

SMU ENGAGE

AUGUST 2016

AHEAD *of the* CURVE

SMU'S VERY
OWN RESEARCH STARS

CALL IT THE X FACTOR

*An 'experimental curriculum'
is quickly enhancing SMU's
reputation for excellence*

Breaking into the Top 5
SMU moves up in global research ranking

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EDITOR'S NOTE

Our cover story in this issue focusses on research – one of the three key strategic thrusts of SMU's Vision 2025. The article looks at five fascinating projects that are building SMU's reputation as a catalyst in cutting-edge research, having secured significant external research grants.

In the Zest section, read about how we welcomed Acting Minister for Education (Higher Education and Skills) Mr Ong Ye Kung on an informal visit; hosted Principals and other senior figures from Singapore's Junior Colleges and other institutions for lunch; and showed our appreciation to the organisations who partner SMU-X, our experiential learning courses. The best of student life was on display in Patron's Day and Open House, and celebrated in the Student Life Awards. And our students keep on winning national and international competitions, in mooting, writing case studies and business plans, and more. While the recent Graduate Employment Survey revealed that SMU graduates continue to be sought-after by employers.

There is more good news about SMU's global rankings and prestigious recognition for two faculty members' teaching skills, in the Academia

section. There is also news of the launch of a new leadership programme and collaboration on cybersecurity research and education.

In Connections, we welcome Professor Pang Hwee Hwa as the new Dean of the School of Information Systems and salute Professor Steven Miller's legacy as founding Dean. You will also learn about new developments for alumni, new scholarships and bursaries and community service activities.

In the Connections section, we review events that extended SMU's reputation for thought leadership. We have hosted talks by the US Ambassador to Singapore Mr Kirk Wagar; as well as two former presidents — Mr Susilo Bambang Yudhoyono of Indonesia and Mr Olusegun Obasanjo of Nigeria. The most recent season of Channel NewsAsia's flagship panel discussion programme *Perspectives*, for which we are knowledge partner, featured several of SMU's own thought leaders, including Chairman Mr Ho Kwon Ping, President Professor Arnoud De Meyer and Provost Professor Lily Kong, as well as several senior faculty members.

I hope this issue keeps you engaged with the SMU community. Enjoy!



Alan Goh
Vice President
Corporate Communications & Marketing

PUSHING NEW RESEARCH FRONTIERS

Teaching and research go hand in hand at SMU.
 For these faculty members who recently received external funding for their respective research projects, exciting breakthroughs lie ahead.



DID YOU KNOW?
\$\$4.62 MILLION
 Amount of external research funding garnered by just five individuals



SMUENGAGE

AUGUST ISSUE #09

FRONT COVER: From left, SMU star researchers Assistant Prof Hady Lauw, Assistant Prof Chung Siyoung and Prof Robert Deng.

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Zhu Feida is Assistant Professor, School of Information Systems, and Academic Director, Pinnacle Lab.

ASSISTANT
PROFESSOR
**ZHU
FEIDA**

- **GRANT RECEIVED**
Ping An Technology (Shenzhen) Co., Ltd., China
- **PROJECT TITLE**
Ping An-SMU Research Lab (Pinnacle Lab)
- **PROJECT COMMENCEMENT**
2015 (2 years)

DEEPENING CUSTOMER INSIGHTS

Pinnacle Lab was formed in 2013. How did the collaboration with Ping An come about?

Ping An Group is a China-based personal financial services group with core businesses in insurance, banking and investment. When the company wanted to transform its IT department using 'big data', a friend of mine who works there and knows of my expertise in that area approached me. The Lab was set up to develop financial innovations based on large-scale social media data.

Can you tell us about some of these financial innovations?

We developed a real-time targeted marketing system for Ping An's insurance arm that monitors people's activities on social media platforms — such as Sina Weibo, Tencent QQ and Renren — to understand their financial needs. For example, insurance agents can identify existing customers who are about to go on vacation and call them to talk about Ping An's travel insurance policy.

Another system we developed for its banking business tracks customers' online social networks to determine personal credit scores. That way, Ping An knows which customers require extra due diligence and which ones merit heavier marketing efforts.

Congratulations on the renewed funding! Why is balancing research with academic work so important to you?

What professors teach or write on paper is not always aligned with what industries actually need. To get the best value out of our work, we need to collaborate with industry partners and make sure our research is relevant and accessible.

ASSISTANT PROF ZHU ALSO HELMS THE DBS-SMU LIFE ANALYTICS LAB (LIFELAB), JOINTLY LAUNCHED IN OCTOBER 2015 BY DBS BANK AND SMU. LIFELAB WILL CONDUCT LARGE-SCALE CONSUMER BEHAVIOUR ANALYSIS ON SOCIAL MEDIA PLATFORMS TO UNCOVER NEW DIGITAL CONSUMER TRENDS, WHICH WILL HELP DBS CREATE NEW PRODUCTS AND IMPROVE CURRENT OFFERINGS.

“WE COLLABORATE

with industry partners and make sure our research is relevant and accessible.

Assistant Professor Zhu Feida



Gary Pan is Associate Professor (Education) and Associate Dean (Student Matters), School of Accountancy, and Academic Director, SMU-X.

ASSOCIATE
PROFESSOR
**GARY
PAN**

- **GRANT RECEIVED**
MOE Tertiary Education Research Fund
- **PROJECT TITLE**
Evaluating SMU-X Pedagogy: An Innovative Approach to Prepare University Students with Future Work Skills
- **PROJECT COMMENCEMENT**
March 2016 (2 years)

enhance students' learning experience? And does it improve students' learning of future work skills?

The first question deals with stakeholders' perceptions of the SMU-X curriculum, which we will obtain through interviews and surveys with students, faculty members and industry partners. The second examines whether students have actually picked up the desired skills; a quasi-experiment involving pre- and post-testing of online skill assessments will give us a sense of this.

Our research findings may serve as constructive feedback for SMU as the SMU-X pedagogy is incorporated into more undergraduate courses. The results may also prove useful for other local universities that are considering adopting similar curricula, given Singapore's ongoing shift towards applied learning."

The SMU-X team (left to right): Grace Koh, Senior Manager, and Yan Gan Hup, Associate Director, Office of the Provost; Seow Poh Sun, Associate Professor of Accounting (Education) and Associate Dean (Teaching and Curriculum), School of Accountancy; and Associate Professor Gary Pan.

Chung Siyoung is Assistant Professor of Corporate Communications (Education), Lee Kong Chian School of Business.



ASSISTANT
PROFESSOR
**CHUNG
SIYOUNG**

- **GRANT RECEIVED**
MDA Academic Engagement Programme
- **PROJECT TITLE**
The Effects of Singaporeans' Media Use on Civic Engagement and Communication Behaviours
- **PROJECT COMMENCEMENT**
January 2016 (3 years)

THE POWER OF MEDIA

The social media explosion has radically changed the way people utilise and perceive media. "Due to platforms like Facebook and Twitter, we now have so much information available at our fingertips," says Chung Siyoung, Assistant Professor of Corporate Communication (Education) at the Lee Kong Chian School of Business. "It is worthwhile to study how these changes have altered our lives."

In her previous research on Internet use, Assistant Prof Chung found that people high in personal efficacy — those who think they are qualified or knowledgeable — read more online articles. On the other hand, people high in collective efficacy — those who believe other like-minded individuals exist — share their opinions on Internet forums more frequently, and are more deeply engaged in civic and political activities. Her current Media Development Authority (MDA)-funded study will expand on these findings.

The three-person research team will explore two issues: the relationship between Singaporeans' media use and their civic and political engagement, as well as that between brand loyalty and communication behaviours. "Is our active media use — through traditional as well as new forms of media — influenced by our collective efficacy, or vice versa?" she wonders. "When an organisation is hit by a reputational crisis, do we actively spread negative word of mouth in the media? Or does our affinity for the brand override our ethical concerns?"

The three-year longitudinal study raises the likelihood for trends to emerge. Online surveys will be conducted in the same month for each year of the study, providing a snapshot of the then-prevailing mood. This will allow Assistant Prof Chung to track changes in people's civic and political engagement over time, and in their attitudes toward the media.

"Our results may shed light on the roles of traditional and social media on people's participation in civic and political matters," she says. "Knowing that will give insights to the media industry on how to reposition themselves in a competitive market."

Hady Lauw is Assistant Professor of Information Systems, School of Information Systems.

Robert Deng is Professor of Information Systems, School of Information Systems, and Director, Secure Mobile Centre.

PROFESSOR ROBERT DENG

ASSISTANT PROFESSOR HADY LAUW

- ▶ **GRANT RECEIVED**
NRF Fellowship (Class of 2016)
- ▶ **PROJECT TITLE**
Dimensionality Reduction for Recommender Systems: Unified Latent Co-representation of Multi-Modal Preference Signals
- ▶ **PROJECT COMMENCEMENT**
April 2016 (5 years)

A PERSONALISED APPROACH

Every time we buy products on e-commerce sites, rate movies on RottenTomatoes.com, write hotel reviews on TripAdvisor.com or post photos on Instagram, we are expressing our preferences. This, says Hady Lauw, Assistant Professor of Information Systems, provides opportunities for personalisation: "By mining data to better glean user preferences, we can help consumers cope with the proliferation of choices by recommending or highlighting those that are most likely to be of interest to the consumer."

Assistant Prof Lauw is heading a research team that seeks to model user preferences from data in three domains: consumer products (e.g. mobile phones, TVs); media (e.g. books, songs, movies); and points of interest (e.g. restaurants, hotels). To ensure a comprehensive database, they will extract preference signals from various public sources in multiple modalities, including text reviews, ratings, items purchased and photos uploaded. They also intend to improve the computational efficiency of preference analytics. "It is challenging to work with a vocabulary comprising tens of thousands of words, e-commerce sites showing millions of products or images made up of millions of pixels," says Assistant Prof Lauw. "By constructing low-dimensional representations of datasets, we can make the recommendation algorithms run faster and take up less storage space."

In time, prototypical knowledge bases of preference signals may be released to showcase the applicability of the technology. Companies can then leverage on SMU's knowledge base, gleaned from public sources, to enrich their proprietary data, thus offering more accurate recommendations or targeted marketing to consumers.

Assistant Prof Lauw recalls his relief and elation upon finding out he had been awarded the NRF grant, and hopes it will serve as a launch pad for further research. "This is my first major grant as a principal investigator, and I look forward to making it a success," he says. "Engaging in research is rewarding and intellectually stimulating. It's like solving a puzzle, only to discover that there are more puzzles to be solved."

SECURING THE CYBERWORLD

"Cybersecurity is fascinating," says Professor Robert Deng from the School of Information Systems. "One needs to design a system that not only functions well but works in the presence of powerful adversaries, including hackers as well as foreign governments."

To prevent an adversary from hacking into a user's account, user authentication systems have been developed that require the user to input a password when interacting with the computer. However, these systems are vulnerable to various attacks, such as timing attacks. "When a user enters a password, it takes time for the brain to recall the correct letters or numbers, and for the hand to find the right keys," explains Prof Deng. "An attacker observing or recording from a distance can derive that password by the user's response time, or by the sequence of sounds produced." Together with counterparts from the University of Surrey, UK, he is leading a four-person SMU team on a joint project to improve the security of such systems.

They aim to develop a computational human cognitive framework and supporting software tools capable of evaluating security systems without involving real human users. The framework will emulate user response times and indicate how strong passwords are, while attack models on user authentication systems are currently being built. "Removing real humans from the process will enable faster and more objective inspection of the potential insecurity of a given security system," he adds.

Prof Deng, who is also Director of SMU's Secure Mobile Centre, notes that the joint grant from Singapore's National Research Foundation (NRF) and UK's Engineering and Physical Sciences Research Council (EPSRC) provides opportunities for cross-border cooperation between universities. "Our framework and software will be of great value for the security industry to deliver securer systems to end-users," he says.

“
ENGAGING
IN RESEARCH
is rewarding and intellectually stimulating.
It's like solving a puzzle, only to discover
that there are more puzzles to be solved.”

Assistant Professor Hady Lauw

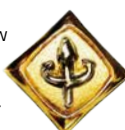
Taken together, the research undertaken by Assistant Prof Lauw (left) and Prof Deng will hopefully result in a world wide web that is both safer and more convenient to use.

- ▶ **GRANT RECEIVED**
Joint Singapore-UK Research in Cybersecurity 2015 (NRF, Singapore & EPSRC, UK)
- ▶ **PROJECT TITLE**
COMputational Modelling and Automatic Non-intrusive Detection Of HUMAN behaviour-based iNSecurity (COMMANDO-HUMANS)
- ▶ **PROJECT COMMENCEMENT**
April 2016 (2 years)

A FIRST FOR SMU

ON 1 JANUARY 2016, PROF ROBERT DENG WAS ELEVATED TO AN IEEE FELLOW, THE HIGHEST GRADE OF MEMBERSHIP FOR THE WORLD'S LARGEST TECHNICAL PROFESSIONAL ORGANISATION. THE IEEE GRADE OF FELLOW IS CONFERRED BY THE BOARD OF DIRECTORS UPON A PERSON WITH AN EXTRAORDINARY RECORD OF ACCOMPLISHMENTS IN ANY OF THE IEEE FIELDS OF INTEREST. PROF DENG IS THE FIRST AMONG SMU'S FACULTY TO RECEIVE THE PRESTIGIOUS HONOUR.

Each IEEE Fellow receives a gold sterling silver Fellow lapel pin.



(Left to right) Mr Eric Lim, Head of Internal Audit at DSO National Laboratories, SMU Associate Director Tan Gan Hup, SMU President Prof Arnoud De Meyer, and Assoc Prof of Accounting (Practice) Foo See Liang deep in discussion about SMU-X.

'X' STANDS FOR EXPONENTIAL

From Academic Year 2015 to date:

SMU RAN
21
SMU-X COURSES

IN TOTAL
1,535
STUDENTS

have been involved
in as many as

270
GROUP PROJECTS
with
122
PARTNERS



THE POWER OF 'X'

What began as an experimental curriculum is quickly enhancing SMU's reputation for pedagogical innovation and excellence

Collaboration between academia and industry is a key facet of SMU-X, an innovative pedagogy that has taken off at the University. Founded on experiential learning, it brings together SMU students, faculty members and a diverse range of industry partners. Students taking the semester-long multi-disciplinary courses work in project teams to come up with creative solutions for actual challenges faced by an organisation, while being mentored by faculty members and industry partners. To facilitate group work, classes are held at flexible study spaces in SMU Labs.

On 8 April, SMU-X partners were invited to an Industry Appreciation and Networking Session at this very facility. SMU President Professor Arnoud De Meyer, who hosted the event, said, "We need to prepare students for a world in which many jobs today may not exist in five to 10 years from now. Bringing real, unsolved problems into the classroom will teach them to 'learn how to learn'... My hope is that in one or two years' time, all students will have an opportunity to take SMU-X courses."

'X' STANDS FOR EXPERIENTIAL

XDel Singapore, a logistics fulfilment company providing courier solutions, is one of many small- and medium-sized enterprises (SMEs) taking part in SMU-X. To help improve the firm's financial performance, six students from the Intelligent Accounting Function course designed a practical and well-defined expense-tracking system. They also developed a computer-based model to allocate the costs and ascertain the profitability of each product offering.

"As an SME, we have limited resources," said Mr Eddie Lee, XDel's Director of Sales and Marketing. "Working with students has enabled us to better manage internal costs, while they in turn have learned how SMEs operate."

Working with F&B Group Les Amis, other students in the same course created a web application that could generate standardised spreadsheets across Les Amis' 23 outlets in Singapore to enable effective revenue analysis. Another team proposed a cloud-based data update framework and group dashboard to give Les Amis headquarters a consolidated and

WINDOWS TO OPPORTUNITY

"We will be using the students' recommendations to bolster our products and services to meet the banking needs of the professionals, managers and executives of the future"

Ms Janet Young, Head of Group Channels and Digitalisation, OUB

real-time overview of topline performance of all its outlets across six countries in Southeast Asia. Les Amis intends to implement the proposed solutions upon completion of testing.

In The Design of Business, a business capstone course, six student teams made recommendations to help enhance the product offering, geographical reach and consumer segments of Wanin Industries, a local pioneer in bottled water and cooler rental. The company has started to embark of two proposals – a new range of drinks called 'Vision Water', and an effervescent tablet that will enable it to capture new market value.

