

SMUENGAGE

DECEMBER 2017



THE NEW-LOOK
CAMPUS GREEN:

SHARED *spaces for all the* COMMUNITY

THE RESULTS OF A DRAMATIC
TRANSFORMATION OF OUR
CITY UNIVERSITY CAMPUS

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EDITOR'S NOTE

Campus Green has been at the heart of the University and the local community since SMU moved to the city centre campus in 2004. In this issue of *SMU Engage*, our cover story looks at its reopening with features that benefit the SMU community, our neighbours and visitors.

In the Zest section, we put the spotlight on an energetic Commencement 2017 and magical new Academic Year Opening Ceremony. There is also news of success and recognition for our students in diverse fields at home and overseas.

Our Academia section opens by welcoming Professor Paulin Straughan as our next Dean of Students and congratulating Professor Ong Siow Heng on becoming the inaugural Dean of International Affairs. Learn how the new SMU Academy brings greater focus and impetus to continuing education programmes at SMU. Read about the conferral of the AXA Chair Professorship of Cybersecurity on Professor Robert Deng; SMU's latest impressive global rankings; new partnerships with three universities in China and the US; and meaningful discussions of new ideas and impactful research in various fora. SMU School of Accountancy's bachelor programme is the first in Asia and fifth in the world to gain maximum exemptions from accountancy body ICAEW. SMU Business Families Institute and Deloitte have successfully published the second of four case studies, while our Case Writing Initiative continues to excel, with multiple award wins in the global EFMD Case Writing Competition.

In Connections, we look at SMU's first international Advisory Councils and the inaugural SMU Industry Leaders Dialogue in Myanmar. There is also terrific news that our Chairman, Mr Ho Kwon Ping, has been conferred the prestigious Distinguished Service Order and 11 other members of our faculty and staff received 2017 National Day Awards. Highlights of SMU's thought leadership include the 3rd Societal Leadership Summit, after which the ASEAN 50 Commemorative Sculpture was unveiled on Campus Green; the SMU-ST Education Forum; the sixth season of *Perspectives* on television; a research-focused forum on ageing; and annual Wee Kim Wee Distinguished Lecture on Educational Leadership. As an institution, SMU received prestigious awards not only as an outstanding employer, but also excellence in community partnership.

On the back cover, we review the SMU President's State of the University Address 2017, held for the first time at the new SMU School of Law building. The President gave an encouraging review of the last academic year and a rousing call-to-action for the year ahead.

As I will shortly be stepping down as SMU Vice President of Corporate Communications and Marketing, this will be my last issue as Editor of *SMU Engage*. I would like to thank you all for your kind support for the 12 issues published. I am confident that, in the future, this newsletter will continue to keep me and all of us engaged with SMU.



Alan Goh
Vice President
Corporate Communications & Marketing

May 2017 marked the end of SMU's two-year campus development project, which aimed to meet the needs of a growing student body and help the University leverage on its unique location in the heart of the city. Through the project's three phases, a number of new amenities like study spaces and classrooms were created. Existing facilities like SMU Campus Green were also given a facelift to enliven the surrounding Bras Basah-Bugis precinct and to promote integration between SMU, the city and various stakeholders, among them business, education, arts and sports groups.

Deeper integration with the community is one of the key tenets of SMU Vision 2025, noted SMU President Professor Arnoud De Meyer at the reopening of SMU Campus Green. Held on 19 May, the celebration marked the end of the campus development project and was attended by senior management, including SMU Chairman Mr Ho Kwon Ping. Also present were long-time supporters of the University, among them Dato' Kho Hui Meng, the President of Oil Trading at Vitol Asia Pte Ltd.

At the event, Dato' Kho once again added to the University's art collection, this time with a sculpture by renowned French artist Bernar Venet. Titled *97.5° Arc x 8*, the two storey-high steel structure was unveiled by Dato' Kho and Prof De Meyer, and now stands gracefully on the refreshed SMU Campus Green. Dato' Kho explained why he was attracted to the piece, saying, "I like the way this sculpture moves up and I hope it inspires SMU students to always aim high."

"Venet explores the interconnected relationships between nature, humanity and the universe," said Prof De Meyer, pointing out that these relationships were exemplified at SMU. "We have made a priority of protecting the nature that surrounds us and promoting environmental sustainability as we strive to serve the needs of our students, faculty and staff members, as well as those of the local community and other stakeholders."

DID YOU KNOW?

CAMPUS GREEN IS HOME TO ANOTHER DONATION FROM DATO' KHO: *SITTING ON HISTORY* BY EMINENT SCULPTOR BILL WOODROW, WHICH WAS PRESENTED TO THE UNIVERSITY IN 2014.



Dato' Kho Hui Meng (second from right) receiving a picture of the Bernar Venet sculpture *97.5° Arc x 8* from SMU President Prof Arnoud De Meyer, flanked by Mrs Kho (far right) and SMU Chairman Mr Ho Kwon Ping (far left). Behind them is the sculpture itself, which was donated by Dato' Kho.

In addition to new facilities for students, the overhauled SMU campus also offers shared spaces for the community to enjoy

A SPACE FOR ALL



SMUENGAGE

DEC 2017 ISSUE #12

FRONT COVER: On the recently upgraded Campus Green, Christopher Tan races to the finish ahead of his father Kenneth Tan (in white T-shirt), Director of the Office of Student Life; Sundar Selvam (in red T-shirt, Vice President of the Office of Campus Infrastructure and Services; and other members of the SMU faculty and staff and their family members. They were taking part in Sport A Cause, the finale of the SMU Challenge 2017 community service initiative.

CONTACT US

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PUBLISHING CONSULTANT
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The latest facilities add pockets of lush greenery to the University.

\$20 MILLION:
THE COST OF THE TWO-YEAR REDEVELOPMENT PROJECT.

CONNECTED TO THE COMMUNITY

Several facilities at the revamped SMU Campus Green promote integration between the community and the University. Open to the public, these shared spaces contribute to the vibrancy and life of the surrounding Bras Basah-Bugis precinct. Recently, the site's all-weather lawn hosted several performances during the Singapore Night Festival, which attracted some 600,000 visitors. SMU alumnus and performer at the Festival, Greg Ho, told *SMU Engage* that he was thrilled to perform at the University. "It was surreal to know that I used to walk through SMU Campus Green for lectures and now I'm performing here. It's fantastic to see the University's strong support for the local arts scene," says the co-founder and trainer of Grapple MAX Dojo, a professional wrestling fight club.

An open-air amphitheatre is also available for events that require tiered seating and a stage.

With a seating of capacity of 280, the site will allow students to engage with the community and express themselves artistically. Connel Loh, a staff member with the University's Office of Dean of Students, attended a performance put on by the SMU SoundFoundry Club, a music group, here. "(The space) allowed both the SMU community and members of the public to enjoy the greenery and carefree environment," he said.

Events aside, the lawn is also ideal for gatherings between family and friends. "What I like about this space is that it's right in the heart of the arts and heritage district. The lawn is perfect for a picnic in between trips to the surrounding museums," said copywriter Ms Annabelle Fernandez, who works nearby. She added that she looks forward to using the jogging track that circles the lawn. "We hope that students will (also) use SMU Campus Green for picnics, just as their peers do at the University of Berkeley or at Harvard Square," said Mr Ho.

Among the new features are a jogging track, all-weather lawn and amphitheatre.

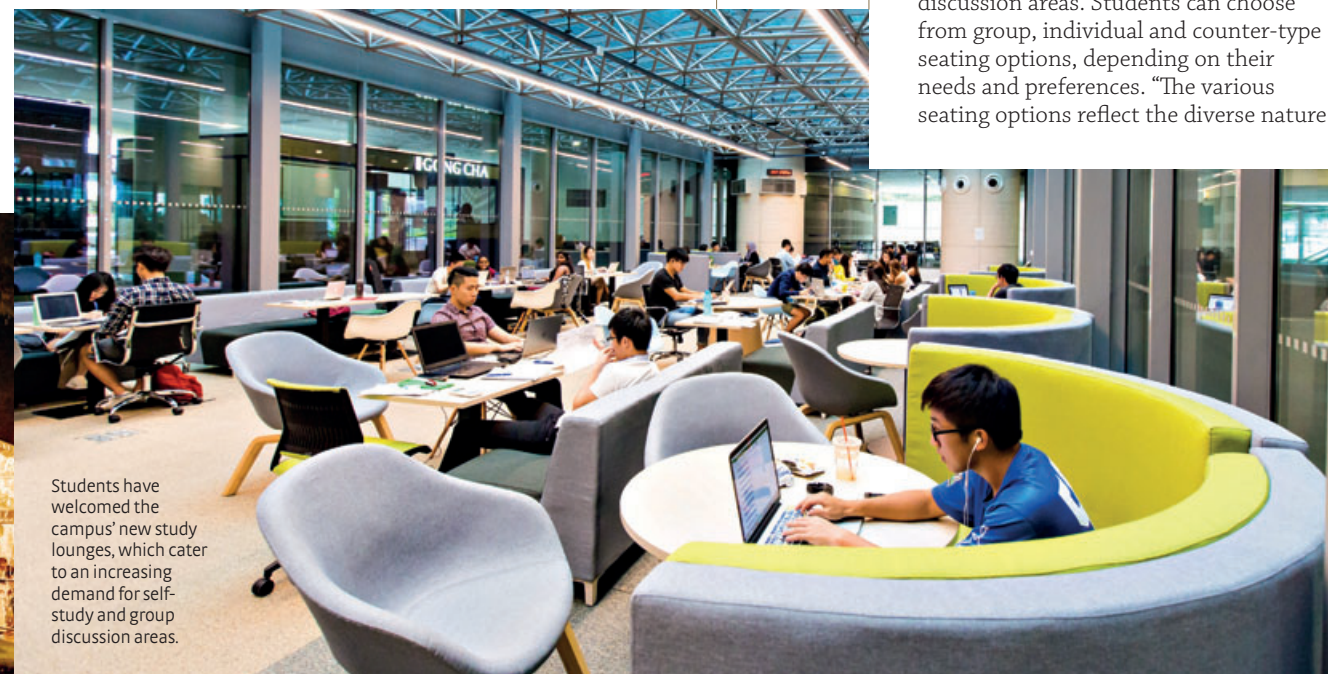
→ A CAMPUS REFRESHED

ANNOUNCED IN 2015, THE SMU CAMPUS DEVELOPMENT PROJECT AIMED TO:

- ▶ **Enliven** the University and its surrounding community
- ▶ **Transform** existing spaces to support new ways of teaching and learning
- ▶ **Energise** fitness and health spaces



MORE THAN 900 SEATS FOR STUDENTS HAVE BEEN CREATED, THANKS TO SMU'S NEW STUDY LOUNGES, SEMINAR ROOMS AND CLASSROOMS.



Students have welcomed the campus' new study lounges, which cater to an increasing demand for self-study and group discussion areas.



FITNESS MADE EASY

Overlooking the lush greenery of SMU Campus Green, the revamped SMU Gymnasium & Fitness Centre, which opened last September, occupies the top floor of the School of Information Systems. Spanning 1,010 square metres, the facility comprises two fitness studios and a gymnasium. Open to the University's matriculated students, exchange and bridging students, alumni, staff and faculty, the facility is also disability-friendly, with ramps and lifts.

The expanded space has been fitted with a greater variety of workout equipment, including specialised machines to enhance the training of University athletes. Having more equipment has made using the facility even more pleasurable, said Lee Teck Hui, a final-year School of Information Systems student. "The queue to use equipment has shortened significantly," said Teck Hui, who visits the gym thrice a week. To Cheng Ying Meng, a staff member at the University's Institute of Service Excellence, the gym's proximity to SMU Campus Green is a major attraction. "On days with fine weather, I can run outdoors on its jogging track," he said.

SPACES TO COLLABORATE

The campus development project also included a unique focus on collaborative study. To facilitate this, the University's basement concourse walkway was reconfigured to create several new study lounges. They cater to an increasing demand for self-study and group discussion areas. Students can choose from group, individual and counter-type seating options, depending on their needs and preferences. "The various seating options reflect the diverse nature

of learning at SMU: we sometimes need to do quiet self-study but there are also many group projects and discussions," first-year Law student Cheryn Yeow told *SMU Engage*.

Three seminar rooms and five classrooms have also been added across the campus. Two of the seminar rooms feature a horseshoe-shaped design, which facilitates dialogue and interaction among students. These 70-seater facilities will house larger classes for popular undergraduate modules and for postgraduate programmes. Together, the new study lounges, seminar rooms and classrooms create more than 900 seats for students.

BONDING THE STUDENT BODY

The recently-completed Curve CCA space, located at the mezzanine level within SMU Campus Green brings together students from different CCAs into one common space. By doing this, SMU hopes



From top left: Boasting new equipment and a larger space, the revamped SMU Gymnasium & Fitness Centre was welcomed by students, faculty and alumni.

to generate more collaborations and buzz among the student body. Making the space available for smaller-scale events and student engagement activities will further support interaction among students. The Curve will also house the SMU Students' Association Business Centre, where the SMU Student's Association (SMUSA) can be closer to their student peers, and have more opportunities to engage with and garner feedback from them. Launched in 2000, the association represents the interests and welfare of all SMU students.

A CAMPUS IN A GARDEN

The end of the campus development project also marked the return of a beloved Banyan tree to the SMU Campus after 30 months at an off-site holding nursery. The tree was transplanted in 2014 to make way for the new School of Law building. "As it was very large, it was not possible to transplant it whole, so we preserved the core of the tree," said Mr Ho. "The planting of the tree (can be seen) as a symbol of SMU's constant renewal and growth in pursuing excellence in education, research and in making meaningful impact on humanity."

The Banyan tree was not the only tree to be preserved: a Sea Beam tree, which is more than 40 years old, was also carefully conserved. These efforts to protect nature while expanding the campus are a testament to SMU's commitment to environmental sustainability. Energy use at the University has reduced by more than a third in the past decade, despite the student population nearly doubling in the same period. "Our campus has also earned a slew of certifications and accreditations for energy- and water-efficiency," noted Mr Ho.

Student group SMU Verts is leading the way in promoting eco-friendly habits at the University. In 2015, it spearheaded SMU Grow, an urban farming programme in collaboration with the Central Singapore Community Development Council. The programme nabbed the Gold award at last year's Community in Bloom competition organised by the National Parks Board (NParks).



SMU Chairman Mr Ho Kwon Ping, ceremonially shovelling earth onto the roots of the Banyan tree at Campus Green as Prof De Meyer (centre) and Vice President SMU Office of Campus Infrastructure and Services Mr Sundaravadivelan Selvam look on.

DID YOU KNOW?

PARTS OF THE UNIVERSITY ARE INCLUDED IN NPARKS' CIVIC DISTRICT TREE TRAIL:

- ▶ **SMU Campus Green:** Home to a majestic Rain tree estimated to be over 80 years old.
- ▶ **School of Accountancy:** Lining the school is a row of Golden Penda trees. This ornamental variety was first introduced to Singapore in 1982 and blooms bright yellow flowers.

To learn more about the trail, visit nparks.gov.sg



The revamped SMU campus encourages greater interactions with the community seen at this year's Singapore Night Festival.

A NEW CHAPTER AWAITS

SMU's largest graduating cohort celebrated Commencement on home ground for the first time ever



The Grand Processional.

While graduation is often seen as the end of an academic journey and a finishing point in the pursuit of a degree, 'commencement' in itself signifies the start of something new. Indeed, at SMU's 14th Commencement Ceremony which was held between 11 and 14 July 2017, the excitement of embarking on a new chapter of life was reflected on the faces of the fresh graduates while parents beamed with pride. A total of 2,759 SMU graduates were conferred degrees at the Ceremony, and among them were Paralympian swimmer Ms Yip Pin Xiu, as well as songwriter and singer Mr Hubert Ng.

Apart from being the largest graduating cohort since the University's establishment in 2000, the Class of 2017 was also the first batch to celebrate this joyous occasion on home ground — at the new School of Law building, which was officially opened by Prime Minister Mr Lee Hsien Loong in March 2017. And aptly, the proceedings kicked off with the awarding of degrees to 143 Bachelor of Laws graduates and 36 Juris Doctor graduates from the SMU School of Law.

SEEING DOUBLE!

Both Darren and Barry Yuen graduated from Lee Kong Chian School of Business with a Finance major. They are mirror-image twins — elder brother Darren is left-handed with a dimple on his left profile, while Barry is right-handed with a dimple on the right. On graduating with each other, Darren said that “the sense of achievement is greater because we are doing it together”. Barry also described the experience of studying with Darren as “a joy and privilege”, and credited his twin's support for his good academic performance.



“SMU has been your home for a very important, transformational four years of your life, and you will always remain an important stakeholder in the SMU community.”

