

CEO's Message

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Progress is built through steady commitment, meaningful partnerships, and the willingness to keep learning.”

This past year has been one of continued momentum for the NUS-ISS community. Through our programmes, partnerships, and initiatives, we have strengthened digital capabilities and supported organisations navigating an increasingly complex digital landscape.

One of the highlights of the year was our Annual Luncheon 2025, where we gathered industry partners, alumni, and faculty to celebrate the progress achieved together. Graced by Mr David Neo, Acting Minister for Culture, Community and Youth and Senior Minister of State for Education, the event reaffirmed our shared mission of nurturing digital talent for Singapore and supporting organisations as they pursue new opportunities in the digital economy.

The Annual Luncheon also marked the culmination of our flagship Learning Festival 2025, now in its tenth edition. Held over three months, the festival brought together professionals, industry leaders, and learners through a series of on-site and virtual sessions. With the theme **Always Learning and Always Leading in the Age of AI**, the festival attracted a record **1,500** participants and created valuable opportunities for dialogue and knowledge sharing across our community.

Building on this momentum, we continued to strengthen our talent development efforts.



Through TalentXperience, now in its third year, about **200** students from our graduate programmes connected with **19** organisations across diverse sectors, including DBS, National Dental Centre Singapore, and Infineon Technologies. These interactions provide students with meaningful industry exposure, while enabling employers to engage with emerging digital talent.

Beyond these flagship initiatives, NUS-ISS continued to deepen partnerships with industry to support workforce development. Through the NCS Nucleus Programme, which began in 2019, more than **800** NCS professionals have completed their first graduate certificates. This year also marked a significant milestone as the first cohort of learners graduated with the Master of Technology in Software Engineering through the stackable pathway.

Our collaboration with ST Engineering has also progressed steadily. Several of their learners graduated with the Master of Technology in Software Engineering this year, with more expected to complete their programmes in early 2026. These partnerships demonstrate how structured learning pathways can support organisations in building strong digital capabilities within their workforce.

Across the broader ecosystem, we continued to work with partners to strengthen professional capabilities. Together with UOB and the Infocomm Media Development Authority, we trained full-time UOB hires through the Graduate Certificate in Business Analytics Practices. Our collaboration with the Singapore Computer Society has also enabled professionals to earn certifications in areas such as digital product management and DevSecOps.

As industry needs evolve, we expanded our programme offerings to address emerging priorities. This includes initiatives in areas such as digital resilience, digital sustainability, and a five-week Digital Lean for Health Services programme to support talent development across sectors, including healthcare.

We also continued to expand our international programmes, bringing practice-based digital education to professionals beyond Singapore. Across countries, including the Philippines, India, and Saudi Arabia, we are working with government agencies, industry partners, and professional organisations to strengthen capabilities in areas such as artificial intelligence, digital innovation, and government transformation.

As organisations accelerate their digital transformation efforts, a critical challenge remains in translating early adoption into sustained, enterprise-wide impact. Many organisations continue to operate at the “Digital Starter” or “AI Literate” stages, with only a few progressing to become true “Digital Leaders.” The gap lies not in awareness, but in execution, where organisations must move beyond experimentation to systematically embed AI into workflows, decision-making, and business models to unlock meaningful value.

At NUS-ISS, it is our mission to bridge this gap in AI adoption and application. Our programmes and partnerships are designed to help organisations do so by developing AI-bilingual talent, strengthening leadership capabilities, and enabling the practical, end-to-end application of digital technologies. Through specialised programmes, including the Master of Technology in Artificial Intelligence Systems and executive education programmes, we equip professionals and organisations not only to adopt technology, but to operationalise it effectively and sustainably in pursuit of long-term growth.

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To support this growing scope of impact and ensure we remain future-ready as an organisation, several leadership appointments were made during the year. We welcome Mr Victor Chua, Deputy CEO, who has joined NUS-ISS and works in tandem with the leadership team to drive our strategic priorities. He oversees the Strategic Growth & Enablement Group, strengthening our capabilities across key growth enablers. Ms Ku Yuen Wah has taken on the role of Director, Customer Experience & Organisational Excellence, sharpening our customer-centric focus on learner success and engagement. While Mrs Yum Hui Yuen has stepped down from her role as Director of Executive Education Programmes and Corporate Services, she continues to support NUS-ISS in a part-time advisory capacity. Ms Amy Huang has assumed her portfolio as Director, Executive Education Programmes, ensuring continuity as we build on this strong foundation. Dr Leong Mun Kew, Director of Graduate Programmes, continues to lead our Graduate Programmes.

Together, we are working as one team to advance NUS-ISS into the next phase of ISS2030. As we look ahead, we remain committed to supporting organisations and professionals through relevant programmes, strong partnerships, and practice-based learning. I extend my sincere appreciation to our staff, partners, alumni, and learners for your continued support and collaboration.

Together, we will build on our strong foundations and shape the next generation of digital leaders.

Mr Khoong Chan Meng

Chief Executive Officer
NUS-ISS