

ANNUAL REPORT 2023

JAMES COOK UNIVERSITY
SINGAPORE



This report covers the activities of James Cook University Pte. Ltd.
for the calendar year 1 January 2023 to 31 December 2023

MESSAGE FROM DEPUTY VICE CHANCELLOR AND HEAD OF CAMPUS, SINGAPORE



After some challenging years marked by the COVID-19 pandemic, the University finally resumed on-campus activities in full force in 2023.

I came on board as interim Deputy Vice Chancellor and Head of Campus, Singapore in February 2024. Reflecting on the accomplishments and progress at James Cook University (JCU) in Singapore in 2023, I see that Professor Chris Rudd OBE has done an excellent job in leading the University. I thank him for his outstanding leadership and dedication. I also take the opportunity to welcome Professor Carole-Anne Upton FRSA who will officially take over the role on 14 June 2024. I am confident that the University will continue to thrive under her guidance.

The year was marked by some achievements of which we are proud. For one, we received the prestigious EduTrust Star award for the third consecutive time, which recognised our outstanding academic standards and commitment to quality.

Our efforts to build and strengthen relationships with various stakeholders were fruitful. We forged new collaborations and maintained existing ones, with organisations and other universities and institutions locally and across the world. For instance, we

signed Memoranda of Understanding (MOUs) in a bid to uplift our students' learning experiences – both with us and beyond their time in university. We were also able to host esteemed guests, including representatives from various embassies to share more about what we do and explore possibilities for cross-collaborations.

We are also doing well on the research front! As you may know, research is one of our key pillars.

Amongst the year's highlights is the Aquahealth Laboratory becoming operational, which reinforces our status as a research-intensive university, and a critical part of the broader research & development ecosystem in Singapore. Our events, public lectures and webinars have been going strong, and we continue to engage our students and the broader community. I am also pleased to add that as of today, a total of 26 research-related active MOUs are in place.

In 2023, we continued to grow in new student enrolment. Such success is only possible because of the collective hard work of all our staff and departments, agents, partners, and bigger community in various parts of the world, and for that I am grateful. I look forward to seeing the University continue to foster

a diverse and thriving community of learners!

Moving forward, we will continue looking at expanding our offerings and developing our infrastructure, so that we can uphold our promise to provide world-class education and facilities to this growing number of students. Also, as we integrate operations across both countries – a phase that started at the end of 2023 – we are committed to strengthening our relationships with the Australian campuses and streamlining our processes. This alignment will enhance our collaborative efforts, ensuring a cohesive and efficient approach to achieving our shared goals.

To everyone who has been part of the University's growth and success, thank you for being with us even through challenging times. Whether you are a student, alumni, partner, or anyone in our community, the University looks forward to building continued success together with you. Here's to creating a brighter future for life in the tropics and beyond.

Professor Stephen Boyle
Deputy Vice Chancellor and
Head of Campus, Singapore

BOARD OF DIRECTORS 2023



PROFESSOR SIMON BIGGS

VICE CHANCELLOR AND PRESIDENT
OF JAMES COOK UNIVERSITY

Professor Simon Biggs commenced his appointment as Vice Chancellor and President of James Cook University Australia in February 2022. He is responsible for ensuring clear and effective leadership and management of the University across all operating sites, including campuses in Cairns, Townsville and Singapore.

PROFESSOR CHRIS RUDD OBE

DEPUTY VICE CHANCELLOR AND
HEAD OF CAMPUS, SINGAPORE

Professor Chris Rudd OBE is the Deputy Vice Chancellor and Head of Campus, Singapore for James Cook University. He is responsible to the JCUS board for the strategic leadership of the Singapore campus of James Cook University and is a member of the JCU Executive Board.



DR CAM CHARLTON

INDEPENDENT MEMBER

Cam Charlton is Managing Director of Kleinhardt Pty Ltd, a corporate advisory firm, specialising in strategic and business planning for business and industry, and in regional economic development.

His current JCU appointments include: Member of the Board of Directors of James Cook University Singapore Pte Ltd and Member of JCU Singapore Finance and Risk Management Committee.





PROFESSOR STEPHEN NAYLOR

CHAIR OF ACADEMIC BOARD OF JAMES COOK UNIVERSITY

Professor Stephen Naylor has been an active participant in education, learning & teaching and the creative arts for 40 years. He has worked in high schools, TAFE and for the last 25 years worked in the University sector. He has assumed roles of leadership in each sector, driving curriculum, quality assurance, policy development, staff management, professional development, assessment strategies and research agendas. Currently he is Chair of the Academic Board of James Cook University (JCU) and serves on the Panel of Experts for TEQSA Australia.

MS PATRICIA BRAND

DEPUTY VICE CHANCELLOR,
SERVICES AND RESOURCES

Ms Tricia Brand is the Deputy Vice Chancellor, Services and Resources at James Cook University and a member of the University Executive. She is a champion of sustainability at JCU and is engaged in actively promoting environmental sustainability and involving staff and students in various programs and initiatives that support the University's tropical sustainability agenda.



We thank Professor Chris Rudd OBE for his contributions until February 2024.

We welcome Ms Su-Yen Wong, a highly respected Singaporean businesswoman as the Chair of the Board of Directors of James Cook University from 1 April 2024.



STRATEGIC DIRECTION

PURPOSE

At the heart of our commitment is an unwavering focus on:

Creating a brighter future for life in the Tropics and beyond, through education and research that makes a difference locally, and globally.

VALUES

Our values are the qualities that define what we stand for. They capture the standards that we live by and guide the way we behave and work together.

- Authenticity
- Excellence
- Integrity
- Respect

PRIORITIES

These describe our key areas of strategic focus and the core capabilities we will harness to help deliver on the University's objectives.

- Transformative Education
- Impactful Research
- Empowering Our People
- A Civic University
- Securing Our Future

ABOUT JAMES COOK UNIVERSITY

James Cook University (JCU) is Australia's leading university for the Tropics. Offering excellence in teaching and research, JCU is a vibrant university with campuses in Cairns, Townsville, Brisbane and Singapore.



★★★★★

5 Stars for full-time employment, graduate starting salary, student teacher ratio and social equity.

2024 Good Universities Guide



Top 2% university in the world

2024 Times Higher Education World University Rankings and 2023 ShanghaiRanking Academic Ranking of World Universities as a percentage of higher education providers in the International Association of Universities (IAU) database

EXCELLENT

★★★★★

QS

5 stars for teaching, employability, research and facilities

2021 QS Stars University Rankings

Top 200 in the world

Top 200 in the world for pursuit of UN Sustainable Development Goals and #52 in the world for the UN Sustainable Development Goal of good health and wellbeing

2023 Times Higher Education (THE) Impact Rankings



#103 in the world and #27 in the world for Governance

2024 QS Sustainability Rankings



Top 150 in the world for Environmental Sciences

2023 QS World University Rankings



A member of Innovative Research Universities Australia (IRUA)



#7 in Australia and Top 100 in the world for Earth and Marine Sciences

2023 QS World University Rankings



ACADEMICS AND RESEARCH

Academic Excellence

As campus operations resumed to pre-pandemic levels, we continued working to provide our students with a great University experience. During the year, we organised events and activities to further uplift our students' learning journeys, such as real-world opportunities, awards, and a feedback exercise.

CONVERGENCE CONFERENCE

James Cook University (JCU) in Singapore's Business School holds the Convergence Conference during the final week of every trimester. Undergraduate and Postgraduate students in their final terms are tasked with completing an applied research project that tackles a contemporary business issue based on research rigour. The Conferences held during the year gave students a platform to shine as they presented their projects to industry experts, many of whom were C-suite leaders. To date, the Convergence Conference has seen over 30 editions.

CEO LOUNGE: STUDENT ENGAGEMENT WITH CEOS

We regularly organise CEO Lounge events to give our students a platform to network with successful business leaders. In 2023, the CEO's Lounge welcomed a brand new case competition element alongside successful panel discussions. The year's series of events involved a total of 23 C-suite officers from companies such as LinkedIn, PayPal and CMC Markets, engaging 450 graduating students. Such initiatives underscore the importance of creating a dynamic platform that aligns academic learning with real-world industry expectations, providing students with a competitive edge as they transition into their professional careers.

DEAN'S LIST: RECOGNISING OUTSTANDING ACADEMIC PERFORMANCE

The University has been rewarding the outstanding academic performance of our students for some time now to value excellence and recognise that knowledge has the power to change lives. The Dean's List is an honorary roll assigned to top students who have obtained a high level of scholarship. Getting on the Dean's

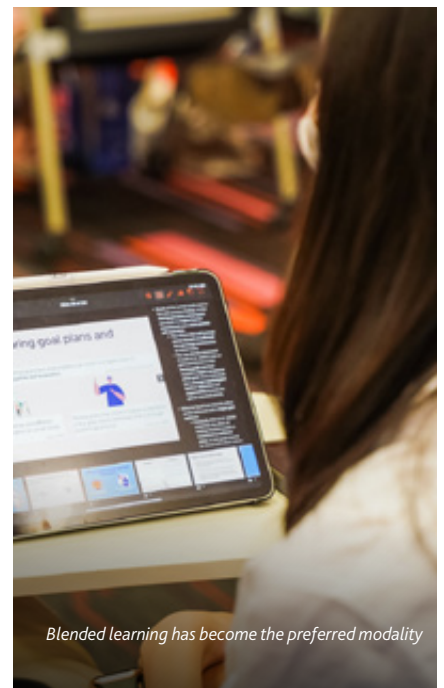
List is a great personal achievement and requires hard work and determination. Every trimester, the Course Grade Point Average (GPA) that places the student in the top 2% of their cohort qualifies for the Dean's List. Students with a 6.5 CGPA qualify automatically. The top student from every course will be on the Dean's List irrespective of the GPA. In 2023, there were three Dean's List events, and a total of 195 students were awarded.

ENHANCING THE STUDENT LEARNING EXPERIENCE

In 2023, the University adopted blended learning (mixed mode) as the preferred modality, to leverage the strengths of both face-to-face and online learning. Through the Student Experience of Learning and Teaching (SELT) surveys, which use a 1 to 5 rating scale, student feedback on subjects and teaching methods was collected. The data revealed a consistent trend of satisfaction among students, indicating the effectiveness of the blended approach. Blended learning was then progressively rolled out across all programs and data collected from student evaluation showed continuing satisfaction with the subjects as well as teaching as shown in the trending analysis



Students were awarded at Dean's List



Blended learning has become the preferred modality



Fireside Chats with the CEOs | CEO's Lounge 2023



The Elevator Pitch | CEO's Lounge 2023



Students were awarded at CEO's Lounge 2023

with statistically consistent trends. This positive trend encourages us to invest in the blended/mixed mode further to enhance the experience of our students.