SMU Chairman Mr Ho Kwon Ping



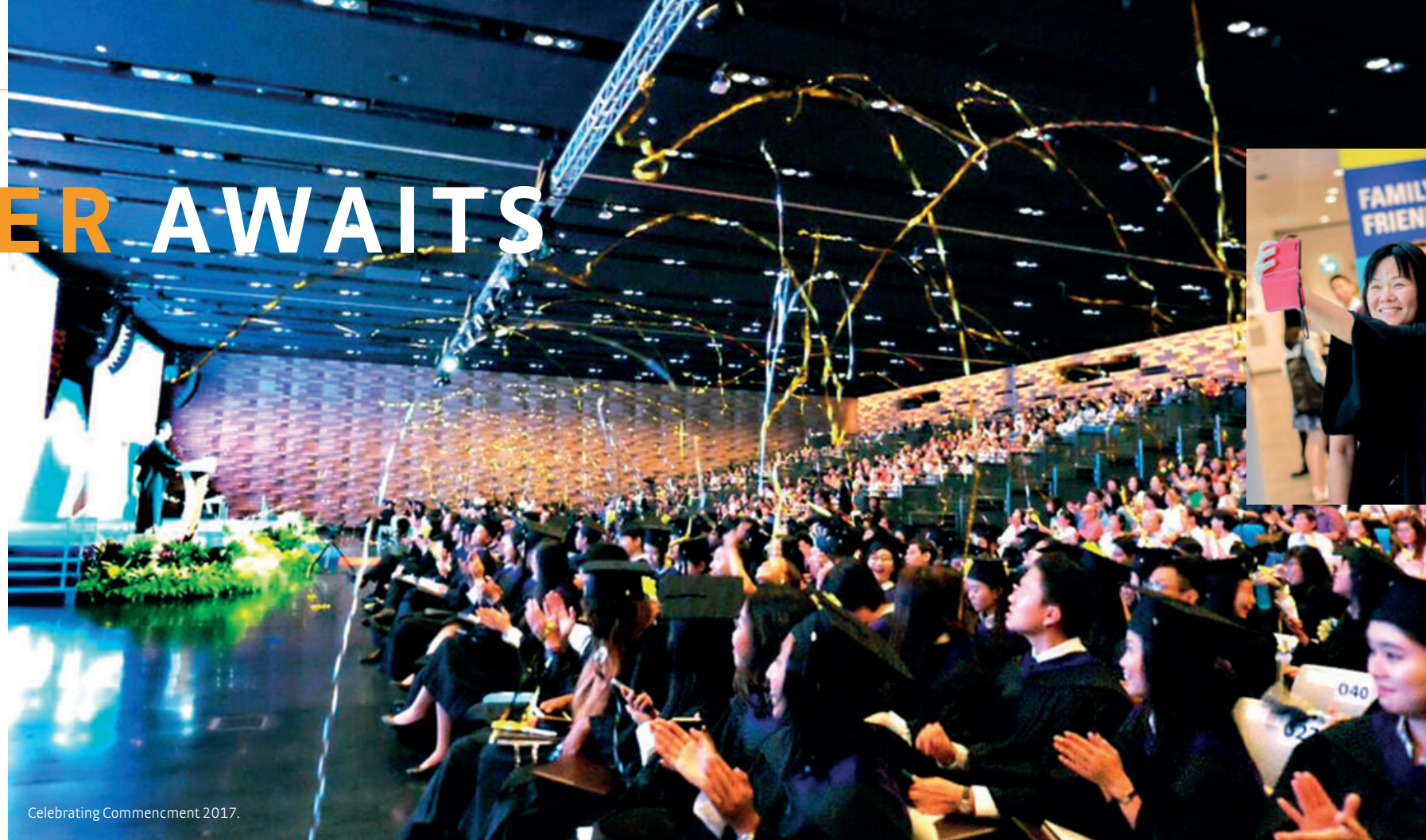
Minister K Shanmugam addressing SMU graduands.

INTEGRITY AND RESILIENCE

Mr Tan Yiwen from the School of Social Sciences was named the SPH Valedictorian as the best performing graduating student. Sharing his “three-star recipe for enjoying life to the fullest” in his speech, he said: “First, be hungry and even greedy at times for the goals you set. Secondly, remember that the best dishes are a product of time, effort and patience... Thirdly, we have strong stomachs, so do not be afraid to take on life's menu!”

Gracing the event as Guest of Honour was Minister for Law and Home Affairs Mr K Shanmugam. A law graduate himself, he reminded the graduates in the audience that there are many paths to success in life but few short cuts in the legal industry. He said that those aspiring to go into practice must have a deep understanding of the law, the ability to apply theories clearly and decisively, openness and flexibility, as well as the willingness to keep learning. More crucially, he stressed the importance of integrity: “Law is a long, straight road, with many temptations along the way. Business propositions will come, they often lead you astray... (but) your reputation, you can lose only once.”

Minister Shanmugam also painted a realistic picture of the economy that the graduates are entering into. Specifically, he mentioned the growing competition from low-cost legal



Celebrating Commencement 2017.

Below Jubilant graduates with family.



→ GIVING BACK

It is an annual tradition for the graduating cohort to make a Graduation Class Gift in support of needy students. The fundraising campaign this year comprises two creative initiatives and all sales proceeds will go to the SMU Bursary Fund.

- **Leave Your Mark...** at selected Seminar Rooms. By making a donation of at least \$100, graduates can personalise plaques with a message and their names, which will be permanently affixed to the tables.
- **Take With You The Good Times...** and memorabilia items to mark the joyous occasion. Available for purchase were mugs, graduation bears, tote bags and *SMU Monopoly* sets.

HEARTIEST CONGRATULATIONS

THE CLASS OF 2017 is SMU's 14th and the largest batch of graduates.

1,776
BACHELOR'S DEGREE
graduates

36
JURIS DOCTOR
graduates

920
MASTER'S DEGREE
graduates

27
DOCTORATE DEGREE
graduates

services in the region and Singapore's slowing economic growth. While the government is making efforts to boost the sector, he urged graduates to consider how they can add value to their work and be ready to adapt to changes.

Echoing his views was SMU Chairman Mr Ho Kwon Ping. He pointed out that the graduates were starting their careers at a time of rising disruption from artificial intelligence and automation, and “only the most creative, adaptive and forward-thinking legal minds (get) some borrowed time to create an irreplaceable uniqueness about their own abilities”. However, Mr Ho also reminded graduates that they have the “SMU advantage” — attributes of self-agency, creative problem-solving and innovative thinking which are the hallmark of the SMU pedagogy.

KEEPING LIFELONG TIES

Just as friendships do not end upon graduation, the graduates' association with the University continues beyond Commencement. “SMU has been your home for a very important,

transformational four years of your life, and you will always remain an important stakeholder in the SMU community,” said Mr Ho, who invited graduates to return to SMU either as committed alumni and mentors to undergraduates, or to further their education.

SMU President Professor Arnoud De Meyer also reminded graduates to tap on the value of the SMU network. “Please stay engaged through the SMU Alumni Association. Join the groups that are relevant to you to stay in touch with your schools, CCAs and overseas chapters if you work abroad,” he said. “Our alumni network is made up of nearly 20,000 valuable contacts around the world, in many industries and sectors, at every level.”

Beyond the SMU community, Prof De Meyer said that the society — including the government, civil servants and tax payers — has contributed to supporting and grooming the graduates. He urged them to participate in community service projects and grassroots organisations to play a part in solving the challenges facing the world today.

Prof De Meyer also gave out the CIRCLE (Commitment, Integrity, Responsibility, Collegiality, Leadership and Excellence) Awards to outstanding students from the six schools in SMU. Winners were recognised for their active contributions to SMU and the community at large, leadership abilities, upright character and academic excellence.

FROM THE CLASS OF 2017

RECIPIENT OF SMU AIESEC SOCIAL ENTREPRENEUR AWARD WHO CO-FOUNDED SEVERAL SOCIAL VENTURES

“Alongside fellow graduating friends Masahiro and Zhengxiang, we created (CoffeeChats Mentoring Initiative) because we ourselves owe much of our success to informal mentors and unending support from seniors. We believe that this support should be made to as many of our students as possible, especially when they are in their freshmen year and adjusting to the norms of university life.”

Muhammad Hafiz Bin Kasman, Summa Cum Laude, Bachelor of Business Management

SMU'S FIRST LAW GRADUATE FROM THE SCHOOL OF THE ARTS

“I knew Art was eclectic and that artistic expression need not be confined to visual or performing arts. Precision of language (in Law) is as enthralling as any art form. Law is about being able to stand up for the values and community I believe in and constructing a solid argument to support it.”

Ong Sim, Magna Cum Laude, Bachelor of Laws

A MADRASAH STUDENT BEFORE ENTERING SMU

“I used to doubt myself. I felt inferior. However, I tapped on my strengths in public speaking. During a few presentations and pitches before clients, I was complimented as the best presenter. It was then that I started to assure myself and gain the courage to participate in class discussions.”

Amalina Binte Abdul Nasir, Summa Cum Laude, Bachelor of Social Science



The grand Academic Year Opening Ceremony served as a spectacular finale to the series of activities rolled out to welcome (back) all students and staff

On the evening of 18 August 2017, the function halls of the SMU's new School of Law building were transformed into the scene of a banquet straight out of the movies. There were elegant chandeliers, a formal table setting, banner flags hanging on the ceiling and other decorative details. If one didn't know any better, he'd think he was in no less than the Great Hall of the Hogwarts Castle, from the Harry Potter movie series.

Indeed, there was certainly a touch of magic in the air. Amid these whimsical settings, freshmen, junior, sophomore, senior and international exchange students, as well as faculty, were treated to a sit-down dinner, which was interspersed with student performances. A highlight was a performance of SMU's tribute song to commemorate 50 years of National Service (NS50), 'I Get You', produced by the University's in-house creative head Mr Jimmy Ye.

The lavish proceedings were rolled out especially for SMU's Academic Year Opening Ceremony, which concluded the series of exciting activities held throughout the day on campus. These included "welcome parties" at individual schools, and the annual mega co-curricular activities fair VIVACE at the newly-revamped Campus Green and Concourse.

A PENCHANT FOR CHANGE

The day-long activities were a deviation from tradition of the past 17 years, during which a formal Convocation ceremony was held to welcome freshmen. Addressing the guests, SMU Chairman Mr Ho Kwon Ping credited the new format to SMU's culture of embracing and initiating change — a value he deems is "inborn in [SMU]'s DNA". Besides change, choice too is something that freshmen can expect when they start their university life. "The range of choices may be bewildering. Academic and extra-curricular choices, overseas and community service choices, internship choices, girlfriend or boyfriend choices...", quipped Mr Ho. "Whatever you become, it will be your choice. It is a burden which only you are responsible for and a freedom which only you are accountable to."

Mr Ho reminded students that whether the future is exciting or dire depends entirely on their perspectives. "SMU will not give you any particular point of view with which to see the world or the glass; but we can sharpen your vision, develop your sense of balance, and give you a strong foundation, from which your own point of view can be developed with confidence and stability," he said.

While on-stage, Mr Ho also took the opportunity to thank and present a token of appreciation to Guest of Honour Mr Kuok

Top SMU senior management, faculty, staff, donors, freshmen, student leaders and guests were treated to a sit-down dinner at the SMU Academic Year Opening Ceremony.

Below SMU Chairman Mr Ho Kwon Ping presenting a token of appreciation to Guest of Honour Mr Kuok Khoon Ean, Chairman of Kuok (Singapore) Limited, in appreciation of his S\$5 million gift to SMU International Scholarships and SMU Pathfinders Programme.

Khoon Ean, Chairman of Kuok (Singapore) Limited. A member of SMU's first Board of Trustees, Mr Kuok has made an endowed contribution of S\$5 million in support of the SMU Pathfinders Programme and SMU International Scholarships. The SMU Pathfinders Programme seeks to prepare students to be their best for others, as ethical and exemplary members of their respective teams, communities and fields. Meanwhile, the objectives of the SMU International Scholarships are to recognise and motivate outstanding undergraduates from the emerging economies of South and Southeast Asia at SMU to achieve academic excellence.

A 21ST-CENTURY UNIVERSITY

Also present at the ceremony to congratulate and welcome new and returning students was SMU President Professor Arnoud De Meyer. In his rousing speech, Prof De Meyer talked about the need for SMU to adapt to the world's changes, namely the influence of technology and digital technology, global warming, the need for innovations, as well as globalisation. In view of this, Prof De Meyer proposed several trends that will help shape the 21st-century university. With the increasing importance of data, the 21st-century university will

Below The Band of Brothers, made up of SMU students, performing SMU's tribute song to commemorate 50 years of National Service (NS50) "I Get You" produced by SMU's in-house creative head Jimmy Ye in collaboration with other local artists.



SMU President Professor Arnoud De Meyer interacting with members of SMU Samba Masala at the annual mega co-curricular activities fair VIVACE.

have a larger portfolio of research paradigms, he said. "We want you to learn how to use data and how to interface and to think 'together with machines'. And I hope that our faculty will be at the forefront of exploiting the potential of data."

The 21st-century university will also be more flexible in its organisation. Prof De Meyer encouraged students to manage their own individual progression in learning, taking advantage of the flexibility and internships SMU is already offering in most programmes. "A well-organised student can have a rich portfolio of experiences and learning moments through the right combination of local and international internships, overseas exchanges, study missions, interesting community service projects, second majors, summer courses and more," he said.

Prof De Meyer also stressed the need for graduates from the 21st-century university to take responsibility for the development of a sustainable society. "As future leaders and change agents, you will have to hone your skills in doing so. You cannot leave it to governments or NGOs. We all have a responsibility to make this a great planet," he said, citing SMU LifeLessons, a co-curricular learning framework that was launched in 2013 to nurture students to become self-directed learners, trusted leaders and responsible global citizens.

As he urged the students in attendance to join faculty and staff in shaping the future towards a 21st-century university, he also encouraged them to play; be more "homo ludens" rather than "homo sapiens". "The 21st-century university should also become a sort of playground, where you can experiment, simulate and try out new things," Prof De Meyer said. "Playing games is about being inventive and exploring the options within the rules of the game. Playing is often imagining that which does not yet exist, bringing the new into being. That is what society wants you to do as change agents."

A NEW GENERATION OF LEADERS

Among this year's freshmen is the inaugural batch of 40 Global Impact Scholars. This new scholarship programme is dedicated to nurturing a new generation of Singaporean leaders with the global perspective, skills and commitment to solve complex problems and make strong societal impact and contributions.

Twenty-five times oversubscribed, the Global Impact Scholarship comprises a specially-designed Scholars' Core curriculum that focuses on experiential learning through bespoke SMU-X modules. Scholars will also receive overseas exposure and leadership development opportunities.

The scholarship is also distinct in that it covers undergraduate and postgraduate education. Scholars can choose to do either an Integrated Bachelor's and Master's degree in four years*, or pursue a Sequential Master degree after completing their undergraduate studies. In the latter case, they also have the option of pursuing their postgraduate studies after gaining a few years of work experience. SMU Engage talks to three of these scholars about their motivation, inspirations and expectations:



Top SMU Pro-Chancellor Mr Lim Chee Onn, accompanied by SMU's senior management, toured the annual mega co-curricular activities fair VIVACE at the refreshed Campus Green.



WHAT SCHOLARS SAY



"I look forward to beginning my university life at SMU, as it is well-known for producing students who are articulate and fully-prepared for the working world. The Global Impact Scholarship will offer me the chance to be exposed to serve in and learn from other countries, and bring back new knowledge and skills to be put into practice in Singapore. I am also excited to work with individuals in the scholarship programme who share the same interests and hope to form close-knit friendships [with them]."

TRICIA GOH, ACCOUNTANCY AND ECONOMICS



"I come from a low-income single-parent household, so being able to enjoy tuition-free undergraduate study for four years, as well as the Masters tuition fee grant of up to S\$40,000 (both bond-free), appeals to me. The Global Impact Scholarship gives me the opportunity to freely pursue my education and interests without being encumbered by the lack of financial resources. I am drawn to SMU's interactive learning pedagogy. I believe that the small interactive seminar-style lessons will allow me to learn better as well as hone my communication skills."

CHIA WEI HAO, BUSINESS MANAGEMENT



"I aspire to be in a position to influence policies and trends in our society in a positive way. I am especially passionate to pursue the cause of women and people with special needs. I understand that my time in SMU will be a period of self-discovery and I am not closed to any particular option. SMU has the reputation for having a culture that is vibrant, youthful and relevant to society. I look forward to gaining new insights from SMU's professors and lecturers which would help me better understand our world and navigate through its complexity."

ESTHER CHONG, SOCIAL SCIENCES AND ACCOUNTANCY

* With the exception of law students, who are expected to complete the Integrated Bachelor and Master degree in five years.



The Price Moot team (from left) Lyndon, Kara, Chen Wei, Teng Sheng, Tracy and Jacintha, with one of the team's coaches Sui Yi Siong (centre).



SMU's Asian Law Students' Association Moot winning team comprising Darren, Claudia, Jonathan, Saravanan and Jolyn being presented the championship.

SMU defeats Oxford University in the final of the 2017 Price Media Law Moot Court Competition, to secure its third championship win at this 'grand slam' moot contest

TO THE TOP

In an exemplary feat, a team of mooters from SMU School of Law (SOL) has defended its championship title at the annual Price Media Law Moot Competition (Price Moot) held from 3 to 7 April 2017, and has made SMU the first university to win the Price Moot on three occasions. This is also the fourth time SMU has reached the final of the Price Moot – setting yet another record in the competition.

Organised by Oxford University and celebrating its 10th edition this year, the Price Moot is considered one of the seven international 'grand slam' moots as it attracts around a hundred teams annually (92 this year) and is the largest moot on human rights, with a particular emphasis on freedom of expression.

The SMU team — comprising third-year undergraduates Chia Chen Wei, Lyndon Choo, Tracy Gani and Kara Quek, and third-year Juris Doctor students Jacintha Gopal and Saw Teng Sheng — won all seven matches en route to the championship, including the final round where they were up against Oxford University. Besides clinching the championship title, Teng Sheng was named Best Oralists in the championship final (a first for SMU in this moot) and also Best Oralist of the tournament (another first for SMU in this moot). Chen Wei was also named second runner-up for Best Oralist of the tournament.

On 20 August, Team SMU also emerged champions among 30 participating teams at the 2017 Asian Law Students' Association (ALSA) International Moot Court Competition and clinched the Best Claimant Memorial Award, bringing a fitting conclusion to SMU's 2016-2017 moot season! The team, comprising final-year law undergraduates Jolyn Khoo, Darren Ng Zheng Qiang, R Saravanan, Claudia

Tan and Jonathan Tan Wei Xiang, reached the top after five gruelling rounds of competition at the international round held in Kuala Lumpur. They were coached by SOL alumni Sean Sim and Daniel Ho.

With its five wins in six finals this season, SOL has equalled its AY2014-15 world record for the most number of international championships won in a season. SMU's overall tally in international moot competitions now stands at 21 championships in 41 finals. 15 of these finals were of 'grand slam' moots, which attracted at least a hundred teams. Notably, since the launch of its International Moots Programme in 2010, SMU has been the only Singapore university to have reached a 'grand slam' moot final (winning seven such finals).

