

# SMU ENGAGE

OCTOBER 2015

SINGAPORE:

THE PAST, THE PRESENT,  
*and the*

# FUTURE

PRIME MINISTER  
LEE HSIEN LOONG'S  
HO RIH HWA  
LEADERSHIP IN ASIA  
PUBLIC LECTURE





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EDITOR'S  
NOTE

Welcome to the latest issue of *SMU Engage*, the corporate newsletter of Singapore Management University. We have given it a brand new look to mark 15 years of progress and innovation at the University. It is now more compact in size, which makes it easier to carry around and more readable as a download on your tablet; it has a cleaner and sharper design, to help you browse and focus on the stories that interest you; and it is written with a more lively and concise style, to make it a faster and more enjoyable read.

We were honoured in June to have Singapore Prime Minister Mr Lee Hsien Loong deliver the 7<sup>th</sup> Ho Rih Hwa Leadership in Asia Public Lecture. This was an especially significant moment as this year Singapore celebrates its golden jubilee (SG50) and SMU marks its 15<sup>th</sup> anniversary (SMU15). It was also extra meaningful since it was nearly 14 years ago that Mr Lee's father, then Senior Minister Mr Lee Kwan Yew, delivered the inaugural lecture in the series. Mr Lee Hsien Loong used the occasion to raise many thought-provoking points about our nation's future — you can read about it in our lead story, which

starts opposite this page.

While *SMU Engage* has been given a makeover, what remains constant is the comprehensive coverage we provide across three sections. This issue's "Zest", our student news section, includes a story on Commencement 2015, our biggest yet, as well as a feature on our medal-winning students at the 2015 SEA Games. "Academia", the section on academic news, announces the appointment of our new Provost, Professor Lily Kong, and the new Dean of the School of Accountancy, Professor Cheng Qiang — both of whom will play major roles in the University's development for many years to come. "Connections", which covers thought leadership, advancement and staff news, includes news of a major redevelopment of Campus Green to add more buzz to the Bras Basah district, and a review of the recently-aired Channel NewsAsia panel discussion programme, *Perspectives*. The series is shot at SMU Labs and includes one of SMU's prominent thought leaders on each show.

I hope that this new-look presentation will engage you in a refreshing way. Enjoy!



*Alan Goh*  
 Alan Goh  
 Vice President  
 Corporate Communications & Marketing

GEARING UP  
FOR THE NEXT LAP

*In the latest installment of the SMU Ho Rih Hwa Leadership in Asia Public Lecture Series, Singapore's Prime Minister Mr Lee Hsien Loong delivered a stirring speech on where we are heading as a nation*



**Top** The audience included local and foreign dignitaries.  
**Bottom** Mr Ho (left) on stage with PM Lee.

In 2002, SMU's Ho Rih Hwa Leadership in Asia Public Lecture Series was launched with the late Mr Lee Kuan Yew, Singapore's first Prime Minister, as the inaugural speaker. Subsequent distinguished speakers include Burmese pro-democracy icon Ms Aung San Suu Kyi, Philippine President Mr Benigno Aquino III and former South African Head of State Mr F.W. de Klerk. On 30 June 2015, the series came full circle as its seventh installment featured Singapore's current Prime Minister, Mr Lee Hsien Loong.

Approximately 3,500 people attended the event, which was held at the Suntec Convention Centre. Half were made up of principals, teachers and students, from secondary schools, ITEs, junior colleges and polytechnics, including 500 from SMU. The rest comprised diplomats, corporate representatives, public officers, and SMU faculty and staff.

In his welcome address, SMU Chairman Mr Ho Kwon Ping noted that 2015 marks the University's 15<sup>th</sup> anniversary as well as Singapore's 50<sup>th</sup> year of independence. "Both of these milestones have given us cause to look at our past to see how far we have come, to appreciate all that we have today, and to look forward to all that we aspire to achieve," he said. "It has been inspirational to see how Mr Lee Hsien Loong has touched the hearts of many young Singaporeans, including the millennials." Indeed, these youths were riveted to Mr Lee's incisive analysis of the challenges facing Singapore in his lecture, titled 'Singapore: The Past, The Present and The Future'.

10-YEAR HORIZON:  
OUR ECONOMY

Singapore's ascent from Third World to First World status has been due to its impressive economic progress. "Our [real

DID YOU  
KNOW?

*As Ambassador of Singapore, the late Ho Rih Hwa turned down a salary for what he deemed was a national service.*



PM Lee (front, centre) with select tertiary students at the private tea reception; on his right are SMU Chairman Mr Ho Kwon Ping and SMU President Prof Arnold De Meyer.

SMUENGAGE  
OCTOBER ISSUE #07

**FRONT COVER:** Singapore's Prime Minister Mr Lee Hsien Loong, guest speaker for the SMU Ho Rih Hwa Leadership in Asia Public Lecture Series, shared his outlook on the nation's next 50 years.

## CONTACT US

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**Right** Mr Ho (left) thanks PM Lee after the dialogue session. **Below** SMU Chancellor Mr Yong Pung How (middle) listening intently to PM Lee's speech. Beside him are Mr Ho and his wife, Ms Claire Chiang. Mr Yong stepped down as Chancellor on 31 August.



GDP] has actually grown more than 40 times in size since independence," said Mr Lee who added that GDP per capita has gone up 13 times. But this growth is gradually slowing as the economy becomes more developed. "It is a natural process. . . As we mature, our base gets bigger. Every incremental step is harder work."

The difficulty, then, lies in sustaining competitiveness to improve people's lives. In the near future, Mr Lee projected a modest increase in annual GDP of two to four per cent, with half arising from workforce growth and half from productivity growth. The latter in particular requires us to be adaptable and learn new skills as technology is fast displacing old jobs and creating new ones. "That is why we launched SkillsFuture as a national movement," he explained. "Our people will always have the opportunities to develop to [their fullest potential], with training available at every stage of your lives."

#### 25-YEAR HORIZON: OUR POPULATION

Thanks to a post-World War II baby boom and influx of migrants, Singapore's population grew from 1.9 million to 5.5 million over the past half-century. Now, however, these 'baby boomers' are in their 50s and 60s; the total fertility rate has stayed low — at about 1.2 — since

South East District Mayor Dr Maliki Osman (right) was among those in attendance.



2009; and curbs have been placed on the number of foreigners allowed to live and work here. As a result, we are confronted with the dual problems of an ageing as well as a shrinking population. This in turn may lead to a stagnant or declining economy, greater demands on healthcare and social services, and a pessimistic instead of vibrant society.

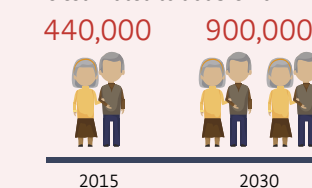
"Ultimately, the best and indeed the only fundamental solution . . . is for

more Singaporeans to marry and after they marry to have more children," said Mr Lee. He touched on the Singapore Government's efforts to raise the total fertility rate from 1.2 to 1.5, which translates to another 9,000 babies born each year. Measures include giving out 'Baby Bonus' cash gifts, providing affordable and accessible childcare, and promoting flexible work arrangements. But, he stressed, policies alone will not solve the problem. "It requires all of us to change our norms, our culture, for us to become a more family-friendly country, and that takes time."

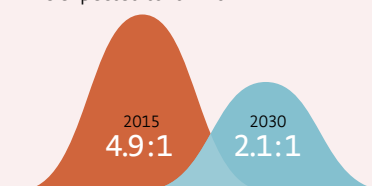
#### OUR POPULATION — A CLOSER LOOK

► Singapore's population grew **1.3%** in 2014, the slowest in 10 years.

► The number of citizens aged ≥65 is estimated to double from



► The ratio of working-age citizens (20–64 years) to those aged ≥65 is expected to fall from



Source: Singapore Department of Statistics, National Population and Talent Division



**Left and below** centre PM Lee answered wide-ranging questions from the audience, which included students from local schools and colleges.

#### ABOUT THE SERIES

SMU's Ho Rih Hwa Leadership in Asia Public Lecture Series seeks to inspire students and the public by giving them the opportunity to hear from accomplished business leaders and political figures from within and beyond the Asia-Pacific region. It is named after Mr Ho Kwon Ping's late father, a prominent businessman and former ambassador.

celebrating Singapore's 84-gold-medal haul at the recent SEA Games and mourning Mr Lee Kuan Yew's passing in March 2015. "Through these shared experiences, we can live and reinforce the values . . . which mark us out as Singaporeans — meritocracy, multiracialism, justice and equality."

#### AN ENGAGING DIALOGUE

Mr Lee's speech was followed by a Q&A session moderated by Mr Ho. The Prime Minister addressed questions on a wide range of topics, with one SMU student bringing up the dilemma young couples regularly face between

pursuing professional success and raising a family. Mr Lee acknowledged that having children involves taking time off one's career, but said it is important to maintain a good work-life balance. Another audience member asked about the place of graciousness within the national agenda, to which Mr Lee responded that it is a vital factor in ensuring a cohesive, inclusive society. He urged the public to compromise with special-interest groups and support marginalised communities such as troubled youths. "If you can do that, then I think we will have a good 50 years ahead of us," he said.



#### 50-YEAR HORIZON: OUR IDENTITY

Mr Lee called the question of identity "the most profound challenge we have". This collective pride has, for 50 years, galvanised Singaporeans to contribute towards nation-building. Without it, we could dissolve into globalisation, lacking a unique identity to hold our cosmopolitan society together; or we could fracture into different groups based on race, religion, the rich versus poor divide and other fault lines.

"How do we maintain this sense of nationhood, and strengthen this identity and common purpose, so that our people will want to make Singapore a success and a shining light in the world?" Mr Lee asked aloud. Through shared experiences, that's how. These range from doing National Service and overcoming the SARS crisis to

## LESSONS LEARNED

These two SMU undergraduates were among 40 tertiary students who had the privilege of meeting the Prime Minister up close at a private tea reception after the Q&A session

### THE LONG VIEW

Mr Lee is focused on the long term, and we as students should develop that mindset too. To be a good leader, you have to think about what happens not only on your watch.

Ms Adeline Lim Jia Yu, second-year business undergraduate and President of SMU Student Association

### SPORTING PRIDE

I'm happy that Mr Lee mentioned the SEA Games in his speech. Sports can bring people together, and seeing our nation do well at the Games made me feel proud to be a Singaporean.

Mr Tan Chin Rong, second-year social sciences undergraduate and President of SMU Sports Union





A university that marches to the beat of its own drum, SMU prides itself in doing things differently — and this was readily apparent at its most recent Commencement ceremony. From on-stage gags and video snippets featuring students' confessions to musical performances as well as a slew of inside jokes by speakers, it was a far cry from the formality that typically accompanies such events in Singapore.

The celebratory atmosphere surrounding the University's 12<sup>th</sup> Commencement ceremony, which took place on 15 July at the Suntec Singapore Convention and Exhibition Centre, was certainly warranted however. After all, this is SMU's largest batch of graduates — 2,348 of them to be specific — since its inception in 2000 as Singapore's first publicly-funded autonomous university. Of these, 1,643 students were awarded their bachelor's degrees while 634 earned their master's. Among them was 45-year-old Eugene Low, who became the oldest person in SMU's history to be awarded a bachelor's degree. A Military Expert with the Singapore Armed Forces (SAF), Mr Low enrolled in the School of Information Systems as a full-time student with sponsorship from the SAF. (See box)



#### CAUSE FOR CHEER

Numbers aside, there were other reasons to celebrate the occasion. In his opening address, SMU Chairman Mr Ho Kwon Ping noted that 2015 marks SMU's 15<sup>th</sup> anniversary as well as Singapore's 50<sup>th</sup> year of independence. SG50 celebrations in SMU are in full swing and Mr Ho thanked the many fresh graduates who have come forward to help the University mark the nation's Golden Jubilee. He also paid tribute to Mr Yong Pung How, who will be stepping down as SMU Chancellor at the end of August after a five-year term as the key University official.

For the event's Guest of Honour, Deputy Prime Minister and Coordinating Minister for National Security and Minister for Home Affairs Mr Teo Chee Hean, the ceremony had a special resonance. After all, it was Mr Teo who officiated the handing over of SMU's city campus site — which also encompassed the former school field of his alma mater

At Commencement 2015, for the first time, the performances were staged by the graduating cohort.

