

SMUENGAGE

MAY 2017

**THE NEW SCHOOL
OF LAW BUILDING:**

A FIRM *foundation for the* **FUTURE**

**PRIME MINISTER
LEE HSIEN LOONG
LAUDS THE
LATEST ADDITION
ON CAMPUS**



SINGAPORE MANAGEMENT UNIVERSITY



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EDITOR'S NOTE

We are excited to share with you, in this issue, the cover story of a glittering new landmark in our city and in the history of SMU — with the official opening of the spectacular new School of Law Building and state-of-the-art Kwa Geok Choo Law Library by Guest of Honour, Prime Minister Lee Hsien Loong.

The *Zest* section of the newsletter picks highlights from a busy start to the year, which included an SMU Open House with a difference. This showcased the University's academic rigour and student-life vigour as part of our undergraduate admissions exercise. With the launch of the Yip Pin Xiu Scholarship, outstanding athletes will be given an opportunity to enjoy SMU's transformative education in an athlete-friendly environment. In addition, a bold new initiative, SMU Access, effectively guarantees the full funding of tuition fees for all eligible incoming Singaporean students. Also in the *Zest* section, we feature the unveiling of Lyf@SMU by Ascott at SMU Labs, which introduces a trend-setting co-work, co-study, co-living space which also serves as a living lab for applied research.

The *Academia* stories further demonstrate SMU's commitment to innovation in education. For example, our faculty members have received teaching awards from QS-Wharton and CEEMAN. The University has also

continued to expand its educational offerings in fintech, online education and undergraduate programmes. SMU has yet again risen in two prestigious research rankings, and a series of new initiatives with government, academic and commercial partners will ensure that SMU continues to push the boundaries of knowledge. SMU's Centre for Research on the Economics of Ageing shared early insights from its studies at its inaugural conference. SMU also jointly hosted a ground-breaking green finance event. The new Institute for Societal Leadership was launched to promote a greater applied understanding of societal leadership in the modern world.

This issue's *Connections* pages highlight SMU's role in shaping future society — as inaugural winners in the President's Volunteerism & Philanthropy Awards 2016 and being accredited by Ashoka as Asia's first "Changemaker Campus". To reach out to SMU's growing alumni network, a new initiative, *SMU Evenings: Faculty Conversations* was launched first with SMU's Hong Kong alumni chapter. Lastly, SMU's thought leadership has taken centre stage yet again as knowledge partner and host of Channel NewsAsia's ever-popular *Perspectives* television series, among many other lectures, conferences and forums.

I hope you continue to find *SMU Engage* to be a stimulating read.

Alan Goh
Vice President
Corporate Communications & Marketing



The SMU School of Law now has a building, complete with Singapore's first open-concept moot court and a dome-shaped library, to call its own

To say that SMU has been growing from strength to strength since its establishment in 2000 is certainly no understatement. This doesn't just refer to its academic achievements and student numbers — but in campus size too.

Its latest addition, the new SMU School of Law (SoL) building, was officially opened by Prime Minister Lee Hsien Loong at a ceremony on 15 March 2017. The event drew an audience of 800 students, faculty and guests. In his address, PM Lee said that he was happy that SoL, which turns 10 years old this year, has "established itself in such a short time, distinguished itself, and carved its own niche." "You now have six batches of graduates, your students have distinguished themselves internationally — you have won the International Criminal Court Moot for the last two years, and your graduates are in demand — they hold their own in competition with graduates of other more established law schools, both local and international, and are making their mark in the profession. I hope that with these new facilities, you will do even better in the future," he said.

The proceedings had a personal significance to PM Lee as the new building also comprises the Kwa Geok Choo Law Library (see sidebar), named in memory of his mother, Mdm Kwa Geok Choo, a distinguished lawyer who had a hand in drafting Singapore's water agreements with Johor in 1965.

DID YOU KNOW?

ESTABLISHED
IN 2007,
THE SMU SCHOOL
OF LAW
IS SINGAPORE'S
SECOND
LAW SCHOOL
AND HAS
PRODUCED
ABOUT
800
LAW GRADUATES



From left: SMU School of Law Dean Prof Yeo Tiong Min, SMU Chairman Mr Ho Kwon Ping, Prime Minister Lee Hsien Loong, Chief Justice Sundaresh Menon and SMU President Prof Arnaud De Meyer on stage for the official opening.



Above: An aerial view of the new SMU School of Law building.



SMUENGAGE

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FRONT COVER: Mr Lee Hsien Loong, Prime Minister of Singapore, at the opening of the new SMU School of Law building.

Cover Photo: Kelvin Chia

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The rooftop of the building offers spaces for networking events and relaxation.

The new five-storey building is located at the junction of Armenian Street and Stamford Road/Fort Canning Lane. Constructed over two and half years, and costing \$165 million, it was built primarily to accommodate the University's growing cohort of students who are pursuing legal studies.

A STRONG APPEAL

Besides the law library, another key facility of the new SoL building is the David Marshall Moot Court, named after Singapore's first Chief Minister. A bust of Mr David Marshall, donated to the University by the Marshall family, has also been placed in the moot court to remind students of the importance of passion, courage and integrity.

Featuring movable walls and high-technology audio-visual infrastructure, the moot court can be variously configured, such that it can be used for



Above The stunning interior of the Kwa Geok Choo Law Library.

regular classes, as well as to simulate a courtroom or arbitration chamber. Mr Alexander Kamsany Lee, a third-year Law undergraduate who has represented SMU in several international mooting competitions, said that his mooting team had been utilising the facility twice a week since it was opened for use in January 2017. Previously, they had mostly practised in seminar rooms in other buildings on campus. "Having this place to rehearse in certainly helps to get us in the right frame of mind and acclimatise to the competition setting," he said.

The SMU Pro Bono Centre, which was established in 2013, has also found a new home in the building. Through its work, the Centre will continue to give back to the community while it instils legal professionalism and social responsibility in SMU Law students and provides them with opportunities to appreciate and integrate academic work with real-life experience.

Speaking at the opening ceremony, the Dean of SMU School of Law Professor Yeo Tiong Min expressed high hopes for the new building and its facilities. He envisioned that the spaces, including the function hall and roof terrace, would facilitate greater interactions and networking opportunities between Law students, SoL alumni, as well as the legal fraternity. Prof Yeo also hoped that faculty and students would benefit from the rich resources at the Kwa Geok Choo Law Library. "It is without a doubt that the new School of Law building will be



a venue where legal minds will be able to meet, interact, network and collaborate," he said.

EMBRACING ITS SITE

While the SoL building caters to the needs of the Law faculty and students, SMU President Professor Arnoud De Meyer stressed that the space was not meant to be exclusive and was designed to be accessible to all SMU students, as well as the wider community. An example is the 24/7 public pedestrian access that links Armenian Street to Stamford Green. Along this route, members of the public are able to catch glimpses of student activities and lessons in progress. "The building respects the urban fabric of the Civic District and builds upon the porosity of the SMU city campus to further promote community engagement," he said.

Integration with the architecture in the historical district, however, was tricky. The building was constructed on the slopes of Fort Canning Hill, on a site that encompasses heritage trees, and is next to the Fort Canning Tunnel, as well as several conservation buildings. Describing the building as "a real engineering achievement", Prof De Meyer said, "It was imperative that its design and construction were handled with the utmost integrity, sensitivity, skill and care."

RECEIVING RECOGNITION

Apart from manoeuvring around challenges posed by the site, much thought was put into introducing eco-friendly features and

Left: Mr Jonathan Marshall with a bust of his father, Mr David Marshall, the first Chief Minister of Singapore, at the David Marshall Moot Court.



Above PM Lee viewing a display dedicated to Mdm Kwa Geok Choo at the library named in her honour.

Glowing Like A Jewel: PM Lee

The dome-shaped Kwa Geok Choo Law Library — the second library in SMU — sits on Fort Canning Hill and overlooks Stamford Green. Spanning 2,200 square metres, the 500-seater library can hold 50,000 print volumes and has a study area 'Learning Commons' that is open all day. The glass dome also offers users a visual treat — a panoramic view of the lush greenery outside.

The library was named after Mdm Kwa Geok Choo to honour her life and contributions to the local legal profession. PM Lee recalled in his opening speech that his mother, a conveyancing lawyer for over 30 years, was a good and patient mentor to many pupils and had encouraged work-life balance by declaring a five-day week for married female lawyers in her firm. Sharing an anecdote of how Mdm Kwa used to keep a small collection of law books in her office, he said that his mother "would have been proud to have a law library named after her."

SMU Chairman Mr Ho Kwon Ping said of the Library: "It is expressed architecturally as a sculptural dome to represent an 'inspirational beacon' that seeks to illuminate the lives and minds of those who draw upon the Library's centuries of legal knowledge. It is also symbolic of a 'moral compass' to remind students of the importance of ethical principles, truth and justice in society."

The Library is open to all SMU students, faculty, staff and members of the Alumni Association. Members of the legal community can also register with SMU Libraries to enjoy access.



Above PM Lee taking a spontaneous 'wefie' with SMU Law students.

technologies in the building. For example, most of the common areas are open-air and were planned to maximise ventilation and natural lighting. As a result of the many 'green' features integrated into the building design, it joins the rest of the SMU city campus in achieving the Green Mark Platinum (Energy Efficient Systems & Controls) certification from the Singapore Building and Construction Authority.

High safety standards enforced during the building's construction — the development accomplished over two million safe-man-hours — also won the project the '2017 Workplace Safety and Health Award Recognition for Projects' by the Workplace Safety and Health Council and supported by the Singapore Ministry of Manpower, as well as a Silver Award from the Royal Society for the Prevention of Accidents (ROSPA), which is based in the United Kingdom, in 2016.

TAKING OVER THE REINS

The SMU School of Law gets a new Dean

From 1 July 2017, Associate Professor Goh Yi-han, currently Associate Dean (Research) at SoL, will take over the deanship from Professor Yeo Tiong Min, who will be completing his five-year term.

Associate Prof Goh's appointment follows an extensive and rigorous global search that started in September 2016. He has extensive legal experience and an impressive career marked by stellar achievements, such as the Singapore Law Merit Award in 2013. In his eight-year teaching career, he has received six teaching awards, including the SoL Most Outstanding Teacher Award in 2016.

SMU Provost Professor Lily Kong who led the global search for the new Dean said: "In him we have a new Dean who brings a deep understanding and knowledge of the School and Singapore law, as well as strong networks and familiar ties with the legal community. His admirable maturity and conviction, and his passionate commitment to developing legal education will be a great inspiration for his students and colleagues."

On behalf of the University, Prof Kong also thanked Prof Yeo for his "tremendous commitment, able leadership and immense contributions," describing him as "instrumental in developing SoL into a leading law school in Singapore and Asia." Prof Yeo will continue to be a valuable faculty member of SoL as Yong Pung How Chair Professor of Law.

→ A QUICK LOOK

THE 23,000-SQM SMU SCHOOL OF LAW BUILDING CAN ACCOMMODATE ABOUT 3,000 PEOPLE AND FEATURES:

- ▶ The dome-shaped Kwa Geok Choo Law Library with a study area 'Learning Commons' that is open round the clock
- ▶ The SMU Pro Bono Centre
- ▶ A 1,400-seater Function Hall, which has retractable seats and can be partitioned into up to three smaller halls
- ▶ The David Marshall moot court, Singapore's first open-concept moot court
- ▶ 64 seminar rooms and classrooms and 40 project rooms
- ▶ A roof terrace and outdoor hang-out spaces
- ▶ 24-hour study spaces
- ▶ Five storeys and two basement levels, including a basement carpark

“
In her office at the law firm, (my mother) had a small personal library of law books... My mother would have been proud to have a law library named after her.

Prime Minister Lee Hsien Loong
Guest of Honour

“
It is everyone's collective effort and support that has brought the SMU School of Law to where it is today. In the next 10 years, from this new home, we will be able to give back more to society and advance the School to even greater heights of excellence.

Professor Yeo Tiong Min
Dean of School of Law

WHAT THEY HAD TO SAY

“
The design of the building is deliberately contemporary in expression, while integrating with the architecture in the historical district in which it stands.

Professor Arnoud De Meyer
SMU President

“
Students will now have better facilities to support their training. This will put them in good stead to raise the bar even higher and perhaps one day our own SMU moot court competition can be one of the most prestigious events in the global moot court calendar.

Mr Ho Kwon Ping
SMU Chairman

President Dr Tony Tan Keng Yam viewing an exhibition about SMU Challenge, presented by SMU Challenge 2016 Vice-Chairperson Ms Lavender Chia. Standing behind President Tan are (left to right) SMU Chairman Mr Ho Kwon Ping and his wife Ms Claire Chiang, and SMU President Professor Arnoud De Meyer.

Singapore's President Tony Tan heaps praises on SMU on Patron's Day 2017, declaring it "a world-class university"

A VOTE OF AFFIRMATION

SMU is blazing a new path in Singapore's education system under the very able direction of its Chairman Mr Ho Kwon Ping, the Board of Trustees and President Professor Arnoud De Meyer," said Singapore's President and SMU Patron Dr Tony Tan Keng Yam. He was speaking at SMU Patron's Day 2017 on 20 January, which was the sixth time he had attended the annual celebration as Patron of the University that he first conceived of nearly 20 years ago. "I'm happy to have seen the University grow from an idea to what it is today — a world-class university that is contributing to Singapore and has its own ethos and direction." He remarked that when the University first started, "I could not have envisaged what it has become today ... I am sure that SMU will continue to progress further and make a valuable contribution to Singapore education and to Singapore. Thank you all for making SMU a success."

A TIME TO PLAY!

Earlier, President Tan had watched a special video presentation and received a framed photo montage telling the story of his long association with SMU. He had also taken a short tour of what was on offer on campus to mark the occasion. The basement concourse had been transformed into a spectacular Patron's Day PLAY! GROUND. Everyone from SMU and — for the first time ever — members of the public were invited to enjoy a wide array of food, games and stage entertainment. In fact, it had been "game on" for three weeks in the SMU Concourse, with special promotions from event partners and the chance to win cash prizes and vouchers by getting the SMU Play! Card stamped at participating F&B outlets. Hugely popular was the four-day *SMOOnopoly* tournament — *SMOOnopoly* is an adaptation of the *Monopoly* board game, named in part after Smoo Smoo, the lion mascot of SMU Patron's Day. The PLAY! GROUND included a "chow

town", "flea lane", "game-on alley" and "show junction". Members of the public were welcomed to participate in games, craft workshops and lucky draws, and could also purchase merchandise from the flea market. Food stalls offered 'hipster fare' such as *tom yam* croissants, duck leg confit burgers and salted egg chicken burgers, popsicles, doughnut cones, Dutch mini pancakes and crème brûlée desserts.

Chairperson of the Patron's Day Organising Committee Nguyen Quynh Anh said that they started planning the event in September 2016. She had the honour of accompanying President Tan and providing a commentary as he walked through the SMU PLAY! GROUND. "President Tan seemed to really enjoy the games and activities during his visit. He was very relaxed and friendly, which made it much easier for me to converse with him," she said.

President Tan proceeded to the Li Ka Shing Library to view a specially-created SMU Challenge exhibition. The SMU Challenge is a signature SMU community service initiative organised by

its students that brings together SMU faculty, staff, alumni and students to give back to society. At the heart of SMU Challenge is an annual walkathon, where volunteers carry backpacks filled with food and necessities, and journey from the SMU campus to the doorsteps of the less-fortunate elderly to hand-deliver them.

President Tan then attended the Patron's Day dinner (also held at the Li Ka Shing Library) where Mr Ho made his welcome address. The SMU Chairman paid tribute to President Tan. He said he had learned many lessons from him on how to turn an idea into reality. "SMU was a revolutionary idea which might not have seen the light of day if Dr Tan had approached it in the conventional way. Sir, I hope you are as proud of the institution as we are," he said. Prof De Meyer said that the University would pass several milestones in 2017. These included matriculating more than 10,000 students for the first time, the launch of the new School of Law building and completion of the redevelopment of Campus Green.

→ GOOD VIBRATIONS

COMPLEMENTING THE PATRON'S DAY FESTIVITIES WAS MUSIC FOR A CAUSE 2017, A CONCERT SHOWCASE HELD IN SUPPORT OF CHARITABLE INITIATIVES

In his address at Patron's Day, Prof De Meyer also explained how with SMU Vision 2025 "we want to be a university of the city for the city. We want to bring buzz to this great environment, to bring vibrancy and be part of the local community."

In line with this initiative, this year's SMU Patron's Day set-up was recycled for a good cause. The tentage, stage and booths put up for Patron's Day were also used for an event which gives back to the community. On the Patron's Day weekend, SMU served as Venue and Event Partner for the second edition of Music for a Cause, a two-day music festival that aims to raise awareness, volunteerism and funding for eight lesser-known social causes. Minister for Social and Family Development Mr Tan Chuan-Jin graced the event as Guest of Honour.

Throughout the day and late into the night, the "show junction" space of the PLAY! GROUND featured items by SMU's own performers, as well as local talents such as singer-songwriter Linying, *The X-Factor Australia* contestant Natalie Ong, funnyman Fakkah Fuzz and illusionist JC Sum.

The success of SMU Patron's Day was made possible by the collaboration between the SMU Students Association, including the members of the Patron's Day Organising Committee; Creative Experience and Partnerships Team (x-CEPT), Office of the Dean of Students, with support from the Office of Student Life; and Office of Corporate Communications and Marketing including the University Events team.



