



SIT2034

OUR VISION FOR THE NEXT DECADE

Foreword

Since becoming an Autonomous University (AU) in 2014, SIT has achieved much as Singapore's first Applied Learning university. It has grown to be the third largest AU in annual undergraduate student admissions, expanded its mission from offering only Pre-Employment Training (PET) to also providing Continuing Education and Training (CET), and engaging in Applied Research. It has enhanced its PET programmes to offer a holistic education encompassing disciplinary knowledge and transferable skills to nurture active learners in authentic learning environments. It has innovated and pioneered Competency-based Education, stackable micro-credentials for re/upskilling the workforce and integrated work-study industry internships of extended durations. Since 2024, SIT has moved into its new purpose-built campus located within the Punggol Digital District (PDD), which will enable the University to further strengthen its partnership with industry and provide an even better campus experience for its learners. SIT today is well-regarded by industry in Singapore as its graduates are well-received by companies, many of which have given compliments on the high level of technical preparedness and good work attitudes of SIT's graduates.

After a very successful first decade as an AU, SIT is now poised to scale greater heights. To this end, we have engaged SIT's stakeholders over an 18-month period to develop a vision for SIT's next decade as an AU. We have captured our vision in this document, *SIT2034*. We see SIT becoming a vibrant Applied Learning university that is highly regarded in Singapore and the region for lifelong learning and nurturing career- and future-ready talent. SIT will be Singapore's university for industry because of its close nexus with industry, providing a robust talent pipeline and solutions for their innovation needs, and helping them move up the innovation value chain. It will be a

valued partner to other Institutes of Higher Learning, industry, public agencies and other entities in delivering education and innovation services. Operationally, it will be a digital and data-driven university, serving all its stakeholders effectively and efficiently. SIT2034 can be encapsulated in the following Vision Statement:

A premier University of Applied Learning, recognised as Singapore's University for Industry.

The strategies detailed in this document represent our collective ambition for SIT2034. I hope you will find it a useful reference as we journey together toward this shared future.

Thank you to all who have contributed to shaping and documenting SIT2034 and developing the plans and strategies towards realising this vision. My sincere gratitude also goes to everyone who has contributed to bringing SIT to where it is today. I look forward to partnering with you to implement these plans and take SIT to its next level of success!



Professor Kee Chaing (KC) Chua

President
Singapore Institute of Technology





From our beginnings to our next decade of growth

Founded in 2009 to expand university pathways for polytechnic graduates, the Singapore Institute of Technology (SIT) has evolved from a specialised provider of degrees from overseas universities to become Singapore's third largest Autonomous University (AU) by annual undergraduate student admissions, offering its own degrees across a broad spectrum of applied disciplines.

SIT's growth has been driven by a commitment to serving learners who prefer and thrive in the applied learning pathway that we have pioneered. We have successfully established a nexus between research and education, while pioneering and embarking on Competency-Based Education (CBE) and the innovative use of stackable micro-credentials (MCs). SIT's deep ties with industry provide a foundation for applied learning, offering authentic learning environments through initiatives like the Integrated Work Study Programme (IWSP). This industry-focused approach has ensured that our graduates are industry-ready from day one.