ABP ACCREDITATION TO THE MASTER OF PSYCHOLOGICAL SCIENCE (MAJORING IN BUSINESS PSYCHOLOGY) PROGRAM

During the year, JCU in Singapore successfully applied for the Association of Business Psychology (ABP) accreditation for the Master of Psychological Science (Business Psychology) course. Achieving this accreditation is a testament to the quality and excellence the School of Social and Health Sciences. This accreditation affirms the University's commitment to delivering exceptional education

and alignment with international standards and best practices in the field of Business Psychology. Students from an ABP-accredited program can utilise the ABP Certified Business Psychologist on successful graduation subject to fulfilment of membership criteria. JCU is the only institution in Singapore, perhaps, first in Australia to achieve the accreditation. We join the ranks of several top 300 (Times Higher Education / Quacquarelli Symonds) mostly British universities.

ADVANCE HE FELLOWSHIP TO FACULTY

This fellowship is an internationally recognised certification that demonstrates a commitment to professionalism and provides recognition of practice, impact and leadership in teaching and learning. At

JCU in Singapore, several academic staff members have attained the title of Fellow or Senior Fellow of the Higher Education Academy. Fellowships are awarded based on evidence of personal professional practice that meets the requirements of the Professional Standards Framework 2023 (PSF 2023), the standards framework for the higher education sector.

Research

James Cook University (JCU) is a leader in research that addresses critical challenges facing societies and the environment in the tropics, worldwide. At our Singapore campus, areas of research strength include aquaculture and marine science, business, education, psychology and tourism. 2023 saw us continuing our efforts to uplift our efforts in research, through initiatives such as events, collaborations and workshops.

Tropical Futures Institute Mission: Improving tropical futures through research that has impact for people, environments & economies. We continue to foster working relationships in the fields of aquaculture, health sciences and wellbeing, and tourism.

James Cook University (JCU) in Singapore has a rich research culture. In turn, this culture provides clear expectations on research performance, maximises research benefits from institutional partnerships and visiting scholars, and improves the volume and quality of research outputs. The University expands this capacity through research in the Tropical Futures Institute (TFI).

JCU in Singapore is the only Australian University with a complete teaching and research portfolio, including approval to deliver higher degree by research training (i.e., PhD, MPhil). Given that research is a core component of the University, JCU in Singapore established the TFI to leverage off our research capability and strength and to create substantive value-add to the research ecosystems of Singapore and

the ASEAN region. We pride ourselves on having industry experts to discuss challenges and opportunities across various industries, and who address such challenges with innovative thinking and collaboration.

In 2023, the University extended its Memoranda of Understanding (MOUs) and research collaborative agreements with a number of key partners:

- Bioprocessing Technology Institute, A*STAR Research Entities
- Kuwait Institute for Scientific Research
- UiT The Arctic University of Norway
- Institute of Mental Health
- The Government of The Republic of Singapore as represented by the Ministry of Culture, Community and Youth (MCCY)
- Resorts World at Sentosa Pte Ltd
- Hocklim Engineering Pte Ltd

We continue to work closely with our existing partners to deliver world-class research to address local and regionally identified needs. A total of 26 research-related active MOUs are currently in place.

We also continue to capitalise on our international strengths in the fields of aquaculture, health sciences and

wellbeing, and tourism, as well as foster working relationships in the fields of psychology, business, cybersecurity, Internet of Things (IoT), the circular economy, trade, economics, and international relations.

These initiatives have attracted external grants valued at \$29,685 (GST Exc) in 2023. In addition to funding, our academics published 117 Scopus-indexed Journal articles, of which 79 were classified as being Q1, which is testament to the hard work and skills of the research team across all academic areas at JCU in Singapore.

Higher Degrees by Research in Singapore continues to grow with 53 candidates enrolled in the higher degree by research programs as of Q1 2024.

JOINT HIGHER DEGREE BY RESEARCH CONFERENCE 2023

The third run of our annual Joint Higher Degree by Research Conference (JHDRC) was a day-and-a-half program packed with learning and networking opportunities. Interdisciplinary conferences can be a useful and



JHDRC 2023 attendees at Taylor's University, Malaysia



JHDRC attendees engaged in a speed networking session



The TFI team representing the Tropical Futures Institute's research manpower



Professor Andreas Lopata presenting at the International Food Science Conference



Professor Dean Jerry presenting at the Global Asia Food Scientific Symposium 2023

supportive entry to conference life for PhD candidates closer to the beginning of their studies. Higher degrees by research involve many shared experiences no matter the discipline. Our JHDRC, hosted in 2023 by Taylor's University, brought together candidates across architecture, design, education, science, and tourism disciplines.

TROPICAL FUTURES INSTITUTE

Established in 2018, the Tropical Futures Institute (TFI) is a dedicated research institute at JCU in Singapore, aimed at leveraging the University's world-renowned research capability and strengths. Drawing upon in-house expertise, TFI creates substantive value-add to the research ecosystem of Singapore and the ASEAN region.

AQUACULTURE RESEARCH

Capitalising on its location right in the middle of Asia, JCU in Singapore has research expertise that specialises in the sustainable production of tropical aquaculture species. With world-class experts in aquaculture genetics, nutrition, hatchery production, husbandry and aquatic animal health, researchers are

ready to partner with commercial industry, government institutions, universities, polytechnics and other stakeholders, to conduct high-quality scientific Research and Development (R&D).

In 2023, aquaculture researchers maintained their research and training activities with partners in industry, government, and Institutes of Higher Learning (IHLs), and continued to establish new collaborations which build expertise and leadership capabilities.

Collaborative work continues for the four funded Singapore Food Story grants, in collaboration with local partners, listed as follows:

1. Developing Genetic Resources for Red Snapper, an important Marine Food Fish for Singapore
2. Supercharging barramundi production through advanced selective breeding for improved disease resistance, growth and fillet traits
3. Optimising Feeds for Singaporean Red Snapper Aquaculture
4. Combinatorial Supplementation of Fish Feeds through Encapsulation for Enhanced Growth Rates in Aquaculture.

Several new industry-linked projects were also initiated:

1. Exploring microbiome dynamics and potential pathogen risks in aquatic exhibits (Mandai Nature)
2. Establishing blood biochemistry reference intervals for juvenile Asian Seabass (The Singapore Institute of Biology).

Researchers have also continued to work with the Singaporean aquaculture industry, government agencies and IHLs on the development of new projects around fish health, diagnostics, and training needs. They were contracted by the Singapore Food Agency (SFA) to deliver two training courses to industry and government employees. One workshop was on proper handling and feed management practices and the other was on biosecurity, disease recognition, and effective management to ensure healthier farm stocks.



Students and lecturer using the Aquahealth Laboratory

AQUACULTURE RESEARCH AND TEACHING FACILITIES

JCU in Singapore's Aquaculture Research and Teaching Facility was built in 2019. Ever since, it has been a critical infrastructure in the training of aquaculture students and in the generation of high-quality research outcomes. Used for both teaching and research purposes, the facility allows the University to deliver world-class expertise in tropical aquaculture directly to Singapore and the immediate region. The facility includes a quarantine room where fish and crustaceans are housed to monitor their health status before they are moved to the main Experimental System, where research and student training activities are conducted. Flexibility in the system allows us to rear aquaculture species in either marine or freshwater environments. A state-of-the-art life support system helps to establish a comfortable environment for the aquatic life that

are being kept, and to ensure that water quality is maintained at optimum levels. In 2023, the Aquahealth Laboratory became operational to enhance functionality and extend outreach through a range of diagnostic tests. This facility reinforces the JCU in Singapore's status as a research-intensive university, and a critical part of the broader R&D ecosystem in Singapore. An additional Bioscience Laboratory also began operations in 2023, to support Health Sciences and Wellbeing research.

HEALTH SCIENCES & WELLBEING

Health Sciences & Wellbeing brings established excellence in biomedical sciences, public and mental health, and consolidates an active interdisciplinary research community to foster research on the multiple aspects of health in the tropics. This second TFI pillar is led by Professor Andreas Lopata, who is a world leader on adverse reactions to food, and leads the Molecular Allergy

Research Laboratory at JCU in Singapore, where his research is centred around the molecular immunological analysis of food allergens for better diagnostics and development of therapeutics, specific to the Asian-Australian region. Professor Lopata's research team uses cutting-edge approaches in characterising the interactions of immunogenic proteins from different food sources with our human immune system, leading to allergic and inflammatory reactions. His discoveries are translated to mainstream diagnostics and therapeutics for food allergy with leading international industry partners in Australia and Singapore.

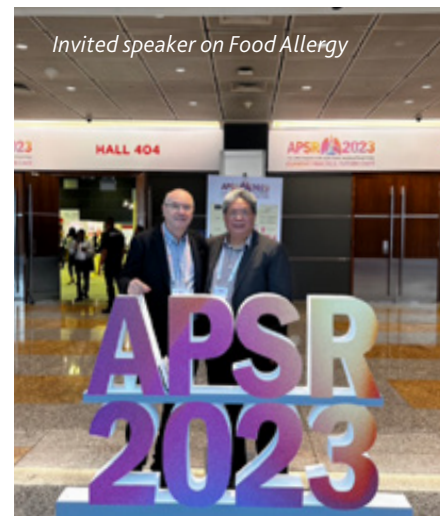
Our Health Sciences research aids Singapore and the region in ensuring food safety and promoting healthy diets in light of food innovations and increased pressure to achieve sustainable food security. Translational research efforts put a strong emphasis on improving the diagnosis, management, and treatment of adverse reactions to food in collaboration with all stakeholders including academia,



Health Sciences researchers working in the Biosciences laboratory



Health Sciences researchers working in the Biosciences laboratory



Invited speaker on Food Allergy

hospitals, government and industry.

Our Wellbeing research focuses on social isolation, loneliness, and environmental factors (human-nature connections) including biophilia and is translated into clinical psychology training, policies, guidelines, and interventions in clinical or applied healthcare settings.

The aim of this new TFI pillar and research direction is to establish JCU in Singapore's TFI as the first point of contact for Food Allergy Research in Singapore, and to become a leading research entity in areas of food safety research — including diagnostics for food safety, allergenicity, and authenticity and Future Foods.

