



ONE OF NUSS

The National
University of
Singapore Society
Annual Report 2011



Reaching Out

NUSS continues to engage with members while expanding its network to include the wider graduate community.



2011

SEPTEMBER

Established and raised funds for NUSS Choir Research Fund for Dementia

JULY

Conferred NUSS Honorary Membership on Mr Lee Kuan Yew

Groceries on Wheels set a record in the Singapore Book of Records of having the largest grocery distribution social service

Renamed Kent Ridge Guild Hall to Della & Seng Gee Guild Hall

Established and raised more than \$1 million for the NUSS Endowment Fund for UTown Student Advancement

2010

JULY

Groceries on Wheels set a record in the Singapore Book of Records of having the largest convoy of vehicles delivering groceries to needy households simultaneously

Launched the NUSS MEM Scholarship Award

JUNE

Established the NUSS Medal for Outstanding Achievement for NUS graduands

NUS President, Professor Tan Chorh Chuan opened the Sports and Recreation Facilities at Kent Ridge Guild House

APRIL

Launched the NUSS Distinguished and Outstanding Member Awards

2009

JULY

President S R Nathan officially opened Bukit Timah Guild House

President S R Nathan became the Patron of NUSS

MARCH

Minister Mentor Lee Kuan Yew officially opened the Alumni Complex and delivered the NUSS Dialogue

2008

DECEMBER

Opened the fourth Guild House at Bukit Timah, marking the historic homecoming 30 years after moving from Evans Road to Kent Ridge

Established the NUSS Advisory Panel



2007

OCTOBER

Established NUSS Kent Ridge Fund, in collaboration with NUS

2006

MAY

Dr Tony Tan officiated the Groundbreaking Ceremony for the Alumni Complex

FEBRUARY

Established a Guinness World Record for the most number of golfers teeing off simultaneously at a one-day event at the NUS-NUSS Centennial Golf Challenge

JANUARY

President S R Nathan launched the 50th Anniversary Commemorative Book, *True Passion: NUSS Fifty Years and On*

2005

MARCH

Prime Minister Lee Hsien Loong delivered the NUSS lecture

Established a \$200,000 NUSS Bursary fund for NUS High School

2004

Celebrated our 50th Anniversary

Pledged \$20 million to the Alumni Complex

MARCH

Prime Minister Goh Chok Tong officially opened Suntec City Guild House

2003

DECEMBER

Closed Orchard Guild House

2000

NOVEMBER

Prime Minister Goh Chok Tong delivered the Millennium NUSS Lecture

1998

NOVEMBER

Professor Lim Pin officially opened Orchard Guild House

1997

DECEMBER

Closed City Guild House at Amara Hotel

1995

Pledged \$1.5 million to the Universities Endowment Fund to establish the NUSS Professorship at NUS

1994

Dr Tony Tan launched the commemorative book, *The Heart Is Where It Is, The NUSS Story*

1991

JUNE

BG (Res) George Yeo, Acting Minister for Information and the Arts and Senior Minister of State for Foreign Affairs, delivered the inaugural NUSS lecture

Promoted the establishment of Singapore's first Western opera company, Lyric Theatre (Singapore) Limited



1989

Pledged \$1.6 million to the NUS Student Loan Fund

1987

OCTOBER

Opened City Guild House at Amara Hotel

MARCH

Opened Adam Park Guild House

1984

DECEMBER

Opened Kent Ridge Guild House

1981

USS became The National University of Singapore Society (NUSS)

1980

University of Singapore and Nanyang University merged to form the National University of Singapore (NUS)

1971

USS moved to its second Guild House at 15 Evans Road

1968

USS launched *Commentary* to 'serve as a forum for interesting views on contemporary issues' and to make up for a 'lack of suitable media'

1964

USS moved into 5 Dalvey Estate – the first Guild House

1960

UMS operated from ground floor of 7 Cluny Road, premises provided by the University

The Early Years...

1954

Inaugural meeting of the University of Malaya Society (UMS) held at Oei Tiong Ham Hall, Bukit Timah Campus, with 44 members present

1948

The Carr-Saunders Commission recommended the amalgamation of Raffles College and the College of Medicine to establish the University of Malaya

1936

Inaugural meeting of the Stamford Club, Singapore, held at Victoria School. Membership was 30-strong. Stamford Clubs were formed in Malaya as well

1928

Raffles College opened

1921

The King Edward VII Medical School was renamed King Edward VII College of Medicine

1905

Straits Settlements and Federal Malay States Government Medical School opened

1962

University of Malaya split; University of Singapore opened. UMS became the University of Singapore Society (USS)

The Graduate was published



The NUSS Endowment Fund for UTown Student Advancement provides financial assistance to disadvantaged students enrolled at UTown.

Touching Lives

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MISSION STATEMENT

To foster a lifelong relationship with NUS and the wider graduate community

At NUSS, a lifelong relationship with NUS and the wider graduate community is achieved through two mutually reinforcing thrusts:

- promoting the interests of its members and NUS; and
- contributing positively to Singapore's political and intellectual development and helping to cultivate a more gracious social and cultural environment.

As the foremost graduate society, NUSS strives to promote the interests of its stakeholders by providing appropriate platforms for all to socialise, build networks, improve connectivity and exchange ideas through a multitude of recreational, academic, political, social and cultural activities.

Notice of Annual General Meeting 2012

Notice is hereby given by the Management Committee ("the Committee") that the Annual General Meeting of The National University of Singapore Society ("NUSS") will be held on Thursday, 26 April 2012 at 7.30pm at Kent Ridge Guild House, 9 Kent Ridge Drive, Singapore 119241.

The business to be transacted at the Meeting is as follows:

1. To confirm the Minutes of the last Annual General Meeting held on 29 April 2011.
2. To confirm the Minutes of the last General Meeting held on 6 October 2011.
3. Matters arising from the last Annual General Meeting held on 29 April 2011.
4. Matters arising from the last General Meeting held on 6 October 2011.
5. To receive and, if approved, pass the Annual Report of NUSS for the year ending 31 December 2011.
6. To receive and, if approved, pass the Balance Sheet and Statement of Accounts of NUSS for the year ending 31 December 2011.
7. To elect eight (8) members to the Committee.

In accordance with Article 26(1) of the Constitution of NUSS, eight (8) vacancies in the Committee will arise. The following members will cease to be members of the Committee:

- | | |
|-------------------------|-------------------------|
| 1. Mohan Balagopal | 5. Joshua VM Kuma (Dr) |
| 2. Chong Hoong Sang | 6. Archie Ong Liang-Gay |
| 3. Darryl Chong Yi Wey | 7. Francis Pavri (Dr) |
| 4. David Ho Peng Cheong | 8. Yip Kum Fei |

The following members will continue to hold office for another one (1) year:

- | | |
|---------------------------|-------------------------|
| 1. Fong Poh Him (Dr) | 5. Johnny Tan Khoon Hui |
| 2. Jeffrey Khoo Poh Tiong | 6. Toh Yong Soon |
| 3. Lai Kim Seng | 7. Paul Wang Syan (Dr) |
| 4. Chandra Mohan K Nair | 8. Wong Peng Meng |

In accordance with Article 16 of the Constitution of NUSS, no member other than Ordinary Members and Ordinary Members who have become Life Members or Senior Members shall be qualified to:

- (i) be officers of or members of the Committee unless co-opted by the Committee;
- (ii) vote, or to move or second resolutions; or
- (iii) nominate members for election to the Committee.

8. To appoint an auditor for the ensuing year.

9. To transact any other business in accordance with the Constitution of NUSS.

- 9.1 In accordance with Article 42(1) of the Society's Constitution, the Committee proposes that this Annual General Meeting consider and, if approved, pass the following resolution:

To amend Article 46(2) of the Constitution of NUSS as follows:

"The proposed amendments to the Constitution shall be made in writing to the Honorary Secretary at least ~~fourteen~~ thirty days before the General Meeting."

- 9.2 In accordance with Article 41(3) of the Society's Constitution, Mr Han Ngiap Juan (H7839P) (Proposer) and Dr Foo Loon Sung (FA008R) (Seconder) have written to the Honorary Secretary to propose that this Annual General Meeting consider and, if approved, pass the following resolution:

To amend Article 8 of the Constitution of NUSS as follows:

"An Ordinary ~~or Associate~~ Member who has attained ~~60~~ 55 years of age and has been a member of the Society for a continuous period of ~~25~~ 15 years and is not in arrears of any monies due to the Society shall be placed on the Register of Life Members and thereafter continue to be a member of the Society without payment of subscription. ~~or by paying a reduced subscription on such terms and conditions as may be decided by the Committee from time to time.~~"

In accordance with Article 41(3) of the Constitution of NUSS, no resolution shall be proposed at the Annual General Meeting unless the terms thereof have been previously notified to the Honorary Secretary in writing not less than thirty (30) days before the date of such meeting.

Dated this 3rd day of March 2012.

Yours sincerely



For and on behalf of the Management Committee of NUSS
Yip Kum Fei
Honorary Secretary

President's Message



Dear Fellow Members

I would first like to put on record our deep appreciation and thanks to former President, Mr S R Nathan, for being the Society's Patron for the past two years. Following the completion of his term of office as Head of State, Mr Nathan expressed his desire to step down as Patron of NUSS. We respect his decision and wish him and Mrs Nathan best of health and happiness.

The year 2011 was a significant albeit challenging one.

Our Society's total income decreased about 8% to \$23.48 million in 2011, due mainly to the significantly lower income from membership entrance fees. The impact from the two Integrated Resorts was still prevalent, resulting in a decline of 5% in the fruit machines income. Our F&B however continued to perform relatively well, particularly in banquet sales, in spite of rising food costs. The Society ended with an operating deficit of \$163,000.

Despite the less-than-ideal financial performance, the Society still achieved much progress in many areas. I am pleased to share several key events that reflect our continuous commitment to promote the interests of members and our alma mater, contribute to Singapore's political and intellectual development, and cultivate a more gracious cultural and social environment.

HONOURING EXCEPTIONAL SERVICE TO THE NATION

In July, the Society marked another momentous chapter in its history when we conferred the Society's highest honour, the NUSS Honorary Membership, on Mr Lee Kuan Yew, founding father of modern Singapore, for his visionary and transformative leadership, and distinguished contributions to our nation.

RECOGNISING MEMBERS' ACHIEVEMENTS AND SERVICES TO THE COMMUNITY

The second Appreciation Dinner was held in April to acknowledge and celebrate the contributions and accomplishments of some of our exemplary members, as well as thank members who had volunteered their services in Sub-Committees for five or ten years consecutively.

In recognition of their significant and lasting contributions to NUSS and the wider community, Mr Gopinath Pillai was conferred the Distinguished Member Award while Mr Ernest Wong Thian Yow and Professor (Dr) James Newton Boss received the Outstanding Member Award.

In September, we hosted the Celebratory Dinner to congratulate a group of members who received the National Day Awards 2011, welcome members who became Life Members in 2011 as well as extend our appreciation to the various organising committees who had contributed to the success of the Society's fundraising and community care events.

FROM THE HEART

NUSS Endowment Fund for UTown Student Advancement

Embodying the Society's commitment to our mission of building a lifelong relationship with NUS was the strong endorsement by members at the Annual General Meeting, in support of a resolution empowering the Management Committee to pledge a sum of \$1 million to help needy students studying at UTown. Shortly thereafter, the NUSS Endowment Fund for UTown Student Advancement was established to facilitate this initiative.

It was indeed our honour when philanthropists Drs Della Lee and Lee Seng Gee responded generously to our fundraising efforts with their munificent gift of \$1 million towards the NUSS Endowment Fund for UTown Student

Advancement. As a gesture of our sincere appreciation for their contribution, the Guild Hall was renamed Della & Seng Gee Guild Hall.

Although the pledge of \$1 million was fulfilled, the Society continued to grow the Fund to help ensure that no deserving student would be denied an opportunity to pursue higher education at UTown.

The NUSS Golf Section also stepped forward to do its part by organising a fundraising golf tournament to commemorate its 25th anniversary and together with the matching grant from the Government, raised more than \$700,000 towards the Fund.

NUSS Choir Research Fund for Dementia

The NUSS Choir did its part for our alma mater by setting up the NUSS Choir Research Fund for Dementia to support research on Alzheimer's disease and prevention of dementia carried out at NUS. It staged a fundraising concert, *September Reigns*, at the Esplanade Concert Hall. Thanks to the generosity of our members and well-wishers and with the matching grant from the Government, close to \$300,000 was raised.

Groceries on Wheels

The Society continued to reach out to the underprivileged community through Groceries on Wheels, organised by the Community Care Sub-Committee. We are grateful to the many members, well-wishers and sponsors whose big-hearted donations enabled hundreds of volunteers to distribute more than 2,000 grocery bags containing essential items to the needy households at North West District and MacPherson Division.

'Japan Disaster 2011' Relief Fund

In the aftermath of the earthquake and tsunami which struck Japan in March, the Society embarked on a fundraising drive to raise funds on behalf of Singapore Red Cross 'Japan Disaster 2011' relief fund for the relief, rehabilitation and reconstruction effort of Japan. Thanks to the generosity of our members, a sum of \$159,397 was raised.

ENRICHING THE MIND

As part of the Society's ongoing efforts to broaden our members' perspective on the changing political and intellectual landscape, we continued to invite distinguished political and business leaders, ambassadors, as well as

academics, to speak on a wide range of intellectually stimulating topics.

In January, we welcomed eminent social scientist Professor Emeritus J Donald Treiman as the speaker at the 5th NUSS Professorship Lecture. At the public lecture, he spoke on issues which touched on migration and quality of life in China. We also had the privilege of listening to Nobel Laureate, Professor Andre Geim, speak at the 6th NUSS Professorship Lecture in July on his groundbreaking co-discovery of graphene for which he was awarded the 2010 Nobel Prize in Physics.

The Society launched its inaugural Meet-the-CEO series in March with Mr Lee Tzu Yang, Chairman of Shell Companies in Singapore, as its first distinguished speaker. Mr Lee brought to the session valuable views and insights on the many challenges the world faces with regard to energy sustainability.

In May, the Society organised a post-General Election (GE) Dialogue which gathered young politicians from the various political parties who contested in the GE for the first time, to come together in their personal capacity to share their thoughts on the major political event of the year. It was a stimulating and engaging exchange between the seven politicians and our members as they shared their philosophies and motivations driving them to step forward to contribute to the country's political development.

The Meet-the-Ambassador Series provides opportunities for bilateral relationships and global developments to be discussed candidly behind closed doors with Heads of Missions in Singapore. During the year we had the privilege of listening to US Ambassador to Singapore, His Excellency David Adelman, and the High Commissioner of India, His Excellency Dr T.C.A. Raghavan.

The year ended with the NUSS Dialogue with Minister of State for National Development and Manpower, Mr Tan Chuan-Jin, who shared with members his views on nationhood and national identity, as well as directions for Singapore.

PROMOTING INNOVATION AND ENTREPRENEURSHIP

As part of our continuing effort to promote and nurture a more creative and enterprising generation within

the University and alumni community, the Society and NUS Enterprise jointly launched the Innovation and Enterprise Awards in April.

The Awards, supported by the National Research Foundation, were presented to recipients at The Enterprise Connection networking event which featured keynote speaker, Mr Eduardo Saverin, co-founder of Facebook.

SPORTS AND CULTURE

Once again, we were very privileged to have Emeritus Senior Minister Goh Chok Tong as our Guest-of-Honour at our National Day Golf Tournament in August. Also teeing off with our members were the High Commissioners of Australia, Canada, India and Japan.

At the 26th NUSS-PAUM (Persatuan Alumni Universiti Malaya) Games, we commemorated the cherished tradition of sporting camaraderie between the two alumni by donating a new Challenge Trophy to mark the beginning of more good years to come. We engaged our Malaysian counterparts in friendly competitions at venues such as KRGH's redeveloped Sports and Recreation facilities, NUS Sports & Recreation Centre, Keppel Club and Singapore Polytechnic Graduates' Guild.

The Society continued to promote visual and performing arts, music and various forms of dances to our members.

Regular art workshops and exhibitions were organised to identify and nurture budding talents, as well as provide a platform for members to showcase their creations. Last year, our members were treated to some Vietnamese art pieces showcased at an art exhibition titled *A Perspective on Vietnamese Art*.

THE GRADUATE NETWORK AND THE CAMPUS NETWORK

To date, the Society has reached out to more than 10,000 young and mid-career graduates through *The Graduate Network*, a dedicated online social network which evolved from the previous initiative, *nuss.meetingplace.com.sg*. The portal has helped connect our online members to career opportunities and potential employers at our career networking events.

The Campus Network is another initiative aimed at connecting the NUS community.

Expected to be launched in 2012, this portal will keep NUS students current on the latest events and happenings taking place on campus, as well as help them expand their social circles within and across faculties.

OUR SECRETARIAT

As of 31 December 2011, the Society's staff strength stood at 243, with 13 managers, 71 executives and 159 non-executives. Nineteen employees received Long Service Awards in 2011.

I would like to take this opportunity to pay tribute to our staff for their service and dedication for the past year.

CONCLUSION

It has been my utmost privilege serving you as President for the past four years. The journey has been an enriching and eventful one.

Without the hard work and unwavering commitment of so many people, the Society's accomplishments would not have been possible. I would like to extend my sincere appreciation to my colleagues on the Management Committee, as well as members of the various Sub-Committees and Interest Groups. Among them, I owe special thanks to my predecessors Lai Kim Seng and Chandra Mohan who stayed on to serve on the Management Committee and provided me with much guidance and assistance during my term of office.

I would also like to convey my appreciation to members of our Advisory Panel for their invaluable advice and wisdom; and to NUS, particularly Professor Tan Chorh Chuan and his management team for their strong support and partnership over the years.

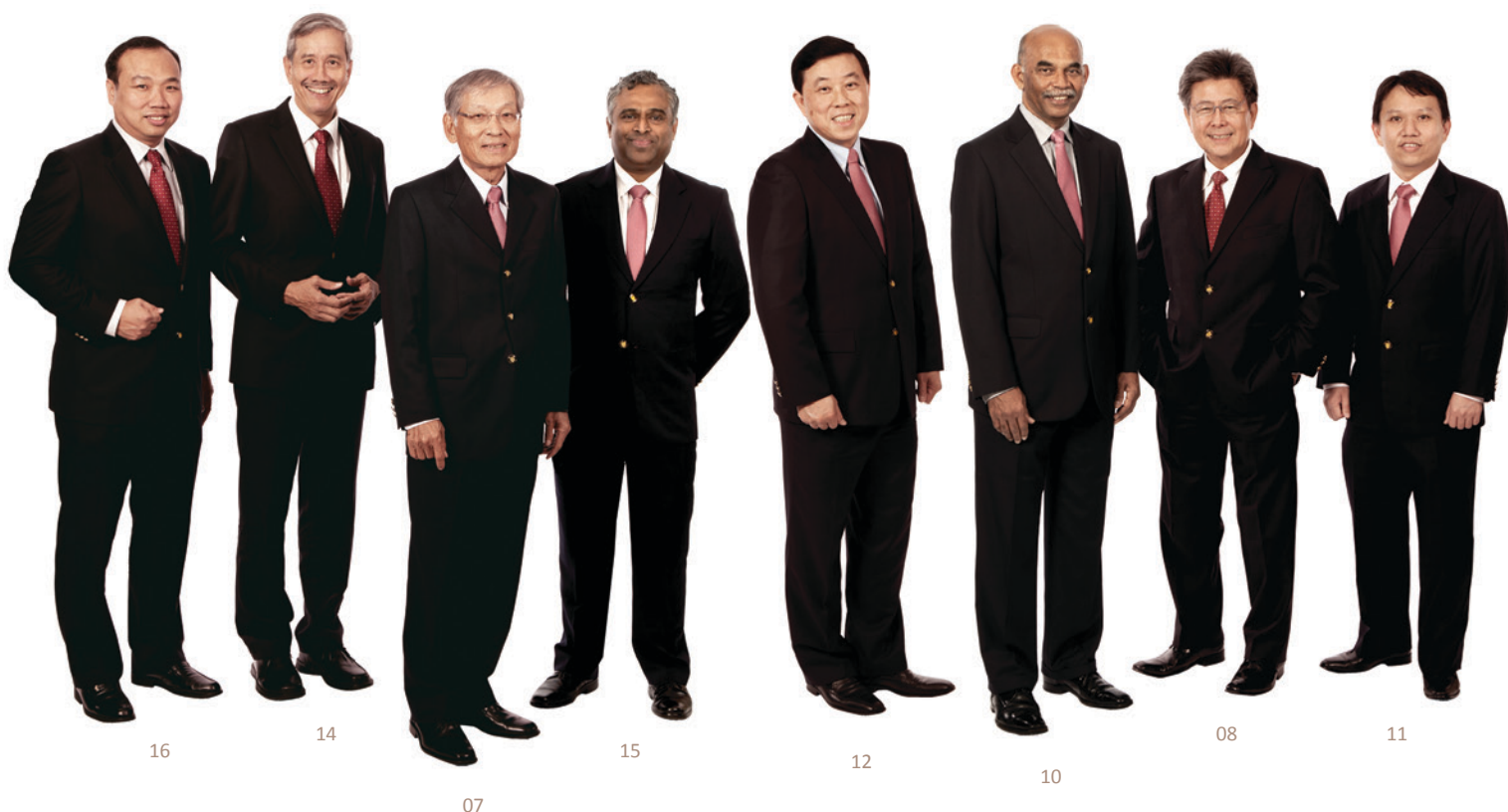
Last but not least, I would like to thank you, my fellow NUSS members, for your support and confidence, as well as giving me the opportunity to serve the Society.

As we move into the next fiscal year, we must remain strong ... strong in our hearts, strong in our souls and strong in our desire to contribute; I hope you will continue to lend your support and help bring NUSS to greater heights.



