

- Spirit of the Explorer



NUS ANNUAL REPORT 2009



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VISION

Towards a Global Knowledge Enterprise

*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

Spirit of the explorer

Walter Bagehot, an English journalist and economist who lived in the 19th century, once said, "The greatest pleasure in life is doing what people say you cannot do". To me, that is the true spirit of an explorer. One who dares to venture into the untrodden paths and sail in uncharted waters.

The current turmoil has been called by leading economists as the most serious financial crisis since the Great Depression. Around the world, stock markets have fallen, large financial institutions taken over, and even the wealthiest governments have had to scramble and formulate rescue packages to bail out their financial systems. The financial crisis has indeed changed the world.

What is NUS' response to this changed world? Are we going to hedge our bets and translate the crisis into opportunities for ourselves? The Chinese use two brush strokes to write the word "crisis" – 危机. One brush stroke symbolises danger, the other opportunity. We sometimes allow our vision to be obscured by the challenges and difficulties posed by a crisis, not realising the many opportunities that lie beyond the dark cloud of gloom.

Just like an explorer's instinct to persevere and overcome obstacles in his chosen path, NUS has to remain resolute and try to decipher the hidden opportunities that lie ahead.

The hiring freeze, salary cuts and early retirement imposed on faculty members at some leading universities around the world have inadvertently opened up recruitment opportunities for NUS. We are now able to recruit talented faculty who are leaders in their field, which may not have been possible prior to the crisis. With their intellectual leadership, wealth of knowledge and expertise, the internationally recognised faculty will enhance our pool of academics and researchers, and contribute towards our progress.

As we compete globally for talents, we should be mindful of the challenges posed by other universities in Asia who will also be seizing this window of opportunity to strengthen themselves.

Attracting top-rate students is critical to NUS' advancement as a leading research-intensive university and Singapore's growth as a thriving knowledge-based nation. In this aspect, NUS continues to develop its curriculum and introduce innovative programmes in a bid to attract top talents. One new initiative is the Faculty of Engineering's Design-Centric Curriculum and Global Engineering Programme, to be introduced in Academic Year 2009/2010.

The upcoming University Town is also expected to catalyse a transformative educational experience at NUS – one that fosters a spirit of adventure, inquiry and enterprise. Emphasizing on independent and critical thinking, multi- and inter-disciplinary teaching and learning and the development of excellent communicational skills, it will provide more avenues for student leadership and prepare them for a fast changing, globalising world.

To cope with the rapidly changing business landscape and to open up more opportunities in business education and research, the NUS Business School recently formed a Management Advisory Board to help fulfil its aspiration to be an elite global business school. It is hoped that the School will be a forum for stimulating exchanges among industry leaders, faculty, alumni and students as well as generate thought-leadership and cutting edge business practices. The School had, during the recent financial downturn, taken the lead to share expert views to improve public knowledge and understanding of the crisis.

As Asia continues to rise in importance in the global arena and driven by the mission to provide in-depth insights to shape the nature of the 21st Century Asia, a new NUS Global-Asia Institute will be established at the University by late 2009. The Institute will take a holistic approach to identify and address critical issues confronting Asia and the world at a deeper level, and complement existing NUS programmes that already have a significant Asian component.

NUS has undergone critical phases of transformation in the past decade to become a well-respected global teaching and research-intensive university. To become a great university, we recognise that we have to continue to break new grounds and create a positive impact on society.



In the true spirit of an explorer, where one ventures forth with great conviction and passion, NUS will strive to achieve its vision of becoming a leading global university centred in Asia.

At the helm of leadership, it is essential that the Board constantly renews itself to ensure that NUS has the best and most capable team who can help shape its vision and chart its future with great insight. On behalf of the Board of Trustees, I welcome aboard four new members: Mr Hans-Dieter Bott, Mr Hiew Yoon Khong, Mr Michael Lien and Mr Sunny Verghese. They bring to NUS diverse experiences and enriching perspectives that will undoubtedly serve us well. I wish to record my sincere appreciation to Ms Elim Chew, Mr James Loh, Mr Philip Ng and Professor Shih Choon Fong who stepped down from the Board.

Finally, to the Board of Trustees, benefactors, management, staff, students and alumni – thank you for your dedicated support in the past year. It is through your boldness, enthusiasm and resilience to overcome difficulties and seize opportunities that have thus, brought us this far.

WONG NGIT LIONG
Chairman, Board of Trustees

President's message



It was my great privilege to take over the mantle of leadership of NUS from Professor Shih Choon Fong in December 2008. Building on the solid foundation laid by Professor Shih, NUS has continued on our steep trajectory of development and growth as a highly respected global university.

NUS' new Vision and Mission statements launched in January 2009 encapsulate our University's collective aspiration. We envision NUS as a leading global university centred in Asia, characterized by world-class education and scholarship, and distinguished by our special expertise, thought-leadership and connections into Asia.

NUS already provides a rich learning environment for our students, one with many academic pathways and global education opportunities. This year, we are launching bold and exciting new initiatives which represent fundamental shifts in our educational approach. The Faculty of Engineering, for example, is phasing in a new Design-Centric Curriculum as well as a Global Engineering Programme, where students can complete their NUS degree in three years, including one year spent overseas, following which they can pursue a Master's degree at Cambridge University or MIT in their fourth year.

NUS' efforts to encourage and nurture a spirit of enterprise in our students are bearing fruit. We take pride that our NUS Overseas College (NOC) alumni have so far founded 33 start-up companies, even as the NUS Enterprise incubator ecosystem is being strengthened to facilitate the translation of intellectual property into innovations.

NUS' success in winning our third Research Centre of Excellence (RCE) – the Mechanobiology RCE – underscores the continuing and dramatic growth of our research quality and impact. Our three RCEs, jointly funded by the Ministry of Education and the National Research Foundation at more than \$150 million each, will enable us to build new peaks of research excellence.

What is most pleasing of all though, is that many of our home-grown faculty are making their mark as scholars internationally. They, together with the many outstanding faculty and researchers we have successfully recruited from overseas, are driving our University forward with vigour and energy. It is therefore with a keen sense of excitement and anticipation that I look to the future, to working with the NUS community of faculty, staff, students, alumni, benefactors and friends, to make NUS a leading global university centred in Asia.



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 board member of several public listed and private companies in Singapore and abroad, including DBS Bank Ltd and DBS Group Holdings Ltd. He is also a member of the Research, Innovation and Enterprise Council under the Prime Minister's Office and serves on the International Academic Advisory Panel. Mr Wong holds a First Class (Honours) degree in Electrical Engineering from the University of Malaya and a Masters 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

Immediate Past President

Singaporean-German Chamber of
Industry & Commerce

Appointed on: 1 April 2009

Mr Bott was formerly the Managing Director of Siemens Pte Ltd and the immediate Past President of the Singaporean-German Chamber of Industry and Commerce. In addition, he is a member of the Executive Council of the Singapore Manufacturers' Federation and sits on the board of the Singapore Symphonia Company Limited. He holds a diploma in Business Administration from the Chamber of Commerce Nuremberg, Germany.



Mr Lucas CHOW Wing Keung

Chief Executive Officer

MediaCorp Pte Ltd

Appointed on: 1 April 2006

Mr Chow sits on the board of MediaCorp and various boards and advisory committees for the Ministry of Information, Communications and the Arts, MediaRing Ltd, Emobile Ltd and Orchard Parade Holdings Ltd. He is also the Chairman of Health Promotion Board and Tripartite Committee on Workplace Health Promotion. Mr Chow graduated with a Bachelor of Science (Honours) from the University of Aston, United Kingdom.



Mr Edward Alec D'SILVA

Senior Advisor

SAA Architects Pte Ltd

Appointed on: 1 April 2006

Mr D'Silva currently serves as a member of the Public Service Commission (PSC) as well as Chairman of the Singapore Youth Award Panel (National Youth Council). He also serves as the Member of the National Integration Council, Presidential Council for Religious Harmony, Community Development Council (Central) and National Institute of Education. He is also the President of the Eurasian Association; Member of the Board of Governors - Northlight School, Vice-Chairman of the PCP - Media Development Authority, Board Director of the Singapore Dance Theatre and Member of the Strata Titles Appeals Board. He holds a Bachelor of Architecture degree from the University of Singapore.



Mr GOH Yew Lin

Managing Director
G.K. Goh Holdings Ltd

Appointed on: 1 April 2008

Mr Goh is an Independent Director of CIMB-GK Pte Ltd, Temasek Holdings (Private) Limited, Trailblazer Foundation Ltd, Boyer Allan Management Ltd and various funds managed by Boyer Allan. He is also a Senior Advisor to FountainVest Partners (Asia) Ltd. Among his public sector appointments, he is Chairman of the Yong Siew Toh Conservatory of Music and Deputy Chairman of the Singapore Symphonia Company Limited. Mr Goh holds a Bachelor of Science (Economics) degree from the University of Pennsylvania.



Mr HAN Fook Kwang

Editor, The Straits Times
Singapore Press Holdings Ltd

Appointed on: 1 April 2008

Mr Han has served in various public service organisations, including the Land Transport Authority, Feedback Unit Supervisory Panel, Community and Parents in Support of Schools Advisory Council, Films Appeal Committee, Promote Mandarin Committee, Bioethics Advisory Committee and Lifelong Learning Endowment Fund Advisory Council. Mr Han graduated from the University of Leeds in Mechanical Engineering and holds a Masters in Public Administration degree from Harvard University.



Mr HIEW Yoon Khong

Chief Executive Officer
Mapletree Investments Pte Ltd

**Senior Managing Director,
Special Projects**
Temasek Holdings (Private) Limited

Appointed on: 1 April 2009

Mr Hiew is a Director of Mapletree Logistics Trust Management Ltd. He is also a board member of Changi Airport International and Sentosa Development Corporation. He holds a Master of Arts degree in Economics from the University of Warwick as well as a Bachelor of Arts degree in Economics from the University of Portsmouth.



Mr HSIEH Fu Hua

Chief Executive Officer
Singapore Exchange Ltd

Appointed on: 1 April 2006

Mr Hsieh is Chief Executive Officer of Singapore Exchange Ltd and a board member of various companies including the Government of Singapore Investment Corporation and the National Arts Council. He is also Chairman of SIM Pte Ltd (a subsidiary of the Singapore Institute of Management). He graduated with a degree in Business Administration from the University of Singapore.

**Professor Olaf KÜBLER****President Emeritus**
ETH Zurich

Appointed on: 1 April 2006

Professor Kübler is chair of the scientific advisory boards of the Karlsruhe Institute of Technology and the Institute of Science and Technology 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. In 1979, he founded the Computer Vision Lab of ETH Zurich which he ran until 1996, when he became Vice President for Research and subsequently President of ETH from 1997 to 2005.

**Mdm Kay KUOK Oon Kwong****Executive Chairman**
Shangri-La Hotel Limited

Appointed on: 1 April 2008

Mdm Kuok is a Barrister-at-Law from Gray's Inn London. She concurrently holds the posts of Executive Chairman of Shangri-la Hotel Singapore, Managing Director of Shangri-La Hotels (M) Berhad and Shangri-La Hotel Bangkok, and Director of Allgreen Properties Limited. She has served on several community service and statutory boards including the Singapore Tourism Board, South West CDC, National Arts Council, Singapore Environment Council and the National Environment Agency. Currently, Mdm Kuok is the Chairman of the Board of National Healthcare Group Pte Ltd, the President of the Singapore Hotel Association, a Trustee of the Wildlife Reserves Singapore Conservation Fund and sits on the National Youth Achievement Award Council.

**Mr LEE Tzu Yang****Chairman**
Shell Companies in Singapore

Appointed on: 1 April 2006

Mr Lee is a director of several companies of the Shell group. He is the Chairman of the Workplace Safety and Health Council and the Singapore Arts School, and Immediate Past Chairman of the Singapore International Chamber of Commerce. He is a Member of the Legal Service Commission, and serves on the board of The Esplanade Company Limited, several management boards of schools and institutes in NUS, and the Advisory Board of the Centre for Liveable Cities. He holds an honours degree in Economics from the London School of Economics and Political Science, University of London.

**Mr Michael LIEN Jown Leam****Deputy Chairman**
Wah Hin & Co Pte Ltd

Appointed on: 1 April 2009

Mr Lien is the Deputy Chairman of Wah Hin and Company, and Managing Director of Fundamental Capital Advisors. Mr Lien was a member of the board of United Overseas Bank from 2005 to 2009. He was a Managing Director of Morgan Stanley and headed its Singapore corporate finance business up to 2002. Before he joined Morgan Stanley, Mr Lien was responsible for equity origination at Standard Chartered Merchant Bank Asia, Singapore. Mr Lien started his career as an Assistant Director in Singapore's Ministry of Trade and Industry in late 1980s. Mr Lien was a Colombo Plan Scholar and holds a First Class honours degree in Economics with double majors in Finance and Econometrics from Monash University, Australia.



Dr Edison LIU Tak-Bun

Executive Director
Genome Institute of Singapore
A*STAR

Appointed on: 1 April 2008

Dr Liu is the Executive Director of the Genome Institute of Singapore and the Singapore Tissue Network. He is also the Chairman of the Board of Health Sciences Authority Singapore and President of the Human Genome Organisation (HUGO). He holds a Bachelor of Science in Chemistry and Psychology and Doctor of Medicine from Stanford University. He pursued post-doctoral studies as a Damon-Runyan Cancer Research Fellow at the University of California.



Ms Olivia LUM Ooi Lin

**Group Chief Executive Officer
and President**
Hyflux Ltd

Appointed on: 1 April 2006

Ms Lum is a director on several companies of the Hyflux group and an independent director of Temasek Life Sciences Laboratory Limited. She holds several positions in the public service including Chinese Development Assistance Council and Singapore-Tianjin Economic & Trade Council (STETC). She is also the Patron of the Singapore Productivity Association. An alumna of National University of Singapore, Ms Lum graduated with an honours degree in Science.



Mr Paul MA Kah Woh

Chairman
Mapletree Logistics Trust Management Ltd

Appointed on: 1 April 2006

Mr Ma holds directorships in Mapletree Investments Pte Ltd, CapitaLand China Development Fund Pte Ltd, CapitaLand China Development Fund II Ltd, SMRT Corporation Limited, Hwa Hong Corporation Limited and Tenet Insurance Company Ltd. He is a Fellow of the Institute of Chartered Accountants in England and Wales and a Member of the Institute of Certified Public Accountants of Singapore.