In 2021, a successful grant with the SFA — in relation to food safety on urban-produced seafood — established the TFI in the food safety sector in Singapore. This funding success was followed by a research grant, through the Good Food Institute and leading Singapore cell-based seafood companies to establish the different allergen sources in fish

species used to generate cell-based seafood. Preliminary findings demonstrate differences in allergen abundance in fish from different origins and fermentation resulted in reduced allergen profiles. New collaborations have been established with the Bioprocessing Technology Institute (a national research institute funded by A*STAR) on fish species identification and the Singapore Institute of Technology on allergen abundance in pulses. These collaborations resulted in joint publications and planned grant applications. The development of a novel immunotherapy to shellfish allergy is under development with the National University Hospital, and improved diagnostics for fish allergy among children are under development with the KK Women's and Children's Hospital.

These activities on the production of healthy and safe food are supported through newly-established close collaborations with the Future Ready Food Safety Hub (FRESH), a national research & support platform under the Singapore

Food Story R&D Programme, which was jointly established by Singapore's Agency for Science Technology & Research (A*STAR), SFA and Nanyang Technological University (NTU).



SEIGOP Conference on 1 - 3 March



SEIGOP Conference on 1 - 3 March



Journal of Tropical Futures journal cover

CENTRE FOR INTERNATIONAL TRADE AND BUSINESS IN ASIA (CITBA)

CITBA offers expertise across sustainable business, economic development, tourism, and logistics and trade. A key project for CITBA in 2023 was the Sustainability, Economics, Innovation, Globalisation and Organisational Psychology (SEIGOP) Conference which was held at JCU in Singapore from 1 to 3 March 2023. The event was attended by more than 60 academics from around the world, with 27 accepted studies included in a Conference Proceedings titled "Innovation-driven Business and Sustainability in the Tropics, which was published by Springer Nature.

In addition, CITBA also worked on a collaborative research project with AustCham Singapore, which led to the publication of the Business Sentiments and Sustainable Practice Report 2023. Using primary data collected from surveying AustCham Singapore membership, the report documented both the motivations, barriers, and adoption of sustainable business practices and international strategy among its members.

JOURNAL OF TROPICAL FUTURES

The Journal of Tropical Futures: Sustainable Business, Governance & Development (JTF) was launched on 1 March 2023. The JTF is a peer-reviewed journal from SAGE Publications administered by JCU

in Singapore. The mission of the journal is to help address challenges relevant to sustainable business and management, economic development, governance, and international trade in the Tropics, including the complex challenges faced. The JTF marks another important step in the growth of the JCU in Singapore's research profile and its commitment to research excellence in the Tropics.

Research and Enterprise



SEA Shark & Ray Research and Conservation Workshop



SEA Shark & Ray Research and Conservation Workshop attendees

JCU in Singapore is constantly seeking new research opportunities and enterprising initiatives.

As an established institution, James Cook University remains committed to the philosophy of "Creating Knowledge and Sharing Knowledge." As such, JCU in Singapore is constantly seeking new research opportunities and enterprising initiatives.

As plans for postgraduate students expand, so does the need to successfully attract external competitive funding. Our Research Support team and the Associate Dean Research have been actively matching both national and international external grant calls to various academics and researchers in the University. At the same time, we have reached out to relevant industries to uncover possibilities where we may further develop newly generated knowledge outcomes from the University's research.

Our initiatives extend to the provision of professional and technical development

training for our own researchers and external parties.

SOUTHEAST ASIA SHARK & RAY RESEARCH AND CONSERVATION WORKSHOP

This five-day event brought together attendees representing 23 parties including non-governmental organisations, research institutes and universities. With major funding from the Shark Conservation Fund, and additional support from Synchronicity Earth and the Save Our Seas Foundation, the goal of the workshop was to enable attendees to learn new technical skills and share and reflect on their own experiences to increase their collective knowledge and expertise related to the conservation of sharks and rays.

By bringing together a network of conservationists from across the region, where highly diverse shark and ray populations are at risk, it is hoped that new collaborative approaches will be developed to further enable research and conservation of sharks and rays in the region.



HELPING SECURE FUTURE FOOD PRODUCTION

Our TFI experts conducted two workshops for SFA-licensed fish farmers. During these sessions, the team headed by Associate Professor Jose Domingos shared knowledge on effective stock management — emphasising the important role of proper handling and feed management practices.



TFI researchers guiding workshop activities for SFA-licensed fish farmers



A/Prof Susan Gibson-Kueh leading a workshop on Aquaculture Disease Prevention and Response



A/Prof Jose Domingos leading a workshop for SFA-licensed fish farmers



TFI researchers guiding workshop activities for SFA-licensed fish farmers

SFA AQUACULTURE BIOSECURITY WORKSHOP

The SFA and JCU in Singapore joined forces for an insightful workshop on 'Aquaculture Disease Prevention and Response.' From a knowledge-packed lecture on 3 November to hands-on practical training on 10 November, participants delved into the nuances of biosecurity, disease recognition, and effective management to ensure healthier farm stocks. These workshops are part of a series to enhance farmers' capability and skills on farm management and good aquaculture practices. To contribute to Singapore's "30 by 30" local production goal, farms will need guidance to mitigate the increased risk of diseases as they intensify production on limited space.

Public Lectures and Webinars



Professor Thiru presents at the World Tourism Day event

Engaging our students and the broader community, as well as fostering knowledge dissemination, are integral to our research ethos. Through a series of public lectures and interactive webinars, we bridge the gap between academia and society, sharing insights, sparking dialogue, and inspiring collaboration on key issues shaping our world.



INTERNATIONAL DAY OF THE TROPICS PANEL DISCUSSION THE JCU SINGAPORE FOOD STORY: URBAN AND SUSTAINABILITY FOOD PRODUCTION IN THE TROPICS

Since its declaration in 2016 by the United Nations General Assembly, the International Day of the Tropics is observed annually and acknowledges

the extraordinary variety of the tropics. Tropical nations have made significant progress but face a variety of distinct challenges to achieve sustainable development. By 2050, the tropical region will host most of the world's people, who will face several challenges to achieve sustainable development, including climate change, urbanisation, and food production. During the year, we celebrated the International Day of the Tropics 2023 with a focus on the needs of sustainable food production in an ever-changing environment.

Watch the recording [here](#).

THREE-MINUTE THESIS COMPETITION | 3MT 2023

At JCU in Singapore, we think it is really important to encourage and showcase the research efforts of our Higher Degrees by Research (HDR) candidates. The Three-Minute Thesis Competition (3MT) develops academic, presentation and research communication skills, while developing research students' (and academic researchers) ability to explain their research effectively in language appropriate for a non-specialist audience. Visualisations of research open a myriad of ways to capture and convey key messages and findings, and substantially increase the reach and potential impact of the research through social and mainstream media, YouTube, and other platforms.

Recordings of winning 3MT competition speeches can be viewed at our Celebrating Research page: <https://www.jcu.edu.sg/research/celebrating-research>



Dr Jusak presents at the Three-Minute Thesis Competition in 2023

WORLD TOURISM DAY EVENT

JCU in Singapore celebrated the 43rd World Tourism Day by hosting seven international scholars at our campus to discuss tourism trends and research collaborations to advance body of knowledge. Initiated, organised and coordinated by Associate Professor K Thirumaran, visiting and local tourism researchers and other interested parties enjoyed some provocative sessions on tourism-related research in response to Professor Thiru's prompt to think outside the square.



International Day of the Tropics 2023 Panel Discussion

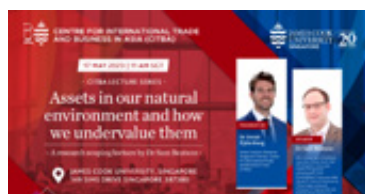
CITBA WEBINAR SERIES



TRADE MEGA-REGIONALISM AND GREAT POWER GEO-ECONOMIC COMPETITION

This lecture focused on mega-regionalism as a new format of governing and organising international trade relations that sits between unilateralism and multilateralism. Its emergence can be explained by competition between the United States, China and the European Union for economic benefits, geopolitical influence and normative authority. Momentum towards mega-regionalism in particular and trade liberalisation in general has, however, been held back by Trumpism and protectionism. The webinar also discussed the implications of the Biden administration's Indo-Pacific Economic Strategy. Professor Xianbai Ji (Associate Professor, School of International Studies, Renmin University of China) shared about the topic. The session was moderated by Dr Sook Rei Tan (Lecturer, Business, JCU in Singapore).

[Watch the recording here](#)



ASSETS IN OUR NATURAL ENVIRONMENT AND HOW WE UNDERVALUE THEM – A RESEARCH SCOPING LECTURE

In this webinar, Dr Sam Beatson, Assistant Professor in Finance Risk and Banking at Nottingham University, shared an in-depth review of multi-disciplinary literature including valuation approaches, a series of cross-discipline interviews and the development of an economic valuation tool that will assist policymakers, researchers and practitioners aiming to stimulate vibrant ESCG markets. The session was moderated by Dr Emiel Eijdenberg (Senior Lecturer, Business and Singapore Director, CITBA JCU Singapore).

[Watch the recording here](#)



DEBT DYNAMIC AND FISCAL POLICY

The session focused on Asian developing countries, addressing the pressing issue of soaring debt episodes. Speaker Associate Professor Evan Lau (Associate Professor, Faculty of Economics and Business Universiti of Malaysia Sarawak) explored literature on debt thresholds and their significance in policymaking for sustainable development. He also discussed research findings which demonstrated that practicing fiscal discipline by targeting an appropriate debt-to-GDP ratio can effectively guide the optimisation of sustainable economic growth in the region. The session was moderated by Dr Sook Rei Tan (Lecturer, Business at JCU in Singapore).

[Watch the recording here](#)



THE FUTURE OF HALAL TRAVEL: OPPORTUNITIES AND CHALLENGES IN THE ASIA-PACIFIC REGION

Mr Fazal Bahardeen (CEO, CrescentRating & HalalTrip) shared an in-depth exploration of the rapidly evolving Halal travel sector, particularly focusing on the Asia-Pacific region's emergence as a key market. The session also discussed the opportunities arising from this growth, including the expansion of consumer bases and innovative business models. Additionally, it highlighted the challenges ahead and emphasised the importance of adopting sustainable practices. The session was moderated by Dr Nurhafihz Noor Lecturer, Business at JCU in Singapore.