Johnny Tan Khoon Hui
President

Management Committee



01
JOHNNY TAN KHOON HUI
President

02
DAVID HO PENG CHEONG
Vice-President
Chairperson, Membership

03
YIP KUM FEI
Honorary Secretary
Chairperson, Editorial

04
WONG PENG MENG
Honorary Treasurer
Chairperson, Finance

05
PAUL WANG SYAN (DR)
Honorary Assistant Secretary

06
DARRYL CHONG YI WEY
Honorary Assistant Treasurer
Chairperson, Alumni Development &
University Relations and NYC-NUSS
ChangeMakers Grant

07
LAI KIM SENG
Special Projects

08
ARCHIE ONG LIANG-GAY
Chairperson, Community Care

09
FONG POH HIM (DR)
Chairperson, Cultural and Fundraising



10
CHANDRA MOHAN K NAIR
Chairperson, Disciplinary
Society's Representative, REACH

11
TOH YONG SOON
Chairperson, Facilities

12
CHONG HOONG SANG
Chairperson, Food & Beverage

13
JOSHUA VM KUMA (DR)
Chairperson, Intellectual Pursuit

14
FRANCIS PAVRI (DR)
Chairperson, S-Connect

15
MOHAN BALAGOPAL
Chairperson, Sports & Recreation
Society's Representative,
Alumni International Singapore

16
JEFFREY KHOO POH TIONG
Society's Representative,
Alumni International Singapore
and People's Association

Year In Pictures



Building a Closer Relationship with NUS and the Alumni

01



04



05



06



07



02



03



- 01 Conferment of NUSS Honorary Membership on Mr Lee Kuan Yew
- 02 Appreciation Dinner to congratulate Distinguished and Outstanding Members
- 03 Strengthening bonds of friendship at the 26th NUSS-PAUM Games
- 04 Valuing contributions from long-serving Sub-Committee members
- 05 Recognising UTown Benefactors
- 06 Recipient of the NUSS Medal for Outstanding Achievement
- 07 NUSS and NUS Senior Management welcoming the Year of the Rabbit
- 08 Congratulating National Day Award recipients and Life Members
- 09 U@live Lunch with Dr Noeleen Heyzer



08



09



01

Reaching Out



04



05



06



07



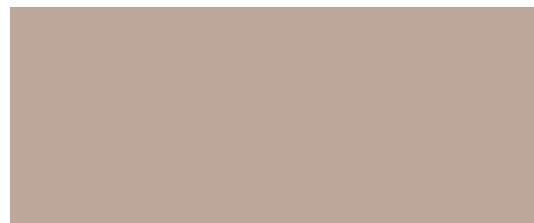
02



03



- 01 Establishment of the NUSS Endowment Fund for UTown Student Advancement
- 02 Volunteering at Sunlove Home
- 03 Having fun at the Children's Carnival with underprivileged children
- 04 & 05 Groceries on Wheels
- 06 Chinese New Year Festive Gathering for the Less Privileged
- 07 NUSS Golf Fundraising Tournament – 25 Years of Glorious Golf
- 08 NUSS Choir Fundraising Concert – September Reigns



08

Enriching Minds



01



02



- 01 Post-General Election Dialogue:
GE2011: A Watershed Election
- 02 NUS Professorship Lecture:
Professor Andre Geim, 2010 Nobel Prize winner in Physics and Langworthy Professor, University of Manchester
- 03 Meet-the-Ambassador Series:
H.E. David Adelman, US Ambassador to Singapore
- 04 NUS Professorship Lecture:
Professor Donald Treiman, Emeritus Professor, University of California
- 05 Meet-the-Ambassador Series:
H.E. Dr T.C.A. Raghavan, High Commissioner of India
- 06 Meet-the-CEO Series:
Mr Lee Tzu Yang, Chairman of Shell Companies in Singapore
- 07 NUS Dialogue:
Mr Tan Chuan-Jin, Minister of State for National Development and Manpower



03



04



05



06



07

Connecting Lives



01



02

- 01 Baking French pastries workshop
- 02 Facebook co-founder, Eduardo Saverin, at the Enterprise Connection Networking Event
- 03 Meeting new 'family' at New Members' Night
- 04 Literary discussion with Su-Chen Christine Lim at NUS Book Club
- 05 National Day Golf with Emeritus Senior Minister Goh Chok Tong



03



04



05



01



02



05



08



06

- 01 Theatrical thrill at *Wonders of Musical*
- 02 *Scoops of Joy* ice-cream making workshop
- 03 Merry feasting at S-Connect Christmas Lunch
- 04 Appreciating Vietnamese Art
- 05 Countdown to 2012
- 06 Carollers at Alumni Complex Year End Light-up
- 07 Golf Section celebrates 25 Years of *Glorious Golf*
- 08 Delighted young ones at the Children's Carnival
- 09 Howl-ing good time at Halloween party



03



04



07

Connecting
Lives



09

Minutes of Annual General Meeting 2011

Held on 29 April 2011 at Guild Hall, Kent Ridge Guild House, 9 Kent Ridge Drive, Singapore 119241

PRESENT

President:	Johnny Tan Khoon Hui	Immediate Past President:	Chandra Mohan K Nair
Vice-President:	David Ho Peng Cheong	Absent with apologies:	Archie Ong Liang-Gay
Honorary Secretary:	Lai Kim Seng		
Honorary Treasurer:	Wong Peng Meng		
Honorary Asst Secretary:	Yip Kum Fei		
Honorary Asst Treasurer:	Darryl Chong Yi Wey		
Committee Members:	Mohan Balagopal Chong Hoong Sang Fong Poh Him (Dr) Rosemary Khoo Ghim Choo (Dr) Joshua VM Kuma (Dr) Francis Pavri (Dr) Siva S Retnam Toh Yong Soon		

The meeting was called to order at 7.30pm by Chairperson, Mr Johnny Tan Khoon Hui (Mr Johnny Tan).

1. ATTENDANCE

- 1.1 123 Ordinary Members and 18 Associate Members attended the meeting.

2. PRELIMINARIES

- 2.1 Mr Johnny Tan welcomed all members present and drew the attention of the House to the following preliminaries.
- 2.1.1 Under Article 43(5) of the Constitution, Honorary, Senior, Life, Ordinary, Associate, Term, Overseas and Corporate Members shall be entitled to attend the meeting. Others present were there as observers.
 - 2.1.2 The Society's legal advisor, Mr Mun Tien Shoong, from Joseph Tan Jude Benny LLP was present.
 - 2.1.3 The Society's auditors from Foo Kon Tan Grant Thornton were represented by Mr Francis Leung and Mr Tan Hock Chon, and would act as scrutineers of the ballot.
 - 2.1.4 In accordance with Article 26(1) of the Constitution, eight members shall be elected to the Committee and they shall hold office until the second Annual General Meeting (AGM) following their election.
 - 2.1.5 9 nominations were received this year. One of the candidates, Mr Lee Hay Keong (L5031Q) subsequently withdrew his nomination.
 - 2.1.6 Under Article 43(6) of the Constitution, only Ordinary Members and Senior or Life Members who have previously been Ordinary Members and who are present at a General Meeting shall be entitled to vote and each such member shall be entitled to one vote. There shall be no voting by proxy.

- 2.1.7 Members eligible to vote were reminded to retain their red voting identification slips for voting purposes.
- 2.1.8 Under Article 43(7) of the Constitution, voting for resolutions and other matters would be by a show of hands unless a ballot was requested by members at the meeting.
- 2.1.9 Members were reminded to switch off their mobile phones so as not to disrupt the meeting.
- 2.1.10 Members wishing to speak should address the Chairperson and identify themselves each time they spoke.
- 2.1.11 Members speaking should keep to the allotted time of not more than 3 minutes so as to allow others a chance to speak. Members would be prompted by a bell after 2 minutes to remind them of the time, and a double ring would be sounded when time was up. Members should also use the microphones stationed at the aisle nearest to them so that their voices could be recorded.

3. TO CONFIRM THE MINUTES OF THE LAST ANNUAL GENERAL MEETING HELD ON 27 APRIL 2010

The minutes were passed and adopted as proposed by Mr Edward S Tay (TA378R) (Mr Edward Tay) and seconded by Mr Tommy Ang Kok Kay (A5918N).

4. MATTERS ARISING FROM THE LAST ANNUAL GENERAL MEETING

- 4.1 On page 18, item 7.1.1 – Mr Low Siew Aik (L4882A) suggested allowing members who could not attend the AGM to vote over a period of 1 week. Mr Johnny Tan said that the Management Committee (MC) had discussed the matter and 1 option was to allow voting for candidates for the MC to begin on the day preceding the AGM during office hours to the close of the ballot boxes during the AGM.

Mr Johnny Tan added that although doing so would allow more members to vote, those who were not present would not have the opportunity to listen to the candidates. He suggested that the existing procedure remain status quo for the moment as based on the average of between 100 and 200 members attending AGM, the facilities were still able to accommodate all attendees to the meeting. Unless the House indicated otherwise, the MC would not table this as a resolution for approval by members.

- 4.2 On page 20, item 8.8 – Mr Philip Toh Kee Poon (TA300Z) (Mr Philip Toh) requested for a comparison between the 2009 budget and the actual budget as well as to provide coming year's budget at the next AGM. Mr Johnny Tan replied that the former was very much operational in nature and was regularly reviewed by the Finance Sub-Committee and the MC. Hence there was no need for it to be presented at the AGM. He added that most AGMs would compare actual performance of the year with that of the previous year.

5. TO RECEIVE AND, IF APPROVED, TO PASS THE ANNUAL REPORT FOR THE YEAR ENDING 31 DECEMBER 2010

5.1 Management Committee

- 5.1.1 Mr Michael Fernandez (F0195Q) said that he had applied to join 2 Sub-Committees last year – S-Connect and Intellectual Pursuit – but had not been informed of any of their meetings.
- 5.1.2 Mr Johnny Tan recalled that at the request of the House at the AGM last year, a selection panel was formed to review applications from members wishing to serve on the various Sub-Committees. Following that, the recommendations were submitted to the MC for its endorsement.

There were a total of 79 applicants last year, of which 70 were successful and 9, were not. Out of the 9, 3 applicants did not submit the necessary documentation; 1 of them did not turn up at the 'Get-to-Know-You' session as part of the selection process; another 3 were more interested in joining the respective sections rather than the Sub-Committees, and the remaining 2 subsequently withdrew their applications.

- 5.1.3 Chief Executive Officer (CEO), Mr Tong Hsien-Hui (Mr Tong), shared that the Society received Mr Fernandez's applications for the 2 Sub-Committees the previous year, but not last year.

5.2 Editorial Panel

There was no comment.

5.3 iConnect Committee

There was no comment.

- 5.4 Alumni Development and University Relations Sub-Committee
There was no comment.
- 5.5 Community Care Sub-Committee
There was no comment.
- 5.6 Cultural Sub-Committee
There was no comment.
- 5.7 Disciplinary Sub-Committee
There was no comment.
- 5.8 Finance Sub-Committee
- 5.8.1 Mr Manohar P Sabnani (S0679P) (Mr Sabnani) wanted to know why the breakdown of the performance of each Guild House was not included in the Annual Report.
- 5.8.2 Mr Johnny Tan pointed out that the breakdown of the performance of each Guild House was presented in the Explanatory Notes and not in the Annual Report.
- 5.9 House, Food & Beverage Sub-Committee
There was no comment.
- 5.10 Intellectual Pursuit Sub-Committee
There was no comment.
- 5.11 Membership Sub-Committee
There was no comment.
- 5.12 S-Connect Sub-Committee
There was no comment.
- 5.13 Sports & Recreation Sub-Committee
There was no comment.
- 5.14 The Annual Report was approved and passed as proposed by Mr Edward S Tay (TA378R) and seconded by Mr Vincent Ho Tze Yang (HA296J).
- 6. TO RECEIVE AND, IF APPROVED, TO PASS THE BALANCE SHEET AND STATEMENT OF ACCOUNTS FOR NUSS FOR THE YEAR ENDING 31 DECEMBER 2010**
- 6.1 Mr Johnny Tan highlighted that the Society's cash position as at the end of December last year was about \$9.5 million. Total income increased by about 11 percent to \$25.5 million last year.
- 6.2 Mr Han Ngiap Juan (H7839P) (Mr Han) pointed out that while the total income last year at \$25.5 million was the highest since 2006, the nett operating results after tax were at the lowest and requested for an explanation for this.
- 6.3 Mr Johnny Tan said that while the Society's income increased by about 11 percent, its expenditure went up by 16 percent. He explained that there were a few exceptional items last year—one of which was the repair and maintenance of the Guild Houses which went up by \$350,000. With the expansion of Kent Ridge Guild House (KRGH), there was a need for more cleaning and landscaping work, amongst other necessities.
- 6.4 Mr Johnny Tan added that the utility charges for all the Guild Houses went up by \$660,000 – of which \$200,000 was due to under-billing for utilities at Bukit Timah Guild House (BTGH) by the National Parks Board (NParks) in the previous year. As a result, the Society had to pay for the under-billed amount last year. In addition, the rental for Suntec City Guild House (SCGH) increased by \$140,000. Mr Johnny Tan said that the Society was mindful of rising costs and was looking into ways of managing them.
- 6.5 Mr Han also queried on the 48 percent increase in the expenditure under Food and Beverage.
- 6.6 Mr Johnny Tan replied that this was due to the increase in cost of food, staff salaries and others.
- 6.7 Mr Han gave his feedback on the quality of shark's fin served by The Scholar Chinese restaurant. He said that it was not value-for-money compared to other restaurants in town. He added that if the Society could not have a first-class Chinese restaurant because of the cost of food and other materials, it should outsource the restaurant to capitalise on the current high rentals in Singapore, and save on operating costs.

- 6.8 Mr Johnny Tan said that Operations would look into it however The Scholar aimed to provide good value-for-money food for members. Thus far, feedback from members about the restaurant had been mostly good.
- 6.9 Mr Ernest Tan Kwan Boon (T3070G) asked about the Society's experience in outsourcing the restaurant at Adam Park Guild House (APGH). Mr Johnny Tan said that the Japanese restaurant which positioned itself as an upmarket restaurant had not gone down too well with members because it was expensive. Business was slow and made worse by the aftermath of the tsunami in Japan. Mr Johnny Tan added that while the Society had set guidelines for the operator when outsourcing, it also wanted to let it run its own operations to tap its expertise.
- 6.10 Mr Johnny Tan added that prior to the Japanese restaurant; when the in-house operation was selling 'zhi char', the Society was subsidising the operation by \$400,000 to \$500,000 a year. Mr Johnny Tan added that the MC was open to other options.
- 6.11 Mr Edward Tay opined that if The Scholar was outsourced, the operator would want to open the restaurant to the public. He added that as members had put in a lot of money to build the facilities, he urged them to consider this option very carefully.
- 6.12 Mr Wilson Loo Kok Wee (LC045R) enquired why the laundry fee and postage fee had increased, especially with regard to the latter, when the Society had adopted electronic Statement of Account.
- 6.13 Mr Johnny Tan said that the increase in postage fee was due to the increase in membership and the cost of mailing The Graduate magazine to members. He added that while the Society encouraged going paperless, the take-up rate for electronic Statement of Account was low.
- 6.14 CEO Mr Tong explained that with the opening of the full facilities at KRGH, towels are provided for members and guests at the swimming pool and the Fitness Centre. This led to the increased laundry cost.
- 6.15 Mr Lim Soo Hwee (L2939G) noted that the Society spent only about \$945,000 on activities for members compared to about \$11 million on administration and other general operating expenditure. He added that the Society should provide more subsidies for members' activities.
- 6.16 Mr Johnny Tan pointed out that the Society was mindful of doing more for members' activities. The amount spent on club activities increased from \$691,000 in 2009 to \$945,000 last year.
- 6.17 Ms Mary Ng Geok Eng (N3615N) (Ms Mary Ng) said that there was excessive lighting in the Ladies' toilet and changing room near the swimming pool. On the other hand, she said that the lighting at the swimming pool was inadequate, making it unsafe to swim at night.
- 6.18 Mr Lai Kim Seng (L2353H) (Mr Lai) assured members that 4 floodlights would be installed at the swimming pool soon.
- 6.19 Mr Edward Tay sought clarification on whether the Society had settled all its liabilities and if the balance in the Statement of Financial Position was the nett cash position.
- 6.20 Mr Johnny Tan replied that some years back, with the redevelopment of KRGH and BTGH, and the pledge to the University for the development of the Alumni Complex, the Society projected a shortfall of between \$10 million and \$12 million. The MC sought the approval of the House to secure a financial facility which could be drawn upon when the need arose. He added that he was pleased to inform members that because of the Society's prudent spending and successful membership drive, not only did it not have to activate the financial facility, it still had a cash reserve of approximately \$5.5 million after paying off its liabilities.
- 6.21 Mr Edward Tay commended Mr Johnny Tan and the Project Chair, Mr Lai, for bringing the Society to this strong financial position – from minus \$12 million to plus \$5 million.
- 6.22 Mr Philip Toh wanted to clarify if the back-billing of \$200,000 by NParks was included in the \$280,000 under utility cost for BTGH last year. Ms Ong Cheng Lee, Finance Director, affirmed it; which meant that the remaining \$80,000 worked out to between \$6,000 and \$7,000 a month, as the average monthly utility charge for BTGH.
- 6.23 Mr Eric Weng Qingzhao (WA138D) pointed out the faulty sensors in the faucets and toilet flushing system in the Men's changing room at the Fitness Centre resulted in water wastage. CEO Mr Tong said that the Society would look into the matter and if need be, have the sensors replaced.
- 6.24 The Financial Statement was passed and adopted as proposed by Mr Manohar P Sabnani (S0679P) and seconded by Mr Han Chee Fong (HA168H).

7. TO ELECT EIGHT MEMBERS TO THE MANAGEMENT COMMITTEE

7.1 Mr Johnny Tan announced that due to the withdrawal of Mr Lee Hay Keong (L5031Q), the remaining 8 nominees were:

- 1) Fong Poh Him (Dr)
- 2) Jeffery Khoo Poh Tiong
- 3) Lai Kim Seng
- 4) Chandra Mohan K Nair
- 5) Johnny Tan Khoon Hui
- 6) Toh Yong Soon
- 7) Paul Wang Syan (Dr)
- 8) Wong Peng Meng

Mr Tan therefore declared all the 8 candidates elected to the new Management Committee 2011/2012.

7.2 Mr Johnny Tan welcomed 2 new MC members Mr Jeffrey Khoo Poh Tiong (KA168D) and Dr Paul Wang Syan (WA143J), and invited them to introduce themselves to the members.

7.3 Mr Johnny Tan acknowledged the contributions of Dr Rosemary Khoo Ghim Choo (KA400R) and Mr Siva Retnam (R0612C) who had decided to step down due to their personal commitments.

8 TO APPOINT AN AUDITOR FOR THE ENSUING YEAR

8.1 Foo Kon Tan Grant Thornton had been the Society's auditor for many years, hence for good governance, the MC recommended to appoint KPMG LLP to replace Foo Kon Tan Grant Thornton.

8.2 The appointment of KPMG LLP was accepted as proposed by Mr Rengarajoo B (R4159P) and seconded by Mr Edward S Tay (TA378R).

9. TO TRANSACT ANY OTHER BUSINESS IN ACCORDANCE WITH THE CONSTITUTION OF NUSS

The following 6 resolutions were tabled for discussion.

9.1 Resolution One

To amend Article 19 of the Constitution – Absent and Outstation Membership

This amendment was to streamline administrative procedure to have only 1 category of absent membership.

Proposer: Mr David Ho Peng Cheong (HA223G) (Mr David Ho)

Seconder: Mr Toh Yong Soon (TB189L)

9.1.1 Mr David Ho proposed to amend Article 19 to have only 1 category of absent membership to ease backend operations in having to distinguish between Absent and Outstation Members.

9.1.2 Explaining the rationale for the amendments, Mr David Ho said that previously when members went away and did not pay any subscription fee, there were instances when members found themselves being deleted from the system because the Society could not trace or track them. As a result, members spent much time and effort to substantiate their absence to get reinstated.

9.1.3 Mr Han enquired if the amendments were put in place to bring in additional revenue for the Society. He was of the opinion that if members were away and did not use the club's facilities, they should not have to pay anything.

9.1.4 Mr David Ho said that the issue was not about bringing in additional revenue; but an administrative one. He added that other clubs charge Absent Members a fee.

9.1.5 Speaking in support of the motion, Mr Edward Tay said that implementing this subscription fee made it more equitable for all members. He said that the Society did not want a situation where a member had been away for 25 years and then sold his membership for a profit without contributing anything to the Society.

9.1.6 Mr Sabnani said that the Guild House had to be maintained even in the members' absence. He added that it was fair for the Society to charge Absent Members one-third of the subscription fee with the flexibility to decide on the number of days the members could use the facilities when they were back.

- 9.1.7 Mr Han Chee Fong (HA168H) said that charging one-third of the subscription was too high and that it should perhaps be capped at 20 percent instead.
- 9.1.8 Mdm Ong Lay Har (OA196H) shared that she appreciated not having to pay any subscription fees when she was an Absent Member. She was able to remain connected to the Society and she immediately reinstated herself once she was back in Singapore.
- 9.1.9 Mr Johnny Tan and Mr David Ho said that the numbers – one-third of the subscription fee and 30 days – were suggested numbers put in to get the proposal going.
- 9.1.10 Mr David Ho said that one-third was about the right amount to make it meaningful for members to remain in contact with the Society and enjoy all the benefits. He added that the housekeeping and reinstatement processes were tedious and they required justification. Since membership was transferable, an absent member might lose out if his/her membership was deleted.
- 9.1.11 Mr Johnny Tan said that the incoming MC would review the situation from time to time but it had to start somewhere. He said that for now, Absent Members were not allowed to use the Society's facilities. The new proposal would allow Absent Members to come back and use the facilities up to 30 days or any other period to be reviewed by the MC from time to time.
- 9.1.12 Mr Ho added that it had always been the position of the Society to stay connected with members. In cases where members were ill or unemployed, the Society would be happy to consider granting extensions for waiver of subscription.
- 9.1.13 Mr Johnny Tan said that the proposal had been discussed at length and the MC would take note of all the points. He suggested that the House proceed to take a vote by a show of hands.
- 9.1.14 To this, some members in the House requested for the vote to be by ballot.

9.2 Resolution Two

To delete Article 10(4) of the Constitution – Spouse members shall be Associate Members on the demise of the member

Proposer: Mr David Ho Peng Cheong (HA223G)

Seconder: Mr Toh Yong Soon (TB189L)

- 9.2.1 Mr David Ho explained that this Article was no longer relevant as membership was now transferable and proposed that it be removed.

9.3 Resolution Three

"That the entrance fee be \$2,000 for all persons who join the Society as Ordinary or Associate Members within three (3) years from the date that they obtain a first degree, which qualifies them to join as Ordinary or Associate Members, or postgraduate degree, provided such postgraduate programmes commence within twelve (12) months after obtaining the first and subsequent full-time degrees, or any such period, as may be determined by the Committee from time to time."

Proposer: Mr David Ho Peng Cheong (HA223G)

Seconder: Mr Toh Yong Soon (TB189L)

- 9.3.1 Mr David Ho said that this category of students (postgraduates) had been deprived of the opportunity to join the Society, hence this resolution was proposed to make it equitable to all the postgraduates who continued their education after their first degree.

9.4 Resolution Four

"That the entrance fee be \$6,000 for all persons who join the Society as Ordinary Members or Associate Members between four (4) and six (6) years from the date that they obtain a first degree, which qualifies them to join as Ordinary Members or Associate Members, or postgraduate degree, provided such postgraduate programmes commence within twelve (12) months after obtaining the first and subsequent full-time degrees, or any such period, as may be determined by the Committee from time to time."