As per previous moots, there has been a strong cast of SOL alumni and law faculty members, as well as partners in the law fraternity who have dedicated their time to coach, mentor and/or judge the teams. The School is also grateful to Wong Partnership for its support since 2015. "Doing well in international moots is more than just a university endeavour – I would say it is a national one, as part of nation-building. If we as a country want to be serious about being a world-class dispute resolution hub, we must continue to invest wisely in our students and coaches to match that ambition," said Assistant Professor Chen Siyuan, who heads SMU's International Moots Programme. "2017 also marks the first year in our new building, and facilities such as the David Marshall Moot Court have been helpful for our preparations," he added.

With these latest achievements, SMU has reached

41
international
moot finals in
total, winning
21

→ **SMU'S TEAM COGNITARE**, the business case club of the Lee Kong Chian School of Business, triumphed over 11 teams hailing from four continents to emerge champions at the 2017 RSM Star Case Competition held in April. The team which brought home the championship title comprised Jazelle Tan Hui Yi (3rd year, BBM), Josephine Soh Jiaying (3rd year, double degree BACC and BBM), Jamie Lim Zhi En (2nd year, BBM) and Bryan Yong Ren Wei (1st year, BBM). They had participated in the fourth edition of

the competition, which was organised and hosted by the Rotterdam School of Management, Erasmus University, to showcase the analytical capabilities and innovative young minds of business schools from around the world. This year, the competition attracted 12 teams from Australia, Canada, Indonesia, Hong Kong, Hungary, the Netherlands, Singapore and Switzerland, including teams from the University of St. Gallen, Ivey Business School and Chinese University of Hong Kong.

Achieving the top spot was no mean

feat, but Team Cognitare delivered a stellar performance in the 24-hour case challenge and eventually came in first, ahead of Ivey Business School and Haskayne School of Business. The 24-hour case challenge concerned Nike Europe, which wanted to seek new ideas to help the company adapt to changing consumer needs and to gain a competitive edge in the highly-competitive market.

Participating teams were to propose a three-year strategic plan for Nike, Inc.'s European supply chain to enable

it to better serve market demand, while meeting the moonshot goal set by Nike Global to double its revenue with half the environmental impact. Besides its innovative and implementable strategy, Team Cognitare was also commended by the judges for its unique presentation style, which emphasised the team's camaraderie.

To prepare for the competition, the team had started training intensively from February, including doing in-depth research to ensure that they were familiar with the region's latest market developments and trends. "The RSM Star Case Competition is known for its sustainability slant and the most important takeaway for the team is the fact that sustainability efforts can be both highly impactful and cost-efficient," said Jazelle. "Through the Nike case, we were able to understand and apply these topics that have been widely discussed in the SMU classrooms, which truly reflect the business world out there. It goes without saying that our team's achievement would not have been possible without the guidance we have received from the SMU Lee Kong Chian School of Business, our professors and alumni of the club."



From left: Bryan, Jamie, Josephine and Jazelle – triumphant at the 2017 RSM Star Case Competition.

BEST CASE SCENARIO

SMU Team Cognitare wins 24-hour case challenge at the 4th RSM Star Case Competition held in the Netherlands

→ **COMMITTED TO EMPOWERING** women in business and STEM (Science, Technology, Engineering and Math), global payments company Mastercard announced, in April, the 2017 recipients of the Mastercard MBA Scholarships for Women at SMU. Awardees Shaily Sharma and Zhou Yuzhen from SMU were selected for their outstanding academic achievements, keen leadership and entrepreneurial qualities and excellent community service records.

DEVELOPING ENTREPRENEURSHIP, CHAMPIONING DIVERSITY

This year marks the Mastercard MBA Scholarships for Women's seventh year of collaboration with SMU. Awarded to full-time female MBA candidates from the Asia-Pacific region, it aims to develop their outstanding academic and entrepreneurship potential and nurture them to be socially responsible individuals. The scholarship also includes an internship with Mastercard, which offers invaluable insights into the company's business and operations. To date, 17 young women have received this scholarship. Mastercard has also set up a Scholarship for Women at Singapore University of Technology and Design (SUTD).

"SMU's partnership with Mastercard is mutually aligned and beneficial. Both organisations are strong proponents of business innovation and diversity for integrated community growth and betterment," said Ms Leila Guerra, Assistant Dean, Postgraduate Programmes, Lee Kong Chian School of Business. "SMU has an edge in generating entrepreneurial and holistic leaders, who are adept in critical thinking, are socially responsible and global-ready. Also, embracing and appreciating diversity are values which we hold dear. On average, close to 40 per cent of our MBA students are women and there are typically more than 15 nationalities in every class." Ms Guerra added



A SALUTE TO SHINING STARS

A pair of SMU students are among the female leaders of tomorrow who received Mastercard's annual scholarship award this year

that the opportunities provided by the Mastercard Scholarship further empower SMU and its MBA recipients to make a bigger difference in advancing more leadership roles for women, which in turn makes a more meaningful impact in society.

Ms Georgette Tan, Senior Vice President, Communications, Asia Pacific, Mastercard, said, "Engaging, encouraging and empowering women, particularly in their academic years, is a critical step in helping to address the gender gap and changing the role of women in advancing our communities

and economies." She noted that according to the latest Mastercard Girls in Tech survey, females aged 17 to 19 years old indicated that access to scholarships is the top motivator to pursue a career in STEM, a future career path where women continue to be underrepresented. "Together with like-minded and well-respected educational institutions such as SMU and SUTD, we are committed to encouraging young women to pursue their passions and build their confidence to help them become leaders in their chosen fields and society at large."

FIGHTING FOR A WORTHY CAUSE

SMU Accountancy alumna Shereen Aziz-Williams has been made an honorary Member of the Order of the British Empire (MBE) for her efforts to foster an inclusive community

Shortly after a six-month student exchange programme in Denmark in 2004, a third-year SMU Accountancy undergraduate Mrs Shereen Aziz-Williams headed to Wales to visit a cousin. That casual holiday proved to be life-changing, as the then-21 year-old met her future husband on the trip. After a year of courtship, the couple tied the knot, one day before she took her final exams at the University. Mrs Aziz-Williams moved to Wales in 2005 to be with her husband.

Fast forward to the present, and Mrs Aziz-Williams, now 34, is at the forefront of the battle against Islamophobia and racism in the country. In her role as a regional community cohesion coordinator, she promotes integration and works closely with government officials to oversee the resettlement of refugees, including those from war-torn Syria. Explaining why she chose to fight for these issues, the mother-of-two told *SMU Engage*, "I saw the impact of Islamophobia and discrimination and did not want my children to grow up in such a divided society."



Mrs Aziz-Williams has also spearheaded an interfaith forum, which organises retreats with people from other faiths and visits to mosques and other places of worship. During these sessions, participants are encouraged to engage in frank discussions about Islam and other religions. Her work has taken her to various conferences in Europe, where she speaks for anti-hate and integration. "It is a credit to SMU's education that I have the tools and skills to work in a field different from what I studied...it shows that the core

foundation of what is taught can be applied across other fields of work," said Mrs Aziz-Williams. For her efforts to promote interfaith harmony and greater social integration, she was made an honorary MBE this year. The title is given to those with outstanding achievements or who have made significant service to the community. Despite her many achievements, Mrs Aziz-Williams admits that her work is far from easy. Being a vocal proponent against Islamophobia has made her a victim of threats and racist jibes. Once, she was spat on for wearing a tudung (headscarf). But these experiences do not deter her, she says. Instead, they only motivate her more. "I want to help those who might not be able to help themselves," she told *The New Paper* in 2009.

Part of this desire stems from her Singaporean upbringing, which showed Mrs Aziz-Williams that racial and religious harmony was not unachievable. "I lived in harmony with others (in Singapore) all my life...so I know it is possible here in Wales as well," she said. "I'm just doing my part to achieve that."

MILESTONES

2002

Matriculates at SMU. During her four years at the University, she is an active member of its arts scene, taking part in theatre programmes and singing in Scarlet, an all-girl band

2005

Graduates from SMU and moves to Wales

2006

Becomes a community development officer in Britain's Council of Ethnic Minority Voluntary Sector Organisations (CEMVO), which helps disadvantaged and minority communities

2007

Appointed Director of CEMVO, making her the organisation's youngest and only female director

2009

Receives the Uthman Dan Fodio Award for Excellence in Community Development

2017

Made an honorary Member of the Most Excellent Order of the British Empire (MBE)

OVERSEEING THE UNIVERSITY EXPERIENCE

The Dean of Students looks at encouraging and supporting student empowerment and student life. The Office of the Dean of Students comprises the Student Services Hub, Office of Student Life, Dato' Kho Hui Meng Career Centre, Centre for Social Responsibility, Centre for Scholars Development, Mrs Wong Kwok Leong Student Wellness Centre, Co-curriculum Development, Residential Experience, Creative Experience and Partnerships, Diversity, Inclusion and Integration, and Safety and Emergency Preparedness Centre.

Prof Straughan, who took over on 1 July 2017, has more than 20 years' experience working with tertiary students, and was previously a faculty member at the Department of Sociology, Faculty of Arts and Social Sciences (FASS), National University of Singapore (NUS). Her previous appointments include Vice Dean of International Relations and Special Duties and Vice Dean of Undergraduate Studies, FASS, and Deputy Head of the Department of Sociology. Prof Straughan's research is in the area of medical sociology and healthcare systems with a special focus on preventive health and the importance of social support networks in health-related issues, as well as sociology of ageing, work and family. She was a Nominated Member of Parliament from 2009 to 2011, during which she argued for a greater work-life balance and the nurturing of a more pro-family social environment.

As part of her public service, Prof Straughan sits on the Board of Governors of Raffles Girls' School (Secondary), and is a member of the Research Advisory Panel for Strategic Group, Prime Minister's Office. She had also chaired the Accreditation Council of the Social Development Unit, served on the Board of the Council for Third Age and was a member of the Infectious Disease Task Force (Ministry of Health), NurtureSG (Child and Youth Health Task Force, Ministry of Health) and the Tripartite Prof Straughan, who is concurrently Professor of Sociology (Practice) at SMU's School of Social Sciences, said, "I am indeed much privileged to have this opportunity to work with SMU students and colleagues. SMU is a young, vibrant university that is firmly grounded in a very strong student-centric ethos. I look forward to getting to know our students and to add value to their tertiary experience."



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Prof Paulin Straughan

TAKING OVER

Professor Paulin Straughan was appointed SMU's new Dean of Students. She takes over from Professor Ong Siow Heng, who began a new role as Dean of International Affairs on that same date

THE REINS

SELLING SMU TO THE WORLD

The office of the Dean of International Affairs (DIA) looks at promoting the international profile and reputation of the University. It embarks on key international initiatives and advances SMU's strategic intents at the international level. The Dean's role is to ensure that SMU is well-represented at university networks and international events, thereby promoting its many promising features and demonstrating thought leadership in its areas of strength. Prof Ong Siow Heng, who served as Dean of Students since January 2011, assumed the role of DIA, with effect from 1 July 2017. Said Prof Ong, "I hope to help profile the University's strengths internationally, and represent the exceptional calibre of our faculty's thought leadership and research, as well as the high quality of our students' competencies, values and abilities to impact society positively."

Prof Ong has a PhD from Northwestern University and is concurrently a Professor of Corporate Communication (Education) at the Lee Kong Chian School of Business and Director, Centre for Scholars' Development at SMU. His research areas are Intercultural Communication, Public Campaigns and Communication, and Popular Culture. Elaborating on the new role of the DIA, SMU Provost Professor Lily Kong said, "This is part of the University's Vision 2025 and its strategic plans to further raise the global profile and reputation of SMU." She added that, "As Dean of Students for the past six years, Siow Heng has passionately encouraged and supported student empowerment and student life. Never missing an opportunity to showcase SMU's brand of education and its fine students, Siow Heng has also effectively reached out to prospective students, schools, parents and industry on the excellent qualities of an SMU education, defined by character building, growing and giving."

On behalf of SMU, Prof Kong also said that it is an honour to have Prof Straughan join the University as Dean of Students. "We will benefit from her wealth of experience working with students within and outside the classroom," she said. "I would like to welcome Paulin to SMU and congratulate them both on their new appointments."

"I hope to help profile the university's strengths internationally, and represent the exceptional calibre of our faculty's thought leadership and research, as well as the high quality of our students' competencies, values and abilities to impact society positively."

Prof Ong Siow Heng



A GREAT LEAP FOR LIFELONG LEARNING

The SMU Academy will offer modules that are stackable towards Master's degrees, and will award digital credentials as well



At the official launch of SMU Academy (left to right): SMU Academy Executive Director Dr Lim Lai Cheng, SMU Provost Prof Lily Kong, Minister Ong Ye Kung, SMU President Prof Arnoud De Meyer, CEO of SkillsFuture Singapore Mr Ng Cher Pong, and CEO of Employment & Employability Institute Mr Gilbert Tan; with Nao the robot (on podium).

In support of the SkillsFuture movement, SMU officially launched its lifelong learning unit, SMU Academy, on 26 April 2017. The launch ceremony was held in conjunction with DIGITEC 2017, a technology conference that focuses on digital capabilities such as blockchain, fintech, HR analytics, lean thinking and personalised learning, among other emerging areas. The ceremony was graced by Mr Ong Ye Kung, Minister for Education (Higher Education and Skills) and Second Minister for Defence.

The setting up of SMU Academy, helmed by its Executive Director Dr Lim Lai Cheng, is a critical milestone for Continuing Education and Training (CET) in Singapore and for SMU. To date, the University has established various specialised institutions offering professional continuing education programmes, in the areas of Finance, Financial IT, Human Capital, Leadership and People Management; as well as Workforce Skills Qualification (WSQ) courses. These programmes were previously offered through the University's training arms, namely the Financial Training Institute (established in 2007), the Centre for Professional Studies (established in 2012) and the Financial IT Academy (established in 2013).

Over the years, SMU has become a strong strategic partner of government agencies, corporations and PMEs at large. Its excellent track record is built on its practise-based and application-oriented curriculum. In addition, its strong partnership with industry enables it to be tuned in to the needs of various sectors. Recently, the University also successfully implemented a

Professional Conversion Programme to reskill mid-career professionals for the international trading sector.

FUTURE-PROOFING THE WORKFORCE

Through the Academy, SMU will dedicate more resources and ramp up its offering of professional continuing education programmes to support the government's Industry Transformation Maps (ITMs) and SkillsFuture initiatives. In particular, it will focus on the development of functional skills across industries, as well as sector-customised competencies in SMU's niches of financial services, human capital, management and leadership, and technology and intelligent systems.

Since the start of the year, the Academy has begun offering new modular courses which can be stacked towards Graduate Certificates or Diplomas to be conferred by SMU, and which give credit recognition for modules that are relevant to the University's existing Master's degrees. One example is the Graduate Certificate in Communication Management & Strategy, which comprises modules such as digital marketing, transmedia skills and story-telling, and data analytics, which may stack up towards the Master of Science in Communication and Management programme. These modular courses are currently supported under SkillsFuture Singapore.

SMU Academy is also a forerunner in awarding digital credentials to participants who have completed courses with professional certification. These credentials can accompany

participants' CVs in their LinkedIn or Facebook accounts, or job applications so that employers are aware of the candidates' job-related competencies.

SMU Provost Professor Lily Kong said, "In the context of a challenging Singapore economy and the transformation that is required of the workforce, SMU sees the opportunity to contribute significantly to adult education and lifelong learning through the establishment of the SMU Academy. The Academy builds on SMU's reputation and leverages its prime location in the city, faculty expertise, and well-developed ties with business and industry to offer a strong value proposition to adult learners, including our own alumni."

GUARANTEED STANDARDS

SMU Academy courses are quality assured by an academic panel and are taught by faculty and practitioners who specialise in the relevant fields and have deep experiences in industry. All programmes are also geared towards the needs of adult learners, in support of SkillsFuture initiatives. "Given the fast-changing economy, the modular courses that SMU Academy offer are practical and immediately applicable," said Dr Lim. "These courses are industry-relevant, and where applicable, are aligned to the ITMs, focusing on critical or emerging skills. As they are conducted on weekday evenings and Saturdays, they provide a good alternative for working professionals who may not have the time nor resources to take time off work or do a full Master's programme."

"The pedagogy for our adult learning programmes is also built around approaches which provide content online alongside face-to-face discussions. The use of Web 2.0 tools and e-learning platforms enable off-campus contact when needed. Our programmes also make good use of local and regional cases that have been developed and written over the years by SMU faculty. Moreover, classes may be in and out of seminar rooms, with site visits to enable participants to understand current challenges and varied environments," she added.

The ceremony was graced by Mr Ong Ye Kung, Minister for Education (Higher Education and Skills) and Second Minister for Defence.



TALL AMONG GIANTS

SMU wins international recognition in various rankings

SMU'S LEE KONG CHIAN SCHOOL OF BUSINESS (LKCSB) has been ranked 24th globally in the Financial Times (FT) Executive MBA Ranking 2017, a significant jump of eight places from 32nd position last year. Commanding a salary of around US\$338,725, graduates of the SMU's EMBA programme earn the 4th highest salary in the world. The school scored strongly in other categories such as work experience and international nature of its student body (19th in the world).

Professor Gerard George, Dean of LKCSB and Professor of Innovation and Entrepreneurship, said, "The rise in our rankings is an indication of our growing impact in Asia and worldwide. The high salaries and global profile of SMU EMBA graduates affirm their value in the market, attesting to the repute of our programme. It offers a global education that prepares senior executives for top leadership roles in Asia in our dynamic city campus, with study stints in China, India and the US. The learning experience is stimulating, challenging and deeply rewarding."

The University has also been placed among specialist universities of the world, including the London School of Economics and Political Science, University of St Gallen in Switzerland and Hitotsubashi University in Japan. This was announced in June 2017 when the Quacquarelli Symonds (QS) World University Rankings (WUR) 2018 were published.

