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# SMUENGAGE

A P U B L I C A T I O N O F S I N G A P O R E M A N A G E M E N T U N I V E R S I T Y



## TOWARDS AN EMPOWERED COMMUNITY

SMU'S NEW PATRON, PRESIDENT HALIMAH YACOB  
INSPIRES STUDENTS TO BECOME  
AGENTS OF POSITIVE SOCIAL CHANGE

SMU PRO BONO CENTRE'S NEW PREMISES

PERSPECTIVES SEASON 7 BEGINS

RETAIL CENTRE OF EXCELLENCE LAUNCHED



EDITOR’S NOTE

**WELCOME TO** the first issue of *SMU Engage* in 2018, which is now in a handier, more compact format, with shorter, sharper stories that are even quicker and easier to read.

At the start of the year, SMU welcomed Singapore President Madam Halimah Yacob on her first visit to the University as its third Patron. It was an occasion that brought the whole SMU community together in celebration and in support of eight worthy social causes. Mdm Halimah also inspired us by penning her wish for the University’s staff and students to “Use your power for good”.

The SMU Open House is another key event in the University calendar that showcases the best of SMU for those who are considering applying to study here. Read about the variety of talks and activities organised during this year’s installment that attracted some 8,500 visitors to the campus over a fun-filled, fact-packed weekend.

Among the highlights in the Academia section is a report on the winners of the 2017 Teaching Excellence Awards, which recognise members of the faculty for their contributions in promoting excellence in learning. Also, learn about the range of enhancements to SMU’s undergraduate and postgraduate programmes to meet the needs of a changing economy. Our updates on research at SMU include the launch of SMU’s new Retail Centre of Excellence, which is set to power-up the retail sector by providing knowledge and insights through research.

There have been many conferences, lectures and book launches in recent months which have enhanced SMU’s reputation for thought leadership. These include the annual SMU China Forum, three lectures in the Presidential Distinguished Lecturer Series, and German President Dr Frank-Walter Steinmeier in the Ho Rih Hwa Leadership Lecture Series. Finally, SMU Chairman Mr Ho Kwon Ping was a panellist in the first episode of Season 7 of Channel NewsAsia’s *Perspectives* discussion programme on 3 April. Discussing “The New Social Compact” alongside him were SMU Dean of Students Professor Paulin Straughan, Mr Stephen Groff of the Asian Development Bank and Ms Durreen Shahnaz of Impact Investment Exchange. Turn to the back page for details on the rest of the series as well as a link to watch the episodes online after they are broadcast on television.

The Editorial Team



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**SMUENGAGE** ISSUE 13 MAY 2018  
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**FRONT COVER**  
Singapore President Madam Halimah Yacob on her first visit to SMU as the University’s third Patron pens her wish for SMU, “Use your power for good,” on Patron’s Day 2018.



A CELEBRATION WITH A CAUSE  
A HEAVY DOWNPOUR DID LITTLE TO DAMPEN THE MOOD OF THE STUDENTS AND MEMBERS OF THE PUBLIC WHO GATHERED FOR PATRON’S DAY 2018



TOP: SMU Patron and Singapore President Mdm Halimah Yacob (centre) with the SMU students and alumni who performed at the Patron’s Day Dinner.

ABOVE: SMU’s giant Smoo Smoo mascot dressed as a superhero.

Last year was an important one for SMU, with the official opening of the School of Law building and revamped Campus Green, and the graduation of the largest cohort in the University’s history. These were among the accomplishments celebrated at Patron’s Day 2018 on 26 January. Held throughout the campus, the annual festival is SMU’s birthday celebration and culminates in the Patron’s Day Dinner. This year marked the 18<sup>th</sup> anniversary of the University’s founding, and Patron’s Day 2018 was the first to be graced by SMU’s latest Patron, Singapore President Madam Halimah Yacob.

Upon arriving at SMU, Mdm Halimah toured the carnival and spoke to students, performers, makers and merchants. She then visited the School of Law building, where she viewed a special exhibition highlighting the University’s milestones. At the SMU Patron’s Day Dinner that followed, she was warmly welcomed to the University by SMU Chairman Mr Ho Kwon Ping, who

cited her as a “superhero”. Noting her early personal struggles and her conviction to overcome them, he described her as a “role model for everyone in our community”. He continued, “I hope you have enjoyed your visit so far — seeing how vibrant and multi-faceted SMU has become and the exhibition outlining our journey to this day.”

**One With The Community**

In line with SMU Vision 2025, which aspires to be a “University for the City”, celebrations were once again open to the public. This gesture was warmly appreciated by Ms Nevaashini, a 26 year-old researcher. “I sought shelter from the rain at SMU but was pleasantly greeted by this carnival instead,” she told *SMU Engage*. “At first, I thought it was only for students, but a staff member clarified that I was free to participate — and I ended up spending an hour here!”





The celebrations expanded beyond the basement concourse — where they had been held for the past few years — and into SMU Campus Green. Tents fitted at the outdoor sites kept participants dry from the afternoon's downpour. A greater area meant more stalls for participants to savour: they could choose from 12 F&B merchants, each whipping up a mouth-watering array of savoury and sweet treats. On the menu were classics like beef *don* (rice) alongside trendy dishes such as salted egg yolk burger. Besides food, participants were also treated to an expansive variety of activities, from a Frisbee throw to a boxing match using augmented reality technology. "That was the first time I'd done anything like that and it was an awesome experience," said Mr Nigel Tan, a first-year accountancy student. But for frequent attendees of Patron's Day, nothing was as highly anticipated as the return of the *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. Ultimately, School of Law undergraduate Pua Bing Geng proved to be the most adept with his money and won the game.

TOP: Mr Ho Kwon Ping posing with members of SMU Ballare Alumni Group.

ABOVE RIGHT: Mr Ho viewing the special exhibition highlighting the University's milestones.

RIGHT: Mdm Halimah with advocates from Trybe, one of the eight social causes adopted by Patron's Day 2018.



#### UP AND COMING

##### 1 Integrate with the city:

Both SMU-led events like Patron's Day and external ones like the Singapore Night Festival, held in part on campus, allow SMU to become a vibrant spot in Singapore's downtown district.

##### 2 Innovative and transformative education:

Initiatives like SMU-X will be expanded to offer global perspectives and opportunities, while continuing to offer collaborative and creative learning experiences for students.

##### 3 High-impact and large-scale research projects:

"I am particularly proud of the impact we have made through the Centre for Research on the Economics of Ageing, or the Shine Senior project, where our

## IN HIS OPENING ADDRESS AT THE SMU PATRON'S DAY DINNER, SMU PRESIDENT PROFESSOR ARNOUD DE MEYER CHARTED THE NEXT STAGE OF GROWTH FOR THE UNIVERSITY

IT specialists, economists and sociologists collaborate to come up with monitoring solutions for single elderly people that will be readily accepted by them," explained Prof De Meyer.

##### 4 Strong ensemble of disciplines:

Programmes like last year's Smart City Management and Technology major will nurture a new breed of future-ready graduates.

##### 5 A richer portfolio of distinctive programmes:

Continuing education and training is another area the University is looking to diversify its offerings in.

##### 6 Regional impact to enhance international relevance:

As the world becomes more inter-connected, the University



will double down on its efforts to engage with businessmen and alumni from the region, through several International Advisory Councils.

##### 7 Deeper engagement across the student and alumni lifecycle:

To support the growing SMU family, the University plans to invest in an Alumni Clubhouse soon.



## Doing Good Together

The theme of this year's Patron's Day celebrations, "I AM POWER" (a play on "I Empower") encouraged students and participants to consider themselves as agents for social change. Commenting on the theme, SMU President Professor Arnoud De Meyer said, "As every comic superhero shows, with great power comes great possibilities and responsibilities. Patron's Day challenges us all to imagine the possibilities of having superhuman powers to be the best we can be for the greater good." In this vein, most activities had a social angle to them; for instance, a portion of the *SMOOnopoly* tournament registration fees will go to a cause of the winner's choice. Such initiatives are not new to Patron's Day but serve as an enduring tradition of the annual event.

The event also adopted eight social causes that cater to and assist different groups in need. One such group, Care Corner Counselling Centre, appreciated the opportunity to share its message with the young. Ms Bettina Yeap,



a counsellor with the centre, explained that information about mental wellness was especially important to young people. "Our outreach efforts try to drive home the message of self-care and Patron's Day 2018 was a wonderful way to do this," she said.

Patron's Day celebrations featured a mix of students and alumni groups such as Samba Masala and City Samba, as well as the ever-popular Eurhythmix and Eluminix. Ending the night were star-studded performances by Jasmine Sokko, Joanna Dong, Gentle Bones and Jinx Yeo. "Using music to raise awareness of issues is a great move — and one that will likely work," said full-time National Serviceman Mr Keenan Ong.

And once again, coinciding with Patron's Day was Music for a Cause, an all-local music festival that generates awareness of pressing social issues and raises funds to tackle them. The event was held on 20 January and hosted by SMU.



## FOLLOWING SUPER SMOO

An innovative competition on social media gave lucky winners several Patron's Day vouchers, among other prizes, such as a day pass to Universal Studios Singapore. As part of The Adventures of Super Smoo Competition, participants answered simple questions and performed simple tasks, such as taking a selfie with the Smoo Smoo mascot. The campaign attracted some 300 posts on Instagram, including some of SMU students "becoming" Smoo Smoo, thanks to the support of our event partners.

FAR LEFT: Students honing their super powers with the aid of augmented reality technology.

LEFT: Gentle Bones performing at SMU Patron's Day. Music for a Cause, also coincided with Patron's Day and was hosted at SMU.

## HELPING HANDS

## THE EIGHT CAUSES ADOPTED BY SMU PATRON'S DAY 2018



**ACTION FOR SINGAPORE DOGS** was established to improve the welfare of stray and abandoned dogs in Singapore through rescuing and rehoming efforts. The group advocates sterilisation as a means of controlling the stray dog population and promotes responsible pet ownership. [asdsingapore.com](http://asdsingapore.com)



**CARE CORNER COUNSELLING CENTRE** offers clinical and hotline counselling for those struggling with mental health challenges, marital distress or family relationships. [carecorner.org.sg](http://carecorner.org.sg)



**OPERATION BROKEN WING** is a regional fitness charity movement dedicated to improving the lives of forgotten youth. Through CrossFit sessions, it works to keep these youths engaged and involved in a positive community. [operationbrokenwing.com](http://operationbrokenwing.com)



**OASIS SECOND CHANCE ANIMAL SHELTER** houses some 110 mongrels, all of which were rescued from the streets or from being culled. The group hopes to get youths to be more aware of the various ways they can give back to the community and to volunteer their time. [oscas.sg](http://oscas.sg)



**OUR SINGAPORE REEFS** was started by a group of scuba divers, with the aim of protecting Singapore's coral reefs. To do this, they share the problems caused by marine debris, and showcase the marine animals that live within Singapore's waters. The group organises regular underwater clean-ups. [facebook.com/oursingaporereef](https://facebook.com/oursingaporereef)



**SAMARITANS OF SINGAPORE** is Singapore's only suicide prevention centre. The secular non-profit organisation supports people who have difficulty coping during a crisis, who are thinking of suicide or are affected by suicide. [sos.org.sg](http://sos.org.sg)



**ST. ANDREW'S AUTISM CENTRE** is a non-profit, integrated centre for the education, training and care of persons with autism and their families. It presently operates a special school for children aged seven to 18 years old, and a Day Activity Centre (DAC) for the adults, aged 19 years and beyond. [saac.org.sg](http://saac.org.sg)



**TRYBE** comprises the Community & Youth Services Division, Singapore Boys' Hostel Division, and the Community Rehabilitation Centre. The activities steer at-risk youths away from crime by improving their family relationships and helping them stay in school through mentorship, casework, group-based activities and family engagement. [trybe.org](http://trybe.org)





It was a carnival, or at least it felt like it. There was a dragon boat tug-of-war set in a mobile pool, sports competitions such as street soccer, handball and floorball, a plank challenge and much more. There was also a food fiesta with booths serving tacos, hotdogs and even acai bowls for the health-conscious. The atmosphere at SMU Campus Green on the weekend of 3 and 4 March 2018 was especially bustling, as the University welcomed prospective students for its Open House. For those who preferred to relax, “glamping”-style luxury tents were set up so they could soak in the unique vibe of Singapore’s only city campus in style and comfort.

But it wasn’t just fun and games that greeted the 8,500 visitors that had flocked to SMU that weekend. All the different schools at the University — Accountancy, Business, Economics, Information Systems, Law, and Social Sciences — had booths to assist potential students in charting their educational journey. The information sessions, held throughout the day, were especially popular with prospective students (many accompanied by their parents), who were keen to learn more about their interested major and perhaps also the 300 combinations of second

majors that they could pursue. “We are also conducting ‘mock classes’ just so prospective students can truly understand how the curriculum is conducted, and how unique and engaging their classroom experiences are going to be,” said President of SMU Ambassadorial Corps and Year 2 School of Law student, Terrence Yeo, at the event. “Being a city campus, SMU might not offer a traditional university experience, but it provides a very solid and spirited student life that is extremely vibrant.”

### Different And Dynamic

Speaking at the School of Law information session, SMU Provost Professor Lily Kong highlighted SMU’s broad-based learning style as one of the University’s distinguishing traits. She said, “The ability to combine the depth of your major with a certain breadth is really important in the world moving ahead. The world is more interconnected and complex. In order to do well in any one discipline and then your career, the broad-based curriculum you will get at SMU will be useful.” Prof Kong also emphasised the importance placed on students’ holistic development at SMU. For example, all

students are required to undergo internships, and more than 50 per cent of SMU students do at least two internships. “Add to that, about one-third of our students get their jobs within the internship company that they were with,” she said. “Internships, together with the preparatory curriculum work, put our students in very good stead. This year, as with the previous year, our graduates’ employment rate has been excellent — the best among the universities in Singapore.”



OPPOSITE PAGE: On a tour of the activities (L-R) Vice President, SMU Ambassadorial Corps Tan Jia Li Kelly; Dean of Students Prof Paulin Straughan; Director, Admissions Strategy & Outreach, Linette Lim; SMU Provost Prof Lily Kong; Head, Sports and Adventure, Office of Student Life, Mr Eric Song; SMU President Prof Arnoud De Meyer; and President, SMU Ambassadorial Corps Terrence Yeo.



Besides career success, SMU also believes in developing in the students a heart for the community and a recognition that they are part of a larger society. “Each human being is more than just his work, so we ask of our students 80 hours of community service before they graduate,” stressed Prof Kong. “But guess what? On average, each student here actually does more than 140 hours of community service, which suggests to me that they are doing this not because it is compulsory, but because it is what they want to do.”

Also present to welcome prospective students and their parents to what he deemed “a compact campus” was SMU President Professor Arnoud De Meyer. As a university in the centre of the city, SMU is not only easily accessible, but also buzzing with activities, said Prof De Meyer. He quipped that the University is as old as many of the prospective students in the audience, having just celebrated its 18<sup>th</sup> anniversary in January. Despite being young, SMU, he noted, is already recognised globally. “We have built up a very strong reputation. The Lee Kong Chian School of Business, in particular, has been doing very well in the rankings, and has established great contacts with many schools all over the world,” he said. “As such, I can guarantee that all of you —



IF YOU ENJOY BEING IN A PLACE THAT IS FULL OF DYNAMISM, YOUNG BUT IS WELL-RECOGNISED AND REPUTABLE WORLDWIDE; AND IF YOU WISH TO BE OPEN TO THE WORLD, THEN SMU IS THE PLACE FOR YOU TO BE.

PROFESSOR ARNOUD DE MEYER, PRESIDENT, SMU



THIS PAGE: Open House provided a heady mixture of hard information, energetic fun and delicious food, in a carnival atmosphere. ABOVE: (L-R) SMU Provost Prof Lily Kong; Vice President, SMU Ambassadorial Corps Tan Jia Li Kelly; SMU President Prof Arnoud De Meyer; and President, SMU Ambassadorial Corps Terrence Yeo.



100 per cent — will be able to go overseas if that’s what you’re interested in doing.”

Prof De Meyer urged the prospective students to walk around campus and immerse themselves in the SMU school spirit, as well as listen so they can make an informed decision. “See whether this is the place you might like and will feel comfortable being in for the next three to four years of your life at university. It is important that you can not only study well, but also feel at ease and at home,” said Prof De Meyer. “If you enjoy being in a place that is full of dynamism, young but is well-recognised and reputable worldwide; and if you wish to be open to the world, then this is probably the place for you to be.”



The message resonated well with prospective students such as Sheila Tan, who is interested in pursuing Accountancy. “This is such a fun open house — useful and informative — but also happening,” said the 18 year-old. “I think the atmosphere speaks volume of the school spirit and energy of student life here.”





# NAVIGATING THE CROSSROADS WITH CONFIDENCE

SMU LEADERSHIP SYMPOSIUM 2017 PROVIDED PARTICIPANTS INSIGHTS INTO OVERCOMING A FEAR OF FAILING, THE VALUE OF PURSUING ONE'S DREAMS, AND MORE



THIS SYMPOSIUM GAVE ME A BOOST IN SELF-CONFIDENCE BECAUSE I WAS WORRIED ABOUT MY ABILITY TO LEAD OTHERS, BUT I LEARNT THAT WANTING TO LEAD IS AN INTERNAL CHALLENGE AND NOT ABOUT MAKING THE BEST DECISIONS.

JONATHAN KOH, SMU

ABOVE: Mr Tong Yee, giving his keynote address on "The challenging work of balancing personal and societal identity" at the SMU Leadership Symposium 2017. RIGHT: Day two of the SMU Leadership Symposium Plenary. (L-R) Mr Mark Ting, Ms Sarah Pang, Mr Stefan Chow and moderator Mr Kenneth Tan.

What are the hallmarks of leadership, and what does it take to get one onto the road towards attaining positions of authority and responsibility? These were among the questions discussed at SMU's fourth annual Leadership Symposium on 11 and 12 December 2017 at the Mochtar Riady Auditorium. Attended by 300 student leaders from Junior Colleges, Polytechnics and SMU, it centred on a core aspect of leadership. The theme for this year — "Crossroads" — reflects the intersection of possibilities and challenges as one navigates his or her journey as a leader.

## Get The Balance Right

Mr Tong Yee, Director and Co-Founder of The Thought Collective, opened the first day's session with his keynote address titled, "The challenging work of balancing personal and societal identity". He explained that a 'crossroad' was an essential and formative conversation with one's self, which marks the beginning of one's leadership journey. Early decisions made shape our future ones, especially when facing bigger crossroads in life that were beyond the self. He also spoke on the four domains of trust — Competence (skills), Sincerity (intention), Care (identity) and Reliability (consistency) and shared how we trust people because they are competent. However, a deeper level of trust goes

beyond just having the right skills and it is also about the intangibles like sincerity and whether one is able to identify with and connect with others.

## Decisions, Dreams and Disappointments

The panel discussion with Colonel Gaurav Keerthi, founder of dialectic.sg; Ms Tan Kheng Hua, actor and producer; and moderator Dr Bervyn Lee, then-SMU Associate Dean of Students, centred around the topic, "Life goals, decisions and the road not taken". Col Keerthi shared how he didn't jump into the dot.com and computer science industry upon graduation at 24 years old as he felt he was not ready to take on the power and wealth that came with it. Instead, he chose to serve with the government sector. Ms Tan on the other hand, spoke about how values were more important than material wants and societal pressures in leading one's life.