Proposer: Mr David Ho Peng Cheong (HA223G)

Seconder: Mr Toh Yong Soon (TB189L)

- 9.4.1 Mr David Ho said that this resolution was necessary to cater to this group of people who missed out on joining the Society at \$2,000 within three years of their graduation and wanted to join the Society not at \$10,000 but at a reasonable fee in keeping with the current market rate. If they were to purchase their membership in the secondary market, this would result in recirculating members and not increasing the Society's membership. Thus, Mr David Ho said that he was proposing that this group of people be allowed to join the Society at \$6,000.

9.5 **Resolution Five**

To amend Article 49(3) of the Constitution – Interpretation of “In Writing”

Proposer: Mr David Ho Peng Cheong (HA223G)

Seconder: Mr Toh Yong Soon (TB189L)

- 9.5.1 Mr David Ho stated that the amendment was to include communication to members via electronic means.

9.6 **Resolution Six**

“That the Management Committee be empowered to pledge a sum of \$1 million to help needy NUS students studying at NUS University Town and if approved, the Committee be authorised to disburse the said sum in a manner and over a period of five years or such period as the Committee deems fit.”

Proposer: Mr David Ho Peng Cheong (HA223G)

Seconder: Mr Lai Kim Seng (L2353H)

- 9.6.1 Mr David Ho said that this was in line with the mission statement of NUSS which was to foster a lifelong relationship with NUS and the wider graduate community. As the foremost and biggest alumni organisation, the Society should take the lead to champion this cause so that other alumni groups would also come forward to support the University.
- 9.6.2 Mr David Ho assured members that this money was not going to be taken out from the Society's reserves. He shared that after consideration, the MC deemed it feasible to contribute \$200,000 a year – for 5 years – to fulfil the pledge.
- 9.6.3 Mr David Ho pointed out that the Society did not pay any rental to NUS for KRGH and if it were to pay, at the current market rate, the rental would probably be equivalent to the proposed endowed sum or more.
- 9.6.4 He also said that there were already 2 major fundraising events planned in the coming months. One of them, a golf fundraising tournament aimed to raise \$150,000; while a fundraising concert, organised by the Choir section, hoped to raise another \$100,000. Mr David Ho said that he was confident that the \$1 million target could be reached earlier than 5 years.
- 9.6.5 Mr Lai said that there would be a matching grant of \$1.5 million which would mean that the total endowed sum would be \$2.5 million.
- 9.6.6 Mr Fernandez said that he was for helping needy students and that the Society should not think of it as doing this in return for NUS not charging rental.
- 9.6.7 Mr Johnny Tan agreed with Mr Fernandez that this undertaking should not be taken from a commercial perspective and said that he wanted to cover all grounds as there might be members who looked at things from a different angle.
- 9.6.8 Clarifying the status of University Town students, Mr David Ho said that these were students studying and staying in the residential college and taking additional modules. Students studying in NUS might be rotated to stay-in and this would cost 15 percent more than the normal tuition fee. Hence this fund aimed to help disadvantaged students who would otherwise have to give up furthering their education because they could not afford the tuition fees.
- 9.6.9 Mr Sabnani suggested that to raise the money quickly, the Society could ask for a one-off contribution of \$100 from members – similar to the collection of Chinese New Year Hong Bao. The Society could raise about \$1.5 million from our 15,000 members. Members who did not wish to contribute may opt out.
- 9.6.10 Mr Johnny Tan said the Society had received favourable response from potential donors as a result of the extension of the naming rights privilege. However, the implementation of it would have to be put on hold till the Society received members' approval to proceed with the establishment of the endowment fund.

- 9.6.11 Mr Mudeliar Venkatagiri (M0488F) suggested that when these students were given the bursaries, they should be made members of NUSS so that they could spend some of their bursary money here in the Guild Houses. Upon graduation, the Society should continue to extend the membership to them.
- 9.6.12 Ms Mary Ng said that the Society had to ensure that the students who were given bursaries became members. She added that they could also serve as volunteers for the Reading Room.
- 9.6.13 Mr Sabnani felt that it was wrong to link the disbursement of a bursary to boosting membership. It should be a privilege to join the Society and not based on coercion. This would dilute the Society's good intentions of helping needy students.
- 9.6.14 Ms Cheryl Peh Guat Eng (PA090J) enquired who would be managing the fund.
- 9.6.15 Mr David Ho explained that the endowed fund would go into a central pool managed by the University. The donor could only stipulate certain criteria and the University would select the qualified students based on the criteria.
- 9.6.16 As it was not a constitutional change, Mr Edward Tay proposed that a vote be taken by a show of hands where a simple majority was needed to carry the resolution.

10. ANY OTHER BUSINESS

- 10.1 Ms Mary Ng suggested that the Society start a preschool in KRGH as it had ample space and adequate facilities which were not fully utilised during the day on weekdays. It would generate additional income for the Society as well as increase the patronage at our F&B outlets.
- 10.2 Mr Johnny Tan said that the proposal might be worth considering and that the incoming MC would look into it.

11. ANNOUNCEMENT OF VOTING RESULTS

- 11.1 Mr Johnny Tan announced the results of the voting as follows:

Resolution One – There was a total of 66 votes cast with 4 spoilt votes, 48 votes for and 14 votes against the resolution. The resolution was carried.

Resolution Two – There was a total of 65 votes cast with 3 spoilt votes, 53 votes for and 9 votes against the resolution. The resolution was carried.

Resolution Three – As this was not a constitutional change, it required a simple majority of the valid votes. There was a total of 65 votes cast with 55 votes for and 10 votes against the resolution. The resolution was carried.

Resolution Four – As this was not a constitutional change, it required a simple majority of the valid votes. There was a total of 66 votes cast with 54 votes for and 12 votes against the resolution. The resolution was carried.

Resolution Five – There was a total of 64 votes cast with 2 spoilt votes, 61 votes for and 1 vote against the resolution. The resolution was carried.

Resolution Six – As this was not a constitutional change, it required a simple majority of the valid votes. There was a total of 69 votes cast with 67 votes for and 2 votes against the resolution. The resolution was carried.

- 11.2 On behalf of the MC, Mr Johnny Tan thanked all the members for their views and suggestions. He also thanked the representatives from the auditor's and lawyer's offices for their attendance at the meeting.
- 11.3 Mr Johnny Tan expressed his appreciation to his colleagues on the MC for their passion, commitment, contributions and support during his term as President. He also thanked the Secretariat team and operations staff for their efforts in the past year.
- There being no other matter, the meeting ended at 11.30pm.



Lai Kim Seng
Honorary Secretary

Minutes of General Meeting 2011

Held on 6 October 2011 at Della & Seng Gee Guild Hall, Kent Ridge Guild House, 9 Kent Ridge Drive, Singapore 119241

PRESENT

President:	Johnny Tan Khoon Hui	Immediate Past President:	Chandra Mohan K Nair
Vice-President:	David Ho Peng Cheong	Absent with apologies:	Francis Pavri (Dr)
Honorary Secretary:	Yip Kum Fei		
Honorary Treasurer:	Wong Peng Meng		
Honorary Asst Secretary:	Paul Wang Syan (Dr)		
Honorary Asst Treasurer:	Darryl Chong Yi Wey		
Committee Members:	Mohan Balagopal Chong Hoong Sang Fong Poh Him (Dr) Jeffrey Khoo Poh Tiong Joshua VM Kuma (Dr) Lai Kim Seng Archie Ong Liang-Gay Toh Yong Soon		

The meeting was called to order at 7.40pm by Chairperson, Mr Johnny Tan Khoon Hui (Mr Johnny Tan).

1 ATTENDANCE

- 1.1 74 Ordinary Members and 9 Associate Members attended the meeting.

2 PRELIMINARIES

- 2.1 Mr Johnny Tan welcomed all members present and thanked them for attending the meeting. He drew the attention of the House to the following preliminaries.
- 2.1.1 The purpose of the General Meeting was to consider 4 resolutions.
 - 2.1.2 Under Article 43(5) of the Constitution, Honorary, Senior, Life, Ordinary, Associate, Term, Overseas and Corporate Members shall be entitled to attend the meeting. Others present were there as observers.
 - 2.1.3 The Society's legal advisor, Mr Mun Tien Shoong from Joseph Tan Jude Benny LLP, was present.
 - 2.1.4 The Society's auditor, Mr Jeya Poh Wan Suppiah from KPMG LLP, was present and would act as scrutineer for the ballot.
 - 2.1.5 Under Article 43(6) of the Constitution, only Ordinary Members and Senior or Life Members who have previously been Ordinary Members and who are present at a General Meeting shall be entitled to vote and each such member shall be entitled to 1 vote. There shall be no voting by proxy.
 - 2.1.6 Under Article 43(7) of the Constitution, voting shall ordinarily be by a show of hands but a ballot shall be taken if demanded by any member at the Meeting.

- 2.1.7 Members eligible to vote were reminded to retain their red identification slip for voting purposes.
- 2.1.8 Members were requested to switch off their mobile phones so as not to disrupt the meeting.
- 2.1.9 Members wishing to speak should address the Chairperson and identify themselves each time they spoke.
- 2.1.10 Members speaking should keep to the allotted time of not more than 3 minutes so as to allow others an opportunity to speak. Members would be prompted by a bell after 2 minutes to remind them of the time, and a double ring would be sounded when time is up. Members should also use the microphones stationed at the aisles nearest to them so that their voices could be recorded.

3 RESOLUTION ONE

“That the Management Committee be authorised by the General Meeting to:

- a) Incur a capital expenditure not exceeding \$525,000 for the purpose of carrying out improvement works to the facilities and infrastructure at Kent Ridge Guild House.
- b) Negotiate and enter into such agreements with relevant parties as may be necessary, on such terms and conditions as the Management Committee deems fit.”

Proposer: Mr Lai Kim Seng (L2353H)

Seconder: Mr Toh Yong Soon (TB189L)

- 3.1 Mr Johnny Tan invited Mr Lai Kim Seng (L2353H) (Mr Lai) to propose Resolution One and give his introductory remarks.
 - 3.2 Mr Lai said that since Kent Ridge Guild House (KRGH) opened, there had been numerous feedback and suggestions from members to improve the Guild House. On this basis, the Management Committee (MC) would like to seek endorsement from the House to carry out improvement works to the following areas:
 - Provide easier access to the sporting facilities;
 - Provide air-conditioning to the existing Sports Bar;
 - Improve the acoustics and sound system of The Right Note; and
 - Expand the existing jackpot room.
- The estimated cost of the Addition and Alteration (A&A) works was \$525,000. Mr Lai shared that while the original approved budget for KRGH development was \$32 million, there was a saving of at least \$1 million in the final accounts.
- 3.3 Mr Philip Yu Yan Chung (YA613G) (Mr Philip Yu) commented that the Children’s Playroom had an odour that needed to be eradicated prior to carrying out other improvement works. He also thought that the consultancy fee was high and questioned the need to air-condition the entire Sports Bar.
 - 3.4 Mr Johnny Tan responded that this was the first time that he heard such feedback about the Children’s Playroom. He assured that immediate attention would be taken by the Secretariat.
 - 3.5 Mr Lai explained that though this was a small A&A project, the same design effort and attention to details had to be put in by the consultants; hence their cost appeared large against the projected sum. He assured the House that the taskforce was very mindful of expenditure.
 - 3.6 Mr Tan Boon Wan (T3951P) asked whether these shortcomings could have been anticipated in the original design.
 - 3.7 Mr Lai said that the project design was chosen in an open competition and in the initial stage, it was a question of space allocation. Had the task force foreseen these shortcomings, they would have been addressed at that time. These deficiencies only became apparent after the construction was completed and facilities became operational.
 - 3.8 Mr Johnny Tan added that in an effort to keep cost down and conserve energy, the Sports Bar was not air-conditioned. Also, as it is located outside the Multi-Purpose Hall, members might not want an air-conditioned outlet. The proposed link bridge would facilitate access to the Sports Bar which would create an F&B opportunity. He assured the House that they would be sensible about defining the area which would be enclosed for air-conditioning.

Mr Johnny Tan added that the \$1 million savings from Phases 1 and 2 of the redevelopment of KRGH could have been used for the A&A works. However the MC felt that for accountability, it would seek the prior endorsement of the House.

- 3.9 Mr Lim Boon Kwong (LA352D) commented that the selection of karaoke songs was inadequate and it should include newer songs. He also requested for balloting of votes rather than show of hands in consideration of members who wanted to leave early.
- 3.10 Mr Johnny Tan replied that should there be a demand for balloting, it is provided for under the Constitution. He encouraged members to vote after listening to the proposals. The ballot box would be open after the first presentation.
- 3.11 Mr Chionh Chai Chuan @ Roy Tay (C2860G) said that he supported Resolutions Two and Three and requested that the vote be taken soon as some members wanted to leave early. Mr Johnny Tan then declared the ballot boxes be opened.
- 3.12 Mr Wong Hoe Sang (W2004Q) (Mr Wong) agreed with Mr Philip Yu and Mr Lim Boon Kwong with regard to the karaoke improvement. He asked if members who frequented the karaoke and Karaoke Section members were consulted on the proposed improvements.
- 3.13 Mr Lai replied that the suggestions came from members who used the karaoke very frequently. He added that the area would be extended but would be limited by the space available. The sound system and acoustics would also be enhanced and Mr Lai welcomed further suggestions before the final design was completed.
- 3.14 Mr Fok Kar Kee (F2158C) (Mr Fok) enquired if a cost benefit analysis had been done on F&B revenue opportunities in relation to the proposed air-conditioned Sports Bar. With reference to items 2.1 and 2.2 in the resolution handout, he also sought clarification on whether the link bridge or the air-conditioned Sports Bar would benefit users of the function rooms.
- 3.15 Mr Lai replied that detailed cost benefit analysis had not been done as this was an additional income opportunity and the Society would decide how best to capitalise on the new facilities.
- 3.16 Mr Lai added that as there was no connectivity between the function rooms and the Sports Bar, the new link bridge would resolve the issue. The link bridge would also provide access to levels 2 and 3 allowing members to make better use of the facilities.
- 3.17 Mr Fok enquired how members could enjoy the facilities of the Sports Bar in the midst of an ongoing function when the connectivity is ready.
- 3.18 Mr Johnny Tan said that the utilisation of the Sports Bar was not very high and the aim was to make it more comfortable to encourage members to use it. He also informed the House that the massage chairs currently placed at the Members' Lounge would be moved near the Sports Bar. With this change, the karaoke room, and in time, the jackpot room could be expanded. Hence the air-conditioned area outside the Sports Bar was not purely for F&B purposes.

Mr Johnny Tan stated that it would be a good idea to use the Sports Bar as a holding area for the 3 function rooms. He suggested that a detailed cost benefit analysis could be counterproductive based on the explanation given and the relatively small scope of the project.

- 3.19 Mr Nari Lulla (L4365P) commented that the noise from the karaoke room was jarring to those using the massage chairs.
- 3.20 Mr Oon Tik Lee (O3145N) (Mr Oon) said he favoured the idea of improving the club facilities and having spent \$32 million for the redevelopment of KRGH, asked if the project had been thought through properly since more money had to be spent on further improvement. He also asked if feedback from members was sought for the design and utilisation and specifically mentioned the distance from the Sports Bar to the Fitness Centre.

Mr Oon expressed concern on the additional expenditure to be incurred especially in view of competition from the Integrated Resorts which led to a decline in jackpot collection. He also opined that the architect should have considered soundproofing the karaoke room then.

- 3.21 Mr Johnny Tan informed that a project committee was formed for the redevelopment of KRGH and it comprised members including an architect and an engineer with relevant experience, with Mr Lai as the Project Chairperson. The relevant Sports Sections were consulted. He further pointed out that the project committee had in fact underspent on the project and the balance could be drawn upon for this project.
- 3.22 Mr Edmund Tan Peng Yew (TA178R) (Mr Edmund Tan) asked if the link bridge would provide all-weather access. Mr Lai replied that it would be provided.

- 3.23 Mr Edward S Tay (TA378R) (Mr Tay) said that he supported the motion.

Mr Tay also enquired how much cash was available for the Society to make this capital expenditure, how much more funds did it have for other future improvements and how much inconvenience the A&A works would cause to members.

Mr Tay suggested having the Multi-Purpose Hall air-conditioned too so that it could be used for other revenue-generating uses.

- 3.24 Mr Lai referred to his earlier comment that the KRGH redevelopment project had incurred just under \$31 million so there was sufficient savings to fund the A&A works.
- 3.25 Mr Lai stated that there would be minimum disruption caused to members as the work would be done in phases. With regard to the air-conditioning of the Multi-Purpose Hall, Mr Lai said that the floor was specially constructed just for badminton usage and any other forms of utilisation would cause damage to the floor. Any plans to air-condition the Multi-Purpose Hall would have to take into account both the capital cost as well as the operating costs which would also be quite high.
- 3.26 Mr Johnny Tan said that the cost of the A&A works would not have a significant impact on the on-going operation. He informed the House that a dialogue session would probably be organised next year to address the bigger challenge relating to the ageing membership of the Society. The Society's subscription was one of the lowest in Singapore, if not the lowest, in terms of the facilities provided. It has been maintained at \$45 per month for the past decade. This is a strategic significance to the ongoing viability of the society.
- 3.27 Mr Steven Cheong Yue Thong (C4537B) (Mr Cheong) congratulated the task force for the new building at KRGH. He referred to Mr Johnny Tan's indication of a subscription increase and suggested generating cash and income from the new club house. He said that though there were shortcomings, the project team managed to save \$1 million from the budget. He asked why only half of the balance funds was being used for the A&A works. Mr Johnny Tan replied that some funds were being kept for the jackpot room.
- 3.28 Mr Cheong asked that the link bridge be done up nicely and not to rush into the A&A works, after which the House could be approached again to approve other items proposed. He opined that the architects, interior designers and space consultants should be consulted properly even though their fees were high, to ensure a better Guild House.
- 3.29 Mr Johnny Tan said that while food costs have gone up significantly, members have not been approached earlier for a subscription increase as the impact of the rising costs had been mitigated by increased volume in F&B and banquet sales.
- 3.30 Mr Ernest Tan Kwan Boon (T3070G) suggested having a 4-piece band which is becoming more popular. He also recommended that members could sing with the band at \$5 per song as a potential source of income. Mr Johnny Tan said that the MC will look into this suggestion.
- 3.31 Professor Loh Hong Sai (L8382L) suggested that the renovation of the karaoke room should be under a separate tender as the previous contractor who won the bid for the general tender did not comply with the requirements. He said he supported Mr Wong's comments that the Karaoke Section should be involved in the renovation.
- 3.32 Mr Johnny Tan said that the Karaoke Section was welcome to participate. He suggested that Mr Jeffrey Khoo help oversee this part of the A&A works, and for some representatives from the Karaoke Section to work with Mr Lai on this.
- 3.33 Mr Lai asked members to be mindful that this was just an improvement work and that there were certain physical limitations but the taskforce would aim to do a good job and would seek counsel from those who patronised the karaoke frequently.

4. RESOLUTION TWO

"That approval be granted pursuant to Article 14(5) of the NUSS Constitution for the Management Committee to determine from time to time a prescribed transfer fee of less than \$2,000 ("Discounted Transfer Fee") for the transfer of membership by Life Members and Senior Members."

Proposer: Mr David Ho Peng Cheong (HA223G)

Seconder: Dr Paul Wang Syan (WA143J)

- 4.1 Mr Johnny Tan invited Mr David Ho Peng Cheong (Mr Ho) to present the resolution.
- 4.2 Mr Ho said that the aim of the resolution was to energise the membership base with younger members while at the same time recognising Life and Senior Members.

Mr Ho highlighted that about 40% of the membership was 50 years old and above, hence the proposal to address this issue. The key point of the proposal was to allow the transfer of membership to an immediate family member or a third party while still being a Life Member (Transferred) of the Society. The transfer fee of \$2,000 would be waived if the membership is transferred to a family member, with only an administrative fee of \$200.

He emphasised, however, that Life or Senior Members who were previously Ordinary members could only transfer to other Ordinary Members and those who were previously Associate Members could transfer to either Ordinary or Associate members. These reclassified members would continue to enjoy waiver of subscription and have full access to all facilities but would not be permitted to be officers or members of the MC unless co-opted by the MC, vote or to move or second resolutions or nominate members for elections to the MC. These transferred members would be reclassified as Life Members (Transferred) or Senior Members (Transferred).

- 4.3 Mr Edmund Tan asked about the rate and number of transfers to date.
- 4.4 Mr Ho replied that there were over 40 transfers, ranging from \$4,000 to \$4,500.
- 4.5 Professor Chan Yoke Kai (CO128A) (Professor Chan) enquired, under the present regulations and practice, whether an Ordinary Member could transfer membership to another Ordinary or Associate Member. Mr Ho replied that an Ordinary membership could not be transferred to a non-NUS graduate.
- 4.6 Professor Chan felt that it was unnecessarily restrictive as compared to an Associate Member and sought clarification on the purpose for the distinction. Mr Ho advised that there was an unwritten understanding that Associate Members would not form more than 30% of the membership as the principle objective of the Society was to support the alma mater.
- 4.7 Professor Chan still felt that this restriction was not equitable as it would make Ordinary membership less marketable. He suggested that the balance be managed administratively as in Article 5(2) where the MC is empowered to make such restrictions.
- 4.8 Mr Tay commented that the slide shown did not pertain to the subject matter of the resolution and hence should not have been presented. He felt it was important to impress on the House that the restriction was a control on the addition of Associate Members. However, this was not the subject matter of the resolution which stated that the transfers were not allowed on certain terms.

He added that this resolution was a very good move and congratulated Mr Ho for coming up with this proposal.

- 4.9 Mr Ho disagreed with Mr Tay that he should not have shown the slide as he felt that the matter had to be discussed openly as the MC had to look at the bigger picture concerning the Society as a whole.

Referring to Professor Chan's query, Mr Ho stated that it was in the interest of the Society to maintain the 30% limit and to control the transfer from Ordinary to Associate Members. He envisaged that a number of Life Members would be happy to transfer their memberships to family members while still enjoying the facilities and said that the MC was very grateful for Life Members who had supported the Society with their donations and participation all these years.

- 4.10 Mr Tay clarified that he was not in any way against this restriction but wanted to emphasise again that the resolution as proposed did not impose this restriction which will arise with or without this resolution. He asked the Chairperson to help him out by impressing this on the House so that the resolution would not be voted out for the wrong reason.
- 4.11 Mr Johnny Tan stated that the resolution does not restrict the MC from approving the transfer of an Ordinary membership to someone qualified for an Associate membership. He referred to Mr Ho's explanation for the 30% quota and said that it was better that the MC qualified this resolution and shared the rationale.

Mr Johnny Tan added that as the percentage was already close at 29.5%, chances are they would not approve such transfer. However, in the event that Ordinary memberships increase with no Associate memberships added in the coming years, the MC may decide to be more flexible.

