

Giving

110%

NATIONAL
UNIVERSITY
OF SINGAPORE

ANNUAL
REPORT
2015

NUS
110
BECAUSE
WE CARE



for 110 years

2015 marks our 110th year of founding
together with Singapore's Golden Jubilee.

As the nation advances towards the next
50 years, we continue to serve Singapore
and society, nurturing talents and
improving lives with innovative education
and impactful research.

VISION

A leading global university
centred in Asia, influencing
the future

MISSION

To transform the way people
think and do things through education,
research and service

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CHAIRMAN'S STATEMENT



1 Mr Wong Ngit Liong (left) at the opening of the Lee Kong Chian Natural History Museum

2 Launch of NUS110 at Taman Jurong Community Club

3 Visit with Neighbourhood Health Service beneficiary

4 Launch of NUS Science & Technology Exhibition

5 Commencement Dinner 2015

This is a year of celebration and of reflection. As we celebrate our 110th anniversary with Singapore's Golden Jubilee, we reflect upon the importance of education that has transformed us from an indigent fledgling nation with scarce resources into an affluent country with our universities as leading institutions in Asia and the world.

Apart from nurturing and producing graduates to satisfy the manpower needs of the country, the University also contributes to nation-building and influences the formulation of national policies in many key areas, including building a cost-effective healthcare system, planning for a sustainable and livable city, providing affordable public housing, access to clean water and energy, and social and economic development.

Founded in 1905 as a medical institution to train local doctors for the community, we grew over the years to nurture students who would then give back to the society in multifarious ways. Over 9,000 doctors have graduated from the School of Medicine since its inception. This forms the majority of doctors practising in Singapore, and has helped to create an efficient public healthcare system which is highly regarded globally. Other major contributions to healthcare include the national poliomyelitis immunisation programme for thousands of Singapore schoolchildren in the 1960s by the Department of Microbiology. This vaccination programme effectively prevented polio in Singapore. In 1982, to boost fertility and the hopes of couples who had difficulty in conceiving, the Department of Obstetrics and Gynaecology undertook the first successful in-vitro fertilisation and embryo transfer, a first in Asia.

To provide manpower equipped with professional and technological skills for the rapid economic growth and urban development of Singapore, two new faculties – Engineering and Architecture – were established in 1969. When new housing estates, industrial parks and urban renewal took off, the Faculty of Architecture kept pace by offering new courses on the management of buildings and estates, urban planning and systems engineering. As people of different races live close to each other in housing estates, the study of Singapore's multiethnic, multireligious and multicultural society by the Faculty of Arts and Social Sciences contributed to an understanding of how diverse people integrate and coexist harmoniously.

In a country where resources are scarce, the Faculty of Engineering made significant contributions to Singapore's land and water reclamation programmes. The study of trace contaminants and their effects on human health enhanced public acceptance of using reclaimed water. This initiative resulted in the introduction of NEWater as the third national tap of Singapore. Innovative membrane science and technology has also been developed for water purification, alternative clean energy options, and reduction of carbon emissions profile.

In terms of raising the standards of governance in Asia, improving the lives of its people and contributing to its transformation, the Lee Kuan Yew School of Public Policy, in just over a decade, has trained more than 12,000 public servants from more than 80 countries. These public servants, mainly from Asia, have in turn improved the governance of their countries.

As we grow, we constantly remind ourselves that the success and transformation of NUS are the result of the support of the various stakeholders – the relevant Government ministries and agencies, board members, benefactors, management, staff, students and alumni.

This year, as part of our Board renewal exercise, I warmly welcome on board three members: Mr Chaly Mah, Mr Goh Choon Phong and Mr Ng Wai King. We are indeed privileged to have them to be part of NUS' continuing transformation and pursuit of excellence. I would also like to express my gratitude to Prof Saw Swee Hock, Mr Paul Ma and Mr Davinder Singh, who have retired from the Board this year, for their leadership, guidance and contributions to the University.

Finally, the future is about reflecting and remembering our mission for the community with a long term view to constantly shape the future of Singapore, and improve the lives and destinies of the people around us. The journey ahead will be increasingly difficult, but let us not be weary as difficult roads will often lead to beautiful destinations.

WONG NGIT LIONG
Chairman, Board of Trustees

PRESIDENT'S MESSAGE



1 Commencement 2015

2 Open Day 2015

3 LKY School Distinguished Speaker Series featuring UK Prime Minister Mr David Cameron

4 Istana dinner for University of Malaya Chancellor, Sultan Nazrin Muizzuddin Shah

5 ASEAN University Network summit



This year, NUS joins the nation in celebrating 50 years of independence. In a remarkable half-century, Singapore advanced from Third World to First, and is now a leading global hub of trade, technology and innovation. As Singapore's flagship university, we are proud of the role and contributions our University and graduates have made to the progress and development of our nation.

2015 is also a significant year for NUS itself, as we are celebrating the 110th anniversary of our founding. From our modest beginnings as a small medical school in 1905, NUS has grown and transformed over the course of a century. Today, we are a highly ranked global university widely recognised for our excellence in education, research and enterprise.

Even as we celebrate the past, we continue to innovate and grow new areas of excellence on a broad front. In education, we launched our grade-free semester for first year undergraduates to encourage students to pursue courses based on their interests and curiosity, rather than the potential impact on their grades. We expanded our Honours programmes and introduced two new concurrent and double-degree programmes with prestigious overseas university partners: an NUS Bachelor of Arts/Science (Honours) and a Master in Public Health from the Yale School of Public Health; and an NUS Bachelor of Arts/Social Sciences (Honours) and a Bachelor of Arts from Institut d'Etudes Politiques de Paris.

In research, the opening of the 17-storey Tahir Foundation Building will advance health and biomedical research and training by providing substantial new state-of-the-art facilities and space, and housing the Saw Swee Hock School of Public Health. Several new research programmes, such as the Social Service Research Centre

in Faculty of Arts and Social Sciences, will drive the development of social science research in Singapore and the region. To further boost our entrepreneurship thrust, a new start-up launch-pad, Block 71 San Francisco, was established together with our partners Infocomm Investments Pte Ltd and SingTel Innov8, which would also lead to increased exchanges and linkages between Singapore, Silicon Valley and the Bay area.

We have also continued to build on our rich tradition of community service with the introduction of NUS CARES, which serves as a platform for NUS faculty and students across our campus to work closely with external partners to study, design and implement solutions for community challenges and issues.

The next 50 years will bring both tremendous opportunities and challenges. The rapid pace of change, volatility and heightened competition, means that our University will have to work even more innovatively and strategically, to differentiate and to excel.


We are now deeply engaged in enhancing the dimensions of our University which will be fundamental for the future, even as we continue to maintain our long-standing focus on talent recruitment and development, and world-class research and education.

In education, we are developing new strategies and programmes that will help ensure that NUS students and graduates will be future-ready. In research, a key goal is to increase the translational impact of our work to create wider societal, economic and health value, working in close conjunction with industry, public agencies and other partners. Special attention will be directed towards areas of strategic importance to Singapore. In enterprise, we are re-doubling our efforts to enhance the vibrancy, connectivity and distinctiveness of our entrepreneurial ecosystem, in particular strengthening its linkages with partners and venture capital firms here and abroad.

Although NUS is 110 this year, our institution is youthful, vigorous and innovative. NUS is well-poised to seize future opportunities, and further grow our impact both in Singapore and globally. With our dedicated faculty, staff and students, and the unstinting support of our alumni and stakeholders, we are well on the way to making the next chapter of the NUS story equally inspiring and illustrious.

TAN CHORH CHUAN
President

BOARD OF
TRUSTEES



Mr WONG Ngit Liong
Chairman
Board of Trustees
Chairman & Chief Executive Officer
Venture Corporation Limited
Appointed on 28 March 2006

Mr Wong is a member of the Singapore Research, Innovation and Enterprise Council under the Prime Minister’s Office. He is currently the Chairman and Chief Executive Officer of Venture Corporation Limited, a leading global provider of technology services, products and solutions. He holds a First Class (Honours) degree in Electrical Engineering from the University of Malaya and a Master’s degree in Electronics Engineering from the University of California at Berkeley, where he was a Fulbright Scholar. He also holds a Master of Business Administration degree with distinction from McGill University under the Canadian Commonwealth Fellowship.



Mr Hans-Dieter BOTT
Former Managing Director
Siemens Pte Ltd
Former President
Singaporean-German Chamber of
Industry and Commerce
Appointed on 1 April 2009

Mr Bott is a Board Member of the German Child Protection League of the Bavarian State Association. He has served on the boards of the Singapore Symphonia Company Limited, SMA Services Pte Ltd, Intellectual Property Office of Singapore, and Exploit Technologies Pte Ltd. He holds a Diploma in Business Administration from the Chamber of Commerce Nuremberg, Germany.



Ms CHAN Chia Lin
Director
Holywell Private Limited
Appointed on 1 April 2013

Ms Chan is Director of Holywell Private Limited and Chairman of Urbanspace Sdn Bhd. She was formerly the Chief Investment Officer of Fullerton Fund Management Company. She is Board Member of the National Council of Social Services and Healthserve Limited, and serves on the investment committee of several non-profit organisations. Ms Chan holds an Honours degree in Philosophy, Politics and Economics from Oxford University and a Master’s degree in Public Administration from Harvard University.




Ambassador CHAN Heng Chee
Ambassador-at-Large
Ministry of Foreign Affairs
Appointed on 1 April 2012

Ambassador Chan is Singapore’s Representative to the ASEAN Intergovernmental Commission on Human Rights. She is Chairman of the Lee Kuan Yew Centre for Innovative Cities in the Singapore University of Technology and Design, Chairman of the National Arts Council, Member of the Presidential Council for Minority Rights, and a Founding Director on the Board of the S Rajaratnam Endowment CLG Limited. She was Singapore’s Ambassador to the United States, Singapore’s Permanent Representative to the United Nations, High Commissioner to Canada and Ambassador to Mexico. She holds a Bachelor of Arts (First Class Honours) in Political Science from the University of Singapore, a Master of Arts in Political Science from Cornell University and a PhD in Political Science from the University of Singapore.



Dr CHEONG Koon Hean
Chief Executive Officer
Housing & Development Board (HDB)
Deputy Secretary (Special Duties)
Ministry of National Development
Appointed on 1 April 2013

Dr Cheong is on the boards of the HDB, the International Federation for Housing and Planning, and the Civil Service College. She was also formerly CEO of the Urban Redevelopment Authority. She serves on several international expert panels, and is a nominating committee member of the Lee Kuan Yew World City Prize. A Colombo Plan scholar, she holds a First Class Honours degree and University Gold Medal in Architecture and a Doctor of Architecture honoris causa from the University of Newcastle; as well as a Master’s degree in Urban Development Planning from University College London. She is also the Tan Swan Beng Endowed Professor in Nanyang Technological University.



Ms CHONG Siak Ching
Chief Executive Officer
National Gallery Singapore
Appointed on 1 April 2011

Ms Chong sits on the boards of Singapore Press Holdings and Jurong Health Services. She is Board Member of the National Arts Council, and Governing Board Member of Yale-NUS College. Ms Chong holds an Honours degree in Estate Management and a Master’s degree in Business Administration from the National University of Singapore.

BOARD OF TRUSTEES



Mr Lucas CHOW Wing Keung
Chairman
Health Promotion Board
Appointed on 1 April 2006

Mr Chow is the Chairman of Singapore's Health Promotion Board. He was formerly the Group Chief Executive Officer and Managing Director of Far East Orchard Limited and the Executive Director of Far East Organization. Mr Chow sits on the Yellow Ribbon Fund Committee. Mr Chow graduated with a Bachelor of Science (Honours) from the University of Aston, United Kingdom.



Mr GOH Choon Phong
Chief Executive Officer
Singapore Airlines
Appointed on 1 April 2015

Mr Goh is a Board Director of SIA Engineering Company, Mount Alvernia Hospital and Virgin Australia Holdings Limited. He is a Member of the Care and Share Committee of the Singapore50 Steering Committee of the National Council of Social Service. He is also a Member of the Board of Governors of the International Air Transport Association, on which he is a member of the Strategy and Policy Committee. Mr Goh holds a Master of Science degree in Electrical Engineering and Computer Science and three Bachelor of Science degrees, in Computer Science & Engineering, Management Science and Cognitive Science, from the Massachusetts Institute of Technology.



Mr GOH Yew Lin
Managing Director
G.K. Goh Holdings Ltd
Appointed on 1 April 2008

Mr Goh is the Managing Director of Singapore-listed G.K. Goh Holdings Ltd, an investment company with operations in aged care, and in financial and business services. He is Chairman of Seatown Holdings Pte Ltd, Yong Siew Toh Conservatory of Music, and Singapore Symphonia Company Limited, and is Deputy Chairman of the National Arts Council. He also serves on the boards of Temasek Holdings (Private) Limited and Trailblazer Foundation Ltd. Mr Goh holds a Bachelor of Science (Economics) degree from the University of Pennsylvania.



Mr HAN Fook Kwang
Editor-at-Large
The Straits Times, Singapore Press Holdings Ltd
Appointed on 1 April 2008

Mr Han is Chairman of The Straits Times School Pocket Money Fund which provides financial assistance to needy students. He is a Board Member of the National Environment Agency, and Building and Construction Authority as well as Governing Board Member of Duke-NUS Graduate Medical School Singapore. Mr Han graduated from the University of Leeds in Mechanical Engineering and holds a Master's degree in Public Administration from Harvard University.



Dr Noeleen HEYZER
Social Scientist and Former United Nations Under-Secretary-General
Appointed on 1 August 2013

Dr Heyzer was appointed by United Nations Secretary-General Ban Ki-Moon as Under-Secretary-General of the United Nations, as well as the first woman Executive Secretary of the Economic and Social Commission for Asia and the Pacific (ESCAP) since its founding in 1947, and most recently also as his Special Adviser for Timor-Leste. She was previously the head of the United Nations Development Fund for Women (UNIFEM). She holds a Bachelor of Arts and a Master of Science from the University of Singapore, as well as a Doctorate in Social Sciences from the University of Cambridge.



Mr Peter HO Hak Ean
Senior Advisor
Centre for Strategic Futures
Senior Fellow
Civil Service College
Appointed on 1 April 2011

Mr Ho is the Senior Advisor to the Centre for Strategic Futures and a Senior Fellow in the Civil Service College. He is also Chairman of the Urban Redevelopment Authority of Singapore, Chairman of the Singapore Centre on Environmental Life Sciences Engineering, and Director of Lee Kuan Yew Exchange Fellowship. He was Head of Civil Service, Permanent Secretary (Foreign Affairs), and Permanent Secretary (Defence). He was the founding Chairman of the Maritime and Port Authority of Singapore. Mr Ho holds a Bachelor of Arts (Honours) in the Engineering Tripos and a Master of Arts from the University of Cambridge. He is a Fellow of the Academy of Engineering Singapore.

BOARD OF TRUSTEES



Professor Olaf KÜBLER
President Emeritus
ETH Zurich
Appointed on 1 April 2006

Professor Kübler is a member of the German Council of Science and Humanities (Wissenschaftsrat). He serves on the President’s International Advisory Council of King Abdullah University of Science and Technology (KAUST) and on the Board of the Institute of Science and Technology Austria (IST Austria). He is a partner of Robert Bosch Industrietreuhand KG and also serves on its Supervisory Council. Professor Kübler holds undergraduate and graduate degrees in Theoretical Physics from TU Karlsruhe and ETH Zurich respectively, and obtained his doctorate from the University of Heidelberg.



Mdm Kay KUOK Oon Kwong
Executive Chairman
Shangri-La Hotel Limited
Appointed on 1 April 2008

Mdm Kuok is the Managing Director of Shangri-La Hotels (M) Berhad, Chairman of Allgreen Properties Limited, and Director of Kuok (Singapore) Limited. She is the Chairman of the Board, of National Healthcare Group, Yale-NUS College Governing Board, and TTSH Community Fund. She is also President of the Singapore Hotels Association, Director of the Wildlife Reserves Singapore Conservation Fund, Director of The Courage Fund Ltd, and sits on the National Youth Achievement Award Council. She is a Barrister-at-Law from Gray’s Inn London.



Mr Michael LIEN Jown Leam
Executive Chairman
Wah Hin and Company
Appointed on 1 April 2009

Mr Lien is Executive Chairman of Wah Hin and Company. He is a Board Member of Temasek Holdings (Private) Limited. He was a Managing Director of Morgan Stanley and headed its Singapore corporate finance business up to 2002. He previously served at Singapore’s Ministry of Trade and Industry. Mr Lien is also the founder of Leap Philanthropy. Mr Lien was a Colombo Plan Scholar, and holds a Bachelor of Economics (First Class Honours) degree, with majors in Finance and Econometrics from Monash University, Australia.