On the second day, photographer and artist Mr Stefan Chow gave the keynote speech on "You will be disappointed". Drawing from his experiences, the mechanical engineering graduate shared how handling disappointments were part and parcel of growth, and learning to embrace them was as important as finding ways to overcome them.

The second day's panel discussion saw Mr Chow; Ms Sarah Pang, pro tennis player; Mr Mark Ting, Board Member, CEO Global and moderator Mr Kenneth Tan, Director, Office of Student Life, SMU, addressing the topic 'Making decisions in a VUCA Environment'. Ms Pang spoke of her humble background and how she only started playing competitive tennis at age 19. There were many naysayers but she stuck with her dream, doing all sorts of chores to pay for a stint at a tennis academy in Spain. Mr Ting then shared how he helped revamp a business in Hong Kong where his strategy was focusing on people and using a hands-on approach. He said "people can be your greatest enemy, but also your greatest asset. It is important to care for people and believe that they have potential to achieve more".

Participants also attended break-out workshops which included topics on emotional intelligence, navigating crossroads, and leading purposefully. The symposium ended with a speech by Dr Bervyn Lee, titled 'Beyond Crossroads' in which he challenged participants to look back on the paths they have taken thus far, acknowledge the lessons learnt, and examine how these will shape their journeys forward.



1<sup>st</sup> Runner Up Team – (L-R) Leon Lim, Haruki Chua, Jeremy Cheok and Capt. Soeren from NORDEN Shipping (Singapore).

## SMOOTH SAILING

*A Strong Showing for SMU at the National Maritime Case Competition*

Students from SMU's Maritime Economics Track did the University proud at the finals of the National Maritime Case Competition in June 2017. SMU was well-represented at the competition, with two of the five finalist teams hailing from the University. As the first-ever maritime-themed case competition held in Singapore, it aimed to raise awareness of the maritime industry. The competition took the form of a conceptual challenge organised by NTU's Maritime Business Society in collaboration with the Maritime Port Authority of Singapore (MPA) and the Maritime Youth Club, co-sponsored by NORDEN Shipping. Participants were presented with real-life predicaments faced by maritime companies in the industry and were required to come up with solutions as a team, before presenting them to a panel of judges consisting of maritime professionals.

SMU's senior team, comprising Haruki Chua Una Qiang, Jeremy Cheok QiMing and Leon Lim Yong Yi, emerged first runner-up. The team's motivation for joining the competition stemmed from their eagerness to share and apply the knowledge and experience gained from their respective summer internships. All three team members were earlier awarded the International Trading Excellence Awards by SMU's International Trading Institute (ITI), where they had the opportunity to intern with ITI@SMU's industry partners and develop deeper insights about the maritime business. They wowed the panel with their presentation — judges quipped that "the team could sell ice to an Eskimo". The team put up a strong fight and scored second place overall in the competition, a remarkable achievement in the face of stiff competition.

Meanwhile, SMU's junior team, comprising Wong Jia Wei, Sherwin Tesalonika Thie and Robin Ng Jui Pin, was recognised for their commendable efforts in formulating a strong proposal, qualifying as a finalist in the final round of the competition. Jia Wei commented that the team joined the competition, as they recognised that it was an excellent opportunity to put learning into practice and bridge the gap between academia and solving real-world problems.

Indeed, it proved to be a valuable learning opportunity as attending maritime professionals were forthcoming with insights and opinions on the feasibility of the team's proposal. The team walked away with fresh perspectives and a greater understanding of the maritime industry.

## THE TRIUMPH OF IDEAS

SMU'S MBA TEAM CLINCHES THE TOP PRIZE AT THE 2017 ZURICH ENTERPRISE CHALLENGE

**CLASS OF 2017 MBA STUDENTS** Annabelle Chua, Akshay Tatke, Zhe Hui and Serena Se Eun Park of Team Smoomba did SMU proud in September 2017, when they emerged champions of the 2017 Zurich Enterprise Challenge (ZEC) held in Edinburgh, Scotland. The team claimed victory with a successful pitch over the University of Chicago Booth School of Business. Coached by Prof Ang Ser-Keng, the team won the vote of attendees of the 2017 Zurich Global Risk Management Summit. The full challenge took place over the course of six months and three phases of competition eliminations.

Sponsored by the Zurich Insurance Group, the challenge required postgraduate students to implement solutions utilising Zurich Insurance Group's award-winning country risk assessment tool, the Zurich Risk Room. 90 teams across 61 countries participated in the 2017 ZEC, which is now into its fourth year. The ZEC is a three-phase team competition designed to offer postgraduate students worldwide, the opportunity to work directly with multinational corporations to provide solutions to existing corporate challenges.

The competition kicked off in March with 90 teams required to submit video solutions for the Phase 1 challenge. Phase 2 saw the top 20 out of 92 teams working with Zurich Insurance Group's corporate clients, such as Mars, Lendlease, Coca-Cola Hellenic Bottling Company, Kimberly-Clark and Nestle, on client-specific case projects over a one-month period with multiple client touch points. SMU's Team Smoomba was the only Asian university to make it to the Top 20 Phase 2 Teams, where teams presented their work to clients via videoconference. Phases 1 and 2 were judged by the Zurich Academic Review Board and individual client companies, based on the criteria of analysis, quality of technical work and organisation of thought. The top two teams who advanced to Phase 3 competed on the merits of their technical work and their communication style to the attendees of the Summit.

Working with Mars in Phase 2, Team Smoomba developed a risk-based framework for Mars' businesses in Southeast Asia that allowed them to advance to the final round. Sharing about lessons learnt from taking part in the competition, Zhe Hui commented, "Our entire team was juggling between the requirements of the competition while continuing with our internships and classes. The key to our success was that we each focused on our strengths in the limited time we had. The most valuable lesson I learnt from my teammates was how to break down the same problem differently so as to provide a comprehensive solution."



(L-R) Annabelle Chua, Zhe Hui, Serena Se Eun Park and Akshay Tatke of Team Smoomba claiming the top prize at the 2017 Zurich Enterprise Challenge in Scotland.



## A BIG PAYOFF

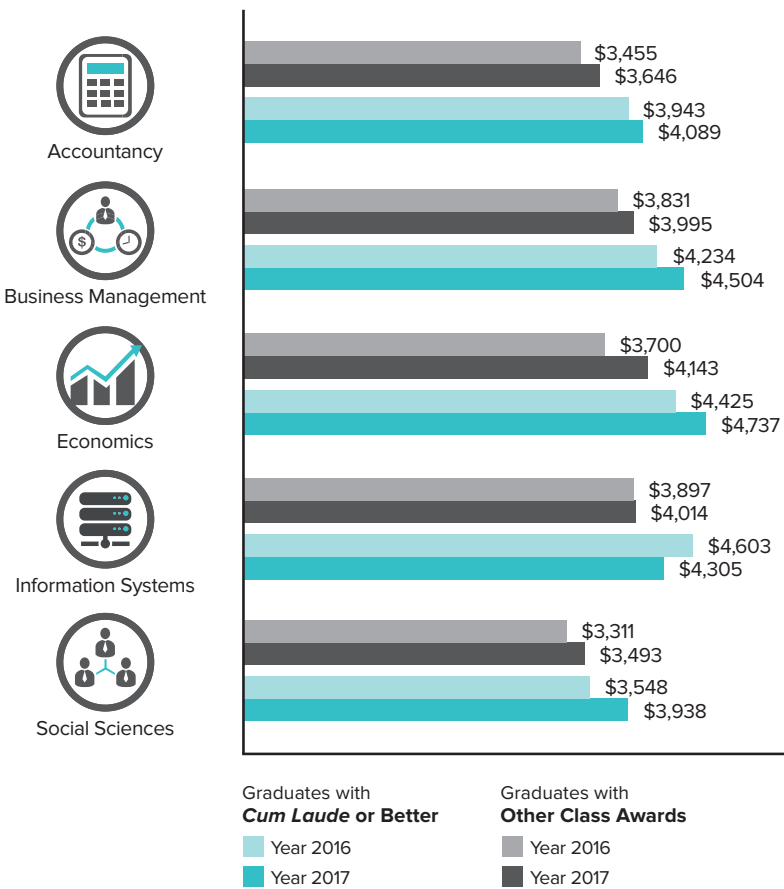
*SMU's 2017 fresh graduates see increase in employment rate and all-time high for mean starting salaries in latest employment survey*

**GRADUATES FROM SMU'S 14<sup>TH</sup> COHORT** have again registered a high and stable overall employment rate of 93.9% and higher starting salaries across all six of the University's degree programmes. The results were revealed in an annual Joint Graduate Employment Survey conducted by SMU and the other Autonomous Universities. 77.6% of the 1,779 SMU alumni who graduated in 2017 took part in the survey.

The survey showed that 93.9% of SMU graduates in the labour force gained employment within six months of their final examinations. 65.4% were offered jobs before graduation, an 11.3 percentage point increase as compared to 2016. Of those who received job offers, 31.9% landed full-time employment through internships, which are compulsory for SMU undergraduates.

The mean gross monthly salary of SMU graduates in full-time permanent jobs was \$3,910 in 2017. This is an all-time high and a 5.1% increase over the previous year's salary of \$3,722. Similar to the previous year, the top three industries of employment for SMU graduates were "Financial and Insurance", "Information & Communication", and "Legal, Accounting and Auditing", with 'Financial and Insurance' maintaining its position as the highest-paying industry with an average gross monthly salary of \$4,649.

SMU Provost Professor Lily Kong said, "We are delighted that, year after year, SMU graduates have a high market value .... Apart from the academic curriculum, we prepare our students well for the workforce by equipping them with the knowledge, experience, and skills sought after by employers. SMU students have various opportunities for global exposure, community service, and internships, and these prepare them to become well-rounded individuals and leaders."



(L-R): Michelle Ann Lim, Lim Yi Chang, Ng Rui Qin and Amelia See, with Ms Grace Cheah, their case mentor and Lead Consultant of Sustinere Pte. Ltd.

## CHAMPIONS OF POSITIVE CHANGE

### SMU WINS BIG AT THE CDL-GLOBAL COMPACT NETWORK SINGAPORE YOUNG CSR LEADERS AWARD 2017

Corporate Social Responsibility (CSR) is more than a just a buzzword these days. Awareness on issues such as environmental degradation, income inequality and community impact on local communities brought about by economic activities has grown, and many companies have taken it to heart when charting their forward strategies.

With this in mind, the CDL-GCNS Young CSR Leaders Award was launched in 2011 as a national case-competition that promotes thought leadership among future business leaders to embrace Corporate Social Responsibility principles into a company's business strategy and practices. Last year, SMU's Team Viride comprising Amelia See (Business Year 2), Michelle Ann Lim (Business Year 2), Ng Rui Qin (Information Systems Year 1) and Lim Yi Chang (Accountancy Year 1) led SMU to its third competition win. SMU teams had previously taken the top spot in 2014 and 2015. For their win, the quartet was presented with \$5,000, the winner's shield and a certificate from Guest-of-Honour Minister Chan Chun Sing and CEO of City Developments Limited Mr Grant Kelly at the Global Compact Network Singapore Summit 2017 on 29 August 2017.

Over the course of the competition, 359 youths aged between 18 and 25 from various tertiary institutions got to meet representatives from AkzoNobel, APRIL, DSM Singapore, Ernst & Young, Hong Leong, Informatics, Singtel, Suntory and Veolia. Students gained an understanding of the companies' CSR programmes before they chose one to work on for their proposal. They then competed to see who had the most effective CSR strategies to chart a sustainable future for Singapore and beyond.

Team Viride proposed human-centric and innovative environmental strategies tailored to suit the needs and strengths of AkzoNobel, a firm that specialises in paint, coatings and chemicals. From suggesting innovative repackaging of the company's products to the creation of a closed-loop awareness campaign, it made sure to include all stakeholders to create the most comprehensive and easily-implementable strategies possible. "Members of SMU Verts (SMU's Environmental Club) are already active champions of sustainability and the competition gave us an opportunity to enact real change on a larger scale," said Rui Qin, who is the Club's president. "Teams were tasked to create a 10-page report to delineate strategies for the company. This required extensive preparation, as we had to plough through multiple reports and then distill the data into easily digestible information. Getting into the finals however, made all the effort worthwhile."

When asked about her experience, Michelle said, "From being able to interact with industry leaders during our industrial attachment to learning how to integrate CSR objectives into business objectives, my experience was an amazing one. I am grateful for the opportunity to be part of something greater and the chance to enact real change on a global level."

## WINNING WORDS

### SMU alumna triumphs at the 2018 MLAS Maritime Mooting Competition

**ON 25 JANUARY 2018**, SMU alumna Chow Zi En became the second SMU graduate to emerge champion at the 2018 Maritime Law Association of Singapore (MLAS) Maritime Mooting Competition finals, which was held in the David Marshall Moot Court at SMU School of Law.

The competition, which is into its second edition, is open to anyone who has not been called to the bar, and is organised with the key objective of encouraging law students and young lawyers to explore maritime law. From 38 competitors last year, this year's moot competition featured about 50 entrants from Singapore's two law schools, the legal service, as well as law firms in the country.

A distinguished panel of more than 50 lawyers from firms such as Allen & Gledhill and Rajah & Tann judged the preliminary and knockout rounds. Competitors this year had to tackle a moot problem concerning an



LEFT TOP: Chow Zi En speaking at he MLAS Maritime Mooting Competition at the David Marshall Moot Court. LEFT CENTRE: Chow Zi En with Justice Steven Chong. (Photos: Chen Siyuan)



emergency tribunal's powers. The dispute was to be heard by an arbitral panel following the rules of the Singapore Chamber of Maritime Arbitration.

Representing the claimant was Hanspreet Singh Sachdev (Cambridge/Drew & Napier) and representing the respondent was Chow Zi En, who graduated from SMU School of Law's Class of 2017 and is currently a Practice Trainee with Rajah & Tann Asia. Eventually, it was Zi En who impressed the judges — Judge of Appeal Steven Chong, Kenneth Tan SC and Gavin Kealey QC — who declared her the overall winner. This is the second consecutive time that an SMU graduate has won the competition (the first being Nicholas Liu, from the Class of 2015).

For her achievement, Zi En won herself an opportunity to complete a fully-sponsored internship with 7KBW London, a top commercial chambers with a reputation for excellence, intellectual rigour and providing practical, commercial advice. This is on top of her prize money of \$1,500, kindly sponsored by the Maritime Port Authority of Singapore.



ABOVE: Teong Tzen Wei (Photo: Singapore Swimming Association) RIGHT: Sasha Christian (Photo: Sport Singapore)



## STAR ATHLETES GET TO SHINE AT SMU

### NATIONAL ATHLETES TEONG TZEN WEI AND SASHA CHRISTIAN AWARDED THE YIP PIN XIU SCHOLARSHIP FOR 2018

Launched in December 2016, the bond-free Yip Pin Xiu Scholarship honours and recognises the efforts of three-time Paralympic gold medalist and world-record holder Yip Pin Xiu, an SMU alumna. SMU's first full sports scholarship is open to outstanding Singaporean athletes who have gained admission into any SMU

undergraduate programme and have shown and will continue to demonstrate the spirit of excellence, outshining in sports and representing Singapore with pride and glory. This year, the Yip Pin Xiu Scholarship has been awarded to national swimmer Teong Tzen Wei and national wakeboarder Sasha Christian.

The inaugural recipient of the scholarship was national sprinter Shanti Veronica Pereira, from the School of Accountancy. Similarly, Tzen Wei and Sasha will receive a waiver of tuition fees for four years, as well as a Growth Opportunities Allowance of \$12,000, that allows them to enjoy a wide range of leadership and personal development programmes, and overseas community service projects, student exchanges and school study missions.

Tzen Wei, who took the 50m freestyle crown in his SEA Games debut last year, was composed in his excitement. "It became clear that SMU is an obvious choice for me in so many aspects, but to be offered the Yip Pin Xiu Scholarship is indeed an honour," he said. He will read Business Management

at the Lee Kong Chian School of Business when he returns from the Palembang Asian Games in August 2018.

Multiple SEA Games gold medalist, Sasha — who has been training full-time for the past four years — was equally thrilled, "It is truly an honour to be a recipient of the scholarship and I'm extremely grateful for this unique opportunity. I look forward to growing holistically as a scholar-athlete, fully immersing myself in a dynamic environment where the world is constantly evolving." Sasha will join the School of Social Sciences in August 2018.

SMU will award up to two Yip Pin Xiu scholarships each year. Said SMU's Provost Professor Lily Kong, "Sasha and Tzen Wei are both outstanding athletes and have demonstrated the qualities that embody the Yip Pin Xiu scholarship holder — excellence in sports, dedication, resilience, humility and leadership. I am certain that both will continue to inspire us as they pursue their dreams and be among SMU's finest graduates who will not only bring further glory but also make meaningful impact for Singapore."



# VISUALISING VICTORY

*It's a double win for SMU's MITB teams at the prestigious VAST Challenge 2017*

**TEAM JKY FROM SMU'S MASTER OF IT IN BUSINESS (MITB) PROGRAMME** performed positively at the IEEE Visual Analytics Science and Technology (VAST) Challenge 2017. Comprising Jason Ong, Kishan Shridhar and Zhang Yanrong, Team JKY secured an award for their submission to the prestigious competition, winning for "Clear presentation of hypotheses and supporting evidence". Meanwhile, their MITB classmate Guan Yifei won an individual award for "Actionable and Detailed Analysis" as well.

The VAST Challenge is an annual competition with a goal of advancing the field of visual analytics and discovery. Submissions were evaluated based on a peer review process that recommended outstanding submissions for award considerations. This year, the competition involved three mini challenges and a grand challenge. The challenge required the application of visual analytical tools and approaches to help solve a mystery in a wildlife preserve. Participants needed to solve the three individual mini challenges to be eligible for the Grand Challenge.

Team JKY wowed the judges with a clear presentation of hypotheses and supporting evidence for the submissions made for the Grand Challenge. Commenting on the team's approach towards the challenge, Kishan commented: "Solving the Grand Challenge was a combined effort, as it also involved analysis of textual facts to stitch together a coherent story. The submission was well received by the organisers, who thanked both our teams for travelling all the way to the IEEE VIS Conference in Phoenix, Arizona,

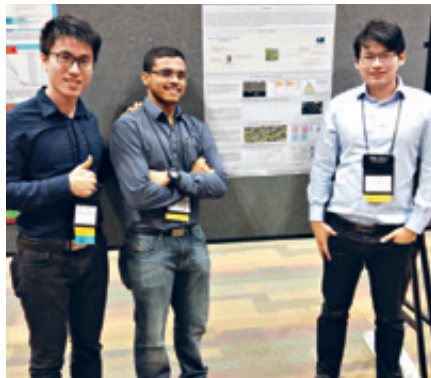


ABOVE: Guan Yifei with judges at the VAST Challenge 2017, where she won an individual award for Actionable and Detailed Analysis.

and were delighted by the responses we had prepared. The responses are now part of the benchmark repository they maintain over the years." Sharing on their aspirations after the competition, Kishan said: "While at the Conference to deliver our solution, we also got to listen to other award winners. There were a lot of learning points gathered from the various design approaches and the customised tools which certain participants had developed. We believe the challenge has given us a chance to prove our skills in visual analytical tools, lateral thinking and greater confidence to deliver as a team in similar competitions."

Having had an equally positive experience, Yifei shared, "We can see that more and more employers are looking for visualisation skills when they hire data analysts/scientists and analytics consultants. But instead of simply assembling charts together, we need to think about how to present complex logics/analytics in the form of visually-appealing outputs that allow users without technical backgrounds to comprehend easily."