St Joseph Institution — to the university in 2000. To the Class of 2015, Mr Teo summarised his advice in three words: "More than me". Wishing the graduates a fulfilling life ahead, he urged them to "be bold, make your own way in the world. You may surprise even yourself, as you persevere to overcome challenges and reach beyond what you thought were your own limits."

#### A SHOWCASE OF THE SMU SPIRIT

SMU President Professor Arnoud De Meyer too expressed his hopes for the graduating cohort — that they have "learned to learn" and that they are on their way to becoming active alumni. "As you begin your careers, I urge all of you to keep the spirit of SMU alive and to espouse the principles that we consider

### JASPER WONG

SPH Valedictorian of SMU's Class of 2015 and double-degree graduate Jasper Wong from the School of Law and Lee Kong Chian School of Business, giving his speech. Jasper, who completed his double degree programme in four years instead of the usual five (with a Summa Cum Laude for both degrees), encouraged his fellow graduates to face future uncertainties head-on and with gusto as the go-getters that SMU students are known to be. Jasper was back on stage soon after this address to perform for the last time with his CCA group, hip-hop dance club Eurhythmix.



so important," said Prof De Meyer, referring to SMU's CIRCLE values of Commitment, Integrity, Responsibility, Collegiality, Leadership and Excellence. "These values are an integral part of SMU's holistic approach to education. We have always emphasised not only the training of graduates intellectually, but also the nurturing of graduates with heart," he said, before honouring this year's CIRCLE Award winners. Among those recognised were SPH Valedictorian of SMU's Class of 2015 Jasper Wong, a double-degree graduate from the School of Law and Lee Kong Chian School of Business (see box), as well as SPH Magazines Salutatorian Darren Ong, who graduated with a double degree from the School of Accountancy and the Lee Kong Chian School of Business.

While the mood was largely one of jubilation — with graduates showing unabashed joy during the traditional balloon drop that marked the end of the ceremony — the occasion was also an opportunity for important announcements to be made and lessons to be imparted. Prof De Meyer shared his Vision 2025, in which SMU aims to become a game-changer through its transformative education; a catalyst through cutting-edge research with impact; and a global exemplar of an iconic global university in the city in Asia. In wrapping up his speech, Prof De Meyer concluded with what he felt to be his "strongest advice": "Be flexible in the development of your professional career and continue to learn: continue to be curious, continue to absorb new knowledge and insights, and continue to be critical of whatever information you receive."



## A BOLD MOVE THAT PAID OFF

*A chat with Eugene Low, the oldest person to be awarded a bachelor's degree in SMU history*

**Congratulations on being awarded your degree from the School of Information Systems. What made you decide to further your studies at SMU?**

I've always wanted to do a degree and besides being conveniently located in the city centre, SMU is known to offer a holistic education and a grading system that does not put too much emphasis on final examinations. I was attracted to that dynamic way of learning that the University is said to advocate.

**How would you describe your time at SMU?**  
It was awesome, but not without its challenges.

Initially there were clashes with my younger peers and sometimes, the demands of school proved to be a challenge. However, I learned over time to take a step back, listen to other people's perspectives and offer my experience and pragmatism. I am confident that I can apply what I studied to my job in the SAF and that my everyday interactions with my peers have enabled me to better relate to my daughters [aged 18 and 14] and colleagues.

**What are your hopes for your future now that you've graduated?**

Now that I'm no longer a full-time student, I can resume being a 'full-time' husband and father to my family (laughs)! They have been extremely supportive throughout these four years. I also want to give back to the SAF for having fully sponsored my university education.

# THE GRAND FINALE

*As Singapore marks its 50<sup>th</sup> year, SMU's largest batch of graduates came together for a Commencement ceremony like no other*



DPM Teo Chee Hean congratulating SMU graduates before the ceremony.

SMU Chancellor Mr Yong Pung How at his last SMU Commencement ceremony. Mr Yong stepped down as Chancellor on 31 August.

## DARING & DRIVEN

*"I chose SMU four years ago although I was accepted to all three universities because at the Open House, SMU students seemed to have a certain kind of flair. They appeared eloquent but also down-to-earth. Now that I'm graduating, I also know for a fact that an SMU student is daring and driven."*

**Nur Jannah Cheang Muhammad Khairi**  
School of Social Sciences (Merit)

## AN INTERACTIVE PEDAGOGY

*"I tried a couple of times to get into SMU and eventually managed a place through sports. I really wanted to be an SMU student because I was attracted to its interactive pedagogy. I'm quite sad to leave actually, because I've spent so much time in the corridors of SMU these past four years — possibly more than I did at home!"*

**Subadevan S/O Mahadevan**  
School of Social Sciences (Magna Cum Laude)



Sharing this belief in continuous learning among this year's graduates was the inaugural batch of SMU Warriors Scholarship recipients. These 'warriors' are retiring SAF personnel who commenced postgraduate studies at SMU in 2014 and completed their courses this year. Four of the 'warrior' graduates celebrate their 50<sup>th</sup> birthdays with the nation this year. This year also saw a record number of postgraduate students — more than 70 — receiving their degrees including pioneer graduands of four new programmes, namely PhD in Psychology, PhD in Business (General Management), Master of Science in Management and Master of Tri-Sector Collaboration.



PHOTOS CHARLES CHUA, WILSON PANG

# GOLD RUSH

Three cheers for SMU students, past and present, who brought glory to the University and the nation as winning athletes at the Southeast Asian (SEA) Games 2015!



→ As part of a four-member team, Dawn Liu (Class of 2011 Accountancy & Business Management alumnus) and Terena Lam (fourth-year Accountancy undergraduate) won Gold medals in both the Women's Fleet Racing Keelboat and Match Racing Keelboat sailing events.

#### Dawn, how did you prepare for the Games?

Training started in earnest after our quartet was formed in November 2014. We were out on the water six days a week from 9am to 5pm, with gym sessions on alternate days; we also attended a few overseas training camps. Fortunately, my employer — Sport Singapore, where I work in the Athlete Services Department — allowed me to go on leave so that I could train full-time.

#### This was your fifth time at the SEA Games, and you already have three Gold medals from previous appearances. What was particularly special about your performance this year?

We didn't lose a single race during the round-robin and knock-out stages, which was a first for me. It was also great to be on home ground, with my friends in the crowd supporting me. And by coincidence, it was the 28<sup>th</sup> SEA Games and I am 28 this year!

#### You've been with the national sailing team since you were 13. What advice do you have for younger athletes?

I've had great mentors who showed me that actions speak louder than words. It's one thing to tell people to work hard in training; it's another for them to see you do it yourself. I try to lead by example, and hopefully they will do the same.

#### Terena, how did you get into sailing?

I used to canoe in junior college and entered local competitions, but SMU doesn't have a canoe team. I still wanted to be involved in water sports, however, so I joined SMU's Sailing Club in my freshman year. Whereas canoeing relies mainly on brawn, sailing requires brains too. You need to be patient when sailing, as a lot of time is spent waiting for good winds.

#### This was your first SEA Games. What was the experience like for you?

It felt amazing to win two Gold medals on my first try! I also enjoyed getting to know our national sailors as well as those from different countries, as we all stayed at the same hotel during the Games.

#### How did you balance schoolwork with training?

I took a six-month leave of absence in January 2015 to focus on training, so I will go back to school in August and graduate in December. I'm grateful for SMU's support for its athletes. For example, our Sailing Club takes part in a number of local and international regattas, so we often have to miss classes, but our lecturers are happy to give one-on-one tutoring.

## DOUBLE HONOURS

DAWN &amp; TERENA

## DID YOU KNOW?

SMU offers over 30 sports Co-Curricular Activities (CCAs), as well as seven extreme sports clubs.

### CONGRATULATIONS ALSO TO DOUBLE SWIMMING GOLD MEDALLISTS



**YEO KAI QUAN** (LKCSB, Year 2)  
National Swim team  
► 4 x 100m Freestyle Relay  
► 200m Freestyle Relay



**SHONA LIM** (SOSS, Year 1)  
National Synchronised Swimming team  
► Free combination  
► Team events

## GO(LD)-GETTERS

KAI YANG, CHELSEA, YANG &amp; LIANE

For these National athletes and SEA Games 2015 Gold medallists who study at SMU, juggling the demands of school and training is without a doubt challenging — but that certainly doesn't stop them from trying to excel in both.



## PILLARS OF STRENGTH

I had to train six times a week prior to the SEA Games and throughout that period, my professors and group mates were very understanding, even when I had to miss seminars or group discussions. In addition, they encouraged and rooted for me during the Games. SMU has been highly supportive of my sporting endeavours from the very beginning.

Chelsea Ann Sim (Taekwondo), LKCSB, Year 2



## MY INSPIRATION

During training season, meals are usually consumed on-the-go, showers are shorter, my social life is put on hold and I commute everywhere with my textbooks. We were quite lucky that SEA Games 2015 happened in June, giving us some time to cram for Finals. It was also great having family and friends cheering me on, creating this supportive environment while I competed for the country.

Liane Wong (Fencing), LKCSB, Year 3



## BACKING ME ALL THE WAY

I never knew what "home-crowd advantage" meant first-hand until this SEA Games. Playing with support from fellow Singaporeans certainly made a difference. I'm excited to experience the SMU culture because the people I've met so far during the three Orientation camps I attended have been friendly and fun to hang out with.

Lee Kai Yang (Water Polo), SOA, Year 1



## SHEER THRILLS

Playing at a national level while still studying can be tough at times. Overseas competitions that happen in the middle of the semester are the hardest because we have to rely on our coursemates for help in catching up. It was especially thrilling to be competing in Singapore for the SEA Games. The home support was overwhelming. It was a unique experience that none of us in the team had ever experienced.

Yip Yang (Water Polo), SOSS, Year 4

### CONGRATULATIONS TO SMU'S OTHER SEA GAMES MEDAL WINNERS

#### GOLD MEDALLISTS

- Sara Tan (Sailing)  
LKCSB Alumnus (Class of 2015)
- Loh Zhi Zhi (Water Polo)  
SOE Alumnus (Class of 2015)
- Evangeline Poon (Floorball)  
SOA, Year 4
- Lin Qingyi (Netball)  
LKCSB Alumnus (Class of 2009)

#### SILVER MEDALLISTS

- Myra Lee (Diving)  
SOSS, Year 3
- Sheryl Tan (Water Polo)  
SOE, Year 4
- Gary Yeo (Athletics)  
LKCSB Alumnus (Class of 2014)
- Samantha Teo (Rugby)  
LKCSB Alumnus (Class of 2014)

#### BRONZE MEDALLISTS

- Blandon Tan (Rugby)  
LKCSB Alumnus (Class of 2015)
- Derek Chan (Rugby)  
LKCSB Alumnus (Class of 2012)
- Daniel Marc Chow (Rugby)  
SOE Alumnus (Class of 2009)
- Bryan Ng (Rugby)  
SOSS Alumnus (Class of 2012)
- Michelle Sng (High Jump)  
LKCSB Alumnus (Class of 2010)
- Wee Pui Seng (Judo)  
SOA Alumnus (Class of 2011)
- Quek Soo Teng (Volleyball)  
LKCSB Alumnus (Class of 2010)



LKCSB = Lee Kong Chian School of Business;  
SOA = School of Accountancy;  
SOE = School of Economics;  
SOSS = School of Social Sciences.



Members of the SMU Chamber Choir coming together for a group photo in Bratislava, Slovakia.

The SMU Chamber Choir's journey to a pair of prestigious European music festivals in July 2015 proved to be a resounding success. The group returned with several awards, struck up many new friendships and gained a greater appreciation for the continent's rich choral musical culture and history.

The group first visited Vienna, Austria, for the 9<sup>th</sup> Summa Cum Laude International Youth Music Festival 2015, held from 3 to 7 July 2015. The country's premier music festival for choirs, orchestras and symphonic bands saw nearly 1,000 musicians from around the world performing at the city's famous concert halls. The SMU Chamber Choir had a rare opportunity to perform at MuTh — home of the Vienna Boys' Choir, a fixed attraction in Austrian musical life — and to watch spellbinding performances by choral groups from Romania, Japan and Australia. They then visited Deutsch-Wagram, a town on the outskirts of the city, where they delighted members of the local community with their singing.