Mr Andrew LIM Ming-Hui
Partner
Allen & Gledhill LLP
Appointed on 1 April 2012

Mr Lim is Co-Head of Corporate Mergers & Acquisitions at Allen & Gledhill. He is currently a Director of Jurong Engineering Limited and Singex Pte Ltd. He also serves on the Board of the Council for Private Education of Singapore and Community Chest Committee. Mr Lim graduated from the National University of Singapore with a Bachelor of Laws honours degree and a Master of Laws degree. He is a Fellow of the Singapore Institute of Directors.



Mr Chaly MAH Chee Kheong
Chief Executive Officer
Deloitte Southeast Asia
Appointed on 1 April 2015

Mr Mah is the CEO of Deloitte Southeast Asia and Chairman of Deloitte Singapore. He is the Deputy Chairman of the Singapore Accountancy Commission, and serves on the Boards of Economic Development Board, Sentosa Development Corporation, and Singapore International Chamber of Commerce. He graduated with a Bachelor of Commerce degree from the University of Melbourne. He is an associate member of the Institute of Chartered Accountants in Australia, a fellow member of CPA Australia as well as the Institute of Singapore Chartered Accountants.



Mr NEO Kian Hong
Permanent Secretary
(Education Development)
Ministry of Education
Appointed on 1 August 2013

Mr Neo is the Permanent Secretary (Education Development) in the Ministry of Education. He was formerly the Chief of Defence Force in the Singapore Armed Forces. He has served on the Boards of Jurong Town Corporation and Singapore Technologies Engineering Ltd. Mr Neo holds a Bachelor of Engineering (Electrical & Electronics) from the University of London, UK, as well as a Master of Science (Management of Technology) from the Massachusetts Institute of Technology.

BOARD OF TRUSTEES



Mr NG Wai King
Joint Managing Partner
WongPartnership LLP
Appointed on 1 April 2015

Mr Ng is the Joint Managing Partner of WongPartnership and concurrently heads the Corporate Group. He graduated from the National University of Singapore with a Bachelor of Laws Honours degree where he was awarded the AV Winslow Prize. He subsequently obtained a Master of Laws degree from Columbia University School of Law where he graduated as a Harlan Fiske Stone Scholar.



Professor TAN Chorh Chuan
President
National University of Singapore
Appointed on 1 April 2006

Professor Tan is the Chairman of National University Health System, Deputy Chairman of Singapore’s Agency for Science, Technology and Research; and Director of the Monetary Authority of Singapore. He is a member of several international committees, advisory boards and associations, and played leadership roles in a variety of these. He obtained his MBBS, Master of Medicine (Internal Medicine) and PhD from the National University of Singapore, and MRCP (UK) from the Royal College of Physicians.



Mr Phillip TAN Eng Seong
Director
EQ Insurance Company Ltd
Appointed on 1 April 2008

Mr Tan is a Director of EQ Insurance Company Ltd and is currently serving on the boards and the audit, finance and investment committees of a number of statutory and charitable bodies. He is a Fellow of the Institute of Chartered Accountants in England and Wales and a Fellow of the Institute of Certified Public Accountants of Singapore.



Mr Abdullah TARMUGI
Member of the Presidential Council
for Minority Rights and Former
Speaker of Parliament
Appointed on 1 April 2012

Mr Tarmugi is a member of the Presidential Council for Minority Rights and former Speaker of Parliament, Singapore, and former Minister of Community Development and Sports. He is also an Independent Director for the Islamic Bank of Asia, GuocoLand Ltd, Goodhope Asia Holdings Ltd, and Pacific Insurance Bhd. He holds an Honours degree in Social Science from the University of Singapore and a postgraduate Diploma (Merit) in Urban Studies from the University of London under the Commonwealth Scholarship.



Dr TEH Kok Peng
Former Chairman
Ascendas Pte Ltd
Appointed on 1 April 2011

Dr Teh was formerly the Chairman of Ascendas Pte Ltd. He is a Board Member of Overseas Chinese Banking Corporation, Sembcorp Industries Ltd, China International Capital Corporation, a member of the Trilateral Commission and a Founding Director on the Board of the S Rajaratnam Endowment CLG Limited. Dr Teh obtained First Class Honours in Economics at La Trobe University, Melbourne, and his doctorate in Economics at Nuffield College, Oxford University.



Ms Elaine YEW Wen Suen
Member of Global Executive
Committee
Managing Partner
Singapore Egon Zehnder
Appointed on 1 April 2014

Ms Yew is a member of Egon Zehnder’s Global Executive Committee, and concurrently the Managing Partner of the Singapore office. Before joining the firm, Ms Yew was an Executive Director with Goldman Sachs and previously a consultant with Monitor Company, both in London, where she lived for 15 years. She serves on the Board of Governors of the Convent of the Holy Infant Jesus group of schools in Singapore. She has a Bachelor of Arts Honours degree in English and Drama from the University of Kent and Master’s degree in Business Administration from INSEAD, France.

SENIOR MANAGEMENT



Professor TAN Chorh Chuan
President



Professor TAN Eng Chye
Deputy President
(Academic Affairs) and Provost



Professor John Eu-Li WONG
Senior Vice President
(Health Affairs) and Isabel Chan
Professor in Medical Sciences



Professor YONG Kwet Yew
Vice President
(Campus Infrastructure)



Professor Andrew WEE
Vice President
(University and Global Relations)



Professor Bernard C Y TAN
Vice Provost
(Undergraduate Education)



Professor Barry HALLIWELL
Deputy President (Research &
Technology) (2007-31 May 2015),
Senior Advisor to the President
(from 1 June 2015) & Tan Chin Tuan
Centennial Professor



Professor HO Teck Hua
Deputy President (Research &
Technology) (from 1 June 2015) &
Tan Chin Tuan Centennial Professor



Mr Joseph P MULLINIX
Deputy President
(Administration)



Dr Lily CHAN
Chief Executive Officer
NUS Enterprise



Ms Aileen TAN
Vice President
(Human Resources)



Ms Jenny LEE
Vice President
(Endowment and Institutional
Development)



Professor Lily KONG
(Provost's Chair)
Vice Provost (Academic Personnel)



Professor Mohan KANKANHALLI
Vice Provost (Graduate Education)



Professor CHAN Eng Soon
Vice Provost (Special Duties)
Keppel Chair Professor

CALENDAR OF EVENTS

1 AUG 2014 - 31 JUL 2015



1



2

Aug 2014

1 NUS students raised more than \$418,000 with a first-ever charity-themed Rag Carnival held at University Town, as well as public donations collected by more than 4,000 volunteers on Flag Day. Emeritus Senior Minister Mr Goh Chok Tong graced the Rag Day event as Guest-of-Honour. The funds raised benefitted 19 charity programmes supported by Singapore's Community Chest.

2 The Faculty of Dentistry marked its 85th anniversary with a dinner attended by more than 600 students, faculty and staff, and distinguished guests including Minister for Education Mr Heng Swee Keat. The Faculty has to date trained about 2,000 undergraduates and 250 graduates who have been providing oral care for the local and international community.

Sep 2014

3 The Faculty of Law officially launched the Centre for Banking & Finance Law, which was graced by Guest-of-Honour Minister for Law and Foreign Affairs Mr K Shanmugam. The Centre was established with the support of Singapore's Ministry of Law.



3



5

Oct 2014

4 Singapore Prime Minister Mr Lee Hsien Loong delivered a talk titled "Singapore in Transition – the Next Phase" at the National University of Singapore Society 60th Anniversary Lecture held at the University Cultural Centre. He outlined three principles to guide Singapore's future: the need to look outwards and not just inwards; being good-hearted as well as hard-headed; and appreciating the future by understanding our past.

Nov 2014

5 Her Royal Highness Princess Astrid of Belgium visited NUS as part of a three-day official visit to Singapore. During the visit, Princess Astrid witnessed the signing of a Memorandum of Understanding between NUS and the University of Antwerp that explored collaborations in academic and research areas as well as student exchanges.

6 The NUS Economics Mentorship Programme was unveiled at the Department of Economics' 80th anniversary gala dinner which was graced by Emeritus Senior Minister Mr Goh Chok Tong. The Faculty of Arts and Social Sciences (FASS) also celebrated its 85th anniversary with a gala dinner which saw the inauguration of the FASS Student Leadership Award and the launch of the Ann Wee NUS Social Work Alumni Award.



4



6

CALENDAR OF EVENTS

**Nov 2014**

7 Singapore President and NUS Chancellor Dr Tony Tan Keng Yam attended the gala dinner marking the Faculty of Science's 85th anniversary as Guest-of-Honour. The Faculty presented Alumni Awards to 17 outstanding Science alumni in recognition of their achievements in national leadership, service and research excellence towards the betterment of science.

Jan 2015

8 Two Nobel Prize Laureates – Professor Brian Schmidt (Physics) and Dr Mohamed ElBaradei (Peace) were speakers at the 5th ASEAN "Bridges – Dialogues Towards a Culture of Peace" series. Prof Schmidt spoke of science as a means of conquering humanity's problems while Dr ElBaradei emphasised the need for cooperation, inclusiveness and the prioritisation of human dignity.

9 The Faculty of Engineering kick-started its 60th anniversary celebrations with its biggest-ever ENGIN Day event which saw the unveiling of the Faculty's 60th anniversary logo by Engineering Dean, Professor Chua Kee Chaing.

Feb 2015

10 Dr Margaret Chan, Director-General of World Health Organization, officiated at the opening of the Saw Swee Hock School of Public Health's (SSHSPH) new home at the Tahir Foundation Building. Dr Chan later spoke on the topic "Facing Public Health Challenges in the Post-2015 Era: Need for a New Paradigm" at SSHSPH's Public Health Thought Leadership Dialogue Series.

Mar 2015

11 The University held a memorial ceremony at the Lee Kuan Yew School of Public Policy to commemorate and honour the passing of Singapore's Founding Prime Minister and NUS Eminent Alumnus Mr Lee Kuan Yew. More than 1,000 attendees comprising Board Members, senior management, students, faculty, staff and alumni gathered for the special service while another 2,500 of the campus community tuned in to the live webcast.

Apr 2015

12 The Tahir Foundation Building, named in recognition of Indonesian business leader and philanthropist Dato' Sri Dr Tahir, was officially opened by Minister for Education Mr Heng Swee Keat. It houses research laboratories, teaching and learning spaces of the Yong Loo Lin School of Medicine, SSHSPH, as well as the Faculty of Science's Pharmacy and Chemistry programmes.

CALENDAR OF EVENTS



13



14



15



16



17



18

Apr 2015

13 NUS hosted the first visit by University of Malaya (UM) Chancellor and Sultan of the State of Perak His Royal Highness Sultan Nazrin Muizzuddin Shah and his delegation. The delegation participated in the UM-NUS Inter-University Tunku Chancellor Golf Tournament, toured University Town and Lee Kong Chian Natural History Museum, and attended an official dinner at the Istana, hosted by Singapore President and NUS Chancellor Dr Tony Tan Keng Yam.

May 2015

14 The University's new race car with aerodynamic "wings", NUS-R15, was ranked 7th in the world at the prestigious Formula SAE competition held in Michigan, US. This achievement marked the NUS team's best performance at the international race since 2004. Designed and built by 14 NUS Engineering students, the NUS-R15 race car was the only entry from Singapore and Southeast Asia.

15 NUS was the only school honoured as one of Singapore's 50 most-loved places in the SG Heart Map, the first-ever crowd-sourced map of Singapore's special places and moments. NUS President Professor Tan Chorh Chuan received a plaque at the unveiling of 50 SG Heart Map places from Ms Grace Fu, Minister, Prime Minister's Office; Second Minister for the Environment and Water Resources as well as Foreign Affairs; and Co-Chair of the SG50 Environment and Infrastructure Committee.

Jul 2015

16 Emeritus Senior Minister Mr Goh Chok Tong, Professor Saw Swee Hock and Sir Richard Brook Sykes received honorary degrees for their contributions to Singapore and the wider community at the NUS Main Commencement Ceremony 2015. This was the first time in over 30 years that three honorary degrees were bestowed at an NUS graduation ceremony.

17 The Sisters' Islands Marine Park Public Gallery, a partnership between NUS' Tropical Marine Science Institute and the National Parks Board, was officially opened by Singapore President and NUS Chancellor Dr Tony Tan Keng Yam. Part of the Marine Park Outreach and Education Centre, the gallery showcases the rich marine biodiversity in Singapore's waters.

18 United Kingdom Prime Minister Mr David Cameron delivered a speech at the Lee Kuan Yew School of Public Policy as part of the LKY School Distinguished Speaker Series. Mr Cameron was on an official trip to Singapore to celebrate 50 years of diplomatic relations and partnership between the two countries.

NUS110 SIGNATURE EVENTS 2015



Feb

1 NUS kicked off its 110th anniversary celebrations with a special community event at Taman Jurong Community Club, graced by Deputy Prime Minister and Minister for Finance Mr Tharman Shanmugaratnam as Guest-of-Honour, and Mayor of Central Singapore District and NUS Alumni Advisory Board Member Ms Denise Phua, as special guest. The “NUS Community Advancement with Research and Education Synergies” (NUS CARES) initiative was launched at the event. NUS CARES brings together partner organisations and

NUS faculty, researchers and students to collaborate on developing creative and practical solutions for the communities at large.

Apr

2 The Lee Kong Chian Natural History Museum, Singapore's first and only natural history museum, was officially opened by Singapore President and NUS Chancellor Dr Tony Tan Keng Yam. The museum, which traces its roots to the original Raffles Museum of 1878, was established through philanthropic gifts totalling \$56 million.

3 An exhibition showcasing NUS' contribution to nation building through groundbreaking research was launched by NUS Chairman Mr Wong Ngit Liong. Themed “Building Our Nation through Science & Technology”, the exhibition demonstrated the University's emphasis on transformative education and high-impact research and features projects which address key challenges faced by the community.



Jul

4 More than 1,000 NUS alumni and their families attended the Bukit Timah Homecoming event themed “Varsity Showtime” at the Bukit Timah Campus. The traditional cake-cutting and celebratory toast were especially significant, commemorating several milestones in NUS history: 110th year of founding; 50th anniversaries of the Class of '65 as well as NUS Business School; 40th anniversary of the School of Computing; and 10th anniversary of the Alice Lee Centre for Nursing Studies.

5 The Yong Loo Lin School of Medicine celebrated its 110th anniversary with a special dinner, attended by almost 1,000 alumni, students and guests. A \$3 million Parkway Pantai Professorship in Medicine and Healthy Ageing was also announced at the event.

6 The Institute of Policy Studies and the Lee Kuan Yew School of Public Policy organised a two-day conference called “Singapore at 50: What Lies Ahead?” that looked

at the city-state's progress since independence, and how it might continue to forge ahead in the next 50 years. Singapore Prime Minister Mr Lee Hsien Loong took centre stage in the opening dialogue moderated by CNN host Dr Fareed Zakaria. Prominent speakers included Deputy Prime Minister Mr Tharman Shanmugaratnam, Emeritus Senior Minister Mr Goh Chok Tong, and former Prime Minister of the United Kingdom Sir John Major.

Other events such as NUSSU Rag Day at the Float@Marina Bay; Kent Ridge Alumni Family Day 2015; Inauguration of Yale-NUS College Campus, and NUS110 Concert in the Park, will be held from August to December 2015.

EDUCATION

MILESTONES

1953

The first Doctor of Philosophy (PhD) degrees in the University's history are conferred

1994

A semester-based modular structure that retains the British system of rigour and depth, and incorporates the American system of flexibility and breadth, is introduced, offering undergraduates wider pathways

2000s

Strategic collaborations with prestigious overseas universities take off with Yong Siew Toh Conservatory of Music (with Peabody Institute of Johns Hopkins University), Duke-NUS Graduate Medical School Singapore (with Duke University) and Yale-NUS College (with Yale University)

2001

The Core Curriculum Programme and Talent Development Programme of several faculties merge to form the interdisciplinary University Scholars Programme, nurturing critical inquiry and intellectual responsibility among students

2011

NUS University Town opens, pioneering the concept of residential colleges which redefines how undergraduates live and learn on campus, serving as the hub of campus vibrancy

our
multifaceted
prepare
lifetime

programmes
students for a
of careers

EDUCATION

1 AUG 2014 – 31 JUL 2015

An NUS education offers students both a global and Asian experience that is profound and comprehensive. It is designed to provide our students with an intellectually stimulating experience both inside and outside the classroom.

STAYING ON TOP

NUS continued to be recognised as a world-class university in Academic Year (AY) 2014/15.

In the **Quacquarelli Symonds (QS) University Rankings: Asia 2015**, NUS retained its position as the top university in Asia. We were also ranked among Asia’s top two universities across all disciplines measured. In particular, we were rated Asia’s best in Social Sciences and Management, as well as Life Sciences and Medicine. NUS rose two places to the 22nd spot in the **2014 QS World University Rankings**.

