

FUTURE-FORWARD AND FOCUSED ON COMMUNITY

**SUSTAINABLY-BUILT AND SMART-ORIENTED,
THE TAHIR FOUNDATION CONNEXION BUILDING IS POISED
TO BE THE NEXT STAR ON THE SMU CAMPUS**



EDITOR'S NOTE

ON 27 AUGUST, SMU held the ground-breaking ceremony for the Tahir Foundation Connexion, a five-storey green building in the heart of the city designed to support the University's innovative SMU-X pedagogy, as well as to cultivate innovation and entrepreneurship. The S\$70 million development has been made possible by a donation from the Tahir Foundation and a grant from the Building and Construction Authority under the Public Sector Construction Productivity Fund. SMU has named the building Tahir Foundation Connexion in appreciation of the Foundation's contribution.

SMU's Commencement Opening Ceremony 2018 was graced by Guest-of-Honour Mr Heng Swee Keat, Minister for Finance, with graduates, award winners, as well as family and friends of the graduates in attendance. The 2,907-strong Class of 2018 represents SMU's 15th and largest batch of graduates since the University was established in 2000.

SMU also welcomed its 19th cohort of freshmen at the Academic Year Opening Ceremony, themed "Imagine Better". Guests comprising SMU Board of Trustees, senior management, faculty, staff, donors, alumni, freshmen and student leaders dined in a stylish setting while enjoying student performances, including a small tribute segment to outgoing SMU President Arnoud De Meyer who steps down in December.

Top academic leader, and award-winning researcher and educator, Professor Lily Kong, will be the University's fifth President. Professor Kong, who currently holds the position of SMU Provost and Lee Kong Chian Chair Professor of Social Sciences, will succeed Professor De Meyer on 1 January 2019. When Professor De Meyer steps down, he will have served as SMU's longest-serving President, for a period of more than eight successful years.

Former Singapore President Tony Tan Keng Yam and Honorary Patron and Distinguished Senior Fellow at SMU has been conferred the nation's highest civilian honour, the Order of Temasek (First Class), topping this year's National Day awards list of civilian and military recipients. Professor De Meyer was awarded the Public Administration Medal (Gold) for his contributions to SMU and to Singapore. SMU congratulates them both. Read all about these engaging events and developments, as well as our students' and faculty members' many successes and achievements, SMU's thought leadership events and more in this issue of *SMU Engage*.

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FRONT COVER

Ground-breaking of the Tahir Foundation Connexion by (L-R) Prof Arnoud De Meyer, Dr Tahir, Minister Desmond Lee and Mr Ho Kwong Ping. See opposite page.



(L-R) Prof Arnoud De Meyer, Dr Tahir, Minister Desmond Lee and Mr Ho Kwon Ping.

BREAKING NEW GROUND

THE AWARD-WINNING SMU-X INITIATIVE WILL HAVE ITS OWN GREEN AND SMART BUILDING NAMED TAHIR FOUNDATION CONNEXION – A REVOLUTIONARY NEW ADDITION TO THE UNIVERSITY'S CITY CAMPUS

There's never been any doubt that SMU is a future-forward campus — and its latest addition is poised to raise the bar, both in building construction and sustainability standards.

Construction of the new sustainable development, the Tahir Foundation Connexion building, has officially begun. It is designed to support the University's innovative SMU-X pedagogy — which focuses on experiential learning through real-world projects — as well as cultivate innovation and entrepreneurship. Held on 27 August 2018, the groundbreaking ceremony was officiated by Mr Desmond Lee, Minister for Social and Family Development and Second Minister for National Development, in the presence of 150 guests, comprising SMU's Board of Trustees, partners, as well as faculty, staff and student leaders. Joining him on stage were SMU Chairman Mr Ho Kwon Ping, SMU President Professor Arnoud De Meyer and Dato Sri Professor Dr (H.C.) Tahir, MBA, the Co-Chair of the Tahir Foundation.