[Watch the recording here](#)

ETHICS, ORGANISATION AND SOCIETY (EOS) RESEARCH CLUSTER WEBINAR SERIES



REJECTION, FAILURE, AND SUCCESS IN ACADEMIA

This webinar discussed that rejection and failure are essential parts of academic life, that they happen to everyone and that they are not something we should be unduly worried about. The speaker, Dr Florian Gebreiter (Associate Professor, The Department of Accounting, University of Birmingham) also shared on how we can respond to rejection and failure, and how we can learn from them. Finally, there were some reflections on what failure and success mean in the context of academia. The session was moderated by Professor Emmanuel Adegbite (Professor of Governance and Management at JCU in Singapore).

[Watch the recording here](#)



HOW TO CREATE RESILIENCE IN SMALL FIRMS IN TIMES OF CRISIS?

In current turbulent business environments, small companies are often struggling to innovate but also to remain competitive. During this webinar, Dr Nikolina Koporcic (Senior Researcher at the Laurea University of Applied Sciences (Finland) Academy and Research Fellow at the Academy of Finland) discussed different ways of how small companies can recover from the consequences of crises by using research-based tools to strengthen their branding and networking capabilities, thereby improving their competitive prospects. The session was moderated by Professor Emmanuel Adegbite (Professor of Governance and Management, JCU in Singapore).

[Watch the recording here](#)

PEOPLES, CULTURES AND CAREERS (PCC) RESEARCH CLUSTER WEBINAR SERIES



TRANSNATIONAL PERSPECTIVES ON INNOVATION AND ENTREPRENEURSHIP

This session explored the conceptual contributions of transnational migration studies to the study of innovation and entrepreneurship focusing on the ways people, practices and ideas circulate globally, and with what consequence. It featured Professor Banu Ozkazanc-Pan (Professor of Practice, School of Engineering, and Academic Director of the IE Brown EMBA Program) as the speaker and was hosted by Professor Eddy Ng (Professor of Organisational Behaviour, JCU Singapore).

[Watch the recording here](#)



PRIVILEGE AND PREJUDICE: SHAREHOLDER PRIMACY AND THE RELEVANCE OF SOCIAL CLASS BACKGROUNDS FOR CEO CONTENDERS' SELECTION PROSPECTS

Assistant Professor Michelle K. Lee (Assistant Professor of Strategy and Organizations at the Smith School of Business, Queen's University) shared how changes in corporate America, particularly the rise of shareholder primacy, have amplified the preference for CEOs from upper-class backgrounds since the 1970s. The session was hosted by Professor Eddy Ng (Professor of Organisational Behaviour, JCU in Singapore).

[Watch the recording here](#)



ELITE MIGRANTS AND THE DYNAMICS OF MIGRANT HIERARCHY: UNVEILING THE LAYERS OF GLOBAL MOBILITY

The webinar explored the social and economic dynamics of the Gulf Cooperation Council (GCC), highlighting biases against migrants that mirror those in the US and Western Europe connected to race and class. Elite migrants from both the Global North and South face status incongruence as they are not hereditary citizens of GCC nations. These experiences of status incongruence are enabled because the world depends on GCC exports, and the GCC needs elite migrant labour. Migrants develop coping behaviours by clarifying their personal and financial goals, or they leave the region – sometimes only intermittently – instead of enduring these challenges. Assistant Professor Kathleen Park (Assistant Professor of Administrative Sciences, Boston University) shared insights on the topic, moderated by Professor Eddy Ng (Professor of Organisational Behaviour, JCU Singapore).



Connecting with Students, Parents and Partners

The aftermath of the post COVID-19 pandemic created a rush on higher education with many individuals considering pursuing higher education to enhance their skills, career prospects, or personal development overseas.

With many students looking beyond their home countries for educational opportunities, there was a noticeable increase in the number of students

studying abroad. This trend is driven by factors such as perceived quality of education, availability of desired programs, or the desire for a multicultural experience. To cater to the growing interest from prospective students, educational institutions have introduced fresh approaches to connect in their outreach efforts.

The Recruitment and Partnerships team too recognised the importance of outreaching to prospective students, and has adopted a hybrid approach to engagement. While traditional methods like campus visits and in-person events remain valuable, there has been an

increased focus on leveraging digital tools and platforms to reach a broader audience, especially considering ongoing travel restrictions or safety concerns.

In 2023, we strategised to shift the outreach by focusing on authentic voices to accommodate the changing needs and preferences of prospective students.



Student volunteers and staff on Open Day



Personal Effectiveness in Leadership workshop



Personal Effectiveness in Leadership workshop attendees

UNIVERSITY-WIDE RECRUITMENT EVENT – JCU OPEN HOUSE

After the COVID-19 pandemic, James Cook University (JCU) in Singapore’s physical open house event in 2023 resumed, allowing individuals to visit the campus in person. The event saw over 200 visitors.

ON-CAMPUS RECRUITMENT EVENT: JCU OPEN DAY

We welcomed over 100 visitors to our “JCU Open Day” event on 9 September. This event provided another excellent opportunity for prospective students to explore our campus, programs, and facilities.

SCHOOL ENGAGEMENT: LION CITY FAIR

During this event, international schools in Singapore organised individual university fairs from 26 to 29 September. Our local business team proactively visited various international schools and took the opportunity to share the enriching JCU in Singapore experience with prospective students and offer insights by addressing their inquiries. By actively engaging with students at international schools, we not only showcased the unique opportunities at JCU in Singapore but also established a strong foundation for long-lasting relationships that will continue to benefit our student recruitment endeavours.

PROFESSIONAL EFFECTIVENESS IN LEADERSHIP WORKSHOP

Engaging school initiatives greatly benefit enrolment marketing and student recruitment. The joint effort between our local business team and academic faculty successfully hosted the Personal Effectiveness in Leadership workshop, attracting students from diverse backgrounds – local polytechnics, Junior Colleges, international schools, as well as our own students.



SCHOOL AND INDUSTRY ENGAGEMENT: COUNSELLORS APPRECIATION AND NETWORKING DINNER 2023

This annual event, orchestrated by the local business team, is a nexus for networking, knowledge sharing, and referrals, particularly for prospective students eyeing our Master of Guidance and Counselling (MGC) course. Our aim is to foster meaningful interactions and valuable connections within the counselling community. In 2023, we invited counsellors, educators from local and international schools, and esteemed groups such as the Singapore Association for Counselling (SAC). We also hosted industry partners, practitioners offering practicum opportunities, JCU in Singapore lecturers, and alumni involved in counselling.



STUDENT MARKETERS APPRECIATION AND CHRISTMAS PARTY 2023

On 19 December, the Outreach and Engagement team hosted its first Student Marketer Appreciation and Christmas Party 2023 at Nalati Restaurant & Events in Republic Plaza. The celebration recognised the team's invaluable contributions and featured the Confirmation of Appointment Ceremony with Dean International Professor May Tan-Mullins, fostering connections, festive carols, a lively gift exchange, and more.





OFFSITE RECRUITMENT EVENT: ACADEMIC WORKSHOPS AND WEBINAR

The academic workshop and virtual webinar were aimed at extending outreach to prospective students worldwide. The workshop focused on innovative approaches to engage with this diverse audience, combining both physical and virtual elements. Through interactive sessions, participants further explored the unique academic programs offered by JCU in Singapore and gained insights into campus life and understanding the admission process.



VIRTUAL RECRUITMENT ENGAGEMENT EVENT: UP CLOSE AND PERSONAL WITH JAMES COOK UNIVERSITY

Bi-weekly information sharing sessions were held to engage prospective students and provide insights into programs offered by James Cook Institute (JCI) in Singapore. These sessions featured interactive presentations and Q&A segments to address attendees' queries and also empower prospective students to make informed decisions about their academic journeys.



JCU IMMERSION PROGRAMME

JCU in Singapore hosted M.O.P. Vaishnav College for Women. Throughout the visit, trainers emphasised crucial key skills such as collaboration, creativity, adaptability, environmental consciousness, social responsibility, and good governance during classroom sessions. Students were also engaged in experiential learning activities, including exploring science and technology at the Science Centre, examining water sustainability at NEWater, and discovering sustainable living practices at Marina Barrage. The program concluded with Professor Abhishek Bhati, Campus Dean, sharing invaluable experiences, and the project team being honoured with well-deserved prizes and certificates.



Partners and staff at the Partners' Meet-up 2023 @ Vietnam



A panel discussion was held during the Fintech Festival

[REGISTER NOW](#)



Alumnus at JCU Moments @ Vietnam 2023



Partners' event in China

PARTNERS' EVENT: PARTNERS' MEET-UP

A partners' meet-up event brought together key partners and stakeholders within IndoChina region and China to facilitate networking, idea exchange, and the exploration of avenues for growth and development. Its core objective was to enhance the network in IndoChina by fostering collaboration, strengthening ties, and identifying opportunities for expansion in the region. More than 100 strategic partners participated in the meet up including guests from the Chinese Service Centre for Scholarly Exchange (CSCSE).

ALUMNI ENGAGEMENT: JCU MOMENTS

JCU Moments resumed physical events after the pandemic in China, Indonesia and Vietnam. The event in China was attended by distinguished figures including Professor Simon Biggs, Vice Chancellor and President of James Cook University, and Professor Marcus Lane, Deputy Vice Chancellor Academy, AustCham China, SCCI and TIQ. Two excellent alumni were nominated – Chen Yilin (Class 2011) and Li He (Class of 2015) to the Australia China alumni awards in 2023. Both were finalists of Study Queensland Alumni Award and Chen Yilin was a finalist of Australia China Alumni Award for Major Corporate Achievement.

INTERNATIONAL MANAGEMENT OFFICE EVENT: FORGING OF UNIVERSITIES PARTNERSHIPS

The International Management Office, since its setup in 2022, has successfully established collaboration with 39 partner universities and institutions worldwide. Additionally, during the Fintech Festival held in November 2023, we organised a panel discussion with Ms Cassandra Lee, Director of Recruitment and Partnerships as the moderator.

PARTNERSHIPS WITH UNIVERSITIES (IN CHINA)

Following the reopening of borders in early 2023, we welcomed and hosted 30 groups of visitors from partner universities in China. Besides strengthening collaboration between institutions through reciprocal visits, the main aim was to offer firsthand experience of our campus and foster a comprehensive understanding of JCU in Singapore. These visits were designed to facilitate in-depth discussions on the current landscape of higher education in Singapore, with our University taking the lead as the facilitator.