NUS was ranked 25th in the **Times Higher Education (THE) World University Rankings 2014-2015** — our best performance since the rankings were introduced in 2010. NUS is one of only two Asian universities in the world’s top 25.

In the **2015 QS World University Rankings by Subject**, NUS was placed among the world’s 10 best universities for 11 subjects across the Architecture/Built Environment, Engineering, Science, and the Social Sciences disciplines. The University was also Asia’s best across 21 subjects, up from 18 subjects last year. Our Civil and Structural Engineering as well as Chemical

Engineering programmes were among the top five in the world.

The NUS Business School’s Master of Business Administration (MBA) moved up one rung to 31st place, according to the **Financial Times’ Global MBA Ranking 2015**. This cemented the programme’s position as the highest-ranked MBA degree offered by a Singapore university. In the **Financial Times Executive MBA Rankings 2014**, the UCLA-NUS Executive MBA was ranked 4th globally with a 3rd position in ‘Aims Achieved’ and 4th position in ‘International Course Experience’.

CHANGING FOR GOOD

Our academic programmes are continually reviewed to ensure that they evolve with the changing pedagogical and economic landscapes. In AY2014/15, we introduced various policy changes, including a **grade-free semester** for freshmen.

In the year of review, we also:

- a. Increased the proportion of students graduating with Honours. More students can now benefit from the added value of the Honours programmes, which help prepare graduates for a rapidly changing work environment.

The calibre of NUS’ undergraduate intake has continued to grow from strength to strength over the years. For students from Computing, Design and Environment, Engineering and Music, enrolment into their Honours programmes has always been determined at the point of admission into the University. Adjusting the qualifying cut-off for Honours allows a higher proportion of academically qualified students from Arts and Social Sciences, Business, Science and Nursing to have the opportunity to get onto the Honours track.

- NUS also adopted a new nomenclature for its Honours degrees that more accurately reflects our graduates’ academic accomplishments:
- Honours (Highest Distinction);
 - Honours (Distinction);
 - Honours (Merit); or
 - Honours.

- b. As part of our ongoing efforts to improve the quality and the mode of assessments, the Centre for Instructional Technology launched an effective e-examination strategy to support online examinations on a bigger scale. A large-scale online e-examination in a single session was successfully conducted for 600 students in November 2014 for a Department of Biological Sciences module.

QUANTUM LEAP INTO THE FUTURE

At NUS, we prepare our students for more than just the immediate future upon graduation. Our programmes equip them with the necessary skills and knowledge as well as a lifelong learning mindset that empowers them to adapt to the ever-evolving job and economic environment, keeping them career-relevant for life.

Our programmes cover a gamut of approaches and initiatives:

- a. The NUS Career Centre was repositioned as the **Centre for Future-ready Graduates** in October 2014 to better prepare and equip graduates for the rapidly changing global economic and business landscape.

The Centre focuses on helping students develop career building skills and a mindset of lifelong learning as well as provide them with mentorship and experiential learning opportunities with industry. Its continuous engagement and development framework, reinforced by a University-wide effort to impart similar values in the disciplinary curriculum, will ensure that our graduates will be fully prepared for the future.

UNIVERSITY RANKINGS

QS UNIVERSITY RANKINGS

1

Asia
University
Rankings
2015

22

World
University
Rankings
2014 - 2015

TIMES HIGHER EDUCATION

2

Asia
University
Rankings
2015

25

World
University
Rankings
2014 - 2015

GRADE-FREE SEMESTER

In AY2014/15, a grade-free first semester was introduced for first-year undergraduates who are on the modular system.

This option is available to freshmen in Arts and Social Sciences, Business, Computing, Design and Environment, Engineering, Music, Nursing, and Science. These students will be given a specific grade for modules read in the first semester but may opt for a Satisfactory/Unsatisfactory (S/U) grading. The S/U mechanism emboldens students to broaden their intellectual horizons without worrying about their academic standing.

Students from the Yong Loo Lin School of Medicine, Faculty of Law and Yale-NUS College also practised grade-free systems in other forms. Nearly 6,700 NUS freshmen benefitted from a grade-free first semester.

EDUCATION

b. NUS is taking a phased approach towards formalising **industry attachments** as an integral part of our undergraduate experience. In AY2014/15, the Faculty of Engineering and School of Computing redesigned their undergraduate curricula to incorporate industry attachments as a degree requirement, with higher levels of industry engagement.

c. The Faculty of Science has enhanced the **Undergraduate Professional Internship Programme (UPIP)**. This structured, credit-bearing internship module is offered to Year 2 and Year 3 science students. In AY2014/15, major-related positions were increased by over 50 per cent especially in the Life Sciences and Chemistry fields. Industry giants such as Veolia, Novartis, GE, Illumina and GlaxoSmithKline were added to the growing list of more than 100 UPIP partners. Besides the vacation period, the module will also be offered during the regular semester to almost all Science majors beginning in AY2015/16.

d. NUS students have benefitted greatly from the University's strong partnerships with a wide range of industry players. In June 2015, Citi launched a **first-of-its-kind legal internship programme** for students from the Faculty of Law to gain practical experience in the

banking sector. During the three-month internship, each intern would be paired with a Citi senior in-house counsel. Up to 10 interns would be accepted each year; and all interns would be guaranteed an interview with law firm Rajah & Tann, with the top performer landing a training contract.

ENHANCED LEARNING THROUGH RESIDENTIAL LIVING

This academic year saw an expansion of residential college learning, which has been shown to stimulate a more multidimensional intellectual and personal development in students.

a. **Residential College 4 (RC4)** which weaves the theme of systems thinking through its curriculum, kicked off its year-long pilot programme with 30 students in Semester 1 of AY2014/15 and another 30 students joining in Semester 2. They participated in formal and informal learning activities, including:

- Thinking in Systems: Ecosystems and Natural Resources module;
- Committed to Changing Our World: Dana Meadows' Legacy module; and
- Out-of-classroom activities such as the RC4 workshop series where students interacted with luminaries from various fields.

a. **Ridge View Residential College**, the first residential college outside University Town, welcomed its pioneering batch of 100 students in August 2014. Its programme, which takes an integrated interdisciplinary approach, is targeted at Year 1 students from Arts and Social Sciences, Engineering, Science, Computing, and Design and Environment.

Over two semesters, students read seamlessly integrated core modules, namely:

- Understanding and Critiquing Sustainability;
- Professional and Academic Communication; and
- Workplace Readiness.

To apply what has been learned in the classroom, the students embarked on a semester-long practical team project that focused on issues and challenges of sustainability. They carried out 21 projects, including rooftop farming, wildlife preservation and social sustainability through community spirit.

b. The **Halls of Residence** continued to create and support new credit-bearing modules to broaden students' learning. Raffles Hall introduced the Exploration in Musical Production module in Semester 2 of AY2014/15 with a pilot cohort of 15 students. The module

enabled students to gain a better understanding of musical production and performance. It also sharpened their skill sets in composing, acting, music-making, and financial and safety planning.

NEW PROGRAMMES OPEN NEW DOORS

Our academic programmes are continually being reviewed and revised to ensure that they remain relevant in a constantly changing world. We also introduce new and exciting avenues for learning and research for our students and faculty.

a. In AY2014/15, the Yong Loo Lin School of Medicine admitted its pioneer batch of students for a new **Graduate Diploma in Palliative Medicine**, offered in collaboration with the Chapter of Palliative Medicine Physicians, College of Physicians, Academy of Medicine Singapore. In line with the expected increase in demand for palliative care services for Singapore's ageing population, this course will train doctors, especially family physicians, to be competent and confident in managing patients with palliative care issues, in the clinic and at home.

b. The Faculty of Law launched the **Centre for Law and Business** in August 2014 to enhance and promote research and educational opportunities for faculty, students, legal practitioners and business executives in the fields of law, business and economics.



THE BIG MOVE

In July 2015, Yale-NUS College moved into its new campus in NUS University Town. Its campus hub comprises a learning commons with state-of-the-art technology, a library, a black box theatre and performance hall, art and dance studios, science laboratories and three residential colleges, each with a unique identity. The spaces complement formal learning and encourage discussions beyond the classroom walls.

It aims to:

- Be a platform for interdisciplinary research in law and business, particularly for intellectual property, tax and competition law;
- Be a thought leader in the area of commercial law, contributing to law reform in Singapore and the region; and
- Disseminate topical and important information as well as stimulate interest in comparative commercial law.

EDUCATION

c. In line with rising expectations for better quality healthcare and advancements in nuclear research, the Faculty of Engineering and the Faculty of Science introduced a new **minor in medical physics** in January 2015. Students will learn the foundations and medical applications of nuclear physics, including technologies such as Magnetic Resonance Imaging and Computed Tomography scan and their use in the most advanced medical technologies today.

Our new degree programmes prepare our graduates to not only meet national needs but also address global challenges.

a. In AY2014/15, NUS announced two new programmes to grow the nation’s capabilities in information technology and information security. The **Master of Technology in IT Leadership Programme**, jointly implemented by the Institute of Systems Science and School of Computing, seeks to groom the next generation of infocomm and technology leaders for Singapore and the region, who will be well-positioned to exploit digital opportunities and maximise business value.

At the undergraduate level, a new **Bachelor of Computing (Information Security)** programme has been introduced to augment Singapore’s pool of information security professionals. It offers a well-rounded understanding of cyber security issues and practices from both technical and organisational standpoints.

b. During the year of review, two new concurrent degree programmes were launched: a partnership between Yale-NUS College and the Lee Kuan Yew School of Public Policy, and another between Yale-NUS College and the Yale School of Public Health. The **Concurrent Degree Programme in Public Policy** is designed for students interested in applying their broad academic and intellectual background from Yale-NUS’ liberal arts and sciences curriculum to thinking and acting in the global dimension of public affairs and international policies. The **Concurrent Degree Programme in Public Health** is tailored for students keen to address public health challenges faced by national and global communities.

c. Also extending the University’s international reach is a new overseas **Double Degree Programme** offered in collaboration with Institut d’Etudes Politiques de Paris (Sciences Po). This partnership capitalises on the complementary yet distinct strengths of the two universities involved. At Sciences Po, students will receive a broad-based grounding in the arts and social sciences; at NUS, students will undergo rigorous training in a specialisation with the Faculty of Arts and Social Sciences, as well as develop inter-disciplinary analytical and thinking skills through the University Scholars Programme.

TOWARDS GLOBAL CITIZENSHIP
Given Singapore’s open economy and the international nature of business and trade, NUS understands the importance of providing a global education to our students so that they may truly be global citizens. Our programmes are carefully crafted so that our students can gain overseas exposure and experience student life abroad, which will benefit them in multicultural settings.

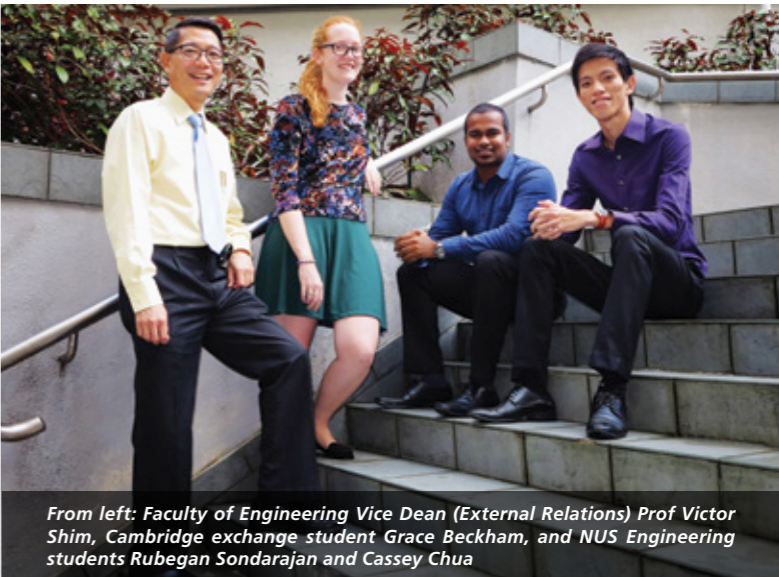
The **Student Exchange Programme (SEP)** remains the largest and most popular overseas programme. In the period of review, it had 183 university-wide partner universities and 173 faculty-level partner universities in 44 countries across the globe. NUS sent a total of 1,922 students out on SEP in AY2014/15, and played host to 1,965 international students.

Apart from SEP, students have other diverse overseas opportunities, including:

a. **International summer programmes**
We have increased our summer programmes by establishing new partnerships with world-class institutions such as **Boğaziçi University (Turkey), International Network for Educational Support in Higher Education (Austria), Nagoya University (Japan), and Tel Aviv University (Israel).**

b. **Internships**
NUS students can also opt to go on international internships to gain useful work experience and exposure in emerging markets. Our new partners include **Mapletree Investments (China and Vietnam), New World Development (Hong Kong), Ashinaga (Japan and Uganda), Save the Children (Mongolia), Conservation International (Timor-Leste), and International Organization for Migration (Thailand).**

c. **Research attachments**
New partners such as **Koç University (Turkey), Shanghai Jiao Tong University (China), Tel Aviv University (Israel), and Xiamen University (China)** have joined our existing stable of partners such as École Polytechnique Fédérale de Lausanne (Switzerland), University of Oxford (UK) and University of Tokyo (Japan), allowing more students to take part in rigorous research under the mentorship of esteemed researchers.



From left: Faculty of Engineering Vice Dean (External Relations) Prof Victor Shim, Cambridge exchange student Grace Beckham, and NUS Engineering students Rubegan Sondarajan and Cassey Chua

OXBRIDGE EXPOSURE

A five-year SEP agreement with the University of Oxford was established in February 2015, allowing up to five NUS engineering undergraduates to study there for a year. This follows a similar exchange programme with the University of Cambridge for two NUS engineering undergraduates per year, sealed in 2010. The two programmes allow the same number of engineering students from these British universities to do stints at NUS.

In AY2014/15, a total of 1,277 students participated in 128 international summer programmes, internships and research attachments in 35 countries. Overall, the number of participants had increased by 17 per cent from the previous academic year.

Another popular overseas initiative is the **Study Trips for Engagement and EnRichment (STEER)** programmes, which take students out of their comfort zone to emerging economies in

Latin America, the Middle East, Eastern Europe and Asia. STEER participants benefit from their novel experiences and learn about the dynamic socio-cultural and political environments in these regions.

In AY2014/15, three new programmes — **STEER Kazakhstan, STEER Sri Lanka and STEER Eastern Europe** — were added to the list. Altogether, more than 200 students participated in nine STEER programmes in the year of review.

NEW DEGREE PROGRAMMES AT NUS IN AY2014/15

- **Concurrent Degree Programmes**
Bachelor of Social Sciences (Honours) and Master of Social Sciences in Psychology
- **Master’s Degree Programmes**
Master of Dental Surgery (MDS) in Paediatric Dentistry



RESEARCH

MILESTONES

1985

The Lee Kuan Yew Distinguished Visitors' Programme is established with the objective of inviting internationally eminent academics and researchers to Singapore to make high-level contributions to the University and country

1980s-90s

A series of NUS-initiated research institutes, with potential strategic impact on key sectors of Singapore's economy, receive government funding support

2005

NUS and nine top research universities from Asia, Australia, Europe and the US sign an agreement to form the International Alliance of Research Universities to provide a research and education platform that transcends boundaries

2009

The NUS Global Asia Institute is established to provide a platform for integrative research, providing a new and more holistic understanding of critical issues in Asia

2013

NUS (Suzhou) Research Institute, NUS' first overseas research institute and China's first research institute set up independently by a foreign university, officially opens

our
high-impact
improves
the world

research
lives in Asia and

RESEARCH

1 AUG 2014 – 31 JUL 2015

NUS is renowned internationally for high calibre and impactful research in engineering, science and technology, biomedical sciences, and the humanities and social sciences. Our innovative research cuts across knowledge boundaries and disciplines in order to deliver results that improve the lives of people in Singapore, Asia and the world.

LEADING THE CHARGE

NUS has consistently been ranked as one of the top universities in Asia and the world. Our top-notch research in science, technology and the humanities and increasingly, the interfaces between these areas is highly respected in the region and beyond.

In 2014, NUS continued to prove our mettle as a world-class research institution.

a. The University was once again ranked among the **world's top 50** research institutions in the latest **Nature Index 2015 Global**, which tracks the affiliations of high-quality scientific articles. In the areas of physical sciences and chemistry, NUS was placed among the **world's top 30** institutions. This ranking underscores the University's high-quality research and capabilities, which we proactively cultivate and nurture.