## HITTING THE RIGHT NOTES

The SMU Chamber Choir impressed festivalgoers in Austria and Slovakia

The group then travelled to Bratislava, Slovakia, for the city's 7<sup>th</sup> International Music Festival I. 2015, which took place from 9 to 12 July 2015 and drew top international choirs from Germany, Belgium and Estonia, among others. After a well-received performance at the

18<sup>th</sup> century Primatial Palace, it was announced that the SMU Chamber Choir had bagged gold awards in the categories of Musica Sacra, a Capella (Sacred Music a Capella) and Folksong a Capella. The news was music to the ears of the group, which had spent several months

practicing for the competition.

Besides participating in the festivals, the group also explored the two cities — visiting sights such as Vienna's St Stephen's Cathedral — and forged bonds with choristers from other international groups.



## GETTING THE BALL ROLLING

A three-year partnership between SMU and the Central Singapore Community Development Council 'kicks off' with a unique community event

→ **ON 28 FEBRUARY** at the Kovan Sports Centre, SMU and the Central Singapore Community Development Council (CS CDC) launched a three-year partnership of student-driven collaborations for youths and the larger community, in celebration of SG50 and SMU15. The announcement was made at a mini soccer exhibition held as part of the Free Kicks Challenge 2015 jointly organised by the SMU Soccer Club and the CS CDC.

Mayor of Central Singapore District Denise Phua and SMU President Professor Arnoud De Meyer officiated the partnership with a symbolic 'kick-off', joining students from the SMU Soccer Club and youths from an inclusive soccer team to warm up for a friendly match.

The partnership is shooting for

sustainable activities that benefit both students and the community in the long run. The launch was also graced by Mr Zainudin Nordin, President of Football Association of Singapore (FAS); Lions XII and ex-International FAS players such as Lim Tong Hai; student leaders from SMU student groups and Co-Curricular Activity (CCA) clubs; and youths and Free Kicks participants from CS CDC.

Ms Phua said, "Central Singapore CDC is heartened to have found a steadfast and passionate partner in SMU to join its efforts in building inclusive communities in the District. A good education should maximise the potential of students not only for their own benefit but also for others, especially those at risk of being left behind. We want to thank SMU for exemplifying that."

SMU President Prof Arnoud De Meyer and Mayor of Central Singapore District Ms Denise Phua (back row, 9<sup>th</sup> and 10<sup>th</sup> from left, respectively) at the Free Kicks Challenge 2015.

Professor De Meyer said, "Working with CS CDC, these student-led initiatives make SMU relevant to the city and the community, while adding vibrancy to student life and benefiting the needy." He added that the collaboration further cements SMU LifeLessons' objectives — of helping students understand their life goals and become leaders of themselves, others and the community — which underlie the efforts of the 128 CCA clubs and the overall student experience overseen by the Office of Student Life. "At SMU, our CCAs are given utmost importance and factored into the main curriculum, which sets us apart from other universities."

### MORE IN STORE

THE PARTNERSHIP EVENTS SEE A RANGE OF COLLABORATIONS ACROSS VARIOUS INTERESTS, INVOLVING SMU STUDENT GROUPS AND CCA CLUBS. KEY HIGHLIGHTS INCLUDE:

▶ A collaboration between SMU Soccer Club and CS CDC's Free Kicks programme, in which players from the University team coach youths on a weekly basis, while instilling values such as teamwork, self-confidence, self-discipline and sportsmanship. SMU Soccer Club also jointly organises the annual Free Kicks Challenge with CS CDC, bringing together some 500 youths and their families for a friendly soccer match.

▶ A collaboration between SMU and CS CDC where students from SMU Special Interest and Community Service Sodality bring the SMU community together to contribute to its neighbours in the city through the SMU Challenge. The challenge will benefit less-privileged communities that CS CDC is supporting through its community programmes.

▶ Other student-led community initiatives. These involve performing arts, sports and special interest student groups from SMU, and communities (children, youth, adults, seniors) and partners from CS CDC.



**FEB 2014**  
WON THE COMPETITION WITH AN SIS TEAM, WHICH THEN WENT ON TO CLINCH 3<sup>RD</sup> PLACE IN THE GLOBAL HACKATHON FINALS.

**FEB 2015**  
WON THE COMPETITION AGAIN WITH DIFFERENT TEAM MEMBERS.

**END-2015**  
WILL REPRESENT SINGAPORE AT THE GLOBAL HACKATHON FINALS.

Xu Mengxiang of SMU's School of Information Systems (SIS) has done it again! Last year, he led a team of four SIS students to victory at the Facebook Singapore Hackathon 2014, beating 19 other teams from the Asia-Pacific region. The team went on to represent the Asia Pacific in the Global Hackathon Finals 2014 in November at Facebook's HQ in California, USA — and emerged third out of 17 teams from around the world.

Inspired by his win, Mengxiang

Participating in hackathons exposed Xu Mengxiang to the rapid progress of technology.

participated in the Facebook Singapore Hackathon 2015 and again emerged champion, this time with team members who are not SMU students. Once more, Mengxiang and his team will travel to Facebook's HQ for the Global Hackathon Finals at the end of this year.

Says the SIS Master of Applied Information Systems student, "At this year's Facebook Singapore Hackathon, I learned that technology is moving at breakneck speed and many struggle to keep up. As this knowledge gap

Information Systems Merit Award administered by SMU.

Mengxiang was the brains behind the winning idea called Prettify, a service that gives old websites an 'extreme makeover'. It uses the best web design practices to turn old websites into modern, mobile-friendly and aesthetically pleasing sites.

In the 24-hour Singapore Hackathon, the team designed a system to understand the website's content, extract key information and

## TWO IN A ROW!

SIS student Xu Mengxiang wins the Facebook Singapore Hackathon for the second year running

increases, there is a need to simplify technology adoption. After visiting Facebook's HQ and experiencing its 'Hack' culture, I now understand that hackathons are the birthplaces of innovations." Mengxiang was a recipient of the Standard Chartered iLab @ SMU Award: SMU Innovation Project Award, and the Standard Chartered iLab @ SMU Award: SMU Young Stars Award in 2013. He was on the Dean's List for 2011 and 2012, and also won the Master of Applied

generate a new site within minutes. The solution can be scaled up to help thousands of old websites get design upgrades at affordable prices. "I'm very happy to have won the Singapore Hackathon twice in a row," says Mengxiang, who also enjoys paragliding, diving and travelling, as well as contributing to open-source projects in the online community. "During the competitions, many ideas were generated that have the potential to become great things."

## PUTTING SINGAPORE BACK ON THE MAP

SMU students shine at international arbitration moot competitions

→ **SINGAPORE IS CURRENTLY** the world's third most-preferred arbitration seat (after London and Geneva), with the total value of cases heard by the Singapore International Arbitration Centre in 2014 being more than S\$5 billion. At SMU, talented young mooters are being trained in arbitration skills through a structured moot training programme. The programme which was rolled out in Academic Year 2009–10 is yielding results — in the first quarter of 2015, SMU reached the final of three major international arbitration moot competitions.

The annual Vis and Vis East moot competitions are sister moots. Both saw record turnouts this year with 299 teams from 65 countries, and 109 teams from 29 countries respectively. This March, SMU sent a combined team to both moots. The Vis East team, comprising Eden Li (year 4), Jason Lim (Juris Doctor), Nicolette Oon (year 3) and Jerald Soon (year 4), became the first Singapore team to win the moot competition. In Vienna, the Vis team of Bethel Chan (Juris Doctor), Grace Sim (year 4), Alvin Tan (Juris Doctor) and Tan Jun Hong (year 3) achieved first runner-up position, and also won an Honourable Mention for Best Memorial and two Honourable Mentions for Best Oralist — Bethel Chan and Tan Jun Hong. With these wins, SMU became the first university to reach both the Vis East and Vis finals in the same year.



### 1

**CHAMPION**  
Willem C. Vis (East)  
Commercial Arbitration  
(Vis East) Moot  
Hong Kong  
(15–22 Mar 2015)

### 2

**FIRST RUNNER-UP**  
Willem C. Vis Commercial  
Arbitration (Vis) Moot  
Vienna  
(28 Mar–2 Apr 2015)

Frankfurt Investment  
Arbitration Moot  
Frankfurt  
(9–14 Mar 2015)

Another SMU team comprising Benjamin Bala (Juris Doctor), Eugene Neo (year 3), Jeremy Tan (Juris Doctor) and Tiffany Tseng (Juris Doctor) was named first runner-up at the 8<sup>th</sup> Frankfurt Investment Arbitration Moot Court competition, following a face-off with Jindal Global Law School (India). The Frankfurt moot saw more than 50 teams from 21 countries participating.

Professor Yeo Tiong Min, Dean of SMU School of Law, said, "With continued efforts by the Singapore Government to support the development of the country's arbitration sector, and a growing interest for multi-tier dispute resolution, arbitration will only become more important. Through the SMU moot training programme, we train students in critical knowledge and skills which will be valuable in their future careers. We are also mindful of the need for a pipeline of skilful practitioners to support the sector, which will see greater complexity

and volume of cross-border disputes."

Assistant Professor of Law Chen Siyuan, who heads the SMU International Moots Programme, said, "This is our best season yet in international moots, and builds on our recent back-to-back final appearances in the Philip C. Jessup moot. The students were well-trained by the alumni mooters as well as senior members of the legal fraternity who took time off to coach them. If we are to have a world-class dispute resolution scene, we must start with the students."

To date, SMU mooters have won 13 international moot titles, a significant achievement for the young law school, which was established in 2007 and graduated its first batch of students in 2011.



# GLOBAL LEARNING

Developing Global Citizens with the SMU Advantage for Future Readiness

SMU UNDERGRADUATES' RISING INTEREST IN GLOBAL EXPOSURE UNDERSCORES RECORD NUMBER OF EXCHANGE APPLICATIONS RECEIVED



SMU STUDENTS HAVE THE ADVANTAGE OF TAKING 10 OR MORE PASS/FAIL MODULES

## HOLISTIC SUPPORT AND EXPANDING GLOBAL FOOTPRINT

The University provides significant support so that global experiences are safe, informed and rewarding. The Office of Global Learning (OGL) assists students on application, placement, academic, immigration, accommodation and paperwork matters. It organises student mobility initiatives and the University renders financial aid in many forms. Specialised support and resources are provided to those with special needs.

Students are encouraged to embrace diversity, with support from OGL's International Student Experiences team and the Diversity & Inclusion unit under OGL. This helps get them into the right mindset before they embark on global journeys.

More students are going on multiple global exposure programmes, while those unable to go for a full semester's exchange can attend 4-week summer study programmes. Other options include overseas internships, competitions, community service and co-curricular activities. More students are also taking part in overseas community outreach projects, with 59 per cent of 2014's graduating cohort having done so. International students at SMU also organise business cultural study trips to their home countries for local students.

IIE Director Prof Desai Arcot Narasimhalu with the winning team members from Anglican High (left) and NUS High School (below).

Peak. The finalists were judged on their proposal's market fit, market potential, unique selling propositions, financials and operational plan.

In the Secondary Schools category, Team AHZIP from Anglican High School emerged champions and walked away with \$4,000. For the Junior College, Centralised Institute and ITE category, Team RevUP from NUS High School clinched the top spot and took home \$7,000. IE Singapore also sponsored a special IE Internationalisation Award based on a team's market insights and internationalisation strategy. The award was won by Team Vexistence from Ngee Ann Secondary School and Team Sync from St Andrew's Junior College in their respective categories. SMU extends its congratulations to all the winners and looks forward to greater participation next year.

Despite the fact that going on international student exchange is voluntary, the application rate for SMU undergraduates seeking to do so has hit record numbers this year. Almost 900 applications were received for the Fall 2015 Exchange, the highest number ever for any semester.