The annual QS WUR evaluates university performance with six metrics: academic reputation, employer reputation, faculty-to-student ratio, citations per faculty, international faculty ratio and international student ratio. SMU is ranked in the 441 to 450 range in the overall WUR, and in the 171 to 180 range in the QS Graduate Employability Rankings. The University also obtained five stars under the QS Stars rating system, which looks at eight factors including facilities and inclusiveness.



CLINCHING TOP SPOTS

Also announced in June 2017, the MSc in Wealth Management offered by LKCSB has been recognised for the third consecutive year as one of the world's best finance Masters programmes. In the FT Masters in Finance Post-experience Ranking 2017, the school ranked third, and was the only Asian institution to earn a spot in the ranking. In addition, LKCSB was placed 4th among Asian business schools and 44th in the world for its Master of Science in Applied Finance in the FT Masters in Finance Pre-experience Ranking 2017. "This ranking reflects our emphasis on academic excellence, strong career services and an engaging post-graduate student experience," said Prof George.

SMU Provost Professor Lily Kong further highlighted other laudable achievements, including SMU being ranked:

- ▶ 1st in Asia in accounting research in the Brigham Young University Accounting Research Rankings
- ▶ 1st in Singapore (3rd in Asia) in the University of Texas Dallas Top 100 Worldwide Business School Research Rankings
- ▶ 4th in Asia in Tilburg University's Top 100 Worldwide Economics Schools Research Ranking
- ▶ Top Asian institution for winning the most number of awards in the annual European Foundation for Management Development Case Writing Competition

"Regardless of rankings, SMU is first and foremost committed to delivering high-quality teaching and research, for which rankings are only partial mirrors to ourselves about what really matters," said Prof Kong. She noted that the university will continue striving towards its goal of "transforming students and impacting society".

Professor Robert Deng (centre) with the conferment certificate of the AXA Chair Professorship of Cybersecurity. With him are SMU President Professor Arnold De Meyer (left) and CEO of General Insurance AXA Asia Mr Jean Drouffe (right).

larger-scale projects in the Analytics for Business, Consumer and Social Insights Area of Excellence. His team will begin by working with SMU's Living Analytics Research Centre, LiveLabs Urban Lifestyle Innovation Platform, and the Centre for Applied Smart-Nation Analytics to test and demonstrate the new cybersecurity methods they will develop.

Over his 30-year career, Prof Deng has obtained 26 patents and published more than 300 papers on cybersecurity. In January 2016, Prof Deng was recognised for his contributions to the field of cybersecurity when he was conferred the prestigious IEEE Fellowship. He is also the Director of the Secure Mobile Centre, and Dean of Postgraduate Research Programmes at SMU.

THE NEED TO FIGHT BACK

The official conferment of the AXA Chair Professorship of Cybersecurity was held in conjunction with the inaugural SMU Cybersecurity Forum on 17 April 2017. At the event, Prof Deng delivered the keynote speech on 'The State of Cyber Threats and How to Fight Back'. He stressed that in an increasingly digitised world, where the emergence of the Internet of Things has resulted in the computerisation of everyday objects, everyone from individuals to governments must take cybersecurity threats seriously, "as anything that goes wrong in cyberspace will also have an impact on the physical world — including human safety and critical infrastructure."

In the cybersecurity arms race, defenders invariably find themselves a step behind attackers, said Prof Deng, who outlined three reasons for this. First, today's operating systems are extremely complex, and this translates to an increased number of vulnerabilities. Second, many legacy systems, designed in an era when

security was not a major concern, are still in use. Third, there are not enough qualified cybersecurity professionals to design and implement new security measures. What can the good guys do? "We need strong public and private collaboration," said Prof Deng. Researchers at SMU SIS, for example, work on various aspects of cybersecurity in collaboration with industry, he added. It will also be critical to raise public awareness, he said. "Users should be able to recognise danger signs — for example, we should have enough knowledge to verify that we are not transacting with a phishing site."

Following his speech, Prof Deng took part in a panel discussion alongside Mr Jean Drouffe, CEO of AXA Insurance Singapore; Mr Chai Chin Loon, Senior Director of the Cyber Security Group of Government Technology Agency; and Mr Mock Pak Lum, Chief Business Development Officer of StarHub. The discussion was moderated by SMU Vice Provost (Research) Professor Steven Miller. Among the topics discussed were the appropriate level of security to enforce, the need to share information, as well as the threats to companies' assets, which are increasingly intangible.

ABOUT THE AXA FUND AND CHAIR

The AXA Research Fund aims to empower innovative researchers tackling key societal challenges to help people live better lives. It provides financial and public engagement support for projects dedicated to improving the management of risks related to 'Life & Health', 'Data & Technology', 'Climate & Environment' and 'Finance, Insurance and Regulation'. Since its creation in 2007, the AXA Research Fund has supported 531 projects in 34 countries, with a commitment of €166 million.

The AXA Chair scheme seeks to make contributions to the development of a research area in line with the host institution's long-term strategy. It aims at creating a full-time academic position in the host institution and fostering the career development of the appointed professor.



SPEAKERS & PANELLISTS

The SMU delegation, led by Provost Professor Lily Kong:

- ▶ **Professor James Tang**, Dean, School of Social Sciences and Special Advisor (Greater China) to President
- ▶ **Professor Bryce Hool**, Dean, School of Economics
- ▶ **Professor Lau Hoong Chuin**, School of Information Systems and Director, UNICEN
- ▶ **Assistant Professor Zhang Wei**, School of Law

Other eminent panellists who participated in the Forum were as follows:

- ▶ **Mr Sun Xiyong**, Deputy Director-General, CCI
- ▶ **Mr Kenneth Teo**, Regional Director (West China), International Enterprise Singapore and Consul (Commercial), Singapore Consulate-General in Chengdu
- ▶ **Mr Romell Song**, Deputy GM (Operations), Raffles City Chengdu, CapitalLand China
- ▶ **Prof Yao Shujie**, Vice Director, Faculty of Social Sciences, CQU
- ▶ **Mr Li Xingzhi**, Deputy GM, Chongqing Transportation Holding (Group) Co., Ltd
- ▶ **Prof Liu Wei**, CQU School of Economics and Business Administration
- ▶ **Ms Su Jing**, Vice President, Chongqing Rural Commercial Bank

In an extension of the strong bilateral relations enjoyed by Singapore and China, SMU in partnership with Chongqing University (CQU), held the SMU-CQU Global Forum on 31 March 2017 in Chongqing, China. The sixth edition of the Forum, themed "The Next Phase of Sino-Singapore Economic Collaboration: Managing Global Challenges Together", was supported by CapitalLand China. Mr Gan Teng Kiat, Singapore's Consul-General in Chengdu, graced the event as Guest-of-Honour.

This year's discussion took place in the context of Singapore's third government-to-government (G-to-G) project with China in Chongqing and its contribution to China's 'One Belt, One Road' initiative. The Forum provided a platform to showcase the close collaboration among academia, industry and governments of both countries in support of the Chongqing Connectivity Initiative (CCI). At the forum, SMU inked a Memorandum of Understanding (MOU) to foster academic cooperation with CQU, and a tripartite collaborative agreement with CQU and Singapore's Y3 Technologies.

TREADING A SHARED PATH

SMU makes inroads into Chongqing through new partnership pacts signed at 6th Global Forum

SMU Provost Professor Lily Kong and CQU Executive Vice President Prof Yang Dan signing a Memorandum of Understanding (MOU) to foster academic cooperation between the two universities at the SMU-CQU Global Forum on 31 March 2017 in Chongqing, China.

The MOU aims to promote a range of mutually-beneficial exchanges between the two institutions, covering student, faculty and staff exchanges; joint research; organisation of joint conferences, seminars, symposia or lectures; as well as sharing of teaching and academic material.

Four keynote speakers — two each from Singapore and Chongqing — shared their expert views on topics related to the Forum's theme, such as "Healthcare and Retirement Issues for Singapore's Ageing Population", "Leading a Global Company in an Uncertain World", and "Innovation, Cyclicity, Efficiency and Fiscal Policies" with the audience.

In her welcome address, Prof Kong thanked CQU for their effort and cooperation in jointly organising the Forum, and said that SMU was proud to support and contribute to the third G-to-G flagship project between Singapore and China. In his keynote speech, Prof Hool shared findings and analysis of a longitudinal study on health and retirement issues for Singapore's ageing population, which is also a major demographic

challenge confronting the households, policy-makers and society of China. Following this, keynote speaker Mr Han Baochang, Director-General, China-Singapore (Chongqing) Demonstration Initiative on Strategic Connectivity Administrative Bureau (CCI), highlighted that the Chinese government is driving, as well as facilitating more collaborations. Prof Tang then chaired the Roundtable discussion on "How Singapore and Chongqing can be pathfinders of Modern Connectivity and Services".

The SMU International Office has been organising two China-related forums yearly, alternating between China and Singapore, since 2012. To date, five editions of the Global Forum have been held in partnership with leading PRC universities, like Tsinghua University, Fudan University, Southwestern University of Finance and Economics, and Sichuan University. Through pushing the frontiers of multi-disciplinary research underscored by industry relevance and impact, SMU hopes to enhance the strong and cordial exchanges between Singapore and China.

GOALS FOR THE GREATER GOOD

IN SEPTEMBER 2015, member states of the United Nations adopted a set of goals — with the aim of ending poverty, protecting the planet and ensuring prosperity for all — as part of a new sustainable development agenda. Of these 17 "Sustainable Development Goals", which are targeted to be achieved by 2030, the last is "Partnerships". Partnerships are seen as a means to achieve goals such as ending poverty and hunger, improving human well-being and reversing the worst of environmental degradation. For the vision to be realised, however, diverse stakeholders including governments, the private sector and civil society need to work together.

The third Annual Tri-Sector Forum held at the Ngee Ann Kongsi Auditorium on 18 May 2017 showcased how innovative cross-sector partnerships can address emerging "Glo-cal" challenges, which refer to those that individual nations face, as well as challenges shared across the globe. Organisations and societies must ensure the sustainability not only of their operating and financial models, but equally the sustainability of our shared human, social and natural capital. Organised by the SMU School of Social Sciences (SoSS) Master of Tri-Sector Collaboration (MTSC) programme, the Tri-Sector Forum brings together leaders from the government, businesses and civil society organisations to discuss the crucial role of cross-sector collaboration in addressing the complex challenges of Asia and the world.

In his opening address, Professor Gerry George, Dean of the Lee Kong Chian School of Business and Lee Kong Chian Chair Professor of Innovation and

This year's Tri-Sector Forum focused on Partnerships for Sustainable Development

Entrepreneurship at SMU, made three key points. "Passion is not enough — we need to galvanise action. In good partnerships, the benefits of collaboration must far exceed the cost of co-ordination. And lastly, the value captured by each partner from tri-sector partnerships should always be less than the value created — so that there are benefits left on the table for society," he said.

A CALL TO ACTION

Keynote speaker Mr Sunny Verghese, Co-Founder and Group CEO of Olam International Ltd and Chairman of the Human Capital Leadership Institute at SMU, shared his case for sustainability via Olam's example and his rich expertise in sustainable development. Olam International is co-creating an industry coalition to set new standards for sustainability and responsible practices in the global agri-business sector. He pointed out to the audience that sustainable development sensibilities can be balanced with clear business advantages, bigger purposes and value creation for society.

The forum's panel discussions and presentations also covered issues on inclusiveness and equity, which are core to sustainability of societies. Panellist Ms Melissa Kwee, CEO of Singapore's National Volunteer & Philanthropy Centre, called for SMEs to play a bigger role in this area. She added that we need an "awakening of moral imagination and courage" and more leaders. Professor Ann Florini, Academic Director of MTSC and Professor of Public Policy at SMU's SoSS highlighted Ms Kwee's point



Panellists at the third Annual Tri-Sector Forum, held at SMU's Ngee Ann Kongsi Auditorium on 18 May 2017, discussing issues on inclusiveness and equity, which are core to sustainability of societies.

that "change happens at the speed of trust". She added that the MTSC programme empowers leaders with the knowledge to understand social challenges and the skills to address them collaboratively.

After the plenary session, the forum featured interactive workshops conducted by the graduating cohort of MTSC participants. These culminated in the learning and outcomes of their group capstone projects. The workshop breakout discussions augmented the insights and actionable steps. Three topics were discussed: "Powering Up: Affordable Clean Energy in the Philippines", "Singapore's Urban Food Production: Envisioning a Shared Future" and "Reintegrative Employment for Ex-Offenders: Structural Versus Human Barriers".

About 200 participants, comprising guests from various sectors — government, non-governmental organisations, businesses and academia across industries including social services, finance, food and agriculture — attended the event. Among them were also alumni, current MTSC participants, industry partners, and members of SMU's faculty and staff.

KEEPING THE DIGITAL WORLD SAFE

SMU's Professor Robert Deng conferred AXA Chair Professorship of Cybersecurity

SMU'S PROFESSOR Robert Deng, a global authority and award-winning researcher, has been conferred the AXA Chair Professorship of Cybersecurity. Prof Deng is the first named Chair professor at SMU's School of Information Systems (SIS), one of only six AXA Chairs selected for this honour worldwide and the only one from Singapore, as well as the only AXA Chair in Asia to undertake research in the Data & Technology risks cluster under the AXA Research Fund.

The €800,000 funding from the Fund over an eight-year period will support Prof Deng's research programme to investigate a unified framework for protecting data in the new environment. The research is expected to yield new security models, algorithms, protocols and analysis techniques. It also entails the integration of Prof Deng's cybersecurity research with several of SMU's

MODEL ANSWERS TO GLOBAL ISSUES

SMU sets new record with multiple award wins in the global EFMD Case Writing Competition

In June 2017, SMU scored yet another feat, hauling a record-breaking number of awards three years in a row in the annual EFMD Case Writing Competition. This makes SMU the biggest prize-winner overall in the last three installments of the established worldwide competition organised by the European Foundation for Management Development (EFMD). With three SMU cases bagging honours this year, SMU maintains the lead in the number of awards won among Asian institutions, and remains the sole Singaporean educational institution to have earned acclaim in the renowned global case writing competition. Together with three awards last year, and two more the year before, the tally over these three years stands at eight awards in total.

The winning cases were co-authored by a combination of case writers from the Case Writing Initiative (CWI), part of SMU's Centre for Management Practice (CMP), as well as faculty, staff and academic partners. One of the winning cases is a collaboration with Peter Williamson, Honorary Professor of International Management, Fellow and Director of Studies in Management at Jesus College, Cambridge Judge Business School, University of Cambridge. It is also the third time that SMU has won in the "Inclusive Business Models" category.

"When we started five years ago with the CWI, I expressed the hope that we would one day win one of the EFMD awards. Little did I expect it to happen so fast," said SMU President Professor Arnoud De Meyer. "Five years later, I am very pleased and proud that we have received recognition for a series of our cases. Winning eight case awards in three consecutive years puts us at the top of innovators in education. This validates SMU's practice-oriented thought leadership." Professor Philip Charles Zerrillo, Executive Director of CMP and the CWI, SMU, also shared his delight over the wins. "CMP is very proud that our work has withstood the rigorous tests over time and SMU has upheld our lead in the competition, overturning the tradition of Western institutions dominating content for an important educational tool like case studies. This accolade marks our best gift as CMP crosses its fifth year, having published almost 180 cases now used by more than 120 universities globally," he said.

The competition has been held annually for over 30 years to encourage and support the writing of new and innovative case material. EFMD is the international body that awards the EQUIS accreditation in high-quality management education, and SMU's Lee Kong Chian School of Business is one of the youngest institutions to be EQUIS-accredited for all its programmes, from the undergraduate to PhD levels. The judging criteria include case quality (50%), teaching notes (30%) and innovation (20%). The other categories focused on specific issues and regions.

For its case writing efforts, CMP works with SMU's various Schools – Business, Accountancy, Law, Information Systems and Social Sciences – as well as its Offices, Institutes and Centres. The published cases help inform management thinking and connect the University's expertise with practice that improves efficiency for businesses, organisations, countries and the region. CMP also conducts case writing workshops across the region, develops original work to support case competitions and students participating in such challenges, and produces publications and thought leadership articles. SMU enjoys a unique pedagogical advantage in having its faculty teach using its own case studies in undergraduate, graduate and executive education programmes. The process of case writing also allows SMU faculty to develop richer experiences with the business community as they apply academic ideas to real-world situations.

"Winning eight case awards in three consecutive years puts us at the top of innovators in education. This validates SMU's practice-oriented thought leadership."

Prof Arnoud De Meyer

THE WRITE STUFF

SMU BAGGED THE FOLLOWING THREE AWARDS OUT OF THE 17 IN TOTAL IN THE MOST RECENT COMPETITION, RESULTS OF WHICH WERE ANNOUNCED IN JUNE 2017:



CATEGORY:
RESPONSIBLE LEADERSHIP

DATA ANALYTICS AT ALEXANDRA HEALTH SYSTEM: A NEW JOURNEY IN THE HEALTHCARE INDUSTRY

Cases submitted addressed challenges business leaders are facing as the operating environment of corporations becomes more complex. These include technological, political, financial, environmental and social forces whose interaction, at global and local levels, obliges firms to consider the demands of stakeholders inside and outside the organisation.

AUTHORS:

- **Lian Chee Koh**, Principal Instructor, School of Information Systems (SIS), SMU
- **Ma Nang Laik**, Senior Lecturer, SIS, SMU
- **Zack Wang**, Case Writer, CMP, SMU



CATEGORY:
INCLUSIVE BUSINESS MODELS

FUTURE FOR CHILDREN: A SOCIAL ENTERPRISE PROJECT IN TRANSITION

This category is about commercially-viable models that include the poor on the demand side as clients and customers, and on the supply side as employees, producers and business owners at various points in the value chain. Cases should

demonstrate that these business models are able to create benefits for the poor and contribute to human development on a significant scale.