- b. NUS' research output maintained its upward trajectory. In 2014, our researchers published a total of **8,320¹ papers** in international journals. In Financial Year (FY) 2014 over **1,000² new projects** were launched, with more than **930 projects** completed. The University also signed **352 research collaborative agreements**.
- c. NUS continued to strengthen its research culture with funding obtained to support our researchers in their quest for research excellence. In FY2014, we received over **\$757 million³** in research funds from the Ministry of Education, National Research Foundation, the Agency for Science, Technology and Research (A*STAR), and other agencies.

d. Our **Energy Studies Institute** made it to the **top 10** in the University of Pennsylvania's annual **Global Go To Think**

Tank Index. The Index ranks the world's leading energy and resource policy think tanks in terms of:

- Quality and commitment of the think tank's leadership and staff;
- Reputation and reach of its research, analysis and publications produced; and
- Impact of its programmes on policymakers and society.

REVOLUTIONARY RESEARCH
BREAKTHROUGHS

Academic Year (AY) 2014/15 saw NUS continue to blaze a trail across an extensive list of research fields, making groundbreaking discoveries that would have a major impact on people and the world we live in.

a. A team from the **Faculty of Science (FoS)** studied the **flowering process**, which is crucial to plant reproduction and determines crop yield.

It established that a class of complexes, known as nuclear factor Y, is a critical direct regulator for flowering. The findings provide key information on the gene resources and regulatory modes for either classical breeding or genetic engineering of crops in the fields of agriculture, horticulture and plant breeding. The team published its findings in *Nature Communications* on 8 August 2014.

b. Researchers from the **Yong Loo Lin School of Medicine** and **FoS** have uncovered the key to slowing down **tumour growth**. They found that the interaction between two proteins — FAT10 and MAD2 — leads to inflammation-associated cancers. The team discovered that tumour progression is curtailed when the binding between two proteins is specifically disrupted without affecting FAT10's interaction with its other known key interaction partners.

The findings, published in *Proceedings of the National Academy of Sciences of the United States of America* in November 2014, could lead to the development of a novel class of drugs. These drugs would zero in on the interaction between FAT10 and MAD2 and cause fewer side effects as FAT10's other important cellular functions would remain unaffected.

c. Scientists from **Mechanobiology Institute, Singapore** and **Faculty of Engineering** have comprehensively described the network of proteins involved in **cell-cell adhesions** called the cadherin interactome. Defects in this adherence ability of cells have been found in many diseases, such as cancer, Alzheimer's disease and cardiovascular disease.

The researchers found that successful cell adhesion requires a specific cascade of events. Any breakdown in this cascade could lead to impaired cell adhesion and disease. Their breakthrough work, which will enable researchers to identify disease-related defects and new research targets, was published in *Science Signaling* on 2 December 2014.

d. A seven-year study by scientists from **FoS** and **NUS Environmental Research Institute** found that canals for channelling rainwater harbour microbial communities that are able to get rid of organic pollutants and metals in raw water. This discovery paves the way for harnessing the **microbes' pollutant-busting powers** to cleanse Singapore's waterways and treat raw water before it is processed.

Other cities can also apply the study's research framework to address their growing demand for efficient, sustainable solutions to water needs in urban areas.

The study's groundbreaking discovery was published in *Environmental Science & Technology* on 5 January 2015.

e. **Duke-NUS Graduate Medical School Singapore's (Duke-NUS) Emerging Infectious Diseases (EID) Programme** made ground-breaking discoveries in the fight against dengue:

- An EID team studied the 1994 dengue virus serotype 2 (DENV-2) epidemic in Puerto Rico. In Singapore, DENV-2 and DENV-1 are the two most common serotypes for dengue. The scientists have found a way to identify which DENV-2 strains may lead to an epidemic.

They discovered a mutation in the tail of the dengue genome that allows the virus to suppress the **human immune response**. Virus strains with this mutation spread faster in the body and infect more mosquitoes, which then infect more people. This discovery can help focus public health resources on the more virulent strains and allocate manpower to control dengue clusters with this suppression ability. The team's findings were published online in *Science* on 2 July 2015.

¹ Calendar Year 2014. Data extracted from the SCOPUS online database on 18 August 2015, and represents the following document types: Articles, Conference Papers, and Review.
² Figures reflect the number of new projects that commenced in FY2014 and those completed in FY2014, respectively. Figures derived from SAP PS as at 4 June 2015.
³ Figures updated as at May 2015.

RESEARCH



ACHIEVING PINNACLE OF RESEARCH EXCELLENCE

On 4 November 2014, NUS researchers were honoured with the President's Science and Technology Awards (PSTA), the highest accolades for research scientists and engineers in Singapore. The recipients were:

- **Prof John Eu-Li Wong** (Yong Loo Lin School of Medicine), **President's Science and Technology Medal**; for his visionary leadership in healthcare, major contribution to the development of biomedical sciences, and being a champion of multidisciplinary and translational research.
- **Prof Loh Kian Ping** (Faculty of Science), **President's Science Award**; for his outstanding research on graphene chemistry.
- **Prof Wong Tien Yin** (Singapore Eye Research Institute and Duke-NUS Graduate Medical School Singapore), **Prof Wynne Hsu** and **Prof Lee Mong Li** (School of Computing), **President's Technology Award**; for the development of novel ocular image analysis technology for the screening and evaluation of significant clinical problems in eye and vascular diseases.
- **Assistant Prof Melissa Fullwood** (Cancer Science Institute and Yale-NUS College), **Young Scientist Award** (organised by the Singapore National Academy of Science and supported by A*STAR); for her research on chromatin interactions in cancer.

- Another EID team has successfully discovered an **antibody that neutralises all strains of DENV-2**, which could pave the way for a cure for dengue. The newly discovered antibody has the potential to target the virus before and after infection as well as prevent severe disease in patients who had been previously infected by other dengue serotypes. It is projected to undergo clinical trials in two to three years. The researchers published their study in *Science* on 3 July 2015.

PROMOTING WORLD CLASS RESEARCH

NUS has introduced several new collaborative programmes and launched various top calibre research centres that have further reinforced our standing as a globally esteemed research institution.

- a. The **Singapore Spintronics (SG-SPIN)** consortium is a partnership between NUS, Nanyang Technological University (NTU), Applied Materials Inc., Delta Electronics and Globalfoundries. SG-SPIN will explore electron spin-based technologies for sensor, memory and logic applications. Spintronics is a cutting edge technology that can potentially lead to more **energy efficient, larger capacity and faster devices** than those available currently. The research consortium will also facilitate collaborative partnerships between the institutes of higher learning and the industry.

- b. France and Singapore signed several new agreements in 2014 to take their research collaboration to the next level. Among them were agreements to elevate two joint research projects at NUS into full-scale international laboratories with French national research centre, Centre National de la Recherche Scientifique (CNRS).

- The **Biomechanics of Cellular Contacts (BMC2)** laboratory was created in 2014 to foster long-lasting collaboration between NUS and CNRS.

Hosted by the Mechano-biology Institute, the laboratory benefits from joint funding from Singapore and France to develop new approaches to understanding the **interaction of mammalian cells**. It has already advanced the basic understanding of molecular and structural interaction at stake in junction formation, cell polarisation and organ development.

The BMC2 laboratory is working with several industries to commercialise new techniques for **3D structured cell cultures** and a **new imaging technique**.

- **Merlion MajuLab** is a full-fledged laboratory created in 2014 by four institutional signatory partners — NUS,

NTU, University of Nice Sophia Antipolis and CNRS. Its Singapore-based partner laboratories are School of Physical and Mathematical Sciences at NTU, the Centre for Quantum Technologies and the Centre for Advanced Two-Dimensional Materials at NUS, Yale-NUS College and Singapore University of Technology and Design.

MajuLab conducts research in cold atoms, quantum optics, quantum information, quantum computing, material science, soft condensed matter, nanoscale physics, laser physics, mesoscopic physics and transport.

- c. The **South East Asian Biodiversity Genomics (SEABIG) Centre** was set up in November 2014. This **comparative genomics** initiative focuses on the genomics of emerging model species and genomic prospecting of the large number of species unique to Southeast Asia. It champions the use of cutting edge, next-generation-sequencing tools for discovering and understanding the genomic basis of these species.

In addition to supporting research, SEABIG's education programme promotes the use of next-generation-sequencing data by students and faculty who carry out biodiversity research in the region.

- d. The **Global Production Networks Centre (GPN@NUS)** was launched by the Faculty of Arts and Social Sciences (FASS) in January 2015. The Centre is the first of its kind, conducting novel empirical studies focusing on the **changing nature and organisation of global production** in East Asia.

GPN@NUS will look at the impact of global production on issues such as:

- Economic development
- Technological innovation
- Economic and social upgrading
- National competitiveness
- Industrial and corporate change
- Entrepreneurship and business strategy

- e. In April 2015, two new centres were launched at FASS: the **Social Service Research Centre (SSR)** and the **Centre for Family and Population Research (CFPR)**.

- The first of its kind in Singapore, the SSR is dedicated to **social service research** in the Republic. It aims to bring together resources and ideas to promote social innovations and help evolve a new social service infrastructure for Singapore's next phase of social development.

RESEARCH

- The \$1.5 million CFPR will focus on research and training on **family and population studies** in Singapore and Asia, with the aim of bridging academic research with public policies that affect the well-being of the family unit. Research at the CFPR will focus on a gamut of themes, from fertility and marriage; ageing and health; children and youth development; to migration and integration; as well as human capital and labour market.



NUSRI EXPANDS REACH

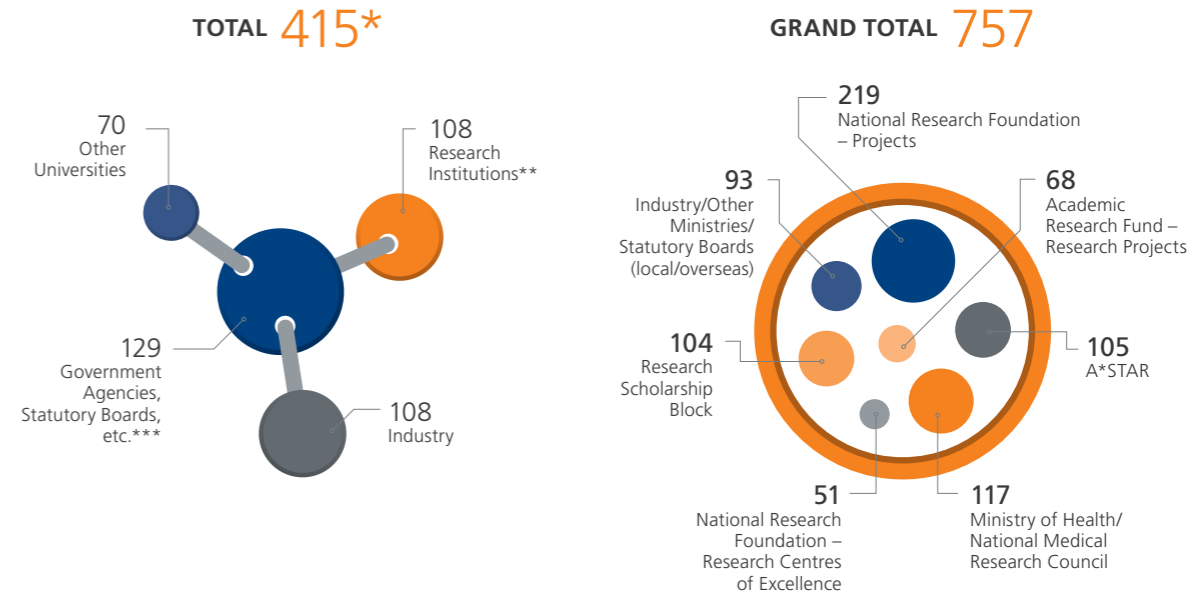
On 27 October 2014, NUS (Suzhou) Research Institute (NUSRI) announced the establishment of three new research centres:

- Lee Kuan Yew School of Public Policy Suzhou Centre
- NUS' Institute of Real Estate Studies Global Logistics Properties Research Centre
- NUS Business School's China Business Centre

The new centres, housed within NUSRI, conduct research on China's business management, innovation in social management and industrial economic research as well as other topical and relevant social development issues in China.

Studies at these centres will enhance the overall know-how and capability of the Suzhou Industrial Park in managing issues relating to public administration, commerce, finance, real estate economics and urbanisation.

RESEARCH STATISTICS



* As a single collaboration may involve more than one partner, the individual categories do not add up to the total number of agreements signed, which is 352
** Includes A*STAR research institutes and centres
*** Includes local public/restructured hospitals and charities

¹ Calendar Year 2014. Data extracted from SCOPUS online database on 17 August 2015, and represents the following document types: Articles, Conference Papers and Reviews.
² Figures reflect the number of new projects that commenced in FY2014 and those completed in FY2014, respectively. Figures derived from SAP PS as at 4 June 2015.
³ Figures updated as at May 2015.

ENTREPRENEURSHIP



MILESTONES

2001

NUS Enterprise is established to provide an entrepreneurial dimension to NUS teaching and research that augments and complements the university's academic programmes

2002

First batch of NUS Overseas Colleges students arrives in Silicon Valley, the first overseas college location for the global internship programme

2009

NUS Industry Liaison Office is appointed Singapore Technology Licensing Office by National Research Foundation of Singapore, for Singapore-MIT Alliance for Research and Technology, reinforcing NUS' lead position in managing intellectual property

2011

Plug-in@Blk71 is officially opened by NUS Enterprise in partnership with the Media Development Authority and Singtel Innov8, providing full entrepreneurship support for start-ups outside campus

2015

Launch of Block 71 San Francisco facilitates Singapore tech start-ups entering the US market, and Silicon Valley companies into the Southeast Asia market



our
enterprise
nurtures
budding

ecosystem
entrepreneurs

ENTREPRENEURSHIP

1 AUG 2014 – 31 JUL 2015

NUS pulls out all the stops to ensure that the University remains at the forefront of the innovation frontier. As one of Asia’s most comprehensive and robust university-based enterprise ecosystems, we are among the major driving forces behind the development of Singapore’s dynamic entrepreneurial and economic landscape.

BOUNDLESS INNOVATION

Our annual flagship **InnovFest unBound** festival, held in April 2015, was the biggest tech event held in Singapore in recent years. It drew over 2,500 global entrepreneurs, investors, researchers and corporate brands from a multitude of countries and diverse industries.

Living up to its theme, “Where Asian Innovation Meets the World”, InnovFest unBound served up a smorgasbord of panel discussions, keynote speeches, satellite workshops, forums, pitching and networking sessions. NUS expertise and intellectual assets were showcased through technology-specific pavilions.

ENTREPRENEURSHIP
EDUCATION

NUS hones the inherent entrepreneurial talents of our students through many programmes, including the following two iconic internship programmes:

- a. The **innovative Local Enterprise Achiever Development (iLEAD)** is for those keen to gain entrepreneurial experience in

Singapore. In Academic Year (AY) 2014/15, 58 students were in the iLEAD programme.

- b. The **NUS Overseas Colleges (NOC)** programme provides full-year and short-term internships for students to work and study at international entrepreneurial hubs such as Silicon Valley, Beijing, New York, Israel, Shanghai and Stockholm. NOC alumni can also stay at the Enterprise House, an on-campus entrepreneurial-themed residence where they can interact with like-minded individuals. In AY2014/15, 240 students took part in the various NOC programmes.

We proactively engage NOC alumni through the **NOC Alumni Speaker Series**, which features alumni start-up founders who share their entrepreneurship journeys.

The \$1 million **Jane Sun and John Wu Sunshine Award** was launched in August 2014 to support entrepreneurial-minded students participating in the one-year NOC China programmes.

In the year of review, two NOC alumni received scholarships through the **Philip Yeo Initiative**. The scholarship will provide funding, mentorship and networking opportunities to the recipients who run their own start-ups. NUS also organised a fundraising golf and dinner event in June 2015, which raised more than \$500,000 for this initiative.

Our **Summer Programme on Economic and Enterprise Development** in Singapore in July 2015 saw another successful season, with 50 undergraduates from eight countries, who learnt how Singapore transformed itself from a trading port into a destination for international commerce and investment.

NUS organised the third run of **LeanLaunchPad@Singapore** programme, which is designed for researchers in universities and public research institutes keen to learn about commercialising their technologies. Held from January to March 2015, 13 teams took part in the 10-week programme.

COLLABORATION FOR
COMMERCIALISATION

Our **Industry Liaison Office (ILO)** maximises the commercial impact of NUS’ new discoveries and inventions. It establishes partnerships with industry, faculties and research centres, spins off NUS technologies and research into start-up companies while facilitating industry-sponsored research and joint R&D projects.

In the year of review, ILO handled the following:

Invention disclosures received	288
Regular patents filed	350
Patents granted	51
Industry and research collaborations	302

In AY2014/15, two major programmes were launched:

- a. **Singapore Spintronics Consortium** (December 2014) aims to facilitate collaborative research partnerships between institutes of higher learning and industry to explore innovative electron spin-based technologies for sensor, memory and logic applications.