SMU-X also attracts big local companies like United Overseas Bank (UOB) and Singapore Press Holdings (SPH). Also in The Design of Business course, eight teams of students proposed strategies for UOB to grow its deposit-saving and privilege-banking segments. "We now have better insight into what our customers of tomorrow desire and will be using the students' recommendations to



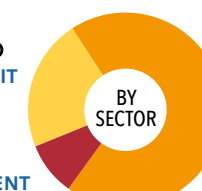
Students discussing their project in a multimedia-enabled Group Study Room at SMU Labs.

bolster our products and services to meet the banking needs of the professionals, managers and executives of the future," said Ms Janet Young, UOB's Head of Group Channels and Digitalisation.

As for SPH, 45 students from the Data Warehousing and Business Analytics course split up into smaller groups to analyse its online advertisement data and then presented suggestions to create more effective digital advertising campaigns. Mr Eric Tan, Head of Programmatic and Ad Operations at SPH, noted that SMU-X also serves as a potential recruitment tool for participating organisations. "SMU-X is a good way for companies to reach out to students and spot young talent," he said. "We are currently exploring the possibility of bringing some students back as interns to follow up on their projects."

→ MEET THE PARTNERS

20%
NON-PROFIT



8%
GOVERNMENT

71%
CORPORATE

SMEs

56%
WITHIN THE CORPORATE SECTOR

12%
NON-SME LOCAL COMPANIES

32%
MULTINATIONAL CORPORATIONS



President Dr Tony Tan flanked by hosts and student volunteers at the SMU Gives Back exhibition.

DIVING IN

"As a first-time volunteer, I'm making a conscious effort this year to be involved in student life and meet more people. It's good to balance coursework with non-academic activities."

Chan Chan Leong, Law (Year 2)
student and game booth volunteer



President Tan and SMU Chairman Mr Ho Kwon Ping greeting stallholders at the food court.

A CELEBRATION OF CONSCIENCE

Students' contributions to society were honoured on Patron's Day, SMU's annual birthday bash

Ongoing redevelopment of the Campus Green meant that this year's SMU Patron's Day Village on 5 February 2016 was moved indoors to the basement Concourse — but that didn't dampen the festivities! In keeping with the 'Once Upon A Time' theme, the student-run Organising Committee transformed the Concourse into a storybook kingdom for a day. Students showed up in droves to try their hand at fairytale-inspired games and arts-and-crafts activities. Food stalls also offered tasty bites, while stage performances were given by 10 student clubs as well as local

acts The Sam Willows, Gentle Bones and Ming Bridges.

While the carnival was in full swing, SMU's Board of Trustees, donors, staff, eminent alumni and current students attended a special dinner at Li Ka Shing Library. It featured an exhibition called 'SMU Gives Back', showcasing four of the longest-running local community service projects established and sustained by undergraduates. Singapore President and SMU Patron Dr Tony Tan Keng Yam graced the event, and made time to tour the Village and check out the exhibition prior to the meal.

SMU Chairman Mr Ho Kwon Ping noted at dinner that SMU was the first university in Singapore to make

community service compulsory for undergraduates in 2001. "Through serving the less-advantaged, they become aware of political, socioeconomic and cultural contradictions. It's part of a process of consciousness-raising that the Portuguese social activist Paulo Freire called "conscientisation," he explained. "To date, SMU has clocked over 2.3 million hours of community service — that's 251 man years," he said. SMU President Professor Arnoud De Meyer added: "I have witnessed how these students are so warmly welcomed into the communities, and how much their help and the time and donations they give mean to the beneficiaries."

'SMU GIVES BACK'

The exhibition comprised four booths, showcasing four of SMU's longest-running community service projects.

- ▶ **1 STARRING SMU**
Aims to nurture a culture of caring by reaching out to a wide range of beneficiaries.
- ▶ **2 PROJECT INSPIRAR**
Reaches out to the less-fortunate elderly, and aims to promote healthy and active ageing.
- ▶ **3 PROJECT KIDLEIDOSCOPE**
Aims to raise awareness of at-risk and vulnerable youths.
- ▶ **4 SMU CHALLENGE**
An annual walkathon held to raise awareness and funds for various beneficiaries.

BECAUSE FIRST IMPRESSIONS COUNT

The SMU Open House 2016 was a showcase of what the University had to offer, both within the classroom and out of it

→ "WHAT MAKES SMU DIFFERENT?"; "Who gets to take SMU-X courses?"; "With 15 double degrees and 41 second majors, how should I decide what to take?"

These were just some of the questions asked by aspiring SMU students, their parents, siblings and friends, who together made SMU's Open House on 5–6 March one of the busiest ever in the University's history. But thanks to a series of 44 talks at five venues across the campus over that weekend, all of these queries were answered. Beside presentations by the school Deans, faculty members, alumni, undergraduates and staff, there were talks on undergraduate admissions, scholarships and financial aid, career services, international exchange programmes, the SMU-SUTD dual-degree programme, SMU-X courses and other subjects.

Several of the visitors followed up with questions for those representing the various schools at booths in the SMU Concourse, which included faculty members, alumni, staff and undergraduates. "Some of the prospective students wanted to ask current students about the curriculum and conduct of lessons, as we were able to give first-hand accounts of our experience," said Law undergraduate Benedict Chan.

SHOWING OFF THE SIGHTS

Fourteen campus tours led by student ambassadors were also well-attended, with visits to the Li Ka Shing Library and SMU Labs being popular highlights. Business undergraduate Kelvin Fan, one of the tour ambassadors, said, "The atmosphere was bustling, vibrant and inclusive — just like everyday life in SMU."



For many, their visit began with a trip to the Redemption Booth next to Campus Green, where they collected generously-stuffed goodie bags. At street level, they also enjoyed games and activities by some of SMU's 160 Co-Curricular Activity (CCA) groups, and snacked on popcorn and candy floss as they enjoyed performances by 14 CCA groups. In the Concourse, besides the School and main Undergraduate Admissions booths, there were also booths for Postgraduate Programmes and Office of Global Learning; an enticing Food Street; and a Smoobie Workshop, where guests enjoyed making SMU's much-loved mascot. "A very memorable Open House! Definitely considering SMU!" said Abhijit of National Junior College. "I absolutely enjoyed SMU's Open House," said Ying Shan, a Yishun Junior College graduate, who posted her views on SMU's Facebook page: "There are a lot of freebies, friendly seniors who gave great advice, an insightful campus tour, fantastic facilities — and the campus is right smack at the heart of town, which is so convenient!"

CHEERS TO STUDENT LIVES

Students, faculty and staff pay tribute to the best of student achievements at an annual awards ceremony



Whoever was behind the phrase "youth is wasted on the young" clearly never attended SMU, whose students have excelled in bettering not just their own lives, but the lives of others as well. The annual University Student Life Awards celebrates their deeds and this year's ceremony on 23 March honoured over 70 individuals and 12 clubs from SMU. These included faculty and staff who have made invaluable contributions with their dedication to improving the student life experience, supporting co-curriculum activities (CCAs) and enhancing the vibrancy of the University.

Themed 'While We Are Young', the event — held at the Ngee Ann Kong Si auditorium and attended by members of the SMU community as well as parents — kicked off with a video celebrating youth, energy and dreams. Conceptualised, directed and filmed by SMU Broadcast & Entertainment students, it featured snippets of student life in aspects such as sports, dance and student leadership. Co-hosts Dean of Students Prof Ong Siow Heng, Associate Dean of Students Dr Bervyn Lee and Office of Student Life new staffer Koustav Mallick livened up the occasion with their friendly banter and well-timed jokes in between announcing award winners.

DULY CREDITED

For the first time, the awards acknowledged those who played a part in putting together major student events. The student organising committees of 9 events in 2015 — SMU

International Day of Peace, SMU Arts Festival, SMU Challenge, SMU Convocation, SMU Freshmen Team Building Camp, SMU Mile Run, SMU Parents' Day, SMU Patron's Day and SMU VIVACE — were recognised.

In keeping with tradition, results for the most-anticipated award category, the SMU Excellence in Student Life Award for Clubs were kept secret until the ceremony itself. These awards recognise the top three CCA clubs, in the areas of Student Leadership & Community Integration, Sports & Adventure, and the Arts. For Student Leadership & Community Integration, SMU's environmental club SMU Verts clinched Gold for the second year in a row. "SMU Verts has participated in several national-level events to educate the public on waste reduction and environmental sustainability. We are thrilled with the win!" said Mervin Soon, who was the President of SMU Verts in 2015. "We spearheaded a joint-university environmental forum and a project to recreate the iconic dragon-shaped playground at Toa Payoh Lorong 6 using bottle-caps, to raise awareness for environmental conservation." The club collected 7,600 used plastic bottle-caps to complete the art installation added Mervin, who also received the University Student Life Gold award for Student Leadership/Community Integration (Individual Category). SMU Verts went on to win the City Developments Limited-Singapore Compact Young Corporate Social Responsibility Youth Leaders Award for this green initiative.

The SMU Chamber Choir and the SMU Sailing club also won golds for their contributions to the Arts and Sports & Adventure. "I'm honoured to have had such a committed executive committee," said former SMU Chamber Choir president Ong Lai Seng, who led his club to greater heights and on to the world stage, such as the Summa Cum Laude International Youth Music Festival in Austria and a two-gold win at the International Youth Music Festival in Slovakia. Lai Seng also nabbed the SMU Excellence in Student Life Gold Awards (Arts) in the Individual category. Capping off the ceremony was a series of performances by faculty and staff coming together to pay tribute not only to all the winners but also all who are young and young at heart.



Above SMU President Prof Arnoud De Meyer (fourth from right) leading the staff's performance for the students.

Below Gold Award winners SMU Verts.

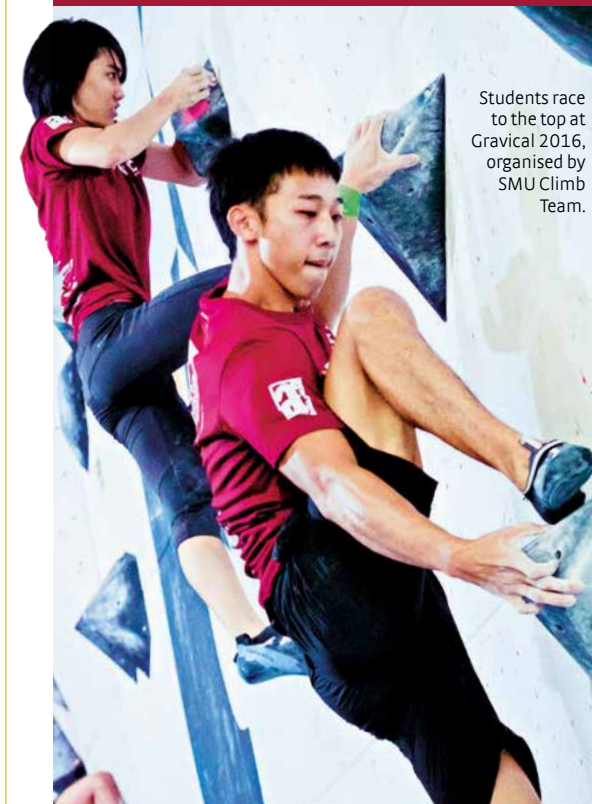
UP-SCALED!

SMU's climbing competition Gravical hits new heights in 2016

→ SOMETIMES, BEING 'UP' against a wall' isn't such a bad thing. Case in point: SMU Gravigal. What started out as a simple SMU-only rock climbing event has now evolved into a highly-anticipated international bouldering competition. And from 21-24 January this year, the Marina Bay Event Square was buzzing with activity as wall-scalers of all skill levels gathered for the competition's 10th edition.

First organised by the SMU Climb Team in 2007, Gravigal aims to promote the sport of rock climbing in Singapore and to encourage an active lifestyle among youths. In addition, the event serves as an opportunity for the climbing community as well as the public to experience a world-class sport-climbing event, a goal Gravigal is expanding towards with each passing year.

Gravigal has four different difficulty categories, namely — Under 17, Novice, Intermediate and the much raved-about Open category. This allows for a variety of participants ranging from students from secondary schools and tertiary institutions to professional climbers as well as members of the public. And while 2015's instalment starred IFSC Climbing World Cup medalist Akiyo Noguchi, the record 800 participants this year had the privilege to climb the nifty handiwork of two world-renowned route setters Kim Dong Hyun and Niklas Weichmann. How's that for a 'lofty' proposition?



Students race to the top at Gravigal 2016, organised by SMU Climb Team.

DID YOU KNOW?

SMU has its own 11-metre high Rock Wall in the Sports Hall, Administration Building.



Topping-out Ceremony held on 13 May 2016. From left to right: Professor Arnoud De Meyer, SMU President; Mr Koji Sugimoto, Kajima Overseas Asia Pte Ltd; Mr Ho Kwon Ping, SMU Chairman; Mr Siew Man Kok, Chairman and Founding Director, MKPL Architects Pte Ltd; and Professor Yeo Tiong Min, Dean, SMU School of Law.

The newest addition to the SMU landscape, the School of Law building, is due for completion by the first half of 2017. And the work on its construction has been proceeding smoothly. In fact, the development has achieved more than one million safe man-hours, a figure that exemplifies the project team's commitment towards workplace safety.

These were just some of the milestones highlighted at a topping-out ceremony held on 13 May to commemorate the successful conclusion of all of the building's concrete structural works. The momentous occasion was celebrated with several members of the SMU Board of Trustees; key members of the SMU senior management; School of Law faculty members, staff and alumni; as well as the project teams from SMU's Office of Campus Development, Kajima Overseas Asia Pte Ltd, MKPL Architects and consultants.

TOPPED-OUT!

Work on SMU's new School of Law building is on track

A GROWING UNIVERSITY

In his remarks at the ceremony, SMU Chairman Mr Ho Kwon Ping said that he was heartened by the University's growth since its move into the city campus, noting it has become a 'key stakeholder' of the community in the Bras Basah District. He said that engaging with other stakeholders 'has not been an entirely easy job', but the University has managed to do so under the leadership of its President Professor Arnoud De Meyer. "SMU has played a very important role in the revitalisation of this whole area. Today is another significant event that will help continue that tradition," said Mr Ho.

The opening of this building is also significant because SMU has grown in terms of people. "We are facing a space crunch, so having

a new building is of enormous importance to us," Mr Ho added. He congratulated the project team for their tremendous efforts, especially given the construction challenges faced. For example, from the topographical point of view, the undulated ground poses many obstacles. Being located on a foothill of Fort Canning also meant that the site is a natural drain-off for rainwater. Special care has to be taken to minimise the impact on sensitive infrastructure nearby, such as old shophouses, museums, road tunnels and train tunnels — all of which are susceptible to construction vibration. There are also many old trees around the site, including a few which had been earmarked as heritage trees.

In highlighting the importance of this new 'home' for the SMU

School of Law, Mr Ho noted that the Law school has made significant achievements in a relatively short span of eight-and-a-half years. He said that SMU's Law students have earned a lot of accolades overseas and have made the University proud; more importantly, they have added to the diversity of the student body. This August, the School of Law will accept its 10th batch of students and enter its 10th year of legal education.

ABOUT THE SCHOOL OF LAW BUILDING

- ▶ The new building occupies **23,000 SQM** — about the size of **52 BASKETBALL COURTS**.
- ▶ Among its key features is a **2,200 SQM LAW LIBRARY** which will be fully-equipped with modern technology wired for legal research in the 21st century.
- ▶ Also housed within the new building will be the **DAVID MARSHALL MOOT COURT**, the **SMU PRO BONO CENTRE** and other research centres.



Mr Ong Ye Kung (front row, 8th from right), Dr Janil Puthucheari (front row, 8th from left), Mr John Lim (front row, 7th from left), Prof Arnoud De Meyer (back row, far right), and Prof Lily Kong (front row, far right) together with SMU students who had chatted with the delegation over tea.

MINISTER COMES TO TOWN

Acting Minister for Education Ong Ye Kung and other members of MOE senior management dropped by for a meeting with SMU leaders and students

➔ ON 9 MARCH, SMU welcomed Singapore's Acting Minister for Education (Higher Education & Skills) and Senior Minister of State, Ministry of Defence Mr Ong Ye Kung, who paid a friendly visit to the University. Mr Ong was accompanied by Dr Janil Puthucheari, Minister of State, Ministry of Communications and Information and Ministry of Education (MOE); Ms Low Yen Ling, Parliamentary Secretary, Ministry of Education and Ministry of Trade and Industry; Mr John Lim, Divisional Director, Higher Education Policy Division and Divisional Director, Higher Education Operations Division; Ms Lee May Gee, Executive Director, Academic Research (Covering) and Director, Higher Education Policy and Ms Diane Loo, Senior Deputy Director, Media

Relations (Higher Education & Skills) and Press Secretary to Acting Minister (Higher Education & Skills) for an afternoon of informal discussions.