- 4.12 Professor Chan said that Mr Ho had a dialogue with Life Members a few months ago and had explained the scheme. He said that though he supported the scheme in principle, he felt that the restriction was not necessary because the MC could control the quota as an administrative issue.
- 4.13 Mr Johnny Tan reiterated Mr Tay's earlier comment that this was a qualifying statement and not part of the resolution but the intent of the MC was to be upfront with the House.
- 4.14 Mr Manohar P Sabnani (S0679P) (Mr Sabnani) questioned the objective of this scheme and had serious doubts as there were other methods of getting young people to join the Society such as offering discounts to fresh graduates who are children of existing members. This method would save the family some money.

He said the scheme would deprive the Society of fresh funds. He then commented that he had spoken to a few lawyers and thought that it was challengeable under the Constitution whether a member could transfer his membership and still enjoyed privileges of being a member. It did not make sense to him that one could still be a member even after the membership was transferred. It would seem that the membership has been split in two. Mr Sabnani suggested looking into family memberships.

- 4.15 Mr Ho advised that there was already a concessionary membership fee of \$2,000 for graduates who join within three years of their first degree which was one of the steps to generate younger membership within the Society and that the MC would do everything to bring in members to use the facilities.

With regard to the Constitution, Mr Ho said that the MC, especially Mr Chandra Mohan K Nair and himself, had gone through the relevant articles. In essence, these are Life Members without constitutional rights but permitted to use the facilities.

- 4.16 Mr Sabnani referred to item 5 of the FAQ in the resolution handout where it stated that these transferred Life Members are not permitted to be officers of or members of the MC unless co-opted by the MC. He felt that was a contradiction as technically the member was not qualified to stand or vote, and yet could be co-opted into the MC. Mr Sabnani asked whether as a member of the MC, the Life Member (Transferred) was able to vote on resolutions at the MC level, though he could not even nominate members for election to the MC.

He added that this gave rise to a very difficult situation where Life or Senior Members who have lost their powers but yet were given certain roles. Mr Sabnani enquired on the amendments to the Constitution that clarify this category of members as the next resolution did not mention this transferred member. He clarified that he was not against the motion but envisaged that the MC would have problem in the future.

Mr Sabnani suggested for the MC to withdraw this resolution, think through it again; and come up with other ways to attract younger members besides discounts to new graduates, like the family member scheme. He did not think it was right that Life or Senior Members with their voting rights taken away, should still enjoy the facilities.

- 4.17 Mr Johnny Tan acknowledged Mr Sabnani's comments but rationalised that with a family-type membership, the Society could also potentially be deprived of getting new members and lose out on entrance fees.
- 4.18 Mr Ho responded that every member had 3 options – he could do nothing; transfer to an immediate family member and become Life Member (Transferred); or transfer to a third party and also become a Life Member (Transferred). He said that this was not a situation where a member must act. The Society was merely providing an avenue and making certain options available.
- 4.19 Mr Johnny Tan also addressed Mr Sabnani's comments on co-opting. He explained that the purpose of co-opting was not to bring these members in to vote. The intent to co-opt members was because they have a special skill set and could complement the MC.
- 4.20 Mr Sabnani said that the core effect of the scheme was that it saved the family a few thousand dollars and instead of the son or daughter joining the Society of their own accord, they were able to take on either parent's membership with no transfer fee. He emphasised that if that was the case then the family discount was a simpler way with the child joining at a lesser fee and the whole family becoming members with full rights. Mr Sabnani still felt it was difficult to accept that with one's membership transferred, one could still retain privileges which was a contradiction and could give rise to younger members in future questioning the rationale.
- 4.21 Mr Johnny Tan stressed that the Society will continue to recruit new members. He explained that this proposal would give Life or Senior Members the option to transfer their membership to their kids and still stay connected to NUSS.
- 4.22 Mr Donald Wyatt (W0818S) (Mr Wyatt) sought clarification that the entrance fee for a graduate who had passed the three-year mark would have to pay \$10,000. Mr Ho replied that if one joined within first 3 years of graduation the membership fee was \$2,000 and beyond the third year, the official rate was \$10,000. The membership price in the secondary market was about \$4,500 to \$5,000.
- 4.23 Mr Wyatt commented that from the information shared during discussions that the percentage of those who participated in activities of the Society was very small. Mr Ho said that he did not have the numbers with him but agreed that the numbers were small.
- 4.24 Mr Tay addressed Mr Sabnani's comment and said there was nothing unconstitutional about the resolution. However, the way the resolutions are drafted, it would appear that if Resolution Two was passed and Resolution Three was not passed, there might be some restrictions to what the MC could do and the Life or Senior Member (Transferred) could not be co-opted into the MC.
- 4.25 Ms Cheryl Peh Guat Eng (PA090J) recalled that when she joined 15 years ago as a fresh graduate, she paid \$3,000 and did not see the logic for the joining fee to be \$2,000 for such a nice club house. She suggested that the entrance fee for new graduates be increased at subsequent intervals of 3 years past graduation date till it reaches \$10,000 so that an entrance fee of \$10,000 would be more attainable. Mr Johnny Tan replied that entrance fee for new graduates was already tiered, as proposed and approved at the last AGM.

Ms Peh asked why the price has now dropped to \$2,000. Mr Johnny Tan said that that was the price he paid when he joined in 1982. He said that joining a club was not a priority for most new graduates and most people who joined the Society during the membership drives were mid-career graduates. The MC was still trying very hard to attract these young graduates with programmes and events.

- 4.26 Ms Peh opined that the type of activities offered did not attract the younger generation. Mr Johnny Tan welcomed ideas from members. He shared that the Society had a Facebook site, a social networking site and organised events in Clarke Quay and Orchard Road to engage the young but they seemed to have very little time for such things. However he assured the House that the Society will continue to do more.

5.0 RESOLUTION THREE

“That approval be granted to amend:

Article 5 of the Constitution – Classes of Members;

Article 14 of the Constitution – Transferability of Membership;

Article 16 of the Constitution – Restrictions on Membership Privileges

Article 33 of the Constitution – Entrance Fees and Subscriptions”

Proposer: Mr David Ho Peng Cheong (HA223G)

Seconder: Dr Paul Wang Syan (WA143J)

- 5.1 Mr Johnny Tan invited Mr David Ho to present Resolution Three.
- 5.2 Mr Ho stated that Resolution Three was a housekeeping resolution to complement Resolution Two. He pointed out that the change in Article 5(3) was to address the issue of Life Member (Transferred) so that it would fall in line with the Constitution.
- As for Article 14(6) he said this was an administrative amendment as some members were reinstated and this was to ensure that their transfer period would be restricted. With regard to Article 16 on page 11 of the resolution handout, this again was in relation to Resolution Two.
- Referring to Article 33(4) he said that this was to empower the Secretariat when reviewing cases for consideration of waiver to include borderline or deserving cases as well as those on compassionate grounds.
- 5.3 Mr Edmund Tan was of the view that the new Article 5(3) obviated Article 5(1) as it functionally gave the MC the ability to create any class of membership. He also commented that Spouse Members were labelled members for administrative purposes. He was of the opinion that as a Society, membership should be under the control of members.
- 5.4 Mr Chandra Mohan K Nair (C0147D) advised that the classes of membership were provided for in the Constitution and agreed that Spouse Members, Sports Members, etc were not legally members of the Society. However, with the proposal of Resolution Two, Life Members (Transferred) would come under this category so this has to be catered for under this Article. Mr Mohan assured the House that as a prudent MC, they would come back to the House for creation of any kind of membership.

6.0 RESOLUTION FOUR

“That approval be granted to amend:

Article 41 of the Constitution – Preliminaries to Annual General Meeting

Article 42 of the Constitution – General Meeting”

Proposer: Mr Lai Kim Seng (L2353H)

Seconder: Dr Paul Wang Syan (WA143J)

- 6.1 Mr Johnny Tan invited Mr Lai to present Resolution Four.
- 6.2 Mr Lai stated that this was also a housekeeping issue. He said that over the years with the membership increasing from 5,000 in 1984 to the current 15,500, more time was needed to process and post the notices for Annual General Meetings to ensure that members received them in accordance to the Constitution.

On Article 41, Mr Lai elaborated via pictorial representation on slides on the current timelines and the proposed new timelines to accommodate the various processes required for the AGM notice. He said that for good order, a total of 45 days were now required instead of 30; taking into consideration the receipt of resolutions from members, printing, lettershopping and postal services, the last three of which were out of the control of the Society.

On Article 42, Mr Lai said that for General Meetings such as the one being held that evening, that the Article be amended to read as 30 days from receipt of a requisition as similar lead time was required to prepare for the meeting.

- 6.3 Ms Mary Pai (PA229Q) suggested that Associate Members be briefed on proper behaviour. She said she wanted the MC to be made aware of the bad state of the Ladies' washroom on Friday and Saturday nights and the vulgarities used by some people.
- 6.4 Mr Johnny Tan replied that all members were expected to behave and adhere to the regulations of the Society. The MC must not discriminate against any class of members and guests. He thanked Ms Pai for her feedback and advised the CEO to look into the matter. Mr Johnny Tan said that in future, members should go straight to the Secretariat to highlight such problems so that this can be resolved in a timely manner.
- 6.5 Mr Sabnani said that more companies were not sending out annual reports any longer and were using email to advise their shareholders to check their website for annual report. He suggested that such form of communication be allowed and included in the Constitution.

He commented that the Society might have to keep amending the Constitution if SingPost took longer to send out the mail or if the auditors were not able to finalise the accounts in time for printing the Annual Report. He added that with such a long lead time of 45 days, members would forget about the issues.

- 6.6 Mr Lai clarified that firstly, the Annual Report was not sent out 45 days before the AGM. The 45 days was the Notice of the Annual General Meeting. Secondly, Mr Lai said that communication by electronic means was already provided for in the Constitution. However, due respect has to be accorded to some of the older members who preferred printed copies.
- 6.7 Mr Johnny Tan agreed with Mr Lai and shared that previously, 10,000 to 12,000 copies of the Annual Report were printed but as at last year, only 1,000 to 1,500 were being printed as many members had opted for the CD instead. However, during the transition period, provision still had to be made for some printed copies.
- 6.8 Mr Johnny Tan informed members that voting would start if there were no other comments and reminded members of the respective colours of the ballot slips for each resolution. He called for a recess of 30 minutes for the votes to be counted.

7.0 ANNOUNCEMENT OF VOTING RESULTS

- 7.1 Mr Johnny Tan announced the results of the voting as follows:-

- 1) Resolution One – A total of 78 members voted; 92.3% voted for the Resolution. Resolution One was carried.
- 2) Resolution Two – A total of 77 members voted; 81.8% voted for the Resolution. Resolution Two was carried.
- 3) Resolution Three – A total of 75 members voted; 79.4% voted for the Resolution. Resolution Three was carried.
- 4) Resolution Four – A total of 74 members voted, 92% voted for the Resolution. Resolution Four was carried.

- 7.2 Mr Johnny Tan thanked members for attending the meeting and for participating in the discussion.

He also thanked representatives from KPMG and M/s Joseph Tan Jude Benny LLP who were present to assist in the proceedings as well as the Secretariat staff who had done a good job in organising the meeting.

There being no other matter, the meeting concluded at 10.22 pm.



Yip Kum Fei
Honorary Secretary

Report of Management Committee

MANAGEMENT COMMITTEE 2010/2011

(JANUARY TO APRIL 2011)

Johnny Tan Khoon Hui	4/4
David Ho Peng Cheong	4/4
Lai Kim Seng	4/4
Wong Peng Meng	4/4
Yip Kum Fei	3/4
Darryl Chong Yi Wey	2/4
Chandra Mohan K Nair	3/4
Chong Hoong Sang	3/4
Archie Ong Liang-Gay	3/4
Fong Poh Him (Dr)	4/4
Francis Pavri (Dr)	4/4
Joshua VM Kuma (Dr)	2/4
Mohan Balagopal	4/4
Siva S Retnam	4/4
Rosemary Khoo Ghim Choo (Dr)	3/4
Toh Yong Soon	3/4

MANAGEMENT COMMITTEE 2011/2012

(MAY TO DECEMBER 2011)

Johnny Tan Khoon Hui	8/8
David Ho Peng Cheong	7/8
Yip Kum Fei	7/8
Wong Peng Meng	7/8
Paul Wang Syan (Dr)	5/8
Darryl Chong Yi Wey	7/8
Lai Kim Seng	8/8
Archie Ong Liang-Gay	8/8
Fong Poh Him (Dr)	5/8
Chandra Mohan K Nair	7/8
Toh Yong Soon	8/8
Chong Hoong Sang	8/8
Joshua VM Kuma (Dr)	5/8
Francis Pavri (Dr)	7/8
Mohan Balagopal	7/8
Jeffrey Khoo Poh Tiong	5/8

SUB-COMMITTEES

Alumni Development & University Relations

Darryl Chong Yi Wey

Community Care

Archie Ong Liang-Gay

Cultural

Fong Poh Him (Dr)

Disciplinary

Chandra Mohan K Nair

Finance

Wong Peng Meng

Food & Beverage

Chong Hoong Sang

Intellectual Pursuit

Joshua VM Kuma (Dr)

Membership

David Ho Peng Cheong

S-Connect

Francis Pavri (Dr)

Sports & Recreation

Mohan Balagopal

SPECIAL TASK FORCE/PANEL

Editorial

Yip Kum Fei

Facilities

Toh Yong Soon

Fundraising

Fong Poh Him (Dr)

Special Projects

Lai Kim Seng

SOCIETY'S REPRESENTATIVES

Alumni International Singapore (AIS)

Mohan Balagopal

Jeffrey Khoo Poh Tiong

People's Association

Jeffrey Khoo Poh Tiong

REACH

Chandra Mohan K Nair

KEY DECISIONS TAKEN BY THE MANAGEMENT COMMITTEE DURING THE PERIOD UNDER REVIEW

6 January 2011

- Endorsed discounted entrance fee of \$2,000 for graduates who pursue their postgraduate degree immediately after their first degree, and have not taken up NUSS membership within the first three years of attaining their first degree.

15 February 2011

- Approved the renewal of BTGH lease till April 2014.
- Approved sponsorship of \$5,000 for the Singapore Lyric Opera's Opera Ball.

3 March 2011

- Approved proposal to make an automatic billing of \$10 to each member's account as donation to the Singapore Red Cross 'Japan Disaster 2011' Fund, with an option for members who wish to opt out or donate more.
- Approved sponsorship of \$5,000 for JUGAS Charity Golf Event.
- Approved to take an advertisement space for \$3,000 in the Persatuan Alumni University Malaysia (PAUM) fundraising booklet.
- Endorsed guidelines governing fee collection, expenditure and carry-over for fee-paying Sections.
- Endorsed proposal to convert Badminton Section from non fee-paying to fee-paying.

7 April 2011

- Approved the revised reinstatement fee of \$2,000 to be valid till 31 December 2011, and subject to review thereafter. Reinstated members would be prohibited from selling their memberships within 36 months of reinstatement.
- Approved the renaming of Kent Ridge Guild Hall to Della & Seng Gee Guild Hall.
- Approved sponsorship of \$1,000 worth of golf balls for Building and Estate Management Alumni (BEMA) Fundraising Golf Tournament.

10 May 2011

- Approved sponsorship of \$2,500 for Consumers Association of Singapore (CASE) 40th Anniversary Gala Dinner.
- Approved the formation of a Task Force to look for a new outsource F&B operator for APGH.

2 June 2011

- Approved modification to the terms of the NUSS Medal for Outstanding Achievement; to waive monthly subscription for the first year, and allow the recipient a further two years to consider whether to activate the membership.
- Endorsed proposal to empower the CEO to waive a member's subscription fee for up to six months based on specific medical conditions.
- Ratified the accounting treatment of the memberships issued under the NUSS Medal for Outstanding Achievement in 2010 and the corresponding supplementary budget of \$25,400.
- Approved proposal to set the Absent Membership fee at 20% of the monthly subscription fee effective 1 January 2012.
- Endorsed proposal for new members to receive \$300 F&B credits, valid for six months, and members who have successfully introduced new members to receive \$100 F&B credits, valid for three months.

5 July 2011

- Approved proposal to top up an additional endowment of \$5,000 for the NUSS Gold Medal for the best graduate in English from the Faculty of Arts & Social Sciences.
- Approved the renewal of contract with iMedia, the vendor for The Graduate Network.
- Approved proposal to proceed with the NUSS DBS Platinum Affinity Credit Card agreement which would offer members twice the DBS rewards points when they charge their NUSS F&B bill to the Affinity Credit Card.
- Approved the list of persons authorised to execute or terminate the Safety Box Agreement on behalf of the Society, and also authorisation to any two of the authorised staff to operate the Safety Box jointly.

4 August 2011

- Approved that \$300 be the threshold for outstanding accounts to be referred to the Small Claims Court Tribunal.
- Endorsed proposal to empower the CEO to approve, with valid reasons, the backdating of Absent Membership for up to six months.

1 September 2011

- Approved a donation of \$5,100 to the Community Cancer Fund.

4 October 2011

- Approved a supplementary budget of \$15,150 per month for APGH from September to December 2011 because rental and income from APGH were not included in the budget as it was envisaged – at the beginning of the budgeting cycle – that the lease would be allowed to lapse, when it expired in August 2011.
- Approved judging panel members for the NUSS Distinguished and Outstanding Member Awards.
- Approved the appointment of a membership sales agent.

9 November 2011

- Endorsed the insurance policies for employee benefits and general insurance at a total premium of \$132,695 for 2012.
- Approved Special Term Membership for Ambassadors and High Commissioners.

6 December 2011

- Approved placements of the following fixed deposits – \$2 million with Hong Leong Finance, \$2 million with Malayan Banking Bhd and \$1 million with CIMB.

Editorial Panel



From left: Ong Liang-Gay Archie, Lai Kim Seng, Yip Kum Fei, James Boss (Dr)

Chairperson

Yip Kum Fei

Members

James Boss (Dr)

Lai Kim Seng

Ong Liang-Gay Archie

Wang Syan Paul (Dr)

The Editorial Panel sets the policy directions and quality standards for the Society's print and new media publications, and establishes guidelines for the content management of the website. In addition, it oversees the editorial direction, standard of reporting and feature article selection for *The Graduate*, as well as the quality of internal written communication.

ACTIVITIES IN 2011

The Graduate

Published quarterly, *The Graduate* focuses on topics of interest and relevance to members and provides updates on the latest Society happenings.

Some major and significant events featured in issues during the year include the Post-General Election Dialogue (July-September 2011 issue); the conferment of NUSS Honorary Membership on Mr Lee Kuan Yew, the renaming of Kent Ridge Guild Hall and the NUSS Professorship Lecture with 2010 Nobel Prize Winner in Physics, Professor Andre Geim (October-December 2011 issue).

Commentary

Preparatory work on the next volume of the academic journal *Commentary* began in the third quarter of 2011. Themed 'A Portrait of the Arts in Singapore', the volume will focus on the Arts in the country, bringing together diverse views from contributors working in various Arts-related areas, from academia and policy-making to music and theatre. The articles discuss the growth of the Arts in Singapore over the last few decades, focusing on specific areas of expertise, experience and interest, as well as suggesting new directions for creative expression.

Website

The Society continues to engage its members online by uploading pictures of NUSS events and allowing members to register online for selected events, make bookings for sports facilities as well as be a part of the NUSS Facebook page.

The website is a one-stop portal where members are updated on Society news, upcoming events and activities, food and beverage promotions as well as information on club facilities. Members may also keep themselves abreast of the latest happenings by subscribing to Rich Site Summary (RSS) feeds or download the latest *What's Happening* and *The Graduate* from the website.



Facilities Panel



From left: Mike Chan (Secretariat), Lai Kim Seng, Toh Yong Soon, Ng Yi Kai Aaron, Richard Chitrakar (Secretariat), Tan Hua Hui Josef

Chairperson
Toh Yong Soon

Members
Lai Kim Seng
Mak Sin Chang
Ng Yi Kai Aaron
Tan Hua Hui Josef
Toh Yude Raymond

The Facilities Panel sets the policy directions and quality standards for the Society's facilities management, and establishes guidelines for maintenance and development of the Guild Houses with a view to implement the most effective environmental sustainability practices. It also oversees the NUSS Nature Network (N³) interest group initiatives for both members and the Secretariat.

ACTIVITIES IN 2011

Energy and Water Consumption

Energy consumption makes up about 5.4% of the Society's operating costs. Hence the key to creating a more sustainable operation is to reduce its energy consumption. This is a challenge, given the ever-increasing energy demand to serve a growing Society, coupled with a heavy reliance on air-conditioning in the Guild Houses.

From June 2011, a One-Degree Up policy on air-conditioning temperature was implemented and as air-conditioning accounts for about 55% of NUSS' overall energy consumption, this policy has effectively reduced the Society's energy consumption and carbon emissions. To reduce KRGH's air-conditioning needs, heat-reflective paint was applied on the exterior walls as part of its cyclical maintenance programme.

An energy conservation programme was also introduced and some of its projects included progressive replacement of non-energy saving light bulbs with LED lights, installation of timer-control to all water boilers and heater storage tanks, optimisation of freezers' and chillers' temperature, implementation of light sensors for toilets, introduction of timer-control for flood lights at the tennis courts and phasing out of non-inverter air-conditioning systems to inverter systems.

Water consumption makes up about 0.5% of NUSS' operating costs. Through a water conservation programme, water-saving devices were implemented at all showers facilities and plans are underway to do likewise in the kitchen.

With the support of the Secretariat, the Society's total electricity and water consumption in 2011 were reduced by 8% and 10% respectively. The cost savings helped to mitigate the impact of the 16.8% increase in electricity tariff in 2011 as well as having to cater for an expanded air-conditioned space.



Improvement and maintenance works carried out around KRGH

Waste Management

Recycling is a basic act that any institution should do to help the environment. A waste recycling programme for paper, cans, organic food waste, printer toners and cartridges was implemented in 2011. This recycling programme aims to reduce the Society's disposal cost by 1% in 2012.

A Secretariat environmental sustainability team was also formed in October 2011 to encourage the operations team to adopt sustainable practices to reduce waste. Through this team, the Secretariat will be better equipped with the necessary knowledge and skills to support NUS's environmental sustainability efforts.

Towels Re-use Programme

A notice to encourage members to re-use their towels has been placed at the swimming pool and Fitness Centre. Daily laundering uses several million litres of water a year, and detergent and energy consumption take a hefty toll on the costs as well.

The Panel deliberated extensively on alternatives such as allowing members to bring their own towels. However, tracking the number of towels used by members or tracking members who use their own towels is difficult without putting in place an integrated tracking system.

The Panel will explore other solutions in 2012 and at the same time, would like to take the opportunity to appeal to members to play their part in saving water and energy by using fewer towels whenever possible.