- b. **NEAT IP** licensing framework (April 2015) aims to encourage more companies to adopt innovative technologies from NUS and translate them into new products and services.

Logistics start-up Sypher Labs is the first company to leverage

on the NEAT IP scheme. The start-up licensed a geo-tracking technology developed by the Centre of Social Media Innovations for Communities, which comes under the Interactive Digital Media Institute and School of Computing.

Bridging research and industry, ILO also established strategic alliances with:

- a. **Thermo Fisher (Life Technologies)** which will sponsor both multi-year and short-term research grants in the life sciences and support collaborative interactions with NUS. It will also host a joint symposium to accelerate scientific knowledge exchange.

The grants kicked off in October 2014. By December, three projects had been selected for the inaugural grant selection; and funding agreements had been put in place by year end.

- b. **SPRING Singapore**, to establish the Partnership for Capability Transformation programme. So far, two Research Collaboration Agreements (RCAs), two Material Transfer Agreements and one Evaluation Licence Agreement have been signed.

- c. **GRAPHISOFT, buildingSMART Singapore, buildingSMART Korea and Kyung Hee University**, where MOUs and RCAs were inked during the launch of the School of Design and Environment’s Centre of Excellence for Building Information Modeling in February 2015.

NOC START-UPS SHINE

NOC alumni have maximised the wealth of experience and knowledge gained from their internships and emerged as successful entrepreneurs. These include:

- a. Popular online marketplace **Carousell**, which raised around \$8 million in Series A funding in November 2014. Over two million items have been sold on its app since its 2012 launch.
- b. Local property listings start-up **99.co**, which received \$2 million in funding from prominent investors including Facebook co-founder Eduardo Saverin and venture capital firm Sequoia Capital.
- c. Personal finance portal **MoneySmart**, which expanded into Indonesia with the December 2014 acquisition of KreditAja. MoneySmart has an annual revenue of over \$1 million.
- d. Online food ordering service **Oddle**, which received \$1 million in seed funding in March 2015.
- e. Patent analytics platform **Patsnap**, which boasts over 500 clients globally, received \$4.5 million in investments to further expand its global operations.

ENTREPRENEURSHIP

AY2014/15 witnessed the emergence of several NUS spin-off companies and licensees:

- a. **Yotcopi Technologies**, the first spin-off from the Centre of Quantum Technologies (CQT), exclusively licensed a CQT technology that can model realistic situations in every quantitative industry and is targeted at the financial, scientific and engineering communities.
- b. **Unum Therapeutics** licensed chimeric antigen receptor technology and plans to use the proprietary T-cell engineering technology in combination with tumour-targeting antibodies to activate the body's own immune system to fight cancer. Its lead programme will be entering Phase I clinical testing to assess safety and efficacy. It raised about \$87 million in June 2015, on top of the \$16 million raised in October 2014.
- c. **Century Water Systems & Technologies** licensed a hollow fibre nanofiltration membrane used in wastewater treatment. It will scale up the membrane and incorporate it into appropriate systems for its clients.

PRIMED FOR TAKEOFF

The **NUS Start-up Runway** provides end-to-end, incubator-cum-accelerator programmes for start-ups to kick-start and grow their ideas. It also connects entrepreneurs to an extensive pool of experienced mentors and industry contacts.

In Singapore, we manage over 40,000 sq ft of incubation space in and around a one-km radius of

NUS. These facilities are housed at Prince George's Park, Blk71 Ayer Rajah and Faculty of Engineering. This footprint is primed to increase annually, in tandem with the rapid growth of the local entrepreneurial community.

The following developments also took place in the year of review:

- a. **The expansion of Blk71**
Completed in July 2015, the additional space will support more start-ups and accommodate supporting partners, creating a comprehensive support framework under one roof.
- b. **A new on-campus incubation facility**
Targeted to be operationally ready in the last quarter of 2015, all on-campus operations will be consolidated within the NUS Enterprise building, extending new pathways of interactions among our start-ups.

Demand for our **Start-Up Validation Programme (SVP)** continued to grow from strength to strength. In AY2014/15, our four SVPs enjoyed good turn-outs and received much positive feedback. Participating teams in this programme test out their ideas and assumptions, then modify them based on the feedback garnered.

We continue to organise a wide range of regular activities and events to create a strong and vibrant entrepreneurial community.

Our signature series, **Kopi Chat** and **Friday Feeds**, remain popular with opportunities for our entrepreneurial community to mingle with and learn

from prominent entrepreneurs. To date, more than 20 Kopi Chats and Friday Feeds sessions have been held, attracting some 1,600 participants. This year, we have added another regular event, **Friday Huddle**, which brings together start-ups and entrepreneurs from the Blk71 and NUS Enterprise communities.

Several NUS-supported companies have also successfully raised funds from external sources:

- a. In December 2014, **Zimplistic** raised around \$4.5 million in Series A funding for the manufacture of its automated chappati maker.
- b. Diagnostics company, **Ayoxxa**, raised a \$3.4 million extension to its Series B financing.
- c. In March 2015, **BioMers** closed a \$2.8 million rights issue to validate and manufacture its next-generation clear dental braces.
- d. In May 2015, **E-commerce Enablers** raised \$2.7 million in Series A funding for its regional expansion.
- e. **Suzhou MXR Software** technology raised \$8.47 million in June 2015 from investors in China to further develop its augmented reality technology for that market.

Our **Overseas Launchpad** scheme is currently supporting six growth-stage start-ups. Among these are:

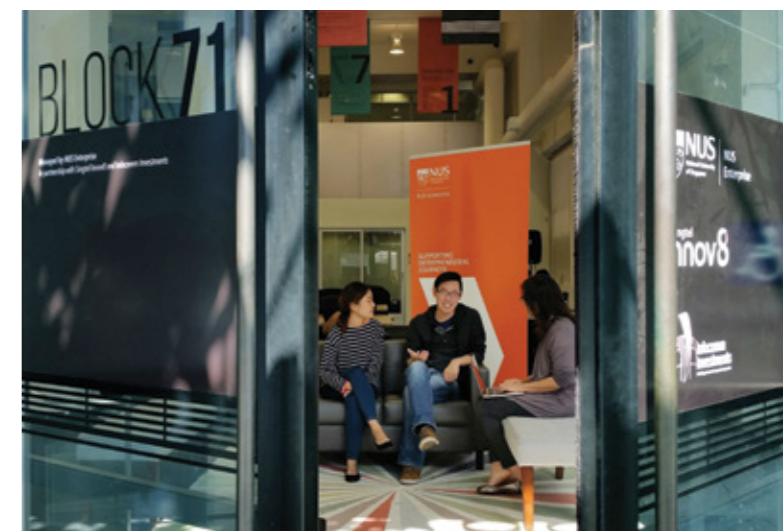
- a. **Plunify**, which successfully leveraged on the scheme to set up its US office.

- b. **Lomotif**, which has garnered more than 300,000 organic US users.

Other entrepreneurship development and outreach initiatives include:

- a. **DBS-NUS Social Venture Challenge Asia 2015**
It received 683 entries from 30 countries — a more than 60 per cent increase from the year before with a significant number that focused on education, healthcare and the environment. The top three countries of impact were India, Singapore and Indonesia. The winners received a total of \$150,000 in seed funding for their initiatives.
- b. **Social Venture Lab@NUS**
As part of this initiative, the Conscious Capitalism series was launched in partnership with Family Business Network Asia to equip businesses with the right tools. It is targeted at corporates and individuals who are looking for systemic solutions to benefit society.
- c. **Global Start-Up@Singapore Seminar Series**
Evolved from the Start-Up@Singapore business plan competition, this is a new platform to address our local entrepreneurs' key challenge of bringing their products and solutions to international markets.

The **NUS Entrepreneurship Centre** also works with our partners on entrepreneurship-related research projects such as:



SUPPORT ABROAD

NUS also provides the necessary infrastructural support for start-ups looking to expand overseas. In January 2015, we launched **Block 71 San Francisco**, a co-working space aimed at fostering closer ties between the start-up ecosystems in Singapore and the US.

Singapore tech companies exploring stateside business opportunities can use the California-based facility to better understand the US market, set up shop and expand their networks into the tech community there. Conversely, US-based entrepreneurs, companies and investors can discover more about the Singapore and Southeast Asian markets through Block 71 San Francisco's events and activities.

- a. A study on **technology commercialisation**, co-funded by the Ministry of Education, found that a large proportion of licensed NUS technologies had the potential to be successfully commercialised.
- b. A two-year project to study **high-tech start-ups (HTSUs) in Singapore**, with a research grant from the National Research Foundation, will provide a basis for tracking the performance of HTSUs and evaluating the possible effects of policy changes.

COMMUNITY

MILESTONES

1929

The first public dental clinic by Dentistry school at King Edward VII Medical College provides 29,000 treatments over nine years

1957

The inaugural Welfare Week raises over \$5,600 for the needy, organises blood donation drives and work camps to build community infrastructure

1971

A long-term plan by a group of 250 students to tutor young children at Bukit Ho Swee evolves into numerous tuition schemes for the less fortunate by student bodies today

1990

NUS Volunteer Action Committee is established to help the less fortunate, benefitting over 200 youths at MINDS Towner Garden School and under the "Boys' Town Tutors" programme

2008

NUS medical students' Neighbourhood Health Screening initiative benefits over 1,000 families with free door-to-door health screening

our students

go the extra

serve the

mile to

community

COMMUNITY

1 AUG 2014 – 31 JUL 2015

At NUS, the spirit of giving burns brightly among our students, faculty and staff. Together, we extend a helping hand to provide relevant assistance to the less fortunate, in Singapore and beyond, and seek to create a positive and permanent impact on their lives.

SUSTAINING VOLUNTEERISM SPIRIT

NUS believes firmly in fostering and fortifying the spirit of volunteerism within our students. Through the Centre for Community Engagement, we aim to inspire more of our campus community to use their time, talent and voice to effect positive changes in the society.

The Centre has supported 35 student-led initiatives in Academic Year (AY) 2014/15 with the Community Engagement Fund, including:

- The inaugural **Thai-ed With Love** project: Between 7 and 14 January 2015, 23 NUS law students and two NUS lecturers embarked on their first trip to Khon Kaen, Thailand, to improve the pro bono landscape in NUS and Thailand's Khon Kaen University and Thammasat University. The project also sought to raise awareness of the various challenges faced by Thailand, and propose possible solutions in the form of student-led pro bono projects;

- **We Will Dance 2015** 10-hour dance marathon: Organised by the University Scholars Programme, the event took place on 17 January 2015. Its goal was to raise funds for charitable institutions in education by promoting dance as fun and meaningful; and

- **Project Collection in Aid of the Needy (C.A.N.):** Established by the NUS Students' Community Service Club (CSC), project C.A.N. aims to provide relief to the needy in the form of food rations, daily necessities and basic services.

In September 2014, the College of Alice & Peter Tan (CAPT) hosted the inaugural **CAPT International Student Symposium**, which was attended by more than 300 students from the University and Cambodia, China, India, Malaysia, the Philippines and Thailand. The interdisciplinary platform brought together diverse perspectives, allowing students to reflect on their own understanding and ways of connecting with the community.

RAISING FUNDS FOR THE NEEDY

At NUS, we are committed to creating avenues through which our students can realise their passion for compassion. In AY2014/15, we continued to organise a wide range of events to help the less fortunate in Singapore and overseas, and make an enduring impact that will better their lives.

One way of helping the needy is by raising funds for our partner beneficiaries:

- a. The iconic **NUS Students' Union (NUSSU) Rag & Flag**. The annual event held on 8 August 2014 raised more than \$418,000. The proceeds were donated to 19 beneficiaries under the National Council of Social Service.

The NUSSU event added a new dimension — a charity carnival that created another fundraising channel. In addition to funds garnered from donations into the traditional tin cans, participating bodies set up booths and raised funds through the sale of carnival tickets. This enhanced the vibrancy and reach of Rag and Flag.

- b. **RunNUS 2014**, an annual flagship event organised by NUS Students' Sports Club on 24 August 2014 in support of the NUS Annual Giving Campaign, drew more than 2,200 participants. The event, which was held in conjunction with One Community Walk@Clementi and Telok Blangah Community Sports Club, attracted about 1,200 residents. In all, it raised more than \$12,000 for NUS Annual Giving.

- c. The NUS Rotaract Club organised its annual **Waves of Hope Swimathon** on 6 September 2014, which involved 20 NUS volunteers and 400 participants. Close to \$14,200 was raised and donated to the Community Foundation of Singapore and SportCares.

- d. NUS CSC's **Signature Love Project XII** was held from 16 December 2014 to 12 March 2015 to raise funds for and awareness of Yong En Care Centre. Twenty volunteers made six visits to the centre, which enhanced their understanding of the elderly clients who suffer from dementia. A total of \$9,715 was raised for the centre.

- e. The **NUS Bizad Charity Run 2015**, held on 10 January 2015, drew more than 1,300 staff, students and alumni of the Business School. Together, they raised more than \$140,000 to support financially-strapped undergraduates as well as Assumption Pathway School

students who do not qualify for mainstream education.

- f. Kent Ridge Hall organised a **charity run** on 31 January 2015 to raise funds for the Down Syndrome Association (Singapore). About 350 participants took part in the run, held as part of the Hall's 35th anniversary celebrations, and which raised almost \$65,300 for the association.

GIVING OUR ALL ... AND MORE

Beyond fundraising, our students also pour their hearts and souls into their community efforts. They give freely of their time and talents to improve the lives of the less fortunate at home and abroad.

In Singapore:

- a. The University announced on 1 February 2015 the **NUS Community Advancement with Research and Education Synergies (NUS CARES)** initiative, which was launched in conjunction with our 110th anniversary celebrations.

To kick-start the programme, students from different engineering disciplines in the Design-Centric Programme came together to design an affordable, robust, user-friendly and low-maintenance wheelchair that addresses the concerns of the elderly and the needy. After conducting fieldwork in the area of Kampong Glam, at wheelchair workshops and physiotherapy centres for a deeper understanding of the

issues from various viewpoints, the team proposed a suite of solutions to the Mayor of Central Singapore District, Ms Denise Phua.

- b. In February 2015, 112 students from the Ridge View Residential College worked with the People's Association and Southeast Community Development Council to refurbish 18 homes of the elderly residents at Chai Chee Avenue before the Lunar New Year.

- c. The Yong Loo Lin School of Medicine (NUS Medicine) students extended their health screening services in collaboration with the Singapore Heart Foundation (SHF). The students also continued to conduct regular door-to-door health screenings and assisted SHF in identifying residents at risk from health conditions like hypertension, high cholesterol, heart attack and stroke. These health screenings took place in June 2014.

Overseas:

- a. **Eusoff Expeditions** is Eusoff Hall's Overseas Community Involvement Project. Since 2004, Eusoff Expeditions has been involved in community service in the Prey Veng province of Cambodia. Under **Project Kaleidoscope**, a 33-strong Eusoff Expedition 2014/15 team raised \$22,000, which was used to build various facilities and help children and teachers in two villages during a service learning trip in May 2015.

COMMUNITY

- b. **CAPT Kerala**, a Youth Expedition Project organised by CAPT students, aims to raise awareness on environmental sustainability, both locally and overseas. For the overseas segment, the team collaborated with youths from Gregorian Public School and Toc-H High School in Kerala to raise public awareness on the importance of creating a sustainable environment amid India's high economic growth.

Together they organised an extensive coastal clean-up on four separate days which saw a total of 311 kg of trash collected and properly disposed. The team also shared with the students Singapore's diverse culture and environmental conservation efforts.

- c. Project **Big Hands, Bigger Hearts** (BHBH) is an annual community service project under the NUS Volunteer Action Committee. It focuses on improving the learning facilities for students in the City of Bago, the Philippines as well as promoting an entrepreneurial spirit and encouraging self-empowerment.

In AY2014/15, BHBH was held from 8 November 2014 to 28 February 2015. In its 10th year, the team piloted the Vocational Skills Training Programme to help youths find jobs with better prospects when they graduate.

- d. Organised by students from NUS Medicine, **Cang Yuan Synergy** aims to reach out to the rural villages in China by giving medical training and services. For Cang Yuan Synergy 2014 which took place in June 2014, students:

- Conducted health screenings,
- Educated villagers on the illnesses that are prevalent within their society and informed them about the preventive measures;
- Shared the importance of proper hygiene and sanitation with children from the local public school; and
- Organised fun science experiments to raise children's interest in science.

GREENING FOR SUSTAINABILITY

As a community, NUS is continually reducing our campus carbon footprint and reinforcing our environmental sustainability. Our vision is shared across the University, among our students, faculty and staff.

