

IMPACT REPORT 2026



School of Continuing
and Lifelong Education



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and Lifelong Education



Impact Report 2026



LIFELONG EDUCATION RESOURCE CENTRE

#NUS

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About NUS SCALE

The School of Continuing and Lifelong Education (SCALE) was established in 2016 as the National University of Singapore's (NUS) hub for lifelong learning.

As a school, SCALE brings together expertise from across NUS' diverse faculties, creating a multi-disciplinary, transformative experience for our students.

Beyond its academic function, SCALE also provides access to aggregated lifelong learning opportunities across NUS on a single platform, workforce development and transformation programmes co-created with industry and government partners, and essential central support services for the entire university — such as grant management, outreach, application management and guidance in programme innovation and frameworks.

Dean's Foreword

Ten years ago, NUS established the School of Continuing and Lifelong Education on the premise that learning does not end at graduation, but is a lifelong pursuit. Since then, that idea has been at the core of every decision we have made and every initiative we have taken up.

Under the leadership of the inaugural Dean, Professor Wei Kwok Kee, and subsequently Professor Susanna Leong, SCALE has grown steadily. From a single undergraduate degree programme and a small number of professional development courses, we have expanded to eight undergraduate and postgraduate programmes alongside a diverse range of courses — ones that prepare learners not just for more accomplished careers, but for more enriching lives. This growth was the result of staying true to our north star: the belief that learning is a lifelong pursuit, and that SCALE exists to make that pursuit possible for everyone.

We have been **pathbreaking** — stepping forward when Singapore needed us most, whether supporting mid-career professionals and fresh graduates through national crisis, extending meaningful learning to senior leaders entering their third age, or reaching learners who might otherwise have been left behind. We have been **innovative** — designing multi-disciplinary programmes that prepare learners for opportunities that do not yet exist. We have been responsible **stewards** — working hand in hand with government agencies to ensure our programmes are accessible to those who need them most and trusted by those who fund them. And we have been committed **partners** — building deep, lasting relationships with industry to open new pathways for career growth and workforce transformation.

Our work has steadily grown in influence and impact. Today, continuing and lifelong education is woven into the strategic thinking of faculties and schools across the University, considered by faculty members and leaders when designing their programmes and sought out by industry partners who look to NUS as a trusted partner in workforce transformation. Lifelong learning has taken root and become a core consideration at NUS.