Mr Chandra Mohan K NAIR

Partner
Tan Rajah & Cheah

Appointed on: 1 April 2006

Mr Nair is currently a member of the Governing Board of Duke-NUS Graduate Medical School Singapore and the Board of Governors of NUS High School of Mathematics and Science, Management Committee member of the National University of Singapore Society, and the Criminal Law Advisory Committee of the Ministry of Home Affairs. He is also Justice of the Peace and Deputy Registrar of Marriages. He holds a Bachelor of Laws honours degree from the University of Singapore.



Lieutenant-General (NS)
NG Yat Chung

Senior Managing Director (Corporate Development, Portfolio Management and Systems)
Temasek Holdings (Private) Limited

Appointed on: 1 April 2006

LG (NS) Ng was former Chief of Defence Force in the Singapore Armed Forces. He holds a Master of Arts (Mathematics) from the University of Cambridge, a Master of Military Art and Science (General Studies) from the US Army Command and General Staff College and a Master of Business Administration from Stanford University.



Professor SAW Swee Hock
Professorial Fellow

Institute of Southeast Asian Studies

Appointed on: 1 April 2006

Professor Saw is an Honorary Professor in the University of Hong Kong and Xiamen University and an Honorary Fellow of the London School of Economics and Political Science, University of London. Besides his public service, academic appointments and advisory role to the government, he has made significant contributions to public discourse through his membership of some 45 local and international committees and to educational philanthropy. He holds a Bachelor of Arts honours degree and a Masters of Arts degree from the then University of Malaya in Singapore. He received his doctorate in Statistics from the London School of Economics and Political Science, University of London.



Professor TAN Chorh Chuan
President

National University of Singapore

Appointed on: 1 April 2006

Professor Tan is currently the Chair of the International Alliance of Research Universities, a consortium of 10 leading research-intensive universities and a member of the World Economic Forum's Global University Leaders Forum and Global Agenda Council on Pandemics. He is also the Deputy Chairman of Singapore's Agency for Science, Technology and Research, Senior Advisor to the Governing Board of Duke-NUS Graduate Medical School Singapore, and a Board Member of the National University Health System. Professor Tan obtained his MBBS and Master of Medicine (Internal Medicine) from NUS and MRCP (UK) from the Royal College of Physicians. He received research training at the Institute of Molecular Medicine, Oxford, and obtained his PhD from NUS.



Mr Phillip TAN Eng Seong
Director

EQ Insurance Company Ltd

Appointed on: 1 April 2008

Mr Tan was a former partner of PricewaterhouseCoopers and is currently active in community service, 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 Sunny George VERGHESE

**Group Managing Director and
Chief Executive Officer**
Olam International Limited

Appointed on: 1 April 2009

Mr Verghese is the Chairman of International Enterprise (IE) Singapore and CitySpring Infrastructure Management Pte Ltd. He is also a Singapore representative on the ASEAN Business Advisory Council and a member of the Entrepreneurship Foundation Protem Committee. He holds a post graduate management degree from the Indian Institute of Management, Ahmedabad and has also completed the Advanced Management Program from the Harvard Business School.



Mr Lucien WONG Yuen Kuai

Managing Partner
Allen & Gledhill LLP

Appointed on: 1 April 2006

Mr Wong holds directorships in public listed and private companies including Singapore Airlines Limited and Cerebos Pacific Limited. He is also the Chairman of Maritime and Port Authority of Singapore and a Board Member of Monetary Authority of Singapore, as well as a trustee of SingHealth Foundation. Mr Wong holds a Bachelor of Laws honours degree from the University of Singapore.



Mdm Halimah Bte YACOB

Deputy Secretary-General
NTUC

Member of Parliament
Jurong Group Representation
Constituency (GRC)

Appointed on: 1 April 2006

Mdm Halimah is the Chairman of Jurong Town Council as well as a member of various public service and community organisations including Housing & Development Board and Economic Development Board. Mdm Halimah is also a Board Member of SMRT Corporation Ltd, Mendaki Holdings Pte Ltd and Temasek Cares CGL Limited. She holds a Bachelor of Laws honours degree from the University of Singapore and a Master of Laws from the National University of Singapore.



Ms YEOH Chee Yan

Second Permanent Secretary
Ministry of Education, Singapore

Appointed on: 14 July 2008

Ms Yeoh was former Deputy Secretary (Policy) at the Ministry of Defence, Deputy Secretary at the Ministry of Community Development, and Deputy Secretary (Development) at the Prime Minister's Office Public Service Division. Ms Yeoh is a member of the Lien Centre for Social Innovation Board and a founding member of the Singapore Sports School. She holds a Bachelor of Arts (Honours) degree in Philosophy and Psychology from the University of London and a Master of Science degree in Social Psychology (with Distinction) from the London School of Economics and Political Science, University of London.

senior management



Professor TAN Chorh Chuan
President



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



Professor Barry HALLIWELL
Deputy President
(Research and Technology)



Mr Joseph P MULLINIX
Deputy President
(Administration)



Dr Lily CHAN
Chief Executive Officer
NUS Enterprise



Professor YONG Kwet Yew
Vice President
(Campus Infrastructure)



Mr Daniel CHO Kwong Chow

Vice President
(Human Resources)



Professor Lily KONG

Vice President
(University and Global Relations)



Professor Seeram RAMAKRISHNA

Vice President
(Research Strategy)



Mr WEE Sin Tho

Vice President
(Endowment and Institutional Development)



Professor LAI Choy Heng

Vice Provost
(Academic Personnel)



Professor TAN Thiam Soon

Vice Provost
(Education)

calendar of events

July 2008 – June 2009



1 UOB Chairman Mr Wee Cho Yaw was conferred an Honorary Doctor of Letters by NUS Chancellor President S R Nathan at Commencement 2008. Mr Wee was honoured for his role in fostering education in Singapore and his involvement in NUS as a member of the NUS Council for 20 years.



2 NUS Acting President Prof Tan Chorh Chuan was awarded the National Science and Technology Medal, the highest science and technology honour in Singapore, at the National Science and Technology Awards 2008. Six other NUS researchers from the Centre for Quantum Technologies, Faculty of Engineering and Duke-NUS Graduate Medical School Singapore were also honoured at the awards.



3 Flag Day 2008, the University's annual charity drive held in conjunction with Rag Day, saw over 3,000 freshmen raise a grand total of \$505,536 for 20 beneficiaries under the umbrella of the Community Chest. This amount surpassed 2007's record-breaking collection of \$502,924.



4 The School of Computing celebrated its 10th anniversary as a faculty and marked its 33rd year milestone since its formation as a university department. It introduced the biennial Outstanding Computing Alumni Award at the School's Anniversary Gala Dinner to recognise Computing alumni for their contributions to industry and society. The Lim Hong Chin Memorial Scholarship was also launched to support Computing students in academic studies and participation in enhancement programmes.



5 Eusoff College, the predecessor of Eusoff Hall, an NUS Hall of Residence, celebrated its golden jubilee with the launch of a commemorative book titled *50 years of Eusoffians* at a gala dinner attended by Dr Tony Tan and Mrs Mary Tan, a former Eusoffian. A reunion lunch was also held at Evans Lodge, the former location of Eusoff College and a sum of \$27,000 was raised for the Eusoff Hall Bursary Fund.



6 The Baba House, managed by NUS Museum and NUS Centre for the Arts, was officially opened by NUS Chancellor President S R Nathan. As Singapore's first heritage house, the Baba House creates greater awareness on the history, culture and identity of the Straits Chinese while engaging in research on its culture and evolution.



7 The NUS Students' Union (NUSSU) won its second *Special Events Platinum Award* for raising \$444,000 within a single day – the highest amount a student body has ever collected for the Community Chest. Over the past eight years, NUS students have raised more than \$2 million through the annual Rag and Flag Day event for Community Chest beneficiaries.



8 Asia's first palliative care centre for research and training, the Lien Centre for Palliative Care was officially opened at the Duke-NUS Graduate Medical School Singapore (Duke-NUS). A collaboration between Duke-NUS, the Lien Foundation, National Cancer Centre Singapore and Singapore Health Services, the centre aims to broaden the base of trained expertise in palliative care and research.



9 The Cancer Research Centre of Excellence (subsequently renamed Cancer Science Institute of Singapore), NUS' second Research Centre of Excellence (RCE) was officially opened by Mrs Tan Ching Yee, Permanent Secretary of the Ministry of Education. The RCE will address challenging research problems in cancer, with a focus on cancers which afflict Asian populations.



10 An appreciation dinner for outgoing NUS President Prof Shih Choon Fong was held at the Raffles City Convention Centre which saw an attendance of over 700 university colleagues, alumni and friends. After 12 years at NUS, Prof Shih assumed the leadership of King Abdullah University of Science and Technology in Saudi Arabia as its Founding President.



11 NUS Enterprise and the Action Community for Entrepreneurship (ACE) jointly hosted the inaugural Global Entrepreneurship Week, an initiative aimed to inspire the young to embrace innovation, imagination and creativity. The week-long event saw over 100 countries coming together to celebrate and promote the global entrepreneurship spirit.



12 NUS welcomed two Lee Kuan Yew Distinguished Visitors during the academic year. They were: Prof James Barber FRS from Imperial College London and Prof Shu Chien, University Professor and Y C Fung Professor of Bioengineering and Medicine at the University of California, San Diego.



Assoc Prof Benjamin Ong was appointed the new Chief Executive of the National University Health System (NUHS) when the NUHS corporate identity was launched along with its Vision and Mission for the organisation. The formation of NUHS has brought the Yong Loo Lin School of Medicine, the Faculty of Dentistry, and the National University Hospital under a common governance structure to enhance and synergise capabilities in education, research and clinical care.



The Centre on Asia and Globalisation, Lee Kuan Yew School of Public Policy hosted the inaugural S T Lee Global Governance Conference themed *Governance of a globalising world: whither Asia and the West?*. The conference, which brought together some 70 leading scholars, public intellectuals and policy makers from around the world, raised issues on how nations can work together on global governance.



Incoming NUS President Prof Tan Chorh Chuan launched the University's new Vision and Mission at a welcome lunch held in his honour. Over 200 invited guests including NUS Chancellor President S R Nathan and Mrs Nathan and Minister for Education and Second Minister for Defence Dr Ng Eng Hen and Mrs Ng, as well as members of the NUS community, attended the event.



The Singapore-MIT Alliance celebrated its decade-long tripartite partnership between the Massachusetts Institute of Technology, NUS and Nanyang Technological University with a symposium and a dinner at The Ritz-Carlton Millenia Singapore. Prime Minister Mr Lee Hsien Loong graced the dinner as the Guest-of-Honour while Minister for Education and Second Minister for Defence Dr Ng Eng Hen delivered the keynote address at the symposium.



Celebrating its 50th anniversary, the Department of Architecture held an exhibition entitled "50 Years: In Progress" to commemorate five decades of architecture education. Other events included the Ong Siew May Distinguished Lecture series on Sustainability, Kengo Kuma lecture and the "In Progress" International Forum which explored the future direction of architecture in Singapore and the region.



NUS sealed a strategic collaboration with the Singapore Business Federation, a first for a Singapore university, to enhance the employability of NUS students. A key initiative of the newly launched NUS Graduate Global Talent Development Programme, the tie-up would allow companies to tap on NUS graduates and alumni for talent recruitment, business opportunities as well as guide students on business practices and cross-cultural issues.



Some 250 government leaders and renowned experts from academia, business and civil society participated in the inaugural National Sustainability Conference, which was co-organised by NUS and Students Against Violation of the Earth, an environmental student body under NUSSU. The Singapore Youth Declaration on Sustainable Development, which identifies issues of concern on sustainable development in Singapore, was also finalised at the event.



The Faculty of Arts and Social Sciences, Faculty of Dentistry and Faculty of Science commemorated their 80th anniversary with the launch of Faculty Square located at the Alumni Terrace of the Shaw Foundation Alumni House. Deans from the respective faculties also unveiled 11 Faculty Sculptures, a collaborative project by staff, students and alumni.



NUS clinched two awards at the Singapore Education Awards 2009, an annual event organised by the Singapore Tourism Board. Prince George's Park Residences received the *Best Host For International Students Studying in Singapore – Hostels* award while NUS Business School emerged tops in the *Best International Marketing Effort By A Public Educational Institution* category.



The Alumni Complex, comprising the Shaw Foundation Alumni House and the NUS Society's Kent Ridge Guild House, was officially opened by Guest-of-Honour Eminent Alumnus Minister Mentor Lee Kuan Yew. The event culminated in a one-hour dialogue with Minister Mentor Lee on *Singapore and Singaporeans – Quarter Century from Now*.



The Right Honourable Mr Tony Blair, former British Prime Minister, delivered a lecture on "Faith and Globalisation" to some 600 students and staff, alumni and invited guests at NUS. Mr Blair, who had previously facilitated a live video seminar between NUS and Yale students, is expected to participate in one or two sessions in a new module offered by the University Scholars Programme in Academic Year 2009/2010.



The NUS-GE Singapore Water Technology Centre was officially opened by Guest-of-Honour Dr Tony Tan, Chairman of the National Research Foundation. The Centre will provide extensive leadership in Singapore's water quality and resource management, tapping on GE's expertise in water purification and conservation technologies and solutions.

taking flight to greater heights



review of education

1 July 2008 – 30 June 2009

The NUS education philosophy offers a rich tapestry of different learning dimensions designed to equip students with the mental and personal abilities that will serve them well for a globalised world. An innovative broad-based education with a strong foundation in various core areas of study would set students ahead and prepare them for a “lifetime of careers”.

Acknowledging the evident rise of Asia, the University has augmented its global vision to meet the impact of the surging Asian powerhouses. NUS now aspires to be, not just a global university, but one that is centred in Asia and carries a strong focus on Asian perspectives and expertise. Its educational direction would provide students with an appreciation of global issues while incorporating relevant viewpoints from Asia.

Leading in transformative education

In the review year, one of the new initiatives aligned to the University’s new vision and mission as an enabler of transformative change, was the establishment of the NUS Teaching Academy. Slated to be a “think-tank” in education matters, the Academy aims to foster a culture of teaching excellence and contribute to key educational processes within the University, thus elevating the quality of an NUS education.