Improvements to KRGH

The Panel also works closely with the project team and consultants in carrying out improvement works to the facilities and infrastructure at KRGH. At the General Meeting on 6 October 2011, members gave approval to proceed with building the new bridge linking the Function Rooms to the Sports and Recreation facilities (Level Three), air-conditioning the Sports Bar and improving the Karaoke Room. Consultations were carried out with various stakeholders to improve the design and finalise all the necessary requirements for the interior design works, the audio-visual system and the layout of the improved facilities. Planning is also underway to ensure that construction activities be carried out in phases to minimise inconvenience to members.

In 2012, the Panel together with the project team aim to complete the improvement works and seek members' understanding and patience when the works are underway.

Assistance Needed in 2012

The Panel is exploring the possibility of adopting the Green Mark Certification framework for existing building, its criteria and the underlying performance standards as well as the assessment system to evaluate and select cost effective green solutions and technologies towards better building performance and higher Green Mark scores. For this, the Facilities Panel would like to invite members who are familiar with the Green Mark Certification framework, energy and water audits and building condition assessment (Dutch standard – NEN 2767) to join the Facilities Panel.

The Panel would like to acknowledge as well as thank members who have taken the time to provide valuable feedback on the facilities during the past year. It will continue to monitor closely and seek feedback from members and make appropriate adjustments to the Society's facilities and maintenance work to improve the Guild Houses' ambience and members' comfort.

Alumni Development and University Relations Sub-Committee



Sitting (from left): Liew Kok Keong Henry, Chong Yi Wey Darryl, Wang Syan Paul (Dr), Khoa Weilong Geoffrey
 Standing (from left): Liew Woei Chong Keith Alan (Dr), Yeow Eng Chuan Victor, Lim Wie Ming (Dr)

Chairperson
 Chong Yi Wey Darryl
Deputy Chairperson
 Wang Syan Paul (Dr)
Members
 Boey Yuet Mei Maria
 Khoa Weilong Geoffrey
 Liew Kok Keong Henry
 Liew Woei Chong Keith Alan (Dr)
 Lim Wie Ming (Dr)
 Yeow Eng Chuan Victor
 Yogarajah Yoga Vyjay

The Alumni Development and University Relations (ADUR) Sub-Committee aims to develop and cultivate strong bonds between the alumni community and NUSS, foster a strong relationship with NUS students, the Management and Administration, and promote future development with NUS.



Recognising NUSSU student leaders' contributions

ACTIVITIES IN 2011

Engaging the Alumni

In conjunction with the NUS Alumni Day celebrations, NUSS held an Open House at KRGH. NUS alumni and their families were invited to a day of fun-filled activities where they could enjoy various sports, recreational and dining facilities and interact with NUSS members.

NUSS also partnered the NUS Office of Alumni Relations and other alumni groups in the creation of the Alumni Float for the annual NUS Rag Day. The Society also played an active role in the inaugural NUS Alumni Leaders Forum, a gathering of alumni to brainstorm ideas and share best practices to foster a stronger alumni network within NUS.

Supporting Student-driven Initiatives

NUSS manages the NYC-NUSS ChangeMakers Grant. In 2011, the grant supported 18 youth projects that benefited the community. Some of these projects included a cyber gaming festival, a song-writing competition and a combined martial arts display.

Recognising Students' Achievements

The Society continues to recognise NUS students with excellent academic results, a proven track record in student activities and community services through the NUSS Medal for Outstanding Achievement. At Commencement 2011, 11 recipients were welcomed into the NUSS family. The awardees each received a certificate, a gold medal and an NUSS membership.

In November, NUSSU student leaders were hosted to a dinner by the Society in recognition of their contributions to the student community. In addition, each of them received a complimentary Junior membership during their term of office for their exemplary efforts as student volunteers.

Community Care Sub-Committee



Sitting (from left): Chow Hoi Hee Charles (Dr), Ang Kok Kay Tommy, Mohan Balagopal, Ong Liang-Gay Archie, Balasupramaniam Krishna, Lim Jeu Kin Lawrence, Alagiry Alagirisamy
 Standing (from left): Wong Wee Meng, Sek Kok Chuan Mervyn, Gan Kwa Siew Eng Jenny, Lee Wan Kuin Chloe, Lim Ye-Lin, Liao Bolun Edgar, Tay Chwee Seng Nicholas

Chairperson
 Ong Liang-Gay Archie

Deputy Chairperson
 Mohan Balagopal

Members
 Alagiry Alagirisamy
 Ang Kok Kay Tommy
 Chow Hoi Hee Charles (Dr)
 Gan Kwa Siew Eng Jenny
 Balasupramaniam Krishna
 Lee Wan Kuin Chloe
 Leow Jin Ghee James
 Liao Bolun Edgar
 Lim Jeu Kin Lawrence
 Lim Tiong Joo Edmund
 Lim Ye-Lin
 Shawn Lourdusamy
 Sek Kok Chuan Mervyn
 Tan Teng Hoo William
 Tay Chwee Seng Nicholas
 Wong Hsien Xiong
 Wong Wee Meng

The Community Care Sub-Committee aims to promote NUSS as a caring Society and actively organises charitable events for the less fortunate in the community.

ACTIVITIES IN 2011

Chinese New Year Festive Gathering for the Less Privileged

Every Lunar New Year, the Sub-Committee organises a festive luncheon for senior citizens and this year was no exception. NUSS welcomed the biggest gathering to date of 160 elderly residents – from Villa Francis Home for the Aged and Sunlove Abode for Intellectually Infirm – on 12 February 2011. They were entertained with a lion dance performance, cultural shows and a karaoke session. Gifts of mandarin oranges and red packets were also distributed.



Spreading cheer at the Chinese New Year Festive Gathering for the Less Privileged

Groceries On Wheels 2011

Following the success of the inaugural event held in 2010, Groceries On Wheels 2011 was organised in collaboration with the North West Community Development Council. On 23 July 2011, Guest-of-Honour Dr Teo Ho Pin, Mayor of North West District, officially flagged off Groceries On Wheels and some 400 volunteers delivered more than 2,000 grocery bags containing basic necessities to needy households in the North West District. NUSS also established a new record in the Singapore Book of Records for having the 'Largest Grocery Distribution Social Service'.

A further 240 bags were distributed to needy families in the MacPherson area on 20 August 2011. The Sub-Committee together with volunteers, delivered the bags to MacPherson Community Club where they also served the iftar – the breaking of the fast – to the beneficiaries in a gesture befitting the season and spirit of Ramadan.

Thanks to the generosity of the Society's members, sponsors and well-wishers, the Sub-Committee organised yet a third round on 29 October 2011 and delivered 400 bags to needy households in the MacPherson area.



Delivering necessities at Groceries On Wheels 2011



Delighting residents at Sunlove Home

Visits to Homes

The Sub-Committee organises regular visits to homes for the intellectually infirmed, destitute and elderly such as St Theresa's Home and Sunlove Home. To add to the cheer, live music entertainment, sing-along sessions as well as catered meals were provided for the residents.

Children's Carnival

In partnership with the NUSS Kids' Club, a Children's Carnival with numerous food stalls, activities and entertainment was organised. Our members' children came together and mingled with the less fortunate children from Ramakrishna Mission and Children-at-Risk Empowerment Association for a day of fun and games.

Adopt-A-Wish Programme

The annual Adopt-A-Wish Programme, organised in collaboration with The Boys' Brigade in Singapore, was met with much enthusiasm at Christmas. In all, the 134 Christmas wishes made by the elderly from Villa Francis Home for the Aged were adopted by members, well-wishers and staff. Gifts were subsequently delivered personally to the Home by the Sub-Committee members.

NUSS Transport Connect

The NUSS Transport Connect is a new initiative by the Sub-Committee. It aims to connect volunteer drivers and caregivers with the needy and elderly chronically ill who require transport to and from medical facilities for treatment. Transport Connect is currently in the trial stage.

NUSS Foundation

The proposed NUSS Foundation has been put on hold until a fund sustainability plan is in place.



Providing catered meals to residents at St Theresa's Home

Cultural Sub-Committee



Sitting (from left): Ong Chon Tui Daniel, Maurine Tsakok (Dr), Fong Poh Him (Dr), Lim Boon Hong Kemmy, Khoo Poh Tiong Jeffrey
Standing (from left): Neo Choon Aik Maurice, Kwok Chin Chye Wilfred, Yong Kah Teck

Chairperson
Fong Poh Him (Dr)

Deputy Chairperson
Khoo Poh Tiong Jeffrey

Arts Circle Convenor
Quek Mui Gek Evelyn (Resigned 10 January 2012)

Choir Convenor
Maurine Tsakok (Dr)

DanceSport Convenor
Yong Kah Teck

DramaWorks Convenor
Ong Chon Tui Daniel

Arts Circle & Karaoke Convenor
Khoo Poh Tiong Jeffrey

Music Section Convenor
Lim Boon Hong Kemmy

Members
Chen Chin Heng Stanley
Chua Chin Leng
Huang Chenmei Juliet (Resigned 24 October 2011)
Kwok Chin Chye Wilfred
Moey Kok Seng Desmond
Euan Murugasu (Dr) (Resigned 10 January 2012)
Neo Choon Aik Maurice
Wong Kai Kim (Resigned 24 October 2011)

The Cultural Sub-Committee aims to promote awareness and appreciation of the performing arts and visual art forms amongst NUSS members.

The Sub-Committee oversees seven interest groups: Arts Circle, Choir, DanceSport, DramaWorks, Karaoke Section, Music Section and Toastmasters Club. Each interest group, headed by its dedicated Convenor, organises regular cultural events and activities for NUSS members.

ACTIVITIES IN 2011

NUSS Arts Circle

Formed in 2009, NUSS Arts Circle's main objective is to encourage members' engagement with the visual arts and make it an integral part of their lives. It is hoped that through the process, a sense of community bonding and a more gracious society will evolve in time.

In 2011, the Section successfully organised regular art classes and workshops for members. Bi-monthly art exhibitions were also held at KRGH.

On 7 October, the NUSS Arts Circle organised its first annual Art Show – *Vietnamese Art Appreciation* which featured a talk on Vietnamese contemporary art. Exclusive art pieces by award-winning Vietnamese artists were exhibited for members to enjoy and appreciate. The two-weekend art exhibition entitled *A Perspective on Vietnamese Art* was a great success.

NUSS Arts Circle's Activities in 2011

January

Art Class: Basic Drawing in Dry Media

January to March

Art Exhibition: *Roses* by Kwek Swee Hong

April to June

Art Exhibition: *Re-Creation* by Ong Hong Seng

June to August

Art Exhibition: *Remember Eden* by Daniela Zanardi

August

Art Classes:
Basic Acrylic Drawing

August to October

Art Exhibition: *LoveBomb* by Iskander Walen

October

Art Exhibition: *A Perspective on Vietnamese Art* by award-winning Vietnamese artists

7 October

Art Show: *Vietnamese Art Appreciation*

November to December

Art Exhibition: *The Weekend Artist* by Ying Wai Lin

NUSS Choir

The NUSS Choir celebrated its 13th anniversary in 2011. With approximately 60 active members, the Choir has been actively contributing and performing at various concerts and events.

The year 2011 was special for the NUSS Choir as it staged *September Reigns*, a fundraising concert on 7 September at the Esplanade Concert Hall. All proceeds were channelled to establish the NUSS Choir Research Fund for Dementia, supporting research on Alzheimer's disease and the prevention of dementia at NUS. Dick Lee, one of Singapore's best known celebrities, was the guest performer at the concert.

Apart from its yearly concerts, the NUSS Choir also performed at the following events:



NUSS Choir singing for a good cause at *September Reigns*

NUSS Choir's Activities in 2011

Performances

12 February

Performance at NUSS Chinese New Year Festive Gathering for the Less Privileged

28 February

Performance at the *Art of Healing* at Tan Tock Seng Hospital

17 March

Performance at NUSS New Members' Night

24 March

Performance at Asia Pacific Conference on Ageing

7 September

Performance at NUSS Choir Fundraising Concert – *September Reigns*

14 September

Performance at NUSS New Members' Night

8 October

Performance at *Voices for Hospice*

10 October

Performance at *A Night of Music with Xing Wei Li & Friends*

2 December

Performance at NUHS Charity Fundraising – *The Giving Tree*

3 December

Performance at *Alumni Complex Year End Light-up*

17 December

Christmas carolling at Man Fuk Yun and Woodlands Home, Forum Galleria, The Shoppes at Marina Bay Sands and Singapore Pools Livewire.

21 December

Performance at S-Connect Christmas Lunch

Retreats

30 April, 1 and 2 May, 6 and 7 August

Training Courses

21 February

Vocal Training Classes

9 May

Choral Singing Technique Course

Novelty Singing Choir Activity

5 November

Winter Choral Exchange Singout

NUSS DanceSport

NUSS DanceSport was formed in 2004 with a handful of dedicated members who had a vision and hope of developing the dance scene in NUSS and to promote Social and Ballroom Dancing as a healthy lifestyle choice.

Over the years, the Section has grown in numbers and today, the group has a large base of followers, many of whom regularly attend the Weekly Dance Nights at KRGH.

The Section organises many other activities, including the bi-monthly Social Dinner & Dance event where enthusiasts dance to good music and enjoy sumptuous buffet spreads. Another highlight is the Christmas Gala Dinner & Dance where members celebrate the festive season and the end of the year with a bang.

There are plans for NUSS DanceSport to conduct more introductory workshops on Social and Ballroom Dancing to educate members on the various types of Social and Ballroom Dancing.

NUSS DanceSport's Activities in 2011

Every Tuesday

Tuesday Weekly Dance Nights

Quarterly

Social Dinner & Dance

18 October

Introduction to Standard Ballroom Dance Workshop: Basic Waltz & Tango

15 November

Introduction to New Vogue Swing Waltz Dance Workshop

10 December

Christmas Gala Dinner & Dance

NUSS DramaWorks

The NUSS DramaWorks was formed by a group of drama enthusiasts with hopes of increasing members' interest in drama and theatre works. It aims to provide its members with opportunities to stage shows at various Society events or functions, and to interact with others who share a similar passion in promoting the art of acting.

The Section also aims to explore all aspects of acting from Musicals to Drama and to Comedy. There are plans to organise regular acting classes, stage musical theatre showcases to expose members to the world of musicals, and invite renowned and experienced actors to conduct workshops for members.

NUSS DramaWorks' Activities in 2011

January

Basic Acting in a Musical Course

April

Basic Acting in a Musical Course (Re-run)

14 September

Manis Manis Mini Musical at NUSS New Members' Night

October

Songwriting 101 Course

December

Basic Dance in a Musical Course

Musical Theatre Showcase – *Wonders of Musicals*

NUSS Karaoke Section

The NUSS Karaoke Section is an interest group for singing enthusiasts. It hopes to identify vocal talents in NUSS, build camaraderie among like-minded individuals and promote social interaction through the process. It endeavours to provide opportunities for members to perform at the Society's functions and events.

From April to May, the Annual Karaoke Competition was successfully organised, providing members with a platform to showcase their talent.

NUSS Karaoke Section's Activities in 2011

20 January

Karaoke Clinic 2011

April to May

Annual Karaoke Competition 2011

14 September

Karaoke Singing Performance at NUSS New Members' Night

28 October

Halloween Howl 2011

NUSS Music Section

The NUSS Music Section aims to promote all forms of musical activities by providing an avenue for members to perform at functions and events organised by the Society, as well as representing the Society at external events.

The Music Section Night is on Tuesdays at KRGH where Section members come together to jam as well as rehearse for performances. The Activity Room is also available for booking on Fridays, Saturdays and Sundays.

The Section has many activities to cater to the different skill levels and interests of its members. These include in-house informal music lessons, Tuesday jam sessions, the monthly SunJam and the opportunity to perform at various NUSS events.



The SilverStones, part of the NUSS Music Section, performing with fellow members

NUSS Toastmasters Club

Since its inception in 2004, NUSS Toastmasters Club has striven to help its members learn in a supportive and conducive environment, the art of speaking, listening and thinking – vital skills that promote self-actualisation, enhance leadership potential and foster human understanding.

NUSS Toastmasters Club's Activities in 2011

23 February

International Speech & Table Topics Contest

1 April

Received the President Distinguish Club Award

7, 14, 21 and 28 April
Speechcraft Workshop

28 July

Installation Ceremony of Executive Committee Members

25 August

Humorous Speech and Speech Evaluation Contest

15 December

NUSS Toastmasters Club 7th Anniversary Celebration

Disciplinary Sub-Committee



Sitting (from left): Chan Kok Kiang Lawrence, Chandra Mohan K Nair, Wee May Li Stella (Dr)
 Standing (from left): Tan Tzann Chang, Liow Wang Wu Joseph, Yap Jimmy, Tay Wey Kok Edward Stanley

Chairperson
 Chandra Mohan K Nair
Deputy Chairperson
 Lee C P Eddie
Members
 Chan Kok Kiang Lawrence
 Liow Wang Wu Joseph
 Tan Tzann Chang
 Tay Wey Kok Edward Stanley
 Yoga Vyjayanthimala
 Wee May Li Stella (Dr)
 Yap Jimmy

The Disciplinary Sub-Committee deals with complaints against members in accordance with the disciplinary processes provided in the Society's Constitution. The Sub-Committee also provides an avenue for mediation, conciliation and amicable settlement of disputes between members.

ACTIVITIES IN 2011

The Sub-Committee is pleased to report that there was no disciplinary case during the year and it hopes this trend continues.



Finance Sub-Committee



Chairperson
Wong Peng Meng

Deputy Chairperson
Chong Yi Wey Darryl

Members
Goh Mianzhen Emery
Lee Hay Keong
Lee Jim Teck Edward
Leng Yew Chee Philip
Lim Boon Kwong
Phua Chun Yen Alvin
Siva Retnam
Tan Kek Ann
Tan Siak Leong Bernard
Tan Siang Chik
Toh Yude Raymond

Sitting (from left): Ong Cheng Lee (Secretariat), Lee Jim Teck Edward, Chong Yi Wey Darryl, Wong Peng Meng, Tan Siang Chik, Tan Kek Ann, Tan Sow Chin (Secretariat)
Standing (from left): Phua Chun Yen Alvin, Lim Boon Kwong, Leng Yew Chee Philip, Siva Retnam, Lee Hay Keong, Toh Yude Raymond, Chong Hoong Sang (F&B Sub-Committee representative)

The Finance Sub-Committee oversees the efficient accounting and management of the Society's funds to safeguard its assets and interests.

Total income decreased by 8% to \$23.48 million due to lower entrance fees and fruit machine income. In 2011, the number of new members who joined the Society was 199, which was significantly lower than the 1,018 in previous year. The difference was due to the surge in new members before the entrance fee hike in March 2010. Momentum in the transfer market picked up in 2011, with 64 membership transfers.

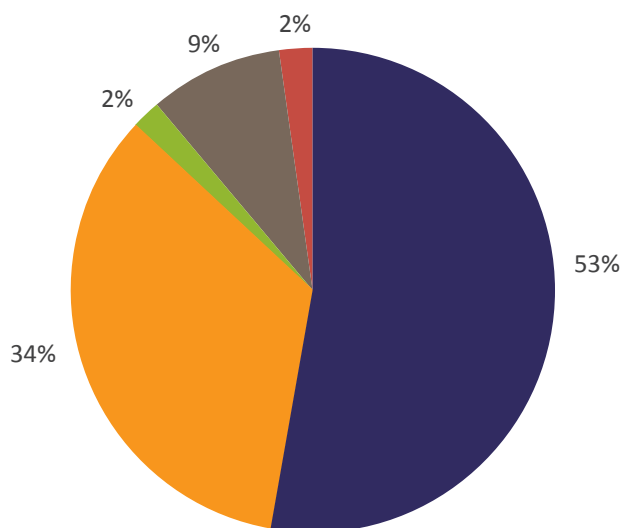
The overall business at our F&B outlets remained comparable to 2010 despite rising food costs. This year, the Society saw a 23% increase in F&B banquet income which contributed significantly to the total F&B revenue.

Year-on-year, fruit machine income declined by 5% to \$2.11 million. The impact from the two Integrated Resorts was still prevalent, as evidenced by the lower patronage of the jackpot rooms at KRGH, SCGH and BTGH. The Society will continue to evaluate new machines and systems in order to keep abreast of industry and technology trends.

The total operating cost for the whole year was \$23.64 million, a decrease of 1% over 2010. Conscientious effort made by members and staff to reduce electricity and water consumption helped keep utilities costs down. Overall, the net operating result was a net loss of \$0.16 million which was due to the fall in income from members' entrance fees and fruit machines.

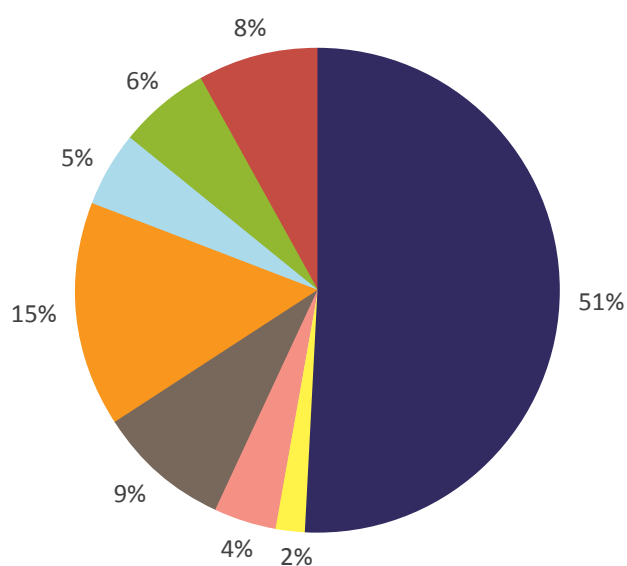
Moving forward, we will continue to focus on cost control in view of increasing food and operating costs.