AUTHORS:

- **Jonathan Chang**, Director, Lien Centre of Social Innovation, SMU
- **Lakshmi Appasamy**, Case Writer, CMP, SMU
- **Christopher Dula**, Senior Case Writer and Digital Content Manager, CMP, SMU



CATEGORY:
INTEGRATING THE INNOVATION PIPELINES (NEW CATEGORY)

BPI GLOBE BANKO: RESHAPING THE PHILIPPINES' RURAL BANKING SYSTEM

Integrating the pipeline from ideation on defined priorities to launching and scaling up new products and services. Cases should address bottom-up or top-down innovation. They should demonstrate

how the innovation pipeline was integrated, or how innovation brought together stakeholders and aligned them on a common agenda to realise climate impact through the execution of coordinated actions.

AUTHORS:

- **Havovi Joshi**, Head, Communications and Dissemination, CMP, SMU
- **Peter Williamson**, Honorary Professor of International Management, Fellow and Director of Studies in Management at Jesus College, Cambridge Judge Business School, University of Cambridge

A lively panel discussion moderated by Professor Annie Koh (far left), SMU Vice President for Business Development and Academic Director of SMU BFI. Panel members comprised (left to right) Mr Max Heinemann, CEO of Heinemann Asia Pacific; Mr Teo Ser Luck, then Minister of State for Manpower; Dr Robert Yap, Executive Chairman of YCH Group; Mr Yeo Zhi Wei, CEO and Founder of Spaceship; Mr Tam Chee Chong, Deputy Managing Partner of Markets Singapore, and Leader of Deloitte Private, Southeast Asia.

► **THE FORESIGHT** and vision of its leader, in addition to a proactive approach towards innovation in the face of disruptions, are imperative to the long-term sustainable growth of family businesses. This was a key takeaway in a case study titled 'Scaling up Excellence – The YCH Journey' released by Deloitte Southeast Asia (Deloitte) and SMU's Business Families Institute (BFI) on 25 May 2017 at an event held before an audience of more than 100 guests and business family members, including some who had come from Malaysia.

This is the second of four case studies under the Deloitte-SMU BFI Case Study Programme, and is part of a three-year Business Family Research Programme made possible by a generous research grant from Deloitte to SMU BFI in 2014. This particular case investigated the key factors which have contributed to the successful and sustained growth of the YCH group (formerly Yap Chwee Hock Transport and General Contractor) over the last 62 years. What started as a small family-run passenger transportation company in 1955 is today the region's leading supply-chain partner that counts some of the world's largest MNCs and aspiring growth companies among its clientele.

The case credited the family firm's success, to a large extent, to the foresight and vision of its Executive Chairman, Dr Robert Yap. He continually transformed YCH beyond its original transport business into one that encompasses multiple sectors within the logistics industry and covers the entire supply-chain eco-system.

Indeed, the event's venue, Supply Chain City, is a proof-point of Dr Yap's long-term vision. Envisioned as Asia's premier supply-chain nerve centre, its key focus is to form the impetus for sector innovation and collaboration, to inspire and define new standards for supply-chain excellence. The S\$200 million logistics hub also houses state-of-the-art warehousing facilities equipped with the latest supply-chain technologies designed for optimal productivity and efficiency.

Also highlighted in the case were the family's strong values established by its founder Yap Chwee Hock and continued by Dr Robert Yap, which provided a solid foundation on which the company transformed at critical junctures to overcome challenges, while

SMU's Accountancy Bachelor Degree Programme is the first in Asia to Gain Maximum Exemptions from ICAEW

ON THE FAST TRACK



STRONG VALUES STEER THE COURSE

Deloitte and SMU Business Families Institute launch a case study on YCH Group as part of an ongoing joint Case Study Initiative on Southeast Asian business families

tapping on the professional expertise of non-family members and strategic partners to enhance capabilities and competencies.

AN APPETITE FOR THE NEW

In his opening remarks, Dr Yap shared that when he was much younger, he thought that family enterprises were at a disadvantage because they had to compete with the biggest companies in Asia and that many large customers looked at family businesses "with a bit of doubt". But he added that over the last decade, he came to realise that "we should all be very proud, because family businesses can also be run professionally, sustainably and responsibly. In fact, family businesses are more sustainable than many other businesses. As we have a reputation to uphold and a legacy to leave behind, we will honour what we commit to," he said.

YCH is also one family firm which has been exemplary in the adoption of technology, having invested heavily in information technology since the 1980s. The Group embraces digitisation, innovation and automation to retain its competitive edge and to continue shifting industry paradigms in the pursuit of excellence. The YCH success story encapsulates Dr Robert Yap's personal entrepreneurial spirit. In this respect, the Group has also, in recent years, started to promote entrepreneurship among the young by grooming future leaders and incubating start-ups

through a corporate venture fund named Supply Chain Angels.

Professor Annie Koh, SMU's Vice President for Business Development and Academic Director of BFI, said that BFI was set up to facilitate knowledge-sharing among families and support their learning and development. "These case studies, together with past research done by our Institute, augment our knowledge resource and masterclass teaching materials, and bring tremendous benefit to business families," she added. "In writing the YCH case, we recognised the importance of family-owned enterprises like YCH as strategic assets of the country. Going forward, we see opportunities for government and family-owned SMEs to build a sustainable future for Singapore."

Mr Tam Chee Chong, Leader of Deloitte Private in Southeast Asia, shared, "In today's evolving market conditions, private companies face a range of complex challenges...The YCH Group is a successful example of how an enterprise adjusted its course to respond appropriately to market opportunities, embraced innovation and continues to invest in people and technology." In his view, the family business segment has massive growth potential, especially with a thriving start-up community and the rise of entrepreneurship among young people. "Through our research collaboration with BFI, we hope to share knowledge and best practices within the private client segment," he added.

Graduates from SMU's School of Accountancy (SoA) have much to be proud of, given its impressive track record and good standing internationally. Being an SoA student holds future professional advantages as well — SMU has become the first higher education institution in Asia to receive 12 Credits for Prior Learning from the Institute of Chartered Accountants in England and Wales (ICAEW). The ICAEW has recognised the SoA's Bachelor of Accountancy (BAcc) programme for its Associate Chartered Accountant (ACA) Strategic Credits pathway.

Under this strategic partnership, the BAcc students will receive exemptions from 12 out of the 15 examination modules in the ACA qualification programme, beyond the traditional eight. This recognition speaks of the high quality of SoA's BAcc programme. There are currently only four other accountancy degree programmes in the world that have gained these additional exemptions. They are the European University of Cyprus, University of Liverpool, University of Nicosia and P. A. College.

SoA BAcc students embarking on this accelerated route only need to complete the three remaining modules and fulfil the work experience criteria to qualify as an ICAEW ACA. Under the Reciprocal Membership Agreement between ICAEW and the Institute of Singapore Chartered Accountants (ISCA), an ICAEW Chartered Accountant can apply to become a full member of ISCA and be conferred the Chartered Accountant (Singapore) designation.

Professor Cheng Qiang, Dean of SoA, who received the congratulatory plaque from ICAEW on 29 June 2017 said, "Despite being a young university, this recognition speaks of the high quality of SoA's BAcc programme and we are proud to be the first in Asia, and the fifth accountancy degree programme in the world to gain these additional four exemptions. Our students will enjoy an accelerated path to obtain the much-valued accreditation of a Chartered Accountant."

Prof Cheng Qiang (second from left) receiving the plaque from Chief Executive of ICAEW Mr Michael Izza; with Associate Professor of Accounting (Education) and Associate Dean (Teaching and Curriculum) Seow Poh Sun (far left), and Regional Director, S.E.A. ICAEW Mr Mark Billington (far right).

A newly-signed MOU on the Master of Science in Applied Finance programme marks the next chapter of collaboration between SMU and Xiamen University (XMU)

FROM STRENGTH TO STRENGTH

A fruitful decade of collaboration between SMU and XMU was commemorated in May in Fujian, China, with a celebration, as well as the signing of an agreement on a joint Master of Science in Applied Finance (MAF) programme. Several stakeholders attended the event held at the XMU's Wang Yanan Institute for Studies in Economics (WISE) — which reviewed the past decade of a successful partnership and marked the extension of the collaboration for another three years.

The SMU visiting delegation was led by SMU's Vice Provost (Special Projects) Professor Francis Koh. It included Lee Kong Chian School of Business (LKSCB) Associate Dean (Postgraduate Finance Programmes) Professor Benedict Koh; Academic Director, MAF, and Senior Lecturer of Finance Dr Chan Soon Huat; and Academic Director, Master of Science in Quantitative Finance (MQF), Assistant Professor Tee Chyng Wen. They met XMU Dean of School of Economics and WISE Director Professor Hong Yongmiao, WISE faculty and staff, as well as WISE-SMU alumni and their families and friends.

In his welcome speech, XMU's Prof Hong said that the cooperation over the last decade has been very stable and cordial. Significant investment of efforts from both parties have gone into this leading-edge collaboration in order to achieve the current progress and a well-developed programme. He added that Singapore is an apt role model for Chinese universities seeking to attain world-class education standards and innovative pedagogy, and the WISE-

SMU partnership puts this pursuit into real action.

SMU's Professor Francis Koh thanked XMU in his speech, adding that the joint programme has been a success because of the entrepreneurial spirit that exists in both universities. The programme has produced a number of graduates who have mastered deeper skills and gained excellent employment and rewarding careers in finance. XMU has fielded outstanding talents who performed well in Singapore. In the Financial Times Masters in Finance Ranking 2016, SMU LKSCB's MAF is ranked at No. 4 among Asian business schools and No. 42 globally. He added that the partnership has achieved great long-term progress and will continue to grow, and called for alumni to maintain links with SMU and one another.

A SHARED JOURNEY

At the event, the two institutions signed a Memorandum of Understanding to extend the collaboration on the MAF programme until 2020. Several alumni also shared their thoughts about the programme, their exchange experiences and global exposure during the event. The celebration continued with a dinner party.

The close collaboration between SMU and XMU started in January 2007. One of the earliest partnership milestones is the launch of the MAF (China) programme. The MAF (China) is SMU's first postgraduate finance programme dedicated to

meet the needs of master's students from China. Part of the pioneer batch of students commenced preparatory studies in September at XMU WISE in the same year. These students subsequently came to SMU in July 2008 to complete the MAF programme. Besides the MAF, SMU and XMU WISE have joined hands on the Master of Science in Financial Economics (MSFE) and the MQF programmes. Since 2007, SMU-XMU postgraduate programmes have welcomed 10 cohorts and graduated more than 500 students.

SMU's MAF, launched in 2002 as SMU's first postgraduate programme, is a 12-month full-time or 18-month part-time programme. Its industry-relevant curriculum prepares students to pursue the Chartered Financial Analyst (CFA) designation. It provides a foundation in the principles, practices and operations of international and domestic financial markets, focusing on applying updated and relevant knowledge in real-world situations.

The programme has grown over the years. Besides establishing the MAF (China) programme in partnership with XMU, SMU also partnered Washington University's Olin Business School in 2013 to offer the Global Master of Finance Dual Degree programme, which provides students with an enriching learning experience in two continents. To date, SMU has graduated over 1,000 students in total under the various MAF tracks.

Rohit Girdhar, Vice President, Strategy & Market Development APAC of Infineon Technologies Asia Pacific; and Mr Arthur Leong, Senior Vice President, Strategy & Projects, Group Channels & Digitalisation, United Overseas Bank Limited.

In a wide-ranging discussion, the panel addressed how firms can respond to disruptive forces the world with the advancement of technology (automation and artificial intelligence), the shift in economic power and the ageing of society. The discussion was driven forward by questions raised by the audience via an online platform, on topics such as what business schools should be teaching in light of technological change, the key success factors for implementing cultural change in traditional companies, and the impact of tech giants such as Alibaba and Tencent on the business landscape.

After the discussion, Dr Lange announced a Memorandum of Understanding for an ongoing collaboration between CLA and SMU which was signed by representatives of both parties. The event concluded with networking among the audience, speakers and panel members, who continued the conversation over drinks and light bites outside the auditorium.

Top Prof De Meyer and Mr Santiago Iñiguez de Onzoño after signing a Memorandum of Understanding for collaboration between CLA and SMU.

Left (L-R): Rohit Girdhar, Arthur Leong, Maarten Kelder and Jeevan Vasagar having a lively panel discussion.



Prof Francis Koh, Prof Benedict Koh, and Assistant Prof Tee Chyng Wen with Prof Hong Yongmiao, WISE faculty and staff, as well as WISE-SMU alumni, in Xiamen.

Dr David Hardoon, Chief Data Officer of the Monetary Authority of Singapore, delivered the keynote speech.

DATA DYNAMICS

Exploring advances in data science and implications for business



Mr Sopnendu Mohanty spoke on the pitfalls and promise of smart data analysis.



The volume of data on customer behaviour and other business information is increasing exponentially both within and across companies. To turn this into smart data quickly that can enhance productivity and competitive advantages, firms must master the tools to analyse complex data sets. Developing the right tools to do so, however, remains a challenge.

It is with this in mind that the Sim Kee Boon Institute for Financial Economics (SKBI) at SMU organised its 7th annual conference on 26 May 2017, which brought together industry practitioners, start-ups, regulators and academic researchers to share their experiences on how to embrace, respond to, and adopt changes related to large data while simultaneously facing the challenge of coping with rapidly-changing analytic requirements. Some 260 participants from diverse backgrounds, as well as faculty, researchers and students from Institutes of Higher Learning attended the one-day conference. The conference also saw a series of panel discussions by industry experts and scholars from organisations including OCBC Bank, A*STAR, Humboldt-Universität zu Berlin, the University of Southampton and KPMG, who explored the themes of Big Data Applications, Smart Data Analytics, and Experiences with Data/Analytics in Startups.

Mr Piyush Gupta, CEO of DBS Group and SKBI Chairman said, "The Sim Kee Boon Institute is bridging theory and practice to address one of today's biggest challenges — using data to gain a competitive edge in business. Smart data is already transforming financial services — whether it is in retail banking and consumer experience, or back-office functions such as risk and compliance, we are at the cusp of the data-driven industry transformation. The conference highlights the solutions and experiments that are ongoing around the world so we can find effective ways

to seize big data opportunities."

"The future economy of Singapore will rely not only on how we are able to collect and process vast amounts of data, but also on the functional or strategic insights we can generate from that data. This conference brings together the best and brightest to discuss how we can take Singapore forward with big data and data science in business applications," added Professor Gerard George, Dean of SMU Lee Kong Chian School of Business.

KNOWLEDGE IS POWER

In his keynote speech on "Data Science and Machine Learning in Practice", Dr David Hardoon, Chief Data Officer, Monetary Authority of Singapore (MAS), who heads the Data Analytics Group at MAS, shared that his unit aims to obtain data-driven insights in a smarter and more systematic way through the four building blocks of data, tools, infrastructure and skillsets. He urged the senior management in financial institutions to go beyond approaching compliance functions as mere cost centres, and tap on them as rich sources of methodology and insight. "Find ways to leverage on compliance data to look for linkages and patterns that can help you understand your customers and business activities better. Explore ways to replicate the techniques developed in the regulatory compliance space to enhance the functions of your other business activities," he said.

Dr Hardoon said that MAS plans to make dealing with the increasing volume of data as seamless and painless as possible. "We (plan to) make data more easily available for financial institutions and researchers to use for their own analysis — with the right controls in place. Of course in some cases we may not be able to share the detailed data, but can publish aggregates. We also want to give back insights that we draw from the data, to increase mindshare within the industry and foster an environment of knowledge-sharing."

Mr Sopnendu Mohanty, Chief FinTech Officer of MAS, spoke on 'Financial Sector for Inclusion – Pitfalls and Promise of Smart Data Analysis'. In his speech, he opined that Big Data is the 'new oil' which will power economies and societies, but only if it is used responsibly. He expressed the hope that a code of conduct for Big Data could be established while at the same time maintaining an open and transparent ecosystem.

REAFFIRMING TIES THROUGH RECIPROCITY

SMU partners University of Virginia for US-Singapore Summer Exchange Scholarship Programme in 2017

TWO SMU STUDENTS headed off to the University of Virginia (UVA) in the summer of 2017, as part of the inaugural US-Singapore Summer Exchange Scholarship Programme between the two universities. The programme commemorates the 50th anniversary of diplomatic relations between Singapore and the United States, and was announced during Prime Minister Lee Hsien Loong's official visit to the US in 2016. SMU is concurrently hosting two UVA student scholars. The scholarship programme aims to further strengthen the excellent relations between Singapore and the US by deepening people-to-people ties.

The bond-free scholarship programme managed by MFA is jointly funded by the Singapore Government and American companies and organisations, namely Applied Materials, Becton Dickinson, Mastercard and Micron Foundation. Over the course of five years, 50 Singaporean and 50 American recipients will receive the scholarship, which will provide funding support for recipients to attend a university summer exchange programme in each other's countries. Each scholarship recipient will receive funding support of up to S\$10,000, which covers tuition/programme fees, accommodation, airfare and a subsistence allowance. UVA, founded in 1819, was ranked the No. 2 best public university by the *US News & World Report*, and has 12 schools and nearly 22,000 students.

On 30 May, SMU undergraduates Megan Foo Kai Xin (Year 3) and Samuel Yap Tai Ern (Year 2) attended an official reception hosted by US Embassy Singapore and Singapore's Ministry of Foreign Affairs (MFA). They met Stephanie Syptak-Ramnath, Chargé d'Affaires, ad interim, US Embassy Singapore; and Dr Maliki Osman, Senior Minister of State, Singapore's Ministry of Foreign Affairs and Ministry of Defence. The SMU students were joined by their parents and Professor Ong Siow Heng, Dean of Students, and Dean-designate of International Affairs, SMU; as well as SMU International Office (IO) staff.



SMU students Megan Foo Kai Xin (middle row, extreme left) and Samuel Yap Tai Ern (middle row, 2nd from left) at the Singapore reception with (front row, centre two) Stephanie Syptak-Ramnath, Chargé d'Affaires, ad interim, US Embassy Singapore; and Dr Maliki Osman, Senior Minister of State, Singapore Ministry of Foreign Affairs and Ministry of Defence.