NUS provides a multi-disciplinary and flexible curriculum, and uses pedagogies which centre on inquiry and discovery to nurture critical thinking in its students.

One major initiative is the new Design-Centric Curriculum at the Faculty of Engineering which debuts in the new Academic Year 2009/2010. Preparing students to handle complex and multi-disciplinary problems through fundamental principles relevant to

an engineering discipline, the new curriculum will be taught and reinforced through design-focused projects and modules. Another new initiative is the Global Engineering Programme, an exclusive programme for top students which leads to an NUS Bachelor’s degree after three years followed by a postgraduate programme at a top partner university in the fourth year.

Several initiatives have also been implemented to reinvigorate graduate education. A University Committee on Education Policy sub-committee has been set up to look into strengthening the management and quality assurance framework of graduate research programmes in the Faculties and Schools. The scheme on the allocation of research scholarships was revamped to enhance and promote competition while the PhD qualifying examination was formalised to ensure consistency of standards.

Preparing for a global setting

The University has, as part of its Internationalisation Thrust, set new China and India strategies which will enhance undergraduate and graduate experience through deeper collaborations with a core group of top Chinese and Indian universities. These will provide improved opportunities for students to broaden their intellectual and personal outlook.

NUS entered an agreement with Tsinghua University to set up its second NUS Overseas College in China as part of the University’s innovative programme to promote entrepreneurship. A pioneer batch of 10 undergraduates has already been selected for the programme in NUS College in Beijing, the University’s sixth overseas college.

The Lee Kuan Yew School of Public Policy will work with India's Ministry of Railways to design and deliver a series of Executive Programmes on Public Private Partnerships over a period of two years. This programme is the School's first substantive engagement of its kind with a major Indian organisation.

Further strengthening its global partnerships, NUS signed a total of 56 Memoranda of Understanding (MoU) during the period under review. These agreements include an MoU with Delft University of Technology under the Singapore-Delft Water Alliance, hosted at the Faculty of Engineering and another with HEC Paris, one of the top business schools in Europe, on a new joint MBA double degree programme which provides rigorous business training and international exposure.

The University recognises that today's education must be tailored for a global setting. As such, it endeavours to prepare its students to be global citizens, well-adapted to working and living effectively in diverse cross-cultural settings.

The pace of NUS' overseas study programmes has accelerated in recent years – close to 50 per cent of the undergraduates now enjoy an overseas experience and over 20 per cent spend six months or more in student exchange programmes around the world. In this review period, the University sealed 34 Student Exchange Programme agreements – a two-fold increase from the year before, bringing the total number of student exchange partners NUS has to 308¹.

Efforts were also made to improve the quality of existing summer programmes and field trips to further enrich students' overseas experience. The University Scholars Programme introduced a new summer programme on the study of Buddhism in the Asian context which involves religious exchanges with Thailand and Taiwan. It also offered a new module which included a field trip to Japan where students were given the opportunity to study the various technologies used to address transport needs in different cultural settings.

1 As at 1 May 2009



The University's active Student Exchange Programme helps to create a global learning environment within the campus

Educational Highlights

- The 2009 NUS Undergraduate Admissions Exercise saw the **first batch of graduates from the NUS High School of Mathematics and Science** applying for admission to NUS.
- The Faculty of Law's **inaugural cohort of students from the Double Degree in Economics and Law Programme** graduated in July 2009. The first double degree of its kind in Singapore, it is also the first undergraduate double degree programme established between two faculties within NUS.
- The Yong Loo Lin School of Medicine launched **Phase I of its revised undergraduate medical curriculum**, aimed at equipping students with a firm foundation of the normal function and structure of the body with clinical relevance and application. It also includes four longitudinal tracks such as Health Ethics, Law and Professionalism, and Patient-Based Programme, where content is integrated seamlessly with the core bio-medical sciences.
- The pioneer batch of **Bachelor of Science (Nursing)** students graduated in July 2009. The Bachelor of Science (Nursing) course is the first nursing degree programme offered in Singapore.
- NUS Libraries launched a 3D interactive map of the Central Library, the **world's first Google Earth tool** designed for finding the location of books and navigating space inside a library. Multimedia features such as text and images including videos and narrations are used to introduce landmarks and educate users on the library's facilities in a fun and interactive way.
- The Centre for Instructional Technology established an official **NUS channel on YouTube**. NUS is the first tertiary institution in Singapore to use this platform to showcase selected public events and lectures thus increasing its global exposure.
- The NUS Business School is the only school in Asia to be ratified as a **full academic member of CEMS**, a strategic alliance of leading business schools and multinational companies. It was also admitted as a member of the Executive MBA Council (US), having fulfilled the membership requirements for the School's Executive MBA programmes.
- The Faculty of Law is one of the founding members of a first-of-its-kind **Center for Transnational Legal Studies**, based in Georgetown University Law Center in London. This programme brings together faculty and students from top law schools around the world to study transnational legal issues in a multicultural and transnational setting.

- NUS inked a Memorandum of Understanding with the **Health Sciences Authority (HSA)** where HSA will teach the “Advanced Forensic Science” modules in the Minor in Forensic Science programme, offered by the Faculty of Science. Another new module “Evidence in Forensic Science” is co-taught by professionals from the Attorney-General’s Chambers as well as the Ministry of Defence and the Criminal Investigation Department, ensuring an authentic learning experience for students.
- The **Investigational Medicine Unit**, a joint initiative of Duke-NUS, SingHealth and the Singapore Institute of Clinical Sciences, was established at the Singapore General Hospital to support early phase clinical trials and clinical research studies.
- The Faculty of Arts and Social Sciences’ Department of Psychology set up a **Clinical and Health Psychology Centre** to offer professional training to students in the Master of Psychology (Clinical) Programme. Apart from providing services to the public, it will serve as a regional hub for postgraduate training and research in clinical psychology and clinical health psychology.
- **A series of annual awards** was introduced to recognise young artistic talents as well as alumni mentors from the NUS Centre For the Arts. Supported by the Tan Ean Kiam Foundation, this is the first such awards established to help advance arts and culture within and beyond campus.
- The **Bachelor of Music degree programme** at the Yong Siew Toh Conservatory of Music was restructured to introduce a Professional Development element. This new component ensures that students acquire communication and education skills, in addition to instrumental development, to enable them to interact both as performers and leaders.

New Joint, Concurrent and Double Degree programmes launched with top university partners in Academic Year 2008/2009

- Joint Doctor of Philosophy between NUS and Indian Institute of Technology, Kanpur
- Joint Doctor of Philosophy between NUS and Indian Institute of Technology, Madras
- Joint Master of Psychology (Clinical) between NUS and University of Melbourne
- Joint Master of Science in Science Communication between NUS and Australian National University
- Bachelor of Laws, NUS and Master of Laws, New York University
- Professional Degree in Financial Engineering between NUS and Columbia University
- Master in Public Policy, NUS and Master of International Affairs, Columbia University
- Asia Master of Business Administration between NUS, Fudan University and Korea University
- Bachelor of Laws, NUS and Juris Doctor, New York University

New Double Degree Programmes launched within NUS in Academic Year 2008/2009

- Bachelor of Business Administration (Hons) / Bachelor of Business Administration and Bachelor of Computing (Computer Science) (Hons)
- Bachelor of Business Administration (Accountancy) (Hons) / Bachelor of Business Administration (Accountancy) and Bachelor of Computing (Computer Science) (Hons)
- Bachelor of Business Administration (Hons) / Bachelor of Business Administration and Bachelor of Computing (Information Systems) (Hons)

- Bachelor of Business Administration (Accountancy) (Hons) / Bachelor of Business Administration (Accountancy) and Bachelor of Computing (Information Systems) (Hons)
- Master of Business Administration and Master of Public Administration
- Master of Business Administration and Master in Public Policy
- Master of Laws and Master of Public Administration
- Master of Laws and Master in Public Policy

Second Major offered for Double Major Programmes in Academic Year 2008/2009

- Systems Engineering

New Minor Programmes launched in Academic Year 2008/2009

- Joint Minor Programme between Faculty of Science, NUS and University of Toronto
- Minor in Forensic Science
- Minor in Geosciences
- Minor in Systems Engineering

New Graduate Degree Programmes launched in Academic Year 2008/2009

- Doctor of Philosophy by Centre for Quantum Technologies
- Doctor of Philosophy in Cultural Studies in Asia
- Doctor of Pharmacy
- Master of Psychology (Clinical)
- Master of Clinical Investigation

leaping towards new frontiers of discovery



review of research

1 July 2008 – 30 June 2009

The quality and quantity of research at NUS continues to grow rapidly, spurred on by its success in obtaining substantial competitive funding from government agencies, overseas granting bodies, and industry. The University received close to \$376 million from the National Research Foundation (NRF), Ministry of Education (MOE), the Agency for Science, Technology and Research (A*STAR) and other agencies in the year¹, marking a 10 per cent increase from the year before.

Some major grants received within this period include \$25 million for the Translational and Clinical Research Programme in Metabolic Medicine; \$25 million for Translational and Clinical Research Programme in Eye Diseases; \$10 million for a study of strokes common in Singapore; and over \$5 million for research in lubrication techniques for micro-electro-mechanical systems (MEMS) and nano-electro-mechanical systems (NEMS).

Several parameters reflect NUS' strong research output. For example, a total of 743 new projects were started and 369 projects completed in the year¹. During this period, the University signed 142 research collaborative agreements with a project value of close to \$171 million, registering a three-fold increase in amount from the previous year. A total of 4,962² papers were published in internationally refereed journals in 2008³.

Creating new areas of research excellence

Following a stringently reviewed competitive process, NUS was awarded a new Mechanobiology Research Centre of Excellence (RCE). With a funding of \$150 million over 10 years from NRF and MOE, the Mechanobiology RCE aims to work on new ways of studying diseases through the mechanisms of cell and tissue mechanics. This is the University's third RCE, following the Centre for Quantum Technologies (CQT) and Cancer Science Institute of Singapore (CSI Singapore) set up in 2007 and 2008 respectively.

Singapore's interactive and digital media sector received a boost with the setting up of the Keio-NUS CUTE Centre – Keio University's first full-scale international research centre located outside Japan. The Connective Ubiquitous Technology for Embodiments (CUTE) Centre focuses on connected lifestyle media and embodied interactive technologies. A team from the Centre recently invented the world's first interactive virtual and real world robot called Petimo, which allows children to experience a safe and fun online social environment.

Other research centres launched within the period include the School of Design and Environment's Centre for Sustainable Asian Cities (CSAC) which aims to develop cutting-edge urban planning and design solutions as well as building technological innovations for high density environments. The Lee Kuan Yew School of Public Policy's Information and Innovation Policy Research Centre was also launched and it aims to explore and understand the role of information and its capacity to innovate in markets, organisations and society.

The Faculty of Arts and Social Sciences, in close partnership with the Asia Research Institute (ARI), embarked on a high profile research study on how science and technology function in the social world. The Science, Technology and Society Cluster aspires to make Singapore the global centre for the study of science-society relationship in Asia. It has already identified two fields, digital media and biotechnology, for further assessment. Attesting to the importance of this study, members of the Cluster have received research grants of over \$500,000 from MOE and other sources.

1 Financial Year 2008 (1 Apr 2008 - 31 Mar 2009)

2 Data extracted from SCOPUS online database on 27 May 2009 and represents all document types but excludes Erratum

3 Calendar Year 2008 (1 Jan 2008 - 31 Dec 2008)



Strengthening research ties

Forging strategic partnerships with other institutions and the industry promises a greater yield of returns for the University, arising from the collective expertise and technology.

In the year of review, NUS and GE Water jointly established the NUS-GE Singapore Water Technology Centre. In developing new solutions for low-energy seawater desalination, water reclamation and more efficient water reuse, the \$150 million centre hopes to expedite fundamental research and industry innovation in water treatment. An Aquatic Science Centre was also set up by the Singapore-Delft Water Alliance. It is a collaboration between NUS, Delft Hydraulics and the Public Utilities Board to carry out studies on urban water management.

The University inked its first partnership with a property developer in the area of environmental management. Working closely with City Developments Limited, the University hopes to develop viable solutions to address pressing environmental challenges.

ARI is working with leading publisher Springer, which specialises in scholarly books and journals, to publish an *ARI-Springer Asia Series*. Drawing on ARI's extensive research network, the series intends to be a leading source of high quality research on Asia in three main topics – Religion, Migration and Cities. This development underscores the University's vision of being a valuable repository of knowledge, with special expertise on strategic Asian issues.

The University's Centre for Maritime Studies also entered a five-year collaboration with the Global Centre of Excellence of Kyoto University to jointly conduct research in transport logistics.

Building a strong base in medical sciences

The formation of the National University Health System (NUHS) in early 2008 brought about greater synergy in the areas of education, research and clinical care. Key research platforms include molecular epidemiology, molecular pathology, immunology, bioengineering and tissue engineering and bioinformatics among others.

A number of new medical centres were launched during the period of review. These centres include the Diagnostic Molecular Oncology Centre which engages in oncology-related research; and the Khoo Teck Puat Advanced Surgery Training Centre, which provides trainee surgeons with hands-on experience amidst realistic operating theatre conditions and situations.

The Duke-NUS Graduate Medical School Singapore established a Centre of Quantitative Biology and Medicine with the aim of applying sophisticated quantitative techniques and methodology to improve biomedical research practice in Singapore. The Centre will carry out relevant applied research in both methodology and discovery, as well as provide quantitative analytical support for research work conducted by biomedical and medical investigators from Singapore's public sector.

To further advance research on the ageing process and its application to improve the social and individual consequences of ageing in Singapore, a new NUS Virtual Institute for the Study of Ageing (VISA) was established. VISA represents the first dedicated research effort to help people cope with ageing. A centre without any physical building, VISA comprises a multi-disciplinary group of researchers who will assist organisations in exploring issues and technologies related to the elderly.

As the University continues to build on its existing strengths in neurosciences, metabolic medicine, ophthalmology and cancer, further emphasis will also be placed on infectious diseases, cardiovascular medicine, health services research, and human nutrition (with a focus on the Asian phenotype).