Above Minister for Social and Family Development Mr Tan Chuan-jin interacting with visitors at one of the charity booths.

Below SMU Samba Masala members drumming up a storm during their performance.



Students, faculty and alumni sharing their insights with prospective students at the information booths.



Visitors delight in tasty treats from food stalls along Stamford Road.



Full house at one of 44 informative talks held over the weekend.

AN OPEN HOUSE WITH A DIFFERENCE

At SMU Open House 2017, prospective students were given an insight into the academic rigour and student-life vigour at SMU

The word "vibrant" might just summarise the SMU experience. After all, the word came up repeatedly at the University's annual Open House event — used by visitors to describe their first impression of student life, and by student ambassadors to illustrate their experiences as SMU undergraduates.

The Open House on 4 and 5 March 2017 showcased what the University had to offer. Accompanied by student volunteers, prospective students and their parents toured the sprawling city campus. Besides the walking tours, visitors could also hop onto open-top buses that gave them a preview of what university life in the heart of the city would be like.

Prospective students and parents gathered at the School of Law building, which was only opened in January 2017. Here, aspiring SMU students learnt more about what each School had to offer and the University's multidisciplinary and flexible curriculum, as well as SMU's admission process, financial aid schemes and scholarships.

"There is a lot of flexibility in charting my education journey and undergraduate experience in SMU. This can be daunting but exciting at the same time," said Chua Ching Wei, who did her 'A' levels at Raffles Institution and was keen on studying Business.

Ching Wei was accompanied by her father Mr Chua Hee Kung, who was impressed by the flexible academic programmes, and the University's central location and lively student culture. "The environment is vibrant and very suitable for young people. It is different from school in my time!" said Mr Chua.

Each of the six Schools in SMU (Accountancy, Lee Kong Chian School of Business, Economics, Information Systems, Law and Social Sciences) had a booth where visitors could pick up the relevant prospectuses. There, they could also mingle with current students to hear first-hand what it is like to be an SMU undergraduate.

"There is a lot of flexibility in charting my education journey and undergraduate experience in SMU. This can be daunting but exciting at the same time."

Chua Ching Wei, who is keen on studying Business

"We have a wide range of co-curricular activities; more than 120 student clubs, including dance teams, a literary club as well as cultural groups. There is sure to be something for everyone."

Joel Chin, Events Director of SMU Arts & Cultural Fraternity

GET YOUR GROOVE ON! SMU holds second Viva o Samba festival

The lively atmosphere at SMU Open House 2017 hit an even higher note with the SMU Samba Festival, Viva o Samba. Spearheaded by SMU Samba Masala, the University's resident Afro-Brazilian percussion group, the festival sought to spread awareness of samba music and the Brazilian culture.

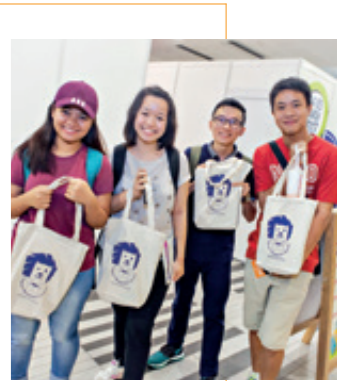
First held in 2015, this year's edition included renowned local samba bands like Wicked Aura, dancers from Singapore School of Samba, as well as Capoeira artists who thrilled with their martial arts moves. In addition, the festival also showcased local ethnic percussion groups like Nadi Singapura, Dhol United Singapore and ZingO, giving Viva o Samba a unique Singaporean flavour.

Wang Si Ying, the Festival's Marketing Director, said it was an accomplishment for undergraduates to be the event's main organisers. "We started rehearsing last November. Holding the festival during the Open House enabled us to demonstrate the vibrancy of SMU students, and create awareness of this music genre," said the second-year Business student.

The event, held on Campus Green, an open field next to the Li Ka Shing Library, also attracted passers-by of all ages. There were also overseas visitors, such as holidaymaker Nabila Bennett from Batam. "I came to support my friend who is performing and also because I like samba percussion music," she said.



Above Discovering the meaning of Lyf@SMU — a very different study environment.



Above Early birds swoop on the goodie bags.



Above Samba Masala outside the School of Law building.



Partygoers at Viva o Samba on the newly-remodelled Campus Green.

GOING BEYOND ACADEMICS

The Student Life Showcase, held at the underground Concourse, emphasised that an SMU education is a well-rounded one. There were booths set up by sports and adventure clubs, as well as community service groups. As entertainment, members of the SMU SoundFoundry sang while visitors milled around, picking up information and soaking in the atmosphere.

"We have a wide range of co-curricular activities; more than 120 student clubs, including dance teams, a literary club, as well as cultural groups. There is sure to be something for everyone," said undergraduate Joel Chin who was also Events Director of SMU Arts & Cultural Fraternity.

Other highlights of the Open House included the SMU Samba Festival 2017 (see box), the P.A.K Entrepreneurship Challenge 2017 and a multimedia showcase on the SMU journey. There were also outdoor food stalls selling a variety of finger foods, and goodie bags for registered visitors.



Students enjoying the fun and games at the SMU Concourse.

A SPORTING CHANCE FOR ALL

Yip Pin Xiu leads by example and gives a helping hand to fellow athletes

Local swimming sensation and SMU undergraduate Yip Pin Xiu has had another feather added to her cap with the University's launch of a bond-free scholarship in her name at its annual Leadership Symposium on 5 and 6 December 2016. Attended by 300 student leaders from junior colleges, polytechnics and SMU, the symposium aimed to equip participants with the skills and knowledge to become successful future leaders.

The symposium was themed 'Setting Your Compass', with the compass serving as a metaphor for the leadership philosophy and personal values which guide an individual in his or her leadership journey. Ms Kuik Shiao-Yin, Director and Co-Founder, The Thought Collective and Nominated Member of Parliament, delivered the first keynote address titled "How to be a leader that lasts" on 5 December, while Mr Jason Wong, Board Chairman, Focus on the Family, gave the keynote address on "Serving from the front" on the second day.



At the award of the inaugural Yip Pin Xiu Scholarship in March 2017 (left to right): Prof Pang Yang Hoong, Vice Provost (Undergraduate Matters & Student Development); Ms Yip Pin Xiu; award recipient Ms Shanti Pereira; Prof Lily Kong, SMU Provost; and Prof Ong Siow Heng, Dean of Students.



Left: Day two of the SMU Leadership Symposium Plenary. (Left to right) Moderator Mr Kenneth Tan, Director, Office of Student Life, SMU; Mr Jason Wong, Board Chairman, Focus on the Family; Ms Denise Phua, Mayor, Central Singapore District and Ms Yip Pin Xiu, Paralympian.

A MODEL OF EXCELLENCE

In line with the conversations revolving around leadership, SMU Provost Professor Lily Kong launched the Yip Pin Xiu Scholarship on the symposium's second day, to recognise the Paralympic gold medalist's personal journey as a leader and role model. The Scholarship adds to a slew of over 100 scholarships offered to undergraduates of SMU. It will be SMU's first full sports scholarship, and will be open to outstanding Singaporean athletes who have gained admission into any SMU undergraduate programme.

SMU will offer up to two scholarships per year, and each includes a full tuition fee waiver and a Growth Opportunities Allowance, that will allow recipients to enjoy a wide range of leadership and personal development programmes offered by the Centre for Scholars' Development at SMU.

On the scholarship's aim, Prof Kong said, "SMU places strong emphasis on a holistic educational approach for its students. The Yip Pin Xiu Scholarship

will offer outstanding athletes the opportunity to pursue their undergraduate studies at SMU in a supportive environment. Pin Xiu has shown exemplary results in her sport of swimming despite the odds. She is not only an ambassador for sports, but a role-model and inspiration to all Singaporeans."

For Pin Xiu, having the scholarship in her name was a pleasant surprise. "I am very honoured and happy," she said. "SMU has given me the opportunity to train and compete at the highest level while still studying at the same time. Their understanding has allowed me to push sporting boundaries and I hope this scholarship will give others the chance and motivation to pursue sporting excellence."

As this issue of *SMU Engage* went to press, the inaugural Yip Pin Xiu Scholarship was awarded to national sprinter Shanti Pereira. Shanti is Singapore's fastest woman on the running track and will begin her four-year undergraduate programme at the School of Accountancy in August 2017.

A SALUTE TO TRAILBLAZERS

The Inaugural Shirin Fozdar Diversity & Inclusion Awards celebrated achievements of those who have broken barriers

➔ **AN OCCASION FOR** celebration and appreciation, the Inaugural Shirin Fozdar (SF) Diversity & Inclusion (D&I) Awards Presentation was held during the Shirin Fozdar Programme (SFP) Networking Evening on 25 November 2016 at SMU's University Lounge. Over a networking and cocktail session, SFP presented the very first SF D&I Awards to three Team Singapore Paralympians from the SMU family, marking their outstanding achievements and the examples they had set for SMU and the SFP.

The inaugural group award was given out jointly by SMU President Professor Arnoud De Meyer and SFP Chairperson Ms Claire Chiang to Yip Pin Xiu, Nur Syahidah Alim and Nurulasyiqah Taha, who had set new benchmarks for Singapore in the global sporting arena during the Rio Paralympic Games 2016.

The evening's audience of more than 100 participants also had a chance to get up close with these extraordinary young women. At the Fireside Chat moderated by Ms Chiang, the trio shared personal insights about their dreams, inspirations and experiences. The audience included many notable guests, including Dr Jimmy Fozdar, son of the late Ms Shirin Fozdar, and SFP Advisory Board Members.

CHAMPIONS OF INCLUSION

SFP launched the SF D&I Award to recognise individuals or groups from SMU who have made significant differences in promoting inclusion on campus and beyond. The athletes were applauded for being role models to the SMU community, as well as women who embody the SFP spirit by championing issues and making positive impact for the



From left: SFP Chairperson Ms Claire Chiang, Ms Yip Pin Xiu, Ms Nur Syahidah Alim, Ms Nurulasyiqah Taha and SMU President Prof Arnoud De Meyer.

betterment of the society.

Pin Xiu, a final-year SMU Social Sciences student, is the first athlete to win multiple Paralympic gold medals for Singapore. She clocked a new world record at the Rio games, besides achieving numerous feats in competitive swimming. Syahidah, a Business graduate from the Class of 2007, was the nation's first para-archer in the Paralympic Games. Nurul, who was from the School of Accountancy's Class of 2003, finished fourth in the Bocchia team competition finals in Rio. She was also the first national representative for her sport in the Paralympics, debuting in the 2012 London Games. Nurul has also been contributing towards making a difference in the lives of the physically-disabled.

Reiterating that lessons in life are learnt beyond the classroom, Prof De Meyer remarked, "We hope that the award recognition reiterates what we try to instil in SMU — transforming our students to not just have hard skills but heart skills."

Results of the Joint Graduate Employment Survey 2016 indicate a high overall employment rate and higher starting salaries for SMU's 2016 graduates

➔ **GRADUATES FROM** all six of SMU's degree programmes have once again secured high starting salaries after graduation, according to the latest Graduate Employment Survey (GES). The University's 13th cohort, which graduated in 2016, also achieved an impressive overall employment rate¹ of 93.8 per cent. This matches the employment rate of the previous year.

Reacting to the survey results, SMU Provost Professor Lily Kong said, "Given that the economy is not as robust as it was, we are pleased with the survey results. This affirms our belief that SMU prepares students well for the job market, equipping them with the knowledge, experience and skills sought after by employers."

The mean gross monthly salary² of SMU graduates increased to \$3,722 in 2016, up from \$3,624 the previous year. The median gross monthly salary for graduates in full-time permanent employment was \$3,500 in 2016. GES 2016 found that one in four SMU graduates found full-time jobs through internships, which are compulsory for SMU undergraduates.

Ms Ho Yan Yan and Ms Shermaine Ng, both graduates of the Lee Kong Chian School of Business, did three internships during their time at SMU. As a result of these



A GREAT START

internships, both landed their first full-time jobs even before they graduated. Ms Ho now works in the Consumer Businesses sector at Singapore Economic Development Board, while Ms Ng is an innovation consultant at Nielsen Singapore. The duo is among the 78.2 per cent of SMU graduates who did two or more internships.

Nearly 75 per cent of SMU's 13th cohort took part in the survey, which is jointly conducted by SMU, Nanyang Technological University, National University of Singapore, Singapore Institute of Technology and the Singapore University of Technology and Design.

➔ HOW THEY FARED

DISCIPLINE	MEDIAN GROSS MONTHLY SALARY	MEAN GROSS MONTHLY SALARY
Business Management	\$3,831	\$3,500
Accountancy	\$3,455	\$3,000
Economics	\$3,906	\$3,700
Social Sciences	\$3,311	\$3,145
Law	\$4,915	\$4,850
Information Systems	\$3,897	\$3,600

¹ The overall employment rate refers to the number of employed graduates working in full-time permanent, part-time, temporary and freelance employment, as a proportion of graduates in the labour force (i.e. those who were working or not working but actively looking and available for work).

² Gross monthly salary comprises the basic salary, overtime payments, commissions, fixed allowances, and other regular cash payments, before deduction of the employee's CPF contributions and personal income tax. Employer's CPF contributions, bonuses, stock options, other lump sum payments, and payments-in-kind are excluded.

A bold new initiative by SMU called SMU Access guarantees that every financially-needy incoming Singaporean student will receive a financial aid package equal to the student's full tuition fees. Launched on 1 March 2017, this initiative will effectively make the entire university education tuition-free for eligible students.

This broad-based initiative is the first of its kind by any university in Singapore. There is no limit to the number of recipients covered under SMU Access, and more than 80 students from every new cohort could benefit from it. SMU will provide funding support under SMU Access through government grants, its internal resources, as well as gifts from external donors.

SMU Access is seed-funded by the Quantedge Foundation Scholarship, a new scholarship programme endowed by an \$8 million gift from Quantedge Foundation, a local charity that aims to deliver impactful solutions to social issues and challenges in Singapore. Together with the Ministry of Education's matching grant, the Quantedge Foundation Scholarship is expected to support 20 to 25 new recipients annually with full financial aid for the entire duration of their undergraduate programme.

Quantedge Foundation Board Member Suhaimi Zainul-Abidin said, "We are happy to partner and support SMU in its mission to guarantee financial aid to Singaporean students from economically-disadvantaged backgrounds." He noted that as Singapore progresses, it is important for society to continue providing equal access to quality higher education for everyone. "Giving these students blanket assurance of full financial aid can go a long way towards this end. This will certainly lighten the burden on their families, improve education outcomes and enhance social mobility," he added.

SMU President Professor Arnoud De Meyer said, "We would like to express our sincere appreciation to Quantedge Foundation for establishing the Scholarship, which will help us ensure that no deserving student misses out on the opportunity of an SMU education because of financial need. Their generous support will take these students on an educational journey that is holistic, enriching and

Sealing the agreement for The Quantedge Foundation Scholarship under SMU Access initiative are (from left to right): Directors of Quantedge Foundation, Mr Lee Jia An and Mr Suhaimi Zainul-Abidin; SMU President Prof Arnoud De Meyer and Prof Tan Chin Tiong (Senior Advisor to SMU President).



AN ALL-ACCESS PASS

Quantedge Foundation gifts \$8 million to seed-fund SMU's new initiative that guarantees full funding of tuition fees for all eligible incoming Singaporean students

meaningful, enabling them to achieve their education and career goals." In Prof De Meyer's view, this seed-funding gift by Quantedge Foundation represents a perfect start to the trail-blazing SMU Access initiative, which essentially guarantees that every SMU student who is eligible, regardless of GPA scores, will not have to eschew a university education for financial reasons. "We look forward to receiving such strong support from more like-minded partners for this life-changing initiative," he said. "This initiative will make a significant impact on the recipients and their families, and SMU is proud to be making that difference in our students' lives."

➔ SMU ACCESS AT A GLANCE

- **ELIGIBILITY FOR SMU ACCESS IS BASED ONLY ON THE STUDENT'S HOUSEHOLD ECONOMIC CIRCUMSTANCES SUCH AS PER CAPITA INCOME AND HOUSING TYPE**
- **THERE ARE NO ACADEMIC QUALIFICATION REQUIREMENTS THAT NEED TO BE MET IN ORDER TO QUALIFY**
- **SMU ACCESS IS BOND-FREE**

Right Communal spaces like Social Kitchen on Level Three.



Above The Park is designed for students to collaborate, have fun and learn.



Left Minister Ong Ye Kung enjoying a game of foosball with SMU students. On Minister's left is Mr Lee Chee Koon, CEO of The Ascott Limited, and on Minister's far left is Mr Lim Ming Yan, President and Group CEO of CapitaLand Limited.



Above The Arena has a cosy study and discussion area.

CHOOSE lyf!



SMU LABS GETS A MUCH- BUZZED-ABOUT MAKEOVER

Even before one enters SMU Labs, a peek through the building's street-level windows reveals a brand-new interior. Students can still come here 24/7 to study and collaborate on group projects for their SMU-X modules, which combine academic and experiential learning. But at its newest facility, the three-storey lyf@SMU, students now have more opportunities to interact while also shaping their future travel, technology and lifestyle experiences.

lyf@SMU was jointly unveiled on 23 February 2017 by SMU and The Ascott Limited, a leading international serviced residence provider based in Singapore. It is named after Ascott's latest brand of serviced residences, lyf, targeted at millennials. Short for 'Live Your Freedom', lyf (pronounced "life") seizes upon their preference for shared living (co-living) arrangements.

lyf@SMU features lounges with movable furniture, a social kitchen with communal tables, a music jamming studio and an exercise zone. Students can also test new gadgets and take part in and co-create community activities to connect with fellow millennials; or sign up as 'lyf Guards' to gain hands-on hospitality management skills. In its next phase of development, co-living concepts will also be added to the premises. lyf@SMU thus serves as a trend-setting co-study, co-work, co-living environment for students, and as a living lab where applied research simultaneously takes place.