The proportion of SMU students gaining global exposure has been rising steadily, with some 86 per cent of the graduate cohort in 2014 having experienced at least one form of overseas programme. This is up from 37 per cent of the 2004 cohort. The take-up rate for student exchanges is the highest among overseas programmes. Over 1,000 students go on international exchange every year. "The overwhelming number of applications attests to the quality of SMU's global exchange programmes. Students clearly see the importance of global exposure and reflexive learning through real-world experiences," said Ms Bernadette Toh, Director of SMU's Office of Global Learning.

SMU students have the advantage of taking more than 10 pass/fail modules that count towards graduation – via exchanges, summer programmes, study missions and capstone courses. From the common curriculum, they can also choose to be exempted for up to six courses (three from Foundations, three from General Education). This enables them to take courses beyond the classroom, understand real-world problems in a larger context and look at practical solutions, as well as learn life lessons.

## TRANSFORMATIVE EDUCATION AND THE WORLD CLASSROOM

SMU has built a strong exchange programme with a network of over 220 partner universities in about 50 countries. These partnerships translate to greater and more quality choices for students. From specialised courses such as Criminology, Genetics in Sport Science, Gastronomy and Sustainable Eating to multi-disciplinary programmes; academic studies to non-academic activities, there is a broad range of experiences that cannot be found at home. Some students head to more than one prestigious university, while others target novel experiences. Those who head to Bifrost University in Iceland are provided with a car, free of charge. In China, SMU undergraduates had opportunities to meet business leaders such as Jack Ma, Mark Zuckerberg and Tim Cook.

Employers, especially MNCs, find that students with global exposure are more employable. Such graduates display more confidence, adaptability and cultural intelligence. Exchange programmes can also complement career aspirations. Some students bag internships, interviews and job offers while overseas.

As SMU President Professor Arnoud De Meyer said, "SMU aims to have 100 per cent of our students experience some form of global exposure. We believe that the world classroom enriches experiential learning. The University's vision is to build the SMU advantage for students to cope in an increasingly-globalised world."

## BRIGHT YOUNG MINDS

NUS High School and Anglican High School score wins at SMU's Youth Innovation Challenge

THE THIRD EDITION of the Youth Innovation Challenge, organised by the Institute of Innovation & Entrepreneurship at SMU (IIE), came to a successful conclusion on 11 April 2015. Launched in 2013, the annual Challenge seeks to encourage an innovative mindset among students.

This year, a record 80 teams from 32 schools took part. "This competition serves as a platform for innovators of tomorrow to showcase their entrepreneurial talents and business plans, as well as to widen their network," said Professor Desai Arcot



Narasimhalu, Director of IIE.

This year, secondary schools were grouped into one category; while junior colleges, centralised institutes and ITEs were grouped into another. Teams had to submit their 3,000-word business

plan summaries by 6 February. A boot camp was conducted on 18 March for the 12 semi-finalists from each category. Each team was assigned a mentor to improve their ideas for the semi-final round on 10 April. Six teams from each category then progressed to the finals.

The judging panel comprised Dr Miles Gilman, Entrepreneur-in-Residence at IIE, Mr Ronnie Wee, Managing Partner of Incuvest and Mr Uday Deshpande, Co-founder of Tenshi



## MONEY MATTERS

SMU Accountancy undergraduates took time out of their holidays to help less-privileged children

THE SUMMER VACATION is a time for SMU students to enjoy a hard-earned break after hitting the books. But for a few days earlier this year, 50-odd Accountancy undergraduates imparted money-saving habits to the young as part of the SMU Accounting Society's community service project, 'Project Moolah'.

Conceived in 2011, Project Moolah introduces financial literacy skills to less-academically inclined

students through a series of fun and interactive games. By planning the activities and serving as facilitators or game masters, student-volunteers can leverage on their financial expertise and knowledge and share what they have learned in school.

Whereas previous beneficiaries consisted of students from NorthLight School and Spectra Secondary School, 2015 saw the programme expand its outreach to

younger children from Stamford Primary School. The educational activities were conducted for over 150 Primary 5 students at Stamford Primary on 15 May. More than 300 lower secondary students at NorthLight and at Spectra also benefited from such sessions in the subsequent weeks. Prior to these activities, several dry runs were held to test out new games and train volunteers, while some participants also sat in on a few classes at Stamford on 30 April.

Mr Christopher Teo, SMU Accountancy undergraduate and Chairperson for Project Moolah 2015, described his leadership of the Organising Committee as a "humbling" experience. "I realised that education is not strictly confined to the pursuit of knowledge," he said. "Rather, it lies in one's ability to contribute to the betterment of society."

An SMU student helps a NorthLight student with a question-and-answer game about the concept of saving.



Left: SMU Accountancy undergraduates with Stamford Primary School students playing a game which teaches the difference between wants and needs. Below: NorthLight School students with their SMU mentors.



## RAISING THE MOOLAH

To raise funds for this year's Project Moolah, a booth was erected from 16 to 18 March 2015 at the School of Accountancy basement. For a small fee, students could have their pictures taken and also buy laptop decals and personalised name tents.

# UNDOING THE STEREOTYPE

SMU's Accounting Immersion Programme showed JC and polytechnic students the plus side of the accountancy profession

Two days at SMU was all it took for more than 170 junior college and polytechnic students to realise that accounting is not as dry a subject as it is usually made out to be. The students were attending the SMU Accounting Immersion Programme in June 2015, organised by SMU students from the School of Accountancy Volunteers' Corps in partnership with consulting firm Ernst & Young (EY) Singapore.

SMU student organisers of the Accounting Immersion Programme: the third executive committee of the School of Accountancy Volunteers' Corps.

Similar to the inaugural camp in 2014, fun games were devised to introduce pre-tertiary students to accounting concepts. Informative presentations by EY staff — including Mr Max Loh, Managing Partner of EY Singapore and ASEAN — also allowed them to get up close with industry practitioners. The programme thus dispelled the staid image participants may have held about the accounting profession, and gave them a deeper understanding of how a qualification in this field would be

useful in their future career paths.

Mr Eugene Lee Cheow Hui, SMU Accountancy undergraduate and Organising Committee Chairman, noted that many people signed up for the programme due to positive word-of-mouth from their seniors who took part last year. "Judging from the participants' high level of enthusiasm during the Accounting Games, I am confident that this year's programme, too, has left a strong impression and proven to be a meaningful experience for them," he said.



Pre-tertiary students playing a game on management accounting.

## EYE-OPENER For Students

I enjoyed the games the most because they brought out different aspects of accountancy in a very interesting way. The programme gave me insights into the accounting profession and what the job entails. It was also a good opportunity to find out more about SMU and to have a chance to interact with SMU's Accountancy students.

Zoe Teoh Yee, Anglo-Chinese School (Independent)

Through engaging activities, we were able to learn about accountancy and retain information better rather than having to sit through long lectures and talks. This has been a fun and enriching programme!

Lee Wei Hao, Nanyang Polytechnic





# SMU'S NEW PROVOST UNVEILED

*The first woman in Singapore to hold this post, Professor Lily Kong's solid credentials make her a welcome addition to the University*

**E**minent academic Professor Lily Kong has been named the new Provost of SMU. At a press conference held on 25 May at the SMU Boardroom, SMU President Professor Arnoud De Meyer revealed that Prof Kong is scheduled to take up her post on 1 September 2015. Her appointment marked the end of the University's 10-month search for its next Provost, its third since its establishment in 2000.

Prof Kong, 50, joins SMU with 24 years of experience at the National University of Singapore (NUS) under her belt. A faculty member of its Department of Geography since 1991, she has held posts in academic management, including as a Sub-Dean, Vice-Dean and subsequently Dean of its Faculty of Arts and Social Sciences. She was also Dean of the University Scholars Programme, Assistant Director, Office of Research, and subsequently served as NUS Vice Provost (Education) from 2004 to 2007, before being appointed the Director of the Asia Research Institute. She also played a key role in the establishment of Yale-NUS College when she was Vice-President (University and Global Relations) between 2007 and 2014, and as Acting Executive Vice President (Academic Affairs) of Yale-NUS College during the first two years of the College's inception.

A prolific writer, Prof Kong has 13 books and monographs to her name, as well as more than 100 papers in international refereed journals and chapters in books. She has received five international fellowship awards, and is a twice recipient of the NUS Faculty of Arts and Social Sciences Teaching Excellence Award.

## CONTINUING ACADEMIC EXCELLENCE

As Provost, Prof Kong will act as SMU's chief academic officer and oversee the conduct, coordination, quality and development of its curricular programmes for undergraduates and postgraduates. A past recipient of NUS' Outstanding University Researcher Award, Prof Kong will also steer SMU's research activities. Prof De Meyer revealed the University had been looking for certain key characteristics in its next Provost: high academic standards, an affinity with its various disciplines and crucially, experience in managing universities. It was also important for the candidate to possess a deep understanding of both the global and Singaporean university landscapes. "I'm very happy that in Prof Kong, we found someone who met all these criteria and more," he said.

Prof De Meyer described the working relationship between President and Provost. "As the

## DID YOU KNOW?

*The term 'provost' originates from the Latin word 'praepositus', which means 'to place in front or in charge'*

Prof De Meyer speaking to reporters at the press briefing, which was well-attended by all the key dailies in Singapore.



second most senior role in SMU's management team, the Provost is critical to the university's success," he said. "We will work closely together to fulfil SMU's Vision 2025 of being a leading university in innovation and education; of conducting interdisciplinary research aligned to Singapore's needs; and of becoming an iconic Asian City University."

Commenting on her decision to join SMU, Prof Kong noted the possibilities that her new role would offer. "As a university with a smaller faculty, SMU is able to react to challenges and changes quickly," she said. "In many ways, it's a first mover."

She also expressed excitement at the opportunity to help shape SMU in the next stage of its development, especially in its collaborations with international institutions. "Our graduates need to be globally-competent and cross-culturally sensitive. One way of doing this is by ensuring that they have adequate international experience," she said. "Currently, 86 per cent of SMU undergraduates have that opportunity, and we hope to ramp this up to 100 per cent, while diversifying the range of opportunities."

Widely regarded as a thought leader in the social sciences, Prof Kong will concurrently hold the Lee Kong Chian Chair Professorship of Social Sciences. She believes that the university's unique emphasis on social sciences allows for greater opportunities in SMU's research efforts. "We can build research and insights that are needed now as Singapore and the world confront challenges that technology can only partly answer for," she said.

Further opportunities also lie in the enhancement of academic programmes. Prof De Meyer believes that Prof Kong's appointment will allow SMU to further infuse its management programmes with humanities. "To be a good leader in the coming years, one will require a deeper understanding of history and culture," he said. Prof Kong agreed, adding, "The curriculum should allow them to develop a rich understanding of the past so that they will be able to operate well in the future."

In assuming her new role, Prof Kong also holds the distinction of being Singapore's first female Provost. Noting this, Prof De Meyer remarked, "It's nice to have a team that is gender-balanced leading the University...and it's another first for SMU!"

## PASSING THE BATON

Prof Kong succeeds Professor Rajendra Srivastava, who served as both Provost and Deputy President (Academic Affairs) for seven years. In expressing his appreciation to Prof Srivastava, Prof De Meyer noted that he was the driving force behind many positive changes in SMU, such as the development of SMU's India Desk and the partnerships established with academic institutions and companies in India. "Under his leadership, the total faculty of SMU grew by 30 per cent," said Prof De Meyer. Prof Srivastava will join the prestigious Indian School of Business (ISB) as Dean, effective from 1 January 2016. SMU's EMBA programme already has an India module delivered at ISB Hyderabad and future collaborations can be expected with ISB in areas such as innovation and entrepreneurship, financial markets and business analytics — SMU's multidisciplinary areas of excellence.

## THE SCHOOL OF ACCOUNTANCY'S NEW DEAN

*Professor Cheng Qiang, an award-winning teacher and researcher is the youngest-ever dean in SMU's history so far*



**O**n 1 July, SMU Professor of Accounting Cheng Qiang assumed the role of Dean of the SMU School of Accountancy (SoA). A top researcher and educator, Prof Cheng, 42, who was the former Associate Dean for Research, has played a key role in propelling the school's research and thought leadership ranking to #1 in Asia and #7 in the world.