Total project value awarded by external sources⁴

Grantors



Total \$375.78 million

⁴ Financial Year 2008 – Figures updated as at 18 August 2009

Research Highlights

- Dr Tong Yen Wah (*Faculty of Engineering*) developed a novel synthetic antibody that can trap and inactivate viruses which cause diseases such as influenza, hepatitis, AIDS or Severe Acute Respiratory Syndrome (SARS). He is the first Singaporean researcher to receive a US\$100,000 grant from the Bill and Melinda Gates Foundation for this project.
- A team led by Assoc Prof Adrian David Cheok (*Mixed Reality Lab, Faculty of Engineering*) invented a system which can capture information from the outside world and link it to living media such as cabbages, which would then reflect the data they receive through a change in colour. Dubbed the world's "first living plant media", the "Babbage Cabbage" can be used to monitor soil conditions.
- Prof Andrew Wee and Dr Chen Wei (*Faculty of Science*) fabricated tunable well-ordered molecular nanostructure arrays for potential use in molecular nano-devices, which will have applications in the fields of organic and molecular electronics, and organic photovoltaics.
- A team of researchers from NUS and A*STAR, led by Assoc Prof Lim Sai Kiang and Assoc Prof Li Guodong (*Yong Loo Lin School of Medicine*), developed pure insulin-producing cells from mouse embryonic stem cells (ESCs) which have the ability to restore blood glucose to its original level. This discovery could be applied to human ESCs with the potential to treat diabetes.
- Dr Kevin Tan Shyong Wei (*Yong Loo Lin School of Medicine*) discovered that Blastocystis, a parasite which thrives in non-oxygenated conditions, may be responsible for causing common bowel disorders, such as diarrhoea and irritable bowel syndrome and a form of skin allergy known as urticaria.
- A research team led by Prof Yoshiaki Ito, NUS Yong Loo Lin Professor in Medical Oncology (*Cancer Science Institute of Singapore*), discovered the key role played by the RUNX3 gene in colon cancer development.
- Prof Barbaros Özyilmaz (*Faculty of Science*) and Dr Yao Kui (*Institute of Materials Research and Engineering*) created the first prototype of graphene memory devices which could prove to be faster, cheaper and more energy efficient than magnetic memory devices. A provisional patent has been received for this novel concept.
- Assoc Prof Suresh Valiyaveetil (*Faculty of Science*) and his team discovered a new protein ansocalcium, which is a crucial adhesive in egg shells. This research could pave the way for treating osteoporosis (accelerated bone loss).

- A study conducted by Assoc Prof Koh Woon Puay (*Yong Loo Lin School of Medicine*) found that long-term exposure of smoke from burning incense could increase one's risk of respiratory tract cancers. In another study, Assoc Prof Koh found that smokers with higher levels of 4-(methylnitrosamino)-1-(3-pyridyl)-1-butanol (NNAL) and cotinine metabolites in the urine are more likely to develop lung cancer.
- Dr Tan Meng Chwan's (*Faculty of Science*) publication on *Two-Dimensional Twisted Sigma-Model and the Theory of Chiral Differential Operators* was a world's first, published in the exclusive theoretical and mathematical physics journal, *Advances in Theoretical and Mathematical Physics*. His work has received recognition and has been cited by Edward Witten, Fields Medalist and the world-class string theorist who is widely regarded as the "modern day Einstein".
- Assoc Prof Sim Meng Kwoon (*Yong Loo Lin School of Medicine*) developed a new drug that has the potential to treat Type 2 diabetes by mimicking the function of insulin. The drug has a chemical, des-aspartate-angiotensin I (DAA-1), which occurs naturally in the body.
- Dr Murray Barrett and Mr Kyle Arnold (*Centre for Quantum Technologies*) achieved the Bose-Einstein condensation, in which a collection of atoms reach a state of matter that is as cold as the fundamental laws of physics will allow. This accomplishment is testament to Singapore being in the premier league of experimental atomic physics as only a select number of countries have been able to achieve this complex experiment.
- Dr Mouhacine Benosman and Dr Lum Kai Yew from the Control Science Group (*Temasek Laboratories*) developed a fault tolerant control scheme which has proven to be applicable to nonlinear flight dynamics such as helicopter and hovercraft. This scheme can help alleviate various fault modes for nonlinear control systems, which can cause many flight control problems.
- Assoc Prof Suresh Valiyaveetil and his research team (*NUS Nanoscience and Nanotechnology Initiative*) found that silver nanoparticles, which are used in commercial products such as detergents, air conditioners and wound dressings due to their anti-microbial activity, can sometimes cause toxicity in living tissues.
- A team comprising Assoc Prof Davide Lomanto, Assoc Prof Jimmy So and Dr Stephen Chang (*Yong Loo Lin School of Medicine*) pioneered a new generation of keyhole surgery for the abdomen, involving a 2 cm single incision around the navel which would allow the insertion of a telescope and other surgical tools through a port to perform surgical procedure. The surgery would leave virtually no scar and cause less post-surgical pain for patients.

A paper airplane, folded from a piece of paper with a red and yellow floral pattern, is shown in flight over a map of East Asia. The map features labels for various cities and regions, including Changsha, Nantong, Wuxi, Suzhou, Shanghai, Jiaxing, Hangzhou Wan, Ningbo, and Fuzhou. The airplane is positioned in the upper left quadrant, with its wings spread wide, suggesting it is in the process of taking flight. The map is a detailed, sepia-toned historical-style map, providing a geographical context for the airplane's path. The overall composition is artistic and symbolic, likely representing themes of travel, exploration, or business growth in the Asian market.

sowing the seeds of enterprise

review of entrepreneurship

1 July 2008 – 30 June 2009

The University's entrepreneurship drive continues to be a key long-term focus, building on the strong foundation of enterprise and innovation that NUS Enterprise has established over the years.

Entrepreneurship initiatives at NUS were given a boost with a \$9 million innovation grant from the National Research Foundation in May 2009. The grant will supplement NUS' ongoing efforts in developing a vibrant innovation eco-system and fostering a culture of entrepreneurship. It will, for example, contribute towards the Enterprise and Innovation Award which will help fund faculty and researchers who have good ideas to facilitate the successful commercialisation of their innovations.

Engaging the industry

Over 190 industry collaborations took place in the year of review. One of the more significant partnerships forged was a master research agreement between NUS and all the five polytechnics in Singapore. This agreement takes the symbiotic partnership in technology commercialisation to another level where innovative technologies are translated into new, useful and commercially-viable products and services.

Another research agreement with Vestas, one of the world's leading suppliers of wind power solutions, will enhance the University's ongoing efforts in wind-energy research and training, and help bring scientific breakthroughs to market.

A total of 56 patents were filed and 25 patents granted during this period. There were 116 invention disclosures received, registering a 12 per cent increase over the previous year.

Providing impetus to entrepreneurial pursuits

NUS Enterprise actively supports student groups in their entrepreneurial pursuits. The national-level Start-Up@Singapore Business Plan Competition, initiated by the NUS Entrepreneurship Centre in 1999, has evolved to be a launching pad for aspiring entrepreneurs to develop their ideas and technologies.

Led by the student-run NUS Entrepreneurship Society since 2004, Start-Up@Singapore has attracted some 2,000 teams and 7,000 participants to date, attesting to its popularity and the unbridled enthusiasm of budding entrepreneurs. As many as 60 start-ups have successfully spun off over the past decade, some such as *tenCube Pte Ltd* and *Biomers* have excelled in the international scene.

In Start-Up@Singapore 2009, *Zimplistic Inventions* founded by engineering graduate Pranoti Nagarka, was the winner in the open category. It was awarded a sum of \$50,000 for her invention of an elegant automated *chapati* (flat Indian bread) maker for home use.

A new initiative, the Harvard-NUS Entrepreneurial Exchange Programme was introduced to offer students a valuable gateway to the real world environment. A collaboration between the NUS Entrepreneurship Society and the Harvard College Entrepreneurship Forum, this exchange programme provides students with the opportunity to glean significant knowledge and first-hand experience of start-up ecosystems and business cultures in Boston.

The NUS Enterprise Incubator provides both the hard and soft infrastructure to nurture start-ups into viable companies. There are now more than 80 NUS Enterprise portfolio companies, of which 31 companies are hosted at the University.¹

In the period of review, nine NUS Enterprise supported companies received grants from SPRING Singapore through its newly launched Technology Enterprise Commercialisation Scheme which aims to help commercialise business ideas. These companies include *BioMers Products LLC*, *Curiox Biosystems Pte Ltd*, *Hiperware Pte Ltd* and *Zopim LLC*, among others.

¹ As at 30 June 2009

nurturing future generations



giving back to the community

1 July 2008 – 30 June 2009

One key thrust of the NUS mission is dedicated service that adds to social, economic and national development. An aspect of its service goals is to contribute to various charitable causes as well as serve as a resource think-tank on a wide range of areas.

The holistic learning experience which NUS strives to provide includes an involvement in community projects. The exposure to different life occurrences and the needs of others, especially the poor and the underprivileged, lends a social depth to students and provides a different kind of educational experience not found within the confines of classroom learning. These real life encounters will also help mould them to be able communicators and constructive leaders of our community as well as responsible global citizens.

A survey conducted among some 3,000 students in April 2009 on volunteerism at NUS indicated that one in three undergraduate respondents is involved in some form of community work. About 60 per cent commit an average of 1 – 5 hours a month to voluntary activities.

All 10 faculty clubs and six Halls of Residence at the University are involved in community service. There is also an NUS Volunteer Network, comprising the NUS Rotaract Club, NUS Chapter of Red Cross Society, NUSSU Volunteer Action Committee and Community Service Club, which are actively involved in community service.

At least 100 community service projects are organised yearly by these student groups as well as some others whose core focus may not be on community service. The community projects vary from participation in fund-raising activities to conducting voluntary service programmes for local and overseas communities. Some of these projects include:

- The construction of a single-storey library building for a local secondary school in Vietnam by the Design and Environment Club. This is the second overseas charity building construction project undertaken by the Club.
- Education, infrastructure-building and community outreach to the countryside community living at the outskirts of Kunming in Yunnan, China and also in Danang, Vietnam, by the University Scholars Programme students.
- A charity movie screening by Eusoff Hall to raise funds for an expedition to Kampong Sleang in Cambodia to help improve basic amenities and conduct educational programmes. This is the fifth expedition undertaken by the students to Kampong Sleang.
- Project Nargis-NUS by the NUSSU Volunteer Action Committee, which raised \$90,000 for the victims of Cyclone Nargis in Myanmar.
- Project Sichuan Earthquake by the NUSSU International Relations Committee (Chinese Students Group) which collected \$37,000 for the victims of the Sichuan earthquake in China.

- Development of a savings and budgeting tool-kit to help low-income families monitor their expenditure, a joint effort between a group of business students and the Tampines Family Service Centre.
- Camp Simba, a 2-day retreat for children who have either a parent seeking treatment for cancer, is in remission from cancer or has died from cancer. The camp was organised by a group of students from the Yong Loo Lin School of Medicine and Duke-NUS Graduate Medical School Singapore.
- NUSSU Flag Day 2008, an annual charity drive which raised a record sum of \$505,536 for 20 charitable organisations, surpassing last year's collection of \$502,924.
- Charity Fiesta 2008, which carried the theme "Are You Someone's Angel?", saw over 800 volunteers visiting various Voluntary Welfare Organisations and raising funds for the participating beneficiaries. It was organised by the NUSSU Volunteer Action Committee to create awareness and promote volunteerism among the undergraduates.
- Fund-raising events for the Spastic Children's Association of Singapore by the Law Club; Rochor Kongsu for the Aged by NUSSU Community Service Club; and Singapore Hospice Council by NUSSU.

The University is also involved in serving the community within Singapore and the region in other ways.

- The Raffles Museum of Biodiversity Research is involved in a community initiative to protect the biodiversity at Pulau Semakau, an island south of mainland Singapore, and enhance its value as a nature education and conservation site. With the generous support of a \$600,000 gift from HSBC, it will now be able to conduct outreach and research activities involving volunteers to promote and conserve the intertidal shores of Pulau Semakau.
- In the wake of the financial crisis, the Risk Management Institute organised a series of free public lectures covering personal finance and global events that have affected individual investors, to educate the public on financial knowledge and misconceptions about various financial products.
- The Singapore community will stand to gain from an anthropological research undertaken at the Asia Research Institute on how global social threats, such as drug abuse and teenage pregnancy, can be best managed. The study indicated that community-focused preventive programmes should be reinforced to involve the entire family and not just the youth themselves. These threats are best handled by treating the family as a unit and empowering the relationship between parents and children.
- The School of Computing launched the Asian IT Case Series, a repository specialising in case materials about Asian organisations, which is available online to educationists and students globally without any charge.

"Involvement in community projects lend a social depth to students and provide a different kind of educational experience not found within the confines of classroom learning."



University Scholars Programme students on a mission to teach school children in Vietnam basic English

pursuing peaks of excellence



student and faculty achievements

1 July 2008 – 30 June 2009

Student Achievements

Fuelled by their passion to learn and excel, NUS students have constantly sought challenges in international meets and competitions. Their participation in these events enhances their academic and personal development and helps to raise the University's profile of excellence globally.