Careers

At James Cook University (JCU) in Singapore, we pride ourselves on our commitment to providing students with a world-class education and empowering them with the skills and knowledge needed to succeed in their chosen careers. Our dedicated careers team is committed to supporting students throughout their academic journey and beyond, providing guidance and assistance in areas such as resume building, job searching, and interview preparation.

CAREER CONVENTION

The Career Convention is an event organised each study period with the aim to connect students and alumni with industry allowing both groups to explore careers opportunities through the hybrid career fair and gain deeper insights to the real working world through various career talks.

Seven career talks were organised throughout the year with almost 400 students in attendance. The highlight of talks was graced by Ms Denise Phua who kickstarted the event as the main speaker on the topic of 'Careers that Matter: Challenges and Rewards in the Care Economy' followed by a panel discussion with herself, three JCU in Singapore alumni and moderated by Associate Professor Jonathan Ramsay.

Two key collaborations were formed to support the events – Australian Government, Department of Home Affairs on campus to promote the various visa options for working in Australia and the Employment and Employability Institute (e2i) with the sharing of job opportunities.

In total, we engaged with over 40 organisations bringing together about 300 employment openings, with more than half of those opportunities open to international students.

MENTORSHIP MATTERS

Mentorship Matters is a value-add industry engagement activity and our version of a mentorship program where students are connected with experienced industry professionals who provide guidance and insights into the real working world giving mentees that edge towards employability.

With a refresh of the program at the start of 2023, which included partnering with the University's Alumni Association, student participation more than doubled from 16 in 2022 and 43 in 2023.



Prudential Group gave a Career Talk to students in November 2023



Ms Denise Phua gave a talk to students during the Career Convention

SUCCESS! WORKSHOPS

To help students better prepare for the workforce, we organised industry-relevant workshops based on outcomes from our annual Employers' Surveys.

A notable workshop was one supported by the Employment and Employability Institute (e2i) on the topic of 'Professional Grooming and Department for Interviews' where complimentary professional headshots were taken for the students too.

In all, 21 workshops were organised with a total student attendance of over 250.

GRADUATE EMPLOYMENT AND EMPLOYERS' SURVEYS (PUBLISHED 2023)

GRADUATE EMPLOYMENT SURVEY

Rates around the number of graduates who secured jobs within six months of graduation were slightly down from 2021 but still comparable to 2020 - 87.7% in 2020, 90.6% in 2021, 88.6% in 2022.

EMPLOYERS' SURVEY

Results indicated that our graduates are comparable to autonomous universities across many attributes and far above in terms of creativity.

More information on both surveys can be found [here](#).



A panel discussion was held on the topic of 'Careers that Matter: Challenges and Rewards in the Care Economy'



Campus Life

Enriching the student experience goes beyond the classroom, and our vibrant campus life reflects this ethos. With an array of engaging activities and initiatives, from student clubs to community outreach events, we seek to build a dynamic environment where students can forge friendships, explore interests, and make lasting memories.

There were 22 active student clubs in 2023. 92% of participants were satisfied with the activities organised by Campus Activities and the clubs.

STUDENT ORIENTATION BIG BUS TOURS & GAMES DAY

We welcomed new students in June with the perfect introduction to the city with a tour to Singapore's iconic landmarks such as Orchard Road, Marina Bay Sands, Esplanade, One Fullerton and Merlion Park, from the top deck of the BIG BUS! All donned in JCU in Singapore t-shirts, students mingled and made new friends over breakfast before hopping on for this tour.

SPONSORSHIP FOR RACHEL LAI – BRAZILIAN JIUJITSU

JCU in Singapore sponsored Rachel for her training sessions as well as competition admission fee. Rachel was able to claim Silver given within a short of a time her training for her first competition. In the second competition, a Southeast Asia Open, she clinched the champion title for the second time for her weight category.

THE IMPACT10X AI SIMULATOR

Hosted by the Wallstreet Club, this Simulator is designed to immerse participants in the world of innovation and business, allowing them to live the ultimate innovation and entrepreneurship dream. The ability to put themselves in the shoes of innovators, business owners, and start-up founders enables participants to develop critical systems thinking abilities and design thinking approaches combined with marketing and business intelligence.

HABITAT FOR HUMANITY

The Volunteer Club, driven by their firm belief in meaningful work, collaborated with Habitat for Humanity Singapore for Project HomeWorks. Staff and student volunteers helped with the cleaning, decluttering, and painting of homes for the elderly and financially underprivileged Singaporeans.

PLAY FOR CAUSE

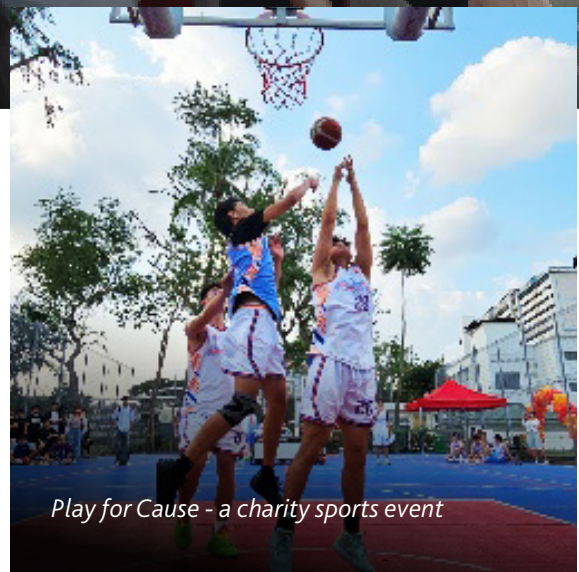
During the year, creativity and passion came together with Play for Cause, a unique charity sports event, with the Red Cross as the exclusive beneficiary. We joined forces with SMU, NTU, and NUS in a friendly competition.



Sundown Party in 2023

SUNDOWN PARTY

We hosted our first Sundown Party, a large event in collaboration with Kampung Senang, an eco-conscious charity promoting a green and healthy lifestyle. The party featured various fun activities aligned with our commitment to community engagement and philanthropy. There was a fundraising booth offering carnival games and organic products from Kampung Senang, along with refreshments for attendees. Additionally, the event included an inter-university badminton match which showcased our students' talents and sportsmanship, fostering camaraderie among participating universities.



Play for Cause - a charity sports event



The Volunteer Club collaborated with Habitat for Humanity Singapore for Project HomeWorks



Communication Management

As we return to normal arrangements after a few years of pandemic-related adjustments, we continue to engage our students and staff through regular DVC Broadcast updates.

These updates were instrumental in keeping everyone connected and informed during the challenging times of constant change. Today, we remain committed to maintaining this level of communication, ensuring that our staff and students are always kept in the loop about the University's ongoing developments and initiatives.



Graduation and Alumni

The University resumed with physical graduation ceremonies in 2023, all of which were held at Marina Bay Sands, Sands Expo and Convention Centre at the Roselle Simpor Ballroom.

We held our first graduation ceremony for the year on 15 April 2023. 256 graduates attended the ceremony, and Valedictorian Ms Sanjana Holla Manoor, a Master of Business Administration (Majoring in Creative Marketing) graduate, gave the graduate address. Mr Sreeram Iyer, Chief Operating Officer Institutional ANZ Banking Group Singapore, gave the occasional address.

On 12 August, we held our next graduation ceremony, which was attended by 255 graduates. Valedictorian Mr Aidan Evan Kwok, a Bachelor of Science graduate, gave the graduate address. The Occasional Speaker was His Excellency Mr Allaster Cox, the Australian High Commissioner to Singapore.

Our third and final graduation ceremony of the year saw 276 graduates in attendance. Valedictorian Ms Carys Yap, a graduate of the Bachelor of Commerce (Majoring in Financial Management) program, gave the graduate address. The Occasional Address was provided by Mr Chris Coburn, President of AustCham Singapore.

In 2023, a total of 1,234 awards were conferred.



Watch the April graduation ceremony [here](#)



ALUMNI

In 2023, we continued to engage with Alumni through various events.



JCU Moments @ Vietnam 2023



JCU Moments @ Myanmar 2023



JCU Moments @ Indonesia 2023



JCUSAA Alumni Night 2023



JCUSAA Alumni Night 2023

In Singapore, our Alumni Association (JCUSAA) organised a range of activities, including a sports interest group, Go-Kart & Networking event, a talk on Sports Injuries, a networking event collaboration with Australian Alumni Singapore (AAS), Mentorship Appreciation and Alumni Night 2023.

The University continues to support the association. The Vice Chancellor, Deputy Vice Chancellor and board members attended the networking session and had the opportunity to connect with the alumni at the Alumni Annual Dinner 2023 in Singapore.

PARTNER UNIVERSITY PROGRAM

As a Platinum Partner University with The Australian Alumni Singapore, James Cook University graduates and students are eligible to be AAS Ordinary and Associate members, and enjoy the benefits of the membership.



JCU in Singapore Alumni Association Gala Dinner

Sustainability

2023 has been a year of re-focusing the University's sustainability priorities, assessing where we are now against our goals, and deciding where we want to be as a university in the future.

The University's vision is to create a sustainable future through education, research, operations and impact. We are proud of the sustainability achievements of our staff and students, in their research, community outreach and stewardship for our region, and we are excited about the plans and projects that are underway for future research and actions for the goals.

The University's sustainability strategy focuses on energy and water conservation, waste reduction, recycling and repurposing, circular economy and more. We have implemented multiple initiatives to advance the agenda. Some initiatives driven by staff and students include a plastic recycling project, which removes plastic pollution from the environment and repurposes them into useful mementos such as carabiners. Another staff-driven initiative is the community garden, where we repurpose an unused space into a community farm, and staff could cultivate vegetables and fruits for own consumption.



Students use the plastic recycling machine

Last but not least, we also recently completed the installation of the Solar Photovoltaics (PV) System. This solar panel system will support the university to transition into greener energy use which will offset nearly 196 tonnes of carbon per year, equivalent to 9,800 trees planted. On top of numerous green and community awards from government, accreditation and community bodies, the University has also attained the Green Mark for Healthier Workplace Certification, awarded by the Building and Construction Authority (BCA).

By promoting and embracing sustainability, JCU in Singapore aims to inspire its community to become responsible citizens who can contribute to a brighter, more sustainable future.