FROM 2015 TO DATE:

SMU has conducted **33** UNIQUE SMU-X MODULES

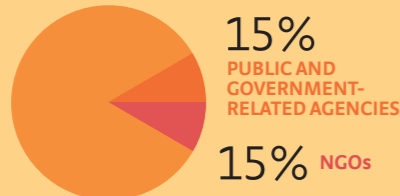
equivalent to **118** COURSE-RUNS

Together with about **200** PARTNERS

more than **3,500** STUDENTS have delivered about **500** PROJECTS

MEET THE PARTNERS

PRIVATE COMPANIES 70%
Of the 140 private companies, more than 60% are small-and-medium enterprises, startups or social enterprises.



UP CLOSE WITH THE SPIRIT OF ENTERPRISE

Jae Lee Ka Wei, year 2, SUTD-SMU double degree programme, shares his reflections of the Atlanta Entrepreneurship Study Mission



feedback — I spoke too fast. It's something I've taken to heart since. Thankfully, they managed to still catch what I said, and gave valuable pitch-related and venture-related advice.

Of course, it was not all serious work. After all, entrepreneurs need to be able to think divergently and creatively, drawing knowledge and insights from different arenas, to generate valuable solutions to real problems. We climbed the Stone Mountains (a hill, really) in sub-zero temperatures in exchange for a fantastic view at the top, visited the Coca-Cola museum (yes, the iconic drink hails from Atlanta!) and toured the Michael C. Carlos Museum at Emory University where the *Shakespeare Folios* were on display — a rare treat indeed, to be exposed to such significant parts of history. We also visited the Center for Civil and Human Rights, and learnt about the struggles of Americans with regards to race relations. We left the Center with a much deeper appreciation for the racial harmony and inclusiveness that we enjoy in Singapore.

In just one trip, we grew. We grew a great deal. The Atlanta ESM truly equipped budding entrepreneurs with the skills, experience and attitude necessary to embark on this journey."



From left: The team at the Philip C. Jessup International Law Moot Court Competition; the SMU team with their championship trophy after winning the first-ever Ian Fletcher International Insolvency Law Moot.



➔ **SMU SCHOOL OF LAW (Sol)**'s track record of mootng achievements just got more impressive, thanks to new wins by its students. The latest was at the inaugural **Ian Fletcher International Insolvency Law Moot** competition from 15 to 17 March 2017 in Sydney, Australia. SMU mooters came out tops after six matches, where they competed against the likes of Chicago-Kent College of Law and the National University of Singapore (NUS). Fourteen international teams participated in total.

Besides the championship cup, Law undergraduate Benedict Chan was named the Best Speaker of the championship final, while fellow undergraduate Goh Yong Ngee was recognised as the Best Speaker of the competition. Their team also comprised Law undergraduates Gary Leow and Pang Weng Fong. "We are now performing at equally high levels for both private and public international law moots, which is a great testament to the skill sets and breadth of knowledge of our students," said Assistant Professor Chen Siyuan, who heads the International Moots Programme at SOL.

SMU also became the first Singapore university to take home the championship title at the **Frankfurt Investment Arbitration Moot** on 11 March 2017. There were 61 participating teams, including those from George Washington University, National Law University Delhi and Lomonosov Moscow State University. At the moot, SMU undergraduate Dominic Liew received the award for Best Oral Advocate. This has earned him an offer for the LLM scholarship to Queen Mary School of International Arbitration sponsored by co-host of the competition McDermott Will & Emory. Dominic's team members were Law undergraduates Sean Sim and Loh Kah Yunn, and Juris Doctor (J.D.) student Luis Duhart Gonzalez. Together, they snagged the Gary Born Award for being the best team from a non-OECD (Organisation for Economic Cooperation and Development) country. Their moot problem was about an investor seeking to bring a claim against the host-State under a Bilateral Investment Treaty. "Investor-State arbitration is an exciting area of law and Singapore has been getting its fair share of cases in recent years. We're glad we could do our country and university proud on the world stage," said team captain Sean.

Other SMU students who will be representing Singapore are Law undergraduates Chow Zi En, Daniel Ho, Shriram Jayakumar, Alexander Lee and Wong Yan Yee. They had won the Singapore national round, as well as the Best Memorial Award, of the **Philip C. Jessup International Law Moot Court Competition** on 25 February 2017, and will be advancing to the international round at Washington, D.C. in mid-April. Into its 58th year, the Jessup Moot is the world's largest and most prestigious public international law moot competition. While competition is stiff, Singapore currently has one of the best track records at the International Rounds, having been World Champion four times and Runner-Up nine times. SMU has also won the national round four times in the past five years of participation, and reached the final of the international round in 2013 and 2014.

➔ KUDOS TO SMU MOOTERS

Although the SMU School of Law was only established in 2007, its mootng teams have brought glory to the University and put Singapore on the world map. Some achievements are:

- Reaching **38 international championship finals** and emerging champions in 19 of them
- Holding the **world record of having the most number of international moot final appearances in a single season** – nine in Academic Year 2015/2016
- Being the **first university in the history of international moots to have successfully defended a title won in a major international moot** – by winning the International Criminal Court Moot in The Hague in both 2015 and 2016

ON A ROLL SMU students clinch awards at various international competitions



➔ WINNING IS SERIOUS BUSINESS

Students from SMU Lee Kong Chian School of Business also did the University proud in the international arena. The school's business case club, Team Cognitare, emerged the first runner-up in **Heavener International Case Competition 2017**. Held in Florida from 5 to 11 February, it saw SMU undergraduates pitting their analytical skills against 19 other teams from schools such as the University of California, Berkeley, and The University of New South Wales. SMU was represented by Ian Chua Yong Kwang, Ho Bang Ying, Raghendra Narang and Tan Jing Han.

The students had to develop two sets of recommendations and present them to top executives of the US corporations featured in the cases. Teams were given 30 hours to design strategies for rail-freight solutions provider CSX Transportation. They also had to brainstorm for solutions to human resource issues faced by aerospace juggernaut Northrop Grumman in six hours.

Despite the tight timelines, the SMU team displayed excellent analytical skills. They also showed exemplary teamwork and gave a professional presentation, which earned them praises from the panel of eight judges, made up of CSX C-suite executives and industry experts.

Another big win for SMU was at the **National Human Resources (HR) Case Competition 2017**. Bagging the first prize was Team Skunkworks, comprising undergraduates Chelsea Kwan Hong Tian, Tan Choon Kiat David, Quek Yee Ling and Wang Qiwei Darryl. The third prize was awarded to their schoolmates from Team The Home Run; Chua Chui Ling, Grace, Yu Xiao Xiang Myo, Louis Reinaldo Raharja Hadiatmajaya and Jermaine Lim Pin Xiu. Both teams had competed against NUS, National Technological University (NTU) and UniSim at the finals on 11 March. The case was on enhancing Changi General Hospital's work-life programmes, amid rising patient expectations and a tight labour market. Teams also had to recommend useful HR practices for the future.

The competition was sponsored by the Singapore Ministry of Manpower and organised by the Human Resource Consulting Club of NTU. Judges included Ms Low Peck Kem, Chief HR Officer of the Public Service Division, Prime Minister's Office.

From left: Cognitare represented the University at the Heavener International Case Competition; Team Home Run at the National HR Case Competition.

The Institute for Societal Leadership (ISL) was officially launched by DPM Tharman Shanmugaratnam (centre), with (left to right) SMU President Prof Arnoud De Meyer, SMU Chairman Mr Ho Kwon Ping, ISL Advisory Board Chairman Mr Ratan Tata, and ISL Executive Director Mr Martin Tan. They autographed mosaic tiles fitted together, signifying the collaboration of multi-stakeholders across sectors and the strengths and hopes of current and emergent societal leaders pieced together as one.

The Institute for Societal Leadership (ISL) under SMU was officially launched by Guest of Honour Deputy Prime Minister and Coordinating Minister for Economic and Social Policies of Singapore, Mr Tharman Shanmugaratnam, during the Societal Leadership Summit on 7 November 2016. DPM Tharman also delivered a keynote address on societal leadership.

ISL is the first and only institution in Asia that focuses on societal leadership. Anchored on SMU's foundation of academic rigour, the institute aims to achieve a greater applied understanding of societal leadership in Southeast Asia and beyond. ISL seeks to be a thought leader in societal leadership, providing a convening and collaborative platform for societal leaders, and is a capacity-builder to inspire and develop current and emerging societal leaders.

"SUSTAINABILITY — IN FOR THE LONG HAUL"

The Institute for Societal Leadership officially launched by Singapore Deputy Prime Minister Mr Tharman Shanmugaratnam at Societal Leadership Summit 2016

SMU President Professor Arnoud De Meyer said in the opening address, "Creating societal impact has always been at the core of what SMU stands for. With the ISL's launch, we take the next step in our journey of being a socially-responsible university, advancing societal leadership and building thought leadership and practices that help the future of our community, country and beyond. The role we play as an academic institution is critical in advancing the understanding of societal leadership."

ISL will focus on creating knowledge, convening societal leaders, curating leadership lessons, catalysing change and communicating good. It has rolled out several initiatives on various platforms to achieve a greater applied understanding of societal leadership — the Societal Leadership Summit, Catalyst Asia, Digital Narratives of Asia, Southeast Asian Global Undergraduate Leaders' Programme (SEAGULL), Service For Asia Fellowship Programme, Applied Research, Country Insights Labs, Catalyst Conversations and Partner Programmes.

The Societal Leadership Summit, ISL's annual flagship event, is aimed at generating deeper conversations to catalyse the growth of societal leadership. Last year's summit, which was held with the launch of the institute, featured over 10 influential speakers who shared key insights on the social impact landscape across Southeast Asia. The two-day summit discussed pressing issues affecting long-term sustainability for social impact organisations in Southeast Asia. Discussion topics included Being Financially Viable — Rethinking the Business Model; Talent Management — Retaining and Attracting Good Staff; Burnout — Need for Self-care; and Succession Planning.

DPM Tharman Shanmugaratnam interacting with graduates of ISL's SEAGULL and Service For Asia Fellowship programmes, during the viewing of the exhibition featuring ISL's programmes and highlights.



ISL Executive Director Mr Martin Tan, in his welcome address, said that the ISL is the first and only institute in Asia that focuses on societal leadership.



→ LEADING THE WAY FORWARD

THE INSTITUTE FOR SOCIETAL LEADERSHIP

In an increasingly complex world, we need a distinct type of leadership to tackle new societal challenges — one that weighs the betterment of society above all else. It is called Societal Leadership. ISL's objective is to achieve a greater applied understanding of societal leadership while creating channels and programmes to amplify this understanding.

CATALYST ASIA

Catalyst Asia is an online content platform and twice-yearly publication that presents a collection of stories on the good that societal leaders and social impact organisations do in Southeast Asia. Each issue contains a selection of feature stories, interview articles and opinion pieces about how changemakers work for the betterment of society. It is hoped that this resource will stimulate interest, encourage participation and catalyse new ideas for the betterment of society among readers.

DIGITAL NARRATIVES OF ASIA (DNA)

DNA is an online repository of interviews with distinguished societal leaders who have shaped or contributed to Asia's collective history. These highly-respected leaders from the government, corporate, media, arts and social spheres share insights on their journeys — their challenges, motivations and reflections on key decisions, effective leadership styles and traits.

SOCIETAL LEADERSHIP SUMMIT

The annual gathering for societal leaders in Southeast Asia, the summit is a platform for engaging discussions on pressing issues faced by changemakers in the region. It aims to raise deeper questions, facilitate meaningful sharing, and generate fresh perspectives on how to tackle issues faced in the social impact sector.

SOUTHEAST ASIA GLOBAL UNDERGRADUATE LEADERS' PROGRAMME (SEAGULL)

SEAGULL is a training programme designed for undergraduate leaders in Southeast Asia. The seven-month programme strengthens their critical thinking and problem-solving skills by putting them through Design Thinking, and offers networking opportunities with peers in the region. Through such interactions, participants get to expand their thinking about society and gather insights to help them shape their role in creating responsible, sustainable and meaningful change.

APPLIED RESEARCH

ISL aims to advance the understanding of helping others do good better by engaging in applied research that focuses on four main themes:

- ▶ Understanding the contextual antecedents of societal leadership; how a societal leader comes to being, why and how does he/she want to do good and contribute to society?
- ▶ Studying the roles and organisational models of social impact organisations; how do social impact organisations influence the development and maintenance of societal leadership?
- ▶ Investigating the future trends of societal leadership and management.
- ▶ Examining mindfulness, emotional regulation and wellbeing issues of societal leaders.

COUNTRY INSIGHTS LABS (CIL)

CIL seeks to uncover issues facing societal leaders in a given country and pinpoints the underlying causes behind issues within the local context. Findings are gathered through interviews and roundtable discussions involving social impact organisations and individuals who are deemed exceptional leaders in their societies. Since 2014, ISL has published CIL reports from 11 Southeast Asian cities.

IN-MARKET PROGRAMME

Each In-Market Programme is designed with a local partner based on the needs of each country or city. Taking the societal leadership programmes directly to leaders in their home country is an affordable way of helping to build the capacity of leaders and participating social impact organisations in the region.

SERVICE FOR ASIA (SFA)

SFA is an 18-month fellowship programme designed for Southeast Asian professionals. Participants will undergo a 12-month deployment to a social impact organisation in Southeast Asia and complete the fellowship programme with a Master of Tri-Sector Collaboration offered by SMU. SFA Fellows will explore an issue of interest arising from their deployment and be given the opportunity to design and implement a capstone project to benefit their deployment organisations. SFA Fellows will also get to engage with leaders in academia, business, social impact organisations and government in Asia.

TECH TALK

Given its huge potential, financial technology — or Fintech — is increasingly becoming a buzzword in the banking sector. To address and discuss the challenges, possibilities and implications in this area, SMU's Master of IT in Business programme (MITB) and United States Embassy Singapore co-organised the SMU MITB — U.S. Fintech Solutions Showcase Conference on 15 November 2016. In his Welcome Remarks at the event, which took place at the Ngee Ann Kongsi Auditorium, then-US Ambassador to Singapore the Honorable Kirk Wagar said, "Programmes like this are a perfect demonstration of the strong ties and continued collaboration between USA and Singapore, as we continue to celebrate the 50th anniversary of our diplomatic ties and the 180th anniversary of the first Consul-General to Singapore."

Mr Wagar highlighted the importance of financial inclusion, saying that "In ASEAN, only 50% of adults have bank accounts, only 29% of people receive their salary in the form of cheque or direct deposit, 30% of adults have debit cards, only 9% has a credit card. [With financial inclusion] we can help families save money, work their way out of poverty, and streamline basic government services."

Speaking on "Global FinTech Trends... A Banking Perspective", Mr Sanjeev Mehra, MD and Head of Global Product Development

A Fintech showcase and conference organised by the School of Information Systems (SIS) cast a spotlight on this growing sector

for Global Consumer Technology at Citibank, said that despite the threat of disruption from Fintech, he sees big opportunities for incumbents like Citibank, as they have established brands and the trust of regulators and customers. They also possess institutional knowledge of markets/products/processes, and have the ability to use technology for disruption.

To stay relevant to their customers, Mr Mehra suggested four levers for banks to be able to disrupt:

- ▶ **Culture & Talent**, which includes fostering a culture of 'Intrapreneurship' and establishing competitive centres of innovation
- ▶ **Open Up** and be part of the Fintech ecosystem
- ▶ **Perceptual Scale**, which includes setting up channels and touch points, digital and otherwise, at strategic locations to create a larger perceived presence
- ▶ **Simplified Technology Framework**.

In his speech on "Successful Go to Market Strategy: From Local to Global", Mr Greg Vandief, MD, Global Investments, Wesley Clover International said companies should think of the global market as the domestic market from Day One. To achieve success, Mr Vandief advised that companies should be incubated and mentored by long-term investors, and to look for incubators/angel investors with global presence and large networks of startups and client base. The conference also featured presentations by Mr Peter Fowler, Regional IP Attaché, United States Patent & Trademark Office at the American Embassy in Bangkok, Thailand on "Protecting your IP in the Fintech Industry"; and Mr Kevin Johnson, Senior Vice President of Economic Development, Invest Atlanta, who shared about the role of cities in promoting

FACT

In 2014, the Fintech investment in the Asia-Pacific region was about **US\$800 MILLION** which grew to **US\$4.3 BILLION** by the end of 2015

FORGING AHEAD IN FINTECH

To commence in August 2017, SIS's new Master of IT in Business (MITB) Financial Technology (FinTech) programme is the first of its kind to blend traditional and emerging disruptive financial technology together with business knowledge and innovation. Students will gain skills and knowledge in areas such as Digital Banking & Fintech, Assets Management & Digital Advisory, as well as Big Data Analytics in Financial Services.

Associate Professor of Information Systems Michelle Cheong, Associate Dean of SMU SIS Postgraduate Professional Education, believes that the new track will strengthen SMU's position as a leader in the FinTech ecosystem. "The postgraduate degree offers unrivalled knowledge, combining the best of technology and business, for IT and financial services professionals and entrepreneurs to stay at the forefront of disruptions today and tomorrow," she said. "It will also bolster their career options and prospects."