We also share our best practices in operational sustainability in the **International Alliance of Research Universities (IARU) Green Guide for Universities**. This e-guide (www.iaruni.org) presents key issues, recommendations and lessons learned by IARU universities, of which NUS is a member, and addresses the challenges and opportunities for campus sustainability.

In AY2014/15, we continued to roll out various initiatives to promote and reinforce the importance of campus sustainability.

- a. The Office of Environmental Sustainability organised the inaugural **electronic waste (e-waste) recycling drive "e-Waste, we-Recycle"** to promote the recycling of used and unwanted electrical and electronic items. It also aimed to educate the NUS community about e-waste and the harmful effects of improper disposal. The main event was held on 12 September 2014, where over 1,500 people turned up to recycle their e-waste. In all, "e-Waste, we-Recycle" collected a staggering 34,448 kg of e-waste.

- b. **NUSycle** began in April 2013 as a residence-wide recycling effort in UTown Residence. Items donated by residents moving out were distributed to new residents who needed them.

The project started with seven volunteers and has grown to 28 volunteers. Carried out five times from 2013 to 2015, NUSycle collects thousands of items during each cycle. In 2015, the project was expanded to include donated items from Prince George's Park Residences.

- c. The **NUS Students Against Violation of the Earth (SAVE)** continued its drive towards greater environmental sustainability on campus.

Their efforts included:

- Initiating **Talk Gong** where the use of reusable food and beverage containers was encouraged for a greener lifestyle.
- Collecting 1,200 kg of unwanted clothing donated by students under the 2015 edition of **Green Wardrobes**.

The **University Sports Centre** which is undergoing construction, is the latest NUS building to be conferred the Building & Construction Authority's **Green Mark Platinum award**.

Scheduled for completion in the third quarter of 2017, it will use high-efficiency light fittings that cut total interior lighting consumption by 43 per cent, and recycled materials in its construction. Detailed waste management protocols will also ensure that the steel and reinforced concrete structure from the existing Sports and Recreation Centre will be recycled.

This demonstrates the University's drive towards a more sustainable building design and construction when improving our campus infrastructure.



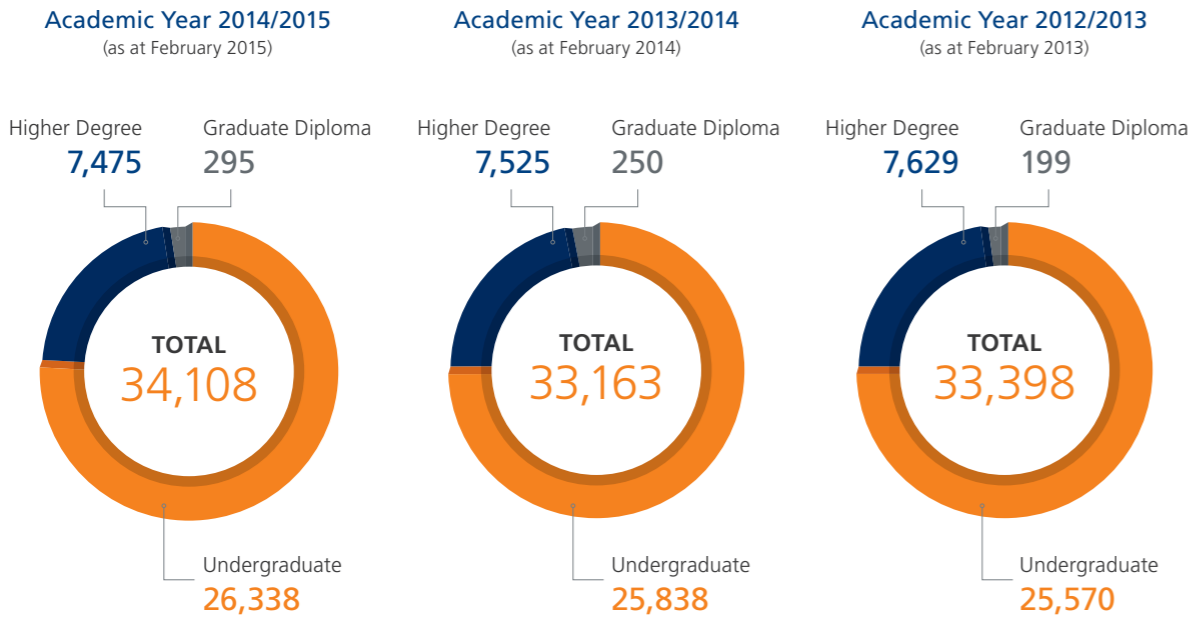
GREEN CHAMPIONS

In July 2015, NUS Students Against Violation of the Earth became the first environmental group to win the nation's highest youth accolade, the **Singapore Youth Award**, for their unswerving commitment to environmental sustainability. The green initiatives by SAVE have done much to inculcate awareness of the environment.

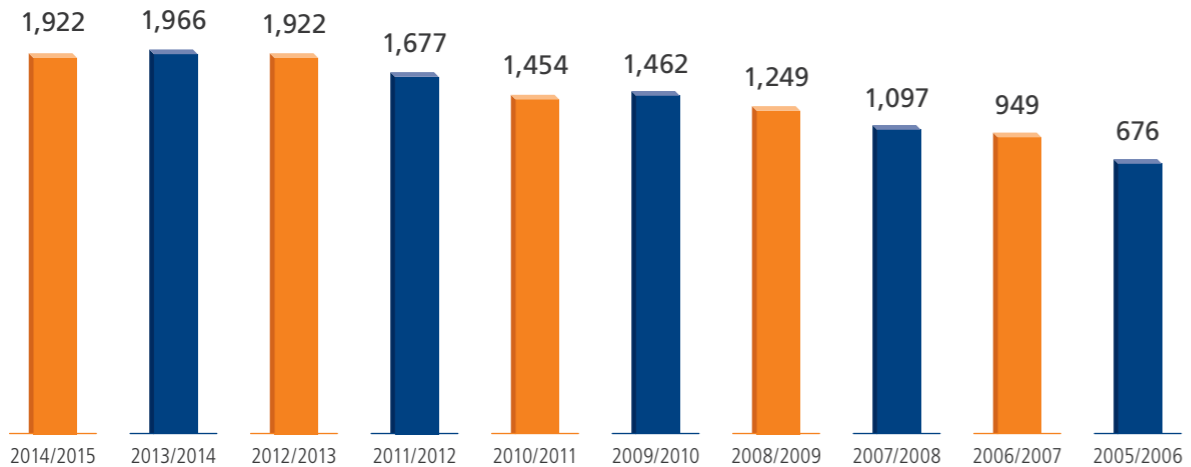
The award honours exceptional young individuals and youth organisations who bring distinction to the nation through visionary initiatives that improve lives.

ACADEMIC YEAR
IN REVIEW

PROFILE OF STUDENTS

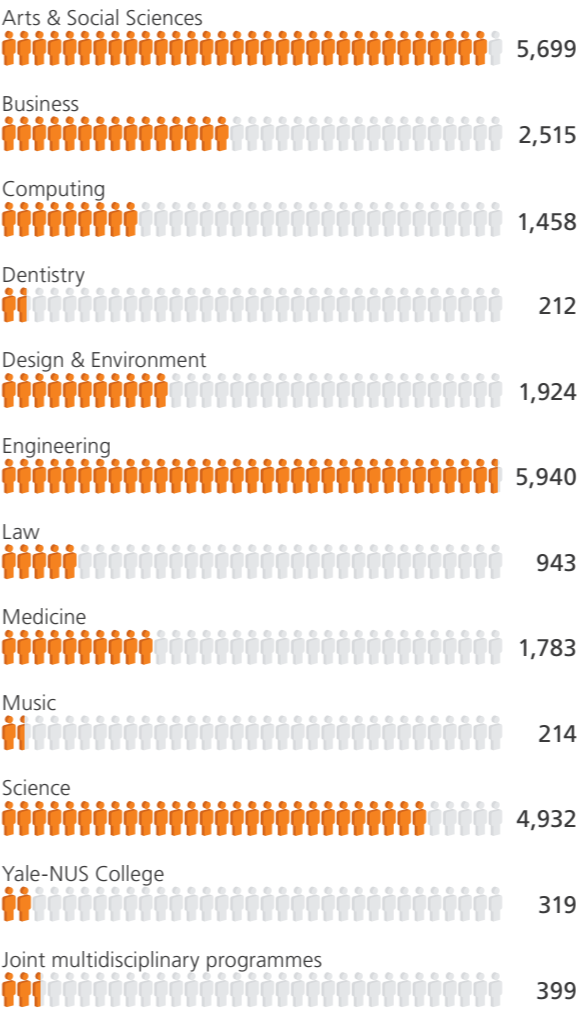


NUS STUDENTS ON STUDENT EXCHANGE*



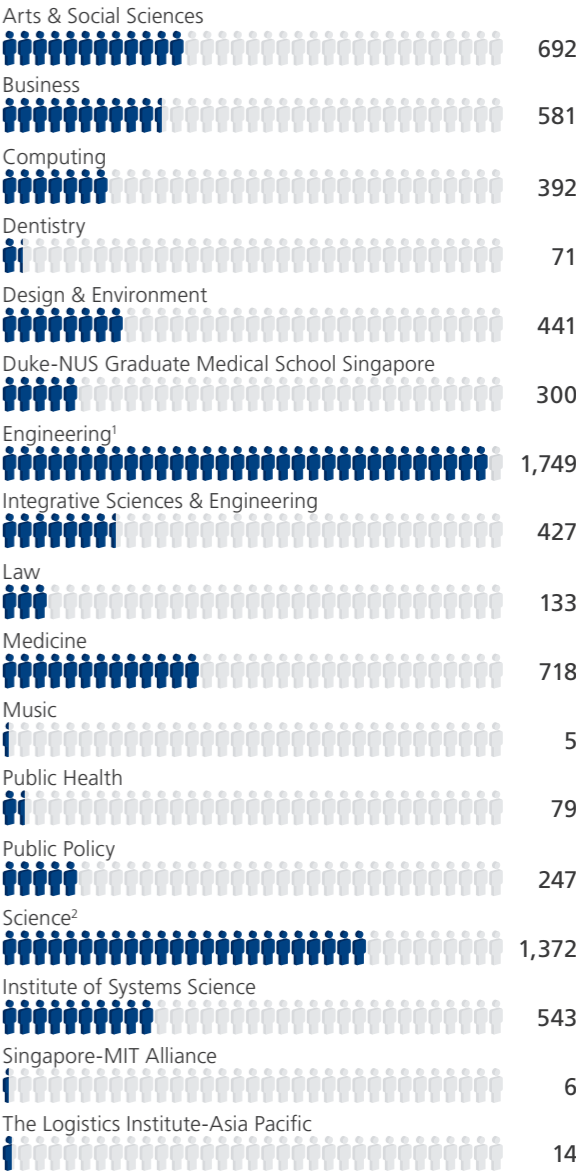
* Undergraduate students on student exchange with overseas partner universities

UNDERGRADUATE ENROLMENT
2014/2015 (as at February 2015)



TOTAL 26,338

GRADUATE STUDENT ENROLMENT
2014/2015 (as at February 2015)



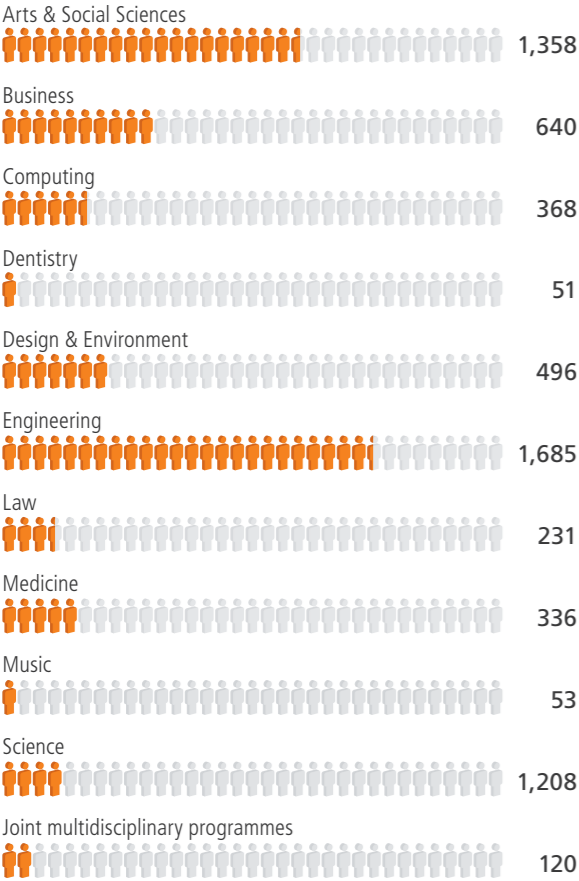
TOTAL 7,770

¹ Includes Temasek Defence Systems Institute figures
² Includes Risk Management Institute figures

ACADEMIC YEAR IN REVIEW

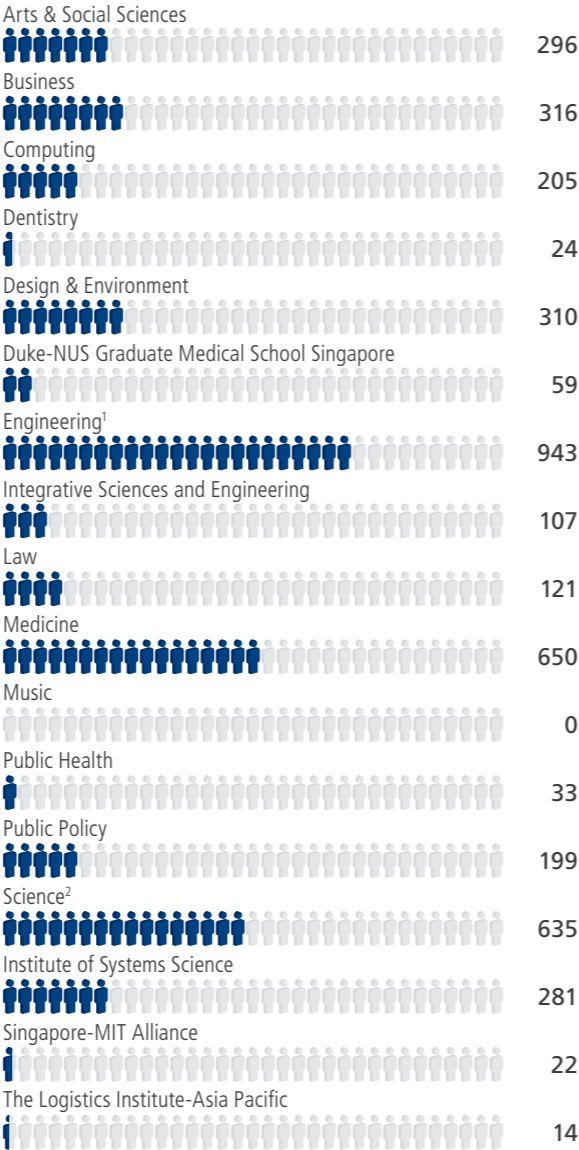
PROFILE OF CLASS OF 2015

First Degree Graduates*



TOTAL 6,546

Higher Degree & Graduate Diploma Graduates**



TOTAL 4,215

* Figures correct as at 16 July 2015 and are based on degrees conferred between 1 July 2014 and 30 June 2015. Double degree graduates are counted towards both their home and second faculties.

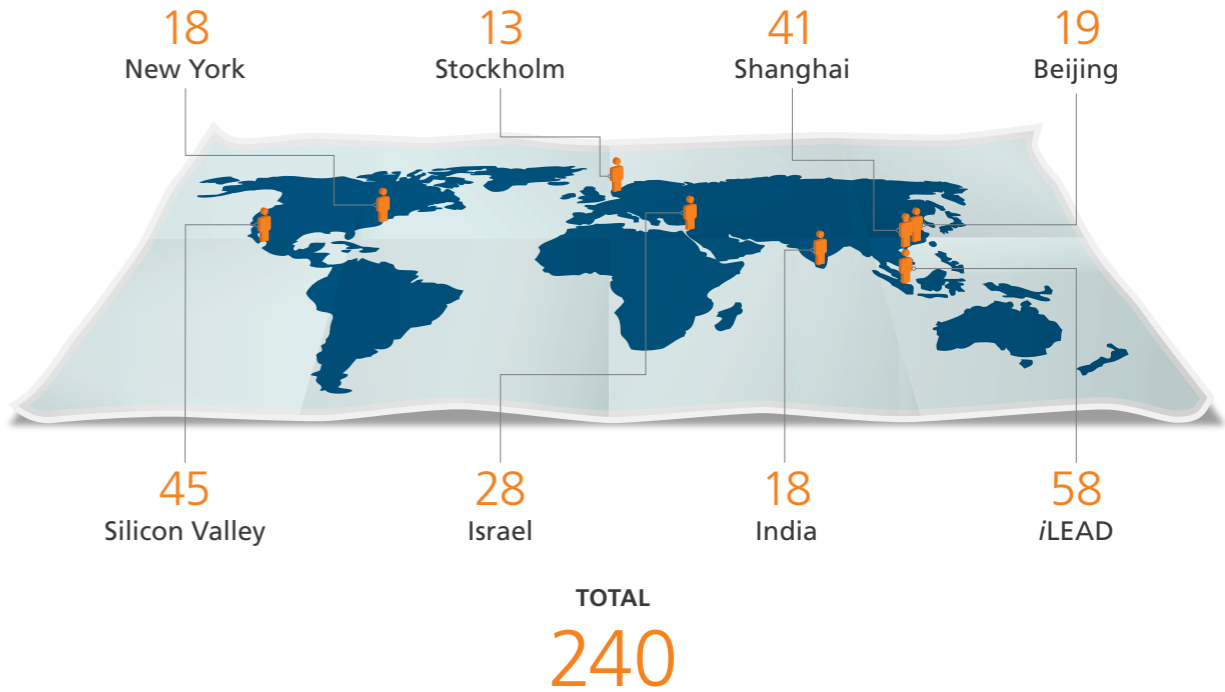
** Figures correct as at 16 July 2015 and are based on degrees and graduate diplomas conferred between 1 July 2014 and 30 June 2015.