Income for 2011



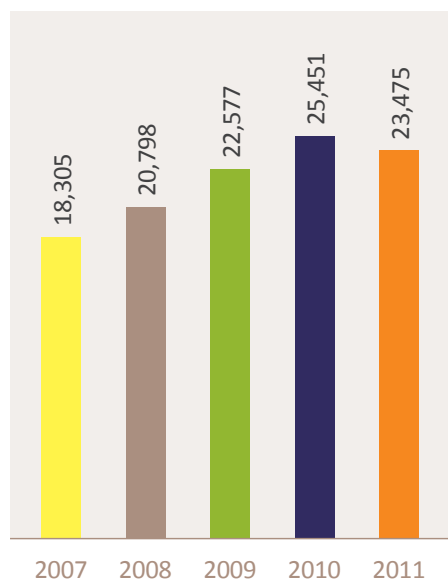
- Food and beverage income
- Subscription income
- Members' entrance fee
- Net income from fruit machines
- Other income

Expenditure for 2011

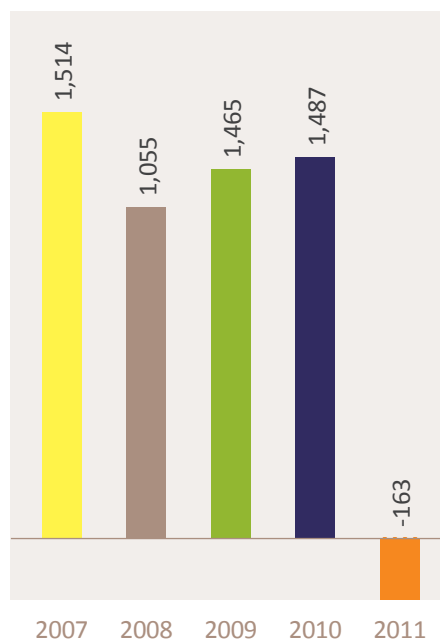


- Food and beverage expenditure
- Club activities
- Club rental
- Depreciation and other property and equipment written off
- Staff salaries
- Repairs and maintenance
- Utilities
- Others

Total Income (excluding Jobs Credit) (\$'000)



Net Operating Results (\$'000)



Food & Beverage Sub-Committee



Sitting (from left): Joseph Y Hassan, Kam Huey Jui-an Joanne, Chong Hoong Sang, Ong Liang-Gay Archie, James Boss (Dr), Chan Kok Kiang Lawrence, Wee May Li Stella (Dr)
 Standing (from left): Mohan Anthony Nair, Sasidharan Pillai (Secretariat), Ng Cheong Lian Steven, Phua Agnes (Secretariat), Kwok Kum Sung James, Low Chin-Parn Eric, Liew Woei Chong Keith Alan (Dr), Lim Desmond (Secretariat)

Chairperson
 Chong Hoong Sang

Deputy Chairperson
 Ong Liang-Gay Archie

Members
 Vincent Rasa Benedict
 James Boss (Dr)
 Chan Kok Kiang Lawrence
 Joseph Y Hassan
 Kam Huey Jui-an Joanne
 Kwok Kum Sung James
 Liew Woei Chong Keith Alan (Dr)
 Low Chin-Parn Eric
 Mohan Anthony Nair
 Ng Cheong Lian Steven
 Wee May Li Stella (Dr)

The Food & Beverage Sub-Committee provides direction and guidance to the Secretariat on the operations of the Guild Houses, and aims to provide a pleasant wine and dine experience for members through loyalty programmes, good service and value-for-money offerings.

MILESTONES IN 2011

- Introduction of 1-for-1 promotions
- Complimentary \$20 F&B birthday vouchers extended to Spouse and Junior Members from October 2011
- Countdown party at KRGH
- Year-end celebrations at SCGH on 31 December 2011

ACTIVITIES IN 2011

KRGH

All F&B outlets launched attractive monthly promotions to encourage patronage. The Tantalising Thai Buffet and Local Wok menu launched in October and November respectively at Café on the Ridge were very popular with members. At The Scholar Chinese Restaurant, members could enjoy a substantial discount with the Buy-1-Get-1 deal. The Ridge Bar and The Right Note also ran several beer and liquor promotions during the year.

SCGH

One of the more significant promotions launched was the 50% discount offered for private karaoke room bookings (from Sundays to Thursdays). Members who spent \$68 or \$128 on food and beverage were given a complimentary 3-course Set Lunch or 3-course Harvest Carte Set respectively at BTGH. In addition, they also enjoyed a \$9.99 nett wine deal when they ordered two 4-course set meals.

BTGH

Some of the promotions included house pours at very attractive prices for labels such as Chivas Regal, Johnnie Walker Black Label, Glenlivet Single Malt Scotch Whisky, 10-year Glenmorangie, Singleton and Glenrothes. The Harvest Carte Set promotion, where members could choose their appetiser, main course and dessert from the a la carte menu, was popular with members; as was the \$138 Prime Rib Royale for two persons.

APGH

Due to the impact of the Japan Tsunami disaster on its business, Honjin 7 had to cease operations at APGH.

Thereafter, the Society extended an invitation to interested F&B operators to submit their proposals to operate a concessionaire F&B outlet that would complement our current repertoire of dining options. NUSS received many proposals and after much evaluation, awarded the tender to Coffee & Pies Pte Ltd.

2011 FOOD & BEVERAGE PERFORMANCE

Overall Performance

The combined income of the three Guild Houses hit a record of \$12.51 million for the full year, an increase of 1.3% over 2010. Related financial details are provided in the Financial Statements on page 65.

Seven F&B staff were awarded the Excellent Service Award (EXSA) 2011 for their outstanding service performances in the F&B industry. A national award that recognises individuals who have delivered quality service, EXSA is managed by seven industry lead bodies and supported by SPRING Singapore. Our staff were chosen based on the number of compliments from members who patronised the F&B outlets from 1 April 2010 to 31 March 2011.

Individual Guild Houses

KRGH's F&B Performance

KRGH achieved \$7.25 million in F&B sales. This represented an increase of 4.5% over 2010's sales of \$6.94 million. The Scholar chalked up \$2.52 million in sales and Café on the Ridge achieved \$1.78 million for the year. For 2011, the Banquet sales in KRGH hit a record \$2.52 million, an increase of 24.1% over the previous year's banquet sales of \$2.03 million.

SCGH's F&B Performance

F&B sales for SCGH was \$3.3 million in 2011, a decrease of 2.2% from \$3.38 million in 2010.

BTGH's F&B Performance

BTGH achieved respectable F&B sales of \$1.33 million in 2011. Overall, BTGH incurred a lower operating deficit of \$166,265 in 2011 as compared to \$180,250 in 2010.



Our winners of EXSA



Buffet spread at an event



Countdown party at KRGH

Intellectual Pursuit Sub-Committee



Sitting (from left): Mohan Balagopal, Joshua VM Kuma (Dr), James Boss (Dr), Khoo Poh Tiong Jeffrey
Standing (from left): Tan Tzann Chang, Chen Chin Heng Stanley, Koh Han Wei, Sun Wai Hoong

Chairperson
Joshua VM Kuma (Dr)

Deputy Chairperson
Mohan Balagopal

Members
James Boss (Dr)
Sanjey Chandran Chandroo
Chen Chin Heng Stanley
Michael Fernandez (resigned 14 January 2012)
Huang Chenmei Juliet (resigned 9 January 2012)
Khoo Poh Tiong Jeffrey
Koh Han Wei
Liew Kok Keong Henry (resigned 27 June 2011)
Ong Chon Tui Daniel
B. Rengarajoo
Sun Wai Hoong
Tan Tzann Chang
Tay Chwee Seng Nicholas

The Sub-Committee aims to organise activities to promote a vibrant intellectual graduate Society that engages itself with national and international issues. It conducts research on issues relating to the development of NUS and Singapore, and is an education and advisory resource for NUSS.

ACTIVITIES IN 2011

In 2011, the Sub-Committee continued to organise talks and Dialogue Sessions to allow members to explore national and international issues. The Meet-the-CEO Series, which made its debut in 2011, is a spin-off from the Meet-the-Ambassador Series where bilateral relationships and global developments are discussed candidly behind closed doors. The Meet-the-CEO Series aims to provide a platform for distinguished business leaders to share their passion, knowledge and expertise with members, and stimulate discussion on topical issues concerning the business world and the environment.

NUSS Professorship Lectures

1. Migration and the Quality of Life: Lessons from China by Professor Donald Treiman, Emeritus Professor, University of California, Los Angeles

More than 200 members and guests attended the public lecture on 20 January to listen to Professor Donald Treiman share his research on internal migration in China and its social impact to the country. Those who attended benefited from his knowledge and insights into the issue and were kept engaged as Professor Treiman also answered questions about Singapore's migrant issues.



2. Graphene Revolution by Professor Andre Geim, Langworthy Professor and Director of the Manchester Centre for Mesoscience and Nanotechnology at the University of Manchester

On 7 July, more than 300 members and guests were treated to a rare opportunity to listen to Nobel Laureate, Professor Andre Geim, deliver a lecture on graphene, the world's thinnest and strongest material, which he co-discovered and was later awarded the 2010 Nobel Prize in Physics. Professor Geim engaged the audience with interesting anecdotes of his "Friday evening experiments", including one that levitated a frog magnetically. Attendees benefited from the stimulating discussion and gained insights into the electronics and nanotechnology landscape.





NUSS Meet-the-CEO Series

1. The Energy Challenge by Mr Lee Tzu Yang, Chairman of Shell Companies in Singapore

Mr Lee Tzu Yang was the first business leader to speak at the Society's Meet-the-CEO Series on 4 March. His talk about energy challenges for the future was attended by over 100 members, and touched on the global challenges impacting transport and sustainable mobility.



NUSS Meet-the-Ambassador Series

1. Singapore-India Relations and Economic Growth by H.E. Dr T.C.A. Raghavan, High Commissioner of India

On 11 August, about 100 members met the Indian High Commissioner to Singapore, H.E. Dr T.C.A. Raghavan. At the dialogue, Dr Raghavan spoke on India's broader trends and forces as well as its economic experiences over the past two decades. He also highlighted the emerging trends and economic relations between India and Singapore through his government's 'Look East' policy.



2. U.S. Economic Policy in Singapore and Southeast Asia by H.E. David Adelman, US Ambassador to Singapore

About 100 members met the US Ambassador to Singapore, H.E. David Adelman on 20 October. He shared his insight on America's economic policy in Singapore and the region, and the challenges ahead for the global community. Members also appreciated his input on economic issues pertinent to the local milieu and business opportunities emerging in the region.



NUSS Dialogues

1. GE2011: A Watershed Election – Post-General Election Dialogue with Mr Gerald Giam, Ms Ho Soak Harn, Mr Benjamin Pwee, Ms Nicole Seah, Mr Harminder Pal Singh, Dr Vincent Wijesingha and Mr Alex Yam

On 26 May, seven young political candidates who contested in the GE for the first time were invited in their personal capacity to share their philosophies and motivations to be involved in Singapore's politics. Held behind closed doors, they shared their views and experiences in a candid manner with more than 300 members. The tempo went up a notch during the Question and Answer Session as the young politicians fielded a continuous stream of questions from members who were concerned if genuine changes would take place post-election.



2. A New Social Contract – Singapore 2011 and Beyond by Mr Tan Chuan-Jin, Minister of State for National Development and Manpower

On 8 November, Mr Tan Chuan-Jin shared his views regarding the challenges and influences on future directions confronting Singapore with about 150 members. He provided a framework for understanding Singapore, such as the country's history, geography and geopolitical realities. He also emphasised the country's foundational features including being multi-racial and multi-religious, and listed the essential elements of governance and the social sector.

Membership Sub-Committee



Sitting (from left): Kwok Wei Woon Joseph, Tay Wey Kok Edward Stanley, Ho Peng Cheong David, Lee Kwee Lian Jessie, Dinesh Singh
 Standing (from left): Ng Kek Koon Dennis, Ang Kok Kay Tommy, Choo Kelven, Harveen Narulla Singh

Chairperson
 Ho Peng Cheong David

Deputy Chairpersons
 Chong Yi Wey Darryl
 Wang Syan Paul (Dr)

Members
 Ang Kok Kay Tommy
 Choo Kelven
 Kwok Wei Woon Joseph
 Lee Kwee Lian Jessie
 Ng Kek Koon Dennis
 Dinesh Singh (Resigned on 30 November 2011)
 Harveen Narulla Singh
 Tay Wey Kok Edward Stanley

The Membership Sub-Committee aims to increase the NUSS membership base by ensuring the membership fees, privileges and entrance fees to be competitive with other comparable societies. It introduces major programmes such as *The Graduate Network* portal for NUSS and the wider graduate community and *The Campus Network* for reaching out to undergraduates, to add value to the membership; and establish its positioning vis-à-vis the Society's vision and mission statement.

ACTIVITIES IN 2011

Membership Marketing Activities and Membership Drives

The year 2011 saw a significantly lower number of new members recruited leading to entrance fees falling from \$2.4 million in 2010 to \$450,000 in 2011. 2010 was the year when entrance fees for new members increased from \$4,000 to \$10,000 leading to an unusually high number of new members joining us. 2011 was a consolidation year. Programmes were directed at recruiting more Ordinary Members from those who had graduated within the last three years with more targeted messaging to test which channels and messages worked best. Different welcome gift options were also tested, from the latest electronic gadgets to waiver of subscription fees for a predetermined period of time. More attention was also brought to bear on the transfer market as a means to let those who had missed the earlier opportunities to join, to still secure a membership. There was no nation wide campaign as in the previous year.

A total of 151 Ordinary Members and 48 Associate Members were recruited in 2011. Of this, 91 were fresh graduates. Looking forward to 2012, more focus will be placed on exciting the transfer market by working with corporations for group transfers. Recruitment campaigns for new members will also offer a selection of gifts to entice them rather than fix on a single item. Increased collaboration with the various NUS schools will also give the Society a greater presence with students prior to their graduation. Coupled with Life Member transfer to immediate family being approved at the General Meeting, the Membership Sub-Committee hopes to see more membership transfers in the coming year.

The Society also extended the Junior membership scheme to NUS undergraduates. In the 2010-revised scheme, Junior Members pay only \$45 a month with no entrance fee. Upon

graduation, they may offset the amount paid against the entrance fee to become Ordinary Members. In 2011, more than 50% of Junior Members who graduated became Ordinary Members under this scheme.

To recognise the contributions of NUSSU student leaders and to foster a closer collaboration between the Society and the student body, NUSSU student leaders were given complimentary Junior membership during their term of office.

The Graduate Network

The Graduate Network is a dedicated online social network that evolved from the previous online initiative, nuss.meetingplace.com.sg, launched in 2008. To date, more than 10,000 people have registered on this portal.

On top of an online presence, the Society organises career networking events. One such event was held on 24 March 2011, at Attica, Clarke Quay, with more than 350 graduates participating. Forty representatives from nine well-established companies in the sales and marketing industries were also involved in the networking session.

The Campus Network is another new initiative which the Society hopes to collaborate with NUS to provide a dedicated online portal for the NUS undergraduate community. This portal will enable NUS students to keep abreast of the latest events and happenings on campus, and make new friends within and across faculties. This is expected to be launched in early 2012.

Amendments to Constitution on Membership

A few membership resolutions were passed at the Annual General Meeting (AGM) and General Meeting (GM) in April 2011 and October 2011 respectively.

A resolution carried at the AGM allowed postgraduates to join at the reduced entrance fee of \$2,000, provided their postgraduate programmes commence within 12 months after obtaining the first and subsequent full-time degrees, or any other period as determined by the Management Committee from time to time. The change in the Constitution has enabled the Society to recruit some postgraduates who fall under this category.

A resolution passed at the GM was the Transfer of Membership by Senior and Life Members. Senior and Life Members may now transfer the membership to their family member or a third party and at the same time, retain the privilege to utilise the club's facilities.

Finally, with effect from 1 January 2012, all existing Outstation Members were placed under the Absent membership scheme where the Society applied a reduced subscription fee of 20% of the prevailing rate. This is following the resolution that was passed at the AGM which amended Article 19 of the Constitution under Absent and Outstation Status.

The Way Ahead

With the Society constantly striving to reach out to more new graduates through various new initiatives, NUSS continues to be a significance presence in the graduate community in Singapore.

Membership by Gender

Gender	2011	2010
Male	10,552 (68%)	10,582 (68%)
Female	4,970 (32%)	4,937 (32%)
Total	15,522	15,519

Membership by Age

Age Group	2011	2010
21-30	1,149 (7%)	1,133 (7%)
31-40	2,629 (17%)	3,013 (19%)
41-50	5,455 (35%)	5,546 (36%)
51 & above	6,289 (41%)	5,827 (38%)
Total	15,522	15,519



Career networking session at Attica, Clark Quay



Making new friends at New Members' Night

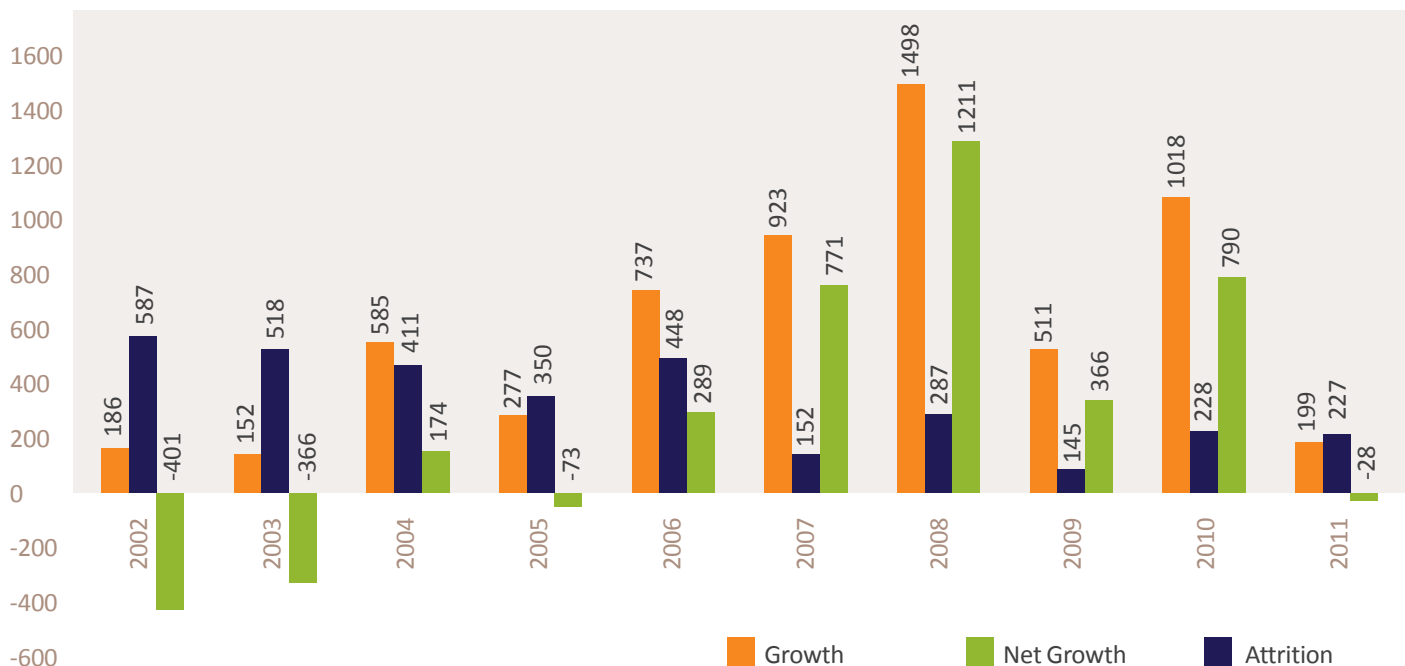
Membership Type

Membership Type	2011	2010
Ordinary	9,984	10,079
Life Ordinary	934	816
Associate	4,342	4,389
Life Associate	191	168
Senior	11	12
Corporate	2	2
Term	58	53
Total	15,522	15,519

Membership by Faculty/School

Faculty/School	2011	2010
Accountancy	884	892
Architecture (Design & Environment)	191	192
Arts & Social Science	3,067	2,989
Building & Estate Management	41	43
Business Administration	3,200	2,849
Dental Surgery	174	179
Engineering	2,130	2,139
Law	881	882
Medicine	649	649
Science	3,867	4,097
Others	438	608
Total	15,522	15,519

Membership Growth in the Last 10 Years



S-Connect Sub-Committee



Front row (from left): Chua Joon Eng, Ng Geok Eng Mary, Soh Jenny, Ang Wai Hoong Catherine (Dr), Lim Bee Lum, Ong Liang-Gay Archie
Back row (from left): Francis Pavri (Dr), Fua Cheng Kin, Seah Meng Hwee Jeremy, Donald Wyatt, Ho Kiang Choong Allan

Chairperson
Francis Pavri (Dr)

Deputy Chairperson
Ong Liang-Gay Archie

Members
Ang Wai Hoong Catherine (Dr)
Boey Yuet Mei Maria
Chua Joon Eng
Fua Cheng Kin
Ho Kiang Choong Allan
Lim Bee Lum
Ng Geok Eng Mary
Seah Meng Hwee Jeremy
Soh Jenny
Donald Wyatt

The S-Connect Sub-Committee hopes to project the Society as a mature member of civil society in Singapore by affiliating itself with or participating in national organisations whose objectives and activities are consistent with those of the Society. It organises activities for mature members and aims to be the Society's designated channel and platform for the study and dissemination of information on ageing issues.

ACTIVITIES IN 2011

Senior Fellowship

The Senior Fellowship team, led by Jenny Soh, holds quarterly Fellowship Lunches and weekly S-Connect session on Tuesdays. At these meetings, senior members engage in a game or two of social bridge and other casual activities. S-Connect on Tuesdays has since expanded to include Guided Autobiography sharing sessions supported by Sub-Committee member, Chua Joon Eng.

In December, the Sub-Committee continued its tradition of hosting the annual Christmas Lunch. It was the first time that the luncheon had garnered interest from so many members and guests that it had to be hosted at Della & Seng Gee Guild Hall. It was truly a merry occasion for the 150 members and guests as they celebrated Christmas with one another over a sumptuous meal.

Project Heritage

The Project Heritage team is headed by Lim Bee Lum. She is supported by Dr Catherine Ang and Fua Cheng Kin in the organisation and collection of important commentaries and documents relating to NUSS. In the pipeline is the Oral History Archival project where the team will interview and document the Society's Past Presidents and other important NUSS personalities in the hope that they can continue to share their stories and insights on various issues relevant to NUSS.

Community Engagement

Led by Archie Ong, the aim of the Community Engagement team is to expose and involve senior members in community service by organising tea sessions with voluntary organisations. In September, alongside our very own Community Care Sub-Committee, statutory boards such as the Health Promotion Board, National Library Board and Public Utilities Board shared with our members how they could give back to the larger society. A handful

of members signed up as volunteers after hearing from each of the organisations. Boosted by that enthusiastic response, the team plans to hold an annual tea session in a bid to nurture the spirit of volunteerism in and amongst the graduate community.

Enrichment

In keeping with S-Connect's interest to engage senior members in all areas possible, the Enrichment team, led by Dr Francis Pavri and Chua Joon Eng, has organised more intellectually stimulating events and activities. In July, Dr Francis Pavri initiated the Thursday Walkabouts – a monthly walk for seniors meant to stimulate the mind and body. Some of the trails ventured since its inception include the Butterfly Trail and a hike from HortPark to VivoCity. On average, 10 members participated in the walkabouts each month.

Visits to local places of interest and museum tours were also frequently organised. In August this year, urban planner and architect, Maria Boey conducted a 4-hour tour to Kampung Glam to bask in the festivities of Ramadan. A total of 25 members and a few of their guests attended this cultural eye-opener.

S-Connect also supports the NUSS Book Club. Besides monthly book discussions, the Book Club seeks to provide members with opportunities to meet invited authors. In April, award-winning local author, Su-Chen Christine Lim shared her motivations and thoughts behind her books, *Rice Bowl* and *Fistful of Colours*.