Students in the programme will:

- ▶ **LEARN** from industry experts and SIS faculty, who design and deliver the curriculum
- ▶ **BENEFIT** from each course's hands-on component, which uses leading industry tools like Oracle Flexcube and introduces new technologies like Ethereum
- ▶ **UNDERSTAND** the depth and power of analytics in banking and finance
- ▶ **BE EXPOSED** to exciting collaborations, internships and projects with several large companies, among them OCBC and UOB
- ▶ **LEVERAGE AND BE PART** of SMU's FinTech eco-system, which boasts applied and fundamental research, innovation and entrepreneurship, short professional courses and an enthusiastic FinTech student club

the Fintech industry.

In his speech at the Conference, SIS Associate Professor Paul Griffin, who is also the Assistant Director of the MITB FinTech programme, shared that there is a rapidly-growing number of new job opportunities in the sector. The programme not only includes the latest FinTech technologies but also places them alongside traditional financial technology aligned to banking domains.

The conference concluded with a showcase of their innovative financial technology solutions by leading US Fintech companies Above & Beyond, Express Wealth Group, Lillii RNB Inc, Pangea Money Transfer, Tadley Asia Limited and Wall Street Capital Partners.

PARTNERING HARVARD

SMU has also partnered HBX, Harvard Business School's digital learning initiative, to incorporate the Credential of Readiness (CORE) into its MITB programme. This makes SMU the first ASEAN educational institution to give its students access to CORE's digital courses, which are developed and taught by Harvard Business School's faculty. From January this year, some MITB students have started taking the HBX CORE programme, which comprises three courses: "Business Analytics", "Economics for Managers" and "Financial Accounting".

These courses use Harvard's signature case-based approach to learning, with an emphasis on hands-on learning. Upon completion of the programme, students earn the CORE certification from Harvard Business School and HBX. CORE is a primer on the fundamentals of business thinking, designed to prepare students for the business world, regardless of their discipline of study.

Associate Professor Paul Griffin of SMU School of Information Systems shared about the Master of IT in Business Financial Technology programme which will be launched in August 2017.



With Singapore's greying population, it is crucial to gather insights on the elderly and their concerns so that appropriate policy decisions can be formulated. With a view to achieving this, the Centre for Research on the Economics of Ageing (CREA) at SMU was officially launched on 11 November 2016 with its inaugural Conference on "Retirement Adequacy in Singapore — Early Insights from the Singapore Life Panel™". The Guest of Honour for the event was Dr Amy Khor, Senior Minister of State for the Environment & Water Resources and Health. Admission was by invitation only, with 180 participants from public and private sector agencies, as well as academic institutions.

The one-day Conference unveiled the first-of-its-kind research on ageing, based on data gathered from the Singapore Life Panel™ (SLP), a population-representative cohort of older people aged between 50 and 70 years old and their spouses, recruited in July 2015. A longitudinal study of this size and frequency is unprecedented, and more than 8,000 responses are being received every month by Internet to surveys with detailed questions about economic variables such as employment, income and expenditure, factors such as health and household structure, and also expectations and subjective wellbeing.

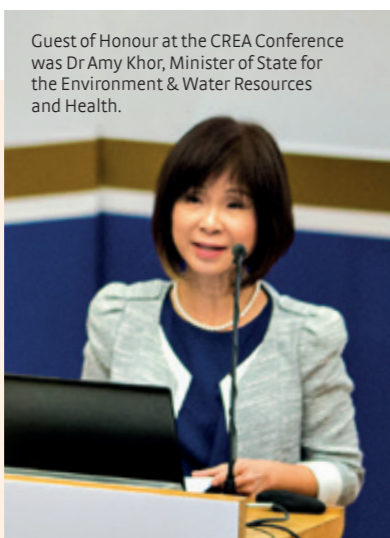
Professor Bryce Hool, Dean of SMU's School of Economics and Director of CREA, remarked: "It is no secret that Singapore has one of the fastest-ageing populations in the world. This demographic is creating new challenges for public policy — and of course for the many individuals who are concerned about their financial ability to maintain a reasonable lifestyle in retirement." According to Prof Hool, among the concerns cited by SLP members are worries about potential healthcare costs and whether they will be able to spend their golden years in their own home. "The SLP provides a window into the circumstances of Singaporeans approaching or beyond retirement," he added. "It enables us to see how changes in these circumstances affect their behaviour and this will be used for predicting their future situation and helping to inform policy." It is Prof Hool's hope that making high-quality research available to public and private sector agencies will translate into actions that will enhance the quality of life for Singaporeans.

MAPPING THE ECONOMIC LANDSCAPE OF SENIORS

A "DREAM TEAM" EFFORT

For the SLP research programme, CREA has put together an internationally-acclaimed team with a wealth of experience in the areas of health, pensions, housing, survey design, and econometric modelling and estimation:

- **Prof Rhema Vaithianathan** specialises in health economics and is experienced in using hospital data and modelling healthcare issues and predictive risk.
- Statistician **Prof Denis Leung** is an expert on survey data methodology, widely cited for his collaborative health research.
- **Prof Phang Sock Yong** is an international authority on housing issues, and her expertise is important for survey design, modelling and analysis of housing data.
- **Prof Benedict Koh** is highly-knowledgeable about Singapore's pension system and has worked on numerous pension research issues.
- **Prof Tse Yiu Kuen**, a highly-published econometrician and actuarial scientist, looks at pension instruments and risk, as well as options for monetising housing.
- Econometricians **Prof Jun Yu** and **Prof Peter Philips** provide their expertise and experience in analysing high-frequency and mixed-frequency longitudinal panel data.
- Collaborating on the study are **Prof Michael Hurd** and **Prof Susann Rohwedder**, who lead the RAND's Center for the Study of Ageing, and **Prof Olivia S. Mitchell**, who heads the Pension Research Center in the Wharton School of the University of Pennsylvania. They contribute their expertise and experience in survey methodology and empirical analysis, particularly for large-scale studies on health and retirement.



Guest of Honour at the CREA Conference was Dr Amy Khor, Minister of State for the Environment & Water Resources and Health.

KEY FINDINGS

The Conference showcased the wealth of data being obtained from the surveys, now in their 16th month, and researchers highlighted some of the early insights into the economic situation of ageing Singaporeans:

LABOUR MARKET OUTCOMES

- Significant differences in earnings and retirement behaviour by household wealth and education levels were noted.
- The median monthly labour income of workers with a post-secondary education is more than twice that of workers with only a secondary education and almost four times more than for workers with only a primary education.
- Individuals with a primary education work more frequently at older ages than individuals with a post-secondary education: among 65-69 year-olds, the percentage of individuals with a primary education who are retired is about 25 percentage points less than the percentage among those with a post-secondary education.
- About 36% of 50-59 year-old individuals expect to work full-time at age 65. However, the proportion among 65 year-olds currently working full-time is about 26%.
- The difference between employment expectation and current actual employment suggests that labour force participation among older workers will continue to increase.

ECONOMIC POSITION AND PREPARATION FOR RETIREMENT

- The income of the SLP mostly comes from work, self-employment, financial investments, CPF accounts and rent. Making up their wealth is housing, CPF accounts and investments.
- Income from work is lower among those aged 60 to 69, whereas income from CPF accounts and from financial investments is higher. Income increases sharply by education level and is much higher among married persons than singles.
- The surveys showed that marital status and education have key associations with saving. Among those with a primary or a secondary education, the average spending by single persons is greater than their average income. But for those with a post-secondary education, average spending is lower than average income.
- Married persons spend less than their average income, except for men aged 60 to 69 with only a primary education. These findings indicate an empirical basis for concern: about 60% of respondents characterised their economic preparation for retirement as fair or poor.

HOUSEHOLD SPENDING AND ITS COMPONENTS

- Spending is highest among those in their early 50s. About 20% of 50 to 70 year-old respondents report having bought things on behalf of others in the last month, highlighting the importance of intergenerational linkages in Singapore.

CREA at SMU is conducting a major longitudinal study to ascertain if Singaporeans are financially-prepared for retirement

- Older households spend about 18% of their budget on food and about 16% on transport. The share spent on food is higher at older ages while the share spent on transport is lower.
- Households where the respondent is in bad health spend less on leisure activities.
- Spending declines by about 20% in the months following unemployment, and all categories are affected including spending for healthcare.

FINANCIAL LITERACY AND PORTFOLIO COMPLEXITY

- Older Singaporeans' levels of financial literacy are comparable to those in the US. However, both fare somewhat worse than their counterparts in several European countries.
- They also found that financial literacy is positively associated with respondents having both more wealth and better-diversified portfolios. Women tend to be less-informed about stock diversification, and educated people, more financially-knowledgeable.

On other research topics, the team found:

HEALTH SHOCKS AND HOUSEHOLD EXPENDITURES FOR THE ELDERLY

It reflected potential for considerable persistence in the impact of a shock on household finances, and that this is greater for major conditions (diabetes, heart disease) and hospital services. This is of concern for Singapore with a growing elderly population at risk of chronic conditions.

HOUSING WEALTH

The SLP data confirm that a large fraction of household wealth is held in housing equity. This is especially true for households living in HDB 4-room flats or smaller. To help finance their retirement, it will be crucial that they are able to access their housing equity. Currently, few of these participate in the housing monetisation schemes (Silver Housing Bonus and Lease Buyback Scheme).

BEHAVIOURAL RISK AND CHRONIC CONDITIONS

Respondents were asked about their expectations of getting a range of conditions. Overall, respondents who are overweight report a heightened risk for a range of diseases. The exception is people with only a primary education, who seem not to expect an elevated risk of diabetes, heart disease or stroke.

SUBJECTIVE WELL-BEING

Traditionally, policymakers have gauged the well-being of the population by measuring economic indicators. However, other aspects are likely to influence their well-being such as health status, social contacts or sense of security. The SLP collects monthly data on several dimensions of subjective well-being. These include satisfaction with one's job, with one's economic situation and with health.

Ms Rosie Ching (right) received a CEEMAN Champion Award for Teaching Excellence from Ms Olga Veligurska, Director of CEEMAN (left), and Ms Danica Purg, President of CEEMAN.



Photo: CEEMAN

IN THE WINNER'S CIRCLE

School of Economics lecturer earns an international teaching award

► **MS ROSIE CHING**, Senior Lecturer of Statistics at the School of Economics, has done SMU proud by winning the CEEMAN Champion Award for Teaching Excellence in the Management Teaching category. She received the award at the 24th CEEMAN Annual Conference which took place in Estonia's Tallinn School of Economics and Business Administration from 28-30 September 2016.

CEEMAN (Central and East European Management Development Association) was established in 1993 with the aim of accelerating the growth in quality of management development in central and eastern Europe. It has since grown into a global network of management development institutions interested in quality of education and innovations in this field, as well as in the broad area of subjects related to change. It currently has more than 210 institutional and individual members from over 50 countries in Europe, North America, Latin America, Africa and Asia. Launched in 2010, the annual CEEMAN Champion Awards recognise and promote outstanding achievements of faculty, management and staff associated with CEEMAN, in the categories of teaching, research, institutional management and responsible management education.

"Winning the CEEMAN Champion Award for outstanding achievement by an individual faculty member in teaching sends such a strong message of endorsement which I feel so honoured by, that words are inadequate to fully describe my feelings," said Ms Ching. "This award has led me to tread my first steps in Europe and witness how deeply committed its institutions are in pursuing continual growth and innovation in teaching. I owe a huge 'thank you' to every teacher who has gone before me and showed me what true teaching really is."

The jury studied a "live" video of Ms Ching's class, which included a detailed description of the many original developments, games and experiments that she has initiated. All of these have a very strong relevance to the learning needs of students. Also considered were her official teaching evaluations as well as her contributions to SMU's overall vision for education and potential transferability to other CEEMAN institutions.

RECEIVED FOR THE VARIOUS CEEMAN Champion Awards

16 NOMINATIONS

13 INSTITUTIONS

11 COUNTRIES

RESEARCH FOR A SAFER (VIRTUAL) WORLD

SMU's School of Information Systems awarded two cybersecurity research projects

This January, the School of Information Systems (SIS) at SMU was awarded two cybersecurity research projects under a collaboration programme by Singapore's National Research Foundation (NRF) and Israel's Tel Aviv University's Blavatnik Interdisciplinary Cyber Research Center (TAU-ICRC). The projects were awarded based on the relevance and significance of their research areas to create impact in Singapore. SIS possesses deep research strengths in cybersecurity — particularly in the areas of Data Security & Privacy, RFID & Internet of Things Security, Mobile & Systems Security, as well as Cybersecurity Management & Policy. The School actively collaborates with private industry partners and the public sector to create novel solutions for real-world information security problems. The NRF-TAU collaboration programme was launched in May 2016 to support joint research projects through an interdisciplinary approach with an emphasis on cybersecurity for Smart Nation and Internet of Things; behavioural and social science approaches to cybersecurity; and policy and governance aspects of cybersecurity.

Researchers from SIS will work with collaborators from TAU on the following projects:

► DETERRING CYBERSECURITY THREATS THROUGH INTERNET TOPOLOGY, LAW ENFORCEMENT AND TECHNICAL MITIGATION

Led by Principal Investigator Assistant Professor Wang QiuHong from SIS, this project addresses the two key questions — how to characterise the interdependency of cyber-attacks; and how to achieve a balance between openness and security when implementing international enforcement actions and sharing information to counter cyber-attacks.

The research team will model how cyber-attacks across regions are interdependent by linking them back to the underlying Internet topology. They will also quantify the relative effectiveness of domestic laws as compared to international legislation in deterring cyber-attacks, and evaluate how the extent of information shared by cybersecurity emergency response agencies alleviates cybersecurity threats.

Professor Robert Deng and Assistant Professor Tang Qian from SIS, as well as Professor Yuval Shavitt and Mr Lior Tabansky from TAU, will also be involved in this project. "The intensely interconnected infrastructure and proximity of components have resulted in the interdependency of cybersecurity risks between countries," said Asst Prof Wang. "As international collaboration in technical and legal strategies is central to efforts to tackle globalised cybersecurity threats, this project will add to the knowledge base on cybersecurity interdependency, and the policy analytics about the legal measures and technology mitigations against cyber-attacks."



Above Associate Prof David Lo's research project seeks to protect the safety and privacy of mobile app users.

Right The research team led by Assistant Prof Wang QiuHong will model how cyber-attacks across regions are interdependent by linking them back to the underlying Internet topology.



► SAFETY AND PRIVACY OF SMART CITY MOBILE APPLICATIONS THROUGH MODEL INFERENCE

Led by Principal Investigator Associate Professor David Lo from SIS, this project aims to protect the safety and privacy of people who use mobile applications to access smart city services. It will design a system that detects anomalous and potentially harmful behaviours in apps and create suitable alerts. By creating a model that captures the characteristics of an app's normal behaviour, it can help to detect violations during runtime, summarise the risk in an informative manner, and give users the opportunity to disallow or approve detected anomalies. There will also be user interaction models for different users, such as power users, seniors and children.

Associate Professor Gao Debin from SIS, as well as senior lecturers Dr Shahar Maoz, Dr Eran Toch and Dr Eran Tromer from TAU will also be involved in this project. "Securing mobile applications is crucial especially in the era of smart cities and Internet of Things," said Assoc Prof Lo. "This project addresses the need to empower users of various demographics to better protect themselves against cyber-attackers and secure their private data and information."



The recipients and nominees of the Teaching Excellence Awards 2016 with SMU's senior management team.

A SALUTE TO EXEMPLARY EDUCATORS

The SMU Teaching Excellence Awards 2016
paid tribute to outstanding faculty members

→ 2016 WINNERS

THE UNIVERSITY EXTENDS ITS HEARTIEST CONGRATULATIONS TO ALL NOMINEES AND RECIPIENTS FOR THEIR EXEMPLARY CONTRIBUTIONS AND ACHIEVEMENTS!



Excellent Teacher Award (Undergraduate)
Rosie Ching Ju Mae, Senior Lecturer of Statistics, School of Economics (SoE), for effectively using interactive experiments, games, videos, current affairs and history to demystify statistics, engage students and deepen their learning. She contributes to learning through sharing at faculty events, mentoring students and by collaborating with peers on research.
The other nominees: Ang Ser Keng, Senior Lecturer of Finance, Lee Kong Chian School of Business (LKCSB) / Roger Loh, Associate Professor of Finance, LKCSB / Pearl Tan, Associate Professor of Accounting, School of Accountancy (SoA) / Kyriakos Mouratidis, Associate Professor of Information Systems, School of Information Systems (SIS) / Locknie Hsu, Professor of Law, School of Law (SoL) / Ijlal Naqvi, Assistant Professor of Sociology, School of Social Sciences (SoSS).



Innovative Teacher Award (Undergraduate)
Christie Napa Scollon, Associate Professor of Psychology, SoSS, for uniting science, society and education to transform students' learning and cultivating their creativity.
The other nominees: Geng Xuesong, Assistant Professor of Strategic Management, LKCSB / Rani Tan, Senior Lecturer of Organisational Behaviour and Human Resources, LKCSB / Gary Pan, Associate Professor of Accounting, SoA / Swapna Gottipati, Assistant Professor of Information Systems, SIS / Goh Yi Han, Associate Professor of Law, SoL.