Estate Management

The Estate Management Department is always looking to enhance overall research capabilities and student experience. In 2023, the team worked to overcome space constraint challenges on campus, through several space conversion projects. It also managed to achieve solid performance in the following areas:

ESTATE DEVELOPMENT WORKS IN JAMES COOK UNIVERSITY, SINGAPORE

- Completed renovation works at Block A Level 1 which converted and extended existing rooms to the Corporate Reception and Office space. These works include façade treatments, new floor, wall and ceiling finishes, new partition wall, joinery works, and system furniture, etc.
- Completed the conversion of Academic Office at Block C level 3 to Research Lab and cleaner's store at Block F to Pathology Lab. These labs are customised and built to meet the needs of the Tropical Futures Institute (TFI) research team.
- Successfully completed conversion of corridor space at Block C Level 2,3,4 into a student corner that can now hold up to 60 users.
- Successfully completed the conversion of office space at Block D1-13 into Dance Studio for students.
- Expanded the counselling office using corridor space at Block D Level 1 was successfully completed.
- Created additional seating space for 48 users using the garden space between Block A and E.

CERTIFICATIONS IN VARIOUS STANDARDS

- Green Mark for healthier Workplaces for offices at Block A Level 1 and Block E Level 3 – issued by BCA.
- Retained Eco F&B "Professional" – issued by Singapore Environment Council.
- Obtained Eco Office "Champion" – issued by Singapore Environment Council.
- Obtained "Yellow Flame Award" for School Green Awards – issued by Singapore Environment Council.
- Retained ISO 14001:2015 – Environmental Management System.
- Renewed ISO 45001:2018 – Occupational Health and Safety Management System.
- Renewed bizSAFE "Star" – issued by Workplace Safety and Health Council.
- Retained Fire Certificate from SCDF.
- Certificate of Appreciation issued by SCDF for participation in NFEC Mass Fire Evacuation Drill 2023.



Pathology Lab at Block F



Posters on World Water Day

WORK HEALTH AND SAFETY & ENVIRONMENT (WHS & ENVIRONMENT) INITIATIVES AND ACTIVITIES

The WHS & Environment Committee at JCU in Singapore came up with the following initiatives in 2023:

- Total Defence Day
- World Water Day Activities (i.e. Pledge and tour to NEWater Visitor Centre);
- Participation in Earth Hour
- Various talks and activities – Environmental, Security, Safety, Mental Wellness, Healthy and Recycling
- Bring Your Own Cup campaign
- Fire Drills (Twice a year)
- Our support in United Nations Sustainable Development Goals
- Our recycling efforts for 2023 as shown in the table below:

S/N	Description	Total Recycled (Kg) in 2023
1	Carton boxes	2,341
2	Newspaper	752
3	Electronic waste	135.5
4	Shoe waste	46
5	Plastic bottles	151
6	Ferrous metal cans	162
7	Garden waste	730
8	Total recycling collected	4,317.5



AWARDS

EDUTRUST STAR

James Cook University has the highest level of quality assurance in Singapore for Private Education Institutions. This is known as EduTrust Star and is a symbol of recognition for outstanding achievement. The EduTrust Star is awarded to those institutions for attaining a commendable level of performance in managing their institutions and providing an outstanding quality of education and welfare for their students. James Cook University is the first organisation with EduTrust Star. In 2023, we obtained this award for the third time, displaying our commitment and focus as a student-centric educational institution.



Cert No. : EDU-1-1001
Validity : 10/04/2023 - 09/04/2027



THE SCHOOL GREEN AWARDS

The School Green Awards (SGA) is a voluntary environmental program which serves as a platform for students to develop and showcase their environmental efforts, through customised activities which will help them gain a better understanding of the environment. Every year, submissions come from preschools, primary schools, secondary schools, junior colleges, international schools, and schools for students with special needs. SGA also receives submissions from schools overseas.

The awards ceremony took place on 9 November 2023 at The Republic Cultural (TRCC) Theatre at Republic Polytechnic. JCU in Singapore won the Yellow Flame Award, maintaining our success from 2022.

CHENG SAN-SELETAR COMMUNITY AWARDS – COMMUNITY PARTNERS

We were presented with the Community Award 2023 under the Community Partner category, in appreciation of our contributions and support to Cheng San – Seletar Division.



Information & Communications Technology Updates

The ICT Team is always working on enhancing the student experience through technology.

DOCUSIGN CUSTOMER EXCELLENCE AWARD

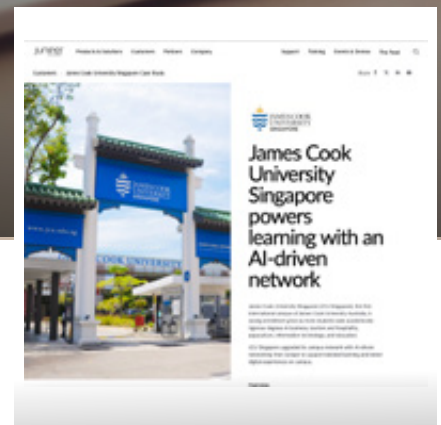
In June 2023, we were recognised for our efforts and success in finding smarter, easier ways for people to come together to collaborate. To further streamline our administrative processes, we worked with DocuSign to enhance our document workflow systems. By

integrating our existing K2 software with DocuSign eSignature, we successfully re-engineered our workflow in just six weeks. This integration provides a fully visualised workflow, eliminating the need for multiple systems and paper documentation. With this transformation, staff can effortlessly manage and operate applications digitally, expediting the approval process. As a result, 88% of applications are now processed within three days, with some completed in mere hours, enhancing efficiency and optimising the student experience.

CASE STUDY: ENHANCING LEARNING WITH A JUNIPER MIST AI-DRIVEN NETWORK

We also worked with Juniper to upgrade our campus network using their cloud-based wireless access technology, driven by Mist AI™. By deploying Juniper Access Points, we created an AI-powered wireless network. This upgrade supports our goal of enhancing education with technology, providing our students with seamless blended learning experiences.

Read the case study: <https://www.juniper.net/us/en/customers/2024/james-cook-university-singapore-case-study.html>





Continuing Professional Development (CPD) James Cook Institute



Eagle Infotech rebranded as James Cook Institute (JCI) in 2023 to enhance training services and scale new heights. Eagle Infotech was acquired in 2021 by James Cook Academy, a wholly-owned subsidiary of James Cook University (JCU) in Singapore. The acquisition laid the foundation for this rebrand and transformation, facilitating access to JCU in Singapore's network and opening doors to people who wish to

enhance their skills and stay current and in demand in the fast-paced and constantly evolving landscape. With this rebrand, the ownership of JCI has been transferred from James Cook Academy to JCU Singapore, to allow for the consolidation of all training activities under JCI. JCI offers a wide range of short courses and training programs in information technology, digital marketing, communication, and more.

www.jcu.edu.sg



Memorandum of Understanding (MOU) Signing Ceremony



MOU Signing with Impart Ltd

EVENTS AND EXTERNAL ENGAGEMENTS





Advisory Board

Members of the Advisory Board are industry leaders who support the cause of higher education and the development of James Cook University in Singapore.

Established in 2019, the Advisory Board of James Cook University in Singapore continues to contribute in the following ways:

- a. Strengthen the relationship between James Cook University in Singapore and other organisations
- b. Facilitate the recruitment of varied talent
- c. Continuously promote quality education

d. Improve the core competitiveness of the campus

e. Provide support to students in need

Members of the Advisory Board are industry leaders who support the cause of higher education and the development of the Singapore campus of James Cook University.

Professor Simon Biggs, Vice Chancellor and President of James Cook University, is the Chair of the Advisory Board. The Co-Chair is Dr Bill Foo, a professional Director and Advisor to various organisations. Professor Chris Rudd OBE was the Executive Chair of the Advisory Board.

The list of the Advisory Board members can be found at <https://www.jcu.edu.sg/about-us/advisory-board-members>

The Advisory Board also has three sub-committees — Business School, School

of Science and Technology, and School of Social and Health Sciences.

We are honoured to have the Australian High Commissioner to Singapore, His Excellency Mr Allaster Cox, serve as Patron of our Advisory Board beginning July 2023.

We register our appreciation to Professor Chris Rudd OBE, who served as Executive Chair of the Advisory Board since its inception, and welcome the new Executive Chair of the Advisory Board, Professor Stephen Boyle, James Cook University in Singapore's new Deputy Vice Chancellor and Head of Campus, Singapore for an interim period from February 2024.



External Relations

James Cook University in Singapore is committed to building strategic and strong external relations that benefit our students, staff, and the wider community. During the year, we continued to strengthen and foster ties through initiatives such as campus visits, Memoranda of Understanding (MOUs), and Book Prize sponsorships.

We are involved in strategic relations and rapport building with various embassies that represent countries

where our (present and future) students come from. In 2023, representatives from the Australian High Commission, Chinese Embassy, United Kingdom High Commission, Embassy of Kazakhstan visited our campus and met with the students.

Additionally, we continued to partner with strategic industry stakeholders who are well known in their respective fields. An example is the inking of a Memorandum of Understanding (MOU) with Mandai Wildlife Group, where we will collaborate on various wildlife, environmental and sustainability initiatives. The number of strategic MOUs grew with these MOUs focusing on internships, opportunities for graduate hire, guest speaking engagements, research projects and Book Prizes — all of which promote teaching and research, benefitting both students

and staff.

In 2023, we secured Book Prizes from our main sponsor, Flywire, for all our Year 1 2024 and 2025 students (please see <https://www.jcu.edu.sg/current-students/book-prizes-for-the-year-2024>). We also expanded the Book Prize initiative to the English Language Preparatory Program or ELPP (please see <https://www.jcu.edu.sg/current-students/bookprizes-for-the-english-language-preparatoryprogram-elpp>) and special thanks to Raymond Teo and Associates (2024), Mr Syed Mohamed PK, PBS (2025) and Mr Hari Krishnan (2025, 2026) for the sponsorships.



Events

We continue to engage with various stakeholders and build our connections through a series of events.

BOOK PRIZE AWARD CEREMONY

The first combined Book Prizes Award Ceremony of all three study periods in 2022 was held in person on campus in May 2023. It was attended by 41 out of 60 prize winners and some of their parents.

SEA SHARK & RAY RESEARCH AND CONSERVATION WORKSHOP

Co-organised by James Cook University's Australian and Singaporean campuses, the workshop was held in Singapore from 25 to 29 September, marking a significant step in shark and ray conservation efforts in the region. Organised by Dr Andrew Chin, Senior Research Fellow in Marine & Aquaculture Sciences at James Cook University Australia, and Dr Neil Hutchinson, Senior Lecturer in Environmental Science at JCU in Singapore, the five-day event was attended by 35 participants from 11 countries. This included 23 parties including non-governmental organisations, research institutes, and universities.