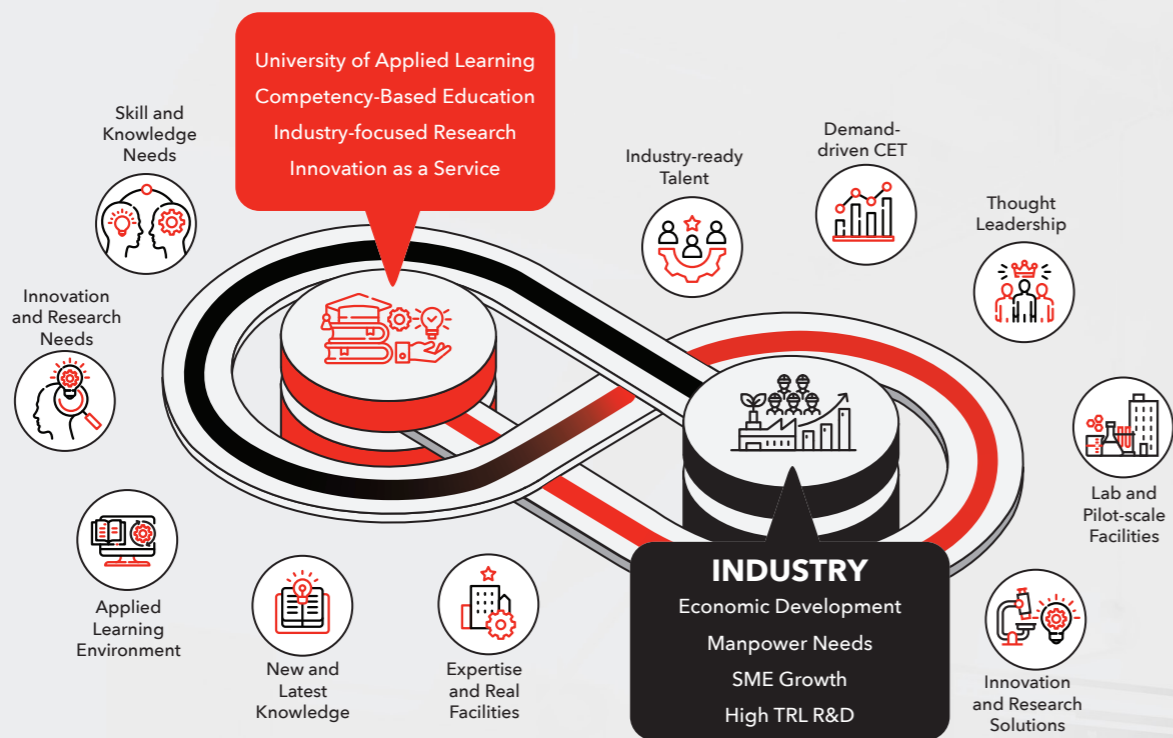
In SIT, research not only advances knowledge but directly addresses industry needs and informs teaching. Moreover, SIT has led the way in industry-driven CET and applied research that not only address real-world challenges but also enhance our teaching methods. As part of our long-term vision, SIT has built a new campus right in the heart of the smart town of Punggol, that integrates seamlessly with the Punggol Digital District (PDD) and the surrounding community. SIT has also embarked on a journey of digital transformation, positioning the University to continue shaping the future of education and industry collaboration.

Through these achievements, SIT has firmly positioned itself as a critical player in Singapore's education and economic landscape, offering innovative approaches to learning and research that directly benefit both industry and society.

To set the direction for the next 10 years, the University embarked on the *SIT in 2034 (SIT2034)* exercise. *SIT2034* articulates SIT's strategic vision for the decade beyond 2024. It offers a comprehensive exposition of SIT's aspirations, the strategies to realise them, and the significant impact these initiatives will have on its diverse stakeholders, including learners, staff, industry partners and the broader community.

SIT's position in Singapore's Higher Education landscape

SIT has a symbiotic relationship with industry. Applied education provides a pipeline of talent for industry, but in turn, it needs support from industry to provide the right learning environment and curriculum. Research and education are tightly coupled and SIT needs to work closely with industry on applied research to stay at the leading edge, while the innovation coming out from applied research promotes economic development:



This symbiotic relationship affirms the current mission statement: "To maximise the potential of our learners and to innovate with industry, through an integrated applied learning and research approach, so as to contribute to the economy and society."