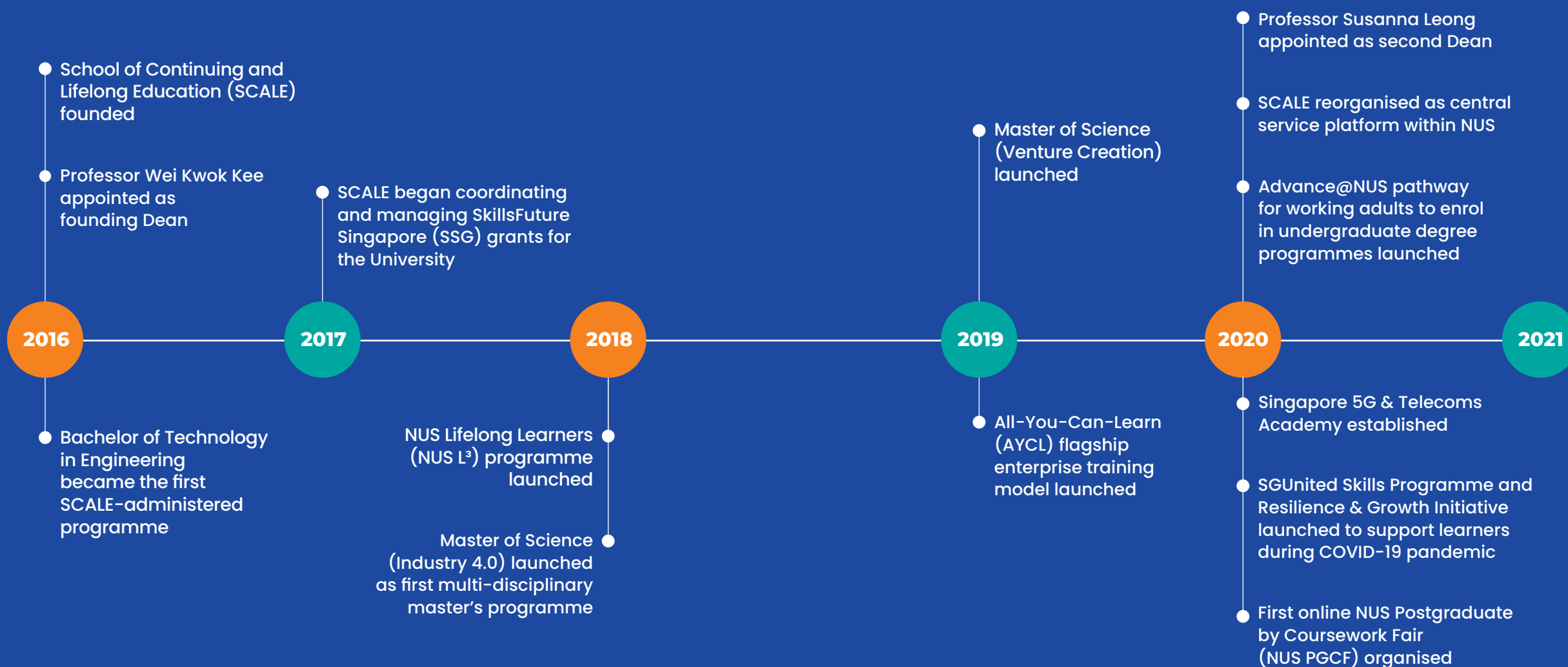


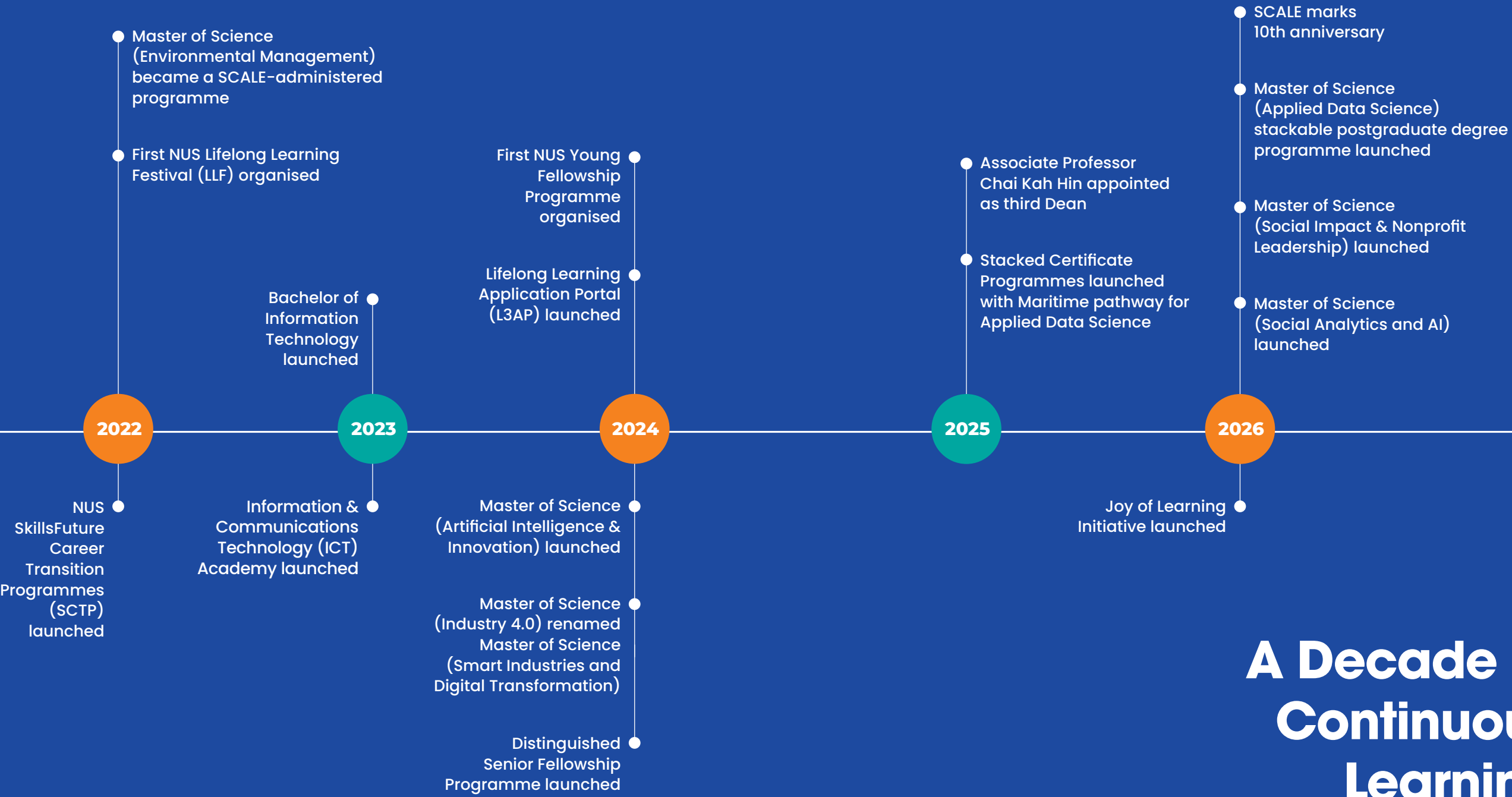
As we mark this anniversary, we are also thinking about what we will build next. What a learning institution should be, in an age of artificial intelligence (AI), demographic change and longer lives, is a question we are only beginning to answer.

None of this would have been possible without the trust and support of our students, alumni, faculty, industry and government partners — and above all, without every learner who chose to invest in their future. Your curiosity and drive to learn inspires us and your growth is our greatest measure of impact.

**Associate Professor
Chai Kah Hin**
Dean, SCALE

Key Moments





🚩

A Decade of Continuous Learning

The Lifelong Learning Imperative

When SCALE was established in 2016, its founding purpose was clear: to serve as NUS' hub for continuous learning, bringing the University's world-class expertise to working adults and lifelong learners.

Today, SCALE has evolved into both a school and a university-wide platform.

It develops the strategy and builds the infrastructure and capability to enable the full spectrum of NUS faculties and schools to participate and innovate in continuing and lifelong education at scale, without each having to re-create the policies and infrastructure to do so independently. It allows NUS units to draw from a coherent set of policies and procedures and collaborate with one another seamlessly, and it allows NUS to speak with one voice to our external partners and learners.

Thus, SCALE has not only delivered innovative and much-needed programmes in lifelong learning. More importantly, it has created the conditions for all of NUS to do so as well.

Since its inception

SCALE has played a series of distinct roles, as an incubator, it has piloted new programme formats — stackable credentials, multi-disciplinary degrees, career transition programmes, summer camps — that, when proven viable, have become templates for NUS' model of adult education.

As an outreach partner, it has established central platforms and flagship events, learner networks and industry relationships to allow all faculties and schools to benefit from a strong, unified NUS lifelong learning brand.

As a coordinator, it has gathered expertise from across NUS academic units and designed coherent, multi-disciplinary learning experiences that a single faculty or school could not have offered alone. And, as a central services platform, it absorbs as much as possible the complexity of grant management, governance and compliance, to free faculties and schools to focus on what they do best: teaching.