"Prof Cheng Qiang's commitment to the field of accountancy and to education of the highest quality, made him the ideal candidate," said outgoing Provost Professor Rajendra K Srivastava, about the extensive global search that was undertaken for the new Dean. Prof Cheng succeeds Prof Pang Yang Hoong, who served as SoA's founding Dean for 14 years. Prof Pang has a new role as Vice-Provost (Undergraduate Matters and Student Development).

Prof Cheng joined SMU in 2011 after establishing himself as a first-rate scholar at the University of Wisconsin-Madison (where he earned his doctorate); the University of British Columbia; and the University of Washington. He is highly regarded in his field and serves on the Research Committee of the American Accounting Association. Prof Cheng has been instrumental in establishing SMU's collaborations with Tsinghua University (from which he earned a double degree in Business Administration and in Mechanical Engineering as well as a Masters in Accounting); Peking University; and the Cheung Kong Graduate School of Business. His strength in research is evident from his many published papers in top-tier refereed journals including *The Accounting Review*, *Journal of Accounting Research*, *Journal of Accounting and Economics*, and *Journal of Financial Economics*. Prof Cheng has presented papers across the United States and in many top Asian universities, while his research in corporate governance and earnings management has won awards at international accounting conferences.

At SMU, Prof Cheng has received awards for his achievements, including the SoA Most Outstanding Faculty Teaching Award (2014); SMU Lee Kuan Yew Fellowship for Research Excellence (2013); and SoA Most Outstanding Faculty Award in Research (2013). He has also been instrumental in recruiting senior research faculty and world-renowned visiting faculty to the School in recent years.

"It is a great honour to have been chosen," said Prof Cheng. "I very much appreciate this opportunity, and the trust and confidence placed in me to lead the School in its next phase of development. In the next five years, my priorities will be to work with the University's leaders and faculty to increase the School's global visibility, to strengthen its linkage to stakeholders, the industry, employers, alumni and the government, to collaborate with schools in the region as well as internationally, and to further the intellectual contribution of the faculty."

SMU President Professor Arnoud De Meyer expressed his confidence over the appointment. "Prof Cheng brings to SoA a deep understanding of financial accounting, a successful track record of highly-technical research and a passion for teaching. His knowledge and experience will guide SoA to greater heights."

## FAST FACTS ABOUT SMU School of Accountancy

- ▶ The School of Accountancy (SoA) was established in 2001, and is the second-largest school at SMU. Its Bachelor of Accountancy (BACC) programme was the first US-styled broad-based accountancy programme in Singapore, with a curriculum that meets the accreditation requirements of major accounting regulatory bodies.
- ▶ SoA is currently ranked 1<sup>st</sup> in Asia and 8<sup>th</sup> worldwide in Archival Accounting Research (All Topics), as well as 7<sup>th</sup> in the world for Financial Archival Accounting Research in the Brigham Young University Accounting Research rankings (2014).
- ▶ SMU is the youngest local institution to be accredited by the Association to Advance Collegiate Schools of Business (AACSB) for its business and accounting undergraduate and postgraduate programmes; Bachelor of Accountancy, Master of Professional Accounting (MPA), and Master of Science in CFO Leadership (MCFO).
- ▶ 94 per cent of SoA graduates had jobs within six months of graduation.



# RACING UP THE CHARTS

SMU's Lee Kong Chian School of Business hits new highs in global rankings

SMU's Lee Kong Chian School of Business (LKCSB) has been ranked third globally in the Financial Times (FT) Global Masters in Finance Post-experience Ranking 2015 for its Master of Science in Wealth Management (MWM) programme. The School is the only Asian institution to make it to the top five, placing just after London Business School and University of Cambridge's Judge Business School.

The findings of the Post-experience Ranking 2015 reveal that SMU's MWM alumni saw a 69% increase in salary after graduation; they draw an average current salary of US\$85,8991 and are the third highest-paid among the five institutions ranked. LKCSB was also ranked second in 'placement success', indicating the strong demand for SMU MWM graduates by the industry and the effectiveness of the University's career services and support.

LKCSB also emerged second in Asia and 34<sup>th</sup> in the world in the FT Global Masters in Finance Pre-experience Ranking 2015 for its Master of Science in Applied Finance (MAF) programme.

LKCSB came in second among the top 50 schools in 'international mobility' of its graduates across financial markets. "It's wonderful to see our School and programmes recognised as among the best internationally," said Professor Gerard George, Dean of SMU's Lee Kong Chian School of Business, and Professor of Innovation and Entrepreneurship. "These rankings reaffirm our journey to be the best Asian business school with a global perspective." Notably, LKCSB is also the first school to feature in both the Pre-experience and Post-experience rankings, and is the highest-positioned new entrant.

These rankings are not the only testimonies of SMU's expertise in finance. Just last month, SMU, together with TMS Academy, was awarded the mandate by the Monetary Authority of Singapore to develop and deliver the Asian Financial Leaders Programme, which prepares senior-level talent in Asia's financial sector to assume leadership positions and handle the growing complexity of their financial institutions.

## A WORTHY FELLOW

The Council of the City and Guilds of London Institute (City & Guilds) has conferred upon Professor Gerard George, Dean of SMU's Lee Kong Chian School of Business, its highest award of Fellowship.

Established in 1878, City & Guilds is a leading skills development organisation in the United Kingdom. It has 130 years of experience providing services to training providers, employers and trainees across a variety of sectors, and its courses are offered in over 80 countries.

In the citation he delivered at the award ceremony on 16 April 2015, City & Guilds CEO and Director-General Mr Chris Jones described Prof George as "an accomplished educator and researcher and an authority on management and entrepreneurship...Gerry has used his expertise in management and business to improve the lives of countless people... He is working with the Hero Group Foundation to address key challenges in India including access to healthcare, water and energy. He is also leading research on the use of new innovation processes to increase social wellbeing, focusing on sanitation in India's urban slum settlements and providing electricity supplies in rural Kenya," said Mr Jones.

Prof George's work in India, which includes the founding of the Rajiv Gandhi Centre for Innovation and Entrepreneurship (in 2007) and the formation of New Delhi's BML Munjal University were also lauded.

"It's a great honour to become a Fellow of City & Guilds," Prof George said of his conferment. "As Singapore and SMU consider how to invest in SkillsFuture, it is important to be able to access the right knowledge and training community to make our workforce adaptive and competitive."

Prof Gerard George (left) receiving the Fellow of City & Guilds of London Institute award from Sir John Armitt, Chairman of City & Guilds.



He added that CMP works with SMU's various Schools and has developed 125 cases so far on Asian businesses and organisations. These help inform management thinking and connect the University's expertise with practice that improves efficiency for businesses, organisations, countries and the region. CMP also conducts case-writing workshops regionally, develops original work to support students taking part in challenges, and produces publications and thought leadership articles.

### SMU'S WINNING CASES EFMD Case Writing Competition 2014 (announced in 2015)

#### CATEGORY – ENTREPRENEURSHIP

##### JUNGLE BEER: AN ENTREPRENEUR'S JOURNEY

Authors: Kapil Tuli, Associate Professor of Marketing, Lee Kong Chian School of Business (LKCSB), Christopher Dula, Senior Case Writer, Centre for Management Practice (CMP)

#### CATEGORY – INCLUSIVE BUSINESS MODELS

##### GILLETTE'S "SHAVE INDIA MOVEMENT": RAZOR SHARP AGAINST THE STUBBLE

Authors: Srinivas K. Reddy, Professor of Marketing, and Director of Centre for Marketing Excellence, LKCSB, Christopher Dula, Senior Case Writer, CMP, Adina Wong, Case Writer, CMP

said, "SMU started on a comprehensive effort to produce case studies on Asian companies and issues in 2011, as such cases had been few and far between. Winning the EFMD prizes is a significant recognition by our peers that SMU has contributed to the portfolio of cases used in international business schools. Today, SMU cases have been used in over 100 universities, including Harvard Business School, the London Business School and INSEAD. The drive for this content development is key to SMU becoming the best management university and knowledge hub in Asia."

SMU's Executive Director of the Centre for Management Practice and the Case Writing Initiative Professor Philip Charles Zerrillo said, "Landing two award wins in such a major competition — where the majority of winners are traditionally Western — is an important accolade to us. It demonstrates the success of SMU's distinct case-writing pedagogy — focusing on business topics in the Asian context. We have delivered results in multi-disciplinary work."

## ON A WINNING STREAK

SMU lands one of the first and biggest wins ever by a Singaporean educational institution in the globally recognised competition in case writing

→ **SMU HAS WON** first place in two categories of the 2014 EFMD Case Writing Competition, organised by the European Foundation for Management Development (EFMD). The EMFD Case Writing Competition has been held annually for the last 30 years to encourage the creation of new and innovative case material. EFMD is the international body that awards the EQUIS accreditation in high-quality management education, and SMU's Lee Kong Chian School of Business (LKCSB) is one of the youngest institutions to be EQUIS-accredited for all its programmes, from the undergraduate to PhD levels.

In the most recent competition, SMU topped two of the 14 categories. The winning cases from SMU were co-authored by case writers from the Case Writing Initiative driven by SMU's Centre for Management Practice (CMP), as well as faculty. SMU's President Professor Arnoud De Meyer



# BUSINESS DREAMS TAKE FLIGHT

With a focus on cross-cultural exchange, SMU's Asian Youth Entrepreneurship Programme is the first of its kind in the region

What if an entrepreneurship programme could be more than just a business-oriented exercise? This question forms the guiding premise behind the Asian Youth Entrepreneurship Programme (AYEP). Launched by SMU's Institute of Innovation and Entrepreneurship (IIE), it also aims to foster cross-cultural learning and experiential learning. Between 8 to 10 students each from China's Zhejiang University; Taiwan's National Chengchi University; Hong Kong University of Science and Technology; South Korea's Ulsan National Institute of Science and Technology; and SMU took part in this inaugural programme which

was held in SMU from 2-6 March. Participants were put into different teams such that no team comprised two students from the same university.

"This is the first such programme to be launched in this region, and we hope it will foster long-term cross-border entrepreneurial partnerships," said Professor Arcot Desai Narasimhalu, Director of IIE. "Innovation and entrepreneurship are critical to a country's economic growth. Through this programme, we hope that more youths from this region will gain early exposure to concepts and best practices, which will hopefully encourage more of them to embark on entrepreneurship journeys." The students attended learning

sessions on identifying opportunities, building a company, raising funds and writing proposals. They visited FusionWorld — where they encountered state-of-the-art technologies — as well as Joyful Frog Digital Incubator, which houses start-ups, venture capital firms and tech incubators, giving them the opportunity to experience Singapore's vibrant entrepreneurial community.

The teams also worked on business plans that could be launched in different markets. They presented their ideas on the final day to a

Team WEducation (from left to right): Dong Hun Kang (Ulsan National Institute of Science & Technology), Tu Ping-Shen (National Chengchi University), Zhou Hao (Zhejiang University), Professor Arcot Desai Narasimhalu, Director of SMU IIE, Li Chi Shun and Cheng Yuet Yee (Hong Kong University of Science & Technology), Tong Nhat Duong (SMU).

## THE PODIUM FINISHERS

**WINNER**  
**Team WEducation** with their idea of providing affordable private tutoring as a way of reducing educational inequality

**1<sup>ST</sup> RUNNER-UP**  
**Team IQS** with their creation of an intelligent hardware to help smokers quit the habit

**2<sup>ND</sup> RUNNER-UP**  
**Team Food Fair** with their mobile application which connects supermarkets with consumers, selling soon-to-be-expired food at cheaper prices, thereby helping to reduce wastage

judging panel made up of Dr Virginia Cha and Dr Miles Gilman, both Entrepreneurs-in-Residence at IIE; and Mr Uday Deshpande, Co-founder of Tenshi Peak. The teams were evaluated on the scalability of their innovations, clear go-to-market strategies, well-identified entry barriers for competitors, good execution plan and strong intellectual protection.



## THE ONLY WAY IS IP

SMU launches first IP centre in the region that focuses on Asia-centric and cross-disciplinary research

→ **IN TODAY'S INCREASINGLY** globalised and competitive knowledge-based economy, companies value intellectual property (IP) not simply as legal rights but also important business assets that potentially provide them an edge over their competitors. The creation, management and protection of intellectual assets and related rights have moved to the top of national and global agendas over the last 20 years. The Singapore Government in particular, has identified IP as a new growth area and is on a mission to develop the country as an IP hub.

