Wooi Cheng</p>
Remuneration Committee	<p>Chairman - Mr Ng Yat Chung</p> <p>Member - Ms Melissa Khoo</p> <p>Member - Dr Lim Kiang Wee</p> <p>Member - Mr T K Udairam</p>

INTERNAL AUDIT

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

FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020

	GENERAL FUNDS		ENDOWMENT AND TERM FUNDS		TOTAL	
	2020 \$'000	(Restated) 2019 \$'000	2020 \$'000	2019 \$'000	2020 \$'000	(Restated) 2019 \$'000
Revenue	80,044	73,409	-	-	80,044	73,409
Other Income	1,436	737	2,926	2,176	4,362	2,913
Operating Expenditure						
Staff and Related Expenses	(111,118)	(97,779)	(389)	(377)	(111,507)	(98,156)
Programme and Student-Related Expenses	(67,958)	(64,111)	(3,459)	(3,221)	(71,417)	(67,332)
Depreciation and Amortisation Expenses	(42,886)	(29,771)	-	-	(42,886)	(29,771)
Rental and other Facilities Expenses	(15,953)	(22,372)	-	-	(15,953)	(22,372)
Finance Expenses	(1,610)	-	-	-	(1,610)	-
Other Operating Expenses	(24,924)	(24,376)	(666)	(304)	(25,590)	(24,680)
Total Operating Expenditure	(264,449)	(238,409)	(4,514)	(3,902)	(268,963)	(242,311)
Deficit before Investment Income and Government Grants	(182,969)	(164,263)	(1,588)	(1,726)	(184,557)	(165,989)
Net Investment Income/(Loss)	1,430	1,238	(9,212)	25,835	(7,782)	27,073
(Deficit)/Surplus before Government Grants	(181,539)	(163,025)	(10,800)	24,109	(192,339)	(138,916)
Government Grants	196,208	183,294	-	-	196,208	183,294
Net Surplus/(Loss) and Total Comprehensive Income/(Loss)	14,669	20,269	(10,800)	24,109	3,869	44,378

Important Note:

The Consolidated Financial Statements, as set out on pages 62 to 66, are extracted from Singapore Institute of Technology and its subsidiaries' ("the Group") Audited Financial Statements for the year ended 31 March 2020. It may not contain sufficient information to allow for a full understanding of the results and the state of affairs of the Group. For further information, please refer to the full set of the audited financial statements published on SIT official website at SingaporeTech.edu.sg.

BALANCE SHEET

AS AT 31 MARCH 2020

	GROUP		
	As at 31 March 2020 \$'000	(Restated) As at 31 March 2019 \$'000	(Restated) As at 1 April 2018 \$'000
ASSETS			
Current Assets			
Cash and Cash Equivalents	165,355	179,796	120,782
Financial Assets, at Fair Value through Profit or Loss	489,158	439,823	226,854
Deposits for Investments	-	33,698	199,449
Fees and Other Receivables	158,513	77,172	102,170
Student Loans	58	165	158
Other Current Assets	8,480	10,277	7,736
Derivative Financial Instruments	88	-	-
	821,652	740,931	657,149
Non-Current Assets			
Property, Plant and Equipment	589,404	204,444	197,347
Intangible Assets	6,665	7,394	6,540
Student Loans	729	756	680
Other Non-Current Assets	70,386	73,690	77,099
	667,184	286,284	281,666
Total Assets	1,488,836	1,027,215	938,815
LIABILITIES			
Current Liabilities			
Trade and Other Payables	88,783	39,788	37,191
Deferred Tuition Fee Income	11,604	8,878	9,039
Grants Received In Advance	27,997	26,207	26,908
Lease Liabilities	5,376	-	-
	133,760	74,873	73,138
Non-Current Liabilities			
Deferred Capital Grants	458,023	211,493	203,629
Other Deferred Grants	73,501	76,828	80,155
Lease Liabilities	42,087	-	-
	573,611	288,321	283,784
Total Liabilities	707,371	363,194	356,922
NET ASSETS	781,465	664,021	581,893
FUNDS AND RESERVES			
General Funds			
Accumulated Surplus	169,050	154,381	134,112
Endowment and Term Funds			
Capital	545,336	431,761	394,011
Accumulated Surplus	67,079	77,879	53,770
	612,415	509,640	447,781
	781,465	664,021	581,893