The result of this decade of institution-building might be difficult to quantify but it is fortunately easy to recognise. Lifelong learning has become deeply embedded in the University’s strategic thinking, shaping how faculties, schools and academic leaders design their programmes. Industry partners too have come to see NUS as more than a research collaborator; we have a key role to play in their workforce transformation initiatives. And learners at every stage of life — from pre-university students to senior leaders in their third age — find a home within the NUS ecosystem.

This did not happen by accident. It happened because NUS created a hub for lifelong learning, and SCALE – slowly, consistently – built the platforms, forged a path, and held the vision for lifelong learning to become part of what NUS is, not just what NUS offers.



At NUS, we believe that learning does not end at graduation. Continuous learning is a lifelong journey, whether it is driven by curiosity, personal fulfilment, or the desire to grow and excel at work.

We are deeply committed to supporting our alumni and the wider community in this journey working closely with industry partners, civil society, and the Singapore government to strengthen our workforce, sustain economic vitality and enrich our society.

In support of these goals, SCALE aims to provide access and flexibility for time-constrained working adults to help make continuous education achievable for all.

Our multi-disciplinary programmes and continuing and lifelong education initiatives are anchored by these **four pillars**:



Pathbreaking

Paving the way,
improving access



Innovation

Continuous improvement
to equip learners for
future success



Stewardship

Enabling further education
through grants and funding



Partnership

Empowering enterprise
transformation

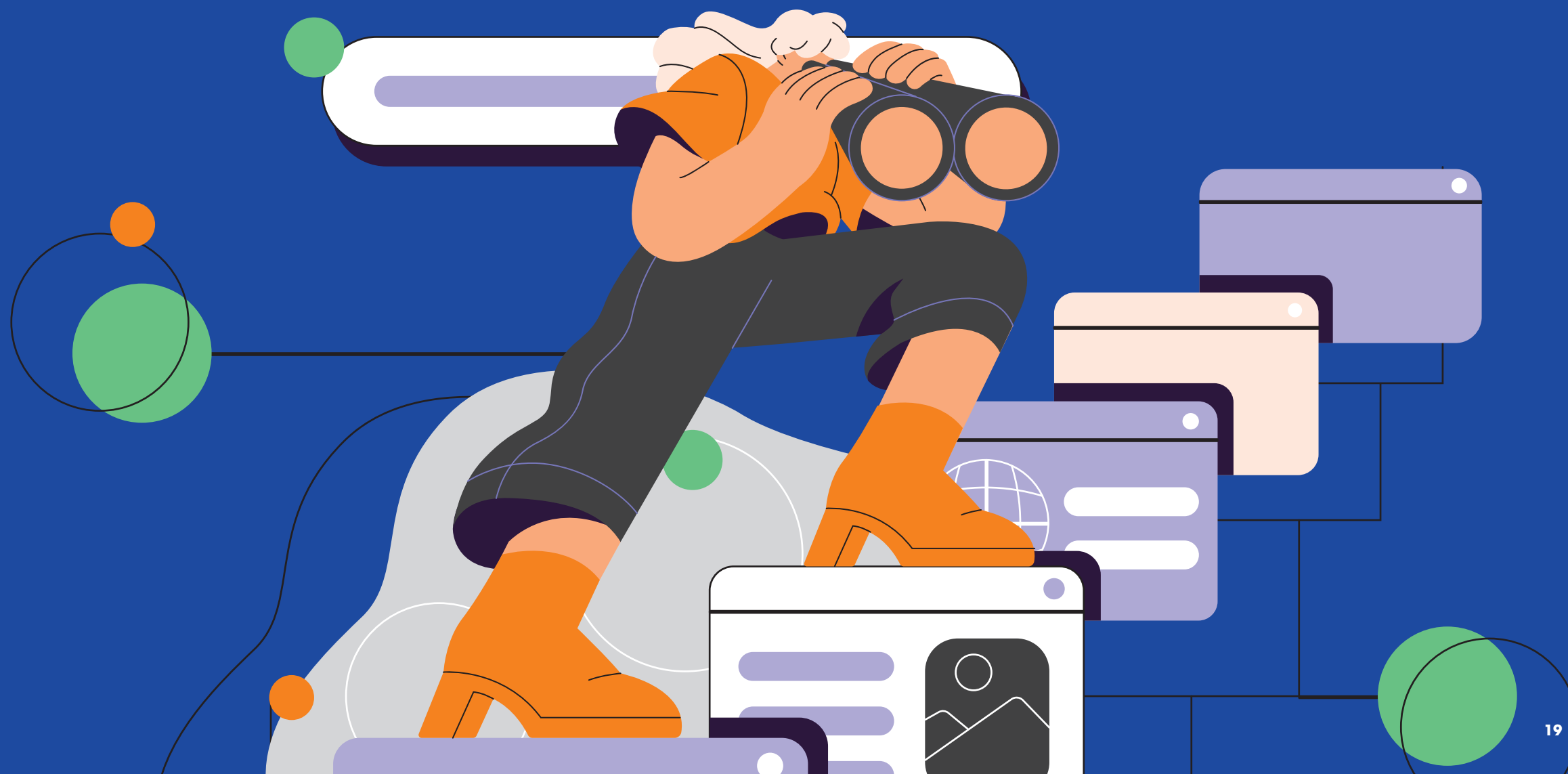
Pathbreaking

SCALE's pathbreaking work is defined by a willingness to experiment — to design and launch programmes that are new in their field, and to extend the reach of a world-class university to under-served communities.

On the ground, this meant creating new access pathways for working adults returning to education mid-career, or for senior leaders seeking purposeful engagement in their third age.

It meant giving younger learners a formative experience of NUS before they might otherwise encounter it. And it has meant stepping forward in moments of national need — designing special programmes, in close partnership with government, that helped thousands of Singaporeans navigate the disruption of the pandemic and emerge with new skills and new directions.