NUS students who have brought honour to the University in the past year include:

- The team *Sublight*, comprising Agnes Chua Yi Na, Joshua Koh Zhizhong, Phoebe Tan Si Hui and Tan Ying Qi (*Faculty of Arts and Social Sciences*) and Ng Yeow Chuan (*School of Computing*), won first prize in the Student Design Competition, Usability Professionals' Association (UPA) in the US.
- Abdul Hakeem Abdul Halim (*NUS Business School*) won the silver medal for the men's 110m hurdles event at the 14th Asean University Games in Malaysia, breaking the oldest Singapore athletics record set in 1966.
- Two students, Anderson Quah and Elaine Hee (*NUS Business School*) together with Wong Wei Ming (*School of Computing*), topped CaseIT 2009, an annual international undergraduate business case competition with a strong Management Information Systems focus, organised by Simon Fraser University in Canada.
- University Scholars Programme student Li Xiang (*NUS Business School and Faculty of Engineering*) emerged winner of the US Grand Champion in J P Morgan Trade Up, an online trading game and winner of the Mastercard John Wiley Competition 2008, in the female consumer market category.
- Danny Tan Wei Xiang (*School of Design and Environment*) founded the winning team NeuroMOD Technologies which won the 4th Annual Intel + UC Berkeley Technology Entrepreneurship Challenge in the US.
- Hafizur Rahaman (*School of Design and Environment*) won the Young CAADRIA Award 2009 at the CAADRIA (Computer Aided Architectural Design and Research in Asia) Conference in Taiwan.
- A team of six students Jalleh Shaun Ming Yi, Tang Yong Ching and Yvonne Tan Yi Wen (*School of Design and Environment*) and Chong Kang Wei, Visayong Viravong and Wu Junhan (*NUS Business School*) emerged as champions at the 4th USC Marshall International Real Estate Case Competition in the US. This is the second championship victory in a row.
- Chua Wen Hau, Ho Hyan Hui, Cai Yixiang, R Lakshmi Narayanan, Robson Ng Yang Siong and Quek Bingyuan (*Faculty of Engineering*) won a tie for first place in the annual International Student Offshore Design Competition 2008 for their work on "Conceptual Design of a Compliant Tower Oil and Gas Production System in Makassar Straits".
- A team comprising Tony Loo Dong Li, David Cheong Wai Keong, Kwa Chin Soon and Harrif Santo (*Faculty of Engineering*) topped the foreign teams participating in IDEERS (Introducing and Demonstrating Earthquake Engineering Research in Schools) Earthquake Challenge in Taiwan.
- The NUS Formula Society of Automotive Engineers (FSAE) team (*Faculty of Engineering*) was the only Asian contestant to be placed among the top 20 at the international inter-varsity FSAE race in the US. The team also bagged the 6th prize in the presentation event and was placed 16th in the 22 km endurance race.



Champions of the 4th USC Marshall International Real Estate Case Competition

- A student team from the Faculty of Engineering created Singapore's first eco-car that runs on hydrogen fuel cell with zero carbon emission. The car was ranked 5th in the Urban Concept category at the Shell Eco-marathon Europe competition in Germany.
- The *NUS Choir* participated in the Grand Prix St. Petersburg, Russia (2008) and obtained perfect scores for both the "Mixed Adult Choirs" and "Sacred and Church Music for Youth and Adult Choirs" categories. It was also awarded the *Golden Cup of Peter the Great* at this festival, the first Singaporean choir to receive this honour.
- Winston Yien Kiat, Choo Zheng Xi, Lan Huishan and Dennis Tan Chuin Wei (*Faculty of Law*) won The Copenhagen Climate Change Competition in Denmark.
- Marcus Lim Tao Shien, Jeanne Gwendoline Duclos, Lim Yuhui and Jennifer Gankee Ong (*Faculty of Law*) won the 4th International Chamber of Commerce International Commercial Mediation Competition in France.
- National triathlete Mok Ying Ren (*Yong Loo Lin School of Medicine*) finished 2nd in the Singapore International Triathlon (Under-23 category) and Port Dickson International Triathlon (Open category) competitions.
- Azariah Tan (*Yong Siew Toh Conservatory of Music*) was awarded the 2009 VSA arts International Young Soloists Award at the Kennedy Center, Washington DC, US.
- The NUSSU Volunteer Action Committee was presented the prestigious Commonwealth Youth Silver Award 2007/08 by the Commonwealth Youth Programme Centre for excelling in community work and promoting the spirit of volunteerism among undergraduates.
- Ho Kim Cheong, Khaw Kaimin, Lim Po Ben and Melvyn Yan Jinglin (*Faculty of Arts and Social Sciences*) won first prize in Singapore's inaugural Public Policy Challenge, a contest which aims to introduce students to the workings and intricacies of policymaking.
- Team *Gelomatrix*, comprising Eric Cher Wei Liang, Chua Zi Yong, Goh Qing Zhuang and Darren Luo Xueli (*Faculty of Engineering*) won the Lee Kuan Yew Global Business Plan Competition.
- Victor Goh, Neo Shi Yong and Li Haojie (*School of Computing*) clinched the top prize of US\$100,000 in a global competition, The Star Challenge, for developing a highly efficient and intuitive system which can be used in a search engine.

Faculty Achievements

True to the explorer's spirit, NUS faculty members have continued to challenge their own academic and personal boundaries and in so doing, excel. While the recognition of their achievements has helped raise the stature of the University, their dedicated work has also enhanced the education of our students and contributed to the betterment of society.

NUS faculty members who have received accolades for their efforts in the past year include:

- **Prof Tan Chorh Chuan**
NUS President
 - Elected Chair of the International Alliance of Research Universities for 2009 – 2011
 - Received the National Science and Technology Medal 2008
 - Campus Leader Who Cares Award by the Campus Safety Health and Environmental Management Association, US
- **Prof Barry Halliwell,**
Tan Chin Tuan Centennial Professor
NUS Deputy President (Research and Technology)
Received the Lifetime Achievement Award from the Society for Free Radical Biology and Medicine, US
- **Prof Lily Kong**
Vice President (University and Global Relations)
Director (Asia Research Institute)
 - Appointed Board Member of the Public Service Commission, Singapore
 - Received the Robert Stoddard Award from the Association of American Geographers' Specialty Group of Geography of Religions and Belief Systems (GORABS), the third recipient and first Asian to win this award
- **Prof Seeram Ramakrishna**
Vice President (Research Strategy) / NUS Nanoscience and Nanotechnology Initiative
Elected Fellow, American Society for Mechanical Engineers (ASME) 2008
- **Prof Wang Gungwu**
Chairman, East Asian Institute
Conferred Honorary Doctorate of Letters by the University of Cambridge
- **Prof Prasenjit Duara,**
Raffles Professor of Humanities
Office of the Deputy President (Research and Technology)
 - Appointed Council Member of the American Historical Association from 2008 – 2011
 - Appointed to the External Review Panel of the Institute for Advanced Studies, School of Historical Studies at Princeton University
- **Emeritus Prof Edwin Thumboo**
Faculty of Arts and Social Sciences
Received The Distinguished Service Award from the International Association for World Englishes, the second recipient to win this award
- **Assoc Prof Roxana Waterson**
Faculty of Arts and Social Sciences
Produced her first documentary film titled *When the Sun Rises: A Toraja Priest of the Ancestral Way*, which was screened at two international ethnographic film festivals in Germany and Italy
- **Dr Leigh Jenco**
Faculty of Arts and Social Sciences
Received the Leo Strauss Award for Best Dissertation in Political Philosophy from the American Political Science Association
- **Prof Bernard Yeung,**
Stephen Riady Distinguished Professor of Finance
NUS Business School
Appointed Member of the Economic Strategies Committee, an initiative by the Singapore government
- **Prof Duàn Jin-Chuan,**
Cycle and Carriage Professor of Finance
NUS Business School / Risk Management Institute
Elected Academician, Academia Sinica
- **Prof Allaudeen Hameed and**
Dr Kang Wenjin
NUS Business School / Risk Management Institute
Won the CICF Best Paper Award at the China International Conference in Finance (CICF)
- **Assoc Prof Ho Yew Kee and**
Assoc Prof Lam Swee Sum
NUS Business School
Won the Vernon Zimmerman Best Paper Award at the 20th Asian Pacific Conference on International Accounting Issues in France
- **Assoc Prof Chung Chi-Nien**
NUS Business School
Won the Best Conference Marco Paper Award at the 2008 International Association for Chinese Management Research's Annual Conference in Guangzhou, China

- **Assoc Prof Ishtiaq Mahmood and PhD student Zhu Hongjin**
NUS Business School
Won the Temple/AIB Best Paper Award at the Academy of International Business 2008 Annual Conference in Italy
- **Assoc Prof Nitin Pangarkar and PhD student Wu Jie**
NUS Business School
Won the Best Paper Award for Doctoral Student at the 6th Asia Academy of Management Conference in Taiwan
- **Assoc Prof Jane Lu**
NUS Business School
Won the ANZAM Strategic Management Stream Award at the Australian and New Zealand Academy of Management (ANZAM) Conference 2008
- **Dr Vincent Chen**
NUS Business School
Won the AFAANZ Best Paper Award at the 2008 Accounting and Finance Association of Australia and New Zealand/International Association for Accounting, Education and Research (AFAANZ/IAAER) Conference
- **Dr Wu Pei Chuan**
NUS Business School
Won the Best Paper Award for her co-authored paper at the 6th Asia Academy of Management Conference in Taiwan
- **Prof Ooi Beng Chin**
School of Computing
 - Received the ACM SIGMOD Contributions Award
 - Elected Fellow of IEEE
- **Dr Chen Yu**
School of Design and Environment
Won the JAABE (*Journal of Asian Architecture and Building Engineering*) Best Paper Award 2008 (Architectural History and Theory field)
- **Dr Henry Cahyadi Willem**
School of Design and Environment
Received the Yaglou Award from the International Society of Indoor Air Quality and Climate in Copenhagen, Denmark
- **Dr Erwin Viray**
School of Design and Environment
Appointed Member of the Advisory Council of the Barcelona Institute of Architecture
- **Prof Wang Chien Ming**
Faculty of Engineering
 - Conferred the Lewis Kent Award 2009 by the Institution of Structural Engineers, UK
 - Received the Institute of Engineers Singapore Outstanding Volunteer Award
- **Prof Charanjit Singh Bhatia**
Faculty of Engineering
Received the Distinguished Contribution Award 2008 from the Information Storage Industry Consortium, US
- **Prof Arun Mujumdar**
Faculty of Engineering
Received the Platinum Award from his alma mater, the Institute of Chemical Technology, India
- **Prof Choo Yoo Sang**
Faculty of Engineering
 - Appointed the Lloyd's Register Educational Trust Professor
 - Received the Lifetime Achievement Award 2009 for Maritime Academics from ClassNK (Nippon Kaiji Kyokai)
- **Prof Sam Ge**
Faculty of Engineering / Interactive Digital Media Institute
Co-founder of a start-up company *Personal e-Motion*, which received the Infocomm Singapore Award 2008 and Asia Pacific ICT Award (e-learning category)
- **Assoc Prof Lim Chwee Teck**
Faculty of Engineering
Listed as the most cited author from 2005 to 2008 for a paper published in *Acta Biomaterialia*
- **Assoc Prof Tan Kay Chen**
Faculty of Engineering
Received the Recognition Award from the International Network for Engineering Education
- **Assoc Prof Lim Kah Bin**
Faculty of Engineering
Decorated with the *L'Officier dans l'ordre des Palmes Academiques* by the French Republic
- **Assoc Prof Foo Swee Cheng**
Faculty of Engineering
Received the Institute of Engineers Singapore Excellent Service Award (Bronze)
- **Dr Chew Soon Hoe**
Faculty of Engineering
Received the IES Excellent Service Award (Bronze)
- **Dr Liu Bin**
Faculty of Engineering
Received the Young Scientist Award 2008 at the National Science and Technology Awards 2008
- **Dr Lee Taeyong**
Faculty of Engineering/Life Sciences Institute
Received the GlaxoSmithKline Research Award from The Korean Society of Osteoporosis

- **Prof Jeffrey Pinsler**
Faculty of Law
Received the inaugural Singapore Academy of Law Award (Singapore Law Merit Award)
- **Prof Tan Yock Lin**
Faculty of Law
Received the inaugural Singapore Academy of Law Award (Singapore Law Merit Award)
- **Prof Lee Chuen Neng**
Yong Loo Lin School of Medicine
Elected President of the Asian Society for Cardiovascular and Thoracic Surgery for 2009 – 2011
- **Assoc Prof Saw Seang Mei**
Yong Loo Lin School of Medicine
Received the 2009 Achievement Award from the American Academy of Ophthalmology
- **Prof Sir Richard Friend,**
Tan Chin Tuan Centennial Professor
Faculty of Science
Joint winner of the King Faisal International Prize for Science (Physics), Saudi Arabia
- **Prof Louis Chen,**
Tan Chin Tuan Centennial Professor
Faculty of Science/Institute of Mathematical Studies
Elected Vice-President of the International Statistical Institute for 2009 – 2011
- **Prof Chowdari BVR**
Faculty of Science
Elected the First Vice-President and President-Elect of the International Union of Materials Research Societies in 2009, and will begin his two-year term as President from 2011
- **Prof Kuok Meng Hau**
Faculty of Science
Awarded the Omicron Nanotechnology Medal and Prize (Nanotechnology Physics Research), IPS
- **Prof Andrew Wee Thye Shen**
Faculty of Science / NUS Nanoscience and Nanotechnology Initiative
Awarded the Institute of Physics Singapore President's Medal 2008
- **Dr Chammika N B Udalagama,**
Dr Andrew Anthony Bettiol and Prof Frank Watt
Faculty of Science
Won first prize in the Virtual Instrumentation Applications Contest 2008, Singapore
- **Prof Mohan Balasubramaniam**
Faculty of Science / Temasek Life Sciences Laboratory
Received the National Science Award at the National Science and Technology Awards 2008
- **Prof Shen Weixiao**
Faculty of Science
Received the Chern Shiing-Shen Mathematical Award from the Chinese Mathematical Society
- **Assoc Prof Christian Kurtstiefer,**
Assoc Prof Valerio Scarani and
Dr Antia Lamas-Linares
Faculty of Science / Centre for Quantum Technologies
Received the National Science Award at the National Science and Technology Awards 2008
- **Dr Chen Ping**
Faculty of Science
Won the World Scientific (Physics Research) Medal and Prize, Institute of Physics Singapore
- **Assoc Prof Albert Teo**
Deputy Director, University Scholars Programme
Presented the National Healthcare Group Distinguished Contributor Award 2008
- **Prof Ranga Krishnan**
Duke-NUS Graduate Medical School Singapore
Received the C Charles Burlingame Award from The Institute of Living, Hartford Hospital, US
- **Dr Wang Hongyan**
Duke-NUS Graduate Medical School Singapore
Received the Young Scientist Award at the National Science and Technology Awards 2008
- **Assoc Prof Tan Tin Wee**
Life Sciences Institute
Presented the ASEAN Science and Technology Meritorious Service Award 2008
- **Prof Joachim Luther**
Solar Energy Research Institute of Singapore
Selected by TIME magazine as a "Hero of the Environment" (TIME US, 6 Oct 2008)
- **Prof Armin Aberle**
Solar Energy Research Institute of Singapore
Co-winner of the Australian Museum's IAG Eureka Prize for Innovative Solutions to Climate Change in 2008
- **Dr Bram Hoex**
Solar Energy Research Institute of Singapore
 - Won the SolarWorld Junior Einstein Award
 - Received the Leverhulme Trust Technology Transfer Award 2008