Located between SMU School of Accountancy and School of Law, the \$70 million development has been made possible by a donation from the Tahir Foundation and a grant from the Building and Construction Authority (BCA) under the Public Sector Construction Productivity Fund. It is named in appreciation of the Tahir Foundation's generosity, whose contribution is the second-largest gift in the University's history. "I am delighted to be a part of a cause that I hold dearly to my heart. Education is the basis for a better life and it gives me great joy to help lay the foundation of what I believe will be a remarkable hub for student experiences. It is my wish that this gift will contribute to SMU's overall efforts to scale new heights of excellence in educating future generations of leaders," said Dr Tahir.

Since 2014, the Tahir Foundation has provided needy Singaporean, Singapore PR and Indonesian students with financial

assistance so that they can focus on their studies and enjoy a fulfilling university life in SMU without worry. In 2016, it extended its support to a collaboration between SMU and Indonesia's Universitas Gadjah Mada in Indonesia that covers academic, student and faculty exchanges and study missions. This year, Dr Tahir also agreed to chair SMU's International Advisory Council for Indonesia, which was launched in April 2018. "These are testament to the Tahir Foundation's commitment to education, and SMU is grateful for its long-standing support," said Mr Ho.

A Vibrant Connecting Point

When completed in 2019, the 8,600-sqm five-storey Tahir Foundation Connexion will be a co-study, co-work and co-learning hub that houses new-generation learning spaces and collaborative zones, where students and faculty members can connect and engage with the industry. Areas will be set aside

TAHIR FOUNDATION CONNEXION

SNEAK PEAK



(L-R) Minister Lee viewing the building model with Mr. Ho, Dr. Tahir and Prof. De Meyer.

as incubation spaces for start-ups to nurture innovation and entrepreneurship among SMU students and alumni.

The new building will enable a seamless connectivity through the entire University campus, as well as a sheltered link (aboveground and underground) from Bras Basah Road leading to Fort Canning and Armenian Street. Hence, the building will benefit not just the SMU community but also members of the public, who will have better access to Fort Canning Park.

Green By Design

The Tahir Foundation Connexion will be a green building that respects the environment and its surroundings. It is designed to meet the BCA Green Mark Platinum standard, as well as the international WELL Building Standard.

When completed, the building will be the first large-scale Mass Engineered Timber development in the city centre. This method of construction, which uses engineered wood products with improved structural integrity, falls under the Design for Manufacturing and Assembly (DfMA) approach whereby building components can be prefabricated off-site and assembled on-site. With this technology, the building can be built faster, and with less

manpower needed on site. “On behalf of the Ministry of National Development and BCA, I thank you for supporting the push under our tripartite Industry Transformation Map for greater adoption of DfMA technologies,” said Minister Lee. “This will certainly reduce disamenities to people living, working and playing in the surrounding areas during the time of construction, and minimise impact on existing campus users. You can also expect improved quality and coordination,” he added.

In addition, the Tahir Foundation Connexion will be the city centre's first On-site Net Zero Energy Building. This means that the building is self-sustainable with its own power generated from a photovoltaic (PV) system.

Other green features and technologies include:

- Optimised natural ventilation
- Advanced passive displacement cooling (new air-conditioning technology without the use of air handling units and fan coil units)
- Dimmable LED lights with networked sensors
- Predictive and responsive smart building control systems [such as the PV system mentioned above]



The long-term tangible energy cost savings will be more than 500MWh of electricity per year.

“With its many ‘firsts’, and the advanced green features and technology integrated into its design, this distinctive building represents SMU’s commitment towards creating a smart, green and sustainable campus. These efforts stand true to the essence of SMU’s ethos and is yet another way through which we give back to the community,” said Prof. De Meyer.

WITH ITS MANY ‘FIRSTS’, AND GREEN FEATURES AND TECHNOLOGY, THIS BUILDING REPRESENTS SMU’S COMMITMENT TOWARDS CREATING A SMART, GREEN AND SUSTAINABLE CAMPUS.

PROF ARNOUD DE MEYER



INTEGRATED LEARNING STUDIO

The Integrated Learning Studio will enable 24/7 learning, where students can work in teams as part of their SMU-X projects to solve real-world issues. It is designed to have maximum flexibility, with open floor plates that can be adapted to accommodate new learning modalities and future needs.



THE NORTH PLAZA This distinctive urban space within the Tahir Foundation Connexion celebrates SMU’s unique character as a city campus. It is carefully designed to integrate seamlessly with Fort Canning Park. Historical elements, such as the gateway pillars of the former National Library will be integrated within the space.