The delegation was greeted by SMU's President Professor Arnoud De Meyer; Provost Professor Lily Kong; Senior Advisor Professor Tan Chin Tiong; University Librarian Ms Gulcin Cribb; and Head, Government Affairs Ms Shirley Low, who walked with them to the Li Ka Shing Library Learning Labs. There they listened to presentations by Prof Kong on SMU's undergraduate and continuing education, and by Vice Provost (Research) and Dean of the School of Information Systems Professor Steven Miller on our research initiatives.

Mr Ong, Dr Puthucheari and Mr Lim then spent more than an hour chatting to SMU students over tea. They asked the students about their views on the education system in Singapore and experiences at SMU; while the students enquired about government policies on education and related issues. After tea, the delegation and hosts visited SMU Labs, where Mr Tan Gan Hup, Associate Director, SMU-X led a short tour of the award-winning facilities and Prof Miller introduced the Fujitsu-SMU Urban Computing and Engineering (UNICEN) Corp. Lab. The three guests chatted amicably about their visit with Prof De Meyer, Prof Kong and Prof Tan who accompanied them back to the Li Ka Shing Library, which was the final stop of the visit.

A GOOD HEAD START

The latest Joint Graduate Employment Survey findings showed an increase in employment rates and salaries for SMU Graduates



The numbers say it all — according to a major annual survey, graduates from SMU's 12th cohort have registered a strong overall employment rate and high starting salaries across all six of the University's degree programmes. The findings of the Joint Graduate Employment Survey conducted by Singapore's five autonomous universities — Nanyang Technological University, National University of Singapore, SMU, Singapore Institute of Technology and the Singapore University of Technology and Design — were released in March 2016. The Survey was first conducted in 2012. Not only have SMU grads consistently scored the highest starting salaries since then, the mean gross monthly salary for SMU grads has also gradually increased each year. Some 76.2% or 1,248 participants of the 1,638 SMU alumni who graduated in 2015 took part in the survey.

A TRANSFORMATIVE EXPERIENCE

SMU Provost, Professor Lily Kong noted that the consistently strong survey results are a testament to SMU's high quality, value-add education which equips students with a total skill-set, consisting of (hard) domain knowledge skills, (soft) people skills and 'heart' skills. "Our holistic experience is built on a multi-pronged approach that involves interactive pedagogy, experiential learning and technology-enabled education," she said. "Combined with opportunities for global exposure, community service and internships, SMU helps students to grow and become confident, articulate and well-rounded individuals and leaders."

Prof Kong added that the impact of this transformative experience is shown in this year's survey. "More than 80% of the students felt that SMU has prepared them well for their careers. Through our compulsory internship programme,

many were talent-spotted and offered jobs by their host companies even before they graduated," said the University's chief academic officer. Students also have access to comprehensive career services workshops from their freshman year as part of SMU's pioneering Finishing Touch programme. The compulsory programme prepares undergraduates in career management skills and gears them towards employability by developing and focusing on their career goals progressively throughout their four-year course of study.

Recognising the value of real-world work experience for its students, SMU is the first university in Singapore to make internships compulsory for all students. Students are provided opportunities through the Dato' Kho Hui Meng Career Centre which works closely with industry to ensure the successful placement of students in internships and jobs.

Yet another factor in SMU's impressive employment record is its broad-based curriculum which opens up more opportunities for graduates. The versatility of SMU graduates was demonstrated in the wide variety of professions and industries that they are employed in, ranging from finance and insurance, information and communication, legal, accounting and auditing, public administration and defence, business and management consultancy to advertising services and market research.

➔ THE SURVEY SHOWED THAT

93.7% OF SMU GRADUATES gained employment within six months after completing their final examinations

THE MEAN GROSS MONTHLY SALARY of SMU graduates in full-time permanent jobs has hit a new record of **\$3,624** up from the previous year's salary of \$3,592

TWO OUT OF THREE are offered jobs before graduation



LET'S TALK EDUCATION

SMU hosted staff from post-secondary institutions to share the University's latest developments

➔ PRINCIPALS AND EDUCATORS from 13 of Singapore's junior colleges, polytechnics and other educational institutions visited SMU on 9 March for an afternoon of sharing and learning.

The guests were hosted by SMU's President Professor Arnoud De Meyer, Provost Professor Lily Kong, Deans, senior faculty members and senior management. The informative session, held over lunch, was an opportunity for SMU staff to learn about developments in post-secondary institutions in Singapore, while also sharing news about the University and its programmes.

In his opening remarks, Prof De Meyer shared details of SMU's newest programme, the Bachelor of Social Science in Politics, Law and Economics. "This challenging multi-disciplinary course will shape future leaders with strategic and analytical thinking skills," he said, while also affirming SMU's commitment to supporting the Ministry of Education's Autonomous University scholarships. Following this, SMU Prof Kong addressed attendees, giving them an insight into the University's interactive pedagogy and learning styles. Prof Kong concluded with an overview of how the University prepared graduates for life beyond tertiary education.

Principals and educators left the event with a better sense of the University's achievements and a deeper understanding of the benefits of an SMU education. An earlier edition of the lunch, held on 22 January, was attended by 19 educators.

Front row (L—R) Ms Ek Soo Ben (Principal, Victoria Junior College); Ms Lim Geok Cheng (Principal, Sch of the Arts); Ms Lisa Ball (High Sch Counselor, Singapore American Sch); Dr Mallika Ramdas (Head of University Advising, United World College of South East Asia (Dover Campus)); Prof Lily Kong (Provost, SMU); Prof Arnoud De Meyer (President, SMU); Ms Melissa Maria (Principal, Global Indian International Sch (East Coast Campus)); Ms Seema Kaushik (Career Counsellor, Global Indian International Sch (Queenstown Campus)); Ms Tannaz Daver (Head of University Counselling, SJI International); Mrs Tan Siew Hoon (Vice Principal (Staff & Student Development) & Director of Leadership, ACS (International)); Ms So Zhao Ying (Subject Head (Higher Education and Career Guidance), Anglo-Chinese Junior College); Prof Pang Yang Hoong (Vice Provost (Undergraduate Matters and Student Development), SMU).

Back row (L—R) Mr Alan Goh (Vice President, Office of Corporate Communications and Marketing, SMU); Mr James Scheib (Academic Advisor, Overseas Family Sch); Prof James Tang (Dean, School of Social Sciences, SMU); Prof Steven Miller (Vice Provost (Research) & Dean, Sch of Information Systems, SMU); Mr Mark Lo (Principal, St. Andrew's Junior College); Mr Brian Ang (Deputy Principal (Faculty), Raffles Institution); Dr Lim Lai Cheng (Academic Director, Office of the Provost & Fellow, Sch of Social Sciences, SMU); Prof Cheng Qiang (Dean, Sch of Accountancy, SMU); Prof Yeo Tiong Min (Dean, School of Law, SMU); Mr Nicholas Alchin (High Sch Principal, United World College of South East Asia (East Campus)); Prof Bryce Hooi (Dean, Sch of Economics, SMU); Prof Tom Estad (Associate Dean (Undergraduate Matters), Lee Kong Chian Sch of Business, SMU).



A CUT ABOVE THE REST

SMU students were honoured at two prestigious international business competitions



The SMU quartet who won the KPMG Business Administration Paper 2015 were (from left) Olivia Ou Yu Xin, Jamie Then Lu Yi, Amelia Quek Pei Yu and Tay Qi Hang. Presenting the top prize to the team was Ms Carmen Ting (extreme right), Partner, KPMG. (Photo: Hong Kong Federation of Business Students)

An idea to create a website and mobile app that connects patients to medical service providers in the East Asian region has won a group of four SMU students the top prize at the KPMG Business Administration Paper 2015. The third-year students — Tay Qi Hang, Olivia Ou, Amelia Quek and Jamie Then — walked away with the top prize of HK\$15,000 and internship opportunities with leading accounting firm KPMG.

Themed “The Trend Forward”, the annual competition was organised by the Hong Kong Federation of Business Students. It challenged participants to develop a new business model for a proposed startup based on a current or foreseeable trend. Entries were judged on their creativity, feasibility and profitability. The final round of the competition was held in Hong Kong in January.

The winning idea, said team member Jamie Then, arose “out of the combined trends of increasing travel for medical tourism, the rise in globalisation of information and increasing consumer empowerment”. The team from SMU beat more than 200 teams from 13 countries, including the University of Oxford (United Kingdom), University of Tokyo (Japan) and Peking University (China).

Meanwhile, at the annual Champions Trophy Case Competition (CTCC) 2016, another group of four SMU students tackled a different problem: How to overcome supply-and-demand constraints of a popular ride-sharing app in a foreign country. The students were from Cognitare, the business case club of the Lee Kong Chian School of Business.

Held in Auckland, New Zealand from 24 – 31 January, the competition attracted teams from 12 universities in eight countries, including The Wharton School of the University of Pennsylvania (United States), McGill University (Canada) and Thammasat University (Thailand). The prestigious event was a highly competitive one as all invited teams had won at least one international case competition last year. CTCC 2016's judges included professionals from various multinational corporations (MNCs) including McKinsey, ANZ and Fonterra.

Team Cognitare — comprising Tan Tze Heng, Phua Su Ann, Justin Bay and Sally Tan — impressed judges with their in-depth analysis, innovative strategies and dynamic presentation skills. They clinched the 2nd runners-up award at the competition. The team also emerged first in their division and was the only team from Singapore to qualify for the competition's finals.

Throughout the weeklong competition, contestants provided business recommendations for a range of organisations, including MNCs, small and medium enterprises and non-profit groups. “This tested our versatility in thinking and analysis. The competition was very intense and we had to maintain our focus, while also improving and learning from feedback,” said Tze Heng.

Team S³ Consulting from Canada's Simon Fraser University emerged as champions at the 8th APEX Business-IT Global Case Challenge. The team received their top prize from Ms Evelyn Goh (left), Director of Human Resource at Singapore Pools.



ON THE CASE

Canada's Simon Fraser University wins APEX Business-IT Global Case Challenge 2016 organised by SMU

→ **CAN GOOD BUSINESS** = the business of doing good? The answer is yes, and this was proven at the 8th APEX Business-IT Global Case Challenge which was held from 3–6 May. The theme of this year's competition, organised by SMU and supported by Singapore Pools, was ‘Conscious Capitalism: Doing Good While Doing Business’. Firms that employ conscious capitalism serve the interests of all stakeholders, including staff and communities. They incorporate social good into their business model and evaluate their performances in a broader perspective.

With that in mind, Team S³ Consulting from Canada's Simon Fraser University emerged champions with their proposal for an app for on-demand transportation provider that would help reduce traffic congestion, improve drivers' income and citizens' quality of life, promote public infrastructure and reduce carbon emissions. The solution integrates public transportation modes into the existing app, which helps generate optimal mixed-mode routes with the lowest cost, time and distance. The proposed app also featured push notifications to inform drivers of routes with increased probabilities of being hailed or matching passengers to drivers

to reduce the possibility of having to travel additional distances for passengers.

THE BIG FIX

The APEX Business-IT Global Case Challenge is an annual case competition that highlights the intertwined nature of information technology (IT) and business, attracting top upper-year undergraduates from universities across the world. Hosted by SMU, 2016's instalment attracted 16 participating universities from North America, Europe and Asia. Each year, the SMU Case Writing Initiative crafts an original case for the competition that reflects specific real-world challenges, difficulties faced by senior executives and implementation challenges in incorporating IT to remain competitive.

The event started with a Thematic Workshop which served as an interactive learning platform for panellists comprising senior executives and industry experts who shared insights with the participants. Participants gained an overview of the case theme through discussions with the panellists. The Judging Panel comprised of C-suite executives and management from established corporations in the public and private sectors.

After four rounds, Team S³ Consulting overcame stiff competition from five other finalists and emerged champions. The Challenge concluded with an Awards Presentation Ceremony at the Raffles City Convention Centre. The event was graced by Professor Steven Miller, Vice-Provost (Research) and Dean of School of Information Systems. SMU faculty, staff and partners, as well as a representative from Singapore Pools were present.

Team Pitbull Consulting from University of Minnesota, which came in second at the competition, proposed two innovations that leverage on the existing technological platform of an on-demand transport firm.

THE WINNERS' CIRCLE

1ST RUNNER-UP Team Pitbull Consulting (University of Minnesota) proposed two innovations that leverage on the existing tech platform of an on-demand transport firm.

- ▶ 1 Aims to deliver rider demand directly to the driver.
- ▶ 2 Aims to motivate passengers to spend their taxi ride time to do social good by playing a simple in-app game.

2ND RUNNER-UP AZ Team (Bandung Institute of Technology) designed two programmes to alleviate the problems of child trafficking and poverty.

- ▶ 1 Focuses on reducing child trafficking by having parents to subscribe periodically to regular rides for their children.
- ▶ 2 Focuses on alleviating poverty by providing incubation programmes for drivers to assist them to start a business and support their livelihood.



THIS IS HOW WE DO IT

SMU students win Best Paper award at an international conference on Information Systems

Proving that Information Technology can have ‘heart’, fourth-year School of Information Systems (SIS) students Cui Linting and Kenny Ngo did SMU proud by winning the Best Paper award at the 6th Undergraduate Conference in Information Systems on 27 February. Hosted by the Information Systems Programme at the Dietrich College of Humanities and Social Sciences, Carnegie Mellon University, Pittsburgh, USA, the Conference is a platform for students and faculty from around the world to present and engage with cutting-edge undergraduate research. Students were invited to submit research papers and posters reflecting recent projects or capstone experiences.

Themed “Humanising IT”, the conference tasked its participants to consider the evolving role of IT in all facets of daily life. Students and faculty were given the opportunity to reflect on and contribute to the understanding of long-term challenges and opportunities presented by the rapid advancement in technology and how this transforms our lives as a result. 12 papers out of 70 submissions were presented at the Conference, and SMU's paper *ICT-Travel: Mobile Public Transport Companion for the Visually Impaired* won the Best Paper.

FOR A BETTER FUTURE

Presenting the paper on behalf of the SMU team at the Conference, Linting talked about the iOS application called ICT-Travel which they had developed. The team

found that access to public transportation in Singapore remains a challenge for the disabled. Efforts by the country's Land Transport Authority are currently focused on fare subsidies and wheelchair accessibility. However, the visually-impaired face a different set of challenges, which ICT-Travel seeks to address. (See box).

By testing the app with visually-impaired users from Dialogue in the Dark Singapore on their daily travel route for more than two months, the SMU team was able to better understand their specific needs, and continuously refined the app to

LIGHTING THE WAY

With ICT-Travel, the visually-impaired are able to overcome the following challenges:



ROUTE RECOMMENDATION
ICT-Travel only requires the user to key in the origin and destination, and a recommended route will be presented. To facilitate the input of origin and destination, the team allowed visually-impaired users to use their iPhone GPS to determine the origin. They also created a voice-to-text input method by using the OpenEars software developed by Carnegie Mellon University.



NOTIFICATION TO ALIGHT
The team built into ICT-Travel a geofence (perimeter) of about 10m in radius around every bus stop on the trip. This way, the app can track the number of stops left on the trip prior to the destination. The team also added a shake function that announces the user's current address as a form of reassurance. Upon reaching the destination, the app will detect if it corresponds to the GPS location.



NOTIFICATION OF BUS ARRIVAL
ICT-Travel provides updated bus arrival times to the visually-impaired by the minute. All the possible bus services that the commuter can take at a certain bus stop based on the recommended route are listed. Users will receive audio notification of the estimated time of arrival of the earliest bus.

Cui Linting (right) and Associate Prof Benjamin Gan with the plaque and certificate for UCIS 2016 Best Paper award.

cater to these. “It was a great experience to learn from peers and professors from around the world about ‘Humanising IT’,” said Linting. “Their insights were very impressive, and inspired me to look at IT and life from a different perspective. I realised there are many areas, such as healthcare and migration, in which IT can contribute to improving lives.”

On behalf of the team, Linting expressed her thanks to Kenny Ngo and Associate Professor Benjamin Gan for putting this paper together as well as her team members at SIS, Ng Boon Thai, Chan Si Hui and Cheng Fu Mei. “I'd like to encourage all students who are interested in Information Systems to participate in such conferences and engage in cutting-edge research,” she said.



→ **PLAYING THE STOCK** market is a dicey game, with investors often having to make split-second decisions whether to buy or sell shares. The third annual NUS–SGX Stock Pitch Competition in March 2016, organised by the National University of Singapore (NUS) Investment Society, gave tertiary students a small taste of the fast-paced, high-stakes environment at Singapore Exchange (SGX).

A record 81 teams from NUS, SMU,

Nanyang Technological University, Singapore Institute of Management and Temasek Polytechnic took part this year. Each team had just five days to submit an investment report with a recommendation to buy, sell or hold shares of a particular company over a one-year horizon. Eight finalists were then chosen and were given two days to prepare their pitches to a judging panel of industry experts. Based on the quality of their equity research and analysis, presentation delivery

The SMU winning team comprised of (left to right): Darren Cheng, Toh Yi An, Ian Chua, and Ernest Ong. (Photo: The New Paper)

and responses during the Q&A session, cash prizes were awarded to the top three teams.