It also makes it clear that SIT should be seen as

The University for Industry

Vision Statement

SIT is Singapore's first university of applied learning and aspires to be a premier university of applied learning. In recognition of its close links with industry, SIT has crafted a new vision statement for SIT2034:

A Premier University of Applied Learning, recognised as Singapore's University for Industry



SIT2034

The University for Industry

The SIT Strategy Map

SIT's strategic roadmap for the next ten years builds on our strengths and capitalises on opportunities. Eight Strategic Objectives (SOs) have been formulated and are organised into two key components - focus areas and enablers. Focus areas are what the University's external stakeholders (learners, industry, community, economy and society) expect from SIT, whilst enablers are what SIT needs to strengthen internally to support the focus areas. The SIT2034 vision is encapsulated in the diagram on the opposite page which puts together our vision and mission statements and SOs.

The eight SOs articulate how SIT will nurture industry-ready talent, deepen industry collaboration and advance applied learning and research, positioning ourselves as The University for Industry.

Vision

A Premier University of Applied Learning, recognised as Singapore's University of Industry.

Mission

To maximise the potential of our learners and to innovate with industry, through an integrated applied learning and research approach, so as to contribute to the economy and society.



FOCUS AREAS

Strategic Objective 1

Competency-based Education, Stackable Micro-credentials

SIT is the choice university for learners who value an authentic applied learning experience. Our competency-based education prepares learners to meet industry needs, contribute to and lead the advancement of industry and society, and engage in lifelong learning.

Strategic Objective 2

Demand-led CET

SIT is the leading choice for lifelong learners and workforce upskilling and reskilling. We focus on demand-led opportunities and consistently deliver industry-relevant, innovative and impactful programmes that help to transform organisations and individuals.

Strategic Objective 3

Impactful Research

SIT is the university of choice for industry, where our applied research advances the innovation capabilities of existing companies and creates new ones. We are top of mind for companies seeking scalable, implementable solutions and developing the talent pipeline for industry innovation.

Strategic Objective 4

Community Engagement

SIT's campus is a vibrant centre of learning, innovation and environmental sustainability in Punggol. We collaborate closely with the industry and community to positively influence a vast segment of the local community, enhance our students' learning and shape their values.

ENABLERS

Strategic Objective 5

Digital Transformation

SIT is highly stakeholder-centric and digitally enabled to deliver superior user experience and enhanced productivity to achieve its goals in education, applied research and administration.

Strategic Objective 6

Organisational Excellence

SIT is a high-performance organisation that is responsive to mission demands, whose staff are fully committed to their roles and the goals of the University and is environmentally and socially sustainable.

Strategic Objective 7

Financial Sustainability

SIT continues to be a financially sustainable organisation through the generation of sufficient revenue and optimal use of its resources.

Strategic Objective 8

Platform of Partners

SIT's education and innovation platforms are agile and responsive to industry needs through leveraging an ecosystem of partners from industry, academia, research institutions and agencies.

The move towards Competency-based Education (CBE).

CBE in SIT began as a means of delivering skills that are needed by industry in the CET space. The nature of CBE integrates academic learning with the application of the acquired knowledge in an authentic setting. Thus, CBE applies equally well to PET and will ensure that graduates are industry-ready. Hence, SIT will be gradually embedding CBE into its PET and CET programmes.

SO1

Education that delivers authentic applied learning through competency-based pedagogy, nurturing industry-ready, adaptable and engaged learners

Success Definition

SIT is the choice university for learners who value an authentic applied learning experience. Our competency-based education not only prepares learners to meet the talent needs of the industry but also equips them to contribute to advancing our industry, economy and society. Our learners practise lifelong learning and are effective at applying their knowledge and skills.

The opportunity for CET is demand-led.

CET is central to Singapore's efforts to transform the workforce. While other AUs and the polytechnics are in the CET space, SIT has differentiated offerings because of its demand-led approach. SIT can leverage demand-led CET, as companies seek to rapidly upskill their workforce to meet the challenges of a digital-first economy.

SO2

Demand-led CET that underpins workforce transformation

Success Definition

SIT is the leading choice for lifelong learners and workforce upskilling and reskilling. We focus on demand-led opportunities and consistently deliver industry-relevant, innovative and impactful programmes that help to transform organisations and individuals.