Most Promising Teacher Award (Undergraduate)
Jacob Isaac Ricks, Assistant Professor of Political Science, SoSS, for developing students' writing and research skills through response papers and research proposals.
The other nominees: Buket Avci, Assistant Professor of Operations Management, LKCSB / Helen Zhou, Assistant Professor of Operations Management LKCSB / Sterling Huang, Associate Professor of Accounting, SoA.



Outstanding Adjunct Award (Undergraduate)
Wong Yuet Nan, Adjunct for Information Systems, SIS, for cultivating students' creativity, resilience and reflection, and preparing them for the real world via hands-on learning and problem-solving.
The other nominees: Sumathi Krishna, Adjunct for Corporate Communications, LKCSB / Judy Tan, Adjunct for Strategy and Organisation, LKCSB / Ang Wei Ling, Adjunct for Statistics, SoE / Tamera Ann Fillingier, Adjunct for Law, SoL / Sharon Koh, Adjunct for Psychology, SoSS / Jasmine E. Ta, Teaching Consultant, Centre for English Communication.



Teaching Excellence in Postgraduate Professional Programmes Award
Mark Chong, Associate Professor of Corporate Communication, Academic Director, MSc in Communication Management, LKCSB, for being forthcoming with feedback and in engaging his students.
The other nominees: Alan Megargel, Senior Lecturer, SIS / Aurobindo Ghosh, Assistant Professor of Finance, LKCSB / Cheng Nam Sang, Associate Professor, SoA / Tee Chyng Wen, Assistant Professor, Quantitative Finance, LKCSB.

LAYING THE PATH FOR 'CAPITAL' GAINS

SMU is first in Asia to offer a master's degree
accredited by a renowned international HR body

→ **AT A CRITICAL TIME** in the evolution of the Human Resource (HR) profession, SMU has entered into a new academic partnership with leading international organisations with the aim of advancing the profession and developing talents and future-oriented leaders in the sector.

With SMU's Master of Human Capital Leadership (MHCL) programme, SMU has become the first university in Asia to offer a master's degree accredited by the Chartered Institute of Personnel

and Development (CIPD). SMU joins top universities such as the London School of Economics and Political Science and King's College London in delivering the CIPD's premier-level qualifications.

The CIPD is a professional body for HR and people development. Founded more than 100 years ago, it is an independent non-profit body, and serves as the voice

(Left to right) SMU's Prof Richard Smith and Prof Gerry George received the CIPD Level 7 Centre Status award on behalf of SMU from Mr Peter Cheese, CEO of CIPD, in the presence of Ms Wong Su-Yen, CEO of HCL.

of a global community of over 140,000 members committed to championing better work and working lives.

The MHCL programme has been designed in partnership with the CIPD, the Human Capital Leadership Institute (HCL), and the Wharton Centre for Human Resources (USA), resulting in a programme that provides unparalleled professional qualifications, business acumen and academic knowledge. SMU MHCL graduates will earn both a master's degree as well as the top-level CIPD Level 7 Advanced Qualifications Diploma. The latter is the most sought-after globally-recognised professional qualification in human capital leadership. The SMU-CIPD partnership will also facilitate the offering of new continuing education courses in HR management.

Professor Gerry George, Dean

of SMU Lee Kong Chian School of Business (LKCSB) said the partnership was "a recognition of SMU's business education excellence. This leading-edge programme — which blends the best industry knowledge drawn from our strong partners — has set a new, industry benchmark." He emphasised that the MHCL programme, together with upcoming continuing education courses, will offer distinct advantages for HR leaders and organisations seeking innovation and business results through human capital leadership. "We are also honoured to earn another major global accolade — being Asia's first university accredited by the CIPD adds to SMU's distinction of being one of the few institutions to be recognised by top accreditation bodies worldwide, including AACSB and EQUIS," he added.

LEVELLING UP IN HUMAN CAPITAL LEADERSHIP

In conjunction with the award ceremony where SMU was bestowed the status of Level 7 Centre by the CIPD, SMU also hosted a seminar event entitled "The HR Profession — A Global Perspective" jointly held with CIPD and HCL on 3 November 2016. A 100-strong audience of HR professionals, business leaders, academics and students was engaged on the topic of the impact of the partnership and of globalisation on HR strategies. They heard from a panel of international thought leaders, comprising Mr Peter Cheese, CEO of CIPD (London); Ms Wong Su-Yen, CEO of HCL; Prof Gerry George, Dean of SMU LKCSB; and Prof Richard Smith, SMU Associate Dean (General Management Programmes), and Academic Director of MHCL.

PAYING THE WAY FOR SUSTAINABLE DEVELOPMENT

→ STRAIGHT TALK

The event's panel discussion explored whether, why and how to foster cross-sector collaboration in the public interest in support of sustainable finance. Key issues addressed included:

► A discussion of the ways in which sustainable finance may be advanced through direct market leadership or unilateral national policy and regulatory action; whether a 'green' finance agenda, and/or a green focus provide a market edge; and for market actors to note at what stage, and why, collaboration between state and market might be required.

► Whether today's national collaboration and international/regional co-operation to advance sustainable finance is working to overcome bureaucratic silos and foster effective action, and what more action is needed.

► What Singapore's role in international cooperation around sustainable finance was, and how it could best advance nationally and regionally through public-private collaboration.

SMU's MTSC programme led the University's efforts in joining hands with leaders across government, businesses and civil society organisations for the launch event's cross-disciplinary dialogues on the global issue of advancing sustainable finance. The MTSC is a groundbreaking programme at SMU SoSS that delivers insights and skills needed for the tri-sector partnerships that Asia requires in addressing 'wicked' complex global challenges.

When it comes to sustainable development, dedication, collaboration and a noble vision alone are not enough to see through large-scale initiatives. Sustainable financial investment also makes a crucial difference. Recognising this, SMU, United Nations Environment (UNEP) and the Singapore Institute of International Affairs (SIIA) co-sponsored a public event themed 'Singapore, Green Finance and the Collaborative Challenge' on 10 January 2017 at SMU. The event offered insights on the nexus between sustainable finance and collaborative action, with the broader objective of delivering Sustainable Development Goals.

Over 200 participants from the government, business and non-profit sectors heard an overview of developments and core findings in green finance in the second edition of UNEP's global report *The Financial System We Need: Momentum to Transformation* and G20 plans, presented by Professor Simon Zadek, DSM Senior Fellow in Partnership & Sustainability, School of Social Sciences (SoSS), SMU.

The ensuing panel discussion brought together key senior stakeholders in the growing dialogue on sustainable global finance: Mr Piyush Gupta, CEO, DBS Bank; Dr Mohammed Omran, Executive Chairman of the Egyptian Exchange, Chairman of the Federation Euro-Asian Stock Exchanges, and Professor

SMU, UNEP and SIIA jointly host
'Singapore, Green Finance and the Collaborative Challenge'

of Finance at the Arab Academy for Science and Technology; Ms Nuru Mugambi, Director of Communications and Public Affairs, Kenya Bankers Association; and Prof Zadek. The panel discussion was moderated by Professor Ann Florini, Academic Director of the SMU Master of Tri-Sector Collaboration (MTSC) and Professor of Public Policy, SMU. Professor James Tang, Dean, SoSS, opened the event and workshops with UNEP and German G20 Presidency representatives. The closing remarks at the public event were shared by Ms Chen Chen Lee, Director, Policy Programmes, SIIA.

SIIA has been convening leading thinkers, corporates and experts to discuss the latest developments on sustainable finance through the Singapore Dialogue on Sustainable

World Resources (SDSWR). SIIA regularly engages a vast network of policymakers and financial players, which help to raise awareness on these issues.

The public event drew in part from a concurrent workshop on GreenInvest — an initiative supported by Germany in its G20 Presidency, to provide a voice for non-G20 developing countries in the green finance debates. The workshop, co-hosted by SMU, convened participants from some 25 developing countries for a first consultation across two days of workshops on 9 and 10 January. The attendees included senior executives and officials from central banks, stock exchanges, banking and other business associations, and finance ministries.



Above right to left: The event's panellists included Mr Piyush Gupta, CEO, DBS Bank; Dr Mohammed Omran, Executive Chairman of the Egyptian Exchange, Chairman of the Federation Euro-Asian Stock Exchanges (FEAS), and Professor of Finance at the Arab Academy for Science and Technology; Ms Nuru Mugambi, Director of Communications and Public Affairs, Kenya Bankers Association; and Prof Simon Zadek, DSM Senior Fellow in Partnership & Sustainability, SoSS, SMU. It was moderated by Prof Ann Florini, Academic Director, MTSC, and Professor of Public Policy, SoSS, SMU.



Prof James Tang (right), Dean, SoSS, SMU, opened the event and workshops with UNEP and German G20 Presidency representatives.



The closing remarks at the public event were shared by Ms Chen Chen Lee, Director, Policy Programmes, SIIA.



Above Participants at the GreenInvest launch held at SMU.



Left: Prof Zadek sharing an overview of developments and core findings in green finance.



Assistant Prof Tan Kar Way received the Special Mention award for producing a maritime energy evaluation framework to assess energy sustainability efforts in maritime terminal operations. Presenting the award to Assistant Prof Tan was Mr Teo Siong Seng of Singapore Maritime Institute at the SMI Forum.

SIS DON WINS AWARD FOR RESEARCH INTO MARITIME ENERGY EVALUATION

➤ **RESEARCH BY** Assistant Professor Tan Kar Way from SMU's School of Information Systems (SIS) and her colleagues at DHL-SMU Green Transformation Lab (GTL) on energy sustainability efforts in maritime terminal operations has earned a Special Mention Award by the Singapore Maritime Institute (SMI).

Assistant Prof Tan received the award from Mr Teo Siong Seng, Chairman of the SMI Board and Governing Council, at the Singapore Maritime Institute Forum on 10 October 2016. The Forum is a major annual event for SMI to share and discuss important issues that impact the maritime industry.

Titled *A Framework for Evaluating Energy Sustainability Efforts in Maritime Terminal Operations: A Study with Singapore and Selected International Ports*, Assistant Prof Tan's research was voted the top policy research project at the SMI Research Showcase, which was held in April 2016 to raise the profile and awareness of maritime and offshore R&D activities and to recognise research excellence.

As Singapore moves towards developing a Clean and Green Port of the future, the Maritime and Port Authority of Singapore and GTL conducted a joint research on the latest developments and sustainability initiatives at the world's leading ports which focused on energy management on the land-side terminal operations.

Port regulators and operators of leading ports around the world are increasingly paying attention to issues such as environmental sustainability, energy consumption, air quality

in the port areas, emissions of greenhouse gases associated with operations, and sources of clean energy. The research by Assistant Prof Tan and her team produced an evaluation framework, which defined the key parameters to be used to capture energy sustainability efforts based on processes at the terminals.

Assistant Prof Tan said, "We are pleased to have won recognition for this study which will help Singapore formulate policies for its Next Generation Port 2030. The framework aims to cover transparency measurements, best practices, technologies and policies that allow business units at terminal operators to be accountable for their energy consumption. With this approach, guidelines, policies and targets can be set to help Singapore's maritime operations move towards sustainable growth."

Assistant Prof Tan and her team visited and worked with a local container port operator, bulk port operator, cruise terminal and a private oil terminal. They also spoke with the Port of Rotterdam Authority and Port of Antwerp Authority and solicited their feedback on the framework. Publicly-available sources and scholarly papers on many of the world's top ports were collated by the team to study their sustainability efforts, including Antwerp, Rotterdam, Los Angeles/Long Beach, Gothenburg, Hamburg, Yokohama, San Diego, Miami, Hong Kong and Shanghai. Two detailed case studies on Massvlakte 2 APM Terminal at Port of Rotterdam and Middle Harbor at Port of Long Beach were studied and presented in the research study.

Photo: SMI

A WHOLE NEW (TECH) WORLD

A new undergraduate curriculum at SMU's School of Information Systems is just around the corner

Demand for infocomm professionals in Singapore is outpacing supply, with 30,000 new infocomm jobs expected by 2020. Globally, the demand for IT talent is also rising. To fill this need, SMU's School of Information Systems (SIS) will roll out a revised curriculum from August 2017 which emphasises creating innovative computing and information solutions for business and society. The revised curriculum is structured thus:

YEARS 1 AND 2

➤ The focus will be on creating business and social value by developing IT solutions using innovative methods and emerging technologies. New courses such as Information Systems and Innovations, and Business Process Analysis and Solutioning will prepare SIS graduates to translate consumer, enterprise, government and social requirements into innovative IT-enabled solutions.

YEARS 3 AND 4

➤ Building on the skills and knowledge they acquired in the first two years, students will focus on deepening their Consultant & Business Analyst and/or Advanced Technical knowledge.

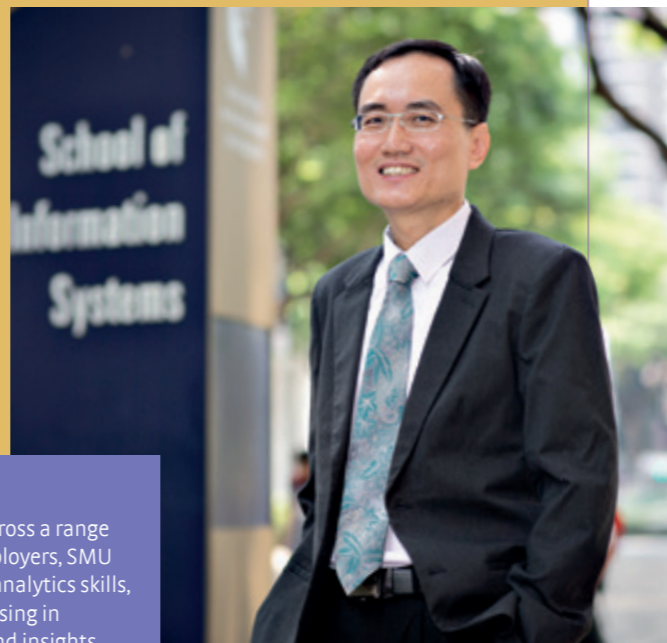
- **Consultant & Business Analyst Tracks** — Financial Technology, Business Analytics, Digital Business Solutioning
- **Advanced Technical Tracks** — Cybersecurity, Application Development, Cognitive Systems

Greater flexibility is incorporated into the curriculum. Students opting for depth can choose two tracks from within one category; those yearning for breadth can choose one track from either category, along with a second major from any of the other five schools at SMU.

Through this enhanced curriculum, students will be better-prepared for the future. "The changes to the BSc (Information Systems) curriculum will produce such industry-ready, innovation-enabled, solution architects," said Professor Pang Hwee Hwa, Dean of SIS. "They will be trained to use emerging technologies for developing end-to-end solutions required by businesses and society."

BOLSTERING DATA LITERACY

Responding to the key role that analytics will play across a range of sectors and anticipating strong demand from employers, SMU is enhancing its undergraduate offerings to include analytics skills, as well as provide opportunities for students specialising in various disciplines to acquire analytics knowledge and insights. In August 2016, the School of Accountancy launched its fourth accounting track in Data Analytics. The Lee Kong Chian School of Business will offer specialisations in Analytics, applied specifically to Finance, Operations Management and Marketing sectors from Academic Year 2017 onwards.



Prof Pang Hwee Hwa, Dean of SIS, said the changes to the BSc (Information Systems) curriculum will produce industry-ready, innovation-enabled, solution architects.



The launch ceremony of the Deloitte-SMU BFI case study titled 'Paving the Way for a New Generation' — A case study of KBZ Family, held in Myanmar on 23 Nov 2016.

STRATEGIES FOR SUCCESS

Deloitte partners SMU's Business Families Institute in a joint Case Study Programme that focuses on business families in Southeast Asia

The achievements of, and challenges faced by, Asian business families present an exciting field of study and offer numerous possibilities. As part of a three-year Business Family Research Programme made possible by a research grant from Deloitte Southeast Asia (Deloitte) to SMU's Business Families Institute (BFI) in 2014, both partners revealed, in November 2016, the outcome of the *Case Study Programme*, which deepens the insights into this region's business families. They kicked-off the Initiative with a case study on the KBZ Group of Companies, a business family from Myanmar. Titled *'Paving the Way for a New Generation' — A case study of KBZ Family*, it was launched in Myanmar on 23 November.

The launch took place before an audience comprising local business family members, as well as participants from Singapore who were in Myanmar between 20 and 23 November for a BFI Learning Journey study trip, which enabled exchanges with local business families to better understand the culture and opportunities available.

EVOLVING WITH THE TIMES

Established by U Aung Ko Win in 1994, the KBZ Group is one of the family firms in the country that is integrating global economic concepts to address regional needs. The Group has expanded in tandem with Myanmar's economic transition, with its business growing from trading, banking and mining, to a diverse range of sectors including aviation, insurance, manufacturing, agriculture, real estate, healthcare, infrastructural development, transportation, tourism and hospitality.

In highlighting the key factors behind the KBZ Group's success, the case study highlighted that the family had started planning for succession early and the next

generation has been gradually taking over leadership roles. The Group is also giving back to the community, setting an example for other Myanmar firms. Going forward, the KBZ Group intends to continue to play a key supporting role in the country's future. A focus of the Group is to help nurture Myanmar's entrepreneurs through investments, incubation and mentorship programmes. This will put the Group in good stead to grow locally and regionally.

