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Mr Bill Chang
Chairman, Board of Trustees
Singapore Institute of Technology

Chairman's Message

Purpose in Practice

The theme of this Annual Report, *Purpose in Practice*, captures something SIT holds firmly: that what a university stands for is ultimately judged by what it delivers for learners, industries and the broader society.

Over the past year, SIT has continued to translate its vision as Singapore's University for Industry into meaningful outcomes. Anchored in SIT2034, launched last year, this progress reflects a continued focus on purposeful execution across education, research, industry engagement and organisational development.

The opening of our new Punggol Campus is perhaps the strongest example of purpose translated into practice. Designed as a place where education, industry and community intersect, the campus reflects SIT's belief that learning should be closely connected to real-world application. It provides a platform for better applied learning, deeper industry collaboration, new opportunities for translational research, and stronger engagement with the community, bringing to life the aspirations set out in SIT2034.

Translating Strategy into Outcomes

As stewards of the University's long-term development, the Board's focus extends beyond setting direction to ensuring that strategic priorities result in meaningful impact. Over the past year, we have seen clear evidence of this across our educational programmes, research initiatives and industry partnerships.

Much of this is grounded in a defining characteristic of SIT: our close partnership with industry. We believe that education, innovation and workforce transformation are most effective when developed in collaboration with those who will ultimately apply them. This commitment continues to shape how we educate our learners, conduct research and create value for society.

Deepening Industry Partnerships

One of the clearest indicators of progress is the continued strengthening of our industry partnerships. This year, SIT signed 28 new Memoranda of Understanding with partners spanning healthcare, aviation, maritime, sustainability, and defence. These include Schneider Electric, the Civil Aviation Authority of Singapore, the Singapore Army, SingHealth, JTC Corporation and DNV Singapore, among others.

These partnerships go beyond formal agreements. They create opportunities for curriculum co-development, work-integrated learning, applied research and innovation. More importantly, they reflect growing confidence in SIT as a trusted partner in talent development, workforce transformation and industry advancement.

Research that Creates Impact

Applied research remains central to SIT's mission and a key way in which we contribute to industry innovation and national priorities. This year, SIT secured \$49.2 million in external research grants and attracted \$44.9 million in industry contributions. These achievements reflect both the quality of our research and the relevance of the solutions we are developing with our partners.

Projects such as the Construction Technology Innovation Laboratory's low-carbon concrete initiative and the NutriBoost food innovation programme illustrate how SIT's research is addressing pressing challenges in sustainability, infrastructure and health. Such efforts exemplify our commitment to translational research, where knowledge creation is closely connected to real-world application and industry impact.

Beyond delivering impact today, SIT must also invest in the capabilities that will shape tomorrow's industries. To this end, we launched the Applied AI Doctoral Training Centre and the Maritime Engineering Doctoral Training Centre. These centres will help develop the next generation of highly skilled professionals and researchers capable of advancing emerging technologies and developing our critical industries.

Developing Talent for a Changing World

The same commitment to capability building extends beyond research and into education. Demand for an SIT education continues to grow. AY2025 saw a record 15,715 undergraduate applications, with 3,484 students admitted.

The value of this education is ultimately reflected in the opportunities available to graduates. While labour market conditions continue to evolve, nine in ten graduates from the Class of 2025 secured employment within six months of graduation. This outcome reinforces the importance of maintaining strong connections between education and industry, and ensuring that learners graduate with relevant skills and experience.

At the same time, SIT continues to strengthen its talent development pathways to meet evolving industry needs. This year, we launched the new Bachelor of Engineering in Civil Engineering programme and expanded enrolment in our Industrial Doctorate and Industrial Master's programmes by 48 per cent. Taken together with our continuing education offerings, these efforts reinforce SIT's contribution to developing talent across the broader learning continuum.

Building for the Long Term

As we look ahead, the Board remains focused on ensuring that SIT's growth is sustainable, resilient and aligned with Singapore's long-term needs. The rapid advancement of artificial intelligence presents both opportunity and responsibility for universities. As a Board, we are committed to ensuring that SIT is well-positioned to develop the talent, research capabilities and institutional readiness needed to contribute meaningfully to Singapore's AI future.

This commitment to long-term thinking is also reflected in how we govern and account for our progress. This year, we published our inaugural Sustainability Report, reinforcing our commitment to transparency, accountability and responsible stewardship. Together with our progress in education, research and industry engagement, it reflects our determination to build strong foundations for the future.

None of this progress would be possible without the commitment of our staff, the trust of our partners, and the inspiration of our students and alumni. I am grateful to my fellow Board members for their continued guidance and stewardship.

As Singapore's University for Industry, SIT's success cannot be measured solely by enrolment figures, partnership numbers or research funding. It must ultimately be reflected in the value we create for learners, industries and society. That remains the Board's guiding consideration as we steward the University's continued development in the years ahead.