Catching up at Fellowship Lunch



Guided Autobiography sharing session



Su-Chen Christine Lim at NUSS Book Club Session



Tea session with voluntary organisations

Sports & Recreation Sub-Committee



Sitting (from left): Oon Tik Lee, Wong Hoe Sang, Mohan Balagopal, Chong Hoong Sang, Cheong Yue Thong Steven
 Standing (from left): Chua Hock Huat, Yap Ning Jee, Siak Chong Leng (Dr), Chong Woon Chieh Daniel, Richard Chitrakar (Secretariat)

Chairperson Mohan Balagopal	Bridge Convenor Siak Chong Leng (Dr)
Deputy Chairperson Chong Hoong Sang	Darts Convenor Oon Tik Lee
Members Cheong Yue Thong Steven Kwek Chok Ming Siva Retnam	Golf Convenor Lee C P Eddie
Badminton Convenor Chua Hock Huat	Running Convenor Chan Whye Mun
Balut Convenor Chong Woon Chieh Daniel	Soccer Convenor Yap Ning Jee
Billiards Convenor Ng Wai Hong	Squash Convenor Ang Lay Hing William
Bowling Convenor Lim Shoo Hoe	Table-tennis Convenor Wong Hoe Sang
	Tennis Convenor Mak Kam Lock Robin

The Sports & Recreation Sub-Committee aims to promote active participation in sports and recreation, and in the process encourage interaction and promote camaraderie amongst members. It also hopes to elevate the status of NUSS Sports & Recreation Sections to the level of local sports clubs, aiming for sporting excellence through increased participation in inter-club and national competitions.

ACTIVITIES IN 2011

Inter-Section Games and Sports & Recreation Night

Held on 9 April, the Inter-Section Games is an annual event where all Sections come together to participate in various games. The Table-tennis Section swept away most of the awards, with the Soccer Section coming in second. All the Sections then commemorated a year of hard work by having a celebration at the annual Sports & Recreation Night.

26th NUSS-PAUM Games

NUSS hosted the 26th NUSS-PAUM Games held on 21 and 22 October. For the first time, most games took place at the new Sports and Recreation facilities. A total of seven games were contested.

Results			
Game	NUSS' Score	PAUM's Score	Winner
Badminton	0	7	PAUM
Golf	5	5	Draw
Squash	4	3	NUSS
Tennis	4	1	NUSS
Soccer	4	4	Draw
Bowling	5	6	PAUM
Table-tennis	1	6	PAUM
Overall Winner			PAUM



Sports & Recreation Night



NUSS-PAUM Bowling

Grad-Undergrad Games

The Society hosted the Grad-Undergrad Games with more than 100 players competing in badminton, tennis, squash and table-tennis. The aims of the Grad-Undergrad Games are to promote ties between NUSS and NUS, and inject new blood by inviting the undergraduates to join the Society and the respective sports teams after graduation.

Billiards

The Section played five games in Division 4 of the National Snooker League and the results were three wins and two draws. The NUSS' Annual Snooker Tournament was cancelled due to poor response and the Section plans to organise one in mid 2012.

Badminton

Having its very own badminton courts had proven beneficial for the Badminton Section as it won the ITIS Badminton Tournament.

Date	Match	Result	Score
18 Aug 2011	NUSS vs NP	Won	Walkover
23 Aug 2011	NUSS vs NUS	Won	3-2
1 Sep 2011	NUSS vs NTU	Won	4-1

Apart from that, the Section also participated in the 7th SSC-WOS Inter-Club Masters League and hosted a friendly on 27 January. The major event for the Section last year was when it hosted its Malaysian counterparts in the annual NUSS-PAUM Games, which PAUM won by a score of 7-0.

Due to extensive bookings and utilisation, the courts underwent major retrofitting works and are now in a better condition than ever.

Bowling

As the Section of the Year in 2010, the Bowling Section organised a thoroughly enjoyable Sports & Recreation Night filled with entertainment and sumptuous food.

Determined to continue its winning streak over their Malaysian counterparts in the NUSS-PAUM Games, the members trained hard and had internal friendly competitions every month at Mount Faber SAFRA Superbowl.

The last competition saw a total of 46 participants, with Kelvin Koh crowned the Bowler of the Year.

Balut

The Balut Section hosted the fourth round of the annual interclub Balut games on 17 August and fielded five teams. Participating teams and guests praised the Society for its excellent hospitality and food.

The Section also participated in the highly anticipated 31st Chivas Interport Balut Competition hosted by the Singapore Indian Association. NUSS sent three teams and they competed against teams from local clubs, as well as teams from Brunei, Malaysia, the Phillipines and Thailand. The eventual winner was a team from the Singapore Cricket Club.

The top Baluters of NUSS were decided based on the 10 best section league games. They were:

- 1st: Lim Kah Lok
- 2nd: Teo Chin Tuan
- 3rd: Pek Teong Tat



NUSS-PAUM Badminton

Bridge

The Bridge Section's membership has been increasing over the years. In 2011, the Section sent three teams to the Singapore National Bridge League, one team to the Premier Bridge League where they were 1st runner-up, and two teams to the Pesta Sukan Asian Bridge Championships.

Darts

The Darts Section practised every Monday and Thursday at BTGH, and every Wednesday (except the last Wednesday of the month) at KRGH. The training sessions were in preparation for the Singapore Darts Association's 2011 Darts League that took place from April to December, as well as the Annual Darts Triangular on 21 October hosted by the Singapore Cricket Club. NUSS, Singapore Cricket Club and Serangoon Gardens Country Club participated in the Triangular, with Singapore Cricket Club emerging the winner.

Eight darters also participated in a friendly hosted by Tanglin Club in July.

On 24 September, the Section hosted the ITIS-Darts competition. After three singles and two doubles league games, NUSS finished first.

Internally, the Section conducted five bi-monthly medals. The winner of the darts annual on 18 December was Oon Tik Lee.



Enjoying a game of Balut



Darts Section

Fitness

With the new Fitness Centre at KRGH up and running and complemented by an aerobics room where various aerobics, dance and martial arts classes were held throughout the year, there was a tremendous increase in members' patronage. In response to members' feedback, many types of machines were introduced at the Fitness Centre. As part of the Society's efforts to improve the standards of the Fitness Centre and equipment, feedback sessions were organised.

Golf

The Golf Section's exciting schedule was packed with monthly medals played in Singapore, Malaysia, Indonesia and even China.

The Section celebrated its silver jubilee by organising '25 Years of Glorious Golf' event, a fundraising golf tournament held at Sentosa Golf Club. It raised more than \$220,000 for the NUSS Endowment Fund for UTown Student Advancement to help needy students at NUS UTown.

Running

With more members joining the Running Section, the Section organised two weekly events – West Coast Run on Wednesdays at 7pm, and the other, the Singapore River Run on Sundays at 6.30am.

In 2011, the Section participated in many major local races like Sundown Marathon, SAFRA Army Half Marathon and Standard Chartered Marathon. Seven members even travelled to Kuala Lumpur to take part in the Standard Chartered KL Marathon. A new running vest was also designed for the Section.

A total of seven runners represented NUSS in the bi-annual ITIS Road Race. Ronald Chan came in first amongst the NUSS runners.

Squash

The Squash Section organised the annual NUSS Squash League from 1 April to 31 October. The overall champion was Chua Hwee Hoon.

Soccer

The saying 'old is gold' definitely holds true for the Soccer Section. Undeterred by their age, the Section members held regular bi-weekly games at Tampines SAFRA, St Wilfred Field and Meridian Junior College. When playing against younger teams, they used their experience to compensate for the lack of speed and endurance. Coupled with its predatory instincts, the team won games with convincing score lines.



Lady golfers from the Golf Section



Running Section



Squash Section



NUSS-PAUM Table-tennis



NUSS-PAUM Soccer

Participating in the NUSS-PAUM Games was the main highlight for the Soccer Section. The members took the game to their Malaysian counterparts, culminating in a thoroughly enthralling 4-4 draw.

Table-tennis

The Table-tennis Section trained intensively in 2011 and their efforts came to fruition when they came in 3rd in the annual ITIS-NUSS Games held at Nanyang Polytechnic. The players who represented NUSS were John Cheng, Chong KC, Daniel Eu, Marcus Wong, Goh Ju Lin, Felicia Poon and Wong Hoe Sang.

Tennis

The Tennis Section hosted fewer friendly games in 2011 due to repair works carried out at the courts. These games included the annual Grad-Undergrad Games as well as matches with friends from Batu Pahat Tennis Club across the Causeway.

The Section was also invited to compete in the Singapore Swimming Club Invitational where it emerged champion for the 3rd successive year. The Tennis Section also entered three men's teams and a ladies' team to participate in the highly competitive Singapore Tennis Association Interclub Doubles League from 24 September to 30 October. Another highlight of the year was the Hong Kong Tennis Trip organised at the end of 2011 for members to play in a couple of friendly games at the Hong Kong Football Club and the Chinese Recreation Club.



Tennis Section

Financial Statements

and Five-Year Financial Performance

The National University of Singapore Society
For the year ended 31 December 2011

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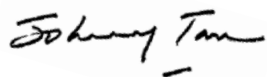
Statement by the Management Committee

In our opinion:

- (a) the financial statements set out on pages 64 to 81 are drawn up so as to present fairly, in all material respects, the state of affairs of The National University of Singapore Society (the "Society") as at 31 December 2011 and the results, changes in members' funds and cash flows of the Society for the year ended on that date in accordance with the Singapore Financial Reporting Standards and the Societies Act; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Society will be able to pay its debts as and when they fall due.

The Management Committee has, on the date of this statement, authorised these financial statements for issue.

On behalf of the Management Committee



Tan Khoon Hui Johnny
President



Wong Peng Meng
Honorary Treasurer

16 February 2012

Independent Auditors' Report

Members of the Society

The National University of Singapore Society

(Registered under The Societies Act, Chapter 311)

Report on the financial statements

We have audited the accompanying financial statements of The National University of Singapore Society (the "Society"), which comprise the statement of financial position as at 31 December 2011, statement of comprehensive income, statement of changes in members' funds and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 64 to 81.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the Singapore Financial Reporting Standards and the Societies Act (the "Act"), and for such internal controls as management determines are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements are properly drawn up in accordance with the Singapore Financial Reporting Standards so as to present fairly, in all material respects, the state of affairs of the Society as at 31 December 2011 and the results, changes in members' funds and cash flows of the Society for the year ended on that date.

Other matter

The financial statements for the year ended 31 December 2010 were audited by another firm of Certified Public Accountants whose report dated 22 February 2011 expressed an unqualified opinion on these financial statements.

Report on other legal and regulatory requirements

In our opinion:

- (a) The accounting and other records required by the regulations enacted under the Act to be kept by the Society have been properly kept in accordance with the Act; and
- (b) the fund-raising appeals held during the year have been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act Chapter 311 and proper accounts and other records have been kept of the fund-raising appeals.

**KPMG LLP**

*Public Accountants and
Certified Public Accountants*

Singapore

16 February 2012

Statement of Financial Position

As at 31 December 2011

	Note	2011 \$'000	2010 \$'000 Restated	2009 \$'000 Restated
Non-current assets				
Property and equipment	4	31,492	31,589	28,802
Amounts due from members	5	175	993	824
		31,667	32,582	29,626
Current assets				
Amounts due from members	5	2,978	3,557	3,436
Sundry receivables	6	677	395	1,130
Inventories, at cost	7	418	396	377
Cash and cash equivalents	8	10,212	9,549	10,447
		14,285	13,897	15,390
Total assets		45,952	46,479	45,016
Members' Funds				
Accumulated Fund	9, 19	39,254	40,914	39,472
Development Fund	10, 19	656	–	699
		39,910	40,914	40,171
Current liabilities				
Members' deposits		1,780	1,723	1,627
Trade and other payables	11	4,262	3,842	3,218
		6,042	5,565	4,845
Total liabilities		6,042	5,565	4,845
Total members' funds and liabilities		45,952	46,479	45,016

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

Statement of Comprehensive Income

Year ended 31 December 2011

	Note	2011 \$'000	2010 \$'000
Income			
Food and beverage income		12,513	12,348
Subscription income		7,900	7,867
Members' entrance fee	10	450	2,434
Net income from fruit machines		2,110	2,219
Other income	12	502	674
		23,475	25,542
Expenses			
Food and beverage expenditure		(11,997)	(11,991)
Club activities		(461)	(946)
Administration and general operating expenditure		(11,180)	(11,044)
		(23,638)	(23,981)
(Deficit)/surplus of income over expenditure before contribution to NUS as part of the Pledge and before taxation		(163)	1,561
Contribution to NUS as part of the Pledge	10	(841)	(818)
(Deficit)/surplus of income over expenditure before taxation	13	(1,004)	743
Tax expense		–	–
(Deficit)/surplus of income over expenditure after taxation and total comprehensive income for the year transferred to Accumulated Fund		(1,004)	743

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

Statement of Changes in Members' Funds

Year ended 31 December 2011

	Note	Accumulated Fund \$'000	Development Fund \$'000	Total \$'000
At 1 January 2010, restated	19	39,472	699	40,171
Total comprehensive income for the year		743	–	743
Net transfer from Development Fund, restated	10	699	(699)	–
At 31 December 2010, restated	19	40,914	–	40,914
At 1 January 2011, restated	19	40,914	–	40,914
Total comprehensive income for the year		(1,004)	–	(1,004)
Net transfer to Development Fund	10	(656)	656	–
At 31 December 2011		39,254	656	39,910

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

Statement of Cash Flows

Year ended 31 December 2011

	2011 \$'000	2010 \$'000
Cash flows from operating activities		
(Deficit)/surplus before tax	(1,004)	743
Adjustments for:		
Loss on disposal of property and equipment	3	–
Property and equipment written off	18	1
Depreciation of property and equipment	2,056	1,783
Interest income	(13)	(20)
Allowance for doubtful receivables of members' accounts no longer required	(3)	(436)
Operating cash flows before working capital changes	1,057	2,071
Change in inventories	(22)	(19)
Change in amounts due from members	1,398	145
Change in sundry receivables	(281)	737
Change in members' deposits	57	96
Change in trade and other payables	420	711
Cash generated from operating activities	1,572	1,670
Tax paid	–	–
Net cash from operating activities	2,629	3,741
Cash flows from investing activities		
Proceeds from disposal of property and equipment	–	1
Acquisition of property and equipment	(1,979)	(4,659)
Interest received	13	20
Change in fixed deposit pledged	(2)	–
Net cash used in investing activities	(1,968)	(4,638)
Net increase/(decrease) in cash and cash equivalents	661	(897)
Cash and cash equivalents at 1 January	9,417	10,314
Cash and cash equivalents at 31 December (Note 8)	10,078	9,417

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

Notes to the Financial Statements

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Management Committee on 16 February 2012.

1 Domicile and activities

The National University of Singapore Society (the “Society”) is registered under the Societies Act and domiciled in the Republic of Singapore. The address of the Society’s registered office is 9 Kent Ridge Drive, Singapore 119241.

The Society’s main objectives are to promote the interests and development of the National University of Singapore (NUS) and members of the Society, and in providing club facilities and creating opportunities to organise social, recreational and intellectual activities for its members.

2 Basis of preparation

2.1 Statement of compliance

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (FRS).

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis except as otherwise described below.

2.3 Functional and presentation currency

These financial statements are presented in Singapore dollars, which is the Society’s functional currency. All financial information presented in Singapore dollars has been rounded to the nearest thousand, unless otherwise stated.

2.4 Use of estimates and judgements

The preparation of financial statements in conformity with FRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

No critical judgement was used in applying accounting policies that would have a significant effect on the amount recognised in the financial statements.

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment within the next financial year are included in the following notes:

- Note 3.2 – Estimated useful lives of property and equipment
- Note 3.4 – Impairment loss on property and equipment
- Notes 5 and 18 – Allowance for impairment amounts due from members

3 Significant accounting policies

The accounting policies used by the Society have been applied consistently to all periods presented in these financial statements.

3.1 Financial instruments

Non-derivative financial assets

The Society initially recognises loans and receivables and deposits on the date that they are originated. All other financial assets are recognised initially on the trade date, which is the date that the Society becomes a party to the contractual provisions of the instrument.

The Society derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the Society is recognised as a separate asset or liability.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Society has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Non-derivative financial assets comprise loans and receivables.

Loans and receivables

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less any impairment losses.

Loans and receivables comprise cash and cash equivalents, and trade and other receivables.

Cash and cash equivalents comprise cash balances and deposits with financial institutions. For the purpose of the statement of cash flows, cash and cash equivalents exclude fixed deposits pledged to secure bank facilities.

Non-derivative financial liabilities

Financial liabilities are recognised initially on the trade date, which is the date that the Society becomes a party to the contractual provisions of the instrument.

The Society derecognises a financial liability when its contractual obligations are discharged, cancelled or expired.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Society has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

The Society classifies non-derivative financial liabilities into the other financial liabilities category. Such financial liabilities are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

Other financial liabilities comprise trade and other payables.

3.2 Property and equipment

Items of property and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes:

- the cost of materials and direct labour;
- any other costs directly attributable to bringing the assets to a working condition for their intended use;
- when the Society has an obligation to remove the asset or restore the site, an estimate of the costs of dismantling and removing the items and restoring the site on which they are located;
- and capitalised borrowing costs.

When parts of an item of property and equipment have different useful lives, they are accounted for as separate items (major components) of property and equipment.

The gain or loss on disposal of an item of property and equipment is determined by comparing the proceeds from disposal with the carrying amount of property and equipment, and is recognised net within other income/general operating expenditure in profit or loss.

Subsequent costs

The cost of replacing a component of an item of property and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Society, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of property and equipment are recognised in profit or loss as incurred.

Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property and equipment. Leased assets are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Society will obtain ownership by the end of the lease term. Freehold land is not depreciated.

The estimated useful lives for the current and comparative years are as follows:

▪ Clubhouses:	
• Kent Ridge Guild House (KRGH)	36 years (over the period of lease from Oct 2008)
• Suntec City Guild House (SCGH)	6 years (over the period of the lease from Jan 2004)
• Bukit Timah Guild House (BTGH)	9 years (over the period of the lease from Apr 2008)
▪ Furniture, fittings and equipment	3 years
▪ Fruit machines	4 years
▪ Kitchen equipment	5 years
▪ Office equipment and computers	3-10 years
▪ Motor vehicle	5 years
▪ Tools and fitness equipment	3-5 years

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

Capital projects-in-progress refers to mainly expenditure incurred to-date on projects for the development and improvements of the clubhouse. No depreciation is provided on capital projects-in-progress.

Items of capital expenditure below \$500 are written off to the profit or loss.

3.3 Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the weighted average principle, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

3.4 Impairment

Non-derivative financial assets

A financial asset not carried at fair value through profit or loss is assessed at the end of each reporting period to determine whether there is objective evidence that it is impaired. A financial asset is impaired if objective evidence indicates that a loss event has occurred after the initial recognition of the asset, and that the loss event has a negative effect on the estimated future cash flows of that asset that can be estimated reliably.

Objective evidence that financial assets are impaired can include default or delinquency by a debtor, restructuring of an amount due to the Society on terms that the Society would not consider otherwise, indications that a debtor or issuer will enter bankruptcy, adverse changes in the payment status of borrowers or issuers or economic conditions that correlate with default.

Loans and receivables

The Society considers evidence of impairment for loans and receivables at both a specific asset and collective level. All individually significant loans and receivables are assessed for specific impairment. All individually significant receivables found not to be specifically impaired are then collectively assessed for any impairment that has been incurred but not yet identified. Loans and receivables that are not individually significant are collectively assessed for impairment by grouping together loans and receivables with similar risk characteristics.

In assessing collective impairment, the Society uses historical trends of the probability of default, the timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by historical trends.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate. Losses are recognised in profit or loss and reflected in an allowance account against loans. Interest on the impaired asset continues to be recognised. When a subsequent event (e.g. repayment by a debtor) causes the amount of impairment loss to decrease, the decrease in impairment loss is reversed through profit or loss.

Non-financial assets

The carrying amounts of the Society's non-financial assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit (CGU) exceeds its estimated recoverable amount.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGU.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the CGU (group of CGUs), and then to reduce the carrying amounts of the other assets in the CGU (group of CGUs) on a *pro rata* basis.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation, if no impairment loss had been recognised.

3.5 Employee benefits

Defined contribution plans

Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in profit or loss in the periods during which services are rendered by employees.

Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Society has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

Key management personnel

Key management personnel of the Society are those persons having the authority and responsibility for planning, directing and controlling the activities of the Society. Certain heads of department and managers are considered key management personnel.

3.6 Provisions

A provision is recognised if, as a result of a past event, the Society has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

3.7 Revenue

Sale of food and beverage

Revenue from the sale of food and beverage is recognised when the Society has delivered the food and beverage to the customer and collectability of the related receivables is reasonably assured.

Members' subscriptions

Revenue from subscriptions is recognised when subscription from members are due.

Fruit machines

Revenue from fruit machines is recognised when monies are collected.

Members' entrance fees

Revenue from members' entrance fees is recognised in full in the year in which new members are admitted and effective upon election of the member by the Management Committee.

3.8 Government grants

Cash grants received from the government are recognised as income upon receipt.

3.9 Operating lease

Payments made under operating leases are recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognised as an integral part of the total lease expense, over the term of the lease.

3.10 Interest income

Interest income on fixed deposits is recognised as it accrues in profit or loss, using the effective interest method.

3.11 Development fund

The Development Fund is used for the development of the Society including any expenses incurred for any feasibility study on prospective development projects of the Society.

Entrance fees from members and interest income from fixed and term deposits and its related income tax charge are transferred to this fund.

3.12 New standards and interpretations not adopted

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 January 2011, and have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Society.