BELOW: (L-R) Zhang Yanrong, Kishan Shridhar and Jason Ong of Team JKY securing an award at the prestigious IEEE Visual Analytics Science and Technology (VAST) Challenge 2017.



The SMU team triumphant in Japan. (L-R) Jamie Lim Zhi En, Wong Wan Yee, Darren Hernandez Tan, Senior Lecturer Ma Kheng Min and Raghvendra Narang.



(L-R) Tan Jing Han, Ian Chua Yong Kwang, Faculty Advisor Senior Lecturer Ma Kheng Min, Michelle Ann Lim Pei Ying and Sashikumar Kannappan, winning the TUBC championship title in Thailand.

## BEST CASE SCENARIOS

SMU'S COGNITARE TEAMS LEAD THE FIELD AT TWO INTERNATIONAL BUSINESS CASE COMPETITIONS

Two SMU teams from Cognitare, Lee Kong Chian School of Business's business case club, have made the University very proud by winning the championship titles at the 3<sup>rd</sup> Global Business Case Challenge and at the 20<sup>th</sup> Thammasat Undergraduate Business Challenge in October 2017.

The team representing SMU in Thailand comprised Ian Chua Yong Kwang (4<sup>th</sup> Year, accountancy and business), Tan Jing Han (3<sup>rd</sup> Year, economics and business), Michelle Ann Lim Pei Ying (3<sup>rd</sup> Year, business) and Sashikumar Kannappan (2<sup>nd</sup> Year, business and social science (PLE)) beat 19 teams from international universities to win the title. Hosted by Thammasat University, TUBC is Asia's longest-running international business case competition.

Celebrating its 20<sup>th</sup> anniversary, the competition's finals were held 'live' at Centara Grand in Bangkok. This year, the organisers introduced a 'live consulting' case format. Teams were required to engage with senior executives of the client firm — Siam Commercial Bank (SCB) — to understand its needs and conduct on-ground research to gain market insights.

Within a 48-hour timeframe, teams conducted their research, analysed data and developed recommendations to help the bank convince SME shop owners in Bangkok's Platinum Mall to use SCB as their preferred bank. SMU's proposal was for a location-based mobile app with a 'backtracking' feature that leverages on-ground shoppers to provide the bank with predictive data and performance insights based on their movements and behaviour.

Earlier that month, another SMU team also overcame stiff competition at the GBCC in Beppu, Japan, to emerge global champions. Into its third edition, GBCC is organised by Ritsumeikan Asia Pacific University to showcase the analytical capabilities of international business undergraduates. The SMU team comprising Raghvendra Narang (3<sup>rd</sup> year, economics), Jamie Lim Zhi En (3<sup>rd</sup> year, business) and Darren Hernandez Tan (2<sup>nd</sup> year, business and economics) and Wong Wan Yee (2<sup>nd</sup> year, business), competed against 10 teams from around the world.

Teams were given 24 hours to develop recommendations for Mani Inc., a Japanese medical equipment maker which was facing threats from new substitutes, as well as the counterfeiting of its products in emerging economies. The team proposed a framework for Mani to keep their product pipeline alive and relevant. To circumvent the challenge of counterfeiting, they recommended an outreach strategy targeted at medical schools in emerging markets to educate potential consumers on the quality of Mani's products.

# SMU PRO BONO CENTRE'S NEW PREMISES OFFICIALLY UNVEILED

*Reinforcing a commitment to promoting social responsibility among the legal sector*

**"PRO BONO LEGAL SERVICES** represent the highest form of social work that the legal profession can perform in service to the public. It is not just free work, but free work for our poor 'neighbours' without expectation of any kind of material reward — it is the work of the Good Samaritan," said Mr Chan Sek Keong, former Chief Justice of Singapore. He was speaking at the official opening of the SMU Pro Bono Centre's new premises on 6 October 2017 in his capacity as Advisor to the Centre.

The launch ceremony also marked the beginning of a five-year partnership between SMU and the RHT Rajan Menon Foundation. Under the agreement, the RHT Rajan Menon Foundation, a Singapore-registered charity and grant-making philanthropic organisation, will support the Centre with a gift of \$300,000 starting from the Academic Year 2017-2018.



## For The Common Good

Since its inception in 2013, the SMU Pro Bono Centre, headed by SMU Associate Professor Rathna N Koman, has been instrumental in cultivating the pro bono culture at SMU and in sensitising students to social justice issues. It involves law students in regular legal clinics which serves indigent members of the community, and trains students in client interviewing skills and in managing the clinics. At the regional level, the Centre also collaborates with Asian universities, such as through internships, to raise pro bono consciousness among students.

Associate Professor Goh Yihan, Dean of SMU School of Law (SoL), said, "In line with the University's ethos, our School advocates a pro bono culture through programmes which

we have nurtured since our inception in 2007. We are grateful to RHT Rajan Menon Foundation for its generosity and vote of confidence towards our efforts."

Assoc Prof Koman reiterated that SMU is not new to the pro bono scene. "When SoL started in 2007, the foundation was already laid for a strong commitment to such work. By 2008, SMU's law students were already actively participating in pro bono work organised and managed by the Law Society of Singapore and participating as assistants in free legal clinics nationwide." The Centre has handled more than 600 cases to date. Today, there are more than 550 student volunteers serving at the Centre, and SMU alumni serving at its legal clinics with other volunteer lawyers.

In her address at the ceremony, SMU Provost Professor Lily Kong said, "Through this (partnership), our students will gain a greater understanding of the needs of the less-

### IN MEMORY

In late October 2017, the University announced the establishment of the Subhas Anandan Legacy Fund, set up together with the family of the late Mr Anandan, in his memory and in celebration of the School of Law's 10<sup>th</sup> anniversary.

Fund-raising efforts, which started in March last year, have been well-received, and over \$120,000 has been raised to-date. The funds will be used to support the activities of the Constitutional Law and Criminal Justice Club at SMU, as well as a new bursary named in honour of Mr Anandan. From January 2018, one needy Singaporean/Singapore PR law undergraduate will benefit from the bursary — valued at \$5,000 — each

### SOL ESTABLISHES THE SUBHAS ANANDAN LEGACY FUND

year, in perpetuity. As part of SoL's efforts to honour Mr Anandan, a room within the SMU Pro Bono Centre has been named the 'Subhas Anandan Room'. Mr Anandan's family has also donated a yellow ribbon painting to be placed in the room.

At the appreciation ceremony which was attended by family and friends of Mr Anandan, as well as SMU Law students and faculty, Assoc Prof Goh Yihan, extended his appreciation to the donors. "Your contribution will go a long way towards encouraging more ground-up efforts by our students. Furthermore, the Bursary will make a significant difference in

the educational journey of deserving Law students at SMU. Mr Anandan had a heart filled with empathy for the underrepresented; I believe that through our humble efforts, his compassion and spirit of public service will live on in our young lawyers-to-be," he said.

"The family of Subhas is honoured that so many have come forward for

privileged, and there will be more meaningful programmes in place to serve the community."

Mr Tan Chong Huat, Senior Partner at RHTLaw Taylor Wessing shared that his Foundation's collaboration with SMU Pro Bono Centre 'came about naturally'. "Both parties shared a common objective of instilling social responsibility in law students and lawyers towards the underprivileged." He added that the Foundation and the Pro Bono Centre will be teaming up in an Eldercare project later this year, which will see students assisting lawyers in the drafting of wills and Lasting Power of Attorney documents.

On Mr Chan's appointment as Advisor to the Centre, Assoc Prof Goh said, "We are honoured to be able to benefit from Mr Chan's wealth of experiences. I have no doubt that, under his guidance, and through the combined efforts of all at our Pro Bono Centre, we will be able to make an even greater impact."



(L-R) Mrs Vimala Anandan, Mr Sujesh Anandan, SOL Advisory Board Chairman Mr VK Rajah and Assoc Prof Goh Yihan.

this good cause. Pro bono work was close to Subhas' heart and he firmly believed in access to justice for all," said Mr Sunil Sudheesan, nephew of Mr Anandan, and Director, Head Criminal Department, Quah Woo & Palmer LLC. Mr Sudheesan is also President of the Association of Criminal Lawyers of Singapore.





# THE LEADING LIGHTS

## SMU’S STAR FACULTY MEMBERS RECOGNISED AT THE 2017 TEACHING EXCELLENCE AWARDS

The annual SMU Teaching Excellence Awards are given to faculty for their contributions in promoting excellence in teaching and learning, and enhancing the quality of classroom experience. Introduced in 2016, the Honour Roll recognises faculty members who have received at least three SMU Undergraduate Teaching Excellence Awards. Following the Provost’s Annual Address on 22 September 2017 — where she spoke on how SMU could make a positive change and create meaningful impact — Professor Lily Kong, Provost and Lee Kong Chian Chair Professor of Social Sciences presented awards to recipients at SMU’s Mochtar Riady Auditorium.

THE 2017 WINNERS

### EXCELLENT TEACHER AWARD (UNDERGRADUATE)

**Seow Poh Sun**, Associate Professor of Accounting, School of Accountancy (SoA) Poh Sun uses games, videos, e-learning, newspapers, experiences and group projects to demonstrate the subject’s real-world relevance. The “Accounting Challenge” app which he co-developed has won multiple international teaching awards. In addition, he instils the CIRCLE values in SoA students and raises their awareness on community engagement. He is also placed on the Honour Roll.

**The other nominees:** Gan Yoke Wah, Karen, Lee Kong Chian School of Business (LKCSB); Shyamala Deenathayalan, LKCSB; Madhav Shrihari Aney, School of Economics (SoE); Hady Wirawan Lauw, School of Information Systems (SIS); Pearlie Koh, School of Law (SoL); and Ivy Lau, School of Social Sciences (SoSS).

### INNOVATIVE TEACHER AWARD (UNDERGRADUATE)

**Geng Xuesong**, Assistant Professor of Strategic Management, LKCSB  
**William Tov**, Associate Professor of Psychology, SoSS  
Xuesong hones students’ critical thinking and problem-solving skills through games, cases, debates and thought-provoking exercises. He also conceptualised the *Co-Founders of the North* digital game, which has been adopted in VUCA and other Strategy courses. On the other hand, William uses analogies, real-life examples and animations to simplify abstract technical concepts and engage students. He also conceptualised the *Stars Café* mobile game to improve students’ statistical literacy and critical-thinking skills.

**The other nominees:** Fang Xin, LKCSB; Wong Suay Peng, SoA; Swapna Gottipati, SIS; and Rathna N. Koman, SoL.

### MOST PROMISING TEACHER AWARD (UNDERGRADUATE)

**Sungjong Roh**, Assistant Professor of Corporate Communications, LKCSB  
**Wang Hai**, Assistant Professor of Information Systems, SIS  
Sungjong goes the extra mile to motivate and help students learn by providing weekly lesson notes, detailed feedback, and additional consultation hours. He also encourages students to think critically about the content and engages in peer observations for continuous professional development. Wang Hai, develops Micro-lab cases for students to gain hands-on experience with real data and gathers weekly feedback from students and adjusts his teaching methods accordingly.

**The other nominees:** Buket Avci, LKCSB; Lin An-Ping, SoA; and Xue Jingyi, SoE.

### OUTSTANDING TEACHING CONSULTANT/ADJUNCT AWARD (UNDERGRADUATE)

**Tan Boon Heng**, Adjunct for Law, SoL  
Boon Heng uses the socratic method to stimulate students’ interest and understanding of the subject matter as well as engaging them through debates, mind-maps, games and crossword puzzles. The Honour Roll goes to **Francesca Benvenuti**, Adjunct for Italian Language, SoSS. She uses grounded linguistic approaches, online resources and practical activities to reinforce learning outcomes and uses highly-engaging teaching methods.

**The other nominees:** Raymond Teo, LKCSB; Patricia Lui, LKCSB; Huynh Bao Tan, SoE; and Chong Yin Teng, Centre for English Communication.

### TEACHING EXCELLENCE IN POSTGRADUATE PROFESSIONAL PROGRAMMES AWARD

**Teo Chyng Wen**, Assistant Professor of Quantitative Finance and Academic Director, Master of Science in Quantitative Finance, LKCSB  
**Lee Wee Leong**, Associate Professor of Information Systems and Director, Master of IT in Business (Analytics), SIS  
Chyng Wen has a knack for illustrating the course content in a very precise and intuitive manner. He also uses simulations beyond the syllabus to show students how actual markets function and peppers his curriculum with practical industry insights. Wee Leong strives to help his students build their confidence to solve real-world business issues more efficiently with his detailed explanations and simulation tools.

**The other nominees:** Srinivas K. Reddy, LKCSB; Sum Yee Loong, SoA; Tan Kim Song, SoE; and Tang Hang Wu, SoL.

### SMU EXECUTIVE DEVELOPMENT TEACHING EXCELLENCE AWARD (INTERNAL)

**Shantanu Bhattacharya**, Professor of Operations Management, LKCSB  
**Ang Ser Keng**, Senior Lecturer of Finance, LKCSB  
Shantanu uses a high level of interactivity for his programmes which includes games and simulation exercises for team-building and to facilitate the understanding of supply chain. Ser Keng is energetic and interactive in his delivery style. He is also clear in explaining the content, which makes financials simple to understand and easy to apply.

**The other nominees:** Gregor Half, LKCSB; Benedict Koh, LKCSB; and Kapil Tuli, LKCSB.

### SMU EXECUTIVE DEVELOPMENT TEACHING EXCELLENCE AWARD (EXTERNAL)

**Les Buckley**, Affiliated Faculty of Strategic Management  
**Markus Kelper**, Chief Customer & Digital Officer, and Disruptive Transformational Leader  
Les is an excellent speaker and excels in emphasising the importance of good leadership. He uses real-world examples and provides extra learning materials to enhance understanding. Markus comes with a strong background in commercial experience and is an entertaining speaker who provides applicable examples with interesting topics.

**The other nominees:** Joanna Thumiger, Executive Coach and Facilitator; Sabreena Andriesz, Executive Coach and Facilitator; and Jeanette Ng, Business Advisor and Associate Faculty.

**Heartiest congratulations to all nominees and recipients for their exemplary contributions and achievements in their quest for teaching excellence!**



The SHINESeniors project by SMU-TCS iCity Lab which test runs technologies for ageing-in-place in elderly homes has proved to be a highly successful experiment in the innovative use of IoT technology to enable the elderly to age-in-place in Singapore.

## INNOVATION IN ELDERCARE

### SMU AND TATA CONSULTANCY SERVICES EXTEND JOINT EFFORTS INTO DIGITAL URBAN SOLUTIONS

In an announcement made in November 2017, SMU and Tata Consultancy Services (TCS) have extended their partnership for another three years. The ongoing partnership, launched in 2011 and renewed for a second time, will enhance multi-disciplinary research efforts in digital technology to create innovative, technology-enabled solutions to new urban challenges.

TCS will invest \$1.5 million over the next three years in developing intelligent infrastructure, software and applications. SMU will leverage on its capabilities to generate leading-edge research and strategic linkages with business, government and the wider community to enable the most relevant and contextual ecosystem to deploy the technology solutions. “At SMU-TCS iCity Lab, our endeavour is to dig deep into our research and development resources to help produce broad-based, creative and collaborative solutions to problems that Singapore faces in its ascent to be a Smart Nation,” said Professor Steven Miller, Vice-Provost of Research and Professor of Information Systems, SMU.

With the renewed partnership, SMU-TCS iCity Lab will:

- **Deepen and broaden capabilities of an IoT-enabled preventive care and self-care ecosystem.**
- **Explore how citizens can participate as consumers and producers of services to create a sustainable city, aligned with its vision of citizen-centric intelligent cities.**
- **Look at novel and viable business models, partnership models, care models and large-scale deployments, using technologies such as AI and Machine Learning as necessary.**

The extension of the partnership comes on the heels of a successful pilot project in elderly-care. The project named SHINESeniors, under a Singapore Government grant, was launched in 2014 to test run technologies for ageing-in-place in 100 elderly homes. It proved to be a highly-successful experiment in innovative use of IoT technology to enable the elderly to age-in-place in Singapore. “The extension of the partnership gives us an opportunity to delve deeper into the emerging challenges of citizen services and health surveillance and develop solutions that align with Singapore’s agenda to be a Smart Nation,” said Girish Ramachandran, President, TCS Asia Pacific.

## TOWARDS A SMARTER TOMORROW

*The Living Analytics Research Centre receives a \$25 million boost for its research in support of Singapore’s Smart Nation goals*

**SMU’S LIVING ANALYTICS RESEARCH CENTRE (LARC)**, in partnership with USA’s Carnegie Mellon University (CMU), has received a second round of funding from the National Research Foundation (NRF) for a period of 4.5 years until 2021. The \$25 million grant for LARC Phase 2 (LARC2) will enable the centre to undertake research, development and deployment partnerships to innovate analytic methodologies, technologies and system platforms that would support Singapore’s Smart Nation efforts.

Professor Lim Ee-Peng, SMU Director of LARC said, “Combining analytics R&D in community liveability, urban mobility, jobs/skills intelligence, and healthy lifestyle to enhance people’s well-being is an exciting direction for LARC2. It aligns well with SMU’s aim to make high-impact contribution to society, and supports our Smart Nation drive to leverage data to create technologies for citizens, enterprise efficacy and opportunities for all.”

Data-intensive analytics technologies will enable societies to become more personalised. The same technologies will also allow people to be more participatory. By analysing people’s behaviour in various contexts, LARC2 also aims to help them change their behaviour in activities that improve personal and social well-being. LARC2 will focus on Urban and Social Sensing; Socio-Physical Analytics; and Social Activation. The research will be applied in Urban and Community Liveability; Jobs and Skills Intelligence; Personalised Urban Mobility; as well as Smart Consumption and Healthy Lifestyle.

### Multiple Collaborations

To achieve greater impact, LARC2 will collaborate with public and private partners to create deployment test beds, repurpose their existing data to solve new problems, and help individuals enjoy an improved experience with urban systems such as public transport and municipal services. Partners include the Municipal Services Office and Health Promotion Board. LARC2 will also collaborate with and leverage the expertise of labs and research centres within SMU, including LiveLabs Urban Lifestyle Innovation Platform, Fujitsu-SMU Urban Computing & Engineering Corporate Lab, and SMU-TCS iCity Lab. Besides CMU, LARC2 will collaborate with other international universities and labs to achieve more research breakthroughs together.

In addition, LARC2 will work with the Center for Applied Smart-Nation Analytics (CASA), newly-established at SMU and funded by NRF, to increase the translational value of its research. CASA will be able to provide the engineering expertise to develop LARC2 analytics research demos into systems for trials and deployment. Besides faculty, data scientists, engineers and researchers, the projects will involve SMU and international doctorate, master and undergraduate students.



Prof Lim Ee-Peng, SMU Director of LARC, conducting a demo of LARC technologies at a roadshow. He said that analysing people’s behaviour in various contexts and enhancing their well-being is an exciting direction for LARC2.



## A BOOST FOR ADULT EDUCATION

*SMU Academy's initiatives to equip the workforce in a new economy*

**WITH AN EYE** on the future, SMU Academy has rolled out three new programmes catering to professionals in as many sectors. While these programmes vary widely in content, duration and target audience, they share the same overarching goal: to help the workforce adapt to a rapidly-changing world.

The first initiative, designed for middle to senior management executives, is the SMU Advanced Certificate in Service Excellence and Innovation. Launched in November 2017, in conjunction with the Institute of Service Excellence at SMU, the Advanced Certificate consists of six two-day modules and a final assessment, to be completed within three years. It focuses on building a culture of service excellence through leadership, process planning, service innovation, data-driven insights and a customer-centric strategy.