ON THE CASE

Professor Annie Koh, SMU's Vice President for Business Development, and Academic Director of BFI, said that the case study initiative serves a number of purposes. "BFI was set up with the vision of facilitating knowledge-sharing among families and supporting their learning and development, in order to build family and business sustainability. These case studies, together with past research done by our Institute, will augment our knowledge resource and masterclass teaching materials," she said. "In this respect, we are very grateful that the KBZ Group is sharing their story. Although the Group is at a much earlier stage of growth compared to many family businesses in Southeast Asia, it nevertheless which presented us with many insightful and exemplary learning points that business families in the region can learn from."

Mr Tam Chee Chong, Leader of Deloitte Private in Southeast Asia, shared, "We see a lot of opportunity in the private client business in the region and family businesses contribute an integral role to the economy and community of their respective countries and beyond."

This was the first of four case studies to be undertaken. BFI and Deloitte will develop three more case studies of business families in Singapore, Indonesia and the Philippines in 2017.

CAUSE FOR DOUBLE HAPPINESS

1ST IN ASIA IN BYU RESEARCH RANKINGS

With the release of the latest Brigham Young University (BYU) Accounting Research Rankings 2016 in February 2017, SMU's School of Accountancy (SoA) has cemented its place in the top tier of institutions that specialise in this area. SoA is now ranked first in Asia and third in the world for both Archival Research (All Topics) and Archival Research (Financial). It also ranks first in Asia for All Areas, All Disciplines, placing it in the league of the top American universities and ahead of Hong Kong University of Science and Technology and London Business School.

	2016		2015		2014	
SMU'S RANK	Global	Asia	Global	Asia	Global	Asia
All areas, all disciplines	15	1	22	1	24	2
Archival (all topics)	3	1	6	1	8	1
Archival (financial)	3	1	5	2	7	1 (tie with HKUST)

The acclaimed BYU Rankings are based on award-winning research and rankings are based on classifications of peer-reviewed articles in 12 accounting journals since 1990, which in turn determines university ranking based on authors' affiliation. Researchers at BYU measure the intellectual contribution of accounting faculty members at all institutions around the world. A high ranking signals that SMU has the highest research productivity as compared to other peer schools worldwide, particularly in the fields that SoA emphasises — archival-based financial accounting research. It also signals the quality of accounting education and research in Singapore.

Under the leadership of Professor Cheng Qiang, SoA's rankings have been strong. "Despite being a young university, the rankings signify the high standards of accounting research and education at SMU," said Prof Cheng. "This achievement could not have been without the dedicated efforts of the SoA faculty members who are thoroughly committed to conducting research of the highest quality and constantly publishing their work in the best accounting journals. I would also like to thank the university leaders for their strong support in our research."

In 2016 alone, the SoA faculty published 13 articles in the top five journals (*Contemporary Accounting Research*; *Journal of Accounting and Economics*; *Journal of Accounting Research*; *Review of Accounting Studies* and *The Accounting Review*), a rare feat for any school.

* Source: BYU Accounting Research Rankings <http://www.byuaccounting.net/rankings/univrank/rankings.php>

3RD IN ASIA IN UT DALLAS TOP 100 BUSINESS SCHOOL RESEARCH RANKINGS

SMU has achieved a significant rise in the latest UT Dallas (UTD) Top 100 Business School Research Rankings, based on the research contributions for the period 2012-2016. The UTD research rankings compiles a database that ranks various business schools by their research output in 24 leading scientific and academic journals.

SMU is currently ranked:

40TH WORLDWIDE

ahead of Yale University – School of Management (46th), Boston University – Questrom School of Business (50th), University of Cambridge – Judge Business School (69th)

3RD IN ASIA

behind Hong Kong University of Science and Technology – Business School (26th worldwide) and City University of Hong Kong – College of Business (28th worldwide)

On LKCSB's high standing in the UT Dallas Top 100 Business School Research Rankings, Professor Gerry George, Dean of LKCSB, said, "The UT Dallas Research Rankings, undoubtedly the gold standard in business research rankings, informs the strength and productivity of a business school's research in top business journals. Despite SMU's relatively small faculty size, we are placed 3rd position in Asia and 1st in Singapore — this is an outstanding achievement, and is testimony to our strong commitment towards research excellence. I would like to congratulate our faculty members for their collective efforts and remarkable success."

SMU'S PAST RESULTS

2008-2012	2009-2013	2010-2014	2011-2015
54 th worldwide 3 rd in Asia	52 th worldwide 4 th in Asia	58 th worldwide 4 th in Asia	49 th worldwide 4 th in Asia



SMU President Prof Arnoud De Meyer (right) receiving the award from President Tony Tan Keng Yam at the PVPA 2016 Awards Ceremony on 9 November 2016.

GIVING, AND GETTING BACK

SMU wins an annual award which celebrates exemplary efforts in the areas of Volunteerism and Philanthropy

new and revamped categories for the 2016 Awards, including the 'Educational Institution' category, which has been added to 'recognise the significant influence that educational institutions have in shaping formative experiences of contribution'. This is on account of the fact that 'an average youth spends 18 years or more in school and many learn to give and serve in these enabling environments.'

AN ETHICAL EDUCATIONAL EXPERIENCE

At a press conference held a day prior to the ceremony, Dr Bervyn Lee, SMU's Associate Dean of Students, expressed SMU's belief that education must go beyond academic qualifications. He emphasised that the University takes a holistic approach to education, with a philosophy that "an educated person is only an educated person if he or she uses education to make other people's lives better."

He noted that while it is a graduation requirement for students at SMU to put in at least 80 hours of community service, many go the extra mile, and on average, graduates of the past three cohorts recorded more than 140 hours each as they have come to realise the positive impact of their service, both to beneficiaries and to themselves.

Every SMU undergraduate also undertakes a course on *Ethics and Social Responsibility*, which teaches them to be sensitive to ethical issues in

societies, and imparts the basic principles of professional ethics in various academic disciplines. In recent years — which have seen a stronger emphasis being placed on the service outcomes of projects — the University also implemented a structured LifeLessons programme, where students uncover their personal values and purpose through self-directed goal-setting and reflective reviews after participating in activities.

Under the guidance of the SMU Centre for Social Responsibility (C4SR), about 5,500 undergraduates dedicated their time in 2016 to help local and overseas communities, either on their own or in groups. "We encourage students to pursue their preferred causes, and empower them to develop and grow their own projects. We want them to take ownership and be creative," said Ms Devi, who heads the Centre. "We also emphasise to students the importance of developing projects that are sustainable, that look into capacity-building, skills transfer or educational and financial empowerments. That way, their work will have a longer-term impact on beneficiaries," she added.

A TRADITION OF SERVICE

more than 2.5 MILLION
2000 ▶ 2017

Number of hours of community service rendered by SMU students

133 HOURS

The average contribution by the class of 2016 over their 4 years at SMU

In 2016

5,455

SMU students involved in community service
3,923 local + 1,532 overseas

403

Local projects done
Includes projects initiated by students or existing opportunities with community organisations

148

Overseas projects organised across 15 countries
29 projects organised for five or more consecutive years, with the longest-serving, Project Namaste, returning to Nepal for the 10th year

Photo: courtesy of Victor Chik

Photo: NIC, Lee Yong Siang

IDENTIFYING OPPORTUNITIES AND THREATS FOR THE FUTURE WORKFORCE

The Third Future Ready Forum gathered perspectives on preparing for the challenges of tomorrow

→ **A WORKFORCE** that is more connected, mobile and educated — but at the same time, one that is mature and more demanding, with a tighter labour market that faces more disruptions. This is the future job market we have to embrace. These were some of the insights that Mr Patrick Tay, Assistant Secretary-General, National Trades Union Congress (NTUC) shared with participants during the opening session of the Third Future Ready Forum, held at SMU's Mochtar Riady Auditorium on 20-21 February 2017.

This executive programme also showcased 24 SMU faculty and experts who delivered sessions that addressed organisational and executives' challenges. Designed for busy executives to personalise their learning journey with a multi-disciplinary approach, the Forum is designed like a fast-

track mini university. It allows participants to customise the programme to address work challenges and skills objectives.

In his address, Mr Tay touched on challenges affecting the workforce, from the international to the local context. He also highlighted jobs and industries under threat, and those providing opportunities. The more than 100 executives who attended this year's Forum also benefited from insights shared by speakers and at dialogue sessions on initiatives and the necessary steps to turn threats into opportunities and be more future-ready.

SMU Provost Professor Lily Kong said in her opening address that the Forum provides an opportunity for broad and in-depth practical

exploration. Participants gain knowledge from SMU and its faculty, who present some of the latest insights, management strategies and research findings in the sessions.

Dr Katharina Lange, Executive Director, SMU Executive Development, which organises the annual event, said that a digital revolution, demographic shifts and socio-economic changes are some of the key drivers of the future work landscape. As much as these trends present opportunities for businesses, they also provide challenges to the workforce.

RIGHT ON TRACK

Participants chose from the following six business theme tracks this year:

- ▶ Digitalisation of Business
- ▶ Business Strategy
- ▶ Business Innovation
- ▶ Human Capital Development
- ▶ Leadership
- ▶ Management

Each of the six tracks had three to six sessions covering topics that transcend the evolving work landscape.



From left: Dr Katharina Lange, Executive Director, SMU Executive Development; Mr Patrick Tay, Assistant Secretary-General, NTUC; Prof Lily Kong, Provost, SMU; and Prof Francis Koh, Vice Provost (Special Projects).



→ **WITH MANY** of its alumni living and working across the globe, SMU is stepping up its efforts to strengthen connections with them via a new initiative that was recently kicked off in Hong Kong. About 50 members of the SMU Hong Kong Alumni Chapter attended the inaugural session of SMU Evenings: Faculty Conversations, held at L16 Restaurant on 12 January 2017. Established in 2011, the Chapter has grown to over 100 members of various professions in sectors such as accounting, finance, hospitality, real estate and retail.

In his welcome remarks, SMU President Professor Arnoud De Meyer said he hoped that the event would evoke positive memories of engaging

Each year, SMU welcomes more than 1,200 full-time international and exchange students from around the world. Making sure that these students feel welcome and are integrated into campus life — as well as Singapore society — is a major goal of the University. SMU's efforts were recently recognised as its Host Programme for international students received the National Integration Council (NIC)'s Integration Award for Outstanding Community Integration Fund (CIF) Project.

Presented by Ms Grace Fu, Minister for Culture, Community and Youth, and NIC Chairman, at the Inaugural NIC Awards and Appreciation Dinner on 30 November 2016, the Awards recognise outstanding projects supported by the CIF. These ground-up projects create opportunities for locals and foreigners to interact and better understand one another, as well as to help newcomers better adapt to Singapore society, norms and values. It is administered by the NIC Secretariat within the National Population and Talent Division, Strategy Group, Prime Minister's Office.

The SMU Host Programme invites keen individuals and families, SMU staff and alumni to become hosts to help SMU international students assimilate into Singapore in their first term or year of SMU studies. It organises a range of activities for these students to connect with hosts and help widen their network of local friends and contacts, and ease them into life in Singapore. Some examples of activities planned by the Programme and its hosts included meals at the hosts' homes, festive celebrations, outings to iconic places in Singapore, and other social and recreational activities. After the initial connections are made, the hosts and students commence direct contact and also arrange further customised individual activities.

Overall, the Programme proved to have met the CIF's four-fold objectives:

- ▶ Provide information and resources on Singapore
- ▶ Encourage social interaction between locals, immigrants and foreigners
- ▶ Encourage emotional attachment to, and involvement in, Singapore
- ▶ Promote a positive mindset towards integration

SMU's Host Programme for international students received the National Integration Council's award for outstanding community integration

PROVIDING HOMES AWAY FROM HOME

BUILDING DIVERSITY, INCLUSION, AND INTEGRATION THROUGH GLOBAL CONNECTIONS FROM HOME

By connecting international students — including undergraduates, postgraduates and those on exchange — with gracious and hospitable hosts, the Programme helps SMU welcome new students to Singapore. This welcome extends beyond merely ensuring an inclusive university life for these students, who are offered a complete "home away from home" experience. A friendship and cultural exchange programme without home-stays, the "official" length of this programme ranges from about four months for exchange students, to 12 months for international students' first year. Students and hosts are encouraged to continue the friendship thereafter, and hosts can continue to take on new students in the following year.

The SMU Programme paired about 250 students with 140 hosts last year, and has forged hundreds of friendships since it began in 2006. "The generous SMU hosts, together with international students' participation and reciprocation, have enabled the SMU Host Programme and friendships to grow," said Ms Elaine Sim, who heads the Diversity, Inclusion and Integration team under SMU's Office of Dean of Students, and has been running the SMU Host Programme for the last 10 years (under the former Office of Global Learning). "We thank NIC for the invaluable award, support and recognition. Together, we collectively contribute to making SMU and Singapore more welcoming, inclusive and integrated, amid growing diversity."



Ms Grace Fu, Minister for Culture, Community and Youth, and Chairman of the National Integration Council (centre) presented the NIC Integration Award – Outstanding Community Integration Fund (CIF) Project Award to SMU representatives Ms Kelly Yeo, Senior Manager, and Ms Quek Leng Leng, both from the Diversity, Inclusion and Integration team under SMU's Office of Dean of Students.



With the hosts and students of the SMU Host Programmes are Diversity, Inclusion and Integration team members (left to right) Assistant Director Mr Ho Jack Yong, Assistant Manager Ms Quek Leng Leng, Head Ms Elaine Sim, and (extreme right) Senior Manager Ms Kelly Yeo.

SMU President Professor Arnoud De Meyer graced the inaugural SMU Evenings: Faculty Conversations, which was held in Hong Kong and attended by about 50 SMU alumni.

that it was timely for the alumni to think about building a nest egg for their future. "Building a portfolio that delivers a steady flow of passive income takes a long time, and time passes very quickly in our 30s and 40s," he said. "So the earlier one gets it going, the more one can benefit from the power of compounding." He added however that the world's financial markets have become highly unpredictable. "We've seen some events played out in the last few years. I've not only been investing actively for the past 20 years, but have also been through at least four major financial crises. Hence, I want to share how one should invest in such an environment without losing sleep."

Mr Nicholas Chui, who graduated from LKCSB in 2009 and works as an investment manager in Hong Kong said, "The talk by Ser Keng exceeded my expectations. Currently, we never actually think about how much more we can do with our finances because we have a job, but by the time we realise the need to grow our wealth, it could be too late."

Ms Jean Ng Zhi Ying, who graduated from School of Economics in 2011 and works as a trader in Hong Kong, found the talk to be informative and appropriate for the audience "since most of us are just starting out in our careers and hence haven't started investing with a goal of preparing for retirement."

WITH SMU ALUMNI

A new initiative by the Office of Advancement and Office of Alumni Relations seeks to reach out to and connect with SMU alumni who are based in different parts of the world

with SMU faculty and also provide him with an opportunity to share news and updates about the University. "Our alumni are an invaluable source of strength to SMU, and you serve as a bridge connecting SMU to the business and academic communities in Hong Kong," he said. "Our alumni, stakeholders and friends will continue to have critical roles to play as SMU forges ahead in our vision of becoming a Great University that will provide a transformative

education for a new generation of graduates, catalyse cutting-edge and large-scale multi-disciplinary research, and be an esteemed global university in Asia."

Mr Ang Ser Keng, Senior Lecturer of Finance at Lee Kong Chian School of Business (LKCSB), then took the stage to share his insights on "Growing wealth in an increasingly unpredictable world". Mr Ang said that he chose this particular topic to speak about because he felt

DEALING WITH THE UNEXPECTED

An estimated 350 participants joined SMU's Behavioural Sciences Institute (BSI) for its sixth annual conference at Orchard Hotel on 24 February 2017. Composed of university staff and students, public service officers, as well as members of non-profit and for-profit organisations, they sat through a series of presentations and engaged in lively panel discussions that broached the theme, 'Unintended Consequences in Singapore'.

In his welcome message, BSI Director Professor David Chan pointed out that despite their best intentions, policymakers, communities and advocates sometimes make decisions that result in unexpected adverse impacts. "It is tempting to say that unintended consequences happen because we live in an uncertain and unpredictable world, and that there is not much we can do to prevent their occurrence or prepare for them," he said.

"In fact, many unintended consequences are neither predetermined nor random. It is true that whether or not unintended consequences happen will be affected by many economic and



The Behavioural Sciences Institute Conference 2017 attracted a packed house

social factors that Singapore is confronted with, but much will also depend on how we approach these factors and the potential consequences," argued Prof Chan.

The day-long event raised the question of how Singapore can become a more resilient and adaptive society by paying

closer attention to unintended consequences. SMU President Professor Arnoud De Meyer and Prof Chan kicked things off with their respective keynote speeches, following which speakers — comprising leaders from the academia and the public, private and people sectors — addressed the issue from various angles. Topics covered included how Singapore can future-proof itself against rapid technological developments in its bid to be a Smart Nation; the approaches public- and private-sector organisations should take in dealing with uncertainty; and the unexpected outcomes of critical

policy areas such as healthcare and race relations.

The conference closed with a panel discussion featuring prominent public figures, including Professor Tommy Koh (moderator), Ambassador-At-Large, Ministry of Foreign Affairs; Professor Chan Heng Chee, Chairman, Lee Kuan Yew Centre for Innovative Cities, Singapore University of Technology and Design; Professor Kishore Mahbubani, Dean, Lee Kuan Yew School of Public Policy, National University of Singapore; Mr Han Fook Kwang, Editor-at-Large, *The Straits Times*, Singapore Press Holdings Ltd; and BSI Director Prof David Chan.