¹ Includes Temasek Defence Systems Institute figures

² Includes Risk Management Institute figures

STUDENTS AT NUS OVERSEAS COLLEGES IN ACADEMIC YEAR 2014/2015

(as at July 2015)



PROFILE OF FACULTY AND STAFF (as at June 2015)

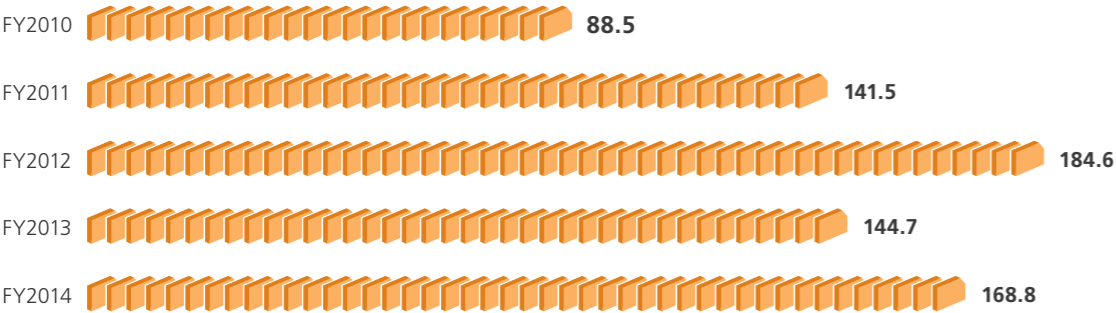


Note: Figures shown are Full Time Equivalent and exclude staff on honorary appointments
* Faculty include tenurable faculty and other teaching staff

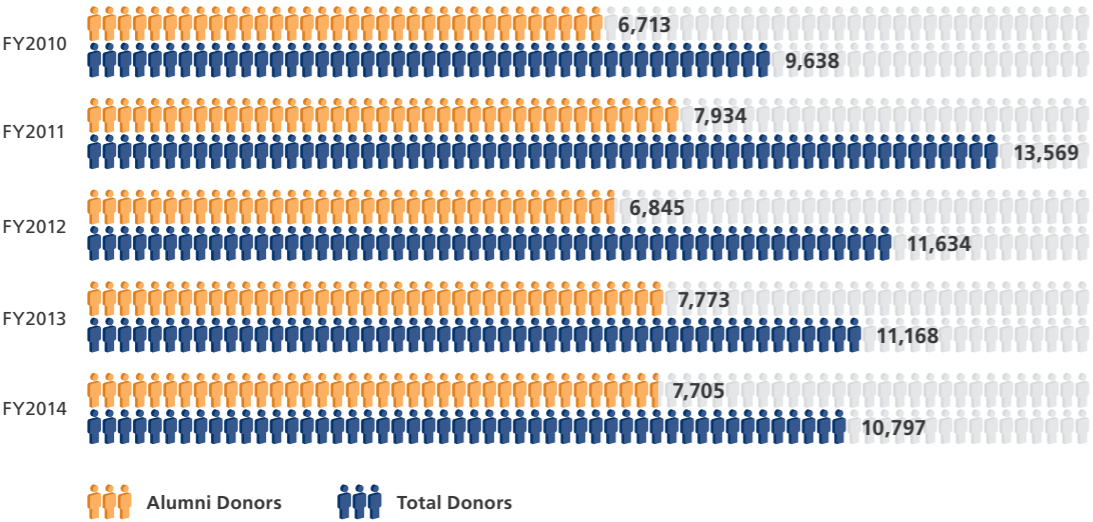
BENEFACCTIONS

The University is grateful to our 10,797 donors for their philanthropic support of S\$168,775,602 in gifts to NUS in FY2014 (1 April 2014 to 31 March 2015).

GIFT RECEIPTS (\$\$ MILLION)

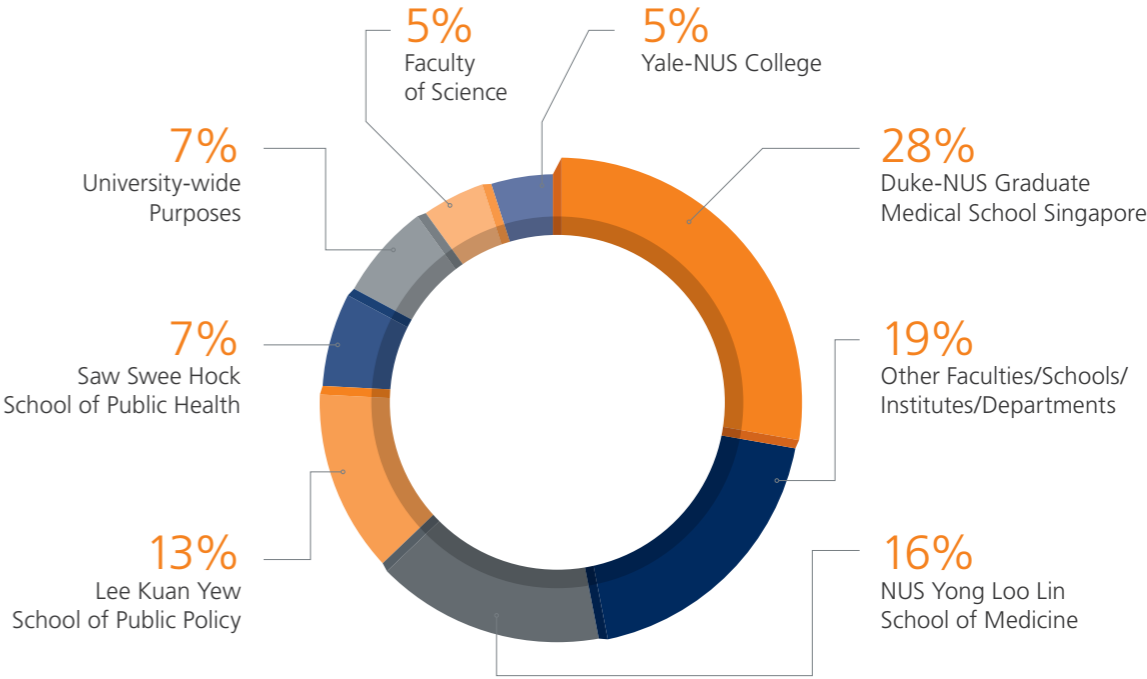


NUMBER OF DONORS



Reported figures are exclusive of unfulfilled pledges and Singapore government research grants and matching grants. At the time of publication, the figures for FY2014 included in this Report are unaudited numbers.

GIVING BY DESIGNATION (IN VALUE)



In Financial Year 2014,
4,562 undergraduates received financial support* in the form of
3,009 Bursaries and **1,553** Scholarships.

We established
11 new named Professorships.
NUS has benefitted from **94** named professorships made possible by benefactors.

* Bursaries and scholarships funded by Annual Giving funds, gifts designated to financial aid and unrestricted endowment funds.

CORPORATE GOVERNANCE

INTRODUCTION

NUS is committed to a high standard of corporate governance and has always recognised the importance of good governance as being critical to the effective performance and operation of the University. Good governance is also crucial in realising its vision of being a leading global university centred in Asia, influencing the future, excelling in teaching, research, enterprise, thought-leadership and public service. The University has accordingly put in place a corporate governance structure with comprehensive and clear lines of reporting, responsibility and accountability.

OUR GOVERNANCE EVALUATION CHECKLIST

In addition to the application of good governance practices as a corporate entity, we have as an institution of public character (“IPC”), adopted best practices in key areas of governance that are closely aligned to the principles enunciated in the Code of Governance for Charities and Institutions of a Public Character (the “Code”). In line with the disclosure requirement by the Charity Council that all IPCs are required to disclose the extent of their compliance with the Code, NUS’ Governance Evaluation Checklist can be found at the Charity Portal website www.charities.gov.sg.

OUR BOARD OF TRUSTEES

The NUS Board of Trustees comprises 24 members appointed by the Minister for Education, and is chaired by Mr Wong Ngit Liong. Our Board of Trustees includes respected business/industry leaders, academics, entrepreneurs, and professionals from the public and private sectors. Members are appointed on the strength of their calibre, experience, stature, ability to contribute to the oversight and development of the University, as

well as strategic networking relationships they bring which are of strategic importance to the University. Profiles of the Board members are found on page 8 to 15 of the Annual Report.

The Board of Trustees is responsible for ensuring that the University acts in the furtherance of its objectives in education and research, and properly accounts and safeguards the funds and assets of the University. The Board of Trustees works closely with the management and stakeholders of the University to shape the vision, chart the major directions, and develop programmes and initiatives to produce a strong and enduring impact for the University, and for Singapore and beyond.

To support the Board of Trustees in discharging its functions, Board Committees have been formed as dictated by corporate, operational and business needs pursuant to the Articles of Association of the University. There are eight Board Committees, namely, the Executive Committee, Audit Committee, Campus Planning and Development Committee, Entrepreneurship Committee, Investment Committee, Nominating Committee, Remuneration Committee, and Development Committee. These Board Committees assist the Board of Trustees to provide oversight of the University and to facilitate decision making. Membership of the Board Committees is carefully selected to ensure an equitable distribution of responsibility among Board members and promote the effectiveness of each Committee’s focus and contribution. Where necessary, non-Board members who have expertise in their respective fields are also co-opted to enhance the deliberations and decision making process of some of the Board Committees.

The present composition of the Board Committees is as follows:

Executive Committee

Mr Wong Ngit Liong (Chairman)
Prof Tan Chorh Chuan
Mr Lucas Chow Wing Keung
Mr Han Fook Kwang
Mr Peter Ho Hak Ean
Ms Kay Kuok Oon Kwong
Mr Andrew Lim Ming-Hui
Mr Phillip Tan Eng Seong
Dr Teh Kok Peng

Remuneration Committee

Mr Wong Ngit Liong (Chairman)
Mr Han Fook Kwang
Mr Peter Ho Hak Ean
Prof Olaf Kübler
Mr Chaly Mah Chee Kheong
Mr Neo Kian Hong
Mr Ng Wai King
Ms Elaine Yew Wen Suen

Nominating Committee

Mr Wong Ngit Liong (Chairman)
Amb Chan Heng Chee
Mr Michael Lien Jown Leam
Mr Andrew Lim Ming-Hui
Mr Chaly Mah Chee Kheong
Mr Abdullah Tarmugi
Mr Phillip Tan Eng Seong

Development Committee

Mr Wong Ngit Liong (Chairman)
Prof Tan Chorh Chuan
Mr Goh Yew Lin
Mr Chaly Mah Chee Kheong
Mr Abdullah Tarmugi
Dr Noeleen Heyzer
Ms Elaine Yew Wen Suen
Mr Johnny Tan (Co-opted)
Mr Edward Lee (Co-opted)

Audit Committee

Mr Phillip Tan Eng Seong (Chairman)
Ms Chan Chia Lin
Dr Cheong Koon Hean
Mr Goh Choon Phong
Mr Neo Kian Hong
Mr Ng Wai King
Mr Paul Ma Kah Woh (Co-opted)

Entrepreneurship Committee

Mr Lucas Chow Wing Keung (Chairman)
Prof Tan Chorh Chuan
Mr Hans-Dieter Bott
Mr Goh Choon Phong
Mr Han Fook Kwang
Mr Gay Chee Cheong (Co-opted)
Ms Yvonne Kwek (Co-opted)
Ms Harjit Gill (Co-opted)
Mr Wong Fong Fui (Co-opted)

Investment Committee

Mr Goh Yew Lin (Chairman)
Prof Tan Chorh Chuan
Ms Chan Chia Lin
Mr Michael Lien Jown Leam
Mr Andrew Lim Ming-Hui
Dr Teh Kok Peng
Mr Lee Ming San (Co-opted)
Dr Leslie Teo (Co-opted)
Mr George Raymond Zage III (Co-opted)

Campus Planning and Development Committee

Mr Peter Ho Hak Ean (Chairman)
Prof Tan Chorh Chuan
Dr Cheong Koon Hean
Ms Chong Siak Ching
Prof Olaf Kübler
Mr Raymond Woo (Co-opted)
Mr Frven Lim (Co-opted)

CORPORATE GOVERNANCE

OUR SENIOR MANAGEMENT

Management functions and day-to-day operations of the University are led by the Senior Management of the University, headed by the President, Professor Tan Chorh Chuan. The President is the University’s Chief Executive Officer. Details of the management team can be found at its website www.nus.edu.sg.

OUR POLICIES AND PROCEDURES TO MANAGE CONFLICTS OF INTEREST

Board members and staff are required in their respective capacities to act at all times in the best interest of the University. Policies and procedures are designed to prevent and address potential conflict-of-interest situations while promoting ethical business conduct of officers and staff in line with the strong focus of the University on integrity.

NUS’ Articles of Association contain provisions for the management and avoidance of conflicts of interest by members of its Board of Trustees. Such provisions include (a) permitting a Board member to be interested in any transaction with NUS provided that the member has declared the nature of the interest to the Board of Trustees and abstains from participating in the Board’s decision in respect of the transaction concerned, (b) permitting a Board member, or a firm associated with the member, to act in any professional capacity for the University and to be remunerated for professional services as if the Board member was not a Trustee, and (c) permitting a Board member to be reimbursed for

out-of-pocket expenses, travelling and other expenses properly incurred by the Board member 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. NUS Articles’ expressly stipulate that Board members shall not receive any remuneration for services rendered by them as members of the Board of Trustees.

In addition, the Board of Trustees has adopted the practice of requiring every Board member to annually review and refresh their independence by disclosing to the Nominating Committee whether there are any factors that will affect the member’s independence in the decision making process of the Board.

The University’s terms of business and code of conduct for staff include a Conflict of Interest Policy which all staff members must observe and comply with. In accordance with the current policy, staff must ensure that their private activities and interests do not conflict with their professional obligations to the University. Where there is potential violation of a prohibition, the staff member shall make a full disclosure and may request for an exception. Approval for an exception will be at the discretion of the University. In addition, staff members must declare annually their compliance with the University’s prevailing policy on conflict of interest and other related policies.

SUMMARY FINANCIAL STATEMENTS
PREPARED FROM THE
AUDITED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015

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IMPORTANT NOTE

The Summary Financial Statements as set out on pages 76 to 83 contain only a summary of the information in the full financial statements. The Summary Financial Statements do not contain sufficient information to allow for a full understanding of the results and the state of affairs of the Group and the Company.

For further information, the full financial statements and the Auditor’s Report on those statements should be consulted. Readers who require a copy of the full financial statements can contact the Company’s Office of Financial Services, University Hall, Tan Chin Tuan Wing #03-02, 21 Lower Kent Ridge Road, Singapore 119077, Tel: 6516 1981. The full financial report can also be viewed at the Company’s website: <http://www.nus.edu.sg/annualreport/>.

REPORT OF THE TRUSTEES

The Board of Trustees are pleased to present their report to the members together with the summary financial statements of the National University of Singapore (“the Company”) and its subsidiaries (collectively, “the Group”) which comprise statements of financial position and statements of comprehensive income of the Group and Company as of and for the financial year ended 31 March 2015.