soaring forth with great momentum



looking ahead

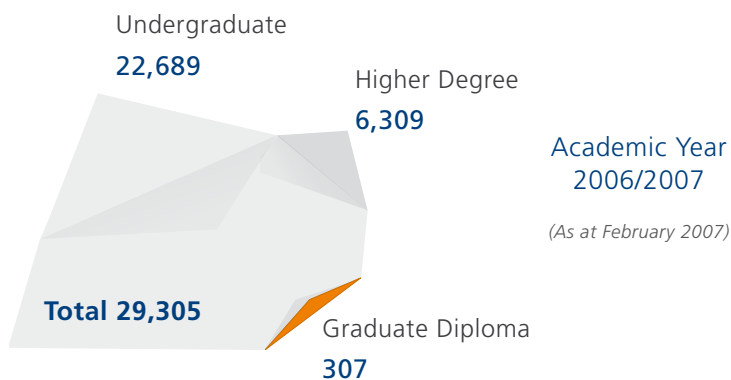
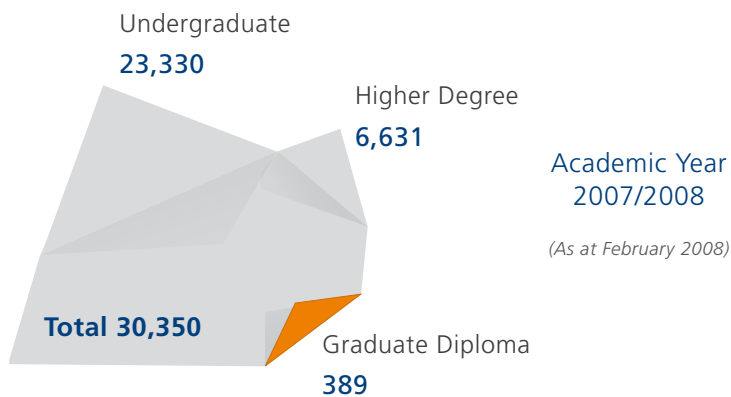
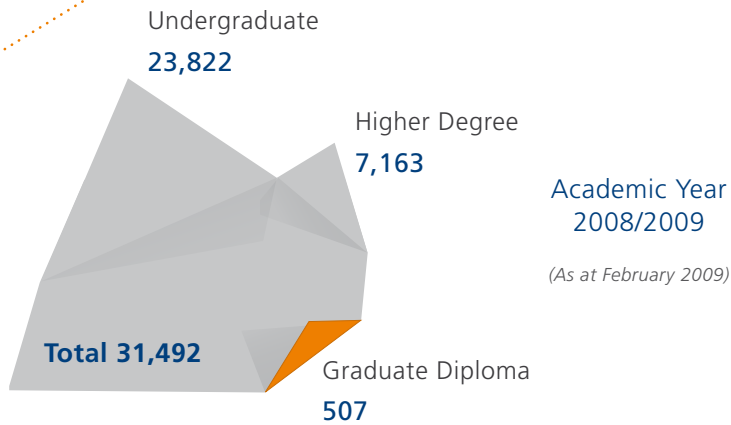
Some of the University's upcoming initiatives and developments are as follows:

- The NUS Global-Asia Institute, which focuses on research that provides a holistic understanding of the complex interconnections between areas of importance to Asia, such as demographics, financial security and urban design, will be launched in late 2009.
- The University Scholars Programme (USP) will offer a new module "Religions in the Contemporary World", which gives an insight into religions and globalisation in Academic Year 2009/2010. Pursuing a "mediated" form of global education, USP students will share two sessions with students from Yale University who take a parallel module on "Faith and Globalisation". Mr Tony Blair, former British Prime Minister and current Howland Distinguished Fellow at Yale University, is expected to participate in one or both sessions.
- The School of Computing will soon offer two new Concurrent Degree programmes:
 - Concurrent Degree in Computational Biology with Brown University from Academic Year 2009/2010 and
 - Concurrent Degree in Information Systems and Management with the University of Cambridge from Academic Year 2010/2011
- The Life Sciences Institute will host the 3rd NUS-Baden Wurttemberg Joint Scientific Conference in Life Sciences at NUS in early 2010. The conference will include topics such as cancer, neurobiology, immunology, stem cells and tissue engineering as well as translational medicine.
- From 2010, the Faculty of Law will become the 10th partner institution of the Association of Transnational Law Schools (ATLAS). ATLAS is a consortium of law schools from around the world dedicated to the intellectual formation of highly talented doctoral students and fostering research on issues broadly related to international governance challenges and transnational law among other issues.
- The Institute of Real Estate Studies will hold its first symposium in collaboration with the Berkeley Program on Housing and Urban Policy at the University of California Berkeley and the Zell/Lurie Real Estate Centre at the Wharton School, the University of Pennsylvania in 2010. It will focus on real estate and economic development in Asia and cover issues on house prices, urbanisation and development, non-residential real estate markets, as well as environmental issues in real estate development.
- The Lee Kuan Yew School of Public Policy will run an Executive Leadership Development Programme, together with the Central Asia Regional Economic Cooperation (CAREC) Institute of the Asian Development Bank, for participants of eight countries from Central Asia from 2009 to 2011. The curriculum, which includes leadership, strategic thinking and planning, public sector management and public sector finance, will contribute to capacity building and the development of regional cooperation within Central Asia.

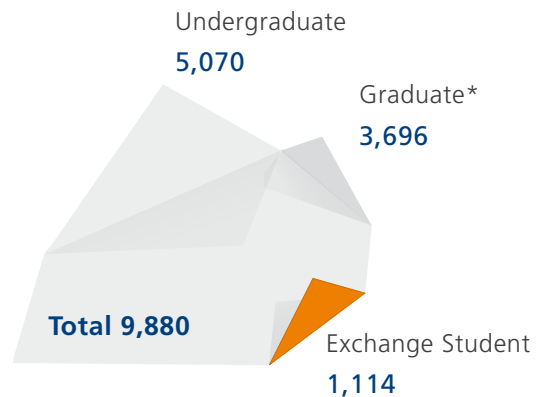
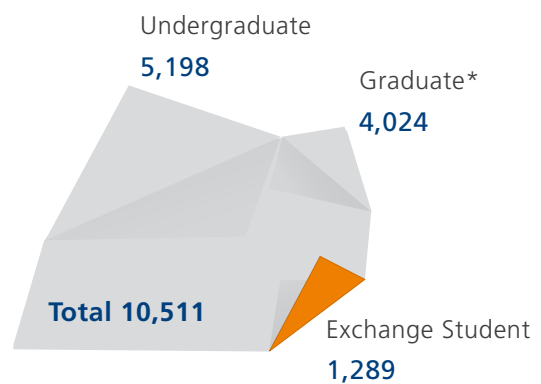
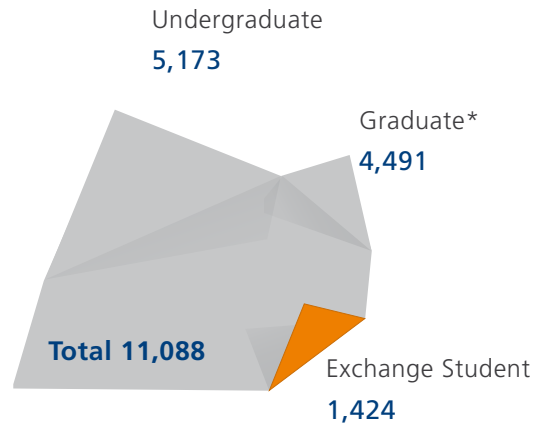
academic year in review (statistics)

Note: Student figures shown are in Full Time Equivalent (FTE)