SIT is uniquely positioned in the applied research space.

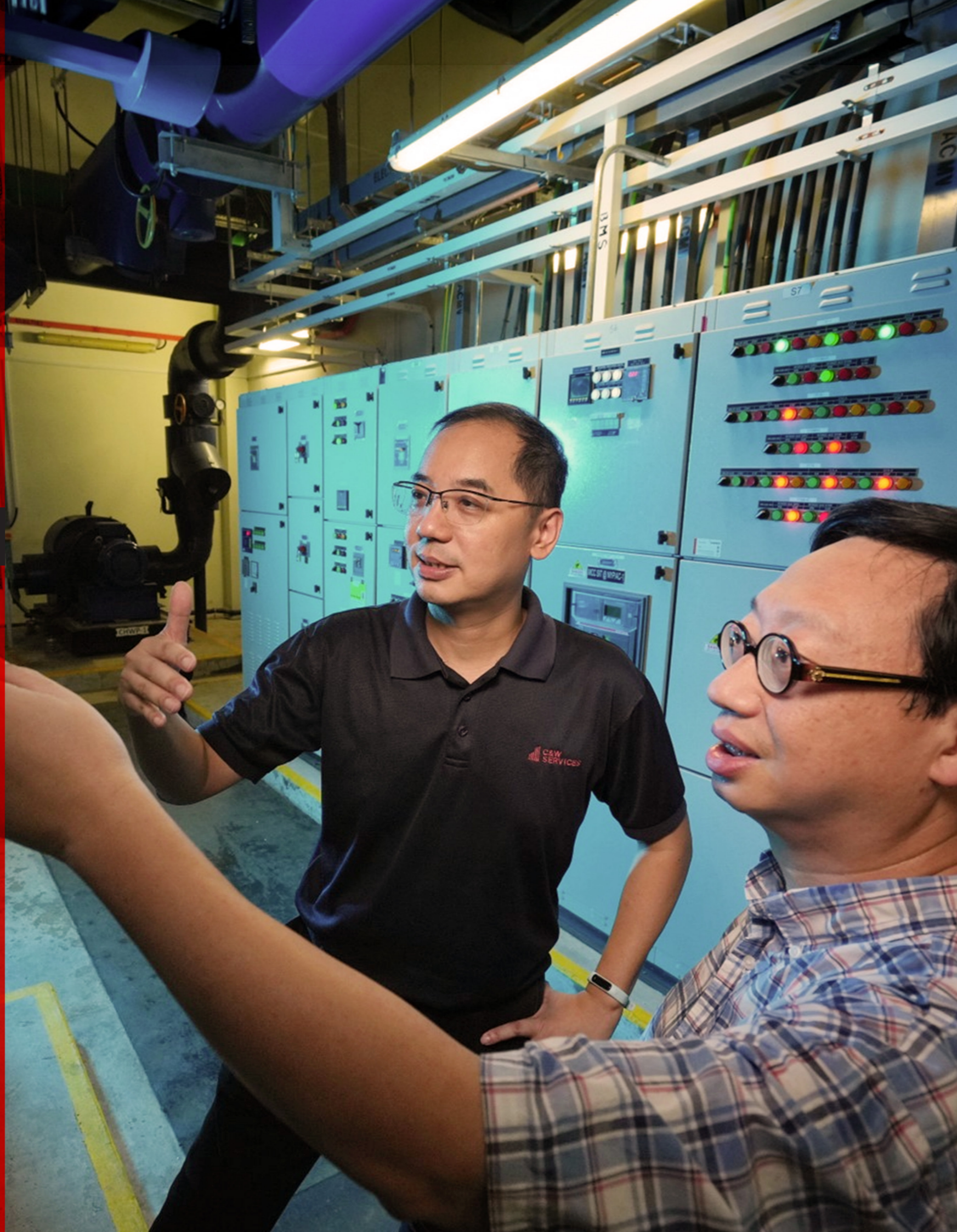
SIT is focused on the mid to high Technology Readiness Levels research space, which complements the research work done by the research-intensive universities to generate solutions and innovations that will make an impact on industry. SIT also uses applied research to inform our applied learning.