Secondly, SMU Academy and the Singapore

Business Federation (SBF) jointly set up the SBF-SMU LEAD-CHARGE Initiative in February 2018 to support SMEs on their business transformation and growth journey. This is done through four-phases — Awareness, Diagnosis, Intervention and Recognition. Participating SMEs will receive an on-site assessment of their company's maximisation potential, followed by capability-building courses, consultancy and mentorships to address business transformation gaps. A change agent in each company will also undergo a two-day Lead-Charger programme, on change and people management, design thinking, business process improvement and emerging technologies.

Thirdly, Deloitte and SMU Academy are collaborating to offer Corporate Financial Risk Management Masterclasses from May 2018. The series of two-day workshops takes a holistic approach towards effective financial



(L-R) Dr Lim Lai Cheng, Executive Director, SMU Academy and Mr Benny Koh, Financial and Regulatory Risk Leader, Deloitte Singapore signed a collaboration agreement to offer a new Masterclass.

risk management. The aim is to develop future-ready finance professionals through a practice-oriented curriculum to deepen their expertise in the face of rising market volatility and technology disruption. A panel of facilitators from Deloitte and SMU will draw on industry experience to share insights on topics including funding strategy, managing liquidity and foreign exchange volatility, and future-proofing treasury with technology.

## INTO THE NEXT LAP

*SMU'S SCHOOL OF LAW BOLDLY OUTLINES ITS VISION FOR THE FUTURE*



(L-R) SMU School of Law Advisory Chairman Mr VK Rajah; School of Law Dean, Associate Prof Goh Yihan; and SMU President Prof Arnoud De Meyer, at the Appreciation Luncheon.

The mood was celebratory at the appreciation luncheon co-hosted by SMU President, Professor Arnoud De Meyer, and School of Law (SoL) Dean, Associate Prof Goh Yihan, on 4 December 2017. And as it turned out, it was an afternoon that gave the hosts and guests the opportunity to renew acquaintances, catch up with old friends and exchange ideas. Present at the event were about 60 guests from the judiciary and law profession, as well as partners and donors of SoL. They were joined by School's Advisory Board Chairman, Mr VK Rajah, as well as law faculty members and alumni.

In his speech, Dean Goh said that the concept of unique holistic education with small classes, a commitment to community service and a link between theory and practice, are all hallmarks which have shaped SoL over the last 10 years. With the support of the legal fraternity, the School has produced graduates who are highly sought-after by the market.

He outlined the School's aspirations for the next decade, elaborating on how it will aim to break new ground. For one, the School will relook at legal education. Future students can look forward to a redesigned curriculum

that exposes them to different facets of the legal profession, such as disputes, corporate and public service work. Through a holistic syllabus, students will be trained not within subjects but across subjects. "The aim is truly to be bold and to relook legal education

from the ground up and not be tied down by tradition," he said.

The School will also focus on technology, which is already changing the work scope of junior lawyers and challenging the way in which traditional legal doctrine is understood. As a first step,

an Advisory Council on Law and Technology comprising practitioners and industry leaders in the law and tech space has been established to advise the School on its curriculum.

In addition, Dean Goh emphasised that the School will aim to produce legal research that is meaningful and impactful, and respond to new realities. "I believe of the need for academics to speak with members of the profession, so that we can work together to advance our legal system," he said.

A third area of focus is the School's interaction with the legal profession, to which he said 'must fundamentally change' to become more tightly integrated. To this end, the rebranded SMU Law Academy will be a dedicated continuing legal education body that will offer carefully-curated programmes that are aimed at the profession.

Also sharing their experiences were alumni Jo Tay (pioneer batch, currently Senior Associate at Allen & Gledhill LLP), Nick Chiam (Class of 2017, currently a Practice Trainee at WongPartnership LLP) and Tan Jun Hong (Class of 2015, currently a Justices' Law Clerk at the Singapore Supreme Court). They expressed their gratitude to those who had encouraged and supported them through their undergraduate years.



(L-R) SMU School of Law Dean, Assoc Prof Goh Yihan, and Mr Paul Neo, SAL's Chief Operating Officer and Chief Financial Officer. (Photo: IMDA)

## A COLLABORATION FOR CHANGING TIMES

*SMU partners the Singapore Academy of Law for the Future Law Innovation Programme*

**IN SUPPORT OF** the Singapore Academy of Law (SAL)'s Future Law Innovation Programme (FLIP), SMU will be SAL's academic partner for issues relating to legal innovation and the business of law. The partnership was announced at a briefing on 10 January, where a memorandum of understanding between SMU and SAL was inked. Announced last July by Chief Justice Sundaresh Menon, FLIP is a two-year pilot programme to encourage the adoption of technology, drive innovation and create a vibrant ecosystem for legal technology. SAL hopes to bring together lawyers, technopreneurs, investors, academics and regulators; to support the development of a model for the delivery of legal services in the future economy.

Under the agreement with SAL, SMU and will collaborate with FLIP on student and curriculum development, thought leadership, as well as case studies and research. In particular, SMU School of Law (SoL) will co-host dialogues and seminars with SAL, develop thought leadership through case studies and research, and explore the possibility of curating modular executive education programmes to support leadership and/or legal innovation for FLIP participants. SMU undergraduates will also have the opportunity to take on internships at SAL and at firms participating in FLIP, as well as be involved in FLIP-based consulting projects through the University's SMU-X modules.

Commenting on the partnership, Associate Professor Goh Yihan, Dean of SMU SoL, said, "SMU's partnership with SAL will certainly catalyse the development of research insights into future law topics which will be meaningful, relevant and impactful to the fraternity. In legal education, we have begun to explore incorporating technology-related issues in our curriculum, and thus value this opportunity for SMU undergraduates to be involved in SAL's FLIP initiatives, as these expose them to the possibilities of innovation in the sector."

As of January 2018, over 30 participants from 23 entities have signed up for FLIP. Thus, SMU students will have the opportunity to interact with large law firms (such as Rajah & Tann Singapore LLP and Dentons Rodyk & Davidson), small law firms (including ECYT Law LLC and Consigclear LLC), legal tech enterprises (like SingaporeLegalAdvice.com, LexQuanta, MyLawyer and Zegal), as well as in-house counsel from Discovery Networks and BNP Paribas.

## LIFELONG LEARNING FOR LEGAL MINDS

*SMU REBRANDS ITS CONTINUING LEGAL EDUCATION ARM AS SMU LAW ACADEMY*



SMU School of Law Dean, Assoc Prof Goh Yihan announcing the rebranding of SMU Law Academy on 2 February 2018.

In line with the nationwide SkillsFuture movement, and to support current and future training and development needs of Singapore's legal fraternity Singapore, SMU officially announced the rebranding of its School of Law (SoL)'s Continuing Legal Education (CLE) arm as SMU Law Academy on 2 February. SoL has, since 2010, been a Singapore Institute of Legal Education (SILE)-accredited service provider of Continuing Professional Development (CPD). To date, the law school's CLE arm has a track record of providing high-quality seminars and auditing programmes, with about 1,000 participants for its 30 or so seminars and workshops organised each year.

Going forward, the legal profession can expect a calendar that features a wider range of SILE-accredited seminars and an even better line-up of prominent faculty members, practitioners and judges as SMU Law Academy speakers. To help practitioners plan and schedule their participation, seminars offered will typically be organised on Friday afternoons, which was found to be the timeslot most preferred by practitioners.

Feedback and past participation statistics also showed that seminars which discuss recent case law and legislative developments in specific legal areas have been particularly well-received. These enable practitioners to upgrade their knowledge in a short time-span, and to appreciate synergies between developments across legal domains. Responding to this strong demand, the SMU Law Academy will schedule more 'Updates and Topical Developments' seminars going forward. Two other categories of seminars will be on offer, namely 'Foreign and Comparative Law' and 'Fundamentals of Law'.

Additionally, the SMU Law Academy will collaborate with other players in the continuing education field to enhance its range and quality of activities.

In late December 2017, it concluded a partnership with the Singapore International Dispute Resolution Academy (SIDRA), under which SIDRA will run its CPD programmes through the SMU Law Academy. Under an MOU signed in January 2018, SMU School of Law affirmed its support towards the SMU Law Academy's Future Law Innovation Programme (FLIP) by offering curated modular programmes on legal innovation for firms participating in FLIP. When ready, these will be offered through the SMU Law Academy. Furthermore, there are plans afoot for collaboration with the SMU Academy, the University's life-long learning unit, to roll out interdisciplinary training courses, including on law-and-technology.

THAT THE PRACTICE OF LAW IS GROWING INCREASINGLY COMPLEX RENDERS IT MORE IMPORTANT FOR LEGAL PRACTITIONERS TO KEEP THEMSELVES UP TO DATE ACROSS A BROAD RANGE OF LEGAL SUBJECTS, AS WELL AS LEARN ABOUT NEW AND DEVELOPING AREAS OF THE LAW.

ASSOCIATE PROFESSOR GOH YIHAN, DEAN, SoL



## Just Say “AI”

In recent years, businesses and governments have increasingly embraced artificial intelligence (AI) capabilities to address major challenges. Being keenly aware of these shifts, SMU’s School of Information Systems (SIS) has launched a new AI track under its Master of IT in Business (MITB) programme.

The first of its kind in Southeast Asia, the MITB AI track provides an integrated approach of melding AI methodologies into business domains. Applications open from 1 January to 31 May 2018 for the new curriculum that will commence in August 2018. Associate Professor of Information Systems Michelle Cheong, Associate Dean of SMU SIS Postgraduate



# WELL ON COURSE

## SMU UNVEILS A RANGE OF CURRICULUM ENHANCEMENTS TO ITS UNDERGRADUATE AND POSTGRADUATE PROGRAMMES TO MEET THE NEEDS OF A CHANGING ECONOMY

Professional Education said, “The new AI track prepares IT and engineering professionals to push the frontiers of data science for business growth, thus elevating their career prospects.”

The curriculum prepares students in both machine learning and intelligent decision analytics. Machine learning includes two courses in deep learning, one for computer vision and the other for natural language processing. Intelligent decision analytics cover algorithm design and implementation, as well as AI planning and automation. MITB is well recognised as a programme that trains students to analyse data with a deep understanding of business problems, and to integrate solutions into business processes. In addition to this, the practice of “Learn to Learn” is woven into the course content, where students are required to be quick in picking up new technologies, discover problems and ask the right questions.

Besides technical skills, research internships and capstone projects with multi-national corporations, consultancies, government agencies and SMU research centres will provide students

with exposure to innovative translation projects in AI. Students will further benefit from opportunities to meet with industry experts, as well as gain access to SMU professors’ and other researchers’ insights on their translational AI projects.

### A Boost For Real Estate Investment Professionals

To develop a pipeline of real estate investment talent to fuel the growing sector, SMU will offer a new Real Estate Track to all SMU undergraduates who are majoring (first or second major) in Finance or Economics. This pioneering specialisation, which focuses on real estate investment and finance, will be offered from Academic Year 2018. The Track will prepare students for diverse roles including real estate investment and development, advisory, leasing and financing; Real Estate Investment Trusts (REITs) management; investment banking; consulting and agency management.

The Track is made possible in part by an endowed gift of S\$3 million from Mapletree

Investments (Mapletree) to SMU announced in January 2018. With a 1:1 government matching, the total sum of S\$6 million will go towards the establishment of the Mapletree Real Estate Programme at SMU, comprising the Mapletree Professorship in Real Estate, Mapletree Awards, Mapletree Real Estate Business Study Trip Grant, as well as Mapletree Speaker Events.

To gather insights into evolving industry trends, input on SMU’s real estate curriculum, as well as advice on impactful research ideas, SMU has also set up the Advisory Board for Real Estate Programme, comprising 11 members who are leaders in the fields of real estate, tax, investment and finance and law. The Board is chaired by Mapletree’s Group Chief Financial Officer, Mr Wong Mun Hoong, and co-chaired by SMU’s Dean of Lee Kong Chian School of Business (LKCSB), Professor Gerard George.

Mr Hiew Yoon Khong, Mapletree Group Chief Executive Officer, said that education is one of the four key pillars of Mapletree’s corporate social responsibility programme. “We hope to provide students with skillsets essential for globally-active real estate companies, as their competitive edge,” he said.

SMU Provost Professor Lily Kong, said, “This partnership is an affirmation of the research excellence of our University as we strengthen our efforts to generate thought leadership around real estate investment and finance. With their multi-disciplinary expertise, I am confident that

students graduating from the Real Estate Track will be highly sought after by the sector.”

Professor of Finance Francis Koh from SMU LKCSB has been named the first Mapletree Professor of Real Estate. Prof Koh will work with the Advisory Board and industry leaders to develop and implement the Real Estate Track, as well as provide leadership in real estate research. He will also deliver the inaugural Mapletree Lecture in Real Estate scheduled for the last quarter of 2018.

On top of supporting overseas study trips through the Study Trip Grant, Mapletree will annually sponsor five bond-free Mapletree Awards valued at \$8,000 each to students enrolled in the Track. Award recipients will also be offered internship opportunities at Mapletree.

### A Shot in the Arm for Health Tech

In a bid to strengthen the local healthcare sector’s capabilities in infocomm technology (ICT), the University will be offering a second major in Health Economics and Management (HEM). The aim is to develop industry-ready graduates who are equipped with the knowledge and skills necessary for effective administration and management within the healthcare sector. “This new major has all the essential components to prepare a student to be an effective healthcare administrator and have a bright future in the dynamic healthcare sector,” said Professor Ivy Ng, Group CEO, Singapore Health Services.

Students will learn areas of studies relating

to healthcare administration, policy, economics, management, operations, and analytics. Open to all SMU students in their first or second year of study as of AY2018/19, the SMU HEM will provide students experiential and work-based learning at hospitals and other healthcare institutions.

### Analytics Advancements

The School of Accountancy (SoA) at SMU has launched a suite of data analytics programmes. The new courses of study include a Master of Science in Accounting (Data and Analytics) programme and a second major for accounting undergraduates.

“Our programmes provide critical understanding and practical knowledge of the latest analytics technology and data sets, and prepare graduates and working professionals for the changes and challenges in the wider accounting industry,” said Professor Cheng Qiang, who is Dean of the School of Accountancy. “We also enable them to value-add and boost the competitive advantage of their employers, and to seize opportunities to advance their careers.”

All SMU undergraduates, not just those in the SoA, can take the second major by the end of their second year. The programme covers “skill sets that employers now look for, which include programming, accounting application, data visualisation and data management,” said a statement issued by the school. The programme is open to international students and applications for the August intake close in June 2018.



## SMU NOW HAS 21 PROFESSIONAL MASTERS’ PROGRAMMES AND HAS EXPANDED AND REVAMPED SOME OF ITS EXISTING OFFERINGS

- The Master of Science in Economics programme will also be expanded. It will offer two new tracks in Econometrics and Quantitative Economics in addition to a revamped Applied Economics track.
- SMU’s Executive Master of Business Administration (EMBA) was ranked 24<sup>th</sup> globally in the Financial Times (FT) EMBA Ranking 2017, a jump of eight places from 32<sup>nd</sup> position in 2016.
- SMU’s Master of Science in Wealth Management programme is third globally in the FT Masters in Finance Post-experience Ranking 2017. SMU is the only institution in Asia to be ranked, positioned just after the London Business School and the University of Cambridge’s Judge Business School.
- SMU’s Master of Science in Applied Finance programme is fourth among Asian business schools and 44<sup>th</sup> globally in the FT Masters in Finance Pre-experience Ranking 2017.

## STEERING THE COURSE

### A PROJECT BY IE-SMU MBA STUDENTS KICK-STARTS THE DEPLOYMENT OF DRIVERLESS TRUCK TECHNOLOGY



IE-SMU MBA students worked closely with Katoen Natie, a leading service provider for the petrochemical and specialty chemical industries, for an innovation-oriented project on driverless truck technology.

Driverless trucks, like driverless cars, were once considered a dream. Today, driverless trucks are a reality in Singapore, made possible by the pioneering efforts of Katoen Natie, a company that worked closely with IE-SMU MBA students to design and test the implementation of this new technology. The IE-SMU MBA programme is a 13-month blended learning MBA programme that SMU has run jointly with the IE Business School in Spain since 2014.

According to Mr Koen Cardon, CEO of Katoen Natie Singapore, the role of a truck driver is a fairly challenging one to fill, especially in a developed society such as Singapore. The ability to revolutionise truck driving relieves the burden on the company of finding drivers. On 24 October 2017, the Belgium-based industrial logistics group Katoen Natie started

operating its first driverless truck at ExxonMobil’s world-scale integrated manufacturing site in Singapore, transporting products between the packaging and intermediate storage facilities.

It was a perfect fit when SMU approached Katoen Natie in 2015 to discuss possible areas of collaboration for its MBA students. Katoen Natie had sponsored SMU-X projects on process improvement over the past five years, and was receptive to the idea of working with the IE-SMU MBA class of 2016 on an innovation-oriented initiative, which would form one of the projects in the capstone course of the MBA programme.

The team of six IE-SMU MBA students comprised Wazee Ajani (Nigeria), Fauziah Tranchand (Malaysia), Buan Teck Tommy Teo (Singapore), Pongsathorn Luke Boongird

(Thailand), Yasuo Watanabe (Japan) and Alvaro Tudanca (Spain). Working on the capstone project under the supervision of Prof Anne-Valérie Ohlsson-Corboz from January to October 2016, the team was instrumental in designing the solution and in identifying and linking the right vendors (VDL, Götting) to design the driverless truck pilot project. Prof Lieven Demeester, SMU’s Associate Professor of Operations Management (Practice), instructor of the capstone course, commented, “We are proud of our MBA students. They helped Katoen Natie identify the technology partners, initiate a productive collaboration, and assure the financial viability of the project.”

### COLLABORATING, LEARNING, SOLVING

Working with Mr Wallace Tay, Katoen Natie’s project manager,

the team tackled the challenges that came with coordinating the implementation of this new technology in an enclosed heavy industry area. The team also engaged senior stakeholders such as Mr Cardon for presentations that delved into the concept, commercial framework, and issues on regulation, safety and quality. It also worked with Katoen Natie’s Finance department on a detailed costs and benefits analysis.

Pongsathorn elaborated on the team’s efforts in tackling the project’s challenges: “To ensure a successful outcome, we had to overcome several challenges; learning about the technology, screening for the right vendor and making sure that the project makes economic sense. We worked really hard and did very extensive research.”

A POSTGRADUATE EDUCATION HELPS TO BROADEN EXPOSURE, BE IT THROUGH STUDIES, OVERSEAS STINTS OR NETWORKING WITH CLASSMATES AND FACULTY WITH DIFFERENT WORK EXPERIENCES. THE PROFESSORS FROM WHOM STUDENTS WILL LEARN ARE NOT JUST EXPERTS IN THEIR OWN DISCIPLINE, BUT ALSO BRING WITH THEM A WEALTH OF INDUSTRY EXPERIENCE AND CONNECTIONS.