DRIVEN AND CONSCIENTIOUS

The scholarship recipients were assessed based on their academic performance, co-curricular records, community involvement and an essay response. Singapore applications were open to full-time undergraduates from SMU, as well as the National University of Singapore, Nanyang Technological University, and Singapore University of Technology and Design, who are Singapore Citizens.

Both SMU awardees are from the Lee Kong Chian School of Business and have served well beyond SMU's 80-hour community service requirement. Megan is the President of the SMU Travitas Club and was an Executive Committee member of the SMU Stereometa, Disk Jockey and Digital Music Creation (DJ & DMC) Club. She completed 250 hours of community service for a project in Kenya, and another 45 hours of local community service. Samuel is in the FOREX sub-committee of SMU's EYE Investment Club. He also represented SMU in floorball in the Singapore University Games and Institute-Varsity-Polytechnic Games. In addition, Samuel served 118 hours of community service in a project in Vietnam.

In Washington DC, a similar reception was held for the US student awardees on 4 June. UVA students Catherine Mary Susan Salamone and John Marcelo Pace, who will be coming to SMU, were hosted by the Singapore Embassy in Washington DC. Present at the event was

Singapore's Minister for Foreign Affairs Dr Vivian Balakrishnan, and Ambassador to the US Mr Ashok Mirpuri. The students also met SMU staff led by Mr Matthew Lee, Director of IO, SMU.

Singapore's Minister for Foreign Affairs Dr Vivian Balakrishnan (centre) with UVA awardees Catherine Mary Susan Salamone and John Marcelo Pace.



EXAMINING THE IMPLICATIONS OF AN UNKNOWN FUTURE

The FT-IE Corporate Learning Alliance-SMU Breakfast Event cast a spotlight on Cultural Transformation in the Digital World

BREAKFAST CAME with plenty of food for thought at SMU on 20 June 2017, as around 300 leading professionals, eminent academics and students gathered for a panel discussion on the topic of "Cultural Transformation in the Digital World"; organised by SMU Executive Development with the Financial Times-IE Business School Corporate Learning Alliance.

After refreshments, Dr Katharina Lange, Executive Director of SMU Executive Development, welcomed the participants. Pointing out that no-one knows what the future of a 'digital world' will look like for certain, Dr Lange quoted the Spanish poet Antonio Machado, "Wanderer, your footsteps are the road, and nothing more; wanderer, there is no road, the road is made by walking." She added that she knew that she had good companions for the journey ahead with so many leading thinkers in the field.

In his Welcome Address, SMU President Prof Arnoud De Meyer remarked that digital transformation of the world would be accompanied by

other influences. These include a shift in the economic centre of gravity from the West to the East; a growing middle class in Asia; other technological advances in life sciences and nano-technology, for example; a growing emphasis on sustainability; an ageing population together with a new mindset in the millennial generation; and the end of an absolute belief in globalisation. He suggested that these would have profound effects on the nature of work and the role of education. Prof De Meyer stressed that SMU has long been a supporter of lifelong learning, which will be an essential part of this digital future.

Mr Santiago Iñiguez de Onzoño, President of IE University spoke next, beginning by saying how much at home he felt in Singapore, especially as IE runs

a joint Executive MBA with SMU. He then outlined the purpose of the FT-IE Corporate Learning Alliance, which combines the FT's global coverage, sector expertise, business intelligence and data, with IE Business School's advanced learning technologies, entrepreneurial culture, international faculty and academic rigour, and a worldwide alliance of specialists in all relevant business-related fields such as at SMU.

Following the addresses was a panel discussion moderated by Mr Jeevan Vasagar, Singapore and Malaysia Correspondent of the *Financial Times*. The other panellists were Mr Maarten Kelder, Senior Vice President, Strategy & Solutions of Zuellig Pharma; Mr



BUILDING ON THE POSSIBILITIES

SMU holds inaugural Industry Leaders Dialogue in Myanmar to discuss capacity-building for the rapidly-developing country, while continuing to launch its International Advisory Councils in neighbouring countries

Often regarded as “Southeast Asia’s last hidden gem” in terms of its untapped potential, Myanmar is a land of great opportunity when it comes to economic development. In view of the possibilities afforded by Myanmar’s emerging market, SMU organised its inaugural Industry Leaders Dialogue to discuss the role of higher education and human capital development to support the country’s rapid growth and transformation. SMU also launched its International Advisory Council (IAC) in Myanmar to establish, strengthen and deepen SMU’s collaboration and engagement with the government, academic and business communities in the country. About 180 business, government and academic leaders from Myanmar, SMU senior management and SMU alumni in Myanmar were present at the event which was held at Novotel Yangon Max on 6 July 2017. The Guest-of-Honour was Mr Koh Chee Chian, Deputy Chief of Mission, Singapore’s Embassy in Yangon.

SMU President Professor Arnoud De Meyer delivered the keynote address on ‘The Role of Higher Education in Emerging Economies’. This was followed by a dialogue with Mr Serge Pun on ‘Leading the New Economy’, moderated by Professor Tan Chin Tiong. Professor Philip Charles Zerrillo, Executive Director of SMU Centre for Management Practice, then spoke about ‘Investing in a Frontier Economy’. He also moderated a discussion on ‘Addressing the Skills Gap in Myanmar’ by Dr Ko Ko Gyi, Group Managing Director of Capital Diamond Star Group Co. Ltd, and IAC in Myanmar panel members Mr Jonathan Kyaw Thauang, Ms Meimei Chua and Mr Ronald Lee.

Prof De Meyer said, “Over the last few years, Myanmar has made significant progress as a result of its reforms, which have boosted economic growth and brought political stability. Its leaders are making great efforts to raise the education standards, including the training of skilled labour, to meet industry demands arising from its rapid development. This Industry Leaders Dialogue is therefore timely and forms an integral part of SMU’s overall efforts to deepen our understanding and collaboration with Myanmar,” he said.

In addition to the Industry Leaders Dialogue, Prof De Meyer highlighted the establishment of an IAC made up of prominent business leaders from Myanmar, and expressed his hopes of being able to tap on them to further develop SMU’s engagement with Myanmar. “SMU wants to contribute to the close collaboration in business, government and civic society between Singapore and Myanmar by providing more opportunities for exchange and internships, strengthen our collaboration with partner universities in Myanmar, and foster more industry tie-ups with the private sector. We believe these will help contribute to knowledge creation and talent development for both Singapore and Myanmar,” he said.



Prof Arnoud De Meyer and Prof Tan Chin Tiong (3rd and 2nd from right) with members of the International Advisory Council in Myanmar (from left) Mr Ronald Lee, Ms Kyi Kyi Win, Ms Meimei Chua, Mr Jonathan Kyaw Thauang, Mr Serge Pun, and (extreme right) Mr Naing Ye Lin. Council member Ms Nang Lang Kham was unable to attend the launch event.

The role of the SMU IAC is to collaborate with and involve friends of SMU and its alumni to reach out to corporates and grow the friends of the SMU community in overseas countries. The Council will provide platforms for active engagements between SMU’s overseas alumni, international students, and the local business community and academia. The members of the SMU IAC in Myanmar, in their roles as ambassadors of the university, will lend support to SMU’s activities in Myanmar. These activities will include dialogues and panel discussions to raise awareness of SMU’s thought leadership and areas of excellence, as well as alumni showcases/gatherings and networking sessions. The members may be invited to be panellists, or nominate and help to invite suitable persons to participate in such events.

EXPANDING FOOTPRINT

SMU also launched its International Advisory Council in the Philippines on 4 October 2017. About 150 leaders from the Philippines, SMU senior management and alumni were present at the event, which was held at Fairmont Makati in Manila, Philippines. Among the dignitaries present were Her Excellency Kok Li Peng, Singapore’s Ambassador to the Republic of the Philippines, who gave the welcome address; Mr Jaime Augusto Zobel de Ayala, Chairman and CEO of Ayala Corporation and a member of SMU Board of Trustees; and Prof De Meyer. Plans are underway for the launch of the IAC in Vietnam in Ho Chi Minh City on 8 December 2017, while the IAC in Thailand is scheduled to be launched in early 2018.

Prof De Meyer (4th from left) with members of the International Advisory Council in Philippines: (from left) Mr Kevin Robertson Tang, Mr Ramon B. Segismundo, Mr Manuel R. Guillermo, Mr Jaime Augusto Zobel de Ayala, Ms Josephine Gotianun-Yap, Mr Richard Lee, Mr Jimmy Thai, and Mr Cesar V. Purisima. Mr Jose L. Cuisia Jr was unable to attend the launch event.



Photo: Ayala Corporation

MEMBERS OF THE COUNCILS

SMU’s International Advisory Council in Myanmar, chaired by Mr Serge Pun, comprises the following members:

- ▶ **Mr Serge Pun**, Founder and Chairman, *Serge Pun and Associates (Chairperson)*
- ▶ **Mr Jonathan Kyaw Thauang**, Group CEO, *KT Group*
- ▶ **Ms Nang Lang Kham**, Executive Director, *KBZ Bank*
- ▶ **Mr Ronald Lee***, Project Director, *City Mart Holding Co Ltd*
- ▶ **Ms Meimei Chua***, Managing Director, *United Beauty Palace Myanmar*
- ▶ **Ms Kyi Kyi Win***, Director, *Diamond Great Wall Trading Co Ltd*
- ▶ **Mr Naing Ye Lin***, President, *SMU Alumni Chapter in Myanmar*

SMU’s International Advisory Council in the Philippines, chaired by Mr Jaime Augusto Zobel de Ayala, Chairman and CEO of Ayala Corporation, comprises the following members:

- ▶ **Mr Jaime Augusto Zobel de Ayala**, Chairman and CEO, *Ayala Corporation*
- ▶ **Mr Richard L. Lee**, Chairman Emeritus, *The Covenant Car Company Inc., Hyundai Asia Resources and Scandinavian Motors*
- ▶ **Mr Jimmy Thai**, CEO, *Primer Group*
- ▶ **Mr Jose L. Cuisia Jr.**, Chairman, *The Covenant Car Company Inc.*
- ▶ **Mr Manuel R. Guillermo**, Retired CEO, *KSearch Asia Consulting, Inc.; Retired Partner, Andersen Consulting (Accenture) and SGV & Co.*
- ▶ **Mr Cesar V. Purisima**, Former Secretary of Finance, *Republic of the Philippines*
- ▶ **Mr Ramon B. Segismundo**, Senior Vice President, *Meralco*
- ▶ **Mrs Josephine Gotianun-Yap**, President and CEO, *Filinvest Development Corp*
- ▶ **Mr Kevin Robertson Tang***, President, *SMU Alumni Chapter in the Philippines*

* denotes SMU alumni

In recognition of their outstanding performance and commitment towards Singapore’s tertiary education sector, 11 SMU staff and faculty members were presented with the 2017 National Day Awards. They were among the 4,322 individuals in 21 award categories who were honoured this year for their contributions to the country.

The Public Administration Medal recipients from SMU are: Mr Edmund Chin, Professor Yeo Tiong Min, Associate Professor Gary Pan and Professor Venkataraman Shankaraman. Additionally, Mr Thomas Estad, Ms Pauline Lee, Mr Jan Setyawan, Ms Serene Yap and Ms Yeo Pin Pin were awarded The Commendation Medal; while Ms Janet P Sinon and Ms Sumathi Nair Venu Gopal were awarded The Efficiency Medal.

In a statement, SMU President Professor Arnoud De Meyer praised the winners. “My heartiest congratulations to all the SMU recipients. The Singapore National Day Awards recognise and applaud various forms of merit and service to the nation. It is heartening to know that our SMU faculty and staff are being acknowledged for their service and exceptional contributions.”



From left Prof Yeo Tiong Min, Senior Lecturer Tom Estad, Prof Venky Shankaraman, Ms Sumathi Nair Venu Gopal and Ms Yeo Pin Pin.

SMU Chairman Mr Ho Kwon Ping.



IN DISTINGUISHED COMPANY

SMU staff & faculty members receive the 2017 National Day Awards for their outstanding contributions to the nation

On top of these award wins, SMU is proud that its Chairman Mr Ho Kwon Ping was conferred one of the nation’s highest accolades — the prestigious Distinguished Service Order (Darjah Utama Bakti Cemerlang) award — as part of this year’s National Day Honours list. He is one of two recipients of the award this year. “I am honoured and humbled to be awarded the Distinguished Service Order in this year’s National Day Awards. To have been able to contribute to Singapore not just in business but in the development of our educational sector and the growth of our civil society, is to me the true meaning of a purposeful life,” said Mr Ho.

A successful businessman and a charismatic former journalist, Mr Ho is known for his thought-provoking speeches and commentaries ranging from politics to business to education. In 1997, he accepted the Government’s invitation to become Chairman of the Board of Trustees of Singapore’s third university. In 2009, he was awarded the Meritorious Service Medal for his contributions in founding SMU, which welcomed its first cohort in 2000.

“In the last 17 years, Mr Ho has led SMU to grow from just having a School of Business into a vibrant university offering various disciplines, and research opportunities, with close to 10,000 students,” said a Ministry of Education spokesman. Its “broad-based, interactive pedagogy has also produced highly sought-after graduates who are confident, articulate and globally-oriented”. The spokesman added that Mr Ho’s vision and leadership of SMU “have helped to redefine the university landscape in Singapore.”



The Badge of the Distinguished Service Order (Darjah Utama Bakti Cemerlang). (Photo courtesy of the Prime Minister’s Office)

From left Assoc Prof Gary Pan, Mr Edmund Chin, Ms Janet Sinon, Ms Pauline Lee, Ms Serene Yap and Mr Jan Setyawan.



ROLL OF HONOUR

The SMU recipients of the 2017 National Day Awards are:

THE DISTINGUISHED SERVICE ORDER

- ▶ **Mr Ho Kwon Ping**, Chairman, SMU Board of Trustees

THE PUBLIC ADMINISTRATION MEDAL (SILVER)

- ▶ **Mr Edmund Chin**, Vice President, Office of Legal & General Affairs
- ▶ **Prof Yeo Tiong Min**, Yong Pung How Chair Professor of Law, School of Law

THE PUBLIC ADMINISTRATION MEDAL (BRONZE)

- ▶ **Assoc Prof Gary Pan**, Associate Dean (Undergraduate Admissions and Student Development); Associate Dean, SMU-X; Associate Professor of Accounting (Education), School of Accountancy
- ▶ **Prof Venkataraman Shankaraman**, Associate Dean (Education), Professor of Information Systems (Education), School of Information Systems

THE COMMENDATION MEDAL

- ▶ **Mr Thomas Estad**, Senior Lecturer of Corporate Communication, Lee Kong Chian School of Business
- ▶ **Ms Pauline Lee**, Senior Assistant Director, Payroll & Benefits Administration, Office of Human Resources & Faculty Administration
- ▶ **Mr Jan Setyawan**, Senior Assistant Director (Learning Space Technologies), Office of Integrated Information Technology Services
- ▶ **Ms Serene Yap**, Senior Associate Director (Technology Support Services), Office of Integrated Information Technology Services
- ▶ **Ms Yeo Pin Pin**, Senior Associate Director, SMU Libraries

THE EFFICIENCY MEDAL

- ▶ **Ms Janet P Sinon**, Manager, Centre for English Communication
- ▶ **Ms Sumathi Nair Venu Gopal**, Senior Manager, Centre for Scholars’ Development, Office of Dean of Students



The forum panel: (from left) Ms Sandra Davie, ST Senior Education Correspondent; Prof Arnold De Meyer, President of SMU; Mr Ho Kwon Ping, Chairman of SMU Board of Trustees; Ms Nandini Jayaram, South-east Asia Human Resource Lead, Google Asia-Pacific; and the moderator, Ms Fiona Chan, ST Managing Editor.

“Universities, as thought leaders, should have the courage, indeed the audacity, not so much to predict what jobs might disappear, but by drawing upon the lessons of the past to see into the future, to speculate what new jobs might emerge. Furthermore, we need to walk the talk by training students in fields of study which can dovetail with jobs which still do not exist today.”

Mr Ho Kwon Ping, Chairman of SMU and the Executive Chairman of Banyan Tree Holdings

RIDING THE WAVES

The ST Education Forum 2017 explored the rapidly evolving nature of work, universities and the economy

With the rise of robots, will there be any jobs left for humans in future? What sort of higher education will be most useful for the next generation? How can we prepare ourselves for tomorrow’s jobs that may not even exist today? These were some questions that were addressed at the Straits Times (ST) Education Forum on 25 March 2017 at SMU School of Law. Among the 500 or so attendees at the event were students and educators from tertiary institutions and international schools, parents as well as members of the public.

Titled ‘The Future of Work, Universities and the Economy’, the half-day Forum is a partnership between ST and SMU, and had its first run in 2016. It kicked off with an interactive workshop ‘Finding work that is beautiful, purposeful and fun’ that was led by career coaches. While getting audience members to reflect on their career aspirations, they also gave tips on seeking jobs that align with their passion; jobseekers should be intellectually curious, speak up and be willing to learn by doing.

The keynote address was delivered by Mr Ho Kwon Ping, Chairman of SMU and the Executive Chairman of Banyan Tree Holdings, who noted that digital disruption has become an unavoidable reality. He also highlighted a “uniquely Singaporean dilemma”, which sees Singapore experiencing a dearth of innovation and entrepreneurship despite snagging

impressive scholastic achievements. The problem, he said, was that schools’ academic rigour was ineffective in converting this to practical applications and had become inflexible. However, in an age of disruptive change, people need to adapt fast to survive.

Not mincing his words, Mr Ho warned that even the most sophisticated economy is not necessarily immune to disruptive technology. Illustrating his point, he quoted studies which found that algorithmic trading performed better than human trading, yet at the same time, barista-brewed coffee triumphed over machine-made coffee in a blind taste test. In the same vein, jobs that were previously ‘safe’ because of higher barriers to entry are now being challenged by the globalisation of talent. ‘Jobs in the professions of medicine and law have natural moats, because of the certification required to keep outsiders at bay. But the moats are drying up. There are pressures to allow doctors and lawyers trained anywhere in the world to practise in Singapore so long as they pass the requisite competency exams,’ said Mr Ho.