In each of these cases, SCALE did not wait for the path to be established. It built the path — and in doing so, helped to redefine who an NUS education is for.



NUS Resilience & Growth Initiative

The NUS Resilience & Growth (R&G) Initiative ran from 2020 to 2024 to support students who were graduating amid an unstable job market during the pandemic, providing them with vital skills to kickstart their careers.

Under this initiative, graduates were provided with four virtual R&G vouchers each to redeem either a Professional Certificate, Executive Certificate, or a Modular Course.



>5,400
R&G vouchers redeemed

The undergraduate cohorts of 2020 and 2021 used the vouchers to attend courses such as Data Literacy for Non-Data Scientists, Accounting and Finance, Small Business Management, Software Development Fundamentals, Data Structures and Algorithms, and Computer Systems and Applications.

What Our R&G Graduates Say:

Joshua Goh

**Arts and Social Sciences
Research Apprentice,
NUS Faculty of Arts & Social Sciences**

*“With the **Professional Certificate in Data Literacy for Non-Data Scientists**, I am more prepared with a head start instead of struggling in the initial stages of my job.”*



Zan Yeow

**Engineering
Assistant Manager,
Land Transport Authority**

*“The **Professional Certificate in Artificial Intelligence for Non-AI Scientists** has demystified the field of AI while giving me a better feel of its potential and inherent limitations.”*



Paean Yeo

**Arts and Social Sciences
Digital Marketing Trainee,
33 Talent**

*“The **Professional Certificate in Digital Marketing** was the first step into this huge realm of digital marketing. I got to learn about so many concepts that had been alien to me before, like marketing, SEO and SEM.”*



SGUnited Skills (SGUS) Programme

In the same vein, SCALE played a critical role in the national SGUS Programme from 2020 to 2022, helping to upskill mid-career professionals who were affected by the pandemic and place them into sustainable job roles during a period of significant economic disruption.



>300

individuals benefitted



>50%

employed within
six months



To support this initiative led by SkillsFuture Singapore (SSG), SCALE established a career guidance, counselling and employment facilitation framework to support trainees during their learning journey and to assist companies in hiring programme graduates. Seven faculties and schools across NUS collaborated with SCALE in delivering these programmes.

>30

committed Employer
Partner companies

SkillsFuture Career Transition Programmes (SCTPs)

Following the pandemic, the government continued its support for workforce transition through targeted upskilling via the SCTPs from 2022 onwards.

Once again, SCALE stepped up to coordinate and drive this initiative, leveraging its SGUS experience and putting in place support structures to help colleges, faculties and schools launch SCTPs, while also providing external support to trainees and employer partners.

Beyond enabling individuals to pivot into growth sectors and new roles, these programmes emphasised creating a pipeline of talent to meet the business needs of organisations as they transform to keep pace with dynamic operating environments.

This has enabled SCALE to achieve significant successful placement outcomes for SCTP graduates, reaffirming our role as a trusted partner in Singapore's workforce transformation journey.

>200

**learners
trained**

>60%

**learners placed in roles
with employer partners**

Testimonial



Chng Chai Sian

“The SCTP helped me rejoin the workforce after a career break. I took the NUS SCTP in Data Analytics, which gave me a structured foundation in data analytics, refreshed my skills and rebuilt my confidence.

Subsequently, I took up a role as a Finance Advisor, supporting finance operations, financial reporting, process improvement, and Systems, Applications and Products (SAP)-related finance transformation.

Overall, the programme equipped me with relevant analytical skills and gave me the confidence to re-enter the workforce and contribute meaningfully.”

Chng Chai Sian graduated from the NUS SCTP in Data Analytics Programme in 2022 and provided this testimonial in May 2026.

Youth Programmes

To allow pre-university students to experience learning at NUS, SCALE launched programmes designed for youths in 2019. These week-long programmes give younger students a taste of the NUS campus experience, and let them explore various interests and experience future-oriented learning.

Today, **SCALE** offers more than 100 programmes for youths from **China, India, Spain, the United Arab Emirates and the rest of the world.**

Testimonial



Angelina
Russia

“The campus is incredible. It’s really beautiful. The programme is also really fun and engaging, like everybody should try it, definitely! You will meet a lot of people from different countries and make new friends.”

Testimonial



Matthew
Indonesia

“The programme is actually really interesting because back then I’ve always had trouble with negotiating. I’ve essentially gotten to know more theories about negotiation, which enriches my ability to negotiate in future so I can close more deals and hopefully make me better at negotiating.”

Winter 2025 Psychology & Applied Psychology



Class photo from
Psychology and Applied Psychology

Artificial Intelligence and Machine Learning (Computer Vision), June 2026



Photo of the participants from Spain,
as well as SCALE staff supporting the event

Advance @NUS

Not every learner follows the same path to university. Some choose to enter the workforce first — building careers, gaining experience and discovering along the way a desire to deepen their knowledge through formal education.

Advance@NUS was created to meet these learners where they are. By providing a dedicated admissions pathway for working adults who aspire to enrol in undergraduate programmes at NUS, SCALE has ensured that the desire to learn — whenever it arises, and at whatever stage of life — can find a home at one of the world's leading universities.

Testimonial



Jasmine Xie

Bachelor of Business Administration

“I appreciate how Advance@NUS is a pathway that is made for adults. We are not competing for a place with all the other students who have just recently studied the latest methodologies and textbooks. Instead, we are competing for entry into NUS with other adult learners, with our work experience being considered, which makes more sense and is more relevant for us.”

Testimonial

Ethan Zhan

**Bachelor of Engineering
(Mechanical Engineering)**

“Advance@NUS is a very good pathway for people with working experience, but who do not have a degree to complement their experience and expertise.”