ASSOCIATE PROFESSOR THEMIN SUWARDY, SMU DEAN FOR POSTGRADUATE PROFESSIONAL PROGRAMMES



## A PLATFORM FOR PROGRESS

*The 4<sup>th</sup> SMU-Stratagem Group Sino-Singapore Dialogue explored the growth of maritime nations along the 21<sup>st</sup> Century Maritime Silk Road*

**CHINA'S ASCENT** as a maritime nation has wide-ranging implications in the global political and economic arena. This, as well as the country's role in Asia-Pacific security and maritime affairs, and its maritime relationship with Singapore and the Southeast Asia region were the key issues discussed at the fourth SMU-Stratagem Group Sino-Singapore Dialogue on 22 September 2017. Over a hundred participants from various government ministries, think-tanks, SMEs, and State-Owned Enterprises from Singapore, China and the region attended the event where distinguished speakers from China shared their insights on these topics.

Prior to the discussions, Mdm Song Gongmei, Deputy Director-General of International Cooperation Centre of National Development Reform Commission of the People's Republic of China (ICC-NDRC) and Mr Goh Yong Siang, Chairman of Stratagem Group, signed a Letter of Intent formalising the partnership to co-develop various capital-raising, project facilitation and knowledge-exchange mechanisms to enhance Sino-Singapore cooperation in Belt and Road Projects in the region. Stratagem Group is the first private company outside of China to have a formal partnership with ICC-NDRC.



Back row, L-R: Mr Adrian Phua (MD, Stratagem Group), Dr James Tang (Dean of SoSS, SMU) and Mr Song Junying (Dep Director, Department of Asia-Pacific Security and Cooperation, China Institute of International Studies, Front row, L-R: Mr Chang Hao (Divisional Director, International Cooperation Department, ICC-NDRC), Mr Xing Guojun (Exec Director, ICC-NDRC), Mr Er Kwong Wah (Former Permanent Secretary of Education), Mdm Song Gongmei (Dep Director-General, ICC-NDRC), Ms Liu Yazhen (PhD Candidate at China Center for Collaborative Studies of the South China Sea), Mr Dai Bowen (Project Officer, ICC-NDRC).

### Stronger, Together

In his welcome address, Professor James Tang, Dean of School of Social Sciences (SoSS) and Special Advisor to the President on Greater China at SMU, shared that beyond the economic benefits, there was potential for cross-sector collaboration to create positive social impact both in China and in Southeast Asia. The dialogue's keynote speaker Mr Xing Guojun, Executive Director of ICC-NDRC, said that this partnership between ICC-NDRC and Stratagem Group would serve as a foundation to enhance Sino-Singapore cooperation in facilitating projects in the region. Dr Zhou Fangye, Associate Research Fellow, Department of Political Studies, National Institute of International Strategy, Chinese Academy of Social Sciences, reiterated the need to strengthen international discourse, while Ms Liu Yazhen from the China Center for Collaborative Studies of the South China Sea, Nanjing University, added that Singapore should leverage on its comparative advantages in various areas to support the strategic implementation of Belt and Road in Singapore.



Ms Sim Ann officiating the opening of the RCoE at the event.

## ENABLING RETAIL EXCELLENCE

THE RECENTLY-LAUNCHED RETAIL CENTRE OF EXCELLENCE (RCoE) AT SMU HOPES TO POWER-UP THOSE IN THE SECTOR BY PROVIDING KNOWLEDGE AND INSIGHTS

The dynamic retail landscape is continually influenced by changes in technology, as well as consumer profiles, behaviours and preferences, and cost and manpower pressures. Imagine a dedicated centre for learning, whose focus is to up the level of knowledge within this arena. That is exactly what has come to being, with the launch of the RCoE, a joint initiative between SMU, SPRING Singapore and the Singapore Economic Development Board (EDB).

The Centre aims to empower retailers through research and insights, and build an ecosystem of retailers, experts, SMU faculty and student talent to ride the winds of change. The Centre, helmed by SMU Professor of Marketing Kapil R. Tuli, is joined by a group of Founding Members — the first being DFS Venture. The other Founding Members are Microsoft, Harvey Norman, IKEA, Popular Holdings, Decathlon and Tiffany and Co.

Through this collective effort, the RCoE aims to tackle industry challenges and help retailers raise productivity and innovation levels. This is timely, given the global retail industry's estimated worth of US\$28 trillion by 2019. The Centre also seeks to develop a talent pipeline through training and internships for SMU students, and masterclasses for industry stakeholders, managers and C-Suite executives. Research by SMU faculty will also be shared with retailers to enhance industry knowhow, enabling them to grow their businesses. Ultimately, the Centre aspires to establish Singapore as the retail hub for the Asia-Pacific.

Themed 'Reinventing Retail for the Changing Consumer', the launch event held at SMU Labs on 10 October 2017 was graced by Guest-of-Honour Ms Sim Ann, Senior Minister of State, Ministry of Culture, Community and Youth, and Ministry of Trade and Industry, before a 100-strong audience. The event also included sharing sessions by SMU faculty who presented their research, as well as an introduction to the upcoming Asian Retail Leaders Programme.

"Through the work of the RCoE, we will be able to nurture a pipeline of young talent who will be excited to make retail their career and to contribute fresh ideas and perspectives," said SMU Provost Professor Lily Kong in her address at the launch. Prof Kong also noted that SMU now offers a Retail Services Management Track for undergraduates from the current Academic Year. The Track is offered at the Lee Kong Chian School of Business under its Marketing major.

WE WELCOME THE RCoE AS A KEY PARTNER OF THE RETAIL INDUSTRY TO PROMOTE A COMMUNITY OF KNOWLEDGE-SHARING AMONG OUR SMEs.

MR TED TAN, DEPUTY CHIEF EXECUTIVE, SPRING SINGAPORE



RCoE Director Prof Kapil Tuli.

## IN THE BIG LEAGUES

*Lee Kong Chian School of Business gets a global nod of approval for its postgraduate programmes and research output*

**SMU'S LEE KONG CHIAN SCHOOL OF BUSINESS (LKCSB)** has proven to be home to one of the world's best Master of Business Administration (MBA) programmes, according to the Financial Times (FT) Global MBA Ranking 2018 released in January. Its MBA programme was ranked 49<sup>th</sup> worldwide, the best initial placement in this ranking for a Singaporean university.

This is the first time that LKCSB participated in the rankings, and it scored highly in indicators such as the salary increase of its alumni (10<sup>th</sup> worldwide). The ranking highlights the international profile of the programme and the School, with a strong showing in areas such as international faculty (17<sup>th</sup> worldwide) and international students (18<sup>th</sup> worldwide). The findings reveal that SMU's MBA alumni experienced an impressive 134 per cent increase in salary after graduation. Of note, the School placed 37<sup>th</sup> worldwide for being 'value for money', and was named among the best in offering a diverse and global learning environment.

The School has also made the list in two new FT rankings. In the ranking of top MBAs for women in 2018, LKCSB was ranked 41<sup>st</sup> in the world and 7<sup>th</sup> in Asia, as a testament to its success in developing female graduates who, unlike their male counterparts, often have to contend with workplace discrimination. LKCSB also placed 13<sup>th</sup> in FT's inaugural Top 20 Business Schools: Asia Pacific ranking in 2017, based on the quality and breadth of its postgraduate programmes.

### Research Excellence

Another area where SMU has excelled is in its faculty members' research output in leading journals. The latest University of Texas at Dallas Top 100 Business School Research Rankings, based on research contributions for 2013–2017, saw the University move up five spots to 35<sup>th</sup> worldwide, ahead of Yale University's School of Management, Boston University's Questrom School of Business and the University of Cambridge's Judge Business School. SMU is placed 3<sup>rd</sup> in Asia and top in Singapore, despite SMU's relatively small faculty size. This is an outstanding achievement which would not have been possible without the collective efforts of SMU's faculty members.



(L-R) Asst Prof Eliza Mik, Mr Koh Chia Ling, Ms Jacqueline Poh and Prof Ian Kerr at SMU's Future of Law Conference.

## AI & THE LEGAL SYSTEM: WHAT DOES TOMORROW HOLD?

IS THE 'JURY STILL OUT' WHEN IT COMES TO THE USE OF ADVANCED AI TO MAKE JUDICIAL DECISIONS AND INFLUENCE HUMAN BEHAVIOUR? EXPERTS DEBATED THIS AT SMU'S FUTURE OF LAW CONFERENCE

As artificial intelligence (AI) makes its way into law firms and courtrooms, how will these changes impact society? Thought leaders offered their opinions on this at the Future of Law Conference on 26-27 October 2017 at the SMU School of Law (SoL), organised by SMU's Centre for Cross-Border Commercial Law in Asia and OC Queen Street — the Singaporean office of digital business specialist law firm Osborne Clarke.

At the core of the debate regarding AI and the law, is the fear of redundancy, as jobs may be lost to technological disruption. Nonetheless, a sense of optimism permeated the 'AI and the Law' panel discussion, which consisted of Professor Ian Kerr of the University of Ottawa; Mr Koh Chia Ling, Managing Director at OC Queen Street, Singapore; and Ms Jacqueline Poh, Chief Executive, Government Technology Agency of Singapore. SMU's Assistant Professor of Law Eliza Mik moderated the panel.

While some functions performed by junior lawyers may be taken over by AI, Mr Koh felt that intelligent machines still lag behind in other areas. "For example, your ability to empathise, listen and come up with a solution — AI has not been able to emulate this well," he said. Another issue is judicial decision-making by AI, given that rulings may be tainted by human bias. "it could be that past case law, in certain countries, was biased against certain races. An AI (trained on past case law) could come to conclusions that may not align with present society's direction," said Ms Poh. Thus arises the dilemma — over-regulation of AI could stymie progress, while under-regulation could make it hard to deal with unexpected consequences relating to human safety and values.

In another panel discussion on 'Smart Law Enforcement, Predictive Policing & Online Dispute Resolution', Professor Roger Brownsword of King's College London, who has published extensively on this subject, thinks that the current approach of regulating AI may be inadequate for keeping up with the technology's pace. He instead recommended taking a risk management stance — thinking through what could go wrong and what compensation is appropriate should something go wrong.

In closing, Osborne Clarke's Mr Adrian Bott and Asst Prof Mik echoed Assoc Prof Goh Yihan, Dean of SoL, calling for participants to be brave in embracing technology and the law. Mr Bott concluded with this quote: "The AI does not love you, nor does it hate you — it simply knows you are made of atoms it can use for something else."



## RAISING THE BAR

*The Institute of Service Excellence celebrates 10 years of fostering a culture of service excellence*

**THE INSTITUTE OF SERVICE EXCELLENCE (ISE)** at SMU celebrated its 10<sup>th</sup> anniversary with an industry dinner at the S.E.A Aquarium at Resorts World Sentosa on 9 November 2017. ISE was jointly founded in 2007 by SMU and the then-Workforce Development Agency (now Workforce Singapore) with the mission to raise service levels and build a culture of service excellence in Singapore through applied research and thought leadership, industry engagement, as well as benchmarking

and comparative analysis. The dinner was attended by over 150 industry leaders, partners and stakeholders from service sector companies, government agencies, industry associations, academia and undergraduates.

In her welcome address, SMU Provost Professor Lily Kong said that in the last decade, the key issues and opportunities of the service landscape have morphed in the face of technological disruption, tighter labour conditions, and changing customer needs and behaviour. Against this backdrop, ISE has been constantly evolving and enhancing its offerings to raise service levels in Singapore. Prof Kong also announced that ISE, in collaboration with SMU Academy, will be launching the SMU Advanced Certificate in Service Excellence and Innovation. The certificate will benefit from the

unique SMU instructional approach, featuring a combination of faculty and practitioner teaching. Ms Neeta Lachmandas, Executive Director of ISE, said in her opening remarks, “It is vital that the Institute continues to work in tandem with the industry and academia to better understand the challenges and opportunities facing the service sector, and to advance peer-to-peer learning through conversations, case studies and the sharing of best practices.”

One highlight of the dinner was the announcement of the winners of the inaugural Undergraduate Essay Competition, one of many initiatives launched by ISE to commemorate its 10<sup>th</sup> anniversary. The essay competition was launched on 1 June 2017 for matriculated students from all Singapore-based universities. Another was the recognition of the top performers in the Customer Satisfaction Index of Singapore (CSISG) from seven sectors for their track record of outstanding levels of customer satisfaction. The winners of the inaugural CSISG Awards were determined by comparing the average CSISG score for each measured company within each sector from 2007 to 2016. A third highlight was the launch of ISE’s magazine titled *Excellence Explored*, which profiles small local creative businesses across a variety of industry sectors. It focuses on the backstories and thinking behind how these business owners developed their unique value propositions and overcame challenges to gain a foothold in Singapore’s service landscape.

Ms Neeta Lachmandas (2<sup>nd</sup> from left), Executive Director of ISE; SMU Provost Professor Lily Kong (front row, 3<sup>rd</sup> from right); Professor Tan Chin Tiong (back row extreme right), Senior Advisor to SMU President; Professor Gerry George (back row 4<sup>th</sup> from right), Dean of SMU Lee Kong Chian School of Business; with ISE board members and winners of the inaugural CSISG Awards for seven economic sectors: DFS (Retail), Singtel (Info-Communications), Changi Airport Group (Transport), Starbucks (Food & Beverage), Ritz-Carlton (Tourism), DBS (Finance & Insurance) and Raffles Hospital (Healthcare).

## LEGAL EAGLES ON BOARD

THE APPOINTMENT OF TWO EMINENT SoL DISTINGUISHED FELLOWS BOLSTERS THE LEARNING EXPERIENCE OF BOTH STUDENTS AND FACULTY

Well-respected Senior Judge Chao Hick Tin and former Judge and Attorney-General Mr VK Rajah SC, now bring their extensive legal experience to SMU as Distinguished Fellows in the SMU School of Law (SoL). Having both served as Judge of Appeal and Attorney-General, Justice Chao and Mr Rajah are both eminent luminaries of the legal profession and judiciary in Singapore. Their appointments provide SMU faculty and students access to their expertise, knowledge and experience.

As Distinguished Fellows at SoL, they will hold informal talks with students and faculty during their two-year appointments effective from November 2017. Mr Rajah has also taken on the Chairmanship of the SMU School of Law Advisory Board from July 2017 for an initial term of two years.

Of the appointments, SoL Dean Associate

Professor Goh Yihan said, “It is a huge honour for SMU to be associated with Justice Chao and Mr Rajah. Both of them have served in the highest position of the judiciary and have played crucial roles in the development of Singapore’s legal and judiciary landscape. The exceptional opportunity to learn from them and tap their collective wisdom will benefit our law faculty and students immensely.”

Both Justice Chao and Mr Rajah recently retired from public service after an illustrious career. In September 2017, a rare valedictory reference — a formal sitting of a full bench of Supreme Court judges to mark events of special significance — was conducted to honour Justice Chao and thank him for his contributions to the country. He was subsequently appointed Senior Judge in the Court of Appeal in December 2017 and has begun his new term in January 2018.



Mr Rajah was also lauded upon his retirement in January 2017 — Prime Minister Lee Hsien Loong paid tribute to him in a valedictory letter thanking him for his outstanding contributions to Singapore’s jurisprudence. He is presently on the Board of Directors of the Monetary Authority of Singapore, and is a member of the Essex Court Chambers Duxton (Singapore Group Practice).

## THE ROAD GOES ON

THE SMU CHINA FORUM 2017 EXPLORED THE NOTION OF GLOBALISATION WITH CHINESE CHARACTERISTICS

Since its launch in 2013, the Belt and Road Initiative (BRI) — a development strategy spearheaded by China aimed at linking Asia with Europe and Africa through improvements in connectivity and infrastructure — has gained significant traction. So far, it has garnered the support of over 100 countries and international organisations with more than 40 cooperation agreements signed to date. On 31 October 2017, SMU hosted the fifth SMU China Forum, in which it brought together scholars and experts, government officials and industry experts in a discussion on the impact of China’s BRI and opportunities for ASEAN and Singapore. This year’s Forum was attended by Guest-of-Honour Dr Koh Poh Koon, Senior Minister of State, Ministry of Trade and Industry and Ministry of National Development and Mr Zheng Chao, Minister Counsellor (Economic and Commercial), Embassy of the People’s Republic of China in Singapore.

In his welcome remarks, SMU President Professor Arnoud De Meyer said that SMU has been contributing to the BRI through its joint research project with Chongqing University (CQU) under the Chongqing Connectivity Initiative (CCI). SMU signed a Memorandum of Understanding with CQU to foster academic cooperation in March 2017 to conduct R&D and develop talents in logistics. The CCI is the 3<sup>rd</sup> government-to-government collaborative undertaking between Singapore and China, and Chongqing is an important nexus in the grand scheme of the BRI. Prof De Meyer added that this year’s SMU China Forum is a continuation of SMU’s value-add to the next phase of the BRI through projecting our thought leadership in areas of the University’s research excellence.

The morning session featured keynote speakers who shared their views on BRI. These were Prof Cheng Qiang, Dean, SMU School of Accountancy; Mrs Nina Yang, CEO Sustainable Urban Development of Ascendas-Singbridge Group; Prof Yi Zhihong, Professor of Finance, School of Business, Renmin University of China; and Prof Gong Baihua, Associate Dean, Fudan-Shanghai Advanced Institute of Lawyers, Fudan University. They delivered their insights on The Importance of Corporate Governance in the Context of BRI; BRI: New Landscape, New Opportunities; Financial Support Measures for the Belt and Road Initiative: Opportunities and Challenges; BRI: Constructing International Rules and Mitigating Investment Risks. The afternoon session was a roundtable discussion: “Connectivity and Cooperation within the BRI Framework: How Singapore and China can benefit together?” moderated by Professor James Tang, Dean of SMU SoSS and Advisor to SMU President on China Affairs.

THIS YEAR’S FORUM IS A CONTINUATION OF SMU’S VALUE-ADD OF THE BRI THROUGH PROJECTING OUR THOUGHT LEADERSHIP IN AREAS OF THE UNIVERSITY’S RESEARCH EXCELLENCE.

PROF ARNOUD DE MEYER, SMU PRESIDENT



The panel discussion at the SMU China Forum featured experts from the business, academic and government sectors. Prof James Tang moderated the discussion, which comprised Assoc Prof Henry Gao, SMU School of Law; and Member, Advisory Board, WTO Chairs Programme, WTO Secretariat; Dr Santitarn Sathirathai, Head of Emerging Asia Economics, Credit Suisse AG; Dr Li Wenlong, Senior Economist (China Economy), ASEAN+3 Macroeconomic Research Office; Mr Law Chung Ming, Group Director, Transport and Logistics Group, IE Singapore; and Mr Meng Fanqiu, President, China Enterprises Association (Singapore).



Minister Ong (4<sup>th</sup> from left) with SMU President Prof Arnoud De Meyer (extreme left), Dean of School of Information Systems Prof Pang Hwee Hwa (extreme right) and SIS students.

## INNOVATING SOLUTIONS

*Education Minister Ong Ye Kung got up close with new computing offerings at SMU*

**ON 30 JANUARY**, Mr Ong Ye Kung, Education Minister (Higher Education and Skills), paid a visit to SMU’s School of Information Systems (SIS). The delegation was greeted by SMU President Prof Arnoud De Meyer and SIS Dean Professor Pang Hwee Hwa, as well as several MOE officials. Prof Pang kicked off a series of presentations by providing an overview of SIS’ revamped curriculum, the new Smart City Management and Technology major, SIS graduate employment outcome, and the school’s development plans.

SIS rolled out its revised curriculum at the start of the current academic year in August 2017. During the first two years of study, the focus is on creating business and social value by developing IT solutions using innovation and emerging technologies. New courses such as Information Systems and Innovations, and Business Process Analysis and Solutioning will prepare SIS graduates in these respects. Students will then focus on deepening their Consultant & Business Analyst and/or Advanced Technical knowledge during their final two years in these specialisation tracks: Financial Technology, Business Analytics, Digital Business Solutioning, Cybersecurity, Software Development, and Artificial Intelligence.