The ability to question views and policies is vital if Singapore is to progress further, said panellists at the forum. Speakers were (from left) Mr Han Fook Kwang, Prof Kishore Mahbubani, Prof Tommy Koh, Prof Chan Heng Chee and Prof David Chan.

SPEAKERS FROM DIVERSE FIELDS

- ▶ Mr Tan Kok Yam, Deputy Secretary (Strategy Group) & Head of Smart Nation Programme Office, Prime Minister's Office
- ▶ Prof Neo Boon Siong, Dean, Nanyang Business School, Nanyang Technological University
- ▶ Dr Jeremy Lim, Partner and Head, Health & Life Sciences Practice, Asia Pacific, Oliver Wyman
- ▶ Dr Mathew Mathews, Senior Research Fellow, Institute of Policy Studies, National University of Singapore

A GENERATION GEARED FOR CHANGE

SMU is Asia's first "Changemaker Campus" accredited by Ashoka and hosts social innovation youth conference

→ SMU HAS BEEN ACCREDITED by Ashoka, a global non-profit organisation supporting leading social entrepreneurs, as Asia's first "Changemaker Campus". It joins the ranks of renowned colleges such as Cornell University and Brown University in a list of 37 institutions that have this status. This accreditation, officially received in 2016, is recognition of SMU's commitment to social innovation in the higher education landscape.

The Changemaker Campus appointment recognises universities globally that have embedded social innovation as a core value. Through thought leadership and collaboration facilitated by Ashoka, these institutions work to advance social innovation and changemaking, to make them the new norm, in higher education and beyond. Ashoka has pioneered the field of social entrepreneurship over the last 35 years, becoming the largest global network of leading social entrepreneurs. It has supported over 3,200 social innovators in 88 countries, including two Nobel Prize winners.

A GATHERING OF MINDS

As part of the changemaking efforts, the Lien Centre for Social Innovation (LCSI) at SMU, which spearheaded SMU's efforts in achieving this recognition, hosted the Social iCon 2016 conference on social innovation and youth empowerment on 11 November at SMU, in partnership with Ashoka Singapore. Themed "ChangeGeneration", the event gathered over 10 international Ashoka Fellows and over 20 local and regional social innovators from more than 15 nationalities. They were joined by more than 150 students, social entrepreneurs, educators, parents, businesses, government and social impact organisations representatives.

The conference was aimed at creating mindset shifts and calling for action to prepare the next generation to thrive in a world of accelerated changes and complex problems. Sumitra Pasupathy, Country Director, Ashoka Singapore said, "For this new 'Digital Age', we need to believe in young people as empowered beings, who are competent and capable to take charge, to respond to the fast-changing future and to shape a better world. This is why the work that SMU, LCSI, 1,200 international Ashoka Fellows, 200 schools and 37 universities globally are doing right now is so important. And we need parents, schools, businesses and all stakeholders in a child's life to do this together."

The global Ashoka Fellows, featured for the first time in Southeast Asia, are some of the world's leading social innovators. They included Dr Yuhyun Park from South Korea, who founded the infollutionZERO foundation to arm children against cyberbullying, game addiction and online predators by teaching them to become responsible digital citizens; as well as Ali Raza Khan from Pakistan, whose YES Network trains underprivileged youth to be social entrepreneurs. Other Ashoka Fellows working in youth empowerment hail from countries as far-flung as the United Kingdom, Norway, South Africa and Turkey.

Two youth leaders opened the conference by 'walking the talk', speaking on changemaking in their journey. A series of five TED-style SMU Social Innovation Talks were delivered by SMU students and alumni. Other panel discussions focused on the changes needed for a successful paradigm shift towards youth agency, and explored why young people's self-directedness to make a difference is critical in their teens. In the afternoon, breakout sessions, conversations and workshops were held to map out actions and share resources and tools. Sessions also included a discussion on how we need to redefine what success means for children; a conversation about the role universities play in catalysing social innovation; and a look at youth leadership and entrepreneurship in Singapore and the region.

SEIZING OPPORTUNITIES, NAVIGATING TRANSITION

The SMU China Forum 2016 focused on strategies for navigating the Chinese economy, and attaining innovation and sustainable growth in a turbulent world



SMU President Professor Arnoud De Meyer (second from right) with the eminent keynote speakers from China: (left to right) Mdm Lin Dajian, Former Deputy Director-General, Department of International Cooperation, National Development and Reform Commission; Mr Sun Xiyong, Deputy Director-General, China-Singapore (Chongqing) Demonstration Initiative on Strategic Connectivity; and Professor Wu Xiaobo, Dean, School of Management and Director, National Institute of Innovation Management, Zhejiang University.

→ ON 17 OCTOBER 2016, SMU hosted the fourth SMU China Forum. Through this annual platform, SMU aggregates the illuminating insights of experts, senior government officials and industry captains on the impact of China's slowdown and reforms on Singapore's open economy. This year's forum was organised within the context of the third Government-to-Government (G-to-G) project between Singapore and China — the China-Singapore (Chongqing) Demonstration Initiative on Strategic Connectivity — which was launched in November 2015 and has gained significant traction since.

This year's SMU China Forum was supported by the Strategem Group. Some 250 participants from the business, government and academic sectors attended the event. In his welcome remarks, SMU President Professor Arnoud De Meyer said that the University aims to value-add to Singapore and the region's growth and development through its multi-disciplinary research in societal issues and challenges related to the world. As a knowledge institution with relevant expertise

and capabilities, SMU was able to contribute to the Chongqing Connectivity Initiative (CCI) via a tripartite MOU between SMU, Chongqing University (CQU) and Y3 Technologies Pte Ltd in September 2016 to establish a Logistics Big Data Lab at CQU.

The morning session provided an overview of the economic transition that China is presently undergoing, while the SMU-Strategem Group Sino-Singapore Dialogue in the afternoon session discussed Chongqing's vital role in China's regional development strategies, and how Singapore businesses can leverage the CCI to tap on vast opportunities in western China. Professor James Tang, Dean of SMU School of Social Sciences and Special Advisor to SMU President on Greater China; Associate Professor Henry Gao; Assistant Professor Zhang Wei (both of SMU School of Law); and Professor Lau Hoong Chuin (School of Information Systems), also contributed their views to the discourse as panellists or moderators for the roundtable discussions.

Eminent speakers invited to deliver keynote

addresses were:

- ▶ Mr Sun Xiyong Deputy Director-General, China-Singapore (Chongqing) Demonstration Initiative on Strategic Connectivity, China
- ▶ Mdm Lin Dajian Former Deputy Director-General, Department of International Cooperation, National Development and Reform Commission, China
- ▶ Professor Wu Xiaobo Dean, School of Management and Director, National Institute of Innovation Management, Zhejiang University, China

In the afternoon, experts exchanged their take on China's economic development and China's Vision of the One Belt One Road initiative as well as takeaways gained from Singapore's two G-to-G projects in Suzhou Industrial Park and Tianjin Eco-city, plus strategies to navigate in the Chinese market. Chongqing's plans for the Sino-Singapore third G-to-G project — opportunities and challenges in the implementation of the CCI within China's OBOR initiative — were also discussed.

A regional symposium held late last year sought to address the issues of skills challenges among ASEAN-5 countries

BUILDING PEOPLE POWER

The panel discussion comprised (from left to right) Somkit Tangkitvanich, President, Thailand Development and Research Institute; Chauncy Lennon, MD and Head of Workforce Initiatives, Global Philanthropy, J.P. Morgan; Associate Professor Tan Kim Song, School of Economics, SMU; Prof Arnoud De Meyer, SMU President; Shinta Witoyo Dhanuwardoyo, Founder & CEO of Bubu.com / Angel Investor and Mentor to Tech Startups; and Miguel Francisco Caparas, Co-founder, NXT LVL Academy.



As economic models shift with the times, the 'people quotient' — in terms of an advanced and capable workforce — is poised to be a key driver of success in the years to come. What are some of the skills challenges and disruptions that ASEAN-5 countries (Singapore, Malaysia, Thailand, Indonesia and Philippines) face and how can each country cope with them? Seeking to learn the answer to this and other questions, about 80 audience members — comprising corporate leaders, policymakers, non-governmental organisations, as well as faculty, staff, alumni and students from SMU — heard various viewpoints from a panel of thought leaders at the *Managing Skills Challenges in ASEAN-5 Symposium*. The event on 1 November 2016 was hosted by SMU, in partnership with J.P. Morgan.

The half-day session kicked off with opening remarks from SMU President Professor Arnoud De Meyer, who posed the question of whose role was it to take the lead in helping the economy cope with skills challenges; while Mr Edmund Lee, Senior Country Officer, Singapore, J.P. Morgan, said that his organisation was committed to supporting economic growth in the region.

Dr Noeleen Heyzer, social scientist, former Under-Secretary-General of the United Nations, and Lee Kong Chian

Distinguished Fellow, SMU School of Social Sciences, then gave the keynote address on *A New Growth Model for ASEAN*. She said that ASEAN-5's potential as a major growth engine for the Southeast Asian region could only be unleashed if there was a social foundation that invested in people and their capacities and skills. She added that a change in mindset is required in order to have sustainable economic development. A move is needed from focusing only on individual countries' strengths to collective regional strengths, where various resources and skills would give rise to complementarities and opportunities for mutually-beneficial exchanges. ASEAN also needs to move from "quantity" to "quality" of growth — that is, from being dependent on 'factory Asia' with cheap, semi- and

unskilled labour to an innovation growth model based on a skilled, educated, healthy and technologically-savvy workforce that will push the frontiers of the region's technology and knowledge-based industries.

In order to achieve a people-centred ASEAN and its aim to be RICH — resilient, inclusive, competitive and harmonious — by 2030, Dr Heyzer stressed the importance to forge partnerships and work together to harness the potential, energies, ideas and talents of the private, public, educational sectors and citizens themselves; uniting around problems and generating solutions that work for all.

Professor James Tang, Dean, SMU School of Social Sciences, next presented research findings from a year-long study on skills challenges

in key growth areas of ASEAN-5. The study was conducted by a multi-disciplinary research team led by Professors Tan Kim Song and James Tang, in partnership with J.P. Morgan. With Associate Professor Tan Kim Song, SMU School of Economics as moderator, the five-member panel discussion on *Coping with Disruptive Forces on Skills Training* then addressed how ASEAN-5 could respond to disruptions from global forces and domestic constraints.

The symposium closed with the launch of the J.P. Morgan — Education Development Centre Partnership, which would see innovative programmes implemented to help young people in ASEAN gain technical and employability skills that employers are demanding in the region's dynamic digital economy.

"Ashoka's philosophy of generating a 'world in which everyone is a changemaker' aligns well with SMU's vision of creating broad-based, creative, entrepreneurial leaders to make sustained global impact, and LCSI's focus and strengths on social innovation."

Mr Jonathan Chang, Director of LCSI



"We want to push innovation where it's needed while managing the temporary trade-offs"

LUXEMBOURG'S PRIME MINISTER MR XAVIER BETTEL

ON POLITICAL LEADERSHIP IN THE DIGITAL AGE

Luxembourg's PM Mr Xavier Bettel shared his views

➔ **IN THE MODERN** high-tech world, small countries have an edge, said Luxembourg's Prime Minister Mr Xavier Bettel. "Luxembourg, similar to Singapore in Asia, is emerging as a digital hub in Europe. It's small, and agile enough to perceive change and to react quickly. Where others think, analyse, analyse and think and do a study and counter-study, we decide. That makes the difference," he asserted.

PM Bettel was speaking on what political leadership means in the digital age at the fifth instalment of SMU's Presidential Distinguished Lecturer Series of 2016. The lecture was attended by 300 tertiary students, diplomats and government officers, including Mrs Josephine Teo, Singapore's Senior Minister of State, Prime Minister's Office, Ministry of Foreign Affairs & Ministry of Transport; and Ms Sim Ann, Singapore's Senior Minister of State, Ministry of Culture, Community and Youth, and Ministry of Trade and Industry.

A NIMBLE MINDSET AND CRITICAL SPIRIT

As the leader of a small country, PM Bettel sees technology as a force for tremendous opportunity in areas such as financial services, logistics, satellites and space science. But the highly-disruptive nature of 21st century technologies also requires governments

to demonstrate political leadership by constantly anticipating and adapting to technological shifts, and to put in place policies to keep in check any consequences. He noted that far-sighted political vision has enabled Luxembourg and Singapore to thrive next to larger neighbours, while staying nimble and having coherent policies that keep the countries competitive. But while a country must never forget its culture and values, trying to preserve the status quo is not the way to keep one's identity. He said: "It's important to keep your roots, your culture and your language, and to know where you come from, but also to know where you want to go. We want to stay *what* we are, but that doesn't mean we want to stay *where* we are, because this would be the end of a country."

PM Bettel said that the ride-hailing firm Uber will create jobs in Luxembourg. But before they start operations, his government wants to put in place a framework to ensure drivers adhere to social obligations such as paying taxes and social insurance, and contribute to state funds for retirement pensions. He also suggested that social media platforms have made instantaneous global communication possible. However, the speed at which information travels today has made fact and fiction harder to differentiate, and there is now greater expectation for politicians to give

Photo: Luxembourg Prime Minister Xavier Bettel's Twitter page



From left Ambassador Jaya Ratnam, Singapore's Ambassador to the Grand Duchy of Luxembourg; Ambassador of Luxembourg to Singapore HE Robert Lauer; Singapore Senior Minister of State, Prime Minister's Office, Ministry of Foreign Affairs & Ministry of Transport Mrs Josephine Teo; Prime Minister of Luxembourg HE Xavier Bettel; Singapore Senior Minister of State, Ministry of Culture, Community and Youth & Ministry of Trade and Industry Ms Sim Ann; Honorary Consul of Luxembourg in Singapore Ms Michelle Liem; SMU President Prof Arnoud De Meyer.

oversimplified solutions to complicated problems. This has given rise to populists who, "for the difficult questions, will have the easiest answers", he said. "Even if it's not possible, even if it's a lie, it sounds good in your ear — at least for five minutes," which might be long enough to get your vote, he added. This is why there is a greater need than ever for governments to inculcate in its citizens the "critical spirit" of discerning whether information on social media should be trusted, said Mr Bettel. "It's very important to educate people, especially the young, on technology and on information, to have this critical spirit to tell the difference between what is right and wrong," he added.

In the Question and Answer session moderated by SMU President Professor Arnoud De Meyer, members of the audience who posed questions included His Excellency Usen Suleimen, Ambassador of Kazakhstan, among others. PM Bettel answered wide-ranging questions on whether fintech was a threat to Luxembourg's role as a financial hub, on religious tensions in Europe, Luxembourg's policies on the regulation of 'big data' and US-Russian relations.



Prof Diener pointed out the importance of psychological well-being as an indicator of the progress of a nation.

A DATE WITH 'DR HAPPINESS'

Professor Ed Diener on Psychological Well-Being for Public Policy

➔ **HAPPY PEOPLE** are successful across many life domains, including marriage, income, work performance and health, suggested Professor Ed Diener, who delivered the 26th lecture in SMU's Presidential Distinguished Lecturer Series on 27 October 2016. Widely known as "Dr Happiness", for his lifetime of research on psychological well-being, Prof Diener is Professor of Psychology at the University of Utah and the University of Virginia and Senior Scientist at the Gallup Organisation. In his view, happiness is linked to successful outcomes because when people experience positive moods and emotions, it signifies that life is going well, the person's goals are being met and resources are adequate.

During the lecture, he said that in recent years, there has been a growing awareness that although economic indicators of progress are important,

they cannot be relied on as the sole guide for public policy and to maximise the quality of life in different societies. Measures of psychological well-being, including "happiness" — or how people feel about and appraise their lives — are gaining widespread recognition as a way of supplementing economic indicators in policy deliberations. Well-being measures point to factors beyond GDP that influence well-being in societies.

After discussing the validity of the measures of well-being, he moved on to focus on why we need societal measures of well-being. Although personality has an effect on people's well-being, a very large influence comes from the societies and communities in which people reside.

Prof Diener theorised that as societies grow in wealth, there is likely to be a growing concern for quality

of life beyond money alone, and the well-being measures can help us create societies in which the well-being of citizens is high. He also reviewed some of the policies that have already been found to increase well-being, and the progress nations have made in adopting these measures.

After Prof Diener's hour-long speech, SMU President Professor Arnoud De Meyer, who had made the welcome address, returned to the stage to moderate a discussion with Prof Diener and Professor of Psychology and Director of the Behavioural Sciences Institute at SMU David Chan. After inviting Prof Chan to comment on the lecture and asking his own question about some of the research, Prof De Meyer opened the dialogue to the floor. A slew of questions followed from an SMU undergraduate, alumnus, faculty members and Singapore civil servants

PRESERVING PEACE

The Second Annual Ikeda Peace & Harmony Lecture addressed the challenges and prospects of regional peacekeeping

Ngee Ann Kongsi Auditorium. Distinguished guests included His Excellency Philippine Ambassador to Singapore Antonio A. Morales; and Assistant Secretary Lila Ramos-Shahani, Secretary General of the Philippine National Commission for UNESCO, who is Dr Ramos-Shahani's daughter.

In her lecture, the then-87 year-old Dr Ramos-Shahani analysed ASEAN's successes and challenges. Dr Ramos-Shahani's late father, former Philippine Secretary of Foreign Affairs Narciso Ramos, was one of the signatories of ASEAN's founding document — the Bangkok Declaration. As ASEAN approaches 50 years of existence, she highlighted its relative success thus far and how current leaders continue to bring peace and prosperity to this region. After the lecture, the audience enjoyed a lively question-and-answer session with Dr Ramos-Shahani, moderated by Prof De Meyer.