BUDDING INVESTORS

The \$1,500 first-place award went to Prime Capital, a team of four second-year finance undergraduates from SMU. “I started investing in stocks a couple of years ago,” said Toh Yi An, one of its members. “The competition created an avenue to improve and validate my approach to investing and valuation, observe investment ideas from other teams and learn to work under pressure.” Also in the team were course mates Darren Cheng, Ian Chua and Ernest Ong.

Coming in second was another SMU team, Lionstar Capital, made up of four Accountancy, Finance and Information Systems undergraduates. They netted a cash prize of \$700 for their insightful report and compelling presentation.

PITCH PERFECT

1

PRIME CAPITAL

The team proposed that logistics facilities operator Global Logistic Properties (GLP) was a ‘buy’ at a target price of S\$2.37. Their position took note of GLP's ability to ride the e-commerce boom in its key market, China.

2

LIONSTAR CAPITAL

The team called for a ‘sell’ on private cord blood bank Cordlife at a target price of S\$1.01. They argued that management's growth projections were too optimistic due to competition from public cord blood banks, high penetration rates in developed markets and limitations on cord blood use.

FUNDING A BETTER TOMORROW

The S\$3 million “Create4Good Challenge” seeks to inspire SUTD and SMU students to develop innovative solutions for a more sustainable and caring nation

In 2015, Mr Kwek Leng Joo, the late Deputy Chairman of City Developments Limited (CDL) and a strong corporate social responsibility advocate and committed philanthropist, made a personal donation of \$3 million to the Singapore University of Technology and Design (SUTD) and SMU to set up the Create4Good Challenge — the first of its kind in Singapore. The Challenge, which is open to undergraduates of SUTD and SMU, brings students from the two universities together and integrates their expertise to create real innovative solutions for a smart and sustainable nation.

“Through collaboration and creation, it was my late father’s hope that our young talents will develop broader perspectives on how they can help realise Singapore’s vision of becoming not just a smart and sustainable nation, but also a caring society,” said Mr Kwek Eik Sheng, son of the late Mr Kwek and CDL’s Chief Strategy Officer and Head, Asset Management. “My father firmly believed in empowering youths to lead change and innovation for a better future, and I’m sure that he would have been very proud to see the many innovative solutions arising from this inaugural Challenge.”

HOMAGE TO THE ELDERLY

At the inaugural Create4Good Challenge Prize Presentation Ceremony at SUTD on 20 May 2016, Team Homage was announced the winner, the

result of five months of work. Their idea — an online platform to deliver certified care professionals to meet the demand for in-house non-medical care services for the elderly — beat the proposals of 22 other teams. With Singapore’s ageing population, the judges felt that their idea was very apt and revolutionary. Team Homage received the prize money of S\$50,000 to form a start-up to commercialise their solution. Mentorship from industry and business executives will be provided along the way.

COMBINING CULTURES

The Challenge will run annually for five years and requires students from both universities to work together in teams of up to seven members. The teams will propose solutions that leverage on SUTD’s brand and culture of research innovations that are multidisciplinary and technically-grounded, while drawing on SMU’s business expertise and out-of-the-box thinking, to create a positive impact on society. Areas of focus may include — but are not limited to — accessibility for the elderly or physically-disabled, education, palliative care and environmental sustainability. With the stipulated timeframe and funds provided, shortlisted teams are expected to push their ideas through from concept to fruition.

SMU President Professor Arnoud De Meyer said, “In an increasingly complex world, problems often require multidisciplinary expertise and approaches

A LIFE LESS ORDINARY

Apart from being the Deputy Chairman of City Developments Limited (CDL), the late Mr Kwek Leng Joo has been described as a philanthropist, environmentalist, and above all, a humanist.

With a track record of over 30 years in property development, Mr Kwek played an important role in championing responsible business practices for long-term sustainability in the industry. For over two decades, his vision to “Conserve as we Construct” has led CDL to be recognised both locally and globally as a leader in green buildings, sustainable development and Corporate Social Responsibility (CSR).

As President of the Global Compact Network Singapore and Chairman of the Board of Trustees of the National Youth Achievement Award Council, Mr Kwek actively advocated CSR and youth development in Singapore. He believed that responsible business practices not only deliver a good financial bottom line, but also strong social and environmental performance which will help lay the foundation for long-term sustainability of the business, community and planet. His initiatives such as the youth network within the Compact, the Singapore Young CSR Leaders Award and My Tree House, the World’s First Green Library for Kids, aim to nurture a new generation of civic-minded and eco-conscious champions of tomorrow to drive responsible and sustainable practices in the business world.

Despite his heavy work commitments, Mr Kwek firmly believed in the importance of giving back to society, and always made time to serve the country and the community through his various business and civic appointments. In May 2013, Mr Kwek was appointed Justice of Peace by the President of Singapore. In recognition of his contributions to the community, Mr Kwek was conferred the Outstanding Volunteer Award by the Ministry of Community, Youth and Sports in 2011. He was also awarded Singapore’s highest environmental accolade — the President’s Award for the Environment — in October 2015.

A philanthropist, a dedicated volunteer and an avid photographer, Mr Kwek raised over S\$3 million from the sale of his photo works and art books for various environmental and charitable causes. In September 2015, Mr Kwek was included in the 9th Forbes Asia’s Heroes of Philanthropy List.

to address. This Challenge — created through the generosity and foresight of Mr Kwek Leng Joo — provides a valuable platform for the students of SMU and SUTD to combine their different skillsets and knowledge to develop useful solutions for society.”

SUTD President Professor Thomas Magnanti said, “By blending SUTD’s focus on technology and design with SMU’s business and management expertise, the two universities’ student teams will be unusually well-positioned to develop creative solutions to pressing problems and issues.”

Left SMU President Prof Arnoud De Meyer (second from left), Acting Minister Ong Ye Kung (third from left) and SUTD President Prof Thomas Magnanti (third from right) with members of Team Homage (also seen above).

MAKING A STATEMENT

SMU law students and graduates chalk up more sterling performances to put School of Law on the world map



6th Asia-Pac M&A Competition team (left to right) Qi Wei, Ye Oon, Xuanyi, Liming, Saravanan and Kara.

6TH ASIA-PACIFIC MERGER & ACQUISITION (M&A) COMPETITION

A team of six SMU students achieved their first-ever podium placing at this competition, which was held in Taiwan on 25 March. The competition, which was conducted in Chinese and involved written submissions and oral presentations, featured 12 top universities in the Mandarin-speaking world this year.

The SMU team emerged the third Overall Best M&A Deal Team in a tie with Peking University and also received the Best M&A Proposal (Written) award. The judges also accorded Liu Xuanyi and Saravanan Rathakrishnan with the Best Individual Performance award and Best Team Member award respectively for their excellent showing.

The SMU team comprised Singaporean undergraduates: Xuanyi, Saravanan, Teoh Ye Oon and Kara Quek; as well as Law postgraduate students Qi Wei and Zheng Liming. They were drawn to represent Chinese department store operator Wangfujing, against the team from Xiamen University, which represented Hong Kong-listed New World Department Store China. Both teams first prepared a letter of intent (on proposed merger, takeover, joint venture or other collaboration) and then negotiated with the opposing team.

The team worked hard in the month leading up to the competition to improve their language proficiency. Saravanan even memorised his lines in Mandarin and did the team’s introduction. As the competition tested their knowledge in both law and commerce, Saravanan and Xuanyi (both from the Law-Business double degree course) contributed their business expertise.

Team leader Xuanyi said that the win was a surprise. “We saw this as a platform to hone our M&A skills and interact with our counterparts in the Greater China region. We worked hard to improve our Mandarin, and are delighted that our efforts paid off.”



ICC Moot winners (left to right) Angus, Dennis, Stephania, Joy, Selina and Nurul. (Photo: Edmund Koh)

INTERNATIONAL CRIMINAL COURT (ICC) MOOT

In May, SMU become the first university to win this competition held in The Netherlands two years in a row. It also is the first university to successfully defend a championship in a major international moot.

The winning team comprised Law undergraduates Nurul Ayu Fajarani, Angus Koh, Stephania Wong, Selina Yap and Joy Yee, and Juris Doctor student Dennis Saw Teng Sheng — all of whom were competing internationally for the first time.

Co-organised by Leiden University and the ICC, this competition is the largest and most prestigious moot on international criminal law with four editions: English, Russian, Chinese and Spanish. This year, the English competition attracted a global turnout of 112 teams, with the best 60 qualifying for the international rounds held from 22 to 27 May. In the final, SMU beat Germany’s University of Cologne and the National Law School of India University and won over the judges with their conviction, clarity and composure.

With these results, SMU has a total of 16 international moot championships in 34 final appearances since the School of Law’s moot programme was launched in AY2009/10. “We knew that defending our title was going to be hard, but we have outdone ourselves by matching last year’s record of eight international moot finals in a single season. With the support of the university and our partner WongPartnership, we look forward to scaling greater heights,” said Assistant Professor Chen Siyuan, who heads the International Moot Programme at SMU.



Vis moot team (from left) Chian Lim, Jeremy, Yan Yee and Tiffany. (Photo: Shaun Pereira)

VIS & VIS (EAST) MOOTS

Two SMU teams did the University and the country proud by bringing home the first runner-up prizes in the Willem C. Vis (East) and Willem C. Vis moot competitions in Hong Kong and Vienna in March. No other law school has ever reached the finals of both Vis moots in two consecutive years.

The Vis team comprised Won Chian Lim, Tiffany Tseng, Jeremy Tan and Wong Yan Yee; the Vis (East) team comprised Sean Sim Zhi Quan, Kim Shi Yin, Ni Qian and Beatrice Wee.

The Willem C. Vis is seen as the most prestigious private international law moot court competition, said Mr Lionel Leo, a partner at law firm WongPartnership, who coached the teams along with his colleague Deya Dubey and SMU alumnus Shaun Pereira. “We are extremely proud of our teams,” said Mr Leo. “It’s a testament that Singapore Law students can compete on the world stage with the best.” WongPartnership has been an official partner of the SMU moot court programme since 2015.

Vis (East) presents the same legal problem to contestants as the Vis competition, but is targeted at Asian universities. This year, the SMU Vis team was up against 332 teams, while its sister team at Vis (East) battled against 132 teams. Both SMU teams were ultimately placed second — to the University of Buenos Aires and the Chinese University of Hong Kong, respectively — in the finals.

Vis team vice-captain and Juris Doctor student Jeremy Tan Zhiyi met his teammates almost daily in the weeks leading up to the contest. “While there’s some disappointment that we couldn’t bring back the trophy, I’m thankful that we made it as far as we did and am grateful to everyone who enabled us to get there.” Vis (East) oralist Ni Qian said: “Though the learning curve was steep, it was an enjoyable and rewarding process.”



Vis (East) moot team (left to right) Shi Yin, Beatrice, Sean and Ni Qian.

Below Price Media Law Moot team (from second left) Eugene, Sampson, Beverly, Jevan, Zi En and Daniel, being photographed with Professor Price (far left), after whom the moot is named. (Photo: Chen Siyuan)



PRICE MEDIA LAW MOOT

SMU has become the first university to win the Price Media Law Moot Court Competition (Price Moot) — twice. Organised by Oxford University, the moot is the only one that focuses on the freedom of expression and related rights. With more than a hundred teams participating this year, and with over 40 teams making it to the international rounds in Oxford from 30 March - 2 April, it is one of the world’s top five moots in terms of scale.

Besides the championship title, the 2016 SMU team comprising Chow Zi En, Daniel Ho, Jevan Li, Beverly Lim, Sampson Lim and Eugene Neo also won the prize for Best Memorial, replicating the 2010 team’s feat. This is the third time SMU has reached the Price Moot final — another competition record.

SMU met India’s Jindal Law School in the final, which was presided by a judge from the European Court of Human Rights. In the earlier rounds, SMU defeated Catholic University of Eastern Africa, Regent University, Renmin University of China, Brooklyn Law School, York University and University of Technology Sydney.

HAT-TRICK HEROES

SMU faculty members win three awards at the 'Oscars of Higher Education'

The year 2015 ended on a high note for SMU, as two of its faculty members — Dr Rani Tan from the Lee Kong Chian School of Business and Ms Rosie Ching from the School of Economics — did the university proud when they won three awards at the prestigious Wharton-Quacquarelli Symonds Stars Reimagine Education Conference & Awards 2015 last December. Held in Philadelphia, USA, the awards recognised the two Senior Lecturers for the apps they had created — *GameLead* and *CSI Agent on a Mission*.

LEADING THE WAY

Dr Tan's app, *GameLead* won the Social Sciences and MBA Discipline Award and a silver award in the ICT Tools for Learning & Teaching category. The app was designed for use in the Leadership and Team Building course, hence its name. It has since been used in Dr Tan's own Leadership and Team Building classes as well as those of her colleagues, with an aim to engage students in learning beyond the classroom, in an easy, intuitive and seamless manner.

The app certainly made lessons more engaging for first-year Information Systems undergraduate Timothy Tan Beng Guan. "Because the app was community-based, I learnt from my peers when I looked at how they thought about questions and answered them," Timothy said. The weekly discussions, debate and competition (as students compete to gain the most points) also broadened his horizons.

On her win, Dr Tan, who is also the Leadership & Team Building Course Coordinator, said, "I'm really delighted and pleasantly surprised that the *GameLead* app won not one, but two awards! At SMU, we're always looking at new and innovative teaching methods. The app was created by me and my undergraduate teaching assistants and has been in use since 2013, initially for my own classes. Now some of my colleagues who are teaching the same module are also using it. The number of students using it has expanded from 170 to over 500. The awards are a huge encouragement for our efforts!"

FIGURE IT OUT

Also flying the SMU flag high was Ms Rosie Ching, whose app *CSI Agent on a Mission* clinched a bronze award in the Educational App category. The app was also shortlisted for the Teaching Delivery category. "I'm very happy to be able to bring the education of Statistics to a whole new level of innovation for students who become 'CSI Agents' travelling the world to crack CSI statistical missions. My idea began in 2011 and four years on, it has evolved from a Flash online game into an iTunes app which has received international recognition. I'm happy and humbled by this achievement," said Ms Ching,

who thanked her students, School and family for their support.

One student who enjoyed learning with the app is first-year School of Social Sciences undergraduate Kwek Jian Qiang. "The CSI game is interactive and engaging. The real-life plot of the game gives the user a sense of purpose, and statistics concepts were well integrated within. I especially like the ability to redo the game, as I can use it in my revision for the finals!" Fourth-year Business undergraduate Veronica Hong Shu Hui said, "It is an interesting and unique way to teach statistics. I was also very impressed by the game details."

FACULTY GETS A BOOST

"The Centre for Teaching Excellence at SMU supports faculty who are interested in teaching and innovating through the adoption of technology," said Associate Professor Tan Swee Liang, Director at the Centre for Teaching Excellence (CTE) and Associate Professor (Practice) at the SMU School of Economics. "In this case, the use of games and simulations in or outside of the classroom promotes learner engagement with the content, instructor and peers. We are delighted that our faculty members' efforts in using games as an instructional strategy has been recognised by a panel of 40 international experts," she added.

CTE supports and works closely with faculty across SMU's six Schools to develop customised digital course content and tools for their classrooms, which typically take the form of apps and games and, occasionally, animation videos and learning objects.



Ms Janet Lim, former UNHCR Assistant High Commissioner for Operations, ISL Board Member and SMU Fellow (second row, sixth from left), with SEAGULL participants.

WHAT IT TAKES TO BE A SOCIETAL LEADER

The Institute for Societal Leadership successfully kicked off the second instalment of Southeast Asian Global Undergraduate Leaders (SEAGULL) Programme

Stories of what goes on each time a United Nations High Commissioner for Refugees (UNHCR) team is activated; honest revelations of how the Somali Mam scandal rocked Cambodia's social sector; painful leadership dilemmas amid shady business deals in Indonesia – these were some of the lessons featured in the SEAGULL programme held in January. Selected for their passion for societal change, 24 undergraduates from 11 Southeast Asian countries, including three SMU students, participated in this societal leadership programme organised by the Institute for Societal Leadership (ISL).

The first immersion of this two-part programme aimed to expand the young leaders' understanding of regional societal opportunities and challenges, as well as sharpen their critical thinking skills. In its second instalment, the immersion was designed to explore social impact, cross-sector collaboration and communication on contentious issues. Thematically, the programme centred on human rights challenges and educational innovations. Besides learning about ASEAN's challenges from Ambassador Ong Keng Yong, the participants also enjoyed participating in Mr Gaurav Keerthi's workshop, where he shared his

journey in promoting respectful and progressive debates in the public sphere, as well as tips on how to spur policy changes from the ground up.