Also launched in August 2017 is the new Smart City Management and Technology major for undergraduates. Rolled out in collaboration with the School of Social Sciences, the new 4-year interdisciplinary major aims to nurture graduates who are able to innovate solutions to urbanisation challenges through application of knowledge across technology, social sciences and management. Dean Pang also shared that SIS will be launching its new degree programme in Computer Science with its first intake in August 2019, with a focus on IT solution development & management. He added that SIS’s highly relevant programmes have produced job-ready graduates. This was evidenced by the Graduate Employment Survey of SMU alumni who graduated in 2016, which showed that the most significant increase in salary was recorded for SIS graduates.

Following presentations by SIS faculty, Minister Ong interacted with four SIS students, Mr Sherman Koa (Year 2), Mr Jerome Lek, (Year 2), Ms Tay Jing Ying, (Year 4), and Mr Tay Shuo Xian, (Year 1) to learn more about their experiences at the school.





## UP FOR DEBATE

DEBUTING A NEW EVENT FORMAT, THE ST EDUCATION FORUM 2018 ADDRESSED THE QUANDARY OF DEGREES VERSUS SKILLS



TOP: Prof Arnaud De Meyer and Associate Prof Goh Yi-han (both SMU) argued against the motion “You don’t need a degree to succeed in life” at the Straits Times Education Forum. On the opposing team were Mr Andreas Schleicher (OECD) and Mr Ng Cher Pong (SkillsFuture Singapore).

Does a degree guarantee success in life? That was the question on everyone’s mind at the *Straits Times* (ST) Education Forum 2018, held on 17 March 2018 at the SMU School of Law building. It was the third annual event organised in partnership with SMU — and in a departure from the previous years’ keynote speeches and panel discussions, the latest half-day Forum comprised an entertaining and enlightening debate.

Close to 500 people — mostly pre-university students and educators, as well as parents, ST readers and members of the public — attended the event. At the centre of the debate was the motion, “You don’t need a degree to succeed in life”. In his opening remarks, Mr Warren Fernandez, ST Editor and Editor-in-Chief of Singapore Press Holdings (SPH)’s English/Malay/Tamil Media Group, noted that this issue is one our society is increasingly grappling with.

Given the growing number of entrepreneurs and technopreneurs who are doing well without having obtained a degree, Mr Fernandez observed that the prevailing wisdom that a degree is necessary for success is being challenged. “A good old-fashioned debate is probably the best way to get to the truth. In a debate, you are forced to look at the issue from many angles,” he said.

Supporting the motion were Mr Andreas Schleicher, Organisation for Economic Co-operation and Development (OECD)’s Director for Education and Skills, and Mr Ng Cher Pong, Chief Executive of SkillsFuture Singapore. On the other side of the fence, SMU President Professor Arnaud De Meyer and Dean of SMU School of Law Associate Professor Goh Yi-han argued against the motion. Mr Patrick Daniel, a Consultant for SPH, moderated the debate, with both sides raising cogent and convincing points.

### The Argument For

Up first was Mr Schleicher, who named several famous individuals — such as inventor Thomas Edison and Apple co-founder Steve Jobs — who did not complete higher education, yet achieved great things due to their “extraordinary skills”. He pointed out

that the emergence of new jobs in today’s digital economy has rendered many degrees irrelevant or obsolete. There is also a tendency to overestimate the skills and abilities of degree-holders on the basis of their paper qualifications, and such overreliance on credentialism often comes at the expense of key soft skills and innovative behaviour.

“I believe that university degrees do have a future, but there will be many and good alternatives that give people more control over what, where, when and how they learn,” he said. Already, “employer-driven, skills-based certification” is on the rise, and leading companies like Google are recruiting and rewarding those who engage in “lifelong and lifewide learning” beyond a four-year university education.

Picking up where Mr Schleicher left off, Mr Ng called for a societal paradigm shift away from the primacy of university degrees towards the embrace of multiple pathways to success. In particular, “micro-credentials”, or modular courses taken throughout one’s career, can equip people with “critical and industry-relevant skills”. Such continual, bite-sized learning is precisely what the SkillsFuture movement — hailed by Mr Ng as a “gamechanger in education” — entails.

He explained that employers are increasingly basing their hiring decisions not on paper qualifications but on soft skills such as passion, a positive work ethic and having a growth mindset. These attributes are in fact nurtured throughout one’s schooling journey; junior colleges, polytechnics and other educational institutions are as adept as universities at laying a strong foundation for such skills — to say nothing of the rich learning that happens in the workplace.

I BELIEVE THAT UNIVERSITY DEGREES DO HAVE A FUTURE, BUT THERE WILL BE MANY AND GOOD ALTERNATIVES THAT GIVE PEOPLE MORE CONTROL OVER WHAT, WHERE, WHEN AND HOW THEY LEARN.

ANDREAS SCHLEICHER, DIRECTOR FOR EDUCATION AND SKILLS, OECD

A DEGREE IS A LOT MORE THAN A COLLECTION OF GRADES FOR COURSES. IT ENCAPSULATES A HOLISTIC WAY OF THINKING, INCLUDING BUILDING SOFT SKILLS AND LEARNING HOW TO LEARN.

PROF ARNOUD DE MEYER, SMU PRESIDENT

“When you make mistakes in the workplace, you pay for them. You have to think through things carefully because there are [real] consequences,” said Mr Ng.

### The Argument Against

In response to Mr Schleicher’s claim that university dropouts like Steve Jobs had succeeded in life, Assoc Prof Goh asserted that such success stories are usually the exception rather than the rule. Moreover, Jobs himself had admitted that his time at university, though brief, was what forever changed the world of computing. “If [Jobs] had not attended that calligraphy course in university ... we would never have proportionally-spaced fonts or multiple typefaces on our Macs,” said Assoc Prof Goh.

While higher education may be capped by a degree, he noted that it is the “entire university experience” — from the knowledge taught and the friendships forged to the co-curricular activities and overseas exchange programmes joined — that ultimately leads to success, financial or otherwise. Indeed, research shows that university graduates are

more likely to outperform non-graduates in economic well-being (higher starting salary), physical health, civic involvement and personal development.

Likewise, Prof De Meyer shared how his experiences as an electrical engineering undergraduate and student leader unwittingly helped him in his current role at SMU. “A degree is a lot more than a collection of grades for courses,” he said. It encapsulates “a holistic way of thinking”, including building soft skills and learning how to learn. Unlike the workplace, universities offer a safe environment for students to experiment and learn from their mistakes. “A university prepares you for a life of continuous learning.”

Prof De Meyer also objected to the notion that degrees have lost their relevance, and elaborated on the many ways in which universities — including SMU — are adapting to the changing times. For example, there is now greater flexibility in both the content and format of courses; more interdisciplinary degree programmes; a shift from teaching facts and figures to creating a learning environment where students are responsible for their own learning; and increased focus on developing key competencies, such as how to handle tough situations or discern good information from bad.

### A Close-Fought Contest

Audience participation was a crucial part of the event, with an online real-time poll allowing those present to vote for or against the motion as the debate went on. Initially, 65.3% of people agreed with the motion. By the end of the event, having heard both sides of the case followed by a Q&A session with the speakers, the audience was split down the middle in a 50–50 tie, implying that holding a degree was as equally important as mastering skills to get ahead in life.

(L-R) Mr Warren Fernandez (SPH), who delivered the opening remarks; Associate Prof Goh Yi-han (SMU); Prof Arnaud De Meyer (SMU); Mr Patrick Daniel (SPH), who moderated the debate; Mr Andreas Schleicher (OECD); and Mr Ng Cher Pong (SkillsFuture Singapore).





# INSPIRING TOMORROW'S CHANGEMAKERS

SMU's very first Social Impact Festival opened a window into the world of opportunities for cross-sector collaboration among youth



ABOVE: Executive Director of Lien Centre for Social Innovation, Mr Jonathan Chang (3<sup>rd</sup> from right), together with presenters at the SMU Social Impact Festival opening event on Monday, 11 September 2017.

TOP RIGHT: A participant perusing Lien Centre for Social Innovation's publication on youth empowerment at SIF 2017.

**THE INAUGURAL** Social Impact Festival (SIF) 2017 was organised by SMU's Lien Centre for Social Innovation in celebration of social change and the impact various programmes have had on the community. Held at SMU's campus from 11 to 16 September 2017, the festival was attended by the public, including individuals passionate about making a change in society. Articulating the Festival's objectives, Mr Jonathan Chang, Executive Director of the Lien Centre for Social Innovation said, "We all have to think critically about our journeys, and consider our role in nurturing a society that's respectful and inclusive." He added that hosting this festival at SMU was especially meaningful, given that the University was the first in Asia to be named an Ashoka Changemaker Campus, recognising its efforts in facilitating social innovation and changemaking in higher education. With a focus on the sharing of ideas for cross-sector collaboration, the SIF 2017 line-up included interactive workshops, panels and activities by social enterprises, non-profit organisations, student groups and socially-minded consultants working on disability, social inclusion, social-emotional leadership, photography, fashion, filmmaking and storytelling.

## Sparking Change

SIF 2017 kicked off with Journeys in Social Impact, where SMU welcomed Mr Heng Chee How, Senior Minister of State (PMO), as Guest of Honour. Mr Heng shared his experiences on social impact, such as the importance of adopting pragmatism on the journey of changemaking, having a growth-minded mindset, and ensuring clarity in the mission of making positive impact. The audience was then treated to performances by the Down Syndrome Association's drum prodigy ensemble and the SMU Sikhs Inc student group. This was followed by presentations by students on topics themed on social education. Rounding off the event, a distinguished panel discussed social changemaking concepts, from transforming eldercare to policies designed to shape an equitable, inclusive and sustainable future. The panel included HE Dorte Bech Vizard (Ambassador of Denmark to Singapore), HE Nancy Lynn McDonald (High Commissioner of Canada in Singapore), Ramandeep Sidhu (Assistant Director, Philanthropy & Partnerships, National Volunteer and Philanthropy Centre), and Vadivu Govind (Founder, Joy Works).



# PRIMED FOR THE FUTURE

SMU TA-CENTRE FOR EXCELLENCE IN TAXATION ANNUAL CONFERENCE 2017

The future of taxes in light of global political developments, potential tax reforms in major economies, and governments taking steps towards new rules related to the implementation of BEPS-minimum standards — these were among the issues discussed at the 2017 SMU-TA Centre for Excellence in Taxation (CET) Annual Conference. Now in its third year, the Conference themed "Future of Taxes in Disruptive Times" was held at the York Hotel in Singapore on 17 August 2017. 120 participants from the region heard from Guest-of-Honour Ms Indranee Rajah, Singapore's Senior Minister of State for Law and Finance, as well as government, industry and research experts. In her opening address, Ms Indranee said that digitalisation is now challenging conventional notions of taxation and Singapore's tax system must keep up with digital disruptions as companies will face more uncertainty in global business as a result of this. She stressed the government's aim to ensure fair competition with regards to taxation policies.



(L-R) Prof Jeffrey Owens, Ms Indranee Rajah, Mr Chris Woo, Prof David Rosembloom, Mr Ho Khoon Ming and Prof Katarina Adam.

## STAYING STABLE AND ABLE

Given the state of flux, Ms Indranee shared Singapore's approach in responding to such uncertain times — its commitment to providing a stable business environment for businesses; how Singapore would continue to engage businesses to ensure that our tax system remained growth-oriented; and specific to the taxation of the digital economy. Conference participants also heard from several distinguished speakers and panellists. They included Prof Dr Jeffrey Owens, Director of WU Global Tax Policy Center, Chairman of SMU-TA CET Technical Advisory Panel; Mr Ho Khoon Ming, Head of Tax, KPMG Asia Pacific; Prof H. David Rosenbloom, Director of International Tax Program, School of Law, New

York University; Mr Chris Woo, Head of Tax, PwC Singapore; Prof Katarina Adam, Professor, HTW Berlin; and others. The experts shared views on disruptive trends in taxation and the economy, and examined ideas for the future. SMU-TA CET Director and SMU Associate Professor of Accounting Goh Beng Wee stressed the importance of both businesses and the government to be engaged in tax issues. He added that the SMU-TA CET aimed to contribute by introducing academic research into the discussions between governments and businesses. It seeks to inspire new perspectives by encouraging debate from all stakeholders. It also encourages collaboration between tax community and academia with the aim of creating practice-oriented research work.

# TIME TO TALK SHOP

THE ENTERPRISE AND ENTREPRENEUR FORUM SERIES TACKLES PERTINENT ISSUES IN THE BUSINESS WORLD TODAY

In today's digital and disruptive world, businesses are increasingly compelled to reinvent and transform themselves. Singapore has to look at both the challenges and opportunities of shifting from a value-adding to a value-creating economy. Technology, innovation and entrepreneurship will be key to our success. In response to Singapore's aspirations to adopt this growth path, The EDB Society and co-organiser SMU launched a six-part Enterprise & Entrepreneur Series. The initiative is supported by the Economic Development Board. The Series was launched on 31 January 2018 by Mr Heng Swee Keat, Minister for Finance.

- Transforming Industries • Creating Value** is the theme of the Series. It aims to:
- Celebrate inspiring entrepreneurs and industry leaders, and draw insights on how they respond to old, new and disruptive forces
  - Explore megatrends and growth themes, and how Singapore should exploit these new opportunities
  - Build a platform for sharing, learning and networking.



Team SpectraPlasmonics from Queen's University of Canada was the big winner at the 9<sup>th</sup> Lee Kuan Yew Global Business Plan Competition. With them on stage were Mr Hau Koh Foo (extreme left), Director of Institute of Innovation and Entrepreneurship at SMU; Mr Adrian Chan (2<sup>nd</sup> from left), Senior Partner at Lee & Lee; SMU President Prof Arnoud De Meyer (5<sup>th</sup> from left); Mr Paul Santos (3<sup>rd</sup> from right), Managing Partner of Wavemaker Partners; Ms Shirley Wong (2<sup>nd</sup> from right), Managing Partner of TNF Ventures; Professor Gerard George (extreme right), Dean of Lee Kong Chian School of Business, SMU.

# WHAT'S THE BIG IDEA?

Novel solutions for smart cities abounded at the 9<sup>th</sup> Lee Kuan Yew Global Business Plan Competition

**A ONE-STOP MARITIME ONLINE PLATFORM** where vessels, marine equipment and services can be sourced easily and cheaply. A remote and interactive farming platform for users to operate from anywhere, at any time, through smart devices. An augmented reality toolkit which allows surgeons to see inside their patients virtually. These were some of the ideas put forth by 36 finalist teams at the 9<sup>th</sup> Lee Kuan Yew Global Business Plan Competition organised by SMU's Institute of Innovation and Entrepreneurship (IIE). Launched in March 2017, the biennial competition was themed 'Smart City', and called for innovative proposals that address the challenges a smart city faces in the areas of health, living and services. The 36 finalist teams were selected from a record 550 submissions from over 300 universities in 68 countries. The teams travelled to Singapore on an all-expenses-paid trip during the week of 11-15 September 2017. They presented their plans in the Category Finals on 13 September, and the top six teams (two from each category) competed in the grand finals on 14 September. At the prize presentation ceremony and dinner on 14 September, SMU President Professor Arnoud De Meyer said, "The enthusiastic response showed that the Competition has gained traction with and has earned a sound reputation among the Institutes of Higher Learning far beyond this region. It also shows that the theme of this year's competition has particular resonance with tertiary students across the globe."

## Bold And Brilliant

Team SpectraPlasmonics from Queen's University of Canada took home the grand prize of \$100,000, as well as two additional awards. The team had impressed the judges with their solution that aids ultrasensitive chemical detection in food and water contamination, and provides a defence against agents of illegal drugs and terrorism. Another multiple-award winner was Team Elephant Chain from Zhejiang University of China, which developed a consortium blockchain platform for enterprises to build blockchain applications. The judging panel comprised Michael Seibel, CEO of Y Combinator; Shirley Wong, Managing Partner of TNF Ventures; Professor Lui Pao Chuen, Advisor of National Research Foundation Singapore; David Su, Founding Managing Partner of Matrix Partners China; Paul Santos, Managing Partner of Wavemaker Partners; Chong Chiet Ping, Managing Partner of Green Meadows Accelerator; and Robert Chew, Chairman, Information Systems and Technology Sub-Committee of Alexandra Health System. The finalists were evaluated on Innovativeness and Impact of Business Idea, Commercial Feasibility and Capability to Execute.



Held at the Mochtar Riady Auditorium from 5.30pm to 8pm, the forums tap on the founders and trailblazers of our corporations, SMEs and start-ups, to discuss growth themes for Singapore. Dr Beh Swan Gin, Chairman EDB; Mr Ho Kwon Ping, Chairman SMU & Executive Chairman Banyan Tree; Mr Dilhan Pillay Sandrasegara, Deputy CEO Temasek International; Ms Janet Young, Head Group Channels & Digitalisation, UOB; Dr Mary Ann Tsao, Vice-Chairman, Tsao Holdings; Ms Janice Chia, Founder & MD, Ageing Asia; Mr Wee Ee Cheong, Deputy Chairman & CEO UOB; Mr Wong Heang Fine, Group CEO, Surbana Jurong; Mr Peter Ho, CEO Hope Technik and Mr Han Sang Uh, Managing Director, Temasek Lifesciences Accelerator are some of the distinguished featured speakers. The sessions are moderated by SMU President Arnoud De Meyer and his team members. So far, three forums have been held — on Singapore's Changing Landscape, Disruptions, Responses & Initiatives (31 January); Digital Platforms Transforming Businesses (6 March); and Advanced Manufacturing and Urban Solutions — Pushing Frontiers (17 April).

## YET TO COME

- FORUM 4** 5 June 2018  
Ageing, Wellness and Healthcare
- FORUM 5** 21 Aug 2018  
Food and Agritech
- FORUM 6** 2 Oct 2018  
Asian Entrepreneurship, Looking Ahead at Landscape of Family Business, Start-ups, Unicorns, SMEs





Dr Noeleen Heyzer.

## TOP APPOINTMENT

SMU'S DR NOELEEN HEYZER HAS BEEN APPOINTED TO A TOP UN MEDIATION PANEL

No stranger to the international diplomatic scene, Dr Noeleen Heyzer, Social Scientist, Former Under-Secretary-General of the United Nations (UN) and SMU's Lee Kong Chian Distinguished Fellow, has been appointed as a member of the UN Secretary-General's High-Level Advisory Board on Mediation for a term of two years.

The UN Secretary-General Antonio Guterres announced on 13 September 2017 that the establishment of the High-Level Advisory Board on Mediation is part of the "surge in diplomacy for peace" he has consistently advocated, and gives due priority to the prevention and mediation work of the UN. The Board comprises 18 current and former global leaders, senior officials and renowned experts who bring together an unparalleled range of experience, skills, knowledge and contacts. It is expected to allow the UN to work more effectively with regional organisations, non-governmental groups and others involved in mediation around the world.

In a phone interview with *The Straits Times*, Dr Heyzer said she was very pleased to be put in a position where she could draw on her past experiences and try to help. She said the "world is in definite need of mediation for peace", which should ideally resolve tensions before they escalate into conflicts. "What we are seeing is an inability to handle these massive complex conflicts, which have led to the forced displacement of populations and that, in turn, has affected the politics and cohesion of societies."