TRUSTEES

The Trustees of the Company in office at the date of this report are:

Mr Wong Ngit Liong - Chairman	Mr Han Fook Kwang	Mr Abdullah Tarmugi
Professor Tan Chorh Chuan	Dr Noeleen Heyzer	Dr Teh Kok Peng
Mr Hans-Dieter Bott	Mr Peter Ho Hak Ean	Ms Elaine Yew Wen Suen
Ms Chan Chia Lin	Professor Olaf Kubler	Mr Goh Choon Phong <i>(Appointed 1 April 2015)</i>
Ambassador Chan Heng Chee	Mdm Kay Kuok Oon Kwong	Mr Chaly Mah Chee Kheong <i>(Appointed 1 April 2015)</i>
Dr Cheong Koon Hean	Mr Michael Lien Jown Leam	Mr Ng Wai King <i>(Appointed 1 April 2015)</i>
Ms Chong Siak Ching	Mr Andrew Lim Ming-Hui	
Mr Lucas Chow Wing Keung	Mr Neo Kian Hong	
Mr Goh Yew Lin	Mr Phillip Tan Eng Seong	

ARRANGEMENTS TO ENABLE TRUSTEES TO ACQUIRE SHARES AND DEBENTURES

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose object is, to enable the Trustees of the Company to acquire benefits by means of the acquisition of shares or debentures of the Company or any other body corporate.

NATIONAL UNIVERSITY OF SINGAPORE AND ITS SUBSIDIARIES

REPORT OF THE TRUSTEES

TRUSTEES' INTERESTS IN SHARES OR DEBENTURES

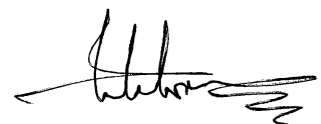
As the Company is a public company limited by guarantee and not having a share capital, there are no matters to be disclosed under Section 201(6)(g), Section 201(6A)(h), Section 201(11) and Section 201(12) of the Singapore Companies Act, Cap 50.

The Trustees of the Company at the end of the financial year have no interest in the share capital (including any share options) and debentures of the Company's related corporations as recorded in the register of the directors' shareholdings kept by the Company's related corporations under Section 164 of the Singapore Companies Act.

TRUSTEES CONTRACTUAL BENEFITS

Since the beginning of the financial year, no Trustee has received or become entitled to receive a benefit which is required to be disclosed under Section 201(8) of the Singapore Companies Act, by reason of a contract made by the Company or a related corporation with the Trustee or with a firm of which he/she is a member or with a company in which he/she has a substantial financial interest except for salaries, bonuses and other benefits and transactions with corporations in which certain trustees have an interest as disclosed in the financial statements.

On behalf of the Trustees



MR WONG NGIT LIONG

Trustee



PROFESSOR TAN CHORH CHUAN

Trustee

24 July 2015

NATIONAL UNIVERSITY OF SINGAPORE AND ITS SUBSIDIARIES

INDEPENDENT AUDITOR'S REPORT TO THE BOARD OF TRUSTEES OF NATIONAL UNIVERSITY OF SINGAPORE

The accompanying summary financial statements of National University of Singapore (the "Company") and its subsidiaries (the "Group"), which comprise the statements of financial position of the Group and the Company as at 31 March 2015 and the statements of comprehensive income of the Group and the Company, and related notes, are derived from the audited financial statements of the Company and its subsidiaries for the year then ended. We expressed an unmodified audit opinion on those financial statements in our report dated 24 July 2015.

The summary financial statements do not contain all the disclosures required by the Singapore Financial Reporting Standards. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Company and its subsidiaries.

MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS

Management is responsible for the preparation of a summary of the audited financial statements derived from the annual financial statements of the Company and its subsidiaries for the year ended 31 March 2015, and be in such form and contain such information so as to be consistent with the audited financial statements.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Singapore Standard on Auditing 810, "Engagements to Report on Summary Financial Statements".

OPINION

In our opinion, the summary financial statements are consistent, in all material respects, with the audited financial statements and the Director's report of the Company and its subsidiaries for the year ended 31 March 2015 from which they are derived.



ERNST & YOUNG LLP

Public Accountants and
Chartered Accountants

Singapore
24 July 2015

NATIONAL UNIVERSITY OF SINGAPORE AND ITS SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION
AS AT 31 MARCH 2015

	GROUP		COMPANY	
	31 March	31 March	31 March	31 March
	2015	2014	2015	2014
	S\$'000	S\$'000	S\$'000	S\$'000
ACCUMULATED SURPLUS	4,068,327	3,333,794	3,983,707	3,259,780
ENDOWMENT FUNDS	3,120,319	2,843,069	3,119,887	2,842,657
FAIR VALUE RESERVE	3,377	54,566	1,124	54,556
TRANSLATION RESERVE	78	(38)	-	-
TOTAL EQUITY	7,192,101	6,231,391	7,104,718	6,156,993
NON-CURRENT ASSETS				
Subsidiary companies	-	-	328	328
Associated companies	115,777	33,715	72,457	500
Fixed assets	3,485,032	3,332,009	3,482,924	3,329,519
Intangible assets	9,916	13,174	9,904	13,136
Available-for-sale investments	11,215	87,269	4,742	82,955
Student loans (repayable after 12 months)	227,228	226,198	227,228	226,198
Long-term loan to subsidiary companies	-	-	250	356
Prepayments (to be utilised after 12 months)	528	599	528	599
Total Non-Current Assets	3,849,696	3,692,964	3,798,361	3,653,591
CURRENT ASSETS				
Student loans (repayable within 12 months)	73,780	70,622	73,780	70,622
Debtors	492,503	413,508	490,755	412,126
Consumable stores	624	631	336	270
Deposits and prepayments (to be utilised within 12 months)	105,071	111,964	103,934	111,174
Amounts owing by subsidiary companies	-	-	979	979
Investments at fair value through income or expenditure	5,984,437	5,446,205	5,984,437	5,446,214
Derivative financial instruments	4,242	13,845	4,242	13,845
Cash and cash equivalents	728,450	692,639	708,465	671,393
	7,389,107	6,749,414	7,366,928	6,726,623
Assets held for sale	11,200	12,500	11,200	12,500
Total Current Assets	7,400,307	6,761,914	7,378,128	6,739,123
TOTAL ASSETS	11,250,003	10,454,878	11,176,489	10,392,714

The accompanying notes form an integral part of these financial statements.

NATIONAL UNIVERSITY OF SINGAPORE AND ITS SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION
AS AT 31 MARCH 2015

	GROUP		COMPANY	
	31 March	31 March	31 March	31 March
	2015	2014	2015	2014
	S\$'000	S\$'000	S\$'000	S\$'000
CURRENT LIABILITIES				
Creditors and accrued expenses	310,483	256,061	307,532	251,557
Provisions	92,093	72,521	89,687	71,781
Grants received in advance	435,988	373,296	431,136	367,955
Deferred tuition and other fees	67,953	61,250	67,808	61,185
Derivative financial instruments	49,606	3,995	49,606	3,995
Amounts owing to subsidiary companies	-	-	26,222	25,352
Advances from Government for student loans (due within 12 months)	71,721	69,148	71,721	69,148
Fixed rate notes and term loan (due within 12 months)	350,000	250,000	350,000	250,000
Total Current Liabilities	1,377,844	1,086,271	1,393,712	1,100,973
NON-CURRENT LIABILITIES				
Advances from Government for student loans (due after 12 months)	177,681	216,949	177,681	216,949
Fixed rate notes and term loan (due after 12 months)	500,000	850,000	500,000	850,000
Deferred capital grants	2,002,377	2,070,267	2,000,378	2,067,799
Total Non-Current Liabilities	2,680,058	3,137,216	2,678,059	3,134,748
TOTAL LIABILITIES	4,057,902	4,223,487	4,071,771	4,235,721
NET ASSETS	7,192,101	6,231,391	7,104,718	6,156,993

The accompanying notes form an integral part of these financial statements.

NATIONAL UNIVERSITY OF SINGAPORE AND ITS SUBSIDIARIES

STATEMENTS OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015

	GROUP		COMPANY	
	2015	2014	2015	2014
	S\$'000	S\$'000	S\$'000	S\$'000
OPERATING INCOME				
Tuition and other related fees	416,280	388,131	411,402	383,036
Other income	296,984	254,775	292,579	250,524
	713,264	642,906	703,981	633,560
OPERATING EXPENDITURE				
Expenditure on manpower	1,180,248	1,100,478	1,158,413	1,078,810
Depreciation and amortisation expenditure	319,175	315,186	318,393	314,398
Other operating expenditure	865,223	833,568	856,293	823,988
	2,364,646	2,249,232	2,333,099	2,217,196
Operating deficit	(1,651,382)	(1,606,326)	(1,629,118)	(1,583,636)
Net investment income	713,581	274,821	713,212	271,213
Share of results (net of tax) of associated companies	10,105	9,047	-	-
Deficit before Grants	(927,696)	(1,322,458)	(915,906)	(1,312,423)
GRANTS				
Operating Grants :				
Government	1,191,870	1,181,790	1,170,780	1,159,941
Others	204,173	191,381	203,629	190,608
Deferred capital grants amortised	266,499	270,263	265,737	269,478
	1,662,542	1,643,434	1,640,146	1,620,027
SURPLUS FOR THE YEAR BEFORE TAX	734,846	320,976	724,240	307,604
Income tax	-	-	-	-
SURPLUS FOR THE YEAR	734,846	320,976	724,240	307,604
OTHER COMPREHENSIVE INCOME:				
Items that may be reclassified subsequently to income or expenditure:				
Exchange differences on translating foreign operations	116	5	-	-
Change in fair value of available-for-sale investments	2,409	26,611	166	26,611
Transfer of fair value reserve on sale of available-for-sale investments to income or expenditure	(53,598)	-	(53,598)	-
OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX	(51,073)	26,616	(53,432)	26,611
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	683,773	347,592	670,808	334,215

The accompanying notes form an integral part of these financial statements.

NATIONAL UNIVERSITY OF SINGAPORE AND ITS SUBSIDIARIES

NOTES TO THE SUMMARY FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015

1 GENERAL

The Company (Registration Number 200604346E) is incorporated in Singapore as a public company limited by guarantee and its registered office and place of business is located at 21 Lower Kent Ridge Road Singapore 119077. The financial statements are expressed in Singapore dollars.

The Company is principally engaged in the advancement and dissemination of knowledge, and the promotion of research and scholarship.

The consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in funds and reserves of the Company as of and for the year ended 31 March 2015 were authorised for issue in accordance with a resolution of the Board of Trustees on 24 July 2015.

2 SIGNIFICANT ACCOUNTING POLICIES

ADOPTION OF NEW AND REVISED STANDARDS - In the current financial year, the Group has adopted all the new and revised FRSs and Interpretations of FRS (“INT FRS”) that are relevant to its operations and effective for annual periods beginning on or after 1 April 2014. The adoption of these new/revised FRSs and INT FRSs does not result in changes to the Group’s and Company’s accounting policies and has no material effect on the financial statements for the current or prior years.

The Group has not adopted the following standards that have been issued but are not yet effective:

Description	Effective for annual periods beginning on or after
Amendments to FRS 19: Defined Benefit Plans: Employee Contributions	1 July 2014
Improvements to FRSs (January 2014)	
(a) Amendments to FRS 102 Share Based Payment	1 July 2014
(b) Amendments to FRS 103 Business Combinations	1 July 2014
(c) Amendments to FRS 108 Operating Segments	1 July 2014
(d) Amendments to FRS 16 Property, Plant and Equipment and FRS 38 Intangible Assets	1 July 2014
(e) Amendments to FRS 24 Related Party Disclosures	1 July 2014

NOTES TO THE SUMMARY FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015

2 SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Description	Effective for annual periods beginning on or after
Improvements to FRSs (February 2014)	
(a) Amendments to FRS 103 Business Combinations	1 July 2014
(b) Amendments to FRS 113 Fair Value Measurement	1 July 2014
(c) Amendments to FRS 40 Investment Property	1 July 2014
Amendments to FRS 16 and FRS 41: Agriculture: Bearer Plants	1 January 2016
Amendments to FRS 27: Equity Method in Separate Financial Statements	1 January 2016
Amendments to FRS 16 and FRS 38: Clarification of Acceptable Methods of Depreciation and Amortisation	1 January 2016
Amendments to FRS 111: Accounting for Acquisitions of Interests in Joint Operations	1 January 2016
Improvements to FRSs (November 2014)	
(a) Amendments to FRS 105 Non-current Assets Held for Sale and Discontinued Operations	1 January 2016
(b) Amendments to FRS 107 Financial Instruments: Disclosures	1 January 2016
(c) Amendments to FRS 19 Employee Benefits	1 January 2016
Amendments to FRS 110 & FRS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	1 January 2016
Amendments to FRS 1 Disclosure Initiative	1 January 2016
Amendments to FRS 110, FRS 112 and FRS 28: Investment Entities: Applying the Consolidation Exception	1 January 2016
FRS 114 Regulatory Deferral Accounts	1 January 2016
FRS 115 Revenue from Contracts with Customers	1 January 2017
FRS 109 Financial Instruments	1 January 2018

NOTES TO THE SUMMARY FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015

2 SIGNIFICANT ACCOUNTING POLICIES (cont'd)

At the date of authorisation of these financial statements, the management has considered and anticipated that the adoption of the FRSs, INT FRSs and amendments to FRS that were issued but not effective until future periods will have no material impact on the financial statements of the Group and the Company in the year of their initial adoption except for FRS 115 and FRS 109 which the Group is currently assessing the impact. The details are as follows:

FRS 115 Revenue from Contracts with Customers

FRS 115 was issued in November 2014 and establishes a new five-step model that will apply to revenue arising from contracts with customers.

Under FRS 115 revenue is recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer. The principles in FRS 115 provide a more structured approach to measuring and recognising revenue. The new revenue standard is applicable to all entities and will supersede all current revenue recognition requirements under FRS. Either a full or modified retrospective application is required for annual periods beginning on or after 1 January 2017 with early adoption permitted.

The Group is currently assessing the impact of FRS 115 and plans to adopt the new standard on the required effective date.

FRS 109 Financial Instruments

In December 2014, the ASC issued the final version of FRS 109 Financial Instruments which reflects all phases of the financial instruments project and replaces FRS 39 Financial Instruments: Recognition and Measurement. The standard introduces new requirements for classification and measurement, impairment, and hedge accounting. FRS 109 is effective for annual periods beginning on or after 1 January 2018, with early application permitted. Retrospective application is required, but comparative information is not compulsory in the year of adoption.

The Group is currently assessing the impact of FRS 109 and plans to adopt the new standard on the required effective date.

NOTES TO THE SUMMARY FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015

3 RELATED PARTY TRANSACTIONS

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions.

The Group receives grants from the Ministry of Education (MOE) to fund its operations and is subject to certain controls set by MOE.

Hence, other government-controlled enterprises are considered related parties of the Group. Many of the Group’s transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. For related parties debtors and creditors balances, the terms of these balances are disclosed in the respective notes to the financial statements.

There were transactions with corporations in which certain trustees have the ability to control or exercise significant influence.

Details of significant balances and transactions between the related parties are described below:

	GROUP		COMPANY	
	2015	2014	2015	2014
	S\$'000	S\$'000	S\$'000	S\$'000
Government-controlled enterprises and companies within the Group				
<u>Balances</u>				
Debtors	376,365	344,295	376,657	344,760
Amount owing by subsidiary companies	-	-	979	979
Long-term loan to subsidiary companies	-	-	250	356
Creditors and accrued expenses	689	960	689	960
Amount owing to subsidiary company	-	-	26,222	25,352
Deferred Capital Grants	2,001,841	2,069,776	2,000,378	2,067,799
Grants received in advance	410,190	341,333	406,383	336,131
<u>Transactions</u>				
Endowed donations	1,134	1,000	1,134	1,000
Non-endowed donations	10,322	8,781	10,322	8,781
Other income	18,847	22,153	20,265	23,111
Other operating expenditure	78,552	53,296	78,535	57,234
Operating/capital grants received	1,620,774	1,704,361	1,600,989	1,681,114

NOTES TO THE SUMMARY FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2015

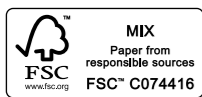
3 RELATED PARTY TRANSACTIONS *(cont'd)*

	GROUP		COMPANY	
	2015	2014	2015	2014
	S\$'000	S\$'000	S\$'000	S\$'000
Corporations in which trustees have the ability to control or exercise significant influence (including donations received from trustees)				
<u>Balances</u>				
Debtors	3	27	3	27
Creditors and accrued expenses	90	1	90	1
<u>Transactions</u>				
Endowed donations	9,920	2,383	9,920	2,383
Non-endowed donations	788	2,767	788	2,767
Other income	299	219	299	219
Other operating expenditure	1,132	1,223	1,132	1,223
Operating/capital grants received	14	16	14	16

4 KEY MANAGEMENT PERSONNEL COMPENSATION

The compensation for nineteen (2014: nineteen) key management personnel (includes the remuneration of an executive trustee) are as follows:

	GROUP AND COMPANY	
	2015	2014
	S\$'000	S\$'000
Short-term benefits	13,587	14,642
Post-employment benefits	295	299
	13,882	14,941





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