It is against this backdrop that SMU launched the new Applied Research Centre for Intellectual Assets and the Law in Asia (ARCIALA) on 25 May 2015. Helming the new Centre as its Director is SMU Professor of Law Liu Kung-

Chung; the Centre's Deputy Director is SMU Professor of Law Irene Calboli.

Set to be the first IP research centre in the region with a multi-disciplinary and Asian emphasis, ARCIALA will conduct applied research on developments in the IP scene in Asia and beyond. It will engage in research projects in areas of practical importance, as well as promote interest, research and cooperation in intellectual assets and the law in Asian economies.

The launch event was graced by Guest of Honour Ms Indranee Rajah, Singapore's Senior Minister of State for Law and Education. In her address, Ms Rajah said that the Centre's launch is a timely endeavour as it will facilitate research on IP, with a view to develop a progressive approach towards the

Dean of the School of Law Professor Yeo Tiong Min delivering his welcome address at the launch seminar.

management of IP, particularly in Asia. "ARCIALA will be able to bring together multiple disciplines — economics, law, business and technology," she said. "It will also be able to tap on the network of IP practitioners, lawyers and innovative companies in Singapore to create a rich discourse. ARCIALA will complement the existing IP research ecosystem in Singapore with its vision of multi-disciplinary research rooted in Asia."

Ms Rajah added that despite Asia's economic progress and growing influence, there is not enough Asian-focused IP research and literature. "Asian society is not only distinct from the West in culture and values; it is also far from homogenous. Countries vary greatly in language, demography, development, legal systems and governance. All these make for fertile ground for research, which ARCIALA is well-positioned to undertake."

The new Centre will survey the IP and innovation landscape in Asia, starting with leading cases within and outside Singapore. It will also organise talks and seminars to provide insights to practitioners and decision-makers in the public and business sectors. SMU students (not limited to those studying Law) also stand to benefit as

the Centre will provide new IP-related courses with a cross-disciplinary perspective. The Centre also hopes to nurture young Asian IP scholars.

Dean of SMU School of Law Professor Yeo Tiong Min said that the new Centre gives the SMU School of Law the opportunity to leverage its strong academic expertise in IP law and play a part in furthering co-operation and potential harmonisation of IP regimes in the region. "We aim to provide a platform for research and dialogue across disciplines, sectors and countries, to better understand the dynamics of unlocking value in intellectual assets. In doing so, we will strengthen Singapore's status as an IP hub and thought leader in this field," he said.

Echoing this sentiment, Prof Liu noted that "Asia has rapidly become not just the factory of the world but also its growth engine and biggest market. It is the most opportune time for SMU to set up an IP research centre that puts Asia at the focal point."

In her speech, Ms Indranee Rajah stressed the need for more Asian-focused IP research and literature.





## ACADEMIA

Speakers and panellists from Day 1's opening and plenary sessions of the inaugural Asian Management Conclave (AMC), with host and partner, Gerard George, Dean and Professor of Innovation and Entrepreneurship, SMU Lee Kong Chian School of Business (fourth from left), and co-organiser Mr Amit Agnihotri, Founder of MBAUniverse.com and Convener of AMC (centre).

Earlier in the year, SMU's India Initiatives organised several programmes that help forge ties and deepen insights between Indian and Singaporean business communities.

### WORKSHOP ON INNOVATION IN SKILLS DEVELOPMENT

Working in partnership with University of Southern California, London School of Economics and Indian Institute of Management-Ahmedabad, SMU and London Business School (LBS) co-hosted a workshop on "Innovation in Skills Development" in Mumbai, India this February. Through initiating conversation between practitioners and academics, it aimed to develop innovative solutions for education and skills development in an emerging economy like India.



SMU's then-Provost and Deputy President, Prof Rajendra Srivastava (centre), interacting with guests at the SMU-HT Media cocktail and dinner reception in Mumbai on 20 May 2015, during the India Study Mission. The dignitaries included Singapore's Consul-General in Mumbai, Mr Ajit Singh (right).



## INDIA INITIATIVES

Deeper insights on transformations in India and Asia

It attracted 26 participants from the public and private sectors, academia and non-profit organisations from across India, Singapore, London and California.

### INDIAN UNION BUDGET 2015 SEMINAR

Following closely after India's 2015 budget announcements on 28 February, the "Indian Union Budget 2015" seminar was held in March. The effectiveness of the budget to deliver on the grand scheme, as well as its impact and implications on doing business and making investments in India were discussed by speakers — from the National Institute of Public Finance and Policy, India Ministry of Finance, and the Indian Council for Research on International Economic Relations, DBS Bank and JP Morgan, besides partnering organisations — and audience members comprising 120 business delegates.

### ASIAN MANAGEMENT CONCLAVE 2015

Also held in March was the inaugural Asian Management Conclave 2015 — "Management Education in Asia: Strategies to Leapfrog". It deliberated on the future of Asian business schools, and strategies to help Asian management education excel and compete globally. Discussions were made by Asian business schools' presidents and deans from 15 Asian economies, global education thought leaders from the United States and Europe, and Asia-based corporate executives.

### SMU INDIA CLUB DIALOGUE WITH INDIA'S HIGH COMMISSIONER TO SINGAPORE

At an invitation-only dialogue session on "India's Economic Outlook" in May, Her Excellency (HE)

Ms Vijay Thakur Singh, India's High Commissioner to Singapore, shared her insights. With knowledge and experience amassed from an extensive diplomatic and political career, HE Ms Singh gave an upbeat assessment of India's economy and presented numerous aspects on India's economic outlook.

### SMU'S LARGEST TOUR MISSION TO INDIA

In May, SMU President Professor Arnoud De Meyer and Provost and Deputy President Professor Rajendra Srivastava led SMU's largest-ever visit to India, themed "Transformation in and Priorities for India". The six-day visit to New Delhi and Mumbai sought to develop a greater understanding of India's socio-economic and political environments. More than 25 Indian organisations — from government bodies and corporate entities to media and academic institutions — engaged the 27-member SMU delegation in the two cities.

## THE WKWC DISTINGUISHED LECTURE SERIES

The inaugural lecture featured Professor Lord David Alton speaking on Education for Citizenship

THE SMU WEE KIM WEE CENTRE (WKWC) launched the brand-new annual Wee Kim Wee Distinguished Lecture Series on Educational Leadership with its successful inaugural lecture held on 30 March. In the fresh lecture series that pays tribute to the indomitable spirit of the late President Dr Wee Kim Wee, key educators are invited to provide various scholarly perspectives on strategic issues concerning higher education and educational leadership. It aims to inspire and bring about sustainable and positive change while building greater understanding of educational leadership. The Training Vision Institute (TVI) generously donated \$550,000 to support the series' first five annual lectures.

SMU is proud to have had Professor Lord David Alton deliver the first lecture on "Education for



Citizenship". A respected British politician of 18 years, educationalist and advocate on a number of international humanity issues, he was specially flown in to speak at the session due to his extensive experience on the topic. SMU President Professor Arnoud De Meyer opened the lecture with a welcome address to an enthusiastic audience of 300 guests at the SMU Mochtar Riady Auditorium.

Lord Alton addressed why citizenship is crucial, what it entails and how an education through

schools should build citizenship. He advocated that young people should complete and leave education with an understanding of the political, legal and economic functions of adult society; and with the social and moral awareness to thrive in it. The issues addressed included human rights, sustainable development, peace and conflict resolution, social equality and appreciation of diversity.

Citizenship education is crucial because it builds character, explores values and develops soft skills that

employers demand. Education now needs to address a new '3Rs' — Respect, Rights, and Responsibilities — and not just on "Reading, wRiting and aRithmetic" like the past.

The audience also heard more from a discussion by a panel, including SMU President Professor De Meyer, as well as SMU Dean of School of Social Sciences Professor James Tang, who joined Lord Alton, moderated by WKWC Director Associate Professor Kirpal Singh. It concluded with a question-and-answer session filled with streaming questions from the eager audience.



Left and above (left to right) SMU President Prof Arnoud De Meyer with Prof Lord David Alton on stage addressing the audience with Prof James Tang and Associate Prof Kirpal Singh.



## SOCIAL ISSUES EXPLORED

New book by SMU don highlights the impact of research in the social and behavioural sciences

AS SINGAPORE TURNS 50, concerns such as an ageing population, falling birth rates, preserving racial harmony and the forging of a civil society have come to the fore, and these must be addressed if we are to build a sustainable future. The social and behavioural sciences provide us with the tools to study and address these issues, which have now been examined in a book that was launched on 30 April. Titled *50 Years of Social Issues in Singapore* and published by World Scientific, this compilation of 16 essays on various topics written by 24 authors was edited by SMU Professor of Psychology David Chan, Lee Kuan Yew Fellow and Director of the Behavioural Sciences Institute. The Foreword to the book was written by Deputy Prime Minister and Minister for Finance Mr Tharman Shanmugaratnam.

Speaking at the book's launch, Minister for Education Mr Heng Swee Keat said that it was timely to look at these issues with fresh perspectives in Singapore's 50<sup>th</sup> year of independence. He then highlighted Prof Chan's closing chapter which proposed a strategic focus and principled approach for examining social issues. Minister Heng said three points emphasised by Prof Chan which resonate with him are future orientation, evidence-based approach, and shared values. On future orientation, he noted that the study of social and behavioural sciences is most relevant to policymakers when it can point to possible needs and

directions in the years ahead. On evidence, he noted that as our environment becomes more complex and diverse, we will have to be ever more rigorous and clear-headed in the way we study evidence and its meaning, so that we can draw inferences from facts in meaningful ways to formulate policies that are appropriate. On values and principles, he noted that Singapore's social policies must have the shared goal of improving the welfare of people, building a just society, and creating a home which everyone will love and want to protect.

In his speech, Prof Chan said that although there may not be a consensus on some of the points raised by the chapter authors, multiple disciplines and perspectives are needed to understand social issues and identify important questions. He noted that it is "better to have a partial answer to an important question than a complete answer to a trivial question."

Another book was also launched on the same day — *People Matter*, a series of essays by Prof Chan on local socio-economic and political issues originally published in *The Straits Times*. Minister Heng highlighted that this book is a good reminder to all of us that ultimately we are all part of a collective mission to understand, articulate, and address people matters and that people matter. The book was endorsed by 38 leaders in the Cabinet, academia, and the public, private and people sectors.

(From left) SMU President Prof Arnoud De Meyer; Ms Doreen Liu, MD, World Scientific Publishing Co.; Prof Liu Thai Ker; Prof David Chan; and MediaCorp's Ms Debra Soon at the book launch.



## FAMILY INC. SURVEYED

SMU's Business Family Institute (BFI) partnered Deloitte Southeast Asia in a survey titled 'Asian Business Families Governance: Crossing the Chasm for Inter-Generational Change'

Between December 2014 and April 2015, BFI@SMU conducted a survey on the corporate governance strategies and structures in place in Asian business families, and the extent to which they provide effective platforms for decision-making. Responses from over 100 business families were consolidated for the survey, which covered Singapore, China, Hong Kong SAR, Indonesia, India, Malaysia, Myanmar, Taiwan, Thailand, the Philippines and Vietnam.

This research is part of a three-year Business Families Research Programme (starting from Academic Year 2014) made possible by a second research grant from Deloitte Southeast Asia to BFI@SMU, which was announced in September 2014. The first grant from Deloitte funded the Institute's inaugural survey in 2013 on Asian Business Families Succession.

The latest survey showed that Asian business families are in early stages of family governance development and adoption, but are committed to building family and business sustainability. Professor Annie Koh, SMU's Vice President for Business Development and Academic Director of BFI@SMU, said, "I hope the findings will encourage business families to address the important issue of strengthening family governance practices." She added that BFI@SMU is committed to providing the knowledge and platforms that families need in order to build family and business sustainability.

BFI@SMU and Deloitte have already begun to develop a set of Asian case studies and teaching materials to accompany master classes on family governance and on developing family leadership and entrepreneurship. In 2017, a book featuring exemplary family businesses practices will also be published. "I am grateful to Deloitte for their support and confidence in us," said Prof Koh.