Profile of NUS Students



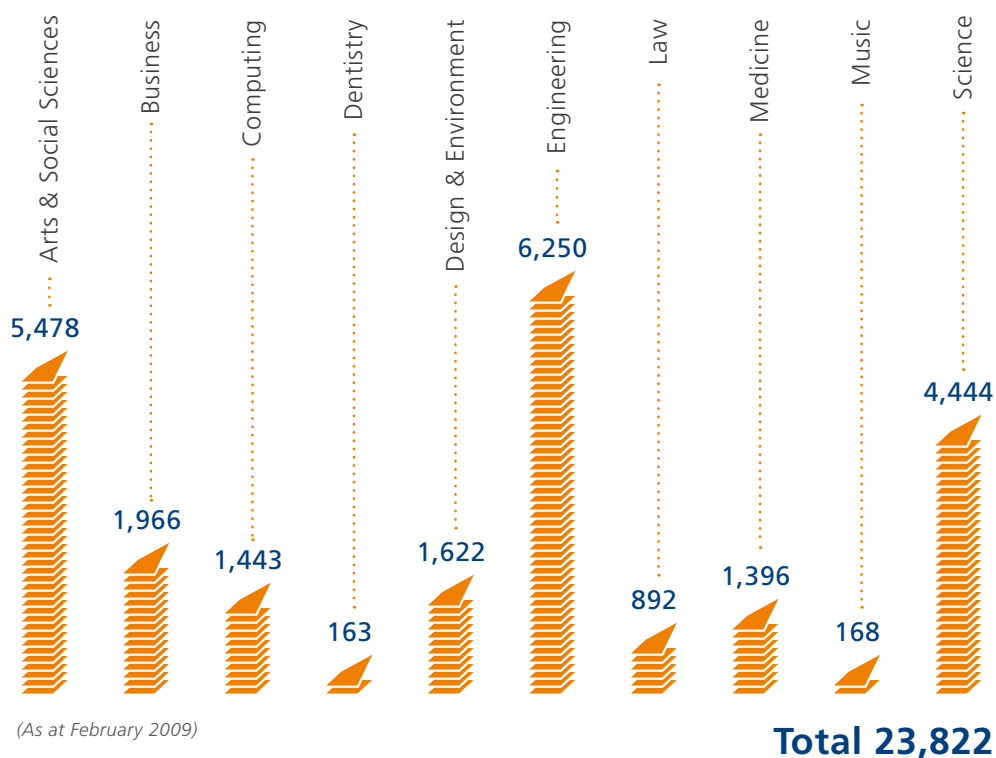
Profile of NUS International Students



*Includes graduate diploma students

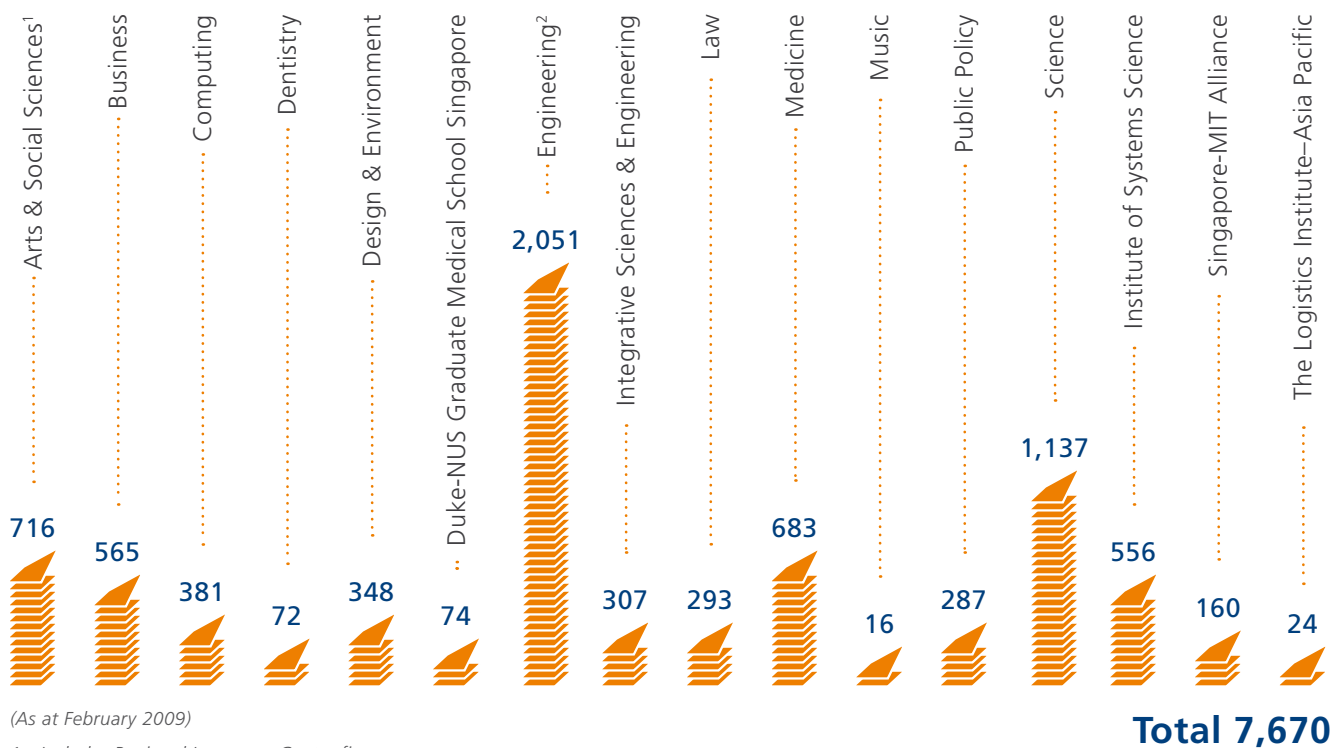
Undergraduate Enrolment

Academic Year 2008/2009



Graduate Student Enrolment

Academic Year 2008/2009

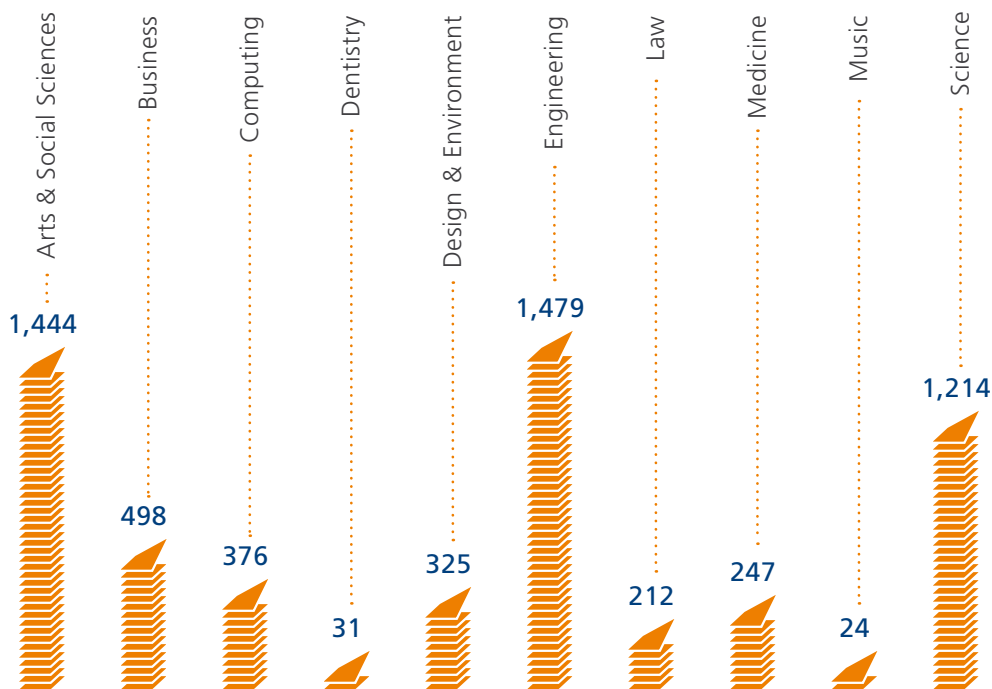


¹ Includes Regional Language Centre figures

² Includes Temasek Defence Systems Institute figures

Profile of Class of 2009

First Degree Graduates*

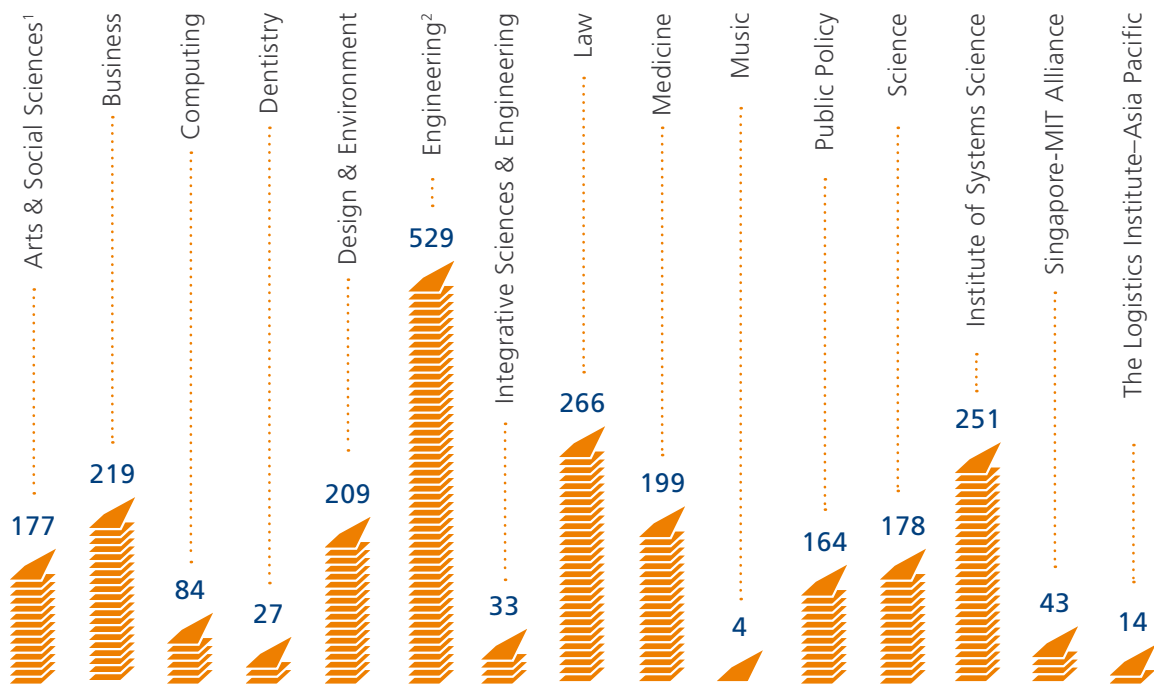


*Figures correct as at 28 August 2009. Double degree graduates are counted towards both their home and second faculties.

Total 5,850

Profile of Class of 2009

Higher Degree & Graduate Diploma Graduates*



*Figures correct as at 13 August 2009.

1 Includes Regional Language Centre figures

2 Includes Temasek Defence Systems Institute figures

Total 2,397

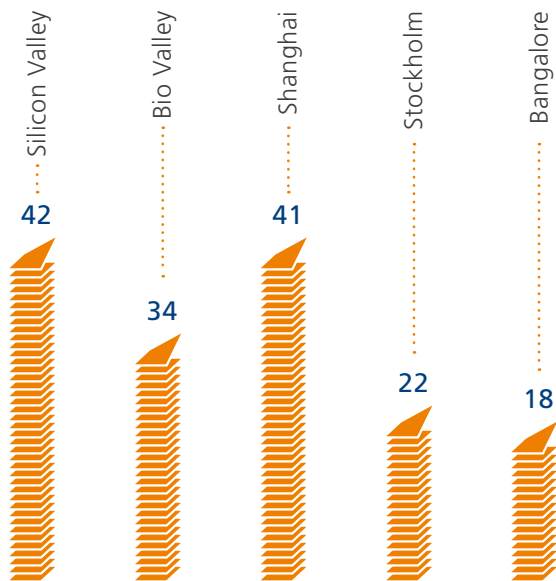
NUS Students on Student Exchange*



**Undergraduates on student exchange with overseas partner universities*

NUS Students at NUS Overseas Colleges

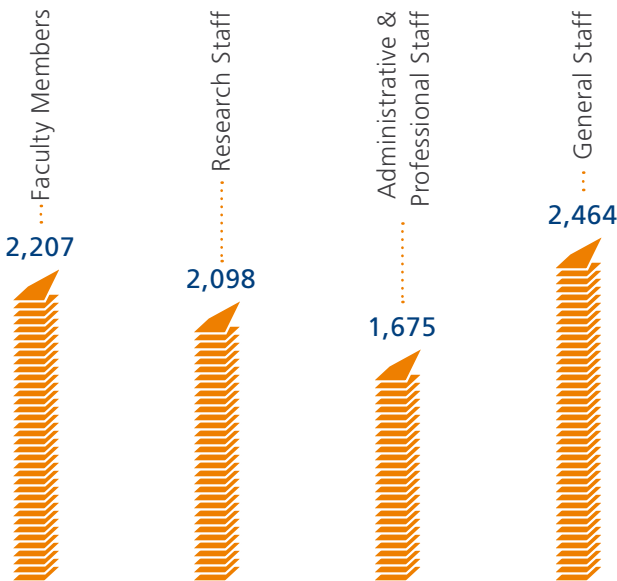
Academic Year 2008/2009



(As at 13 August 2009)

Total 157

Profile of NUS Faculty Members & Staff



(As at June 2009)

Total 8,444

charting new paths with foresight and wisdom



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 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 March 2008, the Charity Council launched the online governance evaluation checklist system to provide a platform for charities and IPCs to disclose the extent of their compliance with the Code. All IPCs are required to disclose the extent of their compliance with the Code by 31 March 2009. 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 eminent business leaders, academics, entrepreneurs, and professionals from the public service and private sectors. Members are appointed on the strength of their calibre, experience, stature and potential to contribute to the proper guidance and development of the University, as well as valuable relationships which they bring that are of strategic importance to the University. Profiles of the Board members are found on page [6] 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 seven Board committees, namely, the Executive Committee, Audit Committee, Campus Planning and Development Committee, Entrepreneurship Committee, Investment Committee, Nominating Committee, and Remuneration 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 Goh Yew Lin
 Mr Chandra Mohan K Nair
 Mr Lee Tzu Yang
 Ms Olivia Lum Ooi Lin
 Mr Paul Ma Kah Woh
 LG (NS) Ng Yat Chung

Audit Committee

Mr Paul Ma (Chairman)
 Mr Lucas Chow Wing Keung
 Mr Han Fook Kwang
 Mr Phillip Tan Eng Seong
 Mr Lucien Wong Yuen Kuai
 Mr Sunny Verghese
 Ms Yeoh Chee Yan

Investment Committee

Mr Goh Yew Lin (Chairman)
 Prof Tan Chorh Chuan
 Mr Hiew Yoon Khong
 Mr Lee Tzu Yang
 Mr Michael Lien Jown Leam
 LG (NS) Ng Yat Chung
 Mr Phillip Tan Eng Seong
 Ms Chan Chia Lin (Co-opted)
 Dr Chia Tai Tee (Co-opted)
 Mr Lee Ming San (Co-opted)
 Dr Ong Hung Guan (Co-opted)

Entrepreneurship Committee

Ms Olivia Lum Ooi Lin (Chairman)
 Prof Tan Chorh Chuan
 Mr Lucas Chow Wing Keung
 Mr Edward D'Silva
 Mr Hans-Dieter Bott
 Mr Michael Lien Jown Leam
 Dr Edison Liu Tak-Bun
 Mr Sunny Verghese
 Mr Gay Chee Cheong (Co-opted)
 Mr Kenny Yap (Co-opted)

Remuneration Committee

Mr Wong Ngit Liong (Chairman)
 Mr Edward D'Silva
 Mr Han Fook Kwang
 Mr Chandra Mohan K Nair
 Prof Olaf Kubler
 Ms Kay Kuok Oon Kwong
 Mr Phillip Tan Eng Seong
 Mdm Halimah Yacob

Nominating Committee

Mr Wong Ngit Liong (Chairman)
 Mr Edward D'Silva
 Mr Hsieh Fu Hua
 Mr Chandra Mohan K Nair
 Mr Lee Tzu Yang
 Dr Edison Liu Tak-Bun
 Prof Saw Swee Hock
 Mr Lucien Wong Yuen Kuai

Campus Planning and Development Committee

LG (NS) Ng Yat Chung (Chairman)
 Prof Tan Chorh Chuan
 Mr Edward D'Silva
 Mr Hiew Yoon Khong
 Mdm Kay Kuok Oon Kwong
 Prof Olaf Kubler

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. The University's organisational structure 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.

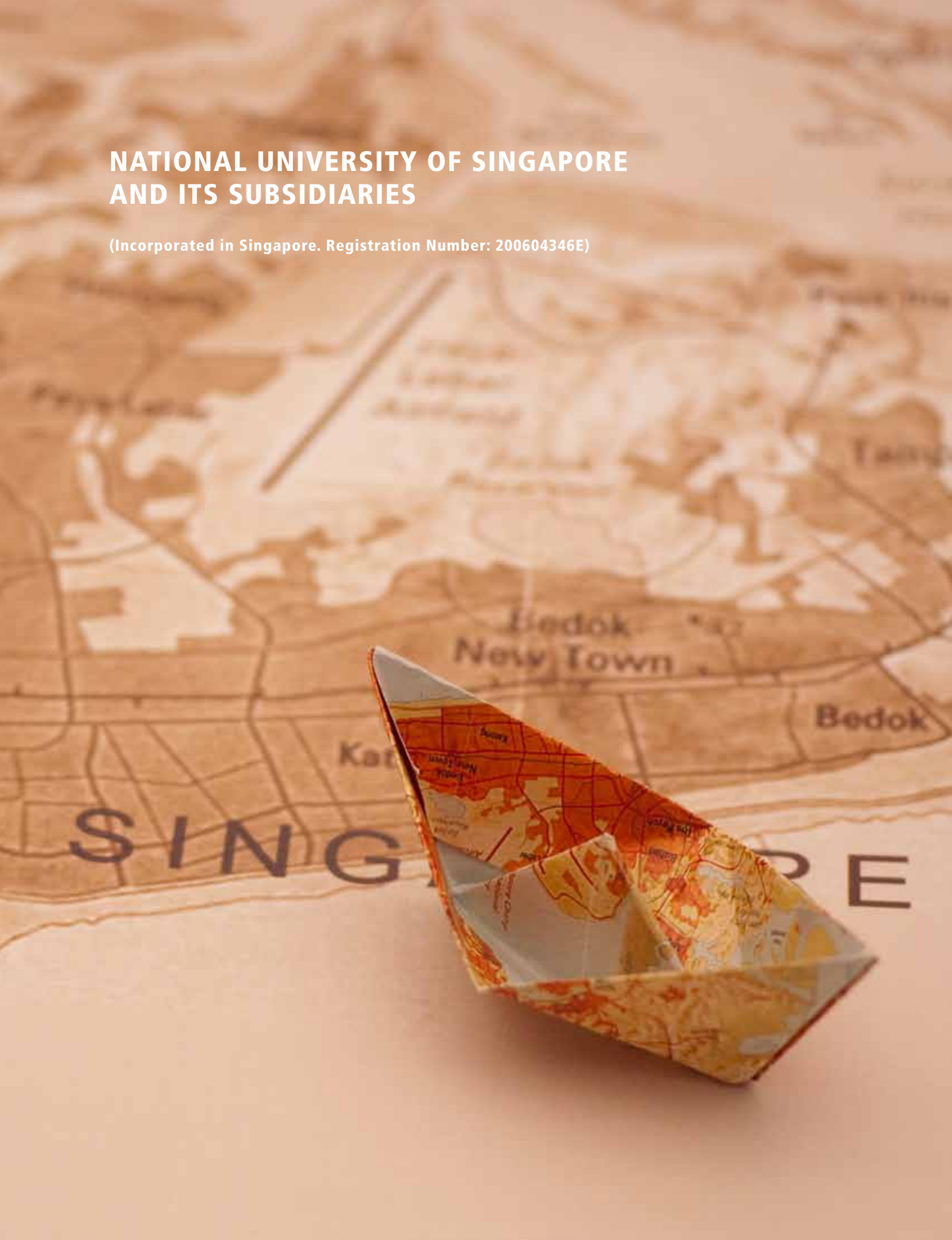
NUS' Articles of Association contain provisions for the management and avoidance of conflicts of interest by members of its Board of Trustees. Such provisions include (a) permitting a Board member to be interested in any transaction with NUS provided that the member has declared the nature of the interest 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. When a staff member is in a situation 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 certify annually their compliance with the University's prevailing policy on conflict of interest and related policies.