SO3

Impactful applied research that advances industry innovation and informs education

Success Definition

SIT is the university of choice for industry, where our applied research advances the innovation capabilities of existing companies and creates new ones. We are top of mind for companies seeking scalable, implementable solutions and developing the talent pipeline for industry innovation.



The new Punggol Campus has an opportunity to add vibrancy to Punggol as a university town.

The design of the campus encourages interaction with companies in PDD and residents in Punggol. SIT has an opportunity to inspire the community in Punggol as an institution of higher learning, to spur innovation in an environmentally sustainable campus and to make an impact on society in line with its mission statement.

SO4

A University Town in Punggol that ignites the spirit of innovation, drives environmental sustainability and positive societal changes, and fosters a culture of lifelong learning

Success Definition

SIT's campus is a vibrant centre of learning, innovation and environmental sustainability in Punggol. We collaborate closely with the industry and community to positively influence a vast segment of the local community, enhance our students' learning and shape their values.

Digital transformation will enable and support business transformation.

SIT is making the transition from a start-up university to a more mature university with an expanded mission. To succeed, SIT will need to transform the way it works, whether in teaching and learning, research or administration.

SO5

Business transformation enabled by digital technologies

Success Definition

SIT is highly stakeholder-centric and digitally enabled to deliver superior user experience and enhanced productivity to achieve its goals in education, applied research and administration.



The purpose of the organisation is to serve the needs of the University in a responsive and committed manner and enable it to achieve its mission.

At the same time SIT must seize the opportunity to be a sustainable organisation.

SO6

A responsive, committed and sustainable organisation that is effective in delivering the University's mission

Success Definition

SIT is a high-performance organisation that is responsive to mission demands, whose staff are fully committed to their roles and the goals of the University and is environmentally and socially sustainable.

Financial sustainability is imperative.

As SIT continues to grow its plans and range of activities to achieve its goals, costs will inevitably rise. It needs to continue to be financially sustainable through growing its revenue, managing its costs and optimising the use of its resources.

SO7

A financially sustainable organisation

Success Definition

SIT continues to be a financially sustainable organisation through the generation of sufficient revenue and optimal use of its resources.

SIT to be a platform university

SIT is embarking on the Innovation-as-a-Service (IaaS) initiative, which will be a platform for SIT to help companies seeking to progress from applied research to innovation to a viable product. SIT will leverage its access to a diverse pool of partners that spans the very different requirements of each stage of product development. The platform concept can be expanded to education, so that SIT can respond quickly to new requirements that lie outside of in-house expertise by leveraging its partners in higher education and industry, locally and globally.

SO8

A platform university anchored by an ecosystem of partners

Success Definition

SIT's education and innovation platforms are agile and responsive to industry needs through leveraging an ecosystem of partners from industry, academia, research institutions and agencies.




Forging Ahead with Clarity and Purpose

A Shared Strategic Journey

The strategic objectives outlined will have far-reaching implications for all stakeholders. For learners, it means access to cutting-edge education that combines strong theoretical foundations with real-world applications. It is also about a holistic education, preparing our learners to navigate and thrive in an uncertain and dynamic future. For industry partners, it ensures a steady pipeline of highly skilled and innovative graduates ready to contribute to their organisations, as well as the use of applied research to help them move up the innovation value chain. For staff, it provides opportunities for professional growth and collaboration with industry partners. For the broader community, it means a stronger economy and more resilient society driven by innovation and skilled talent.

Even as SIT2034 sets the course, the success of SIT lies in the shared commitment of every member of the SIT community. The future will be shaped by the strength of our collaboration, as we bring this vision to life, together.



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