## WALKING IN THE SHOES OF SME OWNERS

*SMU undergraduates will gain first-hand insights into how small businesses are run in a programme that aims to familiarise them with the sector*

**ACCORDING TO THE** 2017 Singapore Budget, "Small and medium enterprises (SMEs) are at the heart of Singapore's economy. They make up 99% of our enterprises, employ two-thirds of our workforce and account for about half of Singapore's GDP."

Recognising the value of this sector, United Overseas Bank (UOB) and SMU announced in January 2018 the Entrepreneur Shadow Programme (ESP), which aims to help Singapore's small businesses secure suitable talent — one of their top operational concerns. Through the ESP, which is run by the UOB-SMU Asian Enterprise Institute (AEI), penultimate and final-year SMU undergraduates will get to walk in the shoes of small business owners and experience first-hand the opportunities and challenges they encounter. UOB's small business customers will be invited to participate in the programme.

In a survey of small business leaders in Singapore, more than half expressed difficulty in hiring young talent, as most graduates do not consider joining a small business as the first step in their career. Much

of this is due to their unfamiliarity with what working in a small business entails. The ESP, which is open to all SMEs, will have the undergraduates shadow business owners in the day-to-day activities. It is hoped that in time, the students will appreciate the experience of working at an SME and make it their career choice.

Mr Mervyn Koh, MD and Head of Business Banking Singapore, UOB, said, "The flatter structure of a small business also means that those who are capable are likely to be noticed sooner and to be given opportunities to pioneer projects to help the business grow. By engaging young talent, small businesses will also have fresh perspectives on how to improve their operations."

Dr Ang Ser Keng, Senior Lecturer of Finance at SMU Lee Kong Chian School of Business, and Vice Chairman of Executive Committee and Director at the UOB-SMU AEI, said, "The students will document their observations throughout the shadowing period, and will make targeted recommendations. To further tackle the issues, the outcomes can also be developed into new consulting projects under AEI's flagship SME Consulting Programme. In this way, we can help SMEs enhance their effectiveness and efficiency in a sustainable manner."

Fitterlab Engineering Pte Ltd, a company that provides fire protection services, is the first to benefit from the Entrepreneur Shadow Programme. Mr Joe Yee, CEO of Fitterlab, said that he would encourage other small businesses to sign up for it. "It was a new experience to work so closely with the students. Through their feedback, I gained new ideas on how to improve our processes to become more nimble and flexible."

The Entrepreneur Shadow Programme is the latest addition to AEI's range of initiatives for SMEs. The Institute's flagship SME Consulting Programme, where SMU students embark on business consultancy projects initiated by local enterprises to help enhance their businesses, has helped more than 350 SMEs since it was launched in 2005.

**BY ENGAGING YOUNG TALENT, SMALL BUSINESSES WILL HAVE FRESH PERSPECTIVES ON HOW TO IMPROVE THEIR OPERATIONS.**

MR MERVYN KOH, UOB

SMU undergraduates shadowing Fitterlab CEO Mr Joe Yee (extreme right) as part of the programme.



Mr Ho and President Steinmeier during the dialogue session.

THE WORLD AROUND US



### » ON CHINA

Dr Steinmeier spoke candidly about the ideological challenge the world's second-largest economy posed to democratic countries. "These days, people look at the European Union or the United States and say, 'Well, this doesn't look very harmonious,'" he explained. "And many people look at China and see stability and economic growth — without a movement towards greater political freedom." But he stood up for the freedoms that democracy enshrined. "In my experience, you are more likely to find out what's wrong in your society when you allow dissenting voices and the scrutiny of a free press rather than silencing them," he concluded.

### » ON REGIONAL BLOCS

Dr Steinmeier also touched on regional blocs, such as the European Union (EU) and the Association of Southeast Asian Nations (ASEAN), which Singapore chairs this year. Noting the anti-EU sentiment in countries such as the United Kingdom, he lauded ASEAN for its efforts to adopt a grassroots approach to regional cohesiveness — an approach he believes works. "That is why Singapore was right to make people-to-people contacts a key priority as it assumes the Chairmanship of ASEAN." He called for such contacts to be made between ASEAN and EU, saying, "Isn't that a great vision for future sidewalks: crowded with curious exchange students exploring each other's hometowns?"

## BRING DOWN THE WALLS

GERMAN PRESIDENT DR FRANK-WALTER STEINMEIER CHAMPIONED AN OPEN WORLD AT THE LATEST HO RIH HWA LEADERSHIP IN ASIA PUBLIC LECTURE

**A FEW MINUTES INTO** the ninth Ho Rih Hwa Leadership in Asia Public Lecture, it quickly became clear that the speaker, Dr Frank-Walter Steinmeier, is a firm believer in youth empowerment. "After all, there is only one answer to the question of how we will live together in the future: and that is you, the young people," said the President of Germany, addressing a large crowd of SMU faculty and students, along with their counterparts from Singapore's other institutes of learning.

Dr Steinmeier delivered the lecture during a two-day trip to Singapore — his first to the Republic since taking office last March. Held on 2 November 2017 at the SMU School of Law building, the session was also attended by a number of distinguished guests, among them former Singapore President Dr Tony Tan and his wife Mrs Mary Tan, Minister for Communications and Information Dr Yaacob Ibrahim, and several Members of Parliament. As he introduced Dr Steinmeier, SMU Chairman Mr Ho Kwon Ping pointed out that the elder Mr Ho — after whom the Leadership series is named — was once Singapore's ambassador to Germany. But Europe's largest economy has changed significantly since then. "The 2017 election brought a far-right party into the Bundestag (Germany's federal parliament) for the first time in more than half a century," he noted. Adding that such social divisions were increasingly common around the world, he called on the audience to pay attention to Dr Steinmeier's words. "There's much we can learn from them."

### Overcoming Uncertainties

In his address, Dr Steinmeier commented on geopolitical shifts and what he described as a "new wave" of crisis and conflict. "This comprises terrorism, civil war, ethnic strife, displacement and mass migration," he said. "Even though many of us are doing well and live in the most prosperous era this world has ever seen, there is fear that things are going to get worse," he explained. But as he pointed out, these fears and issues do not plague a single country or community alone. "In a world as interconnected as ours, none of these sources of fear is abstract or far away."

The key to tackling this fear, he believes, is an open and interconnected world. "I am convinced that in most cases, putting up walls and barriers will neither keep external problems outside nor create prosperity for those within," he said. "Let us defend the free and fair exchange of ideas, innovations, goods and services ... and let us challenge those who say the opposite."

The Ho Rih Hwa Leadership in Asia Public Lecture is just as well-known for its lively dialogue sessions as for its thought-provoking speeches — and the latest edition proved no different. Students lined up to ask Dr Steinmeier questions on a range of issues, from Germany's handling of the migrant crisis to China's actions in the South China Sea. Heartened by their engagement in global affairs, the President ended his address with a poignant reminder to them: "The future is uncertain — but it is up to you to shape it."

Dr Steinmeier alluded to having more open conversations. But as we've seen, such debates can turn ugly very quickly, because of their polarising nature. I leave today's session confident that young people can reintroduce respect for diversity, which would reduce gridlock and possibly lead to change.

MS SARAH LEWIS  
second-year Social Science undergraduate, SMU

The young will be the politicians of tomorrow and Dr Steinmeier's words were a reminder that we have to analyse goings-on in the world more carefully. I appreciate his message of upholding a spirit of debate as that's something I value greatly: being able to bounce ideas off my peers while defending my own view.

MR KAR SUHER WAN  
twelfth-year student, Singapore American School

INSPIRED TO LEAD



**MANY SMU STUDENTS, ALONG WITH THEIR COUNTERPARTS FROM OTHER INSTITUTES, LEFT THE LECTURE INSPIRED BY DR STEINMEIER'S WORDS. HERE'S WHAT SOME OF THEM HAD TO SAY ABOUT THE SESSION**



## Charting Asia's Path To Sustainable Development

Asia's successful transformation to sustainable development is vital for both the future of the region as well as the whole world, suggested Prof Jeffrey Sachs, speaking at SMU. He said that Asia is at the centre of the world economy, with more than half the world's population, contributes roughly half of global production, and also faces at least half of the world's environmental challenges.

Prof Sachs delivered the 32<sup>nd</sup> lecture in SMU's Presidential Distinguished Lecturer Series (PDLS) on 1 November 2017. A Professor at Columbia University, he is one of the leading experts on economic development, global macroeconomics and the fight against poverty. For more than thirty years Prof Sachs has advised heads of state and governments on economic strategy, in the Americas, Europe, Asia, Africa and the Middle East. Prof Sachs has received many awards and honours, including the 2015 Blue Planet Prize, the leading global prize for environmental leadership. He has received more than 20 honorary degrees, and many awards and accolades around the world.

In his lecture, Prof Sachs discussed Asia's major challenges regarding the conservation of biodiversity, transition to low-carbon energy, upscaling of quality education, reduced income inequalities and technological innovation. Prof Sachs challenged the audience to consider how universities can formulate possible solutions to address these real and time-bound issues that impact populations on a global scale.

According to Prof Sachs, Asia's sustainable development would be impacted by transitions in the areas of demography, technology, social, ecology, energy and governance. Using the UN's Sustainable Development Goals as a framework for analysis, planning, accountability, politics and social mobilisation, he presented an integrated approach to economic development, social



Prof Jeffrey D. Sachs (above) and Mr Kgalema Motlanthe (right) at their respective PDLS engagements.



THE AGENDA IS CLEAR: GLOBAL DEVELOPMENT GOALS AND CLIMATE CHANGE. WE NEED NEW ALLIANCES, AND A CIRCULAR ECONOMY OFFERS HOPE FOR THE FUTURE.

PROFESSOR JAN PETER BALKENENDE

# GREAT MINDS THINK ALOUD

## HIGHLIGHTS OF THE RECENT EDITIONS OF THE PRESIDENTIAL DISTINGUISHED LECTURER SERIES

inclusion, and environmental sustainability. Prof Sachs also underscored the importance of regional cooperation for any impactful changes to be made towards the goal of ensuring sustainable development. He highlighted respect for diversity as a key ingredient for cooperation, using Singapore as an illustration of a society where its inclusive approach towards diversity has engendered progress and success.

Following the lecture, SMU President Prof Arnoud De Meyer moderated an engaging question-and-answer session whereby the audience posed thought-provoking questions on topics such as the role of businesses in contributing towards sustainable development.



## The Liberating Power Of Learning

"Education remains the greatest equaliser in the history of modern society. When we educate people, we provide them with tools and means not only to analyse challenges facing society, but also to extricate themselves from their miserable social conditions," said Mr Kgalema Motlanthe during the PDLS lecture at SMU on 31 October 2017. Mr Motlanthe was President of the Republic of South Africa from 2008 to 2009 and currently serves as Chair of the High Level Panel on the Assessment of Key Legislation and the Acceleration of Fundamental Change as well as Chancellor of the University of Venda, South Africa. Speaking to an audience of diplomats, government officials, students and other members of the SMU community, Mr Motlanthe touched on historical forces which shaped the social-economic contours of current South African society. He paid particular attention to the current teaching of science and mathematics in the country.

Hampered by the policies of the apartheid era, black South Africans suffered from a lack of education opportunities, and the outcome was especially glaring, as seen in the relatively small number of black South Africans who are engineers and mathematicians as a proportion of its total population. South Africa has been placed among the lowest-ranking nations in terms of

mathematics and science by the World Economic Forum's latest global information technology report. As such, the government and its partners have the responsibility "to pay attention to the education of our people with a focus on primary and secondary levels. Only a sound education system with emphasis on science and mathematics, can serve as a feeder for tertiary institutions which will in turn produce top-notch graduates geared to the country's needs."

Turning to the role of higher education in South Africa's reconstruction, Mr Motlanthe asked how universities would define themselves in relation to key issues facing tertiary education and society, and how they would wrestle with the pre-1994 race-class nexus that once characterised the South African polity. He said that the universities are well-positioned to contribute to South Africa's competitive and knowledge-based economy. He urged the sector to rise to the challenge of human resource development, and to be among the forces leading the charge for social change.

Mr Motlanthe suggested South Africa apply its best minds to exploring ways of improving collaboration between research institutes and business; ensuring that research is conducted in favour of the public good and remains relevant to the needs of society; seeking ways and means of attracting new researchers and maintaining and improving the culture of research comparable to the best international practices. In a dialogue session moderated by SMU President Prof Arnoud De Meyer, Mr Motlanthe fielded questions from the audience, including how to tackle the high rate of youth unemployment in South Africa, how best to impart science and technology knowledge and skills to youths, how immigration might stimulate social and economic development in South Africa, and the aspirations of its university students.



Prof Jeffrey D. Sachs (right) with Prof Arnoud De Meyer during the Q & A session.

## INSIGHTS INTO LEADERSHIP

## A NEW BOOK BY SMU SHOWCASES THE BEST OF ITS TWO MOST PRESTIGIOUS LECTURE SERIES



Dr Tony Tan (centre) being presented with a copy of *The Art of Leadership* by Mr Ho Kwon Ping (left) and Prof Arnoud De Meyer (right).

"I am not an entrepreneur, but I can recognise one. I have been engaged in political leadership. I believe it is similar to the question: 'Are leaders born or trained?'" said Singapore's first prime minister Mr Lee Kuan Yew at the inaugural Ho Rih Hwa (HRH) Leadership In Asia Public Lecture which he delivered in 2002. The quote, together with others by 13 internationally-eminent academics, scholars, business and political leaders who have spoken at SMU over the past 15 years at both the PDLS and HRH Leadership in Asia Public Lecture Series, were displayed at an exhibition organised in conjunction with the official launch of the coffee table book, *The Art of Leadership: Perspectives from Distinguished Thought Leaders*, on 16 January at the SMU Hall in the School of Law. Dr Tony Tan Keng Yam, Singapore's 7<sup>th</sup> President and SMU Honorary Patron, was the Guest-of-Honour at the event. About 200 SMU faculty, staff, students and guests attended the launch.

Focusing on leadership and global issues, *The Art of Leadership* is a collection of perspectives from thought leaders who have spoken at the two lecture series. Among them were Prime Minister Lee Hsien Loong, former UN Secretary-General Mr Ban Ki-Moon, political scientist Dr Francis Fukuyama, and former World Bank President Mr Robert Zoellick. Edited by SMU Chairman Mr Ho Kwon Ping and SMU President Prof Arnoud De Meyer, the book comprises 14 lectures featuring the insights of these luminaries on topics ranging from economics and politics to entrepreneurship and management.

*The Art of Leadership* is published by World Scientific and is available at the SMU Shop, Booklink at SMU and other major bookshops.



## UNRAVELLING THE CHINESE PARADOX

THE LATEST INSTALLMENT OF SMU'S ANNUAL HO BEE PROFESSORSHIP PUBLIC LECTURE SERIES SAW THE EMINENT PROF JIN KEYU SHARING HER INSIGHTS ON THIS RED-HOT TOPIC



(L-R) SMU President Prof Arnaud De Meyer, Dean of the School of Economics Professor Bryce Hool, Prof Jin Keyu and Mr Chua Tian Poh, Chairman and CEO, Ho Bee Land, at the annual Ho Bee Professorship Public Lecture series held at SMU.

SMU welcomed business leaders, academics and students from junior colleges and various universities to its annual Ho Bee Professorship Public Lecture series on 5 September 2017. The lecture, themed 'China's Paradox and its Role in the World Economy', received overwhelming response from an audience keen to be part of the session with Professor Jin Keyu, Ho Bee Professor in Chinese Economy and Business at SMU and professor of economics at the London School of Economics. Established in 2007 by the Ho Bee Land Limited, the Ho Bee Professorship is awarded to a distinguished visiting faculty who is a research scholar and a thought leader with considerable expertise on the Chinese economy and business. Prof Jin, a researcher on Asian economies, achieved international recognition for her commentaries on the new perspectives with which the world should view China.

Delivering her lecture to a packed auditorium of close to 250 guests, Prof Jin started by introducing the paradoxes within the current Chinese economy. These included China having the worst-performing stock market in the past decade despite achieving stellar economic growth, the fact that it had delivered strong economic growth despite a large misallocation of capital and how its private sector was thriving despite the state's prominent involvement in the economy.

### THE RACE GOES ON

Prof Jin then proceeded to disprove a common perception that China's economic growth was running its last mile. According to her, China's GDP per capita growth after 1978 had taken place in waves; coinciding with major reforms in the country such as the setting up of special economic zones, privatisation and China's entry into the World Trade Organisation. As such, China may not necessarily grow in the manner of a conventional economy. History has shown that China's economic growth from 1978 to 2005 was underpinned by productivity gains and a relocation of labour into the manufacturing and private sectors. Within this context, Prof Jin rationalised that there remains numerous opportunities to stimulate China's economic growth, such as by reallocating resources that unleash efficiency gains. Prof Jin described a cycle where issues in China such as financial suppression, declining household share of spending, subsidising firms, high investments and exports, as well as distortionary policies were closely interlinked. She argued that these issues did not stem from disparate causes and suggested viewing them collectively within a single framework with which to understand its growth patterns. Turning to political leadership, Prof Jin acknowledged that China had been playing a bigger global role in recent years, such as through its Belt and Road Initiative. As for a forecast on the country's economic prospects, she suggested that it might be more productive to view China with an 'unshackled mental framework'.

Taking questions from the audience, Prof Jin reiterated her hopes that China would not be seen by other countries as a threat, nor to be frozen out of the global framework. On China's economy, she suggested that room for optimism remained, in view of urbanisation, developing services, the contribution of human capital as well as government levers to coordinate devices to suppress financial risks.



(L-R) SMU Chairman Ho Kwon Ping, SFP Chairperson Claire Chiang, Prof Lily Kong, Prof Paulin Tay Straughan and SMU President Prof Arnaud De Meyer.

## ON THE HUMANITY OF CITIES

*The prospects and challenges for cities were examined at a Shirin Fozdar Programme forum*

THROUGHOUT THE WORLD, cities continue to attract people looking for upward socio-economic mobility, and companies looking to create value. However, the opportunity and appeal of cities is beset by challenges and compromises. In a forum hosted by the SMU Shirin Fozdar Programme, Professor Lily Kong shared her thoughts on the promises and shortcomings of cities in development, and ventured suggestions as to how to address some of them. Held at SMU's Mochtar Riady Auditorium on 8 September 2017, it drew an audience of more than 280, comprising academics, professionals, urban planners and students.

Prof Kong, SMU Provost and Lee Kong Chian Chair Professor of Social Sciences, an expert on social and cultural change in Asian cities, kicked off the lecture by discussing the challenges of urbanisation. With overcrowding, traffic congestion, pollution and housing shortages, the problems of city living are being felt around the world. Painting this picture in numbers, Prof Kong shared that in 2017, 1 in 10 people in India lived in slums — a staggering 104 million people. Urbanisation has led to huge pressures on public services and natural resources; according to USAID 2013, only 40% of urban households in Indonesia had access to piped clean water.

### "The City Is Recruited From The Country"

Quoting poet Ralph Waldo Emerson, Prof Kong highlighted that despite the challenges, people continue to migrate to cities. This is because cities seem to be more diverse places in which to live; enable socio-economic mobility; attract the most innovative companies and are home to the most iconic architecture. With urban planners becoming more vocal in supporting the uptake of technology, Prof Kong said that there is potential for cities to become more sustainable and liveable. Singapore, through its embrace of Smart Nation initiatives, serves as a clear example.