Dr Andrea Della Mattea won an award in the Inspiring Corporate Leader category

GLOBAL AUSTRALIAN AWARDS LIVE BROADCAST

Partnering with Advance - The Global Australian Network, the University hosted the broadcast of the 2023 Global Australian Awards presented by Advance. Dr Andrea Della Mattea – President of Microsoft, Asia Pacific, an Advisory Board member at JCU in Singapore, and an esteemed JCU alumna – won an award in the Inspiring Corporate Leader category.

Ms Angela Robinson, Deputy High Commissioner, Australian High Commission to Singapore were in attendance together with guests, alumni and staff.



Seigop Conference on 1-3 March 2023

THE WORLD ECONOMY ANNUAL ASIA LECTURE: MEASURING AGGREGATE TRADE RESTRICTIONS AND THEIR ECONOMIC EFFECTS

On 19 October, together with Wiley and The World Economy, we organised the World Economy Annual Asia Lecture.

Professor Andrew Rose, Distinguished Professor and Dean of Business School, National University of Singapore shared in this in-person event a new Measure of Aggregate Trade Restrictions (MATR) using data from the IMF's Annual Report on Exchange Arrangements and Exchange Restrictions. He also spoke at a Fireside Chat.



Professor Andrew Rose presents at the World Economy Annual Asia Lecture

SEIGOP CONFERENCE

During the year, the University hosted Sustainability, Economics, Innovation, Globalisation and Organisational Psychology (SEIGOP) conference. Featuring the theme of innovation-driven business and sustainability in the Tropics, the three-day event was packed with valuable insights and connections. Highlights include the Welcome Reception at the Australian High Commission, Singapore, a Keynote Speech by Associate Professor Jonathan Reynolds, and a visit to Schneider Electric's innovation hub for their Learning Journey presentation.



SEA Shark & Ray Research and Conservation Workshop



Our students, staff and alumni together with His Excellency Allaster Cox, Australian High Commissioner to Singapore and the rest of the judges, Amelia Walsh (Former Trade and Investment Commissioner for Singapore), Lucy James (a proud Wadawurrung woman of the Kulin Nation), and Syed Hafiz (a PhD and freelance curatorial projects).

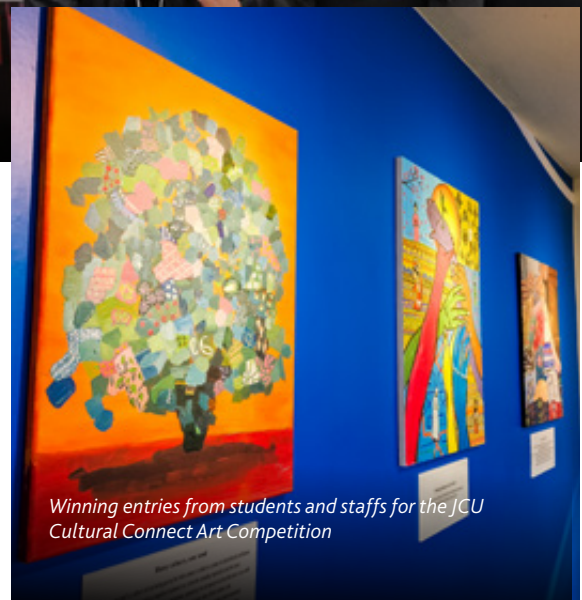
JCU CULTURAL CONNECT LAUNCH AND ART COMPETITION PRIZE ANNOUNCEMENT

JCU in Singapore was proud to offer an exciting opportunity to showcase the talents of our JCU community, and celebrate our 20th anniversary, as well as the launch of JCU Cultural Connect.

JCU Cultural Connect aims to celebrate creativity and diversity within our community. We invited our current students, staff, and alumni to submit an entry to our art competition that captured our 20 years of excellence in education in Singapore.

From 22 May to 24 July, we received 35 submissions that beautifully encapsulated our two decades of educational excellence in Singapore.

We were honoured to have Australia's High Commissioner to Singapore, His Excellency Mr Allaster Cox, join us on 10 August for the prize-giving ceremony. His presence added a special touch to this momentous occasion as he presented the well-deserved prizes to the competition winners.



Winning entries from students and staffs for the JCU Cultural Connect Art Competition

INTERNATIONAL DAY OF THE TROPICS 2023 - THE JCU SINGAPORE FOOD STORY: URBAN & SUSTAINABLE FOOD PRODUCTION IN THE TROPICS

Since its declaration in 2016 by the United Nations General Assembly, the International Day of the Tropics is observed annually and acknowledges the extraordinary variety of the tropics. Tropical nations have made significant progress but face a variety of distinct challenges to achieve sustainable development. By 2050, the tropical region will host most of the world's people, which will face several challenges to achieve sustainable development, including climate change, urbanisation, and food production. We celebrated the International Day of the Tropics 2023 with a focus on the needs of sustainable food production in an ever-changing environment. As the need for increased sustainably produced and healthy food in the region is increasing. Current production systems are under stress. The panel discussed opportunities and challenges in Singapore and the region related to food security during this hybrid session.



Panel Discussion on the International Day of the Tropics 2023

Strengthening Australia-Singapore Ties

We also continue to establish our connections with various organisations, including the Australian High Commission in Singapore, the Australian Chamber of Commerce, Australian Alumni Singapore, Singapore Business Circle, and the Singapore International Chamber of Commerce, to name a few.

AUSTRALIA DAY 2023 - G'DAY BY THE BAY

We supported this event organized by the Australian High Commission in Singapore. The event saw around 700 attendees celebrating Australia and a warm friendship with Singapore.



AUSTCHAM MINISTERIAL DIALOGUE SERIES

JCU in Singapore supported the Ministerial Dialogue Series with Minister Indraneel Rajah, Minister in Prime Minister's Office and Second Minister for Finance and National Development.

Minister Indraneel provided our members with valuable perspectives on the Singapore Budget 2023, alongside broader priorities for the Government, as well as insights into policy and processes that are unique to Singapore.



AUSTCHAM EVENT, HOM FAREWELL

Members and guests supported this farewell event to Australia's outgoing High Commissioner to Singapore, His Excellency Will Hodgman, before formally ceasing his posting in early February 2023.





WELCOMING AUSTRALIA'S NEW HIGH COMMISSIONER TO SINGAPORE HIS EXCELLENCY ALLASTER COX

We supported the AustCham Singapore event to welcome Australia's new High Commissioner to Singapore, His Excellency Allaster Cox. There, we had the opportunity to learn more about His Excellency's experience and his priorities for the Australian High Commission Singapore as Head of Mission.



AUSTRALIAN ALUMNI SINGAPORE 68TH AGM

JCU in Singapore representative attended the 68th AAS AGM at the Australian High Commission in March 2023. JCU Singapore Alumni Association representative also attended the event.

As part of the Management Committee, JCU in Singapore alumni, Rajaneesh R Kurup is the elected President and the two other alumni Dipanti Das and Nurhidayah Ekbal are Committee Members for 2023/2024.

JCU in Singapore alumni Andrea Della Mattea is also now on the AAS Council of Advisors, in addition to Andrew Chew.



Australia Alumni Singapore 68th Anniversary Gala Dinner



2023 SICC Awards Ceremony



AustCham Business Awards 2023

AUSTRALIA ALUMNI SINGAPORE 68TH ANNIVERSARY GALA DINNER

JCU in Singapore supported this event, which was attended by former Minister (and Honorary Officer of the Order of Australia) and Australian High Commissioner Allaster Cox. Our Chancellor and Vice Chancellor were also present, together with 40 staff and alumni.

2023 SICC AWARDS CEREMONY

JCU in Singapore supported the Singapore International Chamber of Commerce's Awards Ceremony & Gala took place on 26 October. The event was graced by Guest of Honour Mr Alvin Tan, Minister of State, Ministry of Culture, Community and Youth & Ministry of Trade and Industry.

AUSTCHAM BUSINESS AWARDS 2023

JCU in Singapore supported this event, which celebrates strengthening the Australia-Singapore business community. We were pleased to have supported and presented the Business Excellence Award.



#ESG 1: "The 'E' of the ESG Positive Impact Series Empowering Today, Building Tomorrow"



#ESG 2: "The 'S' of the ESG Positive Impact Series Empowering Today, Building Tomorrow"



#ESG 3: The 'G' of the ESG Positive Impact Series Empowering Today, Building Tomorrow



#ESG 4 The Risk in the ESG Positive Impact Series Empowering Today, Building Tomorrow

**SINGAPORE BUSINESS CIRCLE
ESG POSITIVE IMPACT SERIES**

In November 2022, we supported the launch of the Singapore Business Circle's series themed "ESG Positive Impact Series – Empowering Today, Building Tomorrow". The events, themed "E", "S", and "G", which aimed to discuss how we could empower the present for the future.

#ESG 1: "THE 'E' OF THE ESG POSITIVE IMPACT SERIES EMPOWERING TODAY, BUILDING TOMORROW"

The session in March 2023 focused on the 'E' of the ESG Positive Impact Series. The event featured the following speakers: Esther An (Chief Sustainability Officer, City Developments Limited), Benjamin Chua (Founder & Chief Executive Officer, Speco), and Dr Richie Lee, Group Corporate Real Estate Services, Senior

VP, Head of Sustainability, UOB. It was moderated by Professor May Tan-Mullins (Dean International and Chief Sustainability Officer at JCU in Singapore)

#ESG 2: "THE 'S' OF THE ESG POSITIVE IMPACT SERIES EMPOWERING TODAY, BUILDING TOMORROW"

The topic of ESG is more important than ever as companies and governments grapple with the immediacy and challenges that face our future today. The session focused on the Social aspect. It featured the following speakers: Sammie Leung (Regional ESG Services, Asia Pacific, PwC), Dr. Meri Rosich (CDO, Professor of Data Strategy & ESG and Ocean Conservation TechFounder), Chew Sutat (Community Chest Chairman, National Council of Social Service). The discussion was moderated by Andrew Chew, Chief Commercial Officer at JCU in Singapore.

#ESG 3: THE 'G' OF THE ESG POSITIVE IMPACT SERIES EMPOWERING TODAY, BUILDING TOMORROW"

In the next part of our ESG Positive Impact Series, we focused on Governance.