BALANCE SHEET

AS AT 31 MARCH 2020

	SIT		
	As at 31 March 2020 \$'000	(Restated) As at 31 March 2019 \$'000	(Restated) As at 1 April 2018 \$'000
ASSETS			
Current Assets			
Cash and Cash Equivalents	165,270	179,796	120,782
Financial Assets, at Fair Value through Profit or Loss	489,158	439,823	226,854
Deposits for Investments	-	33,698	199,449
Fees and Other Receivables	158,563	77,219	102,170
Student Loans	58	165	158
Other Current Assets	8,477	10,277	7,736
Derivative Financial Instruments	88	-	-
	821,614	740,978	657,149
Non-Current Assets			
Investment in Subsidiaries	-(a)	-(a)	-
Property, Plant and Equipment	589,404	204,444	197,347
Intangible Assets	6,603	7,394	6,540
Student Loans	729	756	680
Other Non-Current Assets	70,386	73,690	77,099
	667,122	286,284	281,666
Total Assets	1,488,736	1,027,262	938,815
LIABILITIES			
Current Liabilities			
Trade and Other Payables	88,683	39,768	37,191
Deferred Tuition Fee Income	11,604	8,878	9,039
Grants Received In Advance	27,997	26,207	26,908
Lease Liabilities	5,376	-	-
	133,660	74,853	73,138
Non-Current Liabilities			
Deferred Capital Grants	458,023	211,493	203,629
Other Deferred Grants	73,501	76,828	80,155
Lease Liabilities	42,087	-	-
	573,611	288,321	283,784
Total Liabilities	707,271	363,174	356,922
NET ASSETS	781,465	664,088	581,893
FUNDS AND RESERVES			
General Funds			
Accumulated Surplus	169,050	154,448	134,112
Endowment and Term Funds			
Capital	545,336	431,761	394,011
Accumulated Surplus	67,079	77,879	53,770
	612,415	509,640	447,781
	781,465	664,088	581,893

(a) Less than \$1,000

CONSOLIDATED STATEMENT OF CHANGES IN FUNDS AND RESERVES

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020

	Accumulated Surplus - General Funds \$'000	Endowment and Term Funds \$'000	Total \$'000
2020			
Balance at 1 April 2019 as restated	154,381	509,640	664,021
Total Comprehensive Income/(Loss)	14,669	(10,800)	3,869
Government Grants and Donations	-	113,575	113,575
Balance at 31 March 2020	169,050	612,415	781,465
2019			
Balance at 1 April 2018 as previously reported	116,578	447,781	564,359
Effects of Adjustments	17,534	-	17,534
Balance at 1 April 2018 as restated	134,112	447,781	581,893
Total Comprehensive Income (restated)	20,269	24,109	44,378
Government Grants and Donations	-	37,750	37,750
Balance at 31 March 2019	154,381	509,640	664,021

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020

	2020 \$'000	2019 \$'000
Cash Flows from Operating Activities		
Deficit before Government Grants	(192,339)	(138,916)
Adjustments for:		
- Depreciation and Amortisation	42,886	29,771
- Donations	(2,926)	(2,176)
- Net (Gain)/Loss on Disposal of Property, Plant and Equipment	(7)	16
- Interest Income	(2,682)	(2,540)
- Currency Exchange Gain	(416)	(55)
- Financial Assets, at Fair Value through Profit or Loss		
• Fair Value Loss/(Gain)	12,933	(21,962)
• Net Gain on Sale of Financial Assets	(2,223)	(2,516)
- Derivative Financial Instruments	170	-
- Interest Expense	1,610	-
	(142,994)	(138,378)
Change in Operating Assets and Liabilities		
- Fees and Other Receivables	(5,806)	12,980
- Student Loans and Other Assets	5,190	783
- Trade and Other Payables	32,188	1,328
Net Cash Used in Operating Activities	(111,422)	(123,287)
Cash Flows from Investing Activities		
Purchase of Property, Plant and Equipment and Intangible Assets	(102,933)	(35,663)
Proceeds from Disposal of Property, Plant and Equipment	56	94
Purchase of Financial Assets, at Fair Value through Profit or Loss	(67,426)	(50,679)
Proceeds from Sale of Financial Assets, at Fair Value through Profit or Loss	40,288	59,002
Settlement of Currency Forwards	(258)	-
Interest Received	2,604	2,442
Deposits for Investments	-	(33,698)
Prepayment of Leases	(250,795)	-
Net Cash Used in Investing Activities	(378,464)	(58,502)
Cash Flows from Financing Activities		
Operating Grants Received	167,156	158,053
Development Grants Received	280,541	33,487
Other Government Grants Received	13,883	9,337
Endowment Funds Received	17,738	37,750
Donations Received	2,926	2,176
Principal Payment of Lease Liabilities	(5,189)	-
Interest paid on Lease Liabilities	(1,610)	-
Net Cash Provided by Financing Activities	475,445	240,803
Net (Decrease)/Increase in Cash and Cash Equivalents	(14,441)	59,014
Cash and Cash Equivalents at Beginning of Financial Year	179,796	120,782
Cash and Cash Equivalents at End of Financial Year	165,355	179,796

SIT – THE NEXT LAP



Moving forward, SIT will focus on deepening its applied learning pedagogy to establish itself as Singapore's premier University of Applied Learning.

Firstly, SIT will pioneer the 'work-learn continuum' and put a greater emphasis on skills needed by industry, and skills that will require continuous upskilling. Next, the university will strengthen applied research and deliver impactful outcomes that transform industry, to raise SIT's reputation and credibility as Singapore's premier University of Applied Learning. Last, but not least, it will leverage on its new campus to be a 'living lab' that will drive and support integrative digital frameworks and platforms, and industry test-bedding.

In the years ahead, SIT will strive to test-bed new technologies, pilot new projects in Industry 4.0 and Internet of Things (IoT), and play a key role in Singapore's higher education landscape in a new age of disruptive changes.

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