For the mid-career professional who has spent years in the workforce and now seeks the academic foundation to go further, **Advance@NUS** opens a door and makes that journey possible.

The alumni who have come to NUS through this pathway are a testament to the possibilities that access gives when ambition is answered with opportunity.



Distinguished Senior Fellowship Programme (DSFP)

The DSFP, launched in 2024, extends meaningful learning opportunities to senior leaders via a bespoke 13-week journey of inquiry and discovery. The programme aims to help learners entering their third age reflect and redefine their purpose in life, recharge their learning and growth and leverage their expertise to make a difference.

21 learners in the first cohort graduated in 2026 with renewed energy and inspiration to make an impact in the community.

Testimonial



Richard Bleasdale

Founder, The Taipan Partnership
Startup Mentor

"The DSFP gives me the chance to pause, recalibrate, and get inspired by a group of incredible peers. I want to challenge my own thinking, discover new perspectives, and explore what's next with curiosity and energy."

Innovation

Beginning with the management of four part-time Bachelor of Technology (BTech) in Engineering programmes in 2016, SCALE has steadily expanded our academic programme portfolio to include development and management of new undergraduate and postgraduate degree programmes.

Innovation at SCALE extends beyond launching new programmes into reshaping what NUS-quality education can look like for a working adult.

Over the past decade, SCALE has pioneered programme architectures that are flexible without sacrificing rigour: stackable credentials, multi-disciplinary master's degrees that draw on the breadth of NUS' faculties, and open funnel pathways that widen access for learners from non-traditional backgrounds. In doing so, SCALE has not only served its own learners but also served as a model of what is possible when academic excellence meets the realities of professional life.

SCALE continuously innovates new programmes and strategic initiatives to give our learners the most impactful learning experience.

To equip learners for long term success, SCALE works ardently to curate industry-focused programmes with a focus on future-ready skills, collaborating with different NUS faculties and schools to offer high quality, multi-disciplinary programmes across the NUS ecosystem for working adults.



Bachelor of Technology in Engineering

Established in July 1995 by the NUS Faculty of Engineering with strong backing from national agencies such as the Economic Development Board (EDB) and A*STAR, the BTech in Engineering programme was strategically designed to meet the surge in industry demand for qualified graduate engineers while providing a vital local pathway for polytechnic graduates.

Testimonial



By offering an accessible alternative to overseas education, the part-time programme for working adults empowers highly motivated working professionals to upskill and advance their careers with minimal disruption to their personal lives and finances.

In 2016, Faculty of Engineering established a partnership with SCALE where it would provide administrative and support services for BTech in Engineering — an arrangement that still remains in place a decade later.



Chua Bi Guang

**NUS BTech
(Industrial & Management Engineering)**

“Throughout the programme, our professors invited professionals from the working world to share their thoughts and expertise with us. They gave us insights into certain modules that went beyond what any textbook could ever cover. Being in a part-time programme also had its advantages, such as having coursemates who would share their working experience and unique expertise.”

Testimonial



Vivian Teh

**NUS BTech
(Industrial & Management Engineering)**

“I really enjoyed receiving advice from our professors. They have rich experience (in their industries) and are very knowledgeable in their fields. For example, I learned how to tactfully acquire data and confidently present findings. I was able to pick up other tips that were directly and immediately applicable to my work.”



Today, the BTech in Engineering covers a wide range of disciplines, including:

-  **Chemical Engineering**
-  **Civil Engineering**
-  **Electronics Engineering**
-  **Industrial and Management Engineering**
-  **Mechanical Engineering**
-  **Supply Chain Management**



**It remains a cornerstone of
Singapore's manpower
planning, fostering a skilled
talent pool dedicated to driving
the nation's technological and
industrial development.**

Bachelor of Information Technology (BIT)

To equip adult learners with competencies in digital technology, including those pivoting from non-technical backgrounds, the NUS BIT, a part-time programme for working adults, was launched in October 2023, with its inaugural cohort of students being enrolled in August 2024.

The joint initiative between the NUS School of Computing (SoC) and SCALE empowers graduates with a robust foundation of computing and features flexible workload arrangements, allowing students to graduate with a degree in as soon as three years.

Distinctively, the BIT programme provides learners access to courses from two SoC departments: Computer Science and Information Systems & Analytics. With this approach, learners are equipped with a comprehensive knowledge of information technology and data analytics from both technical and organisational perspectives, and receive valuable insights into the strategic role of information systems in leading organisational advancements.

To provide access to more learners from a wide variety of backgrounds, SCALE offers Open Funnel Pathways, which provide flexible entry points to BIT, whether via the Lifelong Learning (L3) Pathway (for those who will satisfactorily complete foundation courses that are stackable towards BIT) or the Specialist Diploma Pathway (for those who possess an Information and Communications Technology (ICT)-related diploma and have completed a relevant Specialist Diploma at a local polytechnic).



Multi-Disciplinary Master of Science Programmes

To address the complexity and demands of the modern world, SCALE offers a suite of multi-disciplinary Master of Science (MSc) degree programmes to empower professionals to lead in high-growth sectors such as Environmental Management, AI, Industry 4.0 and Venture Creation.



MSc (Environmental Management)

MEM

Celebrating its 25th Anniversary in 2026, MEM is the hallmark of NUS' commitment to sustainability and the University's first truly multidisciplinary Master's programme. MEM pioneered the core tenets of Environmental, Social and Governance long before they became global imperatives. As the world looks toward the United Nations Conference of the Parties to set global agendas, MEM remains at the forefront, aligning with the Singapore Green Plan 2030.

By integrating expertise from nine NUS faculties and schools, the programme prepares leaders to navigate the intersection of policy, business and science.

Testimonial

Edmund Tandar

MEM

"The MEM programme emphasises a multi-faceted approach to sustainability, integrating technical, managerial, and social perspectives. This aligns perfectly with my belief that environmental solutions must also address social needs to be truly effective."