A key highlight included rare insights from former UNHCR Assistant High Commissioner for Operations, and ISL Board Member and SMU Fellow, Ms Janet Lim. Ms Lim spoke on the region's need to participate responsibly in the global refugee crisis, as well as her experiences in persuasion, coordination and negotiation. In managing difficult situations, she cited the importance of commitment, competency and collaboration. This was reiterated in ISL's Digital Narratives of Asia workshop, which featured insights by societal leaders such as Chea Vannath, who shared her unorthodox philosophy of peace and reconciliation in post-Khmer Rouge Cambodia.

GOING TO THE GROUND

Central to the programme was a study visit to a migrant workers' social organisation, HealthServe, where participants learnt about the challenges that low-wage foreign workers face. A trail around the Geylang neighbourhood was also included to show how the influx of migrant workers has influenced

the area's development and social dynamics. And in their visit to Crest Secondary School, participants saw how educational experiences could be transformed by a strong vocational focus that is cemented by partnerships with the community and corporations.

Undergraduate participant Szaiffa Leya Tayong from the Philippines said, "SEAGULL doesn't just teach you about theories, or give you presentations on how to be a leader. It actually presents to you real leaders and what their motivations are. When you're in school or back home, you're sheltered. SEAGULL introduces you to that kind of reality – what's happening to society, and what you should do."

Sovannaroth Tey from Cambodia, another participant, commented, "The most meaningful part was to be able to meet a lot of inspirational people, specifically Ms Janet Lim. She taught us lessons which we cannot learn from a textbook."

In July, the participants convened in Malaysia to delve deeper into the empathy-centred problem-solving approach via the analysis of a social organisation.

RACING UP THE CHARTS

SMU catapults to top five in world accounting rankings

IN A REMARKABLY SHORT SPAN, SMU has made it to the global top five for Financial Archival Research. The university moved up two notches from last year in the world rankings, according to the Brigham Young University (BYU) Accounting Research Rankings for 2015 released in February 2016. It also retains its #1 spot as the best university in Asia and sixth in the world in the area of Archival Research (All Topics). Just five years ago, the School of Accountancy (SoA)'s worldwide rankings in the area of archival financial accounting research was 62nd. SoA steadily rose to 20th spot in 2013, then sealed its top 10 position in the following year.

An important ranking to watch for accounting research, the BYU Accounting Research Rankings are based on the award-winning research paper 'Rankings of Accounting Doctoral Programs by Topical Area and Methodology', published in *Accounting Horizons*. These rankings are derived from the research output of graduates of listed PhD programmes based on classifications of peer-reviewed articles in 11 accounting journals since 1990, which in turn determines university ranking based on the authors' affiliation.

Archival financial accounting research is the largest area in accounting research and the main research area of SoA faculty. Researchers at BYU measure the intellectual contribution of accounting faculty members at all institutions around the world. They go through publications in top peer-reviewed accounting journals and rank departments or schools in the recent years based on the number of publications.

SMU's achievement is a testament to the commitment of its faculty towards developing high-quality accounting research, and the conducive environment in the university which has facilitated their research productivity.

University	Last 6 Years	Last 12 Years	All Years
University of Toronto	1	1	2
University of Texas at Dallas	2	2	9
The Ohio State University	3	5	12
Hong Kong University of Science and Technology	4	5	15
Singapore Management University	5	13	30
Massachusetts Institute of Technology	6	3	7
Texas A&M University	6	5	3
University of Georgia	8	13	13
University of Texas at Austin	9	11	11
Chinese University of Hong Kong	10	18	28
University of Chicago	11	8	5
New York University	12	12	4
University of Washington	12	13	14
Duke University	14	4	8
University of Arizona	14	18	24
University of Southern California	16	8	10
Harvard University	17	29	32
Stanford University	17	10	1
Indiana University Bloomington	19	21	20
University of Pennsylvania	20	18	16
Baruch College-The City University of New York	21	24	22
Boston College	21	26	20
London Business School	21	13	26

Extracted from <http://www.byuaccounting.net/rankings/univrank/rankings.php>

"This achievement is remarkable, given that the institution is only 16 years old. We've risen significantly within a short time and I'm very pleased and proud of this wonderful recognition," said Professor Cheng Qiang, Dean of SoA who previously held the position of the School's Associate Dean (Research) until his appointment as Dean in July 2015. "I'd like to congratulate faculty members of SoA who are committed to conducting research of the highest quality and consistently strive to answer questions of academic significance and professional application."

WEAVING A SAFETY NET

SMU SIS and Certis CISCO collaborate on cybersecurity education and research

SMU, THROUGH ITS SCHOOL OF INFORMATION SYSTEMS (SIS), and Singapore's leading security organisation Certis CISCO, through its managed security services provider Quann, have signed a Memorandum of Understanding (MOU) to jointly promote and develop cybersecurity education and research in Singapore among tertiary students and cybersecurity professionals.

The MOU was signed on 21 March by Professor Steven Miller, SMU's Vice Provost (Research) and then-Dean (School of Information Systems), and Mr Foo Siang Tse, Managing Director of Quann.

Under the five-year partnership, SIS will provide mentorship to trainers at Quann and co-conduct courses offered by Quann. Selected SIS undergraduates and Master's students will be offered Quann



Scholarships. SIS undergraduates will also have opportunities to intern at Quann. In addition, both parties will jointly develop cybersecurity courses.

"The shortage of skilled cybersecurity specialists and experienced managers with cybersecurity depth is a national problem," said Prof Miller. "Many organisations

SMU's Vice Provost (Research) and then-Dean of School of Information Systems Prof Steven Miller (left) and Managing Director of Quann Mr Foo Siang Tse (right), after signing the MOU. (Photo: Quann)

→ STEPPING UP its game

SIS HAS BEEN BUILDING ITS EXPERTISE AND OFFERINGS IN CYBERSECURITY COURSES.

- Its Information Security & Trust course has been a core course of the undergraduate curriculum since 2004.
- In 2014, it launched the Information Security & Assurance (ISA) track which consists of multiple courses. The ISA track is one of SMU's major efforts to answer the call from the Singapore Government and industry to produce qualified cybersecurity professionals.
- In February 2015, SIS established the Secure Mobile Centre at SMU, funded by Singapore's National Research Foundation, through their National Cybersecurity R&D initiative. The centre develops efficient and scalable technologies and solutions that strengthen the security of mobile computing systems, applications and services.

fall short in their cybersecurity efforts despite their large investments in technology because they don't have the right expertise and the necessary management awareness of what to do. Our partnership with Quann is an important step in the strategic direction of building stronger skills and capabilities in cybersecurity."

AT THE HELM

SMU School of Information Systems welcomes a new Dean



→ ON 1 JULY, Professor Pang Hwee Hwa assumed the role of Dean of the SMU School of Information Systems (SIS), a post he will hold for a five-year term. His appointment was the result of an extensive global search that began last October.

"Within SMU, Prof Pang enjoys a strong reputation as a dedicated educator, a meticulous planner and an able administrator. He is known for his integrity and is highly respected by faculty, staff and students. We are confident that his expertise and experience will lead the School to even greater heights" said SMU Provost Professor Lily Kong.

Prof Pang, who joined SMU in 2005, has played a key role in supporting the development of its PhD programmes. Between 2006 and 2014, Prof Pang served as SIS' PhD Programme Director

and in 2011, he took on added responsibilities as Director — and later Dean — for Postgraduate Research at the university level.

Prof Pang, succeeds Professor Steven Miller, who is completing 13.5 years as the founding Dean of SIS. "Prof Miller has built a school that not only has a very strong foundation but is also very highly regarded by academia and industry," said Prof Kong. Prof Miller will continue to serve as the University's Vice Provost (Research).

In his new role, Prof Pang hopes to continue to nurture an environment for students and faculty members to excel. "I will work closely with my colleagues to further develop the school into an institution that is internationally admired for its research and education," he said.

THE AGENDA

"My priorities would be to strengthen the practical relevance of our School's research, further our contribution to knowledge, and train our students to employ IT innovatively to create business value."

Professor Pang Hwee Hwa,
Dean, School of
Information Systems

INSPIRING IDEALISM

Dr Noeleen Heyzer lays out her plans as SMU's newest Distinguished Fellow

→ HAVING SPENT the better part of three decades effecting positive change through leadership positions in the United Nations (UN), Dr Noeleen Heyzer is now bringing that experience to bear as SMU's first-ever Lee Kong Chian Distinguished Fellow. The social scientist and former UN Under-Secretary-General was appointed to the role by the SMU School of Social Sciences in March, for a period lasting three years.

Dr Heyzer spoke to *SMU Engage* about the new post, calling it "a way to get to know SMU better" and "to engage, inspire and move people to become global leaders". Under the fellowship, she has started on a book that will draw on her experiences as Executive Secretary of the UN Economic and Social Commission for Asia and the Pacific (2007–14) and Executive Director of the UN Development Fund for Women (1994–2007). Those years saw the UN make major strides in women's empowerment and gender equality.

For instance, the book will cover efforts to ensure women's economic rights, to end violence against women, to make sexual violence in conflict zones a war crime, and to mobilise women's leadership in several areas. "It will capture the dynamics of how we [the UN and the women's constituency] have been bringing these issues from the margins to the mainstream," said Dr Heyzer. "It will look at the mechanics of change... to bring about a fairer, more inclusive society."

The book will be written over a three-year span, during which she will also deliver a series of public lectures on gender equality and sustainable development. One such talk, SMU's inaugural Shirin Fozdar Annual Lecture, will take place on 2 September 2016. Ultimately, the fellowship aims to "ignite idealism" and create accountability across the public and private sectors. "I hope a new set of leaders will emerge at SMU," said Dr Heyzer. "All of us, including students who will later become leaders of corporations, have a responsibility to create a sustainable world."

NO STRANGER TO SMU

At the time of her newly-created appointment, Dr Noeleen Heyzer was — and continues to be — an Advisory Board Member of SMU's Institute for Societal Leadership.



WOMEN IN UNITY

SMU strengthened its commitment to advancing the role of women in the community by forging ahead with the Shirin Fozdar Programme and launching the SMU Women Alumni Group

More than 120 guests gathered at SMU's University Lounge on 11 May for the Shirin Fozdar Programme (SFP) Evening and Launch of the SMU Women Alumni (WA) Group. Notable attendees included Dr Jimmy Fozdar, the son of late pioneer women's rights activist Ms Shirin Fozdar, and other SFP Advisory Board Members.

In his welcome remarks, SMU President Professor Arnoud De Meyer praised advocates of female advancement and highlighted their importance. "This effort to support and further the role of women as leaders and active members of the community is becoming more important as we strive to build an inclusive society," he said.

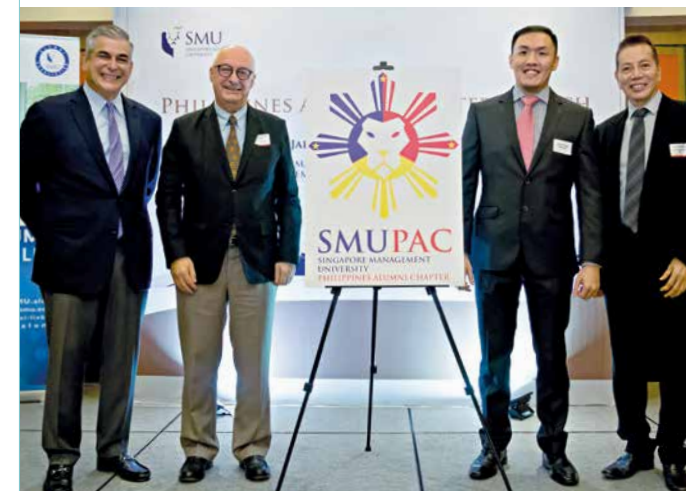
Over cocktails, guests learnt of the SFP's plans, including the inaugural Shirin Fozdar Annual Lecture, to be delivered on 2 September by Dr Noeleen Heyer, former United Nations Under-Secretary-General. SFP Chairperson Ms Claire Chiang also shared details of a new fellowship, scholarship and award by SFP, and three Women on the Move Conferences. Some recipients of the Shirin Fozdar Community Service Grants also presented their overseas project experiences; while Students of the Pendeza and Vikasa projects shared their stories.

The evening then saw the inauguration of the University's newest alumni group, the SMU WA Group, which aims to gather the voices and interests of female alumni, as well as encourage volunteerism. Its president, Ms Anna Haotanto, believes that the group has potential to become the biggest of the University's 29 alumni groups, as there are an estimated 9,500 female graduates. She added that having a strong women alumni would inspire SMU's female undergraduates, while also encouraging other young women to enrol in the University.

To commemorate the launch, the group concocted a special cocktail made of ingredients that represent the major areas of a woman's life, including health, finance, family, and personal development.

11TH CHAPTER BEGINS

The official launch of the SMU Philippines Alumni Chapter



(Left to right)
Mr Jaime Augusto Zobel de Ayala, Chairman and CEO of Ayala Corporation; SMU President Prof Arnoud De Meyer; President of the SMU Philippines Alumni Chapter Mr Kevin Tang; and Director of SMU Alumni Relations Assoc Prof Low Aik Meng.

More than 60 alumni, undergraduate students and other guests attended the official launch of the SMU Philippines Alumni Chapter on 25 April 2016. Mr Jaime Augusto Zobel de Ayala, Chairman and CEO of Ayala Corporation and a member of SMU's Board of Trustees, was the Guest of Honour at the event held at the Holiday Inn & Suites Makati. SMU President Professor Arnoud De Meyer and Ms Chan Wai Leng, Director of the Office of Advancement, flew in for the ceremony. Mr Ruel T. Maranan, President of the Ayala Foundation and senior management staff from Ayala Corporation were also present. Associate Professor Low Aik Meng, Director of Alumni Relations, and his delegation of 25 SMU students on a study mission to visit corporations in Manila also attended the event. They had the privilege of visiting Ayala Corporation and BPI prior to the launch ceremony.

In his welcome address, Prof De Meyer stressed the importance of alumni in contributing to the reputation of universities. The Philippines Chapter is SMU's 11th overseas alumni chapter. It will give more than 40 alumni in the

Philippines an avenue to further expand their networks. Guests also got to hear Mr Zobel speak on the principles that have guided the family business over seven generations. The fact that Ayala Corporation continues to thrive, grow and innovate after over 180 years provides valuable lessons for other family firms.

FLAGGED FOR ATTENTION

The Philippines Alumni Chapter was officially launched by unveiling a specially-designed chapter logo. Mr Kevin Tang, BBM Class of 2009 and President of the chapter, shared in his speech that the logo was inspired by the SMU logo and the Philippine flag. He explained that the sun in the logo represented the Philippines, while the stars represented the alumni based in different parts of the Philippines. The circle in the middle represented the chapter's commitment to build and maintain a strong and cohesive SMU alumni community in the Philippines. Many alumni flew in from various parts of the Philippines to join in the celebration. The evening ended with networking over a buffet dinner and drinks.



Dr Lee Seng Gee, 16 April 1923 – 10 May 2016.

REMEMBERING DR LEE SENG GEE

SMU IS ETERNALLY GRATEFUL

for the generous support of the Lee Foundation, helmed by Dr Lee Seng Gee. Besides the landmark gift of \$50m to SMU during our founding years resulting in scholarships, fellowships, professorships and research, the Foundation has supported the University in many other initiatives to help bring us to new heights of excellence. The Foundation has been SMU's most generous supporter, largely due to Dr Lee's advocacy for the advancement of education.

As a result of Dr Lee's guidance and commitment to SMU since its inception and his passion for education, he was granted an honorary degree of Doctor of Letters in 2007. During his speech, Dr Lee gave these words of advice, "...embrace lifelong learning, be prepared to always learn new things with a global outlook, and give back to society when the time is ripe for you to do so." These are words that all of us at SMU can live by. Dr Lee was always inspirational through his love of learning, actions and communications.

As one of the most successful businessmen in Singapore and one of the most benevolent philanthropists, Dr Lee will truly be missed. His wisdom and big heart will be remembered forever by the SMU community.



Dr Lee Seng Gee (third from left) at the conferral by SMU of the honorary degree of Doctor of Letters in 2007, together with (left to right): Prof Tan Chin Tiong; Dr Lee's wife, Dr Della Suanio Lee; Mr SR Nathan, then President of Singapore; Mr Ho Kwon Ping, SMU Chairman; Prof Howard Hunter, then President of SMU; and Prof Pang Eng Fong.