The annual lecture series, supported by the Singapore Soka Association (SSA) for five years, was set up in honour of Dr Daisaku Ikeda, president of the Soka Gakkai International. It aims to fulfil Dr. Ikeda's commitment of promoting peace through dialogue. The first lecture in November 2015, on "The Continuing Challenges to Peace", was delivered by HE Professor Dr Surakiart Sathirathai.



From left SMU Wee Kim Wee Centre Director Assoc Prof Kirpal Singh, Singapore Soka Association Chairman Mr Michael Yap, Dr Leticia Ramos-Shahani, SMU President Prof Arnoud De Meyer.

INSPIRING LASTING CHANGE

Also held by SMU's WKWC, the Second Wee Kim Wee-Soka International Seminar on Global Peace & Understanding took place on 23-24 February 2017. Over ten international speakers coming from various fields of study and religious faiths in Asia-Pacific, USA and Europe shared insights through presentations and interactions with the audience. Special music, art and film presentations further enriched the learning experience of over 150 participants from various academic and religious institutions. The event was part of a five-year seminar series co-sponsored by the SSA.

This year's event highlight was the inaugural Wee Kim Wee Gold Award Presentation to Dr Daisaku Ikeda, President of the Soka Gakkai International, for his message of peace and hope. The award recognises an individual whose significant contributions transcend the confines of nationality or faith and make a global impact. In his peace proposal, Dr Ikeda — whose thoughts and philosophy ground this Series — highlighted how opening up our inner capacities can bring forth limitless possibilities. He believes in empowering individuals to resolve global issues and achieve lasting peace. The partnership underscores the common goal shared by SMU, WKWC and SSA — promoting deeper understanding of the impact of cultural diversity in the society.

on various topics, including the validity of well-being as a guide for public policy; whether there is the equivalent of the "GINI coefficient" for well-being; whether age, gender or religiosity affect one's perceived level of well-being; how far temperament affects the perception of well-being; and the effect of terrorism on a society's measures of well-being.

The questions were answered in some detail by both professors, with Prof Chan providing local context and adding his own expert insights to Prof Diener's responses. In closing the event, Prof De Meyer said, "This was a very interesting lecture and set of questions. The lecture was an excellent example of how really well-grounded rigorous research can guide our thinking and policies about well-being. The relevance of the output of the research is also very important. It is a good model for what we as a university aspire to do."

ENGAGING, ILLUMINATING, PROVOCATIVE

HIGHLIGHTS FROM SMU'S PRESIDENTIAL DISTINGUISHED LECTURER SERIES

WHY FREE AND FAIR TRADE MATTERS

➔ **'FREE TRADE**, fair trade' is not just a slogan for Europe; it has been in our DNA since our foundation in 1957," declared Ms Cecilia Malmstrom, the European Union (EU)'s Commissioner for Trade at the first Presidential Distinguished Lecturer Series in 2017 at SMU on 8 March. "In a troubled time for global trade, we will stand up for the prosperity and progress it promises. We will stand up for the benefits it offers our citizens. We will stand up for the multilateral, rules-based system that underpins it. We are prepared to take a stand, to show leadership. And we are reaching out a hand to all those around the world who feel likewise."

Speaking to 300 students, diplomats, government officials and the SMU Community on *The Future of EU Trade Policy in Asia*, Ms Malmstrom said that the EU, which marks its 60th anniversary this year, is the world's biggest trader as well as the biggest recipient and source of foreign direct investment. Its economies are among the world's most competitive, and are turning the page after difficult years following the financial crisis. "We recognise the role that openness brings to our economy. We do not see trade as a game you win or lose, but as an opportunity where we both win," said Ms Malmstrom. "We do not see globalisation as something we must either oppose or submit to; but something we can harness and shape, for greater shared prosperity." She said that free trade creates jobs, and cutting tariffs helps the least well-off in society, who spend most of their income on basic goods which are often imported. She warned that returning to isolation and protectionism would mean that the most vulnerable would have fewer jobs and would have to pay higher prices.

THE FRUITS OF OPENNESS

Praising Singapore as a symbol of open trade, Commissioner Malmstrom said Singapore's "decision to embrace openness has transformed a tiny island without natural resources into one of the world's richest

Ms Cecilia Malmstrom, the European Union's Commissioner for Trade outlined the importance of multilateralism in the global arena

economies. That openness has attracted investment, including from the 11,000 European businesses who have made a home here." She noted that Singapore is a significant hub for the EU and is one of its top 20 trading partners for goods, and a top 10 partner in foreign direct investment. She hoped that both the EU and Singapore can continue to make progress in other areas of collaboration, such as the EU-Singapore Partnership and Cooperation Agreement, and the bilateral agreements on the exchange of tax information which Singapore is signing with many EU member states.

Ms Malmstrom said that with both the Transpacific Partnership (TPP) and EU's own proposed trade partnership with the US wrapped in uncertainty, the EU is determined to advance its own trade talks with partners by "pursuing an ambitious agenda of trade negotiations". It has already seen some results, with the trade agreement with Canada set to enter into force, an agreement with Japan close at hand, and talks with Mexico and the Latin American Mercosur bloc to be accelerated.

Turning to ASEAN, Ms Malmstrom said the bloc, as a single economy, ranks among the world's biggest, and is the EU's third-largest trading partner. As the EU and ASEAN celebrate 40th anniversary of formal relations, the EU is the biggest investor in the region and since 2009, ASEAN's exports to the EU have doubled. In 2014, Singapore became the second Asian country to conclude a free trade agreement



Ms Cecilia Malmstrom delivered the first lecture of the SMU Presidential Distinguished Lecturer Series in 2017.

with the EU. Since then the EU has also concluded a bilateral agreement with Vietnam; it is currently in negotiations with Indonesia and the Philippines; and has been in talks with Malaysia about resuming free trade negotiations.

Ms Malmstrom ended her speech by emphasising that the EU trade policy is transparent, engaged and democratic; it is also based on values, such as human rights, the rule of law, protecting the environment, equality and gender rights. In a lively Question and Answer session moderated by SMU President Professor Arnoud De Meyer, Ms Malmstrom fielded numerous questions from the audience, including the likelihood of another member state withdrawing from the EU; advice for women planning to enter politics; the transparency of the Transatlantic Trade and Investment Partnership between EU and USA; and how to harmonise overlapping trade agreements.

COMMON GROUND FOR A SHARED FUTURE

The Singapore-India Business Dialogue 2016 discussed Sustainable Urban Management in both countries



Creating sustainable cities to live, work and play in, amid rapid population growth, economic progress and urbanisation, are the common challenges faced by Singapore and India, as well as other metropolises around the world. A platform to address these challenges was provided on 15 November 2016, when SMU hosted the Fourth Singapore-India Business Dialogue (SIBD). Themed 'Sustainable Urban Management in Singapore and India', the event's Guest of Honour was Mr Lawrence Wong, Singapore's Minister for National Development and Second Minister for Finance. Launched in 2012, the annual Dialogue aims to contribute to deepening the insights and bilateral relationships between India and Singapore.

In her welcome address, SMU Provost Professor Lily Kong said that urban management and sustainability is one of the five areas of excellence that SMU had identified, as it builds its reputation as a premier university in Asia. Delivering the event's opening address, Minister Wong opined that the topic of the Dialogue on sustainable urban management is a very timely one, especially in light of the mega trends and challenges we face. He said that India and Singapore share very close ties, and have progressively strengthened these ties

From left: Keynote speaker Dr Kumar V Pratap, Economic Adviser, Ministry of Urban Development, India; Prof Gerry George, Dean, LKCSB, SMU; Assoc Prof Cheng Shih-Fen, School of Information Systems, and Deputy Director (Research), Fujitsu-SMU Urban Computing & Engineering (UNICEN) Corp Lab, SMU; Mr Teo Eng Cheong, Chief Executive Officer (International), Surbana Jurong, Singapore; Moderator Mr Pradeep Singh, Chief Executive Officer, Mohali Campus, and Deputy Dean, ISB, India; Prof Dodo J Thampapillai, Visiting Prof, Lee Kuan Yew School of Public Policy, National University of Singapore; Mr Shailesh Pathak, Executive Director, Bhartiya Group, India; and Prof Rajendra Srivastava, Dean, ISB.

with initiatives like the India-Singapore Comprehensive Economic Cooperation Agreement.

Cooperation between the two countries is broad-based, covering many areas including security, trade and investment, and skills development. Recently, Singapore has worked closely with the Indian government to draft a master plan for Amaravati, the new capital city of Andhra Pradesh. "Singapore and India face many common challenges, but there are also many new opportunities. Sustainable urbanisation must become part of our planning DNA, for planners both in Singapore and India," said Minister Wong. "Singapore and India can partner each other in sustainable development, and together we can build more liveable cities, and make our world a better place for humanity."

COPING WITH 'DEMOGRAPHIC TRANSITION'

Eminent Gerontologist Professor Sarah Harper spoke at The Shaw Foundation Distinguished Faculty Lecture Series

THIRTY YEARS AGO there was widespread concern about the forecast "population bomb" which would result in the global human population reaching 24 billion. In her address for the Shaw Foundation Distinguished Faculty Lecture Series on 29 November 2016, University of Oxford's first Professor of Gerontology Sarah Harper corrected these and other assumptions. She said that two-thirds of nations today are close to or below stable population replacement levels and the maximum world population is likely to be around 10 billion.

Speaking for over an hour, Prof Harper engaged and informed her audience with ideas, facts and figures on the current population trends and

how each of these contribute to the way the global and various regional populations are likely to change this century. Prof Harper established Oxford's Institute of Population Ageing. She serves on the UK's Council for Science and Technology, which advises the Prime Minister and chairs the UK government Foresight Review on Ageing Societies. She also chairs the European Ageing Index Panel for the UNECE Population Unit. Her research

was recognised by the 2011 Royal Society for Public Health: Arts and Health Research Award. She is an invited Fellow of the Royal Society of Art (FRSA). In 2008, she was awarded the University of Malaya Chair in Old Age, as a recognition of her unique contribution to research in Asian ageing studies. Prof Harper pointed out that the world's regions are at different stages in the 'demographic transition', from high birth and death rates to dwindling childbearing and ever-lengthening lives. While Africa struggles to reduce fertility, the Middle East copes with the

unemployment of its youth bulge, and Europe and the US are faced with ageing populations. She set these trends against the backdrop of urbanisation, climate change, changing patterns of consumption and production across lifetimes. Dean of SMU's School of Economics Professor Bryce Hool, who introduced the speaker, also moderated a Question & Answer session after the lecture. Queries were posed on topics such as the role of technology in an ageing population; the strengths of a multigenerational workforce; and whether global resources are sufficient to support population growth. Prof Hool then presented Prof Harper with an SMU jacket embroidered with her name as a token of appreciation, before guests adjourned to a buffet dinner.



Above: Guest of Honour Mr Lawrence Wong, Minister for National Development and Second Minister for Finance, Singapore, delivering the opening address.

LEARNING FROM THE BEST

Delivering the keynote address, Dr Kumar V Pratap, Economic Adviser, Ministry of Urban Development, India, said that orderly urbanisation is vital in order for it to sustain its growth and add to it — India is the world's fastest-growing large economy, having expanded by 7.6 per cent in 2016. The unprecedented increase in India's urban population has brought with it major challenges and opportunities.

Dr Pratap shared that in the area of urban development, India's benchmark — in many ways — is Singapore. One area where India can learn from Singapore is inclusivity, for example, how Singapore's public housing promotes social cohesion by facilitating interactions that lead citizens to trust one another and believe in a shared future. Similarly, in its *Swaachh Bharat* (or 'Clean India') mission, India can learn from the 'Keep Singapore Clean' campaign. Following his speech, Dr Pratap engaged the audience in a discussion session moderated by Professor Gerry George, Dean, Lee Kong Chian School of Business (LKCSB), and Lee Kong Chian Chair Professor of Innovation & Entrepreneurship, SMU.

The Dialogue concluded with a panel discussion involving speakers from the public, private and academic sectors in Singapore and India. Together, they exchanged views on urban management and development strategies, and challenges and opportunities for sustainable growth in Singapore and India. The event was organised by the SMU International Office, in partnership with ISB, and was attended by some 200 participants from the public, private and academic sectors. SMU and ISB will take turns to organise the SIBD with effect from 2016. ISB will host its first SIBD in the second half of 2017.



ALL EYES ON THE FUTURE

Senior SMU faculty members joined global thought leaders in vibrant conversations about ASEAN on the latest season of Channel NewsAsia's Perspectives

THE SIXTH SEASON of *Perspectives* considers the local and regional implications of recent events, among them the rise of cybercrime and growing disruption in the workplace. This is the fourth year that SMU is collaborating with Channel NewsAsia to produce *Perspectives*, which is recorded in front of a live studio audience on campus. The show invites a multi-disciplinary panel — including senior SMU faculty members — to weigh in on current affairs. Their discussion is moderated by award-winning journalist Mr Teymoor Nabili.

From left: Panellists Mr Pranav Seth, Ms Wong Su-Yen, Professor Arnoud De Meyer, Mr Brajesh P. Panth and presenter Teymoor Nabili.

EPISODE 1 DISRUPTION: THE NEW NORM

PANELLISTS:

Professor Arnoud De Meyer, President, SMU

Ms Wong Su-Yen, CEO, Human Capital Leadership Institute

Mr Pranav Seth, Head of E-Business, Business Transformation and Fintech and Innovation Group, OCBC Bank

Mr Brajesh P. Panth, Technical Advisor (Education), Asian Development Bank

The season premiere was dedicated to the latest economic buzzword: disruption. Led by technological innovations and advancements, disruptive business models have fuelled a revolution in the global workplace. "And these waves of change are getting faster and faster," said Mr Seth.

To panellists, it is important that educational and training institutions respond appropriately by teaching skills relevant to the future. As automation displaces traditional jobs, these institutions must also consider the needs of mid-career professionals, who may need to retool their skill sets in order to stay employable. "We need to ask ourselves, 'What it is that

will differentiate us from robots?' We already know they can out-calculate us," said Ms Wong.

But as Prof De Meyer pointed out, there are other forms of disruption beyond those of a technological nature — and these must also be considered. "Today, we also see demographical disruption, where people are living longer. There are also fundamental changes in our thoughts on globalisation and sustainability, which has affected the way we manage our resources," he said.

The episode concluded with a discussion on the region's capabilities to handle disruption, with panellists commenting on how disruption would affect ASEAN and its leadership.

FUTURE OF LEARNING

Perspectives is well-known for its thought-provoking Q&A with audience members, and the sixth season's premiere did not disappoint. One audience member, a tertiary student, asked if current educational structures would still be relevant in the future.

In response, Prof De Meyer said that educational institutions would have to focus on devising solutions to real-world problems. Agreeing, Ms Wong added that schools had to nurture students to have an inter-disciplinary mindset. To this, Prof De Meyer said, "That's why SMU-X was launched, with an emphasis on experimentation and experiential learning. Here, we start with real, unsolvable problems and learn through the brainstorming of possible solutions."





In February, Singapore's Ministry of Defence's Internet system was breached, leading to the theft of data of 850 personnel. The attack was the latest to hit governments around the world and reflects a growing trend: according to Google, the number of hacked websites in 2016 increased by 32 per cent from the year before. Despite these alarming statistics, keeping out cyber technology is not an option, opined panellists.

Instead, they argued that fostering a shared sense of cyber-responsibility and vigilance was key to reaping the fruits of a digital future. Panellists considered how Singapore could do this and concluded that regional and international partnerships are the way to go. "It's everyone's responsibility and public-private partnership is very important," said Prof Deng, adding that separation of Internet and internal systems was one option.

But there is no such thing as absolute security, warned Mr Koh. "The most secure computer in the world is the one that's still in its box; not the one we use," he said. "Individuals, companies and governments must weigh the risks of cybersecurity and consider how much they are willing to pay (in terms of data loss) for convenience."

EPISODE 2 CYBERSECURITY: ENHANCING SAFETY ONLINE

PANELLISTS:

Professor Robert Deng, Dean, Postgraduate Research Programmes, Professor of Information Systems, Director, Secure Mobile Centre, SMU

Mr George Loh, Director, Programmes, National Research Foundation

Mr Joshua Kennedy White, Managing Director, Accenture Security Lead, APAC

Mr David Koh, Chief Executive, Cyber Security Agency, Singapore

From left
Panellists Mr George Loh,
Mr Joshua Kennedy White,
Professor Robert Deng,
Mr David Koh and
presenter Teymoor Nabili.

ALL EYES ON THE FUTURE

"There's no longer a need to be a professional burglar and shimmy down the chimney to get valuable goods, since (Internet users) are 'leaving their doors open' and exposing themselves to cybercrime. Individuals and companies need to exercise their own responsibility and exercise basic cyber-responsibility."

Mr David Koh, Chief Executive, Cyber Security Agency, Singapore



Watch episodes of *Perspectives* online at channelnewsasia.com/tv/tvshows/perspectives/episode

UPCOMING EPISODES

EPISODE 3 BUILDING A MORE INCLUSIVE SOCIETY

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

EPISODE 4 ASEAN ECONOMIC COMMUNITY: OPPORTUNITIES AND CHALLENGES

PANELLISTS: Professor 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

EPISODE 5 THE US PRESIDENT AND ASIA

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

EPISODE 6 THE FUTURE OF ASEAN IN 2025

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