MSc (Smart Industries & Digital Transformation)

MSc (SIDT)

Formerly known as MSc (Industry 4.0), the MSc (SIDT) was launched in 2019 to help spearhead Singapore’s drive toward advanced manufacturing. It harnesses emerging technologies such as IoT, sensors and robotics to transform organisational capabilities and industrial processes.

Testimonial



Michelle Lai
MSc (SIDT)

“Industry 4.0 has an interest point for me, and I wanted to learn more in this field. I felt the programme provided a broad-based learning approach across different faculties, with plentiful options on modules and areas to learn about.”

MSc (Venture Creation)

MSc (VC)

Introduced in 2020, MSc (VC) combines NUS’ entrepreneurial excellence with hands-on experience, transforming the entrepreneurial dreams of our students into viable high-growth ventures and bolstering Singapore’s status as a global startup hub.

Testimonial



Raymond Chan Wai Mun
MSc (VC)

“I took up the MSc (VC) programme as I wanted to develop my own startup and it has helped me to fill in areas of knowledge gaps. If I had known what I know now, that would have been very helpful during my first startup.”

MSc (Artificial Intelligence & Innovation)



Launched in 2024, directly supporting the Singapore National AI Strategy 2.0, this programme is our first multi-disciplinary MSc programme in AI. The programme is open to students from both Science, Technology, Engineering and Mathematics (STEM) and non-STEM backgrounds.

On top of deepening computing professionals' knowledge of AI, we focus on empowering non-computing professionals, such as business owners, to help them apply these skills in their respective workplaces, facilitate Smart Nation priorities and lead AI-driven innovation across diverse sectors.

MSc (Applied Data Science)

Launched in 2025, this addition to the SCALE programme portfolio focuses on translating complex data into actionable insights. The programme is uniquely designed with a fully flexible learning model that accommodates professional schedules, with emphasis on immediate workplace applicability to meet the urgent national demand for data-literate professionals across all industries.

Built upon a fully stackable architecture, it allows working professionals to progress from modular credentials to a full Master's degree at their own pace – stacking towards an Executive Certificate, then to a Graduate Certificate, a Graduate Diploma, and finally a Master's degree. It currently offers a dedicated maritime pathway, with additional industry pathways under development.



MSc (Social Impact & Nonprofit Leadership)

MSc (Social Analytics and AI)

Launched in 2026, these two multidisciplinary master's degree programmes broaden the reach of our postgraduate offerings beyond technology, environment and venture creation, into the domains of social research, data-driven insight and purpose-led leadership. The first cohorts for these programmes are expected to begin classes in August 2027.

Global Engineers Leadership Programme (GELP)

The **GELP** was launched in 2019 in partnership with the Institution of Engineers Singapore (IES) and National Trades Union Congress (NTUC). The programme comprises an NUS programme on "Engineering Leadership in Uncertainty" and a dialogue series curated by IES and NTUC.

One of the highlights of GELP is the closed-door ministerial dialogue, where participants have the unique opportunity to engage directly with political office holders.

Over the years, distinguished guests have included former Deputy Prime Minister (DPM) Teo Chee Hean (2019), former DPM Heng Swee Keat (2022 and 2025), Senior Minister of State Dr Janil Puthucheary (2023) and Minister Chan Chun Sing (2024). As of 2025, 106 engineering leaders have participated in this programme.

Testimonial



Er. Chang Ewe Jin
President, IES (2025)

"GELP is a unique and distinctive programme for engineer leaders looking to make the best possible decisions in an increasingly volatile business environment."

Stewardship

Behind every funded learning opportunity is a framework and a team that makes it possible.

SCALE's stewardship role — managing grant administration and compliance, and the regulatory requirements of Singapore's continuing education landscape — is the foundation on which much of NUS' lifelong learning activity rests. By absorbing this complexity centrally, SCALE has enabled faculties and schools across the University to participate in funded programmes without building that expertise from scratch.

This essential function has been one of SCALE's most significant contributions to the University's lifelong learning mission to help individuals, regardless of age, background or socioeconomic status, learn and grow to their full potential. NUS offers myriad educational and training opportunities; beyond this, we also do our best to make these opportunities accessible to all who need them.

To achieve this, we work closely with government agencies in Singapore such as **SSG** and **Workforce Singapore (WSG)**, now the **Skills and Workforce Development Agency (SWDA)**, and the **Infocomm Media Development Authority (IMDA)**.

Through these partnerships, we support national initiatives such as **Career Conversion Programmes (CCPs)** and **SCTPs**, which are designed to help individuals pivot into new careers and industries. The financial support offered by these agencies provide learners — and employers — with the necessary financial assistance to continuously upgrade and grow.



The funding also enables the University to put in place the infrastructure needed to support lifelong learning as well as to innovate and develop more training opportunities to meet the needs of learners and employers.

SCALE plays a central role in this undertaking by driving the management, allocation and optimisation of funding across the University. We partner funding agencies and internalise government objectives, collaborate with faculties and schools to work out a university-wide solution to national concerns, and allocate funds internally to where they can create the most impact. Compliance is another important area of work for SCALE — ensuring that funds are being used as intended and within the frameworks set out by funding agencies.



Our efforts ensure not only accessibility, but also the sustainability of lifelong learning initiatives at NUS, enabling the University to continue offering relevant and valuable educational and training opportunities into the future.



14

NUS faculties and schools offering SSG-funded courses in 2025, compared to 2 in 2016



550

SSG-funded courses offered by NUS in 2025, from 3 in 2016



>130,000

training places for SSG-funded modular and short courses offered by NUS since 2016



~250

companies that have participated in SSG/WSG/SWDA-funded programmes

Partnership

SCALE's partnerships with industry and government are one of the ways that help NUS stay connected to the real and evolving needs of Singapore's workforce.