INVESTING IN THE FUTURE

A generous gift paves the way for greater co-operation with Indonesia's largest university and seeks to nurture the leaders of tomorrow

➔ **NO STRANGER TO** philanthropy, prominent Indonesian businessman Dr Tahir had in 2014 set up two scholarships for Indonesian and Singaporean students studying at SMU. Earlier this year, the founder of Indonesia's Mayapada Group went even further in his charitable endeavours for the University. Together with his son Jonathan Tahir, he has contributed \$1 million to establish the Tahir SMU-UGM Management and Faculty Development Programme (MFDP) at SMU.



Dr Tahir presenting copies of his biography to former Indonesian presidents Dr Habibie (centre) and Dr Yudhoyono

The MFDP's objective is for SMU to organise events and programmes in collaboration with Universitas Gadjah Mada (UGM) — Indonesia's oldest and largest institution of higher learning — towards building academic excellence, as well as creating opportunities for innovation and co-operation. The aim is to nurture the next generation of scholars and leaders in both countries.

This gift agreement was signed on 4 April in Jakarta by Dr Tahir, Jonathan Tahir and SMU President Professor Arnoud De Meyer. Prof De Meyer also signed a Memorandum of Understanding on SMU-UGM collaboration with UGM Vice Rector Didi Achjari and Dean of the Faculty of Economics and Business Professor Wihana Kirana Jaya. The MOU entails faculty exchange and development, research initiatives and sharing of best practices in university governance, as well as the exchange of undergraduates and postgraduates.

CROSS-BORDER TIES
Prof De Meyer expressed his happiness



Prof Arnoud De Meyer (front left) presented a token to Dr Tahir (front right) in appreciation of the \$1 million contribution.

in having UGM as SMU's first partner university in Indonesia. He said that the collaboration would allow SMU faculty and students to acquire first-hand experience in Southeast Asia's largest economy and most populous nation, and promote interaction between the two universities. "We believe these will contribute to knowledge creation and talent development in both Singapore and Indonesia," he said.

Prof De Meyer also conveyed his appreciation on behalf of SMU to Dr Tahir and Jonathan Tahir for their generosity and foresight in establishing the Tahir SMU-UGM MFDP. "This latest contribution by Dr Tahir is yet another demonstration of his strong belief in SMU's pedagogy and research strengths," he added. In response, Dr Tahir said it was his wish that this gift would allow these two universities to further increase their capacity and "transcend educational boundaries

through the exchange of knowledge and scholarly ideas that will hopefully impact the greater educational sector in Asia."

Professor Dwikorita Karnawati, Rector of UGM expressed the university's keenness to collaborate with SMU, to conduct faculty and students exchanges, undertake joint research into trade and culture, as well as technological innovation. "UGM believes that entrepreneurship is one of the important pillars of economic development. As such, UGM promotes socio-entrepreneurship so as to serve the interests and needs of society. We are confident that this collaboration with SMU will help us achieve these goals for the benefit of Indonesia and Singapore."

On 4 May, Dr Tahir launched the Chinese edition of his book *Living Sacrifice* at SMU. Among the dignitaries present were Indonesia's third President Dr Bacharuddin Jusuf Habibie, Indonesia's sixth President Dr Susilo Bambang Yudhoyono, and Ambassador of the People's Republic of China to ASEAN HE Xu Bu.

A LEG-UP FOR ASPIRING LAWYERS

Legal firm Oon & Bazul renews its bursary for needy SMU Law students and establishes a Prize for Top Student in Law of Torts



In a generous show of support, legal firm Oon & Bazul, which has been supporting SMU's needy Law students through the Oon & Bazul Bursary since 2011, has renewed its commitment for another five years. The Bursary, worth \$5,000 each, will be awarded to one Law undergraduate student each year from Academic Year (AY) 2015-2016 to AY 2019-2020. Besides alleviating their financial concerns, the Bursary also inspires awardees to pursue all-round excellence.

In addition, the firm announced the establishment of the Oon & Bazul Prize for the Top Student in Law of Torts at SMU for a five-year period. To motivate undergraduates to achieve

academic excellence and to recognise the top student in Law of Torts — a compulsory course at the SMU School of Law — one Prize worth \$1,500 will be awarded in each year from AY 2015-2016.

Professor Yeo Tiong Min, Dean of SMU School of Law, said, "I'm grateful to Oon & Bazul for their continued support and encouragement. Their generosity will make a significant difference in the educational journey of deserving Law students

at SMU and enable them to enjoy a fulfilling university education free from financial burden and distractions." Prof Yeo also noted the impact of the Law of Torts on diverse aspects of society. "The newly-established prize will motivate students to do their best in this subject," he added.

PAYING IT FORWARD

Mr Bazul Ashhab, Managing Partner and Head of Dispute Resolution Practice Group at Oon & Bazul LLP, said, "The firm, although relatively young, has done very well in a short span of time and is still growing." Having achieved success, he said that partners are keenly aware of their corporate social responsibility. "We want to give back to society, and what better way than by supporting a young person financially to achieve his or her dream of a career in Law?" On behalf of the firm, Mr Bazul expressed his gratitude to SMU for being given this opportunity. "We hope that the bursary will continue to assist SMU Law students, who in turn can do their part in contributing to our community."

One such beneficiary is SMU Law alumna Victoria Choo Li Yuet, who graduated in 2014. She was a recipient of the Bursary in 2012, became an intern with Oon & Bazul in 2013 and was offered a training contract with the company in 2015. Victoria, who is now an Associate at the firm, shared, "I used to have to take up private tutoring jobs to earn money. It was very exhausting because I had to pack all my tuition classes into Saturday and Sunday after a busy school week. Receiving the bursary allowed me to halve the number of students I took. I was then able to spend more time on my studies and rest on weekends. The bursary enabled me to fully enjoy my university experience, and it literally bought me time, which I'll always be thankful for."

A SHOT IN THE ARM FOR SOCIAL SERVICE

SMU students are the inaugural recipients of a postgraduate scholarship



Three Master of Tri-Sector Collaboration (MTSC) Programme students at SMU are the first recipients of the Post-Graduate Scholarships in Social Sciences (Scholarships) established by The Ngee Ann Kongsi.

The students are Ms Chia Hee Lan, Manager (Planning & Operations) at Special Needs Trust Company Limited; Mr Mui Zhiming, Assistant Director at Lutheran Community Care Services Ltd; and Ms Renjala Balachandran, Head Agency of SINDA Family Service Centre.

The scholarships were established in recognition of the need for more professionals in the light of Singapore's ageing population, and to attract talent to join the social services sector. Up to 12 such scholarships will be offered per year to Singapore Citizens or Permanent Residents pursuing a postgraduate programme in Social Sciences at SMU and other local universities. The awardees — whose tuition fees of \$40,660 will be covered by the scholarship — will undertake the MTSC programme and secure employment in the relevant profession upon graduation and commit to work in the profession for at least two years.

A FRUITFUL PARTNERSHIP

The recipients received their scholarships at a ceremony

(Left to right) Mr Goh Kim Hock, Chairman, Education/Scholarships & Bursaries Sub-Committee, The Ngee Ann Kongsi; Mr Tan Kien Lip, President of The Ngee Ann Kongsi; SMU President Professor Arnoud De Meyer; with the three Scholarship recipients Ms Renjala Balachandran, Mr Mui Zhiming and Ms Chia Hee Lan.

on 27 April attended by SMU President Professor Arnoud De Meyer and Mr Tan Kien Lip, President of The Ngee Ann Kongsi. SMU faculty, staff and students, as well as Committee Members of The Ngee Ann Kongsi. In his address, Prof De Meyer congratulated the recipients and conveyed the University's appreciation to The Ngee Ann Kongsi for their generosity, which has funded the Ngee Ann Kongsi Lecture Series and The Ngee Ann Kongsi Auditorium as well as the future Kwa Geok Choo Law Library.

Mr Goh Kim Hock, Chairman, Education/Scholarships & Bursaries Sub-Committee, The Ngee Ann Kongsi said, "Since our founding in 1845, Kongsi has been committed to education. Today, we are pleased to support three mature candidates in their pursuit of greater knowledge in meeting the changing needs of our society. They are already contributing to the social service sector and we believe with the education received at SMU, they will make greater contributions upon graduation."

SCHOLARS SAY

"This scholarship provides the platform for me to be better-equipped to serve in the social service sector. It is encouraging to know that there are organisations like The Ngee Ann Kongsi who are passionate about building the capacity of this sector."

Mr Mui Zhiming

"Besides being a recognition of my work as a registered social worker, this scholarship is also a recognition of the contributions that I can make upon graduating from the MTSC programme. It will serve as a reminder of what I'm capable of achieving."

Ms Renjala Balachandran

"Being new to the social service sector, I see great potential to advance collaboration between the public, private and people sectors to rationalise, streamline and eliminate duplication so as to chart a sustainable and scalar development of the sector in Singapore and beyond."

Ms Chia Hee Lan

EMPOWERED TO SHINE

Two SMU MBA students awarded MasterCard Women's MBA Scholarships as part of the SMU-MasterCard partnership to propel women's advancement

➔ **ON 4 FEBRUARY**, global payments company MasterCard announced the recipients of the MasterCard MBA Scholarships for Women 2016. This year, two SMU MBA students — Divvy Dasan from Singapore and Garima Jain from India — were selected. Now in its sixth year, the scholarship is awarded to full-time female MBA candidates from the Asia-Pacific region. It aims to empower awardees, and develop them into academically-outstanding, business-savvy and socially-responsible women.

Associate Professor Lieven Demeester, Associate Dean of MBA programmes, SMU Lee Kong Chian School of Business, said, "We're very grateful for this partnership with MasterCard." He added that SMU's strong commitment to diversity is reflected in the classrooms. In the SMU MBA programme, students have many opportunities to collaborate and self-reflect, allowing them to experience the value of diversity first-hand and to become skilled in leveraging diversity for larger impact. "We're proud to see Divvy's and Garima's accomplishments recognised by MasterCard and we look forward to be a partner on their path of societal impact."

Ms Dasan said that she was humbled and honoured to have received the scholarship. "It is very rare to find a scholarship that not only values academic and business leadership but also social responsibility," she said. "By providing a scholarship which is coupled with an internship opportunity, MasterCard is nurturing both my personal and professional ambitions and in turn allowing me to focus on becoming the best student, business leader and citizen that I can be." Ms Jain agreed. "In a world where disparity is widespread, the scholarship has reinforced my conviction to be a socially-responsible professional," she said, adding that it "boosts our determination to pursue professional goals and inspire other women leaders."



WOMEN FORM
44%
of SMU's recent MBA intake,
with students holding
15
DIFFERENT
NATIONALITIES
from Asia and beyond



Divvy Dasan (left) and Garima Jain.

UNLOCKING OPPORTUNITIES

Ms Georgette Tan, Group Head, Communications, Asia Pacific, MasterCard, reaffirmed the company's support of gender equality. "MasterCard is committed to empowering women through education and increasing their participation in business," she said. "MasterCard's scholarship programmes, in partnership with well-respected educational establishments such as SMU are a key part of this. We are delighted to be awarding Divvy and Garima the 2016 scholarships." She added that although gender parity is still a long way off, it is the company's hope that such initiatives will inspire women to step into leadership roles both in business and their communities.

The two recipients will also get an internship with MasterCard, where they will gain insights on the company's business and operations. To date, the scholarship has benefitted 15 young women.



Closing discussion panellists (from left) Professors Euston Quah, Lily Kong, Tommy Koh, Chan Heng Chee and David Chan.

LOOKING AHEAD TO TOMORROW

The 5th edition of the Behavioural Sciences Institute's annual conference saw academics sharing their thoughts on the future of Singaporean society

The question of Singapore's social future was considered at the BSI Conference 2016, held on 26 February at the Orchard Hotel. Coinciding with the end of the Republic's Golden Jubilee celebrations, the annual conference was organised by the Behavioural Sciences Institute (BSI). The session's 300 participants came from diverse fields, including academia and the public, private and people sectors.

SMU President Professor Arnoud De Meyer opened the conference with a thought-provoking discussion on the need for Singapore to be resilient as it confronted a world characterised by increasing volatility, uncertainty, complexity and ambiguity. Education and educators, he suggested, had important roles to play in grooming this much-needed resilience.

Other speakers at the one-day conference included Associate Professor Irene Ng from the National University of Singapore's Department of Social Work. Dr Ng spoke of the effects of education on social inequality and cohesion, and concluded that Singapore had grown into a stratified society. To combat this, Dr Ng suggested that more rigorous evaluations of educational policies be carried out.

Ambassador-at-Large at the Ministry of Foreign Affairs Professor Tommy Koh moderated the day's closing panel discussion. The lively session provided participants with perspectives from SMU Provost Professor Lily Kong; BSI Director Professor David Chan; Professor Chan Heng Chee, the Chairman of the Lee Kuan Yew Centre for Innovative Cities at the Singapore University of Technology and Design; and Professor Euston Quah, who heads Nanyang Technological University's Economics division.

Details of the conference proceedings will be published in a book at a later date.



Prof Arnoud De Meyer (left) and Prof David Chan in the opening discussion.

IN A NUTSHELL

In his speech, Prof De Meyer also highlighted three ways in which organisations could weather global uncertainties:

- 1 ▶ Avoiding groupthink and 'think traps' like tunnel vision
- 2 ▶ Maintain perspective and a clear vision
- 3 ▶ Don't play blame games

BRIGHT YOUNG SPARKS

Raffles Institution emerged as double winners at SMU's Youth Innovation Challenge

THE FOURTH EDITION of the Youth Innovation Challenge, organised by the Institute of Innovation & Entrepreneurship at SMU (IIE), came to a conclusion on 9 April, with Raffles Institution sweeping the top spot in both the junior and senior categories. Launched in 2013, this annual contest is open to all secondary schools, Institute of Technical Education (ITE) and junior colleges in Singapore. Participating secondary schools were grouped into the junior category, while junior colleges, centralised institute and ITE were grouped into the senior category.

The competition started with a briefing and workshop in October 2015 attended by 150 students from 14 secondary schools and 11 junior colleges. Senior category participants were also trained by two faculty members from SMU's Lee Kong Chian School of Business. The 24 semi-finalists — 12 from each category — received mentorship through a boot camp in March to help them prepare for the semi-finals, which were held on 8 April. Six teams from each category progressed to the finals.

The finalists for each category were judged on their business plan's market fit, market potential, unique selling points, financials and operational plan.

YOUNG MINDS, BIG IDEAS

In the junior category, Team CollaborART from Raffles Institution emerged as champions and walked away with \$4,000. Team The Fiv5 from Gan Eng Seng Secondary School, and Team DiLite from Westwood Secondary School claimed the first (\$2,000 cash) and second runner-up (\$1,000 cash) positions respectively. Team CollaborART aims to be the Google Docs for artists by creating a platform that encourages collaboration via social media elements and interactive entertainment, providing digital artists with the tools they need to come together and create artwork that becomes a sum greater than its parts.



Prof Kong with the junior category winners, Team CollaborART.



Prof Lily Kong with a member of senior category winners Team StepCharger.

For the senior category, Team StepCharger from Raffles Institution clinched the top spot and took home \$7,000. Seeking to ease the frustration of limited battery power in mobile devices, the team developed an energy-generating sole that converts a person's footsteps into chargeable electricity. Team PillPal from Raffles Institution and Team Ebbys from River Valley High School claimed the first (\$3,000) and second runner-up (\$1,500 cash) positions respectively. In addition, IE Singapore sponsored a special prize called the IE Internationalisation Award based on a team's market insights and internationalisation strategy. Team CollaborART won the award (\$700) in the junior category, while Team Ebbys clinched the senior prize (\$1,000 cash).

"Innovation and entrepreneurship are critical to Singapore's continued success," said Professor Arcot Desai Narasimhalu, Director of IIE. "It is best to start nurturing innovators and entrepreneurship from a young age by exposing students to relevant concepts and best practices through various means, including competitions." He was pleased to note that the contest has gained traction among secondary schools, junior colleges and ITE, and expressed confidence that it will continue to attract high-quality submissions.