4 Property and equipment

<-----Clubhouses ¹ ----->												
Original KRGH (foundation works)	New KRGH \$'000	SCGH \$'000	BTGH \$'000	Furniture, and fittings equipment \$'000	Fruit machines \$'000	Kitchen equipment \$'000	Office equipment and computers \$'000	Motor vehicle \$'000	Tools and fitness equipment \$'000	Capital and projects-in progress (KRGH) \$'000	Total \$'000	
Cost												
At 1 January 2010	8,857	15,604	3,295	2,629	2,410	2,092	2,014	45	357	7,690	45,962	
Additions	-	595	-	-	350	178	313	-	129	2,930	4,648	
Reclassifications	-	10,419	-	(13)	119	30	54	-	6	(10,615)	-	
Disposals and write-offs	-	-	-	(70)	(10)	(86)	-	-	(2)	(5)	(361)	
At 31 December 2010	8,857	26,618	3,295	2,546	2,869	2,214	2,381	45	490	-	50,249	
At 1 January 2011	8,857	26,618	3,295	2,546	2,869	2,214	2,381	45	490	-	50,249	
Additions	-	1,431	-	-	259	177	82	-	30	-	1,979	
Disposals and write-offs	-	-	-	-	(559)	(4)	(140)	-	(106)	-	(1,134)	
At 31 December 2011	8,857	28,049	3,295	2,546	2,569	2,066	2,323	45	414	-	51,094	
Accumulated depreciation												
At 1 January 2010	6,971	535	3,282	316	2,113	1,512	1,293	40	318	-	17,160	
Depreciation for the year	54	644	13	320	244	184	186	5	41	-	1,783	
Disposals and write-offs	-	-	-	-	(10)	(85)	-	-	(2)	-	(283)	
At 31 December 2010	7,025	1,179	3,295	636	2,347	1,611	1,479	45	357	-	18,660	
At 1 January 2011	7,025	1,179	3,295	636	2,347	1,611	1,479	45	357	-	18,660	
Depreciation for the year	54	822	-	305	325	210	180	-	58	-	2,056	
Disposals and write-offs	-	-	-	-	(557)	(4)	(135)	-	(106)	-	(1,114)	
At 31 December 2011	7,079	2,001	3,295	941	2,115	1,509	1,524	45	309	-	19,602	
Carrying amounts												
At 1 January 2010	1,886	15,069	13	2,313	297	580	721	5	39	7,690	28,802	
At 31 December 2010	1,832	25,439	-	1,910	522	603	902	-	133	-	31,589	
At 31 December 2011	1,778	26,048	-	1,605	454	557	799	-	105	-	31,492	

¹ Adam Park Guild House (APGH) does not record any property and equipment as the Society outsources its food and beverage operations to third party food and beverage operators. The third party operators are required to bear their own costs to renovate the clubhouse.

5 Amounts due from members

	2011 \$'000	2010 \$'000
Billed receivables	2,312	2,447
Allowance for doubtful receivables	(351)	(387)
	1,961	2,060
Members' entrance fee on instalment scheme not due for billing	1,192	2,490
	3,153	4,550
The breakdown of entrance fee are as follows:		
- Less than 12 months (Current)	1,017	1,497
- More than 12 months (Non-current)	175	993
	1,192	2,490
Current	2,978	3,557
Non-current	175	993
	3,153	4,550

6 Sundry receivables

	2011 \$'000	2010 \$'000
Deposits	217	211
Prepayments	109	75
Receivables from fund-raising appeals	62	—
Miscellaneous	289	109
	677	395

7 Inventories

	2011 \$'000	2010 \$'000
Consumable food	228	166
Beverages	188	226
Miscellaneous	2	4
	418	396

8 Cash and cash equivalents

	2011 \$'000	2010 \$'000
Fixed deposits	5,134	132
Cash and bank balances	5,078	9,417
	10,212	9,549
Fixed deposits pledged	(134)	(132)
Cash and cash equivalents in the statement of cash flows	10,078	9,417

Fixed deposits of \$133,602 is pledged with a bank to secure against a bankers' guarantee provided by the bank.

The fixed deposits earn effective interest of 0.350% per annum (2010: 0.330% - 0.480%). The maturity terms of fixed deposits are less than a year.

9 Accumulated fund

Under the Society's Constitution Article 47:

- (1) The Society shall not be dissolved except with the consent of not less than three-fifths of the members of the Society eligible to vote and for the time being resident in Singapore expressed, either in person or by proxy, or by postal vote in such form as may be approved by the Committee at a General Meeting convened for the purpose.
- (2) In the event of the Society being dissolved as provided above, all debts and liabilities legally incurred on behalf of the Society shall be fully discharged and the remaining funds donated to the National University of Singapore.

10 Development fund

	Note	2011 \$'000	2010 \$'000 Restated#
Transfer to Development Fund			
Members' entrance fee		450	2,434
Interest income from fixed deposits		1	1
Transfer from Accumulated Fund		2,614	531
		3,065	2,966
Transfer from Development Fund			
KRGH redevelopment costs		(1,568)	(2,930)
BTGH redevelopment costs		–	83
Contribution to NUS as part of the Pledge	17	(841)	(818)
		(2,409)	(3,665)
Net transfer to/(from) Development Fund		656	(699)

Refer to Note 19 for the 2010 restatement.

11 Trade and other payables

	2011 \$'000	2010 \$'000
Trade payables	1,094	1,213
Medical fund	103	102
Accrued operating expenses	2,790	2,255
Other payables	275	272
	<u>4,262</u>	<u>3,842</u>

12 Other income

	2011 \$'000	2010 \$'000
Administration income	47	60
Concessionaire fee	66	200
Course fees	48	20
Income from credit card programme	82	60
Guest/section fees	110	91
Jobs Credit Scheme	–	91
Interest income	13	20
Miscellaneous income	136	132
	<u>502</u>	<u>674</u>

13 (Deficit)/surplus for the year

	2011 \$'000	2010 \$'000
(Deficit)/surplus for the year	(1,004)	743

The following items have been included in arriving at the (deficit)/surplus for the year:

	2011 \$'000	2010 \$'000
Allowance for doubtful receivables of members' accounts no longer required	3	73
Loss on disposal of property and equipment	(3)	–
Operating lease expense	(956)	(940)
Property and equipment written off	(18)	(1)
Staff salaries, bonuses and defined contribution plans	<u>(9,210)</u>	<u>(9,234)</u>

14 Key Management Personnel

Key management personnel compensation comprise:

	2011 \$'000	2010 \$'000
Short-term employee benefits	1,420	1,460
Defined contribution plan	145	137
	1,565	1,597

15 Tax expense

A Society is exempted from tax in respect of revenue derived from the principal activities of the Society by virtue of the provisions of Section 11(1) of the Income Tax Act as more than half of its gross income is received from voting members.

In 2011 and 2010, there was no provision for current tax payable as the amounts claimed for donations exceeded the total sum of interest received of \$13,246 (2010: \$19,314).

16 Leases

Leases as lessee

As at 31 December 2011, the commitment of the Society for minimum lease payments under non-cancellable operating lease rentals are payable as follows:

	2011 \$'000	2010 \$'000
Within one year	975	809
Between one and five years	2,661	2,818
	3,636	3,627

The operating leases at BTGH and APGH expire in April 2014 and September 2014 with monthly rental payable of \$11,330 and \$15,150 respectively. The operating lease at SCGH expires in December 2015 with the monthly rental payable of \$52,938 (up till December 2012), \$56,947 (up till December 2013), \$59,996 (up till December 2014) and \$63,526 (up till December 2015).

The other non-cancellable leases are on office equipment which expire between May 2013 and August 2016.

On 11 January 2004, the lease of the land on which KRGH is situated was extended by an additional 30 years by NUS from 2014 to 2044.

17 Capital commitments

	2011 \$'000	2010 \$'000
Pledge to NUS in relation to the redevelopment of KRGH (approved in General Meeting on 21 July 2003)	5,000	5,000
Contribution made to NUS to-date	(4,001)	(3,055)
	999	1,945
	2011 \$'000	2010 \$'000
Movement of contributions made to NUS to-date		
At 1 January	3,055	2,014
From:		
Development Fund	841	818
Donors	105	223
At 31 December	4,001	3,055
Capital expenditure for KRGH clubhouse:		
	2011 \$'000	2010 \$'000
Improvement works to the facilities and infrastructure of a sum not exceeding (approved in General Meeting on 6 October 2011)	525	—

18 Financial instruments

Overview

The Society has exposure to the following risks from its use of financial instruments:

- credit risk
- liquidity risk

The Society does not have significant exposure to foreign currency and interest rate risks.

This note presents information about the Society's exposure to each of the above risks, the Society's objectives, policies and processes for measuring and managing risk, and the Society's management of capital.

Risk management framework

The Management Committee has overall responsibility for the establishment and oversight of the Society's risk management framework.

The Society's risk management policies are established to identify and analyse the risks faced by the Society, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Society's activities. The Society, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

Credit risk

Credit risk is the risk of financial loss to the Society if a member fails to meet its contractual obligations, and arises principally from the Society's receivables from members.

The carrying amount of financial assets in the statement of financial position represents the Society's maximum exposure to credit risk.

Risk Management Policy

The Society's exposure to credit risk is influenced mainly by the individual characteristics of each member.

The Society has a credit policy in place which establishes credit limits for members and monitors their balances on an ongoing basis. Credit evaluations are performed on all members requiring credit over a certain amount based on their historical credit experience with the Society.

Exposure to credit risk

The maximum exposure to credit risk at the reporting date was represented by the amounts due from members, other receivables, fixed deposits and bank balances.

Impairment losses

The Society establishes an allowance for impairment that represents its estimate of incurred losses in respect of amounts due from members. This allowance comprise a collective loss established for groups of similar assets in respect of losses that have been incurred but not yet identified. The collective loss allowance is determined based on historical data of members' accounts which have been defaulted or terminated.

The ageing of amounts due from members that were not impaired at the reporting date was:

	2011 \$'000	2010 \$'000
Not past due	1,612	1,713
Past due 0 – 30 days	268	265
Past due 31 – 60 days	81	82
	1,961	2,060

The movement in the allowance for impairment loss in respect of amounts due from members during the year are as follows:

	2011 \$'000	2010 \$'000
At 1 January	387	822
Allowance utilised	(33)	(362)
Allowance for doubtful receivables of members' accounts no longer required	(3)	(73)
At 31 December	351	387

Based on the Society's monitoring of customer credit risk, the Society believes that, apart from the above, no impairment allowance is necessary in respect of amounts due from members not past due or past due up to 30 days.

Cash and cash equivalents

The Society held cash and cash equivalents of \$10,211,783 at 31 December 2011 (2010: \$9,549,472), which represents its maximum credit exposure on these assets. The cash and cash equivalents are held with banks and financial institutions which are regulated.

Liquidity risk

Risk management Policy

Liquidity risk is the risk that the Society will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Society's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses to the Society.

The following are the contractual maturities of financial liabilities, including estimated interest payments and excluding the impact of netting agreements:

	Carrying amount \$'000	Contractual cash flows \$'000	12 months or less \$'000
2011			
Non-derivative financial liabilities			
Trade and other payables	4,262	4,262	4,262
2010			
Non-derivative financial liabilities			
Trade and other payables	3,842	3,842	3,842

Determination of fair values

The carrying amount of deposit pledged with bank and members' entrance fee with maturity of more than one year approximates its fair value. All other financial assets and liabilities approximate their fair value because of the short period of maturity.

Capital management

The Management Committee's policy is to maintain a strong capital base so as to maintain confidence of its members and to sustain future development of the Society. Capital consists of accumulated funds and development funds.

There were no changes in the Society's approach to capital management during the year.

The Society is not subject to externally imposed capital requirements.

19 Comparative information

The comparatives in the financial statements were audited by another firm of Certified Public Accountants, whose report dated 22 February 2011 expressed an unqualified opinion on those financial statements.

From 2007 to 2010, contributions to NUS as part of the \$5 million Pledge, as well as redevelopment costs for BTGH, were recorded in the Accumulated Fund instead of the Development Fund. During the year, the Society reclassified these amounts as drawn down from the Development Fund. As required by the FRS, the statement of financial position as at 31 December 2009, the beginning of the earliest comparative period, is presented.

	As previously stated 2010 \$'000	Amount reclassified 2010 \$'000	Restated 2010 \$'000
Statement of financial position			
Members' Funds			
Accumulated Fund	37,138	3,776	40,914
Development Fund	3,776	(3,776)	–
Statement of changes in members' funds			
Accumulated Fund	37,138	3,776	40,914
Development Fund	3,776	(3,776)	–

	As previously stated 2009 \$'000	Amount reclassified 2009 \$'000	Restated 2009 \$'000
Statement of financial position			
Members' Funds			
Accumulated Fund	35,900	3,572	39,472
Development Fund	4,271	(3,572)	699
Statement of changes in members' funds			
Accumulated Fund	35,900	3,572	39,472
Development Fund	4,271	(3,572)	699

Five-Year Financial Performance

	2007 \$'000	2008 \$'000	2009 \$'000	2010 \$'000	2011 \$'000
INCOME					
Food and beverage income	7,358	8,312	10,972	12,348	12,513
Subscription income	6,358	6,749	7,343	7,867	7,900
Members' entrance fee	850	2,436	1,133	2,434	450
Net income from fruit machines	2,834	2,781	2,558	2,219	2,110
Other income	905	520	571	583	502
Total Income (excluding Jobs Credit)	18,305	20,798	22,577	25,451	23,475
EXPENDITURE					
Food and beverage expenditure	7,503	9,048	11,122	11,991	11,997
Club activities	696	708	691	946	461
Club rental	674	781	778	924	938
Depreciation and other property and equipment written off	1,737	1,924	1,986	1,784	2,074
Staff salaries	3,420	3,778	3,259	3,708	3,581
Repairs and maintenance	478	677	914	1,267	1,350
Utilities	810	889	776	1,446	1,386
Others	1,481	1,942	1,586	1,898	1,851
Total Expenditure (before NUS Pledge, excluding income tax)	16,799	19,747	21,112	23,964	23,638
Sub Total	1,506	1,051	1,465	1,487	(163)
Add/(Less) Tax expense	8	4	–	–	–
Net Operating Result	1,514	1,055	1,465	1,487	(163)
Less: Contribution to NUS as part of the Pledge	(693)	–	(250)	(818)	(841)
Less: Expensed Equipment	–	(357)	(6)	(17)	–
Less: Property & Equipment written off (pertaining to KRGH)	–	(1,463)	–	–	–
Less: Impairment of clubhouse building	(545)	–	–	–	–
Add: Jobs Credit	–	–	490	91	–
Net Surplus/(Deficit)	276	(765)	1,699	743	(1,004)

29 February 2012

Dear Member

EXPLANATORY NOTES TO THE 2011 AUDITED ACCOUNTS

Attached are explanatory notes which give further information on various items which appear as part of Annual Report 2011. The explanatory notes are not part of the audited accounts. They have been prepared by the Management Committee and circulated to members ahead of the forthcoming Annual General Meeting (AGM) on 26 April 2012 to save time being taken up by questions and clarifications on details relating to the accounts.

Notwithstanding this, there may be items not covered in the explanatory notes on which you may want information or clarification to be provided at the AGM. In order to assist the Management Committee to prepare the necessary information, it would be greatly appreciated if you would email or fax your questions to the Honorary Secretary by 16 April 2012.

The fax number is 6778 8095 and the email address is secretariat@nuss.org.sg.

Thank you for your cooperation.

Yours sincerely



Yip Kum Fei
Honorary Secretary

EXPLANATORY NOTES TO THE 2011 AUDITED ACCOUNTS**Page 74 Note 5 : Amounts due from members - Billed receivables - \$2,312k** \$'000

The ageing analysis of billed receivables due from members is as follows:-

Not past due	1,612
Past due: 0-30 days	268
31-60 days	101
Above 60 days	331

Total	2,312
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Page 74 Note 5 : Amounts due from members - Allowance for doubtful receivables - \$351k

The amount is based on 20% of members' outstanding accounts past due 31-60 days and 100% of members' outstanding accounts past due above 60 days.

Page 74 Note 6 : Sundry Receivables - Deposits - \$217k \$'000

Rental/Lease Agreements (APGH/SCGH/BTGH)	146
Utilities	64
Water Dispenser & Dishwashing Machines	7

Total	217
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Page 74 Note 6 : Sundry Receivables - Prepayments - \$109k \$'000

Festive Advance to Staff	26
IT, Maintenance & Storage	39
Licence Fees	21
Publication	13
Sports & Events Fees	5
Others	5

Total	109
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Page 74 Note 6 : Sundry Receivables - Miscellaneous - \$289k \$'000

Sundry Debtors (Corporate Accts)	188
Others (e.g. DBS Plat Card Income, E-NETS, etc)	101

Total	289
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Page 76 Note 11 : Trade and Other Payables - Accrued operating expenses - \$2,790k \$'000

Banquet Deposit	20
Club Activities (e.g. S&R, Choir and Cultural)	78
Fruit Machines Lottery Duties	243
Hong Bao Contribution from Members	20
Staff Related Expenses	1,056
Uninvoiced Expenses (includes KRGH Project)	1,330
Vouchers/Credits	43

Total	2,790
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Page 76 Note 12 : Other Income - Miscellaneous income - \$136k \$'000

Advertisement Income	31
Expired F&B Credits/Vouchers	70
Term Membership Entrance Fee	9
Undergrad - Withdrawn/Expired (Prepayment of Entrance Fee)	12
Others (e.g. Sales of Corporate Souvenir Items, Penalty Fees)	14

Total	136
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INCOME AND EXPENDITURE ACCOUNT BY DIVISIONS FOR THE FINANCIAL YEAR ENDED 31 DEC 2011

	KRGH \$'000	SCGH \$'000	BTGH \$'000	HQ \$'000	TOTAL \$'000
INCOME					
Subscription	-	-	-	7,900	7,900
Members' Entrance Fee	-	-	-	322	322
Transfer Fee	-	-	-	128	128
Fruit Machines	1,076	693	341	-	2,110
Other Income	4	2	-	496	502
Sub-Total	1,080	695	341	8,846	10,962
F&B Sales (net of F&B vouchers/credits)	7,254	3,304	1,329	-	11,887
F&B Other Income	226	266	134	-	626
Less: F&B Cost of Sales	(2,816)	(1,366)	(620)	-	(4,802)
F&B Staff Expenses	(3,268)	(1,486)	(772)	-	(5,526)
F&B Other Expenses	(963)	(469)	(237)	-	(1,669)
F&B Net Results	433	249	(166)	-	516
Total Income ^{#1}	1,513	944	175	8,846	11,478
LESS EXPENDITURE					
Club Activities ^{#2}	1	1	1	458	461
A&G Expenses					
- Allowance for Doubtful Receivables of Members' Accounts no longer required	-	-	-	(3)	(3)
- Clubhouse Rental	-	635	133	170	938
- Depreciation of Property and Equipment	1,361	53	321	321	2,056
- Insurance / Licence Fees	14	14	8	85	121
- Loss on disposal of Property and Equipment	-	1	-	2	3
- Other Property and Equipment Written Off	17	-	-	1	18
- Postage	-	-	-	118	118
- Printing and Stationery	-	-	-	89	89
- Property Tax	112	-	-	-	112
- Repairs and Maintenance	950	205	171	24	1,350
- Staff Salaries, Bonus and CPF	424	123	143	2,891	3,581
- Utilities	983	246	156	-	1,385
- Others	191	52	35	1,134	1,412
Total Expenditure ^{#3}	4,053	1,330	968	5,290	11,641
(before NUS Pledge and excluding income tax)					
Add/(Less) Tax Expenses	-	-	-	-	-
Net Operating Result	(2,540)	(386)	(793)	3,556	(163)
Less: Contribution to NUS as part of the Pledge	-	-	-	(841)	(841)
Net (Deficit) / Surplus	(2,540)	(386)	(793)	2,715	(1,004)

#1: Net off F&B direct expenses

#2: Refer to Explanatory Notes - Club Activities

#3: Excluding F&B direct expenses

EXPLANATORY NOTES – CLUB ACTIVITIES (#2)**2011
\$'000****Club Activities**

Alumni Development and University Relations	1
Community Care	11
Cultural	15
Editorial and IT	139
Events	30
Intellectual Pursuit	36
Library	4
Membership	51
S-Connect	4
Sports & Recreation	170

Total	461
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Community Care - \$11k

Children's Christmas Party	5
Chinese New Year Festive Gathering for the Less Privileged	6

Total	11
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Cultural - \$15k

Arts Circle	(1)
DanceSport	(3)
DramaWorks	2
Karaoke Competition	1
NUSS Choir	19
NUSS Toastmasters Club	(3)

Total	15
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Editorial and IT - \$139k

Design, Printing, Postage & Lettershop Services for <i>The Graduate</i>	107
Supplementary Flyers	26
Web Development	3
Others - Photography	3

Total	139
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Events - \$30k

Appreciation Dinner	11
Children's Activities	(2)
Countdown	15
Social Activities	6

Total	30
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Membership - \$51k

i-Connect	(12)
Membership Forms and Cards	5
Membership Drive and Benefits	53
New Members' Nights	5

Total	51
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Sports & Recreation - \$170k

Expenditure by Fee Paying Sections (Badminton / Billiards / Bowling / Bridge / Golf / Squash / Tennis)	111
Expenditure by Non-Fee Paying Sections (Balut / Darts / Soccer / Table Tennis / Running)	16
Others (e.g. S&R Night, NUSS-PAUM Games etc)	43

Total	170
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The National University of Singapore Society

Nomination for Election to Management Committee

[Article 26 (2)]

We propose and second the nomination of _____,
Membership No. _____ for election to the Management Committee at the Annual
General Meeting to be held on Thursday, 26 April 2012.

We confirm that the said nominee has been an Ordinary Member for at least one year preceding
the date of the election and that the said nominee is eligible to accept the office of a Management
Committee member.

Dated this _____ day of _____ 2012.

Proposer's Signature

Seconders's Signature

Proposer's Name (In Block Letters)

Seconders's Name (In Block Letters)

Membership No.

Membership No.

ACCEPTANCE OF NOMINATION

I, _____, Membership No. _____
hereby accept the nomination for election to the Management Committee of The National University
of Singapore Society. I confirm that I am eligible to accept the office of a Management Committee
member.

Nominee's Signature

Date

**NB : Nominations must be received by 6pm, 18 April 2012 (5 clear working days before the
date of the Annual General Meeting). Only one nomination form is to be submitted. The
submission of multiple nomination forms will result in disqualification.**

Nominees may upload their biodata via www.nuss.org.sg/ecp/ecp.htm, for members' information
and viewing from 19 April 2012.



The National University of Singapore Society

Kent Ridge Guild House 9 Kent Ridge Drive Singapore 119241 Tel: 6779 1811 Fax: 6778 8095

Email: secretariat@nuss.org.sg Visit us at www.nuss.org.sg

24 February 2012

Dear Member

ANNUAL GENERAL MEETING ON 26 APRIL 2012 – PRE-MEETING PROCEDURAL NOTES

NUSS will hold its Annual General Meeting on Thursday, 26 April 2012, at 7.30pm in Della & Seng Gee Guild Hall, Kent Ridge Guild House. To help us manage the proceedings smoothly, please observe the following:

1] Registration

Registration starts at 6pm in the Lobby of Kent Ridge Guild House.

2] Membership Card

Please remember to bring along your membership card, which you will need to present to our staff at the registration counter for registration.

3] Ballot Forms

As of 24 February 2012, there are two resolutions to be voted on at the Annual General Meeting. Ballot forms will be issued to eligible members upon registration.

4] Members' Account

Members who are placed on default status shall not be entitled to any of the privileges of membership including attendance at General Meetings, unless full payment has been received prior to the date of the Meeting.

5] Snacks and Refreshment

We will be serving snacks and refreshments from 6pm to 7.15pm in the Lobby.

Thank you for your kind attention and co-operation. We look forward to your attendance on 26 April 2012.

Yours sincerely



Tong Hsien-Hui
Chief Executive Officer