Through co-created programmes, employer networks and government-aligned initiatives, SCALE has positioned NUS as a trusted partner in national workforce transformation.

These relationships also flow back into the University, bringing industry perspectives into curriculum design and ensuring that what NUS teaches remains grounded in what Singapore needs.

Since its establishment, SCALE has been committed to building and sustaining strong partnerships, both across the University and with a diverse network of external stakeholders.

Collaboration is central to our mission and underpins many of our key initiatives, enabling us to create meaningful impact for learners, industry and the wider community.



Industry Partners

SCALE works closely with industry partners to advance workforce transformation and lifelong learning through a range of programmes and national initiatives.

These include our own offerings such as the **All-You-Can-Learn programme**, the **Enterprise Partnerships Programme**, **Singapore 5G & Telecoms Academy**, and the **ICT Academy**, as well as national initiatives led by the government — **CCPs** and **SCTPs** — which we are proud to support in driving Singapore's workforce development agenda.



Marketing and Outreach Activities

We also actively engage alumni, students and prospective learners through a range of marketing and outreach activities, including the **NUS Postgraduate by Coursework Fairs**, **NUS Postgraduate Forum**, **NUS SkillsFuture Festival**, **Lifelong Learning Festivals** and alumni engagement events.

Digital Platforms

In addition, SCALE develops and maintains key digital platforms that support the University's lifelong learning ecosystem, providing faculties and schools with access to programmes and services through systems such as the **Lifelong Learning Application Portal (L3AP)**, **Online Application Portal (OAP)** as well as the **study.nus.edu.sg** website.

Together, these partnerships and platforms strengthen SCALE's role as a bridge between the University, industry and learners, fostering a culture of continuous learning and professional development.



SCALE's collaboration with industry partners continues to grow, from longstanding partnerships (with organisations like **NCS Group** and **JTC Corporation**) to an expanded reach into community development with new partners like **Yayasan MENDAKI**, to improve social mobility and promote lifelong learning in local communities.

Industry Engagement and Workforce Transformation

A future-ready nation is one where people have the confidence to keep learning, pivot when needed, and deepen their expertise through life.

To deliver high quality, industry-relevant learning that is genuinely transformative, there is a need to empower our alumni and adult learners to be confident amidst change and step up support for Singapore's workforce and enterprise transformation in close partnership with industry and government.



NUS All-You-Can-Learn (AYCL) & Enterprise Partnerships Programme (EPP)

The NUS AYCL programme was established in 2018 to build deep, sustained partnerships between NUS and Singapore's leading corporations. Under the programme, each corporate partner operates through a formal Memorandum of Understanding (MOU) spanning three years, during which a calibrated number of staff according to the scale of the organisation is dedicated to training under the programme. In return, NUS opens selected academic modules to staff from these companies at no additional cost.



The Defence Science and Technology Agency (DSTA) signed an agreement to participate in the NUS All-You-Can-Learn (NUS AYCL) programme in 2019

Early Employer Partners

Early AYCL partners include **ST Engineering**, **Keppel Offshore & Marine Ltd**, **DSO National Laboratories**, **ST Logistics**, and the **Defence Science and Technology Agency (DSTA)**. In the years 2021 and 2022, most of the original MOUs were renewed for a further three-year cycle.

Post-pandemic

AYCL has evolved to become the **EPP**, anchoring NUS's relationships with corporate and institutional partners across 43 sectors.

New Partners

The **Singapore Business Federation**, **Ministry of Defence**, the **Republic of Singapore Navy**, **Jurong Town Corporation**, and the **Singapore Maritime Foundation** have joined, representing critical pillars of Singapore's economic infrastructure.



Where AYCL offered structured access to courses, the EPP delivers a fully orchestrated, long-term workforce partnership spanning NUS faculties and schools.

This encompasses training-needs assessments, customised and contextualised courses, C-suite seminars and roundtables, masterclasses, research facilitation and government-funded career transition programmes, among other offerings.

The journey from AYCL to EPP demonstrates how NUS has evolved beyond its role as a content provider to become a strategic workforce architect — orchestrating expertise, networks, and institutional resources to help shape the Singapore economy.

11

active MOU partners

14

NUS faculties and schools in university-wide collaboration

>80

client organisations in participation

Singapore 5G & Telecoms Academy (5G Academy)

The 5G Academy was set up between 2020 and 2023 in partnership with IMDA to attract and build a ready pool of capable talent in 5G and emerging technologies such as IoT, cloud engineering and data analytics.



>10,000

training places in 5G and related skills



>250

CCP headcounts supported

Managed by both NUS and Singapore Polytechnic as Consortium Partners, the 5G Academy supports the industry by developing 5G-related training courses and academic programmes for companies directly involved in the implementation and maintenance of 5G and related areas, as well as users (individuals and companies) of 5G and related technologies. The initiative was supported by SSG through course fee funding and by WSG via the CCP.



NUS ICT Academy

Building on the success of the 5G Academy, the NUS ICT Academy was launched in 2023 to run through 2026. Also a strategic initiative built in partnership with IMDA, the Academy focuses on reskilling technology professionals across three key skills pillars: AI and analytics, cloud and mobility, and software engineering.



With continued support from SSG for course fee funding and WSG for CCPs, the ICT Academy has continued to play a pivotal role in strengthening Singapore's technology talent pipeline and supporting IMDA's workforce development efforts in the ICT sector.



>6,000

training places in
5G and related skills



>300

CCP headcounts
supported

Testimonial



Adrian Ong
Director (Jobs and Skills)
IMDA

“NUS played a critical role in bringing career conversion to life in enterprises. What made this journey successful is the strong collaboration behind it. Training partners like NUS bring deep, academic expertise, while we coordinate with trade associations to drive impact at a national level.”