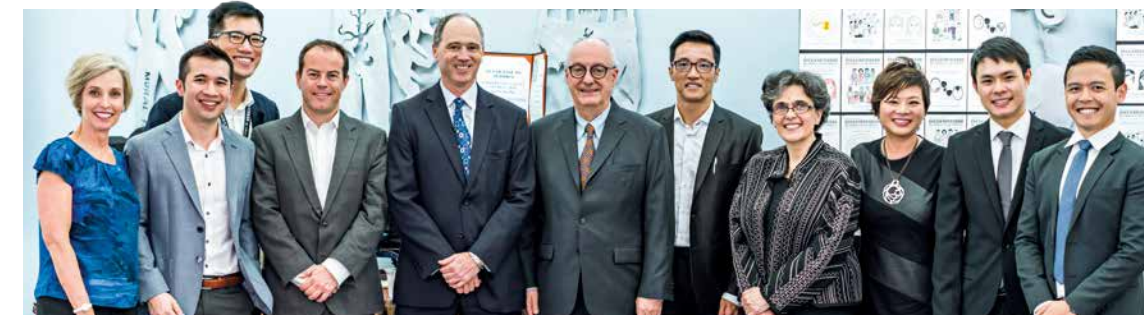
This year, **69 TEAMS** from **29 SCHOOLS** participated



Mr Teo Ser Luck, Singapore's Minister of State for Manpower, at the GOH address.

ALL TOGETHER NOW

The SMU x SNEF Conference on Diversity and Leadership addressed the importance of inclusiveness and the need to promote it



Members of the speaking panel, SNEF, and SMU at the Conference.

In today's globalised world, diversity is an everyday reality. However, inclusion is almost never a natural consequence of diversity. Developing a more inclusive mindset, and deepening the understanding of various aspects of diversity — such as gender equality — require paradigmatic shifts in systems and among stakeholders. It seemed fitting then, that on 8 March — International Women's Day — SMU and the Singapore National Employers Federation (SNEF) jointly presented a conference that explored perspectives on diversity and leadership. Themed "Inclusiveness: By Chance or by Choice?", it was graced by Guests-of-Honour Mr Teo Ser Luck, Minister of State for Manpower, and His Excellency (HE) Mr Scott Wightman, British High Commissioner to Singapore. The event held at SMU's Mochtar Riady Auditorium was attended by 300 guests from the public and private sectors, as well as non-government organisations and academia.

The conference discussed how organisations can take the lead in advancing inclusiveness at work, and harness the benefits

THREE WORKSHOPS CONDUCTED

- 1 **Exploring Work-Life Strategies**
by Ms Goh Wee Lee, Managing Director & Senior Consultant, Strategic Value Consulting
- 2 **Practical Approach to Job Redesign**
by Mr Sean Tan, Sector Leader, Energy & Public Sectors, Talent Consulting Asia, Mercer (Singapore)
- 3 **Occupational Health Support to HR, Removing Stigmatisation of Diseases in the Workplace**
by Dr Ng Wee Tong, Medical Director (IWSH), ST Healthcare



(Left to right) Moderated by SMU Lee Kong Chian School of Business Dean Prof Gerard George, the SMU-CII-BMU Panel Discussion included panellists SMU President Professor Arnoud De Meyer, Hero Motocorp joint Managing Director Mr Sunil Kant Munjal, and Engagements Cisco India and SAARC Executive Director Mr Harish Krishnan.

FORGING FRIENDSHIPS & MORE

Updates from SMU's India Desk

MOU WITH BMU AND SMU-CII-BMU PANEL DISCUSSION

When 13 April Where Gurgaon, Haryana, India With BML Munjal University (BMU) The two universities will collaborate on faculty exchanges, research programmes, workshops, mentorship for postgraduate and doctoral programmes, pedagogy workshops, executive education, MBA or corporate immersion programmes, summer programmes and community projects.

MAKING THE 'MAKE IN INDIA' PROGRAMME A SUCCESS

SMU, the Confederation of Indian Industry (CII) and BMU organised a panel discussion on 13 April in New Delhi to examine the progress of the 'Make in India' programme which aims to encourage manufacturing in India. About 40 members of India's corporate and academic sectors were present.

MOU WITH ISB AND ISB-SMU INDUSTRY ROUNDTABLE

When 15 April Where Hyderabad, Telangana, India With Indian School of Business (ISB) Collaborating for an initial five-year period, ISB and SMU will develop new thinking and practices in Innovation and Entrepreneurship, and design new joint programmes contributing to industry and academic developments in India, Singapore and the Asia Pacific.

ISB-SMU INDUSTRY ROUNDTABLE: NURTURING & MANAGING INNOVATION CLUSTERS TO ACCELERATE GROWTH

On 15 April, SMU and ISB organised a roundtable in Hyderabad, to discuss the value of nurturing and managing innovation clusters in India and Singapore.



Prof Arnoud De Meyer, SMU President (second from left) and Prof Rajendra Srivastava, ISB Dean (second from right) signed an MOU. They were joined by Prof Gerard George, Dean of SMU Lee Kong Chian School of Business (left), and Prof Sanjay Kallapur, Chair, ISB Faculty Performance Management (right).

OTHER HIGHLIGHTS

UPPING THE GAME

In a bid to enable Asian business schools to excel and compete globally, SMU and MBAUniverse.com organised the 2nd Asian Management Conclave (AMC) at SMU on 7 and 8 March. Themed 'Enhancing Competitiveness of Asian Business Schools', it featured talks by deans from top Asian business schools as well as global thought leaders. The event saw the participation of 125 deans, directors and decision-makers from 65 business schools across Asia-Pacific. The core message was that Asian business schools, which account for 55 per cent of the world's total number of business schools, must not blindly follow the West. Instead, they must develop their own strategies that leverage the local context and prepare them to effectively compete with global players.



INNOVATION'S DEEPER PURPOSE

Together with CII, SMU co-hosted a public lecture on "Innovation Challenges in Asia" on 8 April at the University. The guest speaker was Mr Sam Pitroda, former Advisor to India's Prime Minister and telecommunications inventor, entrepreneur, development thinker and policymaker. He shared perspectives on achieving excellence in innovation, having spent 50 years in the field. He emphasised that innovations happen at the edge — we must cross boundaries, and respect those who are different. Excellent innovation ecosystems are not enough — great inventions will not be born if there is no will to embrace change and solve problems faced by the masses. It is also crucial to question and focus on the applications and outcomes, rather than just investing in and conducting research.

ALL SET FOR THE NEXT LAP

SMU Prepares Executives to be Leaders of Tomorrow with Second Future Ready Forum

WE MAY NOT KNOW what tomorrow will bring, but being prepared now can help us embrace the challenges and stay ahead. With this in mind, SMU's Executive Development (SMU ExD) held the second Future Ready Forum on 16 and 17 March. Participants from various sectors were invited to consider how they could be 'future-ready' — what it means, what the issues are, and how to prepare for the future. The Forum was made possible via a partnership between SMU and the National Trades Union Congress (NTUC), along with supporting partners EuroCham Singapore, the Singapore Human Resources Institute and Singapore International Jazz Festival 2016.

Organised like a fast-tracked 'mini university', the forum allowed for participants to personalise their curriculum from a choice of 24 bite-sized sessions on trending topics. These were themed in six business focus areas — Digitalisation, Business Strategy, Business Innovation, Human Capital Development, Leadership and Management. In all, participants heard from over 20 SMU faculty members and speakers who are experts in multiple disciplines, and networked with 120 like-minded executive delegates.

FOR A DESIRABLE DESTINY

Among the highlights of the event was an interactive session with Guest-of-Honour Mr Chan Chun Sing, NTUC Secretary-General, at the opening of the Future Ready Forum.

General, on the topic of "Leaders of Tomorrow". Mr Chan engaged the audience with his insightful opinions on the traits and values of excellent leaders that can guide future generations. Another highlight was the discussion on "Leaders of Purpose" with Mr Tony Tan, CEO of NTUC Link, with three other panellists, on how purposeful leaders do good and do well sustainably.

The Future Ready Forum is anchored on several SMU ExD strengths:

- ▶ **the ability to draw on the breadth and depth** of multi-disciplinary knowledge from SMU schools, faculty and research;
- ▶ **its expertise in designing rigorous curricula** focused on Asian issues with global relevance, in close consultation with the industry;
- ▶ **a line-up of experienced international speakers**, from SMU's best academics to strong corporate leaders;
- ▶ **the prospect of further empowering participants** through SMU's highly interactive pedagogy in small class sizes.

SMU ExD advocates lifelong learning and looks at providing PMEBs with continuing education programmes to sharpen their professional skills, expand business capabilities and stay ahead of the ever-changing marketplace.

The dynamic interactive session with Guest-of-Honour Mr Chan Chun Sing, NTUC Secretary-General, at the opening of the Future Ready Forum.

PROMOTING PEACE AND GOODWILL

Highlights of Wee Kim Wee Centre's multicultural events



Datin Paduka Marina Mahathir speaking at the second Annual Wee Kim Wee Distinguished Lecture Series on Educational Leadership at SMU in April.

Datin Paduka Marina Mahathir on gender empowerment issues at Annual Wee Kim Wee Distinguished Lecture Series on Educational Leadership Stressing that it is not possible to succeed in developing a country without educating its female population, well-known women and human rights activist Datin Paduka Marina Mahathir believes that democracy in schools can lead to democracy in society. She spoke at the second Annual Wee Kim Wee Distinguished Lecture Series on Educational Leadership on 12 April organised by SMU's Wee Kim Wee Centre (WKWC). Held at SMU's Mochtar Riady Auditorium, it was attended by some 200 guests. Her lecture "Smart Girls, Smartass Boys: Gender Empowerment and Disempowerment in Education" was on gender disparities in education and their links to social inequalities.

Datin Paduka Mahathir spoke about the gaps related to gender stereotypes, the effects on societies, and where alignments could be made to advance equality through education. She also called for youths to contribute to a society that is just to all its citizens regardless of their gender, race, religion or station in life. After the lecture, the Q&A session moderated by WKWC Director Assoc Prof Kirpal Singh saw Datin Paduka Mahathir engaging in an active dialogue with guests.

Lien Fung's Colloquium Featuring Gurmit Singh and Siva Choy: "Yellow Boots & Why U So Like Dat"

This year's Lien Fung's Colloquium held on 2 April at the SMU's Ngee Ann Kongsi Auditorium featured two of Singapore's finest celebrities. At the event organised by SMU's WKWC, Mr Gurmit Singh and Mr Siva Choy engaged the audience and tickled them with laughter while bringing home serious messages.

The Lien Fung's Colloquium, established by Mrs Ho Lien Fung in 2003, aims to enhance public appreciation of culture and society through talks and events focusing on everyday life, and not dominated by academic or philosophical titles.

The celebrities brought laughter and applause from the 250-strong audience, which included SMU Chairman Mr Ho Kwon Ping and family. Many of their roles, such as Gurmit's TV character Phua Chu Kang and the ones in Siva's *Why You So Like Dat?* comedy album — 'personify' the daily lives of Singaporeans and



Two MOUs inked (left to right): Stratagem Group embarked on a 5-year partnership for Sino-Singapore Dialogue with SMU; SMU and Soka University Japan signed a 3-year MOU collaborating on higher learning for humanistic education.

help the masses to reflect on various aspects of society. Their stories came alive through spontaneous performances, in which they shared their values and experiences.

SMU & Stratagem Group kick off five-year partnership for Sino-Singapore Dialogue

SMU has inked an MOU with business advisory firm Stratagem Group, to conduct a twice-annual Sino-Singapore Dialogue — with ten sessions to be held by 2021 — under the auspices of SMU's WKWC. This dialogue aims to promote understanding of Sino-Singapore developments, and how these can influence and be impacted by regional and international affairs. Speakers will include retired senior government officials, and academics and businessmen from China.

The inaugural Dialogue, supported by Star Route, was held on 31 March at SMU's Mochtar Riady Auditorium. Guest speakers were Mr Hu Zhengyue, former Assistant Minister of Foreign Affairs of China; Mr Xie Senshu, Secretary-General of the organising committee of China International Crowdfunding Industry Forum and Secretary-General of China Crowdfunding Industry Alliance;



and Mr Zhang Qi, Co-Founder and Executive President of China Development Research Institute. The session was moderated by Prof James Tang, Dean of SMU School of Social Sciences. All three guests spoke on their areas of expertise on a strategic level in relation to Singapore and China.

Inaugural Annual Wee Kim Wee-Soka International Seminar on Global Peace & Understanding

The WKWC held the first Wee Kim Wee-Soka International Seminar on Global Peace & Understanding on 3 and 4 March at SMU. The five-year seminar series is co-sponsored by the Singapore Soka Association (SSA), which has gifted \$185,000 to SMU's WKWC to organise a line-up of activities related to enhancing understanding on peace, increasing interfaith dialogue and augmenting research and collaborations in related topics. On 4 March, SMU signed a three-year MOU with Soka University Japan (SUJ), which focuses on higher learning for humanistic education. The partnerships underscore a common goal shared by SMU, WKWC, SSA and SUJ — promoting understanding of the impact of cultural diversity. Several international scholars and thinkers then presented their views on this issue. The event was attended by over 150 participants from various backgrounds.



TRI A NEW APPROACH

The power of cross-sector partnerships for solving the world's complex problems was highlighted at the Tri-Sector Forum 2016

How can we work on problems that involve many dimensions and stakeholders? How do we plan for the future if we do not have a common goal, or cannot agree on the problems? These were some questions addressed at the second Tri-Sector Forum held at SMU on 28 April. The forum was organised by SMU's Master of Tri-Sector Collaboration (MTSC) and School of Social Sciences (SOSS).

Indeed, Asia has unique challenges that require different tri-sector partnerships, said Professor Ann Florini, Academic Director of SMU MTSC and Professor of Public Policy with SMU SOSS. Collaboration among sectors enables us to tap on our diversity, adopt inclusive perspectives and reframe problems as opportunities. The Forum centred on how to leverage on these partnerships.

COLLABORATION IS KEY

The 200-strong audience heard from a long list of distinguished speakers. Mr Khoo Teng Chye, Executive Director of Centre for Liveable Cities and Advisory Group Member of SMU MTSC, said in his welcome remarks that complex challenges are inherent in the development of sustainable cities. However, this also presents the opportunity for the government, private sector and civil society to work together. He cited

the example of water governance in Singapore to highlight the importance of tri-sector collaboration in overcoming wicked urban problems.

In the keynote address, Ambassador Kwok Fook Seng, Singapore's Chief Negotiator of Climate Change, illustrated cross-sector collaboration with the example of the Paris Agreement on global climate action signed on 22 April. He said that this Agreement proved that the global inter-governmental process can adapt to a new methodology. But from another perspective, there was no alternative — global problems such as climate change require universal actions. Also, the responsibilities lie with every individual and organisation — not just on governments — as we all have a stake in climate safety. Taking long-term views and bottom-up, inclusive approaches would help us find comprehensive and lasting solutions.

The panel on 'Aligning the Financial System with Sustainable Development' discussed changes to financial systems that are needed in building green economies. Mr Marcel Wubboldts, Chief Technology Officer of DSM, presented the business case for sustainability. The global health and nutrition firm creates solutions that generate positive social impact and profitable business.

The 'Food Security in Asia' panel meanwhile explored multi-stakeholders' partnerships and

challenges linked to food production, hunger and obesity. In the session on 'Collaborative Governance for Complex Systems', Mr Peter Ho, Senior Advisor of Centre for Strategic Futures, Senior Fellow of Civil Service College, and Chairman of Singapore's Urban Redevelopment Authority, said that thinking longer-term is critical in order to plan for uncertain future outcomes.

Postgraduate students from the 2015-16 MTSC cohort also showcased their projects, 'Ageing — an Opportunity or Adversity' and 'Singapore — a Force for Change in Southeast Asian Fisheries'. The former looked at designing services for the aged and ageing caregivers, while the latter provided insights into transforming regional fisheries. Both showed how tri-sector partnership can catalyse change and innovation.

→ HAND IN HAND

At the Forum, DSM and SMU announced a partnership to advance tri-sector collaborations for sustainability in Asia, establishing a DSM Senior Fellow in Partnership and Sustainability at SMU with a \$200,000 grant. Dr Simon Zadek, Visiting Faculty at SMU MTSC and SOSS, is the appointed DSM Senior Fellow.

Left The 2015-16 MTSC postgraduate students with SMU faculty members at the forum.

Below Ambassador Kwok Fook Seng, Singapore's Chief Negotiator of Climate Change at the keynote address.



AI ON THE FUTURE

Renowned Turing Award winners share insights on 'Prospects for Intelligent Machines and Augmented Intelligence' at an SMU panel discussion

JUST WHAT ARE the possibilities of Augmented Intelligence (AI), and is the dystopian scenario of a future in which Intelligent Machines rule humanity a realistic one? These were just some of the questions addressed during a panel discussion hosted by SMU on 22 January with two Turing Award winners, Professor Richard Karp and Professor Leslie Valiant, as well as Dr Tan Geok Leng, Senior Fellow at the Agency for Science, Technology and Research (A*STAR). Prof Karp is a Professor at the University of California, while Prof Valiant is T. Jefferson Coolidge Professor of Computer Science & Applied Mathematics with Harvard University. The event was put together by SMU's Office of Research and School of Information Systems, in conjunction with the Global Young Scientists Summit Singapore 2016.