During a Q&A session moderated by SMU's Professor of Sociology (Practice) and Dean of Students, Paulin Tay Straughan, Prof Kong noted that a sustainable city is one that recognises the humanity of cities. She viewed sustainability not only in terms of green measures, but also by looking at spaces as repositories of human meaning and seeing the potential of organically-evolved cultural spaces. She shared that it would be beneficial to have diversity among urban planners, so that the sensitivities and needs of different demographic groups are addressed.

## CREATING CITIES OF LOVE

*SMU Grow celebrates its 3<sup>rd</sup> Anniversary by winning top prize in the COLA awards*

LAUNCHED IN MAY 2017, COLA (Cities of Love Awards) is the brainchild of Tai Lee Siang and Valerie Ang who co-wrote the book *Cities of Love* in 2016 to show how city-dwellers can play a part in contributing to the sustainability of cities. Following its publication, the authors launched COLA with the aim of recognising the ground-up efforts among individuals and corporates, in protecting and environment and to galvanise others to play their part.

SMU Grow, SMU's sustainability movement, celebrated its 3<sup>rd</sup> anniversary with its win in the Corporate/Environmental Category. Mr Tai Lee Siang, Director of Inception Pte Ltd and Chairman of the World Green Building Council said, "SMU Grow combined passion and mission to enhance experiential learning in sustainability to ensure that students embrace a sustainable lifestyle."

Over the past three years, SMU Grow has cultivated SMU ambassadors who raise awareness of the benefits of sustainable living, and create social impact through urban farming. From devices such as the SMUGBUG to special bio-water planter systems installed to support high-intensity urban farming, SMU Grow has harnessed the power of the Internet of Things to grow its garden located on campus. SMU Grow has also contributed to local business sustainability by pioneering the "Save the Ugliest Market". Held weekly, at SMU's B3 café since October 2017, it aims to educate and rally the community to reduce food waste by buying fruits and vegetables rejected by retail outlets for cosmetic reasons.

In addition, SMU Grow has been organising educational workshops and seminars for the university community. Speakers ranging from external experts to internal faculty and staff have shared their knowledge of policies and practices relating to sustainability.



Ms Valerie Ang and Mr Tai Lee Siang presenting Prof De Meyer with the COLA Corporate/Environmental category award.



### GETTING DRASTIC ON PLASTIC

According to Waste and Recycling Statistics for 2016 by the National Environment Agency, plastics constitute the highest amount of disposed waste (762,700 tonnes) and have the lowest recycling rate of a mere seven per cent. Driven by a vision to be more environmentally-responsible, Koufu at SMU is Singapore's first food court to launch a Say No to Plastic Straws initiative. Via this campaign, it aims to raise awareness on the need to reduce unnecessary plastic waste. In addition, the food court will be using biodegradable takeaway packaging as well as reusable utensils.



An artist's impression of the new multi-purpose lounge at PSR.

## SMU TO INTRODUCE CAMPUS LIVING EXPERIENCE

THE AIM IS TO BUILD A COMMUNITY FOR THE COMMUNITY AT PRINSEP STREET RESIDENCES

In the new academic year 2018-2019 starting this August, SMU will introduce a new residential learning-and-living concept at its existing student residence — Prinsep Street Residences (PSR).

Staying true to SMU's holistic approach to education, the University will offer programming guided by five themes — (i) Entrepreneurship, (ii) Social Entrepreneurship, (iii) Community Service, (iv) Grooming Future Leaders, and (v) Social Integration and Diversity. Through this approach, PSR will provide a supportive environment that will nurture well-rounded students with strong esprit de corps, as they collaborate in activities to make a meaningful impact in their immediate communities. With an aim to enhance students' global knowledge experiential learning, SMU also have plans to organise overseas learning journeys for PSR residents.

SMU Provost Professor Lily Kong said that residential life will be enriched with academic curriculum as well as student-directed projects and activities. Through these learning opportunities between the community and the classroom, students will build character, develop life-skills and forge friendships for life.

Refurbishment works, expected to cost \$10 million, are currently underway at the 5,000 sqm PSR estate, located about 650m from the SMU campus. When completed in July 2018, PSR will offer 23 large-sized shared apartments for 255 student residents, as well as purpose-built communal spaces that will facilitate co-living/working/learning. The PSR residential population will comprise undergraduates from across all four years of study, and a mix of Singaporean and international students.

### SMART & SUSTAINABLE

In line with SMU's vision for sustainability, several new technology and green features are being integrated with innovative smart building technology, so as to enhance energy efficiency and comfort. The efforts are expected to bring about energy savings of approximately 45–50 per cent per year.

SMU's care for the environment goes further with conscious reuse and recycling efforts. For example, key infrastructure such as existing electrical power lines, and the plumbing and sanitary network were assessed to be in good condition and retained with minor enhancements, thus avoiding wastage and unnecessary rework.



# A BOOST TO SCHOLARSHIP EFFORTS

*ARA Asset Management and Lim Hoon Foundation increase endowment to support financially-needy students at SMU to \$4 million*



(From left) SMU President Prof Arnoud De Meyer, Mr John Lim and Mr Andy Lim at the cheque presentation.

ARA Asset Management Limited (ARA) and Lim Hoon Foundation (LHF) have jointly made an additional endowed donation of \$1 million to SMU. With this gift, the total committed endowment is now \$4 million (inclusive of dollar-for-dollar matching by the Government). The number of bond-free scholarships awarded yearly will increase from eight to 12 in perpetuity and the value of each will increase from \$7,500 to \$10,000 per annum for the recipient's four-year study. The ARA-LHF Scholarship was established in 2009. To date, it has benefited 28 SMU students. To commemorate this new gift, an appreciation event was held at SMU on 2 October 2017, during which Mr John Lim, Group CEO of ARA, and LHF Executive Director Mr Andy Lim, presented the cheque to SMU President Prof Arnoud De Meyer.

The Scholarship seeks to support full-time SMU undergraduates with financial needs to achieve excellence in their studies. They are awarded to undergraduates who are Singaporeans or Singapore Permanent Residents, and enrolled in the Lee Kong Chian School of Business, School of Accountancy or School of Economics. The Scholarship offers financial support towards annual tuition costs and/or study-related expenses. Successful recipients are granted internship and/or career opportunities with ARA or its subsidiaries. Recipients are expected to participate in community service and corporate social responsibility activities; second-year and third-year scholars are also expected to hold leadership positions in the ARA-LHF Scholars and Alumni Network Committee.

Beyond offering the scholarships, Mr John Lim and his son Andy have nurtured these leaders of tomorrow through various initiatives. One such initiative is the setting up of the John Lim Family Office Entrepreneurship Opportunities Fund in 2014 to provide venture capital for viable business ideas developed by the ARA-LHF scholars and alumni. Another is the ARA Career Opportunity Scheme launched in 2017 which provides the scholars, who are fresh graduates and are hired by ARA, with the opportunity to undergo a structured programme to gain experience and insights from the best in the real estate fund management industry.

THIS GIFT FURTHER STRENGTHENS SMU'S ABILITY TO PRODUCE GRADUATES WITH THE BREADTH AND DEPTH OF KNOWLEDGE, WHO ARE SOCIALLY-RESPONSIBLE. WE LOOK FORWARD TO CONTINUING THIS MEANINGFUL PARTNERSHIP.

PROF ARNOUD DE MEYER



The launches of the IACs in China (left) and Vietnam (right) come on the heels of successful efforts in Myanmar and Philippines in 2017. Similar initiatives will be rolled out to other countries in the region.



# DEEPENING ENGAGEMENT

*SMU launches its International Advisory Councils in Vietnam and China*

Cross-national collaboration is the cornerstone of progress these days, and in recent months SMU has officially launched its International Advisory Councils (IACs) in Vietnam and China to establish, strengthen and deepen SMU's engagement with the government, academic and business communities in these countries.

In conjunction with the Vietnam IAC launch in Ho Chi Minh City on 8 December 2017, SMU also hosted its inaugural Industry Leaders Dialogue in Vietnam to discuss human capital leadership, as well as the challenges of managing and retaining talent.

About 100 business, government and academic leaders from Vietnam, SMU senior management and SMU alumni in Vietnam, were present at the event which was held at Sofitel

Saigon Plaza. Among those present were Ms Leow Siu Lin, Consul-General of Singapore in Ho Chi Minh City and SMU President Professor Arnoud De Meyer.

SMU's engagement with Vietnam has taken the form of Technopreneurship Study Missions, community service projects, case teaching and writing, and faculty visits. The University also supports Vietnamese students via scholarships and study grants.

The following month, SMU launched its IAC in China and hosted the SMU Industry Leaders Dialogue to discuss how organisations are responding to rapid changes and capturing the opportunities that Industrial Revolution 4.0 bring. The event was held at Island Shangri-La

Hong Kong. Present were Ms Foo Teow Lee, Consul-General of Singapore in Hong Kong, SMU Chairman Mr Ho Kwon Ping and Prof Arnoud De Meyer. Just the day before on 16 January, SMU launched the Shenzhen Alumni Chapter, its fifth alumni chapter in China and its 12<sup>th</sup> globally.

In recent years, SMU has increased its engagement with China via the Case Teaching & Writing Initiative by SMU's Centre for Management Practice, research collaborations, study missions, student exchange, forums and community projects.

In their roles as ambassadors of the university, SMU IAC members will support SMU's activities in the respective countries. These will include dialogues and discussions, as well as alumni networking sessions.



Panellists (L-R): Mr Laurence Lien, Dr Kanwaljit Soin, Prof David Chan, Ms Chua Mui Hoong and Mr Zainul Abidin Rasheed addressing questions from the audience.

# PUBLIC TRUST: PRESERVING A PRECIOUS THING

*The recent BSI Conference addressed issues related to the maintenance of trust in the government and societal institutions*

**PUBLIC TRUST** plays a critical role in building a vibrant economy and a strong society. However, trust takes time to build, is easy to lose and once lost is difficult to restore. It is a complex and dynamic phenomenon, and governments today cannot afford to ignore its social-psychological aspects, said Professor David Chan at the 7<sup>th</sup> annual BSI Conference 2018 organised by SMU's Behavioural Sciences Institute (BSI) on 6 February at Orchard Hotel. About 350 participants including leaders in the public, private and non-profit sectors and academia, were at the conference.

The conference theme "Public Trust in Singapore" was chosen by Prof Chan, who is the BSI Director, because he believes that an open discussion on this issue could contribute to trust-building in Singapore. "The traditional notion that public trust is only about government and its institutions, taken on faith, kept in the hands of a few and operating behind closed doors, is going to be challenged. It is arguably a world of radical transparency," said former top civil servant, Mr Peter Ho.

The sessions at the conference addressed several questions:

- Does Singapore know what issues of public trust to pay more attention to?
- What is the relationship between trust and technology, media and public communications?
- What is public accountability, and what lessons can we learn from mistakes that have eroded public trust?
- Can organisations make better decisions by taking into account public sentiments inferred from analyses of information on social media?

By exploring these and other issues, the conference aimed to shed light on how and why public trust changes, and how we can repair public trust violation and develop public trust in Singapore. The current newsworthy topics of public interest, such as public transport

problems, the Keppel Offshore & Marine corruption scandal, fake news, access and use of private personal information, and political leadership transition in Singapore, were addressed with new perspectives by speakers and panellists from the public, private and non-profit sectors and academia. They included Mr Peter Ho, Mrs Mildred Tan, Professor Lim Soo Ping, Mr Christopher Tan, Ms Debra Soon, Dr Jeremy Lim, Professor Lim Ee-Peng, Mr Tan Kian Hoon, Ms Chua Mui Hoong, Mr Laurence Lien, Mr Zainul Abidin Rasheed, Dr Kanwaljit Soin and Prof Chan himself.

OFTEN, THE PROBLEM MAY NOT BE THAT THE GOVERNMENT IS ACTUALLY NOT SINCERE, BUT THAT IT IS NOT PERCEIVED AS SINCERE BECAUSE IT HAS NOT PAID ADEQUATE ATTENTION TO THE NATURE OF ITS ACTIONS, ENGAGEMENT AND COMMUNICATIONS.

PROFESSOR DAVID CHAN



Mr Kuok Khoon Hong (2<sup>nd</sup> from left) meeting with past and present Wilmar and KKH Scholarship recipients at a tea session.

# NURTURING SCHOLARS WITH A HEART

*SMU benefactor Mr Kuok Khoon Hong makes an additional gift to enhance scholarship support*

A firm believer in the power of education and the importance of giving back to society, Mr Kuok Khoon Hong, Chairman and CEO of Wilmar International Ltd, and a long-time benefactor of SMU, paid a visit to the campus on 4 January 2018. During the visit, hosted by SMU President Professor Arnoud De Meyer, Mr Kuok toured the new School of Law building and met with six past and present Wilmar and KKH Scholarship recipients at a tea session. The Wilmar Scholarship, established by Wilmar International Limited in 2009 and the KKH Scholarship, established by Mr Kuok in 2012, are aimed at motivating full-time undergraduates in any programme of study at SMU to embrace a holistic education, while providing financial assistance with an aim of encouraging them to give back to society in the years ahead.

## GOING FULL CIRCLE

Mr Muhammad Firdaus Bin Mohamed Salleh, a Wilmar scholar and final-year School of Economics student, shared at the tea session about how he has benefited. "This scholarship has not just helped with my expenses, but also provided me with the reassurance that there are organisations and people that I can turn to in times of need. He recounted that he had enrolled in a SMU-X module called "Family & Society", where his team worked with the National Youth Council to conduct a study on social mobility of Singapore youth. "It made me realise the need for at-risk youths to have proper guidance, and I feel that I could help them." Mr Derek Tay, a KKH scholar and final-year School of Law student added, "Receiving this scholarship motivated me to volunteer for causes that I feel for, namely poverty alleviation and education. I believe that no kind act will be forgotten, and that every bit of time or effort given towards social causes will eventually make this world a better place."

## A STEADFAST SUPPORTER

Mr Kuok's association with SMU began in 2008 with the setting up of the KKH Applied Research Fund. Last year, he increased the value of the KKH and Wilmar Scholarships with an additional \$3 million gift which will benefit up to 16 financially-disadvantaged students every year in perpetuity. Since their inception, 67 students have benefited.

One of SMU's top five donors, Mr Kuok's gifts have also opened doors to opportunities in emerging markets. The Wilmar Overseas Internship provides exposure for up to five students per year to experience working cultures in economies across Africa and Asia; while the Wilmar Overseas Community Service Projects have seen SMU students undertaking 14 community service projects across China since 2011. In addition, Mr Kuok has seed-funded the biennial Lee Kuan Yew Global Business Plan Competition, organised by SMU's Institute of Innovation and Entrepreneurship. The International Trading Institute at SMU is also a beneficiary of Mr Kuok's generosity, with Wilmar as an industry partner.



# AGENTS OF CHANGE

SMU returns as the knowledge partner for the seventh season of Perspectives, Channel NewsAsia's signature topical talk show



## SMU IS PROUD TO PARTNER

Channel NewsAsia for its flagship panel discussion series *Perspectives*, for the fifth year in a row, where live recordings of six episodes were held at the SMU Hall. In its seventh season, *Perspectives* tackled pressing issues facing Singapore and the world. These range from timely discussions on Singapore's Smart Nation initiative to ever-relevant topics like retirement planning. Moderated by award-winning journalist Mr Teymoor Nabili, the show brings together SMU's academics, top civil servants and leaders from the private and people sectors.

(L-R) The panel for Episode 1: Mr Stephen Groff, Ms Durreen Shahnaz, SMU Chairman Mr Ho Kwon Ping and Prof Paulin Straughan, and host Mr Teymoor Nabili.

APR  
03

## EPISODE 1 The New Social Compact: What Is The New Norm?

### PANELLISTS

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

**Prof Paulin Straughan** Professor of Sociology (Practice), School of Social Sciences and Dean of Students, SMU

**Mr Stephen Groff** Vice President, Asian Development Bank

**Ms Durreen Shahnaz** Founder, Impact Investment Exchange

Is the social compact of the 1960s between Singapore's Government and the governed still relevant?

Prof Straughan felt that things were at a tipping point. "It has to be beyond Government, unless we're willing to give up more freedoms," she said. But Mr Ho disagreed. "It's the responsibility of the Government to make the body politic have faith in them," he said, citing incidents such as 2011's Arab Spring.

APR  
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## EPISODE 4 Cashless Society: What Is The True Cost?

### PANELLISTS

**Prof Robert Kauffman** Professor of Information Systems, Associate Dean (Faculty), SMU

**Mr David Fernandez** Managing Director and Chief Economist, Asia Pacific, Barclays

**Mr Zhang Dayong** Head of Southeast Asia, Alipay

**Mr Brad Jones** Chief Executive Officer, Wave Money

Cashless is the buzz word of the season — but is Singapore's fast-ageing population ready for it? That's what panellists discussed in this episode, looking at how the global 'War on Cash' has impacted societies across China. Panellists also proposed measures that Singapore must take if it wants to realise its vision of a cashless economy.

APR  
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## EPISODE 2 Smart City: How Close Are We To Realising This Vision?

### PANELLISTS

**Prof Archan Misra** Professor of Information Systems, Associate Dean (Research); Director, LiveLabs Urban Lifestyle Innovation Platform; and Director, Centre for Applied Smart-Nation Analytics, SMU

**Mr Koen Cardon** Chief Executive Officer, Katoen Natie

**Ms Jacqueline Poh** Chief Executive, Government Technology Agency (GovTech Singapore)

**Dr Limin Hee** Director of Research, Centre for Liveable Cities

In this episode, leaders from the tech and urban planning sectors weighed in on how close the Republic is to realising its vision of a Smart Nation technological transformation. They also discussed measures the public, private and people sectors can take to ensure that no demographic is left behind.

MAY  
01

## EPISODE 5 Digital Transformation: Is Inclusivity Possible In This Race?

### PANELLISTS

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

**Mr Claus Andresen** President and Managing Director Southeast Asia, SAP

**Ms Rachel Ong** Chief Executive, ROHEI Corporation

**Mr Jonathan Rees** EY ASEAN Advisory Digital Leader, Ernst & Young Advisor

While the pace of digital transformation is exciting, some panellists pointed out that technology remains daunting for certain groups in society. They explained the need to ensure inclusivity in digital transformation and debated on ways that this could be achieved.

APR  
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## EPISODE 3 Work, Money And Retirement Puzzle: How To Solve It?

### PANELLISTS

**Prof Bryce Hool** Dean, School of Economics; Director, Centre for Research on the Economics of Ageing (CREA), SMU

**Mr Girish Ramachandran** President, Asia Pacific, Tata Consultancy Services

**Dr Mary Ann Tsao** Chairman, Tsao Foundation

**Mr Heng Chee How** Deputy Secretary-General, NTUC

Factors such as rising healthcare costs and inflation have led to higher retirement costs in Singapore. Panellists shared common mistakes that resulted in retirement adequacy, and how the problem could be managed. Experts also opined whether "working till 80" was a mirage that technology was fast turning into reality.

MAY  
08

## EPISODE 6 Belt, Road Initiative: Will ASEAN Remain In The Driving Seat?

### PANELLISTS

**Prof Arnoud De Meyer** President, SMU

**Mr Omar Shahzad** Group CEO, Meinhardt

**Mr James Crabtree** Associate Fellow of the Asia-Pacific Programme, Chatham House

**Mr Richard Fenning** Chief Executive Officer, Control Risk

Will geopolitical disputes prevent collaborations between China and other ASEAN countries? Panellists discussed this, before providing insights into how China could ensure that its Belt & Road initiative becomes an inclusive project that welcomed international investments.

Watch Perspectives Season 7 at <https://tv.toggle.sg/en/channelnewsasia/shows/perspectives-s7/episodes>