Mr Tam Chee Chong, Deloitte Southeast Asia's Regional Managing Partner of Financial Advisory Services, enthused, "We look forward to a continued partnership with BFI@SMU. We hope that these insights will enable business families to establish a clearer framework for family governance and move current practices into best practices. A good and effective governance structure is imperative for the preservation of both the family and the business."

### SOME HIGHLIGHTS OF THE SURVEY

>80%

of the family members said that they were proud to be part of their businesses, but only 56% felt included in business matters and decisions.

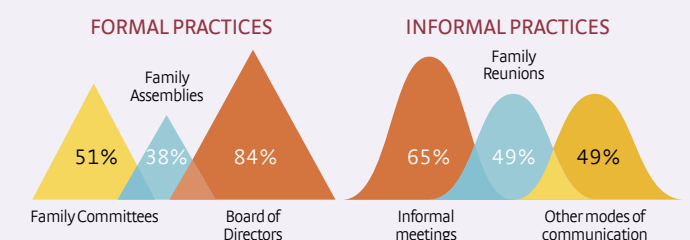


71%

demonstrated a strong desire to establish decision-making bodies, but only 12% of have a working governing body elected by the family to deliberate and coordinate the interests of all family members.



While many families use formal governance practices, informal governance practices are widely adopted.



85% OF THE FAMILIES

expect to see succession taking place in their businesses within the next five years, yet only 17% have systematic succession and training plans in place.





# A NEW AND IMPROVED U

SMU Campus Green is being revamped to inject more buzz and revive the 'Bras Basah spirit'

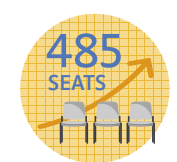
## WHAT TO EXPECT?

► **GROUP-STUDY SPACES** at the basement Concourse and Level 1 of the School of Economics—School of Social Sciences building, giving an additional



► **460 NEW SEATS**

available in three **TIERED SEMINAR ROOMS** and five **FLAT CLASSROOMS** at the basement Concourse.



► An expanded, **THREE-STOREY SMU FITNESS CENTRE** (1,000sqm) stretching from the basement Concourse to the Campus Green; a 400m public jogging route around Campus Green is also being explored.



where students and community members can express themselves artistically.

► A new, centralised Co-Curricular Activity (CCA) area named **THE CURVE** (550sqm), to bring together students from various CCA clubs and empower student leaders to run student services more efficiently and effectively.

SMU President Professor Arnoud De Meyer believes that the upgrading will enhance SMU's engagement with the community at large. "By 2017 when the project is completed, I envisage that Campus Green will be a 'playground' where students, stakeholders and members of the public will interact and mingle — formally and informally — through performances, fitness activities and sports," he said. "I am confident that SMU Campus Green can become the pulsating heartbeat of the Bras Basah precinct once again."

News of the campus revamp has been well-received by members of the press. Some, such as Warren Fernandez, Editor of *The Straits Times*, have even recommended ways to further revitalise the area. Suggestions include pedestrianising the section of Stamford Road in front of the National Museum that splits SMU in two, and redeveloping the nearby SMRT headquarters into a commercial building.

Alot has changed since SMU was established in 2000. Originally built for a capacity of 6,000, the University is now home to 8,800 undergraduate, postgraduate, executive and professional students. The way students learn has also evolved, with a move away from didactic teaching methods towards more experiential and collaborative learning. So what better way to mark the University's 15<sup>th</sup> anniversary than by upgrading its city campus?

In August 2015, construction began on a \$20-million two-year project to add much-needed flexible teaching and learning facilities, and enliven SMU Campus Green. This will not only ease the space crunch, but also transform the very face of Singapore's Civic District. Architects from Ong & Ong Pte Ltd designed the development plan in keeping with the porosity of the campus, which occupies the site of the former Bras Basah Park.



## IN THE DIRECTOR'S CHAIR

Both Associate Prof Low Aik Meng and Ms Chan Wai Leng have made significant contributions to the University in the past few years

**IN FEBRUARY 2015**, SMU President Professor Arnoud De Meyer announced the appointment of Associate Professor Low Aik Meng as Director, Office of Alumni Relations and Ms Chan Wai Leng as Director, Office of Advancement. Both Associate Prof Low and Ms Chan assumed their duties on 1 February 2015.

### A FAMILIAR NAME

Associate Prof Low Aik Meng is no stranger to SMU, having joined the University as a member of its start-up team in 1998.

As the founding Dean of Students, he implemented programmes that impart the SMU CIRCLE values, which emphasise student development and holistic growth, and pushed for greater student empowerment and peer counselling. He also sought to create a more vibrant student community, while also helping less well-off students work towards financial freedom through the work-study grant scheme. Associate Prof Low stepped down as Dean of Students in July 2011.

Associate Prof Low Aik Meng (centre) with participants in an alumni-students interaction night.

Following this, he re-joined the School of Accountancy (SoA), where as an educator, he led students on biannual study missions overseas to aimed at broadening their mindsets.

In his new role as Director, Office of Alumni Relations, he and his team will work to further reach out to and engage with the 17,000 members of SMU's alumni, in an effort to build strong alumni networks and foster lifelong relationships with the University. Associate Prof Low will take on the role in addition to his teaching duties at SoA.

### BUILDING TRUST

Ms Chan Wai Leng's journey at SMU began in September 2010, when she joined the University's Office of Advancement and Alumni Relations. In the four years since, she has successfully brought greater funding support for various University programmes. Besides cultivating a high level of trust with both donors and internal stakeholders, Ms Chan has also been responsible for a series of meaningful, productive

and strategic fundraising and donor relation best practices.

In her new role as Director, Office of Advancement, Ms Chan will work closely with Professor Tan Chin Tiong and Board of Trustees Member Mr Timothy Chia, who is also the Chair of SMU's Committee of Institutional Advancement. Together with her team, she will work to expand the University's partnerships with its donors — business leaders, philanthropic individuals, corporations and foundations — in an effort to augment resources and opportunities for students, faculty and leading academics.

Ms Chan Wai Leng (far left) with Hotel 81 founder and SMU benefactor Mr Choo Chong Ngen (third from left) and his family members.



## A FOCUS ON THE FUTURE OF BANKING

The 5<sup>th</sup> Sim Kee Boon Institute for Financial Economics Annual Conference 2015 featured a series of keynote addresses and panel discussions led by industry experts

More than 600 academics, researchers, banking and finance professionals, and regulators attended the 5<sup>th</sup> Sim Kee Boon Institute for Financial Economics (SKBI) Annual Conference 2015 at SMU from 6 to 7 May 2015. Themed "Digital Banking, Financial Inclusion and Impact Investing", the event was co-organised by SKBI and the China Europe International Business School (CEIBS).

### DAY ONE

The forum opened with an address by Professor Rajendra K. Srivastava, who was then SMU Provost. Other speakers included Mr Piyush Gupta, CEO of DBS Group; Professor Hellmut Schütte, CEIBS Dean and Vice President; CEIBS Professor of Finance and Accounting Rui Meng; author Chris Skinner; and Mr Matthias Kröner, an Executive Board member of Fidor Bank. They addressed issues ranging from the utilisation of financial technology to reach the region's underbanked and unbanked, to the need for traditional banks to ride the digital wave.



The day's proceedings ended with a dinner at the Fairmont Singapore, where Guest of Honour Dr Vivian Balakrishnan, Minister for the Environment and Water Resources and Minister-in-Charge of Smart Nation, urged participants to find new ways of delivering financial services. He also stressed the importance of data science and data analytics, and noted the need for more rational conversations on cyber security and privacy protection. "You cannot have a world that is fully able to take advantage of financial innovations, information revolution — even electronic medical records — if a decent level of security, protection from identity theft and from a loss of privacy is not guaranteed," said Dr Balakrishnan. "In other words, security is the essential flip side of the coin of utility; if we can get that done right here, then we have a head start."



### DAY TWO

The second day of the conference comprised keynote addresses in Mandarin, which focused on developments in digital banking in China. SMU President Professor Arnoud De Meyer delivered the opening address, which was followed by speeches by Mr Tian Tao of Huawei International Advisory Council; Mr Loh Long Hsiang, Head of CEO Office, Standard Chartered Bank China; and Professor David Lee, Executive/Academic Director, SKBI.

In his speech, Prof Lee highlighted that 70 per cent of the ASEAN population do not fully enjoy banking and financial services today. This, he added, presented a substantial market for micro-finance and digital banking. He also proposed a business model based on five principles: Low Margin and Low Barrier, Asset Light, Scalable, Innovative, and Compliance Easy. However, Prof Lee stressed that these alone were not enough to ensure growth on a macro scale, and must be accompanied by financial inclusion and impact investing.

## CHEERS TO GOOD (WORKPLACE) HEALTH

SMU wins Gold Award at the Singapore HEALTH Award 2014 for the second time in a row



Back row (from left to right): Terence Tan (Vice President, HRFA); with WOW members Zhu Yan, Irene Soh, Sheila Wan. Front row (left to right) Lin Zhenwei, WOW member; Raymond Singh, WOW Chairperson and Janet P Sinon, WOW Vice Chairperson. The WOW members not in the photo are Cui Hui, Joanne Victoria Poon Shuk Yee, and Syarina Bte Jaslee.

► **SMU HAS ONCE AGAIN** won the Singapore HEALTH (Helping Employees Achieve Life-time Health) Gold Award 2014. Established by the Health Promotion Board (HPB), the biennial awards recognise organisations with commendable workplace health programmes that improve employee health and well-being.

The University's efforts to help employees lead healthy and vibrant lives were spearheaded by SMU WOW, a staff-led health and wellness committee. SMU WOW has organised various activities, such as

lunchtime health and wellness talks, weekly exercise sessions, health food giveaways and an annual Amazing Health Race as part of SMU's Workplace Health Promotion Programme (WHPP). These activities have contributed to a well-rounded WHPP comprising three components: general health, targeted interventions and mental health.

"I would like to express my deepest appreciation to all past and present SMU WOW members, who unreservedly gave their time and wholehearted effort in serving the community," said Mr Terence Tan, Vice President, Human Resources & Faculty Administration.

This is the second time that HPB has recognised the University's efforts to improve employee health and well-being — SMU first received the Gold Award at the previous edition of the Singapore HEALTH Award in 2012. By winning two consecutive gold awards, it is now eligible to be considered for next year's Platinum Award, which is presented to organisations that have demonstrated tangible benefits from their workplace health programmes.





## “AROUND THE SMU WORLD IN 3 DAYS”

*The inaugural Future Ready Forum delivered the latest in management thinking and business trends*

Mr Ho Kwon Ping, Chairman of SMU's Board of Trustees, delivered the opening address of the first Future Ready Forum that was held at SMU.

### EACH DAY'S PROGRAMME: AT A GLANCE

► **MORNINGS** Plenary Session and Management Insights. SMU faculty and partners inquired about the future of finance, how best to equip people for innovation, and what was wrong with the current state of employee engagement, to name just a few topics.

► **AFTERNOONS** Focal Areas of Digitalisation, Innovation, and Human Capital. Some of SMU's most senior faculty such as then Provost and Deputy President (Academic Affairs) Professor Rajendra Srivastava and Dean of the Lee Kong Chian School of Business Professor Gerard George shared their latest research.

► **CONCLUSION** Thought Leadership. A key expert concluded each day's proceedings, inviting participants to think about larger questions.

→ **FROM 17 TO 19 MARCH**, business executives got to learn from the best in various fields at SMU's first-ever Future Ready Forum. Themed “Delivering the Latest in Management Thinking and Business Trends” and organised by SMU Executive Development, the Forum showcased a record 30 faculty and speakers who were experts in a range of disciplines. The Forum aimed to equip executives with insights that sharpened their business acumen, increased their agility to seize new opportunities and helped them navigate an increasingly complex business environment.

In his opening address, Mr Ho Kwon Ping, Chairman of SMU's Board of Trustees, aptly described the forum as ‘around the world of SMU in three days’ and organised like a ‘mini university’. Participants personalised their learning curriculum from a choice of over 30 sessions on trending topics clustered around three themed tracks — Digitalisation, Innovation and Human Capital. Attended by more than 100 delegates from over 30 industries, each day of the Forum began with a plenary session, followed by three parallel sessions on management insights, diverged into concurrent tracks for the three themed focus areas, and concluded with a thought leadership session. Senior executives who attended with their team members benefited from the customised interactive learning experience that helped them review their goals, priorities and action plans.