Instead of taking defensive moves like blocking technology or supporting job protectionism, Mr Ho urged the audience to be positive and self-reliant. “The tsunamis of change will hit us. We need to be the surfer riding the waves and taking advantage of them, instead of feeling helpless and being caught under them,” he said.

GETTING FUTURE-PROOFED

In his keynote address, Mr Ho defined the role of universities: “Universities, as thought leaders, should have the courage, indeed the audacity, not so much to predict what jobs might disappear, but by drawing upon the lessons of the past to see into the future, to speculate what new jobs might emerge. Furthermore, we need to walk the talk by training students in fields of study which can dovetail with jobs which still do not exist today.”

Here are some ways SMU helps students get ahead:

- Recognising that innovations are often multi-disciplinary, SMU introduced SMU-X courses in 2015 to give students real-world and hands-on experience to collaborate and solve actual problems faced by companies.
- SMU students enjoy flexibility in taking modules from different majors. The tri-disciplinary Politics, Law and Economics (PLE) major was offered last year. Also, a new interdisciplinary major in Smart-City Management and Technology was introduced this August, offering insights into the fields of technology, social sciences and management.
- Continuous learning will be necessary as the future of work will require individuals to prepare for different careers. To this end, SMU has launched its lifelong learning unit, the SMU Academy, in April this year. The academy caters to working adults and offers modular courses that can be stacked towards master’s degrees, graduate diplomas or graduate certificates awarded by SMU.



OF CHANGE

GLEANNING INSIGHTS

The keynote address was followed by a panel discussion. Besides Mr Ho, panellists included President of SMU Professor Arnold De Meyer, HR Lead at Google Asia Pacific Ms Nandini Jayaram and ST Senior Education Correspondent Ms Sandra Davie. The session was moderated by ST Managing Editor Ms Fiona Chan.

On the greatest challenge faced by students, Prof De Meyer highlighted the risk in over-planning. Drawing on his own experience — he was an Engineering graduate who had never thought of joining academia — his advice to students was to be broad-minded and flexible. He asked students not to have rigid ideas on how workplaces or jobs should be like. Ms Jayaram added that students should not enrol in courses that are trendy but should consider what they enjoy. As she put it, “Trends go away, but your personality stays.”

The panellists agreed that domain knowledge can be picked up quickly by machines but social and soft skills are less easily replaced. For example, when discussing traits that employers look out for, Mr Ho cited curiosity as a differentiating characteristic and source of creativity and innovation. Citing her own organisation, Ms Jayaram mentioned the ‘Googleyness’ trait, which is associated with challenging the status quo, thinking creatively and a willingness to “ask the hard questions”. Other key traits raised include having domain knowledge and industry experience, as well as international exposure.

On the future of universities, Prof De Meyer said that schools

need to keep updated, promote interdisciplinary programmes and create an environment to help students learn how to learn. Ms Davie brought up the Stanford 2025 project, which explored ideas for a reimagined undergraduate experience. For example, an ‘open loop’ concept meant that students could choose to distribute six years’ access to learning opportunities across their lives instead of enrolling for four consecutive years at 18. This would allow them to take gap years and inject more diversity in the mix of students in campus.

When Ms Chan asked if students should be encouraged to take future-proof jobs, Ms Jayaram said that the starting point to students’ choice of major should be their interests. Prof De Meyer also emphasised the need to think of new jobs and advised against worrying excessively over potentially obsolete ones. “Be an entrepreneur, create your own new job, (and) follow your passion!” he said.

Mr Prabhu Daucraj signed up for the Forum through ST Andrew’s Junior College, where his eldest son is a Year 2 student. “I wanted to know which university course is the most useful and sought-after. But the workshop reminded me that it is also important for my children to have a passion for what they are studying. As parents, we need to support them in pursuing their dreams,” he said.

Sim Pei Ying, a Year 2 student from Tampines Junior College found the Forum useful as well. “I’ve always heard about how robots and automation are stealing our jobs. But I’ve learned that technology can create opportunities for new jobs too,” she said.



A WINNING WORK ENVIRONMENT

SMU recognised as one of the top two highly-engaged organisations in Singapore

AN ENGAGED WORKFORCE is one of the strongest drivers of success and innovation — and SMU has experienced a fair amount of both. It was no surprise then, that the University was honoured as one of the recipients of the inaugural Korn Ferry Employee Engagement Awards in June this year. The awards were created by executive search and recruiting firm Korn Ferry International to recognise organisations that are building work environments in which people can thrive and have built best-in-class levels of engagement within the countries they operate, as measured through recent Employee Engagement Surveys.

Winners were chosen based on the largest percentage of positive responses to two questions. These questions were geared to measuring employees’ degree of pride in working for their companies and to the likelihood that they would recommend their employer as a good place to work. The data used in the analysis was obtained from Korn Ferry’s portfolio of clients in 21 countries across the globe. Companies which held one of the top three highest scores within their respective countries of operation were determined as the award winners.

Employee engagement is widely used as a critical performance indicator by the world’s most progressive enterprises. Korn Ferry’s research shows that high levels of engagement can help boost revenue growth by up to two-and-a-half times over peer companies. “Having a highly-engaged workforce is no longer a ‘nice to have,’” said Mr Ben Hubbard, Korn Ferry’s Director of Culture and Engagement. “An engaged workforce has the power to deliver tangible competitive advantages in the ever-evolving war for talent and discretionary performance.”

On the win, SMU President Professor Arnold De Meyer said, “This award belongs not only to SMU, but to our employees who have consistently given high scores for SMU in the Employee Engagement Surveys over the past few years.” He added that it was indeed a great honour for SMU to be publicly recognised alongside several highly-respected companies in a list that includes Nissan Motor (Japan), Kimberly-Clark (Argentina, Brazil, China, Switzerland), Rentokil Initial (Germany, India) and Mount Alvernia Hospital (Singapore). A similarly pleased

Professor Gerard George, Dean of the Lee Kong Chian School of Business and Chair of the Employee Engagement Steering Committee (EESC), SMU, said that he was “delighted to hear about the accolade given to SMU as a great place for our employees to thrive and unleash their potential. Not resting on our laurels, the EESC will continue to drive sustainable and innovative practices to bring our employee engagement to the next level.”



“In an ever-changing landscape, a highly energised and engaged workforce within SMU will enable us to achieve a distinct advantage over our competitors and contribute to our missions of delivering a world-class education to our students.”

Terence Tan, Vice President, Human Resources & Faculty Administration SMU

GENERATING GOODWILL, EFFECTING CHANGE

SMU receives the Excellence Award for community partnership at the People’s Association Community Spirit Awards 2017

SMU was one of the corporate and community partners that received the People’s Association (PA) Community Spirit (PACS) Awards 2017 at a ceremony on 5 July 2017. For the school’s outstanding public service and contributions towards the community, SMU received the Community Partnership Excellence Award. All recipients’ contributions were assessed in five broad areas: (a) Volunteerism Philosophy and Commitment; (b) Community Bonding and Outreach; (c) Sharing and Caring for the Community; (d) Impact and Multiplier Effect on the Community; and (e) Quality of Partnership. The Central Singapore Community Development Council (CDC) had recommended SMU for this award as it affirms SMU’s commitment to extend and deepen its focus on community service by contributing and facilitating cultural and civic capital for the city residents. “My heartiest congratulations to Professor Arnold De Meyer and his SMU team, for winning the PACS Awards 2017 — Community Partnership Excellence Award,” said Ms Denise Phua, Mayor of Central Singapore District. “SMU has been a great blessing to the Central Singapore community. The passion, commitment and contributions of the SMU staff and student body who have served with us has been inspiring and well-received. I look forward to growing this great partnership.”



Deputy Chairman of PA, Minister Chan Chun Sing presented Mr Kenneth Tan, Director of the Office of Student Life, SMU, with the Community Partnership Excellence Award at the PACS Awards 2017.

WALK ON!

Over 2,000 faculty, staff, alumni and students have participated in the 2016 SMU Challenge by walking more than 14,000km to deliver a total of 7,000kg of necessities to the less-fortunate elderly. To date, SMU Challenge has raised over \$280,000 for their beneficiaries.

head to head with one another in a mini tournament. There’s also a particularly meaningful collaboration which sees members of the SMU Chinese Orchestra performing as part of the Purple Symphony — Singapore’s first all-inclusive orchestra. Founded in 2015 with 83 members, the ensemble celebrates inclusion and diversity by bringing together musicians with and without special needs. Its members play a range of Asian and Western instruments: Strings (Plucked), Strings (Bow), Wind, Percussion and Choir. Members of the SMU Chinese Orchestra attend weekly practice sessions and have mentored and played with special needs musicians. In addition, the SMU Eurhythmix (hip-hop dance) club has mentored at-risk youth from Teck Ghee Youth Centre. Called Youth-rhythmix, this community outreach initiative took place over 20 sessions from December 2016 to February 2017. Apart from imparting dance moves, the mentors facilitated goal-setting activities and reflection sessions to inspire youths to have a stronger sense of self and community and provide a safe outlet for self-expression and the building of self-confidence. This culminated in the club’s biennial dance production *TIMELESS* that was presented at the Capitol Theatre in February 2017.

Said Mr Kenneth Tan, Director of the Office of Student Life at SMU, who oversees all students’ initiatives and clubs, “I want to thank the PA for acknowledging SMU as a community partner as this realises SMU’s vision to be integrated with the city community in Singapore. I believe that even beyond this award, the SMU staff and student community will continue to partner with Central Singapore CDC to serve the needs of the city community.”

ADVENTUROUS APPROACHES

The award was merited by a range of initiatives undertaken by SMU, which included many collaborations with the CDC. Among them is the annual SMU Challenge, the longest-running community service initiative organised by SMU students. Since its inception in 2008, SMU Challenge has been contributing to the local community in a meaningful and sustainable manner.

Another example is the CDC’s Free Kicks programme, where avid soccer players from the SMU Soccer Club offer free weekly football coaching clinics to youths from low-income families. This initiative hopes to reach out to these youths through sports, while instilling values such as teamwork, self-confidence, self-discipline and sportsmanship. This culminates in a Free Kicks Challenge, where teams go



Mr Martin Tan speaking at the Societal Leadership Summit 2017.



Artist Mr Tan Swie Hian and Dr Vivian Balakrishnan (right) officially unveiled the ASEAN 50 Commemorative Sculpture at SMU on 7 October 2017.

A MEETING OF MINDS

The Societal Leadership Summit 2017 saw a gathering of regional thought-leaders as well as the unveiling of a sculpture commemorating ASEAN 50 by artist Tan Swie Hian

Organised by SMU's Institute for Societal Leadership (ISL), in partnership with the Ministry of Foreign Affairs (MFA), the Societal Leadership Summit 2017 on 6 October celebrated the Association of South East Asian Nations (ASEAN)'s golden jubilee with the installation of Singapore's ASEAN 50 commemorative sculpture on SMU's Campus Green. Created by Singaporean cultural icon Mr Tan Swie Hian, the sculpture's design is rich with cultural significance, including 10 scales to represent the 10 member states of ASEAN on its 50th anniversary. Officially unveiled by Dr Vivian Balakrishnan, Minister for Foreign Affairs, during the summit, it also serves to mark five decades of peace and prosperity in the ASEAN region. Dr Balakrishnan, who was the event's Guest of Honour, also delivered an opening address on the importance of dialogue and collaboration in ASEAN to tackle challenges and leverage opportunities, as it enters its next 50 years.

The Societal Leadership Summit is ISL's flagship event aimed at generating deeper conversations to catalyse the growth of societal leadership. More than 450 diplomats and international government leaders, as well as representatives of academic institutions and social enterprises convened for this year's installment, which was held at SMU's School of Law. Into its third edition, the Summit also celebrated the societal leaders who had made a huge impact for Southeast Asia.

SMU President Professor Arnoud De Meyer remarked in his address, "The future of ASEAN will greatly hinge on how well our societies, institutions and governments can collaborate for the common good. By developing societal leaders for the future and bringing together thought leaders, such as today, the ISL is creating useful platforms for people across ASEAN to build effective networks so that they increase the opportunities for collaboration and develop relationships of trust."

With Singapore taking on the chairmanship of ASEAN in 2018, delegates discussed the path of regional cooperation for ASEAN as a community in the next 50 years, and Singapore's role in fostering unity and progress within Southeast Asia. A line-up of eminent panellists shared their perspectives on the lessons learnt over the last 50 years and the leadership needed to take the grouping forward. Insights on helping ASEAN members seize opportunities to develop current and emerging societal leaders were also shared.

The distinguished speakers and plenary members at the 2017 Summit:

- ▶ Mr Goh Chok Tong, Emeritus Senior Minister
- ▶ H.E. Susilo Bambang Yudhoyono, former President of Indonesia
- ▶ Dr Vivian Balakrishnan, Minister for Foreign Affairs
- ▶ Ambassador Delia Albert, former Secretary of Foreign Affairs and the first female Philippine Secretary of Foreign Affairs
- ▶ Ambassador Ong Keng Yong, Executive Deputy Chairman, S Rajaratnam School of International Studies (former ASEAN Secretary-General)
- ▶ Dr. Noeleen Heyzer, Social Scientist and member of the UN Secretary-General's High-Level Advisory Board on Mediation (former UN Under-Secretary-General and SMU's Lee Kong Chian Distinguished Fellow)
- ▶ Mr Ho Kwon Ping, Chairman, SMU
- ▶ Prof Arnoud De Meyer, President, SMU
- ▶ Mr Martin Tan, Executive Director, Institute for Societal Leadership, SMU

ISL was officially launched by Singapore's Deputy Prime Minister Mr Tharman Shanmugaratnam at the second Societal Leadership Summit, held at SMU in November 2016. ISL is helming the relatively new concept of societal leadership to spur more integrated approaches that lead the way in addressing societal issues.

SUPPORTING THE SILVER GENERATION

Challenges and opportunities in family care for the aged were discussed at a recent forum



SFP Chairperson Ms Claire Chiang (front, centre), Shirin Fozdar's son Mr Jimmy Fozdar (6th from right) and his family, friends and supporters with the multi-disciplinary researchers who presented at the forum.

→ **WITH AGEING POPULATIONS** becoming increasingly prevalent, the wellbeing of older persons is emerging as a major challenge for much of Asia. In a public forum organised by and held the School of Social Sciences (SoSS) on 17 April 2017, and supported by the Shirin Fozdar Programme (SFP) at SMU, interdisciplinary social scientists shared empirical findings from Asean, China, South Korea and Japan (Asean+3), and cast more light on challenges and opportunities in family care for older persons in this region.

In her welcome remarks, Ms Claire Chiang, SFP Chairperson and Co-founder of Banyan Tree Holdings, thanked SoSS for the partnership with SFP in addressing a pertinent social issue. Ms Chiang thanked inaugural Shirin Fozdar (SF) Fellows Associate Professor of Sociology Bussarawan (Puk) Teerawichitchainan, who is also Associate Dean (Research & Programme Development) at SMU SoSS; and Assistant Professor of Economics Christine Ho from SMU's School of Economics (SoE), for their critical contributions to the forum.

FAMILY MATTERS

At the forum, a total of seven academics shared insights and discussed empirical assessments of situations of older persons in the family context in Asia. Assoc Prof Teerawichitchainan kicked off with recent and projected demographic trends, and

how these affect family care for seniors in the Asean+3 countries. Singapore's Dr Bina Gubhaju, Senior Research Fellow from the Centre for Ageing Research & Education, National University of Singapore, touched on the impact that living arrangements have on the wellbeing of older Singaporeans. Seoul National University Department of Social Welfare's Associate Professor Jung-Hwa Ha addressed challenges facing older couples affected by dementia in South Korea. In the case of Myanmar, the University of Michigan Population Studies Centre's Professor Emeritus of Sociology John Knodel focused on long-term care needs in the context of poverty and population ageing.

MODELS OF CARE

Turning to China, Asst Prof Ho's presentation centred on gender-based parental investments and old-age support, while the changing patterns of elderly care in Japan and other East and

Southeast Asian societies was the focal point of the presentation by Kyoto University Graduate School of Letters' Professor of Sociology Emiko Ochiai. The Q&A session, moderated by Professor Feinian Chen from the University of Maryland's Department of Sociology and Maryland Population Research Centre, summed up some key take-aways: Co-residence is inadequate for old-age wellbeing. Cognitive decline is challenging but addressable. Invest in daughters as they provide critical old-age care. Socialisation and marketisation of care are important.

Several notable participants were invited to share their experiences including Dr Jennifer Lee, Chairman of Singapore's Agency for Integrated Care, and Singaporean entrepreneur Janice Chia, who started both Ageing Asia and ASPIRE55 — Asia's first virtual retirement village. Concluding that "demography is our destiny", Prof Chen said to the audience that society needs to come together to make this work.

A BOUNTY OF BIG IDEAS

Outram Secondary School and ITE College Central emerged as winners at SMU's Youth Innovation Challenge

The fifth edition of the Youth Innovation Challenge (YIC), organised by the Institute of Innovation & Entrepreneurship at SMU (IIE), came to a successful conclusion on 1 April 2017 with Outram Secondary School and ITE College Central emerging tops in the junior and senior categories respectively. Launched in 2013, the annual YIC was designed by IIE as a means of encouraging an innovative mindset among students from secondary schools and junior colleges. The Ministry of Education was consulted on the format and the content of the competition.

This year, a total of 65 teams from 29 schools participated in the competition. Each team comprised up to 5 members. Secondary schools participating in this year's competition were grouped into the junior category, while junior colleges, centralised institutes and Institutes of Technical Education (ITEs) were grouped into the senior category. Mr Hau Koh Foo, Director of IIE, said, "This competition seeks to cultivate the interests of our youths in the field of innovation and entrepreneurship early. They acquired many enterprising skills in the course of the competition — problem-solving, leadership, interpersonal skills and teamwork. These are the skills that they can take with them from school and across different work environments in their lives."