Moderated by Professor Steven Miller, SMU's Vice Provost of Research

(Left to right) Prof Richard Karp, Prof Steven Miller, Prof Leslie Valiant, Dr Tan Geok Leng and SMU President Prof Arnoud De Meyere.

and then-Dean of the School of Information Systems, the event held at SMU's Ngee Ann Kongsi Auditorium was themed 'Prospects for Intelligent Machines and Augmented Intelligence'.

PUSHING THE FRONTIERS OF AI

Both Prof Karp and Prof Valiant are recipients of the prestigious Award touted as the 'Nobel Prize' of Computing. Their achievements have provided important foundations for intelligent machines.

The panellists touched on various aspects of intelligent machines, as well as intelligent globally-networked systems. In his address, Prof Karp shared about deep learning on AI and its "incompleteness" and "brittleness" at the present state. He believed that the



penultimate challenge is understanding and defining our consciousness — without which, humans will be unable to write algorithms that create intelligent machines which can master self-awareness, let alone emulate and function like a human's mind and emotions. This will be hard to achieve in the current generation's lifetime. He does not believe in the concept of singularity — the moment when machines become smarter than people. Prof Valiant talked about what can be automated — problems that can be solved routinely by trained humans, and are well-defined by available data. He emphasised that AI is multi-faceted, not one-dimensional, but is no doubt science-based.

Dr Tan discussed whether intelligent machines and AI are boon or bane, citing three scenarios of how people will work with AI in the future —

- 1 ▶ machines of "loving grace" take care of our personal needs, and we are in utopia,
- 2 ▶ intelligent machines are truly enjoyed by only one per cent of humanity, even though everyone has access to it, and
- 3 ▶ humans become just an energy source for machines, almost like in the movie *The Matrix*. He believed in the second scenario.

The Q&A session that followed generated an interesting discussion with the 200-strong audience who were keen to exchange views and seek advice from the computing experts.

PROSPERING THROUGH DIVERSITY

Mr Kirk Wagar, US Ambassador to Singapore presented a lecture in February on the edge that multiculturalism provides



His Excellency Mr Kirk Wagar, US Ambassador to Singapore.

On 24 February, SMU welcomed His Excellency Mr Kirk Wagar, the United States Ambassador to Singapore, for a talk hosted at SMU's University Lounge. His lecture, "Prospering through Diversity: 50 Years of American and Singaporean History", was delivered at an appropriate time, as the US and Singapore mark five decades of relations, and look ahead to the next 50 years.

Ambassador Wagar spoke on the importance of diversity, and highlighted the challenges that both the US and Singapore faced in integrating a diverse population. As part of the US Embassy's celebration of National African American History Month in February, he touched on the struggles and triumphs of the US Civil Rights movement in the 1960s, the same period when Singapore was emerging as a new nation with diverse people. Ambassador Wagar also shared about positive initiatives and trends in diversity in both countries since then, demonstrating the key role that diversity plays in both nations' prosperity. In conclusion, he charted a course for future economic and cultural gains through championing diversity and innovation.

Following the talk, Ambassador Wagar engaged the audience with an interactive session. Several guests posed questions ranging from diversity to socio-political aspects of US, to his opinions on Singapore's cultural diversity. His personal views, stories, and anecdotes drew reactions from the audience, who clearly enjoyed his candid sharing.

Before commencing the talk, Ambassador Wagar also complimented SMU on its ability to seamlessly incorporate diversity into what the University does. SMU President Professor Arnoud De Meyer shared that SMU also places great emphasis on diversity. "Diversity and inclusion are part of our DNA. It is only by embracing differences on campus that we learn to become culturally-sensitive citizens of the world," he said.

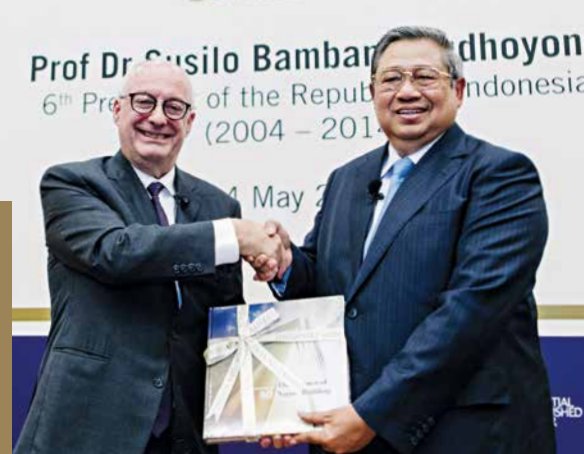
Three years ago, SMU set up its Diversity & Inclusion (D&I) unit at SMU — the first educational institution in Singapore with a full D&I function. The D&I unit is helmed by the Office of Global Learning, which prepares students for a globalised world through its focus on inclusion, integration and internationalisation. "As a young and different university, SMU believes that we have a big part to play in bridging communities and in championing a broader culture of openness," he said. "And we believe that harnessing the richness of diversity gives us unique strength and identity to continue to innovate and excel for the benefit of society and humanity."

Mr Kirk Wagar (second from left), Mrs Crystal Wagar (left), Prof Arnoud De Meyer (second from right) and Ms Bernadette Toh, Director of SMU Office of Global Learning (right).



A GILDED LEGACY

PROF DR SUSILO BAMBANG YUDHOYONO



"IT IS A DISTINCT honour for me to speak at Singapore Management University. Based on the quality of the graduates and the commitment to market-driven research, SMU is truly one of the best universities in the world," said Prof Dr Susilo Bambang Yudhoyono at the start of his PDLs speech. Dr Yudhoyono was the sixth President of Indonesia (2004–14) and his lecture on 4 May followed the launch at SMU of his compatriot, businessman and philanthropist Dato' Sri Prof Dr Tahir.

In his welcome address, SMU President Professor Arnoud De Meyer said that Dr Yudhoyono is "one of Asia's most respected statesmen. He added that the World Economic Forum called his two terms in office "Indonesia's Golden Decade"

Dr Yudhoyono outlined the guiding principles that helped him govern a country of some 250 million people, which led to its transformation in the areas of democracy,

prosperity and national security. "The most important point was to build a credible and functioning system of governance. The system had to be built on institutions, on clear rules, meritocracy, a healthy check and balance, and public trust," he said. He mentioned four ways to achieve this. First, drill down to the details in any matter, but "do not lose yourself in them". Second, assemble a team that is competent and has integrity. Third, coordinate communications well, and lastly, "keep your eye on the ball".

To SMU students in the audience, Dr Yudhoyono expressed his hope that these key 'take-aways' would prove useful to them. "I urge you to possess not only good managerial expertise but also to shape your leadership skills. The combination of the two will nurture your vision so that you know where you are, where you want to go and enrol your team in charting a path for the future. They will also shape your integrity which is crucial to get your people to believe in you."

WORDS FROM THE HEART

Recent SMU Presidential Distinguished Lecturer Series (PDLs) speakers addressed 'big issues' that meant a lot to them personally



NIGERIA, "THE GIANT OF AFRICA" was the focus of the PDLs on 21 March, when SMU hosted its former President, Mr Olusegun Obasanjo as a speaker. Mr Obasanjo was President of Nigeria between 1999 and 2007. In his welcome address, SMU President Professor Arnoud De Meyer said that his term in office was characterised by a commitment to the rule of law, as well as economic and political reform. "Audience members included SMU students, faculty and staff, foreign diplomats, students and academics from other institutions in Singapore, as well as expatriates from Nigeria and other African states who live and work in Singapore and the region.

In his lecture, Mr Obasanjo outlined Nigeria's social, political and economic development since gaining independence in 1960. Prof De Meyer then moderated the dialogue session in which audience members posed questions on how Nigeria can foster the next generation of leaders, on countering terrorism in the continent, the legitimacy of national boundaries in Africa, and what is needed to further Africa's development. His answer to the latter question was, "Education and leadership. If your people are educated but there is no leadership, you will not get far. If you have good leadership but your people are not armed with skills, you won't succeed either." He cited Singapore as a country that has no natural resources but has progressed due to education and leadership.

GIANT STEPS

OLUSEGUN OBASANJO



TAKING A HARD LOOK AT ASIA

Highlights of the latest season of Channel NewsAsia discussion programme Perspectives, which features insights from senior SMU faculty members

The sixth season of Channel NewsAsia's flagship discussion series Perspectives continued to delve into issues facing Asia, including climate change, manpower requirements and sustainable urban planning. This is the third year that SMU is collaborating with the regional broadcaster on the programme, which is taped in front of a live studio audience at SMU Labs. Senior SMU faculty members serve as panellists on each episode, which is moderated by reporter Mr Teymoor Nabili.



Dr Noeleen Heyzer (left) with Prof Dr Stephen Cairns (second from left), Prof Lily Kong (third from left), and Mr Wong Heang Fine (right) (Ep 2).



Prof Arnoud De Meyer (centre stage) with (left to right) Mr Pri Notowidigdo, Mr Stephen Groff, Dr Veerinderjeet Singh and Mr Teymoor Nabili (Ep 1).

A question from a member of the audience (Ep 1).



Prof Arnoud De Meyer (third from left) with Mr Pri Notowidigdo (left), and Mr Stephen Groff (centre) (Ep 1).

EPISODE 1 DEVELOPING ASEAN'S LABOUR FORCE

▶ **Aired:** 6 April
PANELLISTS: Prof Arnoud De Meyer, President, SMU; Mr Stephen Groff, VP (Operations 2), Asian Development Bank; Mr Pri Notowidigdo, Chairman & CEO, Amrop Indonesia; Dr Veerinderjeet Singh, Executive Chairman, Axcelsia Inc

The season kicked off with a look at the ASEAN Economic Community, a \$3.5 billion market that is home to more than 600 million consumers. In his opening remarks, SMU President Professor Arnoud De Meyer — one of the episode's four panellists — highlighted the region's enormous potential. "ASEAN has great opportunities, with the economy in China transforming and the growth in India, and the fact that it sits between the two," he noted. Despite these opportunities, the region also experiences manpower challenges. Panellists discussed several of these, including a growing need to improve soft skills and English proficiency. They also proposed ideas to improve mobility within the region, including a framework to allow countries to recognise the educational qualifications of fellow member states.

EPISODE 2 FROM MUMBAI TO MANILA: ASIA'S MEGACITIES

▶ **Aired:** 13 April
PANELLISTS: Prof Lily Kong, Provost, Lee Kong Chian Chair Professor of Social Sciences, SMU; Dr Noeleen Heyzer, social scientist, former United Nations Under-Secretary-General; Prof Dr Stephen Cairns, Programme Director, Future Cities Laboratory; Mr Wong Heang Fine, Group Chief Executive Officer, Surbana Jurong Pte Ltd

The United Nations predicts that by 2030, Asia will be home to 22 megacities (urban areas with more than 10 million inhabitants). Faced with mass migration and infrastructural constraints, these cities are often thought to have two choices: economic growth or sustainability. However, panellists argued that the two were not mutually exclusive. "Cities need to have smart growth. They need to grow their economy without destroying the environment," noted Mr Wong Heang Fine, Group CEO of Surbana Jurong. Fellow panellist and SMU Provost Professor Lily Kong agreed with Mr Wong's observation, adding, "A sustainable city also has to be culturally and socially sustainable; one where people can live together without erupting into conflict and violence."

EPISODE 3 FINTECH: THE FUTURE OF FINANCE?

▶ **Aired:** 20 April
PANELLISTS: Prof David Lee Kuo Chuen, Professor of Quantitative Finance (Practice), Lee Kong Chian School of Business, SMU; Ms Alyse Killeen, early stage venture capital investor; Ms Anju Patwardhan, Global Chief Innovation Officer, Standard Chartered Bank; Mr Jonathon Allaway, Senior Managing Director, Financial Services, Accenture

The world of finance has been shaken up by financial technology, or fintech. But what opportunities — or threats — do these innovations present to banks and savvy start-ups? To Ms Anju Patwardhan, Standard Chartered Bank's Global Chief Innovation Officer, fintech is a massive opportunity that can allow banks to reach the world's unbanked and under-banked individuals and small-to-medium enterprises. David Lee Kuo Chuen, Professor of Quantitative Finance at the Lee Kong Chian School of Business, added that fintech offered a big enough market for licensing regulations to be changed, even in the face of growing concerns over money-laundering and terrorism financing.



Mr Ho Kwon Ping (centre), Mr Kirk Wagar (left) and Mr Song Seng Wun (right) (Ep 6).

TAKING A HARD LOOK AT ASIA

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“When we’re planning, it’s very often a de-individualised person we’re thinking of. We’re thinking of the citizens of a city but we’re not thinking of them in different groups. However, there are efforts in some cities, such as Singapore, to think about different categories of urban citizens and their needs. Segmentation is very important in any kind of public consultation.”

SMU Provost Professor Lily Kong speaking on the relationship between urban planning and urban poverty on Perspectives.



Prof Ann Florini (second from right) with (left to right) Mr Sid Das, Mr Teymoor Nabili, Mr Benjamin Dubertret and Mr David Kiu (Ep 5).



Prof Gerry George (right) with Mr Michael Brown (Ep 4).



Prof David Lee Kuo Chuen (centre) with (left to right) Mr Jonathon Allaway, Ms Anju Patwardhan, Mr Teymoor Nabili and Ms Alyse Killeen (Ep 3).

The audience at SMU Labs.

EPISODE 4 GROWING START-UPS

► **Aired:** 27 April

PANELLISTS: Prof Gerry George, Professor of Innovation and Entrepreneurship, Dean, Lee Kong Chian School of Business, SMU; Mr Michael Brown, Regional General Manager APAC (ex-India/China), Uber Technologies; Ms Priscilla Shunmugam, director and founder, Ong Shunmugam; Mr Tyson Hackwood, Head, Asia Braintree Payments

Start-ups have become the buzzword of the last decade but what difficulties do they face as they try to become full-fledged enterprises? Professor Gerard George, the Dean of SMU’s Lee Kong Chian School of Business, suggested that a lack of government support could be a barrier to the growth of start-ups. Fellow panellist Priscilla Shunmugam, the founder of fashion label Ong Shunmugam, pointed out that her own experience of setting up a business in Singapore was evidence of the importance of adequate government aid. However, some audience members questioned if wide growth should be a priority for fledgling start-ups. Mr Michael Brown, Uber’s Regional General Manager, argued that it was necessary, saying, “When you’re building a website or a mobile app, thinking about how it’s going to be used — not only when there’s one customer but when there are 10,000 customers — could impact your design.”

EPISODE 5 THE CLIMATE CHANGE CONUNDRUM

► **Aired:** 4 May

PANELLISTS: Prof Ann Florini, Professor of Public Policy, Academic Director, Master of Tri-Sector Collaboration programme, SMU; Mr Benjamin Dubertret, Ambassador of France to Singapore; Mr David Kiu, Vice President, Global Sustainable Business and Communications, Unilever; Mr Sid Das, Executive Director WWF Earth Hour, Singapore

In the season’s fifth episode, panellists tackled the issue of climate change and its relationship with economic development. Assessing last year’s Paris Agreement, Professor Ann Florini, the Academic Director of SMU’s Master of Tri-Sector Collaboration Programme, observed that it successfully gave the environmental cause momentum. “But it’s just the beginning,” she said, adding that governments, the media and academia had to do more to advance the climate change conversation. “It’s a race against time,” agreed Mr Benjamin Dubertret, the Ambassador of France to Singapore. “There are still too many subsidies to fossil fuels. If this were to be shifted to renewable energy, that would make a real difference.” Panellists also stressed the financial and social risks of inaction, citing the damage caused by Hurricane Sandy, which has been linked to rising global temperatures.

EPISODE 6 SLOWDOWN IN CHINA

► **Aired:** 11, May

PANELLISTS: Mr Ho Kwon Ping, Chairman, SMU; Mr Kirk Wagar, US Ambassador to Singapore, Assoc Prof Henry Gao, School of Law, SMU; Mr Song Seng Wun, Economist and Director CIMB Private Banking

The season concluded by assessing the impact of China’s slowing economy. The world’s second-largest economy grew by 6.7 per cent in the first quarter of the year, the lowest growth rate in 25 years. However, Associate Professor Henry Gao of the School of Law, said that this was not necessarily a sign of a hard landing in the country. “There might be a slowdown, but the Chinese economy is resilient.” Responding to an audience member’s query, SMU Chairman Mr Ho Kwon Ping pointed out that the economic slowdown would not see a corresponding reduction in China’s foreign investments through the Asian Infrastructure Investment Bank. “Spending on infrastructure will go on in very developing markets in Africa and the Middle East, but it is wise of China not to spend on (domestic) infrastructure just to stimulate the economy.”