NATIONAL UNIVERSITY OF SINGAPORE AND ITS SUBSIDIARIES

(Incorporated in Singapore. Registration Number: 200604346E)



SUMMARY FINANCIAL STATEMENTS

PREPARED FROM THE AUDITED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2009

Important Note	58
Report of the Trustees	59 – 60
Independent Auditors' Report	61
Balance Sheets	62 – 63
Income and Expenditure Statements	64
Notes to the Financial Statements	65 – 68

IMPORTANT NOTE

The Summary Financial Statements as set out on pages 62 to 68 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 Auditors' Report on those statements should be consulted. Readers who require a copy of the full financial statements can contact the Company's Office of Corporate Relations, University Hall, Lee Kong Chian Wing #05-03, 21 Lower Kent Ridge Road, Singapore 119077, Tel: 6516 3260. 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 is pleased to present its report to the members together with the audited consolidated financial statements of the National University of Singapore ("the Company") and its subsidiaries (collectively, "the Group") and balance sheet, income and expenditure statement and statement of changes in funds and reserves of the Company as of and for the financial year ended 31 March 2009.

Trustees

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

Mr Wong Ngit Liong - <i>Chairman</i>	Dr Edison Liu Tak-Bun
Professor Tan Chorh Chuan	Ms Olivia Lum Ooi Lin
Mr Chandra Mohan K Nair	Mr Paul Ma Kah Woh
Mr Lucas Chow Wing Keung	LG (NS) Ng Yat Chung
Mr Edward Alec D'Silva	Professor Saw Swee Hock
Mr Goh Yew Lin	Mr Phillip Tan Eng Seong
Mdm Halimah Bte Yacob	Mr Lucien Wong Yuen Kuai
Mr Han Fook Kwang	Ms Yeoh Chee Yan
Mr Hsieh Fu Hua	Mr Hans-Dieter Bott (<i>Appointed on 1 April 2009</i>)
Professor Olaf Kubler	Mr Hiew Yoon Khong (<i>Appointed on 1 April 2009</i>)
Mdm Kay Kuok Oon Kwong	Mr Michael Lien Jown Leam (<i>Appointed on 1 April 2009</i>)
Mr Lee Tzu Yang	Mr Sunny Verghese (<i>Appointed on 1 April 2009</i>)

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.

REPORT OF THE TRUSTEES

Trustees' interests in shares or debentures

As the Company is a 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 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.

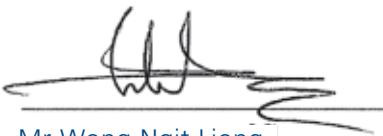
Trustees contractual benefits

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.

Auditors

The auditors, Deloitte & Touche LLP, have expressed their willingness to accept re-appointment.

On behalf of the Trustees



Mr Wong Ngit Liong

Trustee



Professor Tan Chorh Chuan

Trustee


29 July 2009

INDEPENDENT AUDITORS' REPORT TO THE BOARD OF TRUSTEES OF NATIONAL UNIVERSITY OF SINGAPORE

We have audited the consolidated financial statements of the National University of Singapore ("the Company") and its subsidiaries (collectively, "the Group") and balance sheet, income and expenditure statement and statement of changes in funds and reserves of the Company for the financial year ended 31 March 2009, from which the Summary Financial Statements were derived, in accordance with Singapore Standards on Auditing. In our report dated 29 July 2009, we expressed an unqualified opinion on the financial statements from which the Summary Financial Statements were derived.

In our opinion, the Summary Financial Statements as set out on pages 62 to 68, are consistent, in all material respects, with the financial statements from which they were derived.

For a better understanding of the state of affairs of the Group and the Company as at 31 March 2009 and the results, changes in funds and reserves of the Group and the Company and cash flows of the Group for the financial year ended on that date and of the scope of our audit, the Summary Financial Statements should be read in conjunction with the financial statements from which the Summary Financial Statements were derived and our audit report thereon.



Deloitte & Touche LLP

Public Accountants and
Certified Public Accountants

Singapore

29 July 2009

BALANCE SHEETS

AS AT 31 MARCH

	GROUP		COMPANY	
	2009	2008	2009	2008
	S\$'000	S\$'000	S\$'000	S\$'000
ACCUMULATED SURPLUS	1,591,358	2,180,132	1,576,819	2,168,465
ENDOWMENT FUNDS	1,559,182	1,447,252	1,558,901	1,446,992
CAPITAL PRESERVATION ACCOUNT	124,275	124,275	124,275	124,275
FAIR VALUE RESERVE	(737)	1,054	(747)	1,044
TRANSLATION RESERVE	(67)	(106)	–	–
TOTAL EQUITY	3,274,011	3,752,607	3,259,248	3,740,776
NON-CURRENT ASSETS				
Subsidiary companies	–	–	200	200
Associated companies	570	35	500	–
Fixed assets	1,853,099	1,645,031	1,850,494	1,643,218
Intangible assets	15,176	11,789	15,026	11,691
Held-to-maturity investments	–	500	–	500
Available-for-sale investments	4,354	6,560	2,854	4,798
Student loans (<i>repayable after 12 months</i>)	263,848	193,472	263,848	193,472
Long-term loan to subsidiary company	–	–	250	250
	2,137,047	1,857,387	2,133,172	1,854,129
CURRENT ASSETS				
Student loans (<i>repayable within 12 months</i>)	–	55,616	–	55,616
Debtors	550,348	473,273	548,157	471,657
Consumable stores	550	457	190	267
Deposits and prepayments	26,791	20,219	26,746	20,006
Amount owing by subsidiary company	–	–	171	255
Amount owing by associated company	–	3	–	–
Held-to-maturity investments	500	–	500	–
Investments at fair value through income and expenditure statement	2,006,132	2,619,718	2,006,132	2,619,718
Derivative financial instruments	9,431	9,183	9,431	9,183
Fixed deposits	262,138	462,996	262,138	462,916
Cash and bank balances	212,829	112,450	193,895	98,430
Short-term loan to an investee company	14,621	12,371	14,621	12,371
	3,083,340	3,766,286	3,061,981	3,750,419
Fixed assets held for sale	30,244	30,244	30,244	30,244
Total Current Assets	3,113,584	3,796,530	3,092,225	3,780,663
TOTAL ASSETS	5,250,631	5,653,917	5,225,397	5,634,792

BALANCE SHEETS

AS AT 31 MARCH

	GROUP		COMPANY	
	2009	2008	2009	2008
	S\$'000	S\$'000	S\$'000	S\$'000
CURRENT LIABILITIES				
Creditors and accrued expenses	186,473	188,462	182,603	185,254
Grants received in advance	82,769	57,859	77,563	55,616
Derivative financial instruments	956	1,619	956	1,619
Amount owing to subsidiary company	–	–	1,303	–
Short-term loan	207,000	170,495	207,000	170,495
	477,198	418,435	469,425	412,984
NON-CURRENT LIABILITIES				
Deferred capital grants	1,244,317	1,245,054	1,241,619	1,243,211
Advances from government for student loans	255,105	237,821	255,105	237,821
	1,499,422	1,482,875	1,496,724	1,481,032
TOTAL LIABILITIES	1,976,620	1,901,310	1,966,149	1,894,016
NET ASSETS	3,274,011	3,752,607	3,259,248	3,740,776

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

INCOME AND EXPENDITURE STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH

	GROUP		COMPANY	
	2009	2008	2009	2008
	S\$'000	S\$'000	S\$'000	S\$'000
OPERATING INCOME				
Tuition and other fees	250,947	226,567	247,290	224,100
Other income	175,658	185,618	172,051	181,712
	426,605	412,185	419,341	405,812
OPERATING EXPENDITURE				
Expenditure on manpower	745,631	674,591	732,459	664,263
Depreciation and amortisation expenditure	200,820	197,669	200,037	197,018
Other operating expenditure	603,021	494,920	595,247	491,624
	1,549,472	1,367,180	1,527,743	1,352,905
Operating deficit	(1,122,867)	(954,995)	(1,108,402)	(947,093)
Net investment loss	(676,650)	(6,420)	(676,655)	(6,216)
Share of results (net of tax) of associated companies	35	147,769	–	–
Gain (loss) on sale of associated companies	–	(1,304)	–	228,368
Deficit before Grants	(1,799,482)	(814,950)	(1,785,057)	(724,941)
GRANTS				
Operating Grants:				
Government	900,402	699,632	884,575	686,193
Agency for Science, Technology & Research	69,465	64,323	69,465	64,323
Others	62,478	50,206	62,069	50,141
Deferred Capital Grants amortised	178,359	183,968	177,298	183,354
	1,210,704	998,129	1,193,407	984,011
(DEFICIT) SURPLUS FOR THE YEAR BEFORE TAX	(588,778)	183,179	(591,650)	259,070
Income tax	–	(18)	–	–
(DEFICIT) SURPLUS FOR THE YEAR	(588,778)	183,161	(591,650)	259,070

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

NOTES TO THE SUMMARY FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2009

1. GENERAL

The Company (Registration Number 200604346E) is incorporated in Singapore as a company limited by guarantee and its registered office and place of business is 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 balance sheet, income and expenditure statement and statement of changes in funds and reserves of the Company as of and for the year ended 31 March 2009 were authorised for issue in accordance with a resolution of the Board of Trustees on 29 July 2009.

2. CHANGES IN ACCOUNTING POLICIES

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 beginning on or after 1 April 2008. 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 amounts reported for the current or prior years, except as disclosed below.

FRS 107 – Financial Instruments: Disclosures and amendments to FRS 1 Presentation of Financial Statements relating to capital disclosures.

The Group has adopted FRS 107 with effect from 1 April 2008. The new Standard has resulted in an expansion of the disclosures in these financial statements regarding the Group's financial instruments. The Group has also presented information regarding its objectives, policies and processes for managing capital as required by amendments to FRS 1 which are effective from annual periods beginning on or after 1 April 2008.

At the date of authorisation of these financial statements, the following amendment to FRS that is relevant to the Group was issued but not effective:

FRS 1 – Amendments to Presentation of Financial Statements

Consequential amendments were also made to various standards as a result of these new/revised standards.

FRS 1 (Revised) will be effective for annual periods beginning on or after 1 April 2009, and will change the basis for presentation and structure of these financial statements. It does not change the recognition, measurement or disclosure of specific transactions and other events required by other FRSs.

NOTES TO THE SUMMARY FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2009

2. CHANGES IN ACCOUNTING POLICIES (cont'd)

At the date of authorisation of these financial statements, management expects that the adoption of the other FRSs, INT FRSs and amendments to FRS that were issued but effective in future periods will have no material impact on these financial statements of the Group and the Company in the year of their initial adoption.

Comparative figures have been adjusted to conform with current year's presentation. The comparative figures of the Company and the Group cover the financial period from 1 April 2007 to 31 March 2008.

Reclassifications

Certain reclassifications have been made to the prior year's financial statements to enhance comparability with the current year's financial statements and due to the revision of the fund classification framework, as follows:

- (i) the Group has previously classified self-financing funds and halls of residences under Restricted Funds. They are now classified under General Funds;
- (ii) the Group has previously classified external grants received from grantors under General Funds. They are now classified under Restricted Funds;
- (iii) the Group has previously classified accumulated surplus of subsidiaries under Restricted Funds. They are now classified under General Funds; and
- (iv) the Group has previously classified debt funds under General Funds. They are now classified under Restricted Funds.

NOTES TO THE SUMMARY FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2009

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 state-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	
	2009	2008	2009	2008
	S\$'000	S\$'000	S\$'000	S\$'000
BALANCES				
Debtors	475,366	253,122	471,918	253,883
Amount owing by subsidiary company and associated company	–	–	171	255
Long-term loan to subsidiary company	–	–	250	250
Creditors and accrued expenses	9,343	10,996	9,883	10,816
Amount owing to subsidiary company	–	–	1,303	–
Deferred Capital Grants	1,146,024	1,151,568	1,144,947	1,150,974
Grants received in advance	59,894	40,405	59,894	40,405
TRANSACTIONS				
Non-endowed donations received	10,217	7,828	10,217	6,567
Other income	433	574	3,144	1,619
Other operating expenditure	36,740	25,480	42,987	30,997
Operating/capital grants received	1,042,821	996,532	1,041,759	982,411

NOTES TO THE SUMMARY FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2009

4. KEY MANAGEMENT PERSONNEL COMPENSATION

The compensation for nineteen (2008: twenty) and fifteen (2008: seventeen) key management personnel of the Group and the Company respectively, are as follows:

	GROUP		COMPANY	
	2009 S\$'000	2008 S\$'000	2009 S\$'000	2008 S\$'000
Short-term benefits	9,013	10,302	8,414	9,909
Post-employment benefits	286	286	237	255
	9,299	10,588	8,651	10,164

5. CONTINGENT LIABILITIES

In 2007, the Company terminated an agreement with a contractor due to unsatisfactory performance by the contractor. The contractor instituted proceedings for alleged loss and damages suffered due to the termination of the agreement. The total amount claimed against the Company is S\$30,774,000.

The Company has disclaimed liability and is defending the action and has counter-claimed against the contractor. The Company's lawyers have advised that they are reasonably optimistic that the Company was entitled to terminate the contract with the contractor and that the Company is entitled to damages from the contractor.

In 2008, the contractor's action was struck out by the High Court. The contractor has since appealed to the Court of Appeal.

No provision has been recognised in the financial statements as the Company's management does not consider that there is any probable loss.

6. EVENTS AFTER THE BALANCE SHEET DATE

- On 22 May 2009, the en-bloc sale of the Company's property units in Gillman Heights was completed. The impact on the financial statements of the Group for the financial year ending 31 March 2010 is to increase assets by S\$237,380,000, increase accumulated surplus by S\$254,202,000 and decrease deferred capital grants by S\$16,822,000.
- On 12 June 2009, the Company issued S\$250,000,000 3.2% Singapore-dollar bonds to finance development projects that fall under the debt-grant framework initiated by the Government. The bonds are repayable on 12 June 2014.

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