Testimonial



Gabriel Lim
Director, Government Relations
and Partnerships Development,
APJ, Acronis

“Engineers who went through the programme were more confident, built better team spirit across departments and contributed faster in new roles. That is the kind of growth we want for everyone on our team.”

Student and Alumni Engagement



To ensure that NUS alumni are aware of lifelong learning opportunities and benefits exclusive to alumni, SCALE has expanded its outreach to engage not only alumni, but also undergraduates early in their learning journey. Based on insights from focus group discussions with student leaders, SCALE developed comprehensive engagement strategies including outreach at Commencement and interactive activities at events like Career Fest and Supernova, reaching thousands of students annually. In 2025, SCALE also launched a dedicated Telegram group for students. These efforts have significantly raised awareness about continuing education among each graduating cohort.

Supporting Alumni in Lifelong Learning

In 2018, NUS introduced the NUS Lifelong Learners programme to make modular courses, previously only accessible through enrolment in a degree or certificate programme, also available to alumni as stand-alone courses. In addition, the University provided all alumni with an e-Voucher, that they could redeem on any (non-funded, credit-bearing) course of their choice.

The NUS Resilience & Growth initiative built on the initiative above in 2020, going above and beyond for the classes of 2020 and 2021.

Since 2022, the University has continued to support alumni by offering them a 20% rebate on over 70 Master's degree programmes.

A comprehensive research study involving 2,345 alumni that SCALE conducted in 2023 helped us to better understand their educational needs and preferences, and informed our subsequent efforts, including monthly emailers to keep alumni informed of the latest programmes and initiatives, as well as regular, complimentary masterclasses, webinars and festivals.



Prospective Learner Engagement



SCALE organises a range of events each year to help prospective learners discover the many learning opportunities offered across NUS. These events bring together the University's courses, programmes and other offerings on a single platform, allowing members of the public and corporates alike to meet faculty and alumni, engage admissions staff and find the path that best suits their needs.

For learners interested in postgraduate studies, the NUS Postgraduate by Coursework Fair has emerged as a flagship platform, drawing thousands of registrants from more than 70 countries and significantly enhancing NUS' visibility as a global postgraduate destination. In 2025, the NUS Postgraduate Forum brought together professors, alumni and advisors to help attendees navigate an even broader spectrum of programmes, featuring not just coursework but also research pathways.

For Postgraduate Studies

For the wider community, the NUS SkillsFuture Festival, co-organised with SkillsFuture Singapore and Lifelong Learning Singapore in 2025, brought together universities, polytechnics and ITE under one roof to showcase lifelong learning opportunities ranging from short courses to postgraduate degrees. Complementing this, the NUS Lifelong Learning Festival has served as a bi-annual platform for corporations, alumni and individual learners to engage with NUS' multidisciplinary expertise and explore the future of work.

For Wider Community



13+

participating
NUS units



1,000+

participants attending
in-person or online

Platforms and Systems

SCALE has invested in building digital platforms that bring together course providers, programme owners and administrators across the university – streamlining how continuing and lifelong education is managed and delivered, while making it easier for prospective learners to discover and access NUS’ offerings.

NUS Lifelong Learning (L³)

Today’s skills will not match tomorrow’s jobs. With a suite of programmes and courses designed to give you an edge in key emerging areas, NUS is committed to helping you achieve your long-term professional goals.



The NUS L3 gateway on the SCALE website, launched in 2022, is an early example of such efforts, aimed at helping visitors to discover popular topics, programmes and different faculties and schools within NUS.

Taking this further, **L3AP** was launched in October 2024 to provide a platform for anyone to apply for continuing education courses across the University. L3AP improved upon its predecessor, serving as an integrated online training management system that provides a single platform for course providers, sponsoring organisations, and learners to streamline the administration and delivery of continuing education.

Individuals can seamlessly browse courses, apply, and manage their academic and training-related information in one place. Currently, L3AP supports more than 700 active courses and is used by 25 NUS faculties, schools, institutes and research units.

Since its implementation, the platform has significantly reduced administrative errors and the number and value of undisbursed SSG grants.



More recently, **study.nus.edu.sg** brings together all of NUS’ postgraduate programmes in one centralised, user-centric hub, making it simpler for prospective students to explore their options and take the next step in their educational journey.

Looking Ahead

We have spent the past ten years honing the process of the acquisition of learning — designing outstanding programmes, teaching them well, and awarding credentials that employers trust.

We will continue to build on our achievements, introducing two new Master's programmes this year, and expand our youth programmes into new markets.

However, the acquisition of skills and knowledge is just one of five key stages in learning. Learners must first **discover** what is worth knowing, then **acquire** it; over time, they may **forget** much of it, until a real-world challenge prompts them to **retrieve** it and to **apply** it.

In an era where AI places vast knowledge at our fingertips, universities must do more than excel at helping learners with the acquisition of knowledge. An institute of learning can offer the perspicacity to help the community discern what is truly worth learning. To do this, we must understand our learners, anticipate their needs and offer applicable solutions.

We have begun to take steps to redefine our role in learning — expanding our focus to the stages before a course begins and after it ends. We are strengthening our partnerships upstream, with the employers, communities and platforms where learners discover what they need; and downstream, with the workplaces and networks where they apply what they have learned and put it to good use.



We are also widening our idea of what lifelong learning is for. Learning for a living matters — but Singaporeans also learn to do good, to serve their communities; they learn for curiosity and the sheer joy of discovery; and increasingly, they learn for purpose and vitality in a longer life. Our ambition is for learning to become seamlessly embedded into people's daily lives.

To all learners who have been part of SCALE's story: thank you for choosing to grow with us. And to those in our future — we will strive to meet you wherever you are. We look forward to exploring the boundaries of lifelong learning with you in the next ten years and beyond!



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