Governance in ESG plays a crucial pillar in sustainable business practices in evaluating a company's CSR. It ensures ethical behaviour, accountability, and transparency. Strong governance leads to long-term value creation and is increasingly important for investors. The event took place at PwC Singapore and featured the following speakers: Andrew Buay (VP, Group Sustainability, Singtel), Joelle Chen (Head of Sustainability Asia, Lendlease), and Amelie Remond (Chief Executive Office, B Lab Singapore). It was moderated by Professor May Tan-Mullins.

#ESG 4 THE RISK IN THE ESG POSITIVE IMPACT SERIES EMPOWERING TODAY, BUILDING TOMORROW"

As part of the University's support towards the SBC ESG series, Professor May Tan-Mullins hosted the session with the following speakers: Clare Morton (ESG Lead Asia Pacific, Control Risks), Krishna Sadashiv, Advisor (Sustainability & Climate Change, CLA Global TS), and Andrew Gazal, Founder and CEO of ESGTech.



Launch of the AustCham Singapore Business Sentiments and Sustainable Practice Report 2023



MOU Signing with CET Global



MOU Signing with Impart Ltd



MOU session on 5 October 2023



MOU session on 4 December 2023

LAUNCH OF THE AUSTCHAM SINGAPORE BUSINESS SENTIMENTS & SUSTAINABLE PRACTICE REPORT 2023

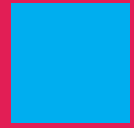
JCU in Singapore hosted the launch of the AustCham Singapore Business Sentiments and Sustainable Practice Report 2023 on 23 November. The University and CITBA James Cook University contributed to the report, along with AustCham launch partner Aroca Consulting Group (ACG) and supporting members.

CONSOLIDATED MOU SESSIONS

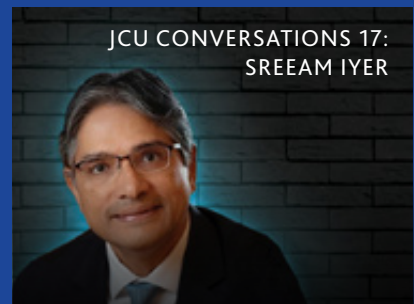
We held several sessions of Consolidated MOU signing in 2023:

- 7 June: CET Global
- 19 July: Impart Ltd
- 5 October 2023:
 - Fei Yue Community Services
 - Thrive Psychology Clinic Pte Ltd
 - Psylent, A 9 Yards Innovation Pte Ltd Company
- 4 December 2023:
 - Amara Singapore
 - CyberYouth Singapore
 - Kampung Senang
 - Red Cross Singapore

PODCAST JCU CONVERSATIONS



JCU Conversations is James Cook University in Singapore's premier podcast series that was launched in 2023. It brings to listeners discussions with successful leaders in the industry (across fields such as business, education, urban design, and more) while offering a deeper understanding of their personal lives, careers, inspirations, and approaches to success.



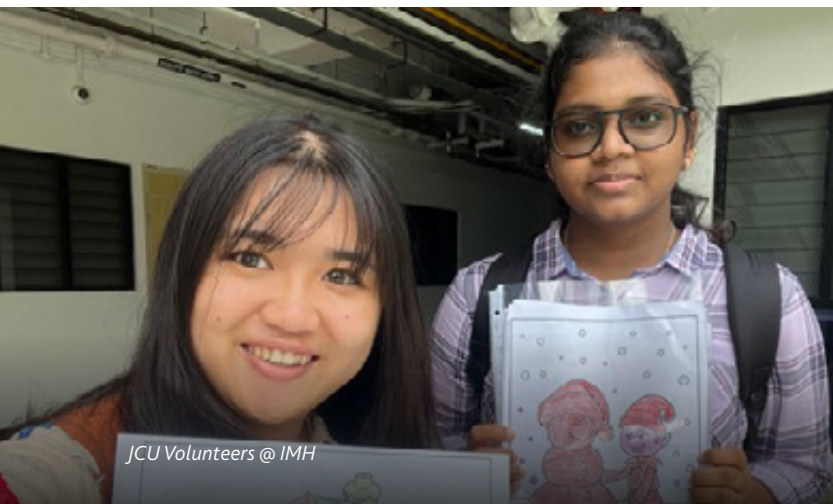
JCU Conversations is available at the following podcast app

• Spotify - jcu.sg/spotify

• Google Podcasts - jcu.sg/google

• Apple Podcasts - jcu.sg/apple

Community Engagement Activities



JCU Volunteers @ IMH



kidsREAD – The Children's Museum Visit



kidsREAD Graduation



JCU Volunteers @ IMH

Throughout the year, we participated in various initiatives aimed at making a positive impact on society. Our students, staff, and faculty worked together on various projects to demonstrate our commitment to giving back and fostering a strong sense of community.

JCU VOLUNTEERS @ IMH

Physical volunteering sessions gradually resumed and took place only once a month to reduce contact for the residents. During the face-to-face sessions, student volunteers continued the arts and crafts activities with the residents. Online sessions continued to take place.

In total, a total of 13 sessions were held in 2023, four of which were held online.

KIDSREAD PROGRAMMES

kidsREAD is a nationwide reading programme aimed at cultivating the love of reading among children aged four to eight from less privileged families. There was a total of 28 sessions held in 2023.

KIDSREAD – THE CHILDREN'S MUSEUM VISIT

In celebration of Children's Day, we partnered with the National Library Board to take the kidsREAD children to the Children's Museum on 29 October. The event included 17 children and five student volunteers.

KIDSREAD CHRISTMAS

Student volunteers hosted a special Christmas for the children on campus. The volunteers had their usual Christmas-themed storytelling session for the children, and organised games that were inspired by the narrative. A total of 10 volunteers and 15 children took part in the event.

KIDSREAD GRADUATION

The Sims Vista Resident's Network held the kidsREAD Graduation Certificate Presentation to acknowledge both the



Kolam Ayer Lunar New Year Lunch

children's good work and also our student volunteers' effort in participating in the program. Six children and three student volunteers received certificates.

TECK GHEE CHINESE NEW YEAR DINNER

Students, staff and alumni attended the dinner event graced by Grassroots Advisor Prime Minister Lee Hsien Loong.

KOLAM AYER LUNAR NEW YEAR LUNCH

We also supported the Kolam Ayer Lunar New Year Lunch where the Singapore campus was presented with an award in appreciation of its contribution towards the event. The award was presented by Guest of Honour Dr Wan Rizal MP, Adviser to Jalan Besar GRC (Group Representation Constituency) and Special Guest Mrs Josephine Teo, Minister for Communications & Information and Second Minister for Home Affairs.

Staff, students and alumni were also in attendance.

KOLAM AYER NATIONAL DAY LUNCH

In celebration of National Day, the Music Club performed some popular Singaporean National Day songs at the lunch event organised by Kolam Ayer CC. An appreciation award was also presented to us by the MPs of Jalan Besar GRC – Dr Wan Rizal and Mrs Josephine Teo.

WORLD DOWN SYNDROME DAY

Our students and staff participated in the 18th World Down Syndrome Day event hosted by Down Syndrome Association (Singapore) to spread awareness of Down Syndrome to the wider community. This year's global theme "With Us Not For Us" echoes DSA's efforts for the past 26 years. Our student volunteers participated in the Community Walk in a show of support for the movement.



Receiving an award at the Kolam Ayer National Day Lunch



ANZAC Day Dawn Memorial Service

ANZAC DAY DAWN MEMORIAL SERVICE

Student volunteers from the Volunteer Club and Professor May Tan-Mullins attended the annual early-morning Anzac Day Dawn Memorial Service. Professor May Tan-Mullins laid a wreath on behalf of the University to pay respects.

PASSIONARTS FESTIVAL WITH KOLAM AYER CC

Students from our Volunteer Club supported the event by working together with the Kolam Ayer CC staff at the registration area for crowd control and to tend the various arts & crafts booths.



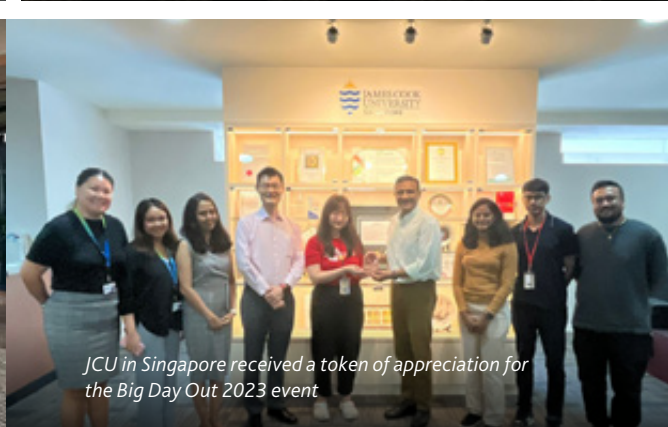
JCU Christmas Community Project 2023



Purple Parade 2023



Big Day Out 2023



JCU in Singapore received a token of appreciation for the Big Day Out 2023 event

PURPLE PARADE

On 4 November, JCU in Singapore supported the Purple Parade event, an initiative to promote awareness of and celebrate the abilities of Persons with Disabilities. The core of the Purple Parade movement is to ensure that Persons with Disabilities are included in the main chapter of Singapore's growth and have equal access to education, employment, transport, and social networks. 10 of Student Volunteers and four staff members participated in the event, and our Music Club performed the song "Alive" by Sia.

BIG DAY OUT 2023

This is an annual community event where we get together with the residents of Moral Welfare Home to bring them joy and laughter. This year, eight student volunteers and two staff members teamed up to bring joy to residents and staff at the Moral Welfare Home. The event also saw the residents making their first-ever visit to Bird Paradise.

JCU CHRISTMAS COMMUNITY PROJECT

Building on the previous year's initiative that we established with Kolam Ayer Sims Vista RC, this project aims to help lower-income families that live in the community surrounding our campus. The families start by making a Christmas wish for an item they would like to receive, and the wishes were then listed on a JCU microsite for staff and students to choose and sponsor. On the gift distribution day on 21 December, Deputy Vice Chancellor, Professor Chris Rudd OBE, as well as Mr Chiang Heng Liang, BBM, JP, Citizens' Consultative Committee Chairman of Kolam Ayer and together with the Kolam Ayer Sims Vista Residents' Committee distributed the donated gifts to the residents.

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Validity : 10/04/2023 - 09/04/2027

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CPE Registration No. 200100786K | Period of registration: 13 July 2022 to 12 July 2026