As Singapore marks 50 years of progress, and the world's economic centre of gravity rapidly shifts eastwards, the timing is apt to discuss the disruptive trends that will bring tremendous advances and challenges. The Forum invited participants to consider how they could be ‘future-ready’ — what it means, what is coming next, and how to prepare for it.

# SETTING STRATEGIES FOR SUCCESS

*Asian university planners gathered at SMU for a forum on Higher Education Planning in Asia to discuss shared challenges, opportunities and possible collaborations*

Themed “Planning in a Rapidly Changing Environment”, the fourth edition of the Higher Education Planning in Asia (HEPA) Forum was hosted by SMU on 23 and 24 March 2015. The Forum, organised by the Hong Kong University of Science and Technology in collaboration with a group of Asian institutional planners, provides a platform for senior administrators to share strategies to excel in a rapidly changing world. It also serves as a networking opportunity for higher education organisations in Asia to strengthen their planning capabilities.

This year marked the first time that the annual event was held in Singapore, and attendees included delegates from global institutions such as the University of Newcastle, University of Canterbury, University of New South Wales, Portland State University, Hokkaido University and ShanghaiTech University.

SMU President Professor Arnoud De Meyer delivered the Forum's opening address, in which he highlighted several global trends that affected the work of higher education planners. These include changing learning patterns and rapidly transforming job markets. He also noted the global shift towards interdisciplinary research that was aligned to societies' needs, instead of solely disciplinary research, and added that universities should be better connected with their immediate communities, given the significant investment they received.



SMU President Prof Arnoud De Meyer highlighted several global trends that affected the work of higher education planners in his opening speech.



Keynote speaker Mr Lim Chuan Poh, Chairman of A\*STAR, shared about the transformation of Singapore's university landscape and the pursuit of university excellence.

In a speech titled “Singapore's Pursuit of University Excellence”, keynote speaker Mr Lim Chuan Poh, Chairman of A\*STAR, traced the transformation of the Republic's public universities into autonomous universities and subsequently, globally competitive, research-intensive institutions. He then highlighted the Singapore Government's desire to create a more diverse university landscape, which resulted in the opening of SMU in 2000, followed by Singapore University of Technology and Design and Singapore Institute of Technology in 2009.

Mr Lim added that there were many measures in place to ensure that these universities performed their role well within the overall Research, Innovation and Enterprise ecosystem. These measures include the presence of a dedicated intermediary to bridge the gap between academia and industry, the promotion of industry-relevant training and an open talent strategy. Finally, he stressed the pivotal role that the university sector plays in Singapore's efforts towards becoming one of the world's most research-intensive, innovative and entrepreneurial economies. This, he concluded, would create high-value jobs and prosperity for Singaporeans.



# MAKING FURTHER STRIDES IN CHINA

*SMU's China Initiatives continues to form meaningful collaborations with various partners in the country*

The partnerships that SMU's China Desk has undertaken with Chinese institutions have resulted in a series of well-attended forums and seminars this year.

### GLOBAL CFO FORUM

The Global CFO (Chief Financial Officer) Forum in Beijing on 25 January 2015, co-organised by SMU and the Tsinghua University's School of Economics and Management and sponsored by IBM China, was attended by some 400 CFOs and Finance Executives from China. Keynote speakers from China's Ministry of Finance, multinational companies, state-owned enterprises and non-state-owned companies shared their views on the strategic role of financial management in the fast-changing economy.

### XINHUANET THINKER GLOBAL FORUM

On 12 February 2015, SMU hosted the inaugural Xinhuanet Thinker Global Forum, the first edition of the Xinhuanet Thinker Forum held outside of China. Xinhuanet is a leading Chinese media organisation. In his keynote address, SMU President Professor Arnoud De Meyer affirmed the University's commitment to

strengthening partnerships between Singapore and China.

Themed “25<sup>th</sup> Anniversary of Sino-Singapore Diplomatic Relations: Economic Co-operation and Opportunities”, the Xinhuanet Thinker Global Forum was attended by eminent business and academic guests. It was organised by Xinhuanet, co-organised by Xinhuanet Singapore and SMU, and supported by Business China, the Singapore Business Federation and Bank of China Singapore Branch.

At the Forum, Prof De Meyer and Professor James Tang, Special Advisor to SMU President (Greater China) and Dean of SMU School of Social Sciences, were presented with letters of appointment as Xinhuanet's International Thinkers. Prof De Meyer is the first Caucasian ever to be appointed.

Both Prof De Meyer and Prof Tang were keynote speakers and panellists at the Forum. Other speakers included Mr Lee Khoo Choy, former Senior Minister of State of Foreign Affairs, and Ambassador to eight countries; Professor Zheng Yongnian, East Asian Institute Director; Ms Guo Ningning, Bank of China Singapore Branch President; and Associate Professor Henry Gao, SMU School of Law, and



SMU President Professor Arnoud De Meyer welcoming guests at the first Xinhuanet Thinker Forum held outside of China, at SMU. He is the first Caucasian to be appointed as a Xinhuanet “International Thinker”.

WTO Chairs Programme, WTO Secretariat. Mr Wu Lei, General Manager of Xinhuanet Singapore, conveyed the opening speech of Mr Tian Shubin, Chairman of Xinhuanet, and also moderated the panel discussion.

Xinhuanet's “Thinker” series sees active contributions from renowned thought leaders such as Alibaba Group Executive Chairman Jack Ma; Tencent's CEO and Chinese Internet tycoon “Pony” Ma Huateng; Tsinghua University's Professor Li Daokui, one of China's most influential economists; and Peking University's Professor Justin Lin, former

The roundtable discussion of the Second SMU-Fudan Global Forum, chaired by Professor James Tang, SMU Special Advisor to President (Greater China Initiatives) and Dean of SMU School of Social Sciences (left), Professor Rajendra Srivastava, then SMU Provost and Deputy President (Academic Affairs), was a participant (middle).

Chief Economist and Senior Vice President of the World Bank.

### SMU-FUDAN GLOBAL FORUM

Following a successful edition in 2014, the Second SMU-Fudan Global Forum was held at Fudan University in Shanghai on 10 April 2015. Jointly organised by both universities, the Forum was themed “Global Governance, Global Cities, Global Innovation”, and comprised keynote sessions, roundtable discussions and a research seminar. Prof Srivastava delivered the welcome address. Other opening speakers included Xu Ningsheng, Academician of the Chinese Academy of Sciences and President of Fudan University; and Ong Siew Gay, Singapore Consul-General in Shanghai. The inaugural “Chinese Universities' Forum on Free Trade Zone (FTZ) Research” and “Joint Meeting of Directors of FTZ Research Institutes” also took place during the Forum's research seminar.

### SMU & CHINA EXECUTIVE LEADERSHIP ACADEMY PUDONG (CELAP) JOINT SEMINAR

The inaugural joint seminar between SMU and CELAP was held on 9 April 2015 in Shanghai. CELAP, a national institution funded by the Chinese central government, is responsible for training senior government leaders and top business executives. It focuses on social improvement and economic development. At the seminar, Professor Rajendra Srivastava, then SMU Provost and Deputy President (Academic Affairs), and Professor Phang Sock Yong, Celia Moh Professor and Professor of Economics, presented their views on innovation and super cities to 70 senior government officials.



## CROSSING THE SECTORAL DIVIDE

*Leaders from progressive organisations on the importance of working across different sectors*

→ **CLIMATE CHANGE**, income inequality and rising healthcare costs are just some of the critical challenges we face today — and it is impossible to solve these problems on our own. That is why governments, businesses and civil society organisations are increasingly working together in an effort to create lasting solutions. To help emerging leaders flourish in this complex, tri-sector world, SMU's

(Left to right) Panel members Mr Peter Ho and Mr Piyush Gupta, with moderator Professor Ann Florini.

Master of Tri-Sector Collaboration (MTSC) — offered by the School of Social Sciences (SoSS) — was launched in January 2014.

On 14 May 2015, this trailblazing course held its first public showcase — the Tri-Sector Forum — at the SMU Mochtar Riady Auditorium. The event

was opened by Professor James Tang, Dean of SoSS, and featured a four-person panel comprising members of the MTSC Advisory Group: Mr Piyush Gupta, CEO of DBS Group; Mr Peter Ho, Senior Advisor to the Centre for Strategic Futures, Senior Fellow at the Civil Service College and Chairman of the Urban Redevelopment Authority; Mr Khoo Teng Chye, Executive Director of the Centre for Liveable Cities; and Mr Jaime Augusto Zobel de Ayala, Chairman and CEO of Ayala Corporation, the Philippines.

With Professor Ann Florini, Academic Director of the MTSC programme and Professor of Public Policy, serving as moderator, panellists shared with the audience their experiences in building cross-sector networks at their

respective organisations. The MTSC's pioneering cohort — who graduated in July 2015 — also presented their capstone project, which analysed the causes of food waste in Singapore and proposed ways for the public, private and non-profit sectors to collaborate to reduce plate waste at food establishments. The pioneering students included executives from non-profit organisations, government agencies and corporate firms.

### → A WASTEFUL NATION

According to the National Environment Agency, Singapore generated **788,600 tonnes** of food waste in 2014, but only **101,400 tonnes** (13 per cent) were recycled.







# ON THE AIR

For the second year running, SMU was the proud knowledge partner of Channel NewsAsia's popular discussion programme, Perspectives

In 2014, Channel NewsAsia kicked off the third season of its flagship discussion programme *Perspectives* with a twist — SMU came on board as the show's host and venue sponsor. All six episodes were recorded live on SMU premises, with senior faculty members serving as panellists and the SMU community forming the bulk of the audience. This marked the regional broadcaster's first collaboration with an institute of higher learning on such a project. It was also the first time the show broke away from its format to include audience participation. True to the SMU spirit of 'interactive pedagogy', participants from the audience of about 100, including guests from the corporate sector, posed questions and engaged the panellists.

Following that successful run, SMU returned this year to host the series' fourth season. Six episodes were recorded between May and June 2015 at the newly-opened SMU Labs. Each episode featured a fresh four-member panel made up of SMU thought leaders as well as distinguished experts from Singapore and abroad. They offered in-depth analyses, engaging views and insightful comments on a range of topical issues,



with veteran international journalist Mr Teymoor Nabili as presenter and moderator.

In the audience were SMU faculty members, students and staff, as well as guests from corporate, political and civil sectors. They were encouraged to pose spontaneous questions to the panel, and many participants gave glowing feedback on the robust and highly-interactive discussions. Mr Aaron Low, a third-year SMU business undergraduate, was so inspired that he wrote to *The Straits Times* about the two sessions he attended; two of his letters were later published in the newspaper.

"I enjoyed the event, which got me to think critically about some of Asia's and the world's pressing issues," said Mr Low. "Although I prefer reading (and writing), listening to the comments by notable guest speakers was refreshing and thought-provoking."

## DID YOU KNOW?

*SMU was the first knowledge partner to host Perspectives on campus and facilitate interactive dialogues between the panel members and audiences.*



### → PERSPECTIVES SEASON 4: A Recap

AIR DATE (2015)	TOPIC	SMU PANELLIST
20 May	JOBS OF THE FUTURE	Prof Arnoud De Meyer (President)
27 May	INNOVATION AND SOCIETAL CHANGE	Prof Gerry George (Dean and Professor of Innovation & Entrepreneurship, Lee Kong Chian School of Business)
3 June	TERRITORIAL CONFLICT IN SOUTHEAST ASIA	Assoc Prof Basil C. Bitas (School of Law)
10 June	TACKLING RISING INEQUALITY IN ASIA	Prof David Chan (Director, Behavioural Sciences Institute)
17 June	FROM BIG DATA TO SMART DATA: THE FUTURE OF WEARABLE TECHNOLOGY	Assoc Prof Archan Misra (School of Information Systems)
24 June	GLOBAL SECURITY THREATS: ASIA'S ROLE IN THE WORLD	Mr Ho Kwon Ping (Chairman) and Prof James Tang (Dean, School of Social Sciences)