The competition started with a briefing and

training workshop on 5 November 2016. Junior Achievement Singapore conducted the workshop for both the senior and junior categories. The 20 finalists — 10 from each category — received mentorship through a boot camp on 15 March 2017 to help them further develop and refine their business plan proposal.

The judging panel for the junior category comprised of Howie Lau, Chief Marketing Officer of Starhub; Daniel Lim, Co-founder of Reebonz; Ting Yan Leck, Director of Tri5 Ventures; Ng Kai Scene, Divisional Director, Environmental & Infrastructure Solution from IE Singapore; and Ronnie Wee, Managing Partner of IncuVest Pte Ltd. For the senior category, the judges were Semun Ho, Executive Director of Singapore Infocomm Technology Federation; Shirley Wong, Managing Partner of TNF Ventures; Lim Song Joo, Founder of BWG Consulting Pte Ltd; Lee Yu Fung, Group Director of Lifestyle Business Group from IE Singapore; and Elim Chew, Founder of 77th Street.

SAVVY SOLUTIONS

The finalists for each category were judged on innovativeness of business idea, go-to-market strategy, social impact, comprehensiveness of



Professor Gerry George (4th from right), Dean of SMU Lee Kong Chian School of Business, presented the winner's plaque and cheque to Team Re-Life from ITE College Central which emerged as champions in the senior category.



Team The Zelter from Outram Secondary School emerged as champions in the junior category at the SMU Youth Innovation Challenge 2017.

THE LIBERATION OF LANGUAGE

The Annual Wee Kim Wee Distinguished Lecture on Educational Leadership 2017 by Distinguished Professor Ngugi wa Thiong'o centred on 'linguistic decolonisation'



ON 24 MARCH 2017, SMU welcomed Distinguished Professor Ngugi wa Thiong'o, who delivered the Third Annual Wee Kim Wee Distinguished Lecture on Educational Leadership themed "The Language of Education: Decolonising the Mind Revisited" at SMU's Mochtar Riady Auditorium. A recipient of 10 honorary doctorates, the native Kenyan was born in 1938 and was educated in Kenya, Uganda and then Britain. Over the span of a 50-plus-year career, Prof wa Thiong'o has taught and studied in institutions in Kenya, Germany, Britain, Sweden and the US. He lived through British colonial rule in Kenya and the country's Mau Mau insurgency, as well as endured imprisonment and exile. Currently Distinguished Professor of English and Comparative Literature at the University of California, Irvine,

Prof wa Thiong'o is one of East Africa's leading novelists, academics and social activists. Students around the world have studied his novels, such as *A Grain of Wheat*, *The River Between* and *Weep Not Child*, for their O-Level, A-Level and university examinations. About 250 participants attended the lecture, which was followed by a question-and-answer session.

In opening his speech, Prof wa Thiong'o shared that he shared common roots in words as the late former Singapore President Dr Wee Kim Wee, whom the Centre is named after. Both men began their careers in journalism. *Decolonising the Mind: the Politics of Language in African Literature* (Heinemann Educational, 1986) is the professor's collection of non-fiction essays about language and

its role in national culture, history, and identity. The book, which advocates linguistic decolonisation, is one of his most-cited non-fiction publications, helping to cement Prof wa Thiong'o as a preeminent voice theorising the "language debate" in post-colonial studies. *Decolonising the Mind* is both an explanation of how he came to write in his mother tongue Gikuyu, as well as an exhortation for African writers to embrace their native tongues in their art. The foreign languages most African authors write in are the languages of the imperialists — English, French and Portuguese — which were imposed on them relatively recently. Prof wa Thiong'o said that an educational focus that embraces essentially only foreign works — not only foreign in language, but also in culture — is destructive.

POWER PLAY

Prof wa Thiong'o elaborated on several examples of how native languages were 'weaponised' by colonisers, and used against native people — from the Kenyans, the Maori in New Zealand, the Sami in Norway, to the Welsh. He said this phenomenon was more a war against the colonised than just a question of learning a new language — "it was a question of power". He added that "the colony of the mind prevents meaningful or nationally empowering innovations in education".

He articulated unwavering views

about decolonisation and the language of education: "All languages, big or small, have a lot to contribute to our common humanity if freed from linguistic feudalism." Education policies should be devised on the basis that all languages are treasuries of beauty and possibility. They have something to give to each other if their relationship is that of the give and take of network. "Even if one of the languages should emerge as the mode of communication across the many languages, it should not be so on the basis of its assumed inherent globality, but on the basis of need and necessity. And even then, it should not grow on the graveyard of other languages," he said. As education is the key for the training of consciousness, the "language" of education becomes critical in terms of the formation of perceptions, values and attitudes. The focus on Educational Leadership works out new frameworks of thoughts vis-à-vis how which we perceive and construct our realities.

The Wee Kim Wee Distinguished Lecture series is based broadly on the theme of Educational Leadership, which involves working towards improving educational processes so as to facilitate positive change in our communities. Presented by Wee Kim Wee Centre with support from Training Vision Institute, this was the third session in the series of five lectures. The previous two lectures were delivered by Lord David Alton and Datin Paduka Marina Mahathir.



Episode 6 panellists, from left: Mr Edmund Koh, Ms Noni S. A. Purnomo, Mr Ho Kwon Ping, Ms Elizabeth P. Buensuceso and presenter Teymoor Nabili.

The sixth season of *Perspectives* wrapped up with thought-provoking episodes that discussed hot button issues, both at home and in the region

THE FINAL FOUR EPISODES of the sixth season of *Perspectives* saw panellists tackling issues of inclusivity, foreign policy and the evolving role of the Association of Southeast Asian Nations (ASEAN). This is the fourth year that SMU is collaborating with Channel NewsAsia to produce the television show, which is recorded in front of a live studio audience at SMU Labs and the University's School of Law Building. The show invites a multi-disciplinary panel — including senior SMU faculty members — to weigh in on current affairs. Their discussion is moderated by veteran journalists Ms Sharon Tong and Mr Teymoor Nabili.

From left: Panellists Ms Melissa Kwee, Ms Chia Yong Yung, Professor Lily Kong, Ms Belinda Tanoto and moderator Ms Sharon Tong.



EPISODE 3 BUILDING A MORE INCLUSIVE SOCIETY

AIRIED: 19 APRIL 2017

PANELLISTS:

Prof Lily Kong, Provost, Lee Kong Chian Chair Professor of Social Sciences, SMU
Ms Belinda Tanoto, Member, Board of Trustees, Tanoto Foundation
Ms Chia Yong Yung, Nominated Member of Parliament, Singapore, President of SPD
Ms Melissa Kwee, CEO, National Volunteer & Philanthropy Centre

All-female panel moderated by Ms Tong delved into the issue of inclusivity in Singapore. Prof Kong opened the discussion by sharing her personal definition of inclusivity: “(It is when) you are blind to the differences between us ... the differences may exist but they do not stand in the way of how you interact with each other,” she said.

Ms Kwee then carried out a straw poll and found that the majority of the audience at the University's School of Law Building had experienced some form of exclusion — supporting

“(True inclusivity is when) you are blind to the differences between us; the differences may exist but they do not stand in the way of how you interact with each other.”

Professor Lily Kong, Provost, Lee Kong Chian Chair Professor of Social Sciences, SMU

Prof Kong's belief that a truly inclusive society is a utopia, even in Singapore, which prides itself on its religious and racial harmony. “If it is true that most people face exclusion, why do people still have a mindset of exclusion?” asked Ms Tong, referring to a Lien Foundation study revealed that only half of parents polled were comfortable having their child seated next to a child with special needs in class. Ms Chia explained that it

boiled down to acceptance. “We accept that all of us at some point of time will be excluded. But we don't see that as abnormal. When we have a child with a special need in front of us, we look at that as an abnormality,” said the lawyer, who was diagnosed with peroneal muscular atrophy in her adolescence.

In the episode's final segment, panellists discussed how we could realise the utopia of an inclusive society. Prof Kong suggested that the arts were an important tool, citing the example of *Charged*, a play put on by theatre crews from SMU, ITE College Central and Republic Polytechnic that tackled racism. Ms Tanoto agreed, adding that such efforts to nurture inclusive young adults were important. “I spent my early birthdays at an orphanage, sharing with those who were less-privileged. I didn't like it very much then, but I appreciate the experience now,” she said.

From left: Panellists Mr John S. Brandon, Dr Noeleen Heyzer, Professor Hoon Hian Teck, Mr Arjun Goswami and presenter Teymoor Nabili.



EPISODE 4 ASEAN ECONOMIC COMMUNITY: OPPORTUNITIES AND CHALLENGES

AIRIED: 26 APRIL 2017

PANELLISTS:

Prof Hoon Hian Teck, Professor of Economics, Associate Dean (Faculty, Research), SMU
Mr John J. Brandon, Senior Director, International Relations Programs, Associate Director, Washington, D.C., The Asia Foundation
Dr Noeleen Heyzer, Lee Kong Chian Distinguished Fellow, SMU, Former Under-Secretary-General, United Nations
Mr Arjun Goswami, Technical advisor, Regional cooperation, Asian Development Bank

The season's fourth episode saw *Perspectives* return to SMU Labs. In this episode moderated by Mr Nabili, panellists considered the role of the ASEAN Economic Community (AEC). The initiative aims to promote regional economic integration so that investors and businesses can access a combined market of \$3.5 trillion and over 622 million people.

Mr Goswami praised the initiative, saying that it proved that regional groups could promote both sovereign economic interests and regional harmony at the same time. This notion, he suggested, had been challenged by recent global political events such as

For the season's fifth episode, panellists gathered to weigh in on US President Mr Donald Trump's first 100 days in the White House. Prof Tang admitted that there was increased confidence that Mr Trump would be able to handle Sino-American relations after his meeting with Chinese President Mr Xi Jinping in April. “This is one of the most complex and challenging relationships in the world,” he said, adding that it would be interesting to see how Mr Trump would follow-up his predecessor's efforts to build stronger ties with Southeast Asia.

Mr Gupta noted that the United States had not become more inward-looking, despite Mr Trump's claims during his election campaign. “Whether it is the strike in Syria or his policy towards the Korean Peninsula — these show that the Trump administration is not withdrawing from the world,” he explained. “Trump's pragmatism when it comes to deals suggests that we will not be seeing an end to global trade.”

Mr Nabili then turned the discussion to the environment, asking how Asian businesses would react to news of the United States pulling out of the Paris climate agreement. Mr Gupta opined that there was a path forward for Asia to embrace sustainability and growth at the same time, highlighting that leaders in the clean energy movement were no longer solely American. “The momentum around clean energy is quite strong — it will not be distracted by American direction,” he said.

From left: Panellists Mr Piyush Gupta, Ms Angela Mancini, Professor James Tang, Mr Killick Datta and presenter Teymoor Nabili.



EPISODE 5 THE US PRESIDENT AND ASIA

AIRIED: 03 MAY 2017

PANELLISTS:

Professor James Tang, Dean, School of Social Sciences, Professor of Political Science, SMU
Mr Killick Datta, Vice Chair, American Chamber of Commerce Singapore, CEO & President, Global Brand Partners
Mr Piyush Gupta, CEO, DBS Group Holdings
Ms Angela Mancini, MD, Global Client Services Control Risks

“Whether it is the strike in Syria or his policy towards the Korean Peninsula — these show that the Trump administration is not withdrawing from the world.”

Mr Piyush Gupta, CEO, DBS Group Holdings

EPISODE 6 THE FUTURE OF ASEAN IN 2025

AIRIED: 10 MAY 2017

PANELLISTS:

Mr Ho Kwon Ping, Chairman, SMU, Executive Chairman, Banyan Tree Holdings Limited
Ms Elizabeth P. Buensuceso, Permanent Representative of the Republic of the Philippines to ASEAN
Mr Edmund Koh, Head Wealth Management Asia Pacific, Country Head Singapore, Global Head of Affluent
Ms Noni S. A. Purnomo, President, Director, Blue Bird Group Holding

The season finale considered an important milestone this year: the Golden Jubilee of ASEAN. Set up in 1967 with five founding members, the regional organisation has grown to include 10 member states and become Asia's third-largest economy.

Mr Nabili asked what sort of impact it has had on the region's economic activity. Citing her own experience, Ms Purnomo opined that business went on for her, with or without the organisation. “ASEAN has policies and regulations but these are not implemented uniformly across the region,” she said. This poses a challenge to businesses that are trying to expand beyond their home country.

Given these factors, Mr Nabili wondered if ASEAN was still relevant in the 21st century. Mr Koh shared how he would reconfigure the organisation, if given a chance to. “We have kept peace for 50 years, but growth has been disparate. Singapore's gross domestic product is 50 times that of Laos,” he said, suggesting

that there was not enough integration in the region. “There might be greater political stability because of ASEAN but economic benefits have been very low.” In response to this, Ms Buensuceso highlighted that political stability engendered economic prosperity. “How can you conduct business when regions are in conflict?” she asked. “In the 1960s this region was one of turbulence because we were disparate states. It is because of ASEAN and its efforts to promote peace that the region has become the economic dynamo that it is today.”

Mr Ho agreed with Ms Buensuceso but pointed out that ASEAN purported to be more than just an agent for political stability. “It has had aspirations to be an integrated economic community, there were goals of creating something like Airbus for the regional automobile industry,” he said. “The reality is that a lot of people do not want to see ASEAN gone but we must realise that its economic ambitions have not been achieved.”

DID YOU KNOW?

In 2015, ASEAN attracted more than \$164 billion of foreign direct investment.

Source: ASEAN Secretariat

Watch episodes of *Perspectives* online at channelnewsasia.com/news/catch-up-tv/perspectives

KEEPING UP THE MOMENTUM

The SMU President's State of the University Address 2017 revealed that the coming year promises to be an exciting one



The 2016/17 academic year saw SMU chalk up major accomplishments in education, research and thought leadership, strengthening its global profile as the University inches closer to Vision 2025. A headline-grabbing feat was the official opening of the new SMU School of Law building this past March — and it was here, in the building's Function Hall, that SMU President Professor Arnoud De Meyer gave his annual President's State of the University Address (PSOU Address) on 8 September 2017.

About 500 SMU faculty, staff and students showed up to hear Prof De Meyer's speech. He started by enumerating the University's achievements during the previous year. These included, among others, SMU's third validation under the Ministry of Education's Quality Assurance Framework for Universities; the launch of new scholarship schemes and mainstreaming of the SMU-X curriculum; the growth of postgraduate and lifelong learning programmes; the proliferation of blended learning (face-to-face and online) projects; substantial research grants won and relevant research output generated; the creation of the Office of Research and Tech Transfer; prestigious international accreditations won and global forums organised; unveiling of the renovated Campus Green; closer engagement with SMU alumni; and recognition through corporate awards.

Prof De Meyer also shared his vision and plans for the coming year. "We need to continue to build our reputation in Singapore and beyond, by making meaningful impact through our teaching, research and service to country and society," he said. "I invite you all to join me in creating positive change and making meaningful impact as we work towards our goals, and contribute to SMU becoming a Great University, for that would be our enduring legacy."

Members of the audience enjoying one of the President's quips.



Below Mr Eric Song, Head, SMU Sports and Adventure, Office of Student Life (2nd left) with SMU undergraduate SEA Games 2017 medallists (left to right): Lee Kai Yang (water polo), Sabelle Kee (water ski & wakeboard) and Shanti Pereira (athletics, track).



Prof De Meyer and the audience posing for the now-traditional PSOU Address group photo.

HIS PENULTIMATE ADDRESS

In a Q&A session following his speech, an audience member asked Prof De Meyer about his decision — which had been announced earlier that week — to step down as SMU President on 31 December 2018.

"The goals that I have set are concrete and achievable within the next two years, and I will do everything I can to speed up their progress," Prof De Meyer responded, adding that he hopes to "leave a clean house" for the incoming President.

Other issues raised by participants included how best to preserve SMU's uniqueness as a specialist university, and Prof De Meyer's main priorities before his term ends. "We need to have better data management practices in SMU," he stressed. This means having not only improved software to detect data exfiltration or better protection against hackers; a change in organisational culture is necessary to prevent careless handling of data. "Our research partners such as ministries and companies trust us with their data. If the data were to be misused, it would hurt our reputation."

"I invite you all to join me in creating positive change and making meaningful impact as we work towards our goals, and contribute to SMU becoming a Great University, for that would be our enduring legacy."

Prof De Meyer

LOOKING AHEAD

Prof De Meyer outlined his objectives for 2017/18:

- ▶ **Review and revise SMU's undergraduate programmes** under the Blue Ribbon Commission initiative.
- ▶ **Develop more interdisciplinary programmes** in the same vein as the "Politics, Law and Economics" and "Smart-City Management and Technology" majors.
- ▶ **Raise the bar on quality** of postgraduate intake, and re-organise and rationalise the postgraduate programmes.
- ▶ **Launch a pilot project** on integrated living and learning in the student residences at Prinsep Street.
- ▶ **Expand continuing education offerings** through SMU Executive Development and SMU Academy.
- ▶ **Streamline administrative processes** in research institutes, centres and labs, and synergise SMU's efforts in social innovation and societal leadership.
- ▶ **Evaluate SMU's PhD and practice doctorate programmes** to get the highest return out of them.
- ▶ **Elevate SMU's global profile** through thought leadership events, including the establishment of International Advisory Councils in neighbouring countries.
- ▶ **Work with architects** on the design of the new SMU-X building, to be constructed between the School of Accountancy and the School of Law.
- ▶ **Integrate better with the city** through events like the Singapore Night Festival, and enhance campus connections to the Bras Basah-Bugis precinct.
- ▶ **Re-appraise and reshape SMU's brand positioning** to reflect its diverse portfolio of undergraduate, postgraduate, continuing education and research offerings.
- ▶ **Set up a task force** to improve the budgeting processes of SMU's Responsibility Centre Accounting System.
- ▶ **Carry out a zero-based budgeting exercise** in the various SMU offices to stimulate a re-think of the value they deliver.
- ▶ **Conduct a capital campaign** so that SMU remains financially sound and sustainable in the long term.