COLLABORATION SPACES

Collaboration spaces strategically located on levels 3 and 4 are designed to feature different sitting configurations and settings to suit a variety of uses. The strategic location of open staircases will facilitate inter-floor connectivity and provide opportunities for chance encounters and exchange.

MARKING THE START OF A NEW JOURNEY

SMU celebrates the graduation of its 15th and largest batch



HAPPINESS, PRIDE AND EXCITEMENT were written on the faces of the 2,907 graduates making up SMU's Class of 2018, as they were conferred their degrees in a series of graduation ceremonies held at SMU Hall from 31 July to 3 August. While feeling bittersweet about leaving the University, where they had created many fond memories and lasting friendships, the overall mood throughout the four-day SMU Commencement 2018 was one of joyous celebration.



The Commencement Opening Ceremony on 31 July — held just before the handing out of Lee Kong Chian School of Business (LKCSB) undergraduate degrees to a segment of its graduates — was attended by about 1,000 LKCSB graduates, award winners, as well as their family and friends. Also present were SPH Valedictorian Sng Jielin, a double degree graduate from the School of Accountancy and LKCSB; SMU Salutatorian Gilaine Ng from the School of Social Sciences; and the winners of the CIRCLE (Commitment, Integrity, Responsibility, Collegiality, Leadership, Excellence) Awards, given annually to outstanding students across SMU's six schools in recognition of their all-round excellence in academic and co-curricular pursuits. They were all loudly applauded as they went on stage to receive their awards.

Thriving In A Changed World

Minister for Finance Mr Heng Swee Keat was the Guest-of-Honour at the hour-long Opening Ceremony. In his speech, he touched on the far-reaching changes that have occurred since the University's establishment nearly two decades ago, and more so in recent years. Society has experienced transformation across all areas of life, from mundane

LEFT: SMU President Prof Arnoud De Meyer reminded the graduates that they need to constantly hone their skills and upgrade their knowledge as education is a lifelong process.



TOP: Minister Heng urged SMU graduates to develop qualities of connectedness and adaptability in the face of far-reaching changes across all areas of life.

LEFT: The Grand Processional marked the start of the Opening Ceremony of SMU Commencement 2018.

BELOW: A moment to cherish: a jubilant graduate with her proud parents.



BELOW: Minister Heng with SPH Valedictorian Sng Jielin (to his left), SMU Salutatorian Gilaine Ng (to his right), and the winners of the CIRCLE Awards.



PAYING IT FORWARD

The Class of 2018 have carried on the tradition started by their predecessors of raising money for the SMU Bursary Fund to support needy undergraduate students at SMU. Themed 'Leave Your Mark', the Graduation Class Gift 2018 aims to raise \$80,000 by December 2018. Graduating donors can also write personal messages, to be engraved onto metal plaques and permanently affixed to the seminar room tables, as a way of inspiring their fellow juniors to continue the spirit of giving.

tasks like booking a ride to groundbreaking innovations in artificial intelligence to shifts in the political and economic landscape. He identified three major trends of particular concern to Singapore: the global economic pivot to Asia, technological breakthroughs, and our ageing population.

Amid these changes, Minister Heng urged SMU graduates to develop qualities of connectedness and adaptability. At the individual level, one can be connected by "having the curiosity and sense of adventure to venture beyond your comfort zone. At the same time, having the humility that there is always something to learn from others, as well as the spirit of community that even as you learn, you also try to offer something back." To be adaptable, "we need to develop our cultural sensitivity and fluency in the different political climates, business environments and social contexts of other countries. Adaptability is about the active ability to find commonalities amid differences and a genuine readiness to collaborate, so that we can build connections and rally people around what we have in common, to solve problems and create new value together," he added. Along similar lines, SMU Chairman Mr Ho Kwon Ping referred to a recent book called *Superminds* by Thomas Malone, Professor of Management at USA's MIT Sloan School of Management, in his welcome address. "A supermind is a group of individual



The graduating class expressed their appreciation to Prof De Meyer with a special performance.

minds that are effective at working together to achieve goals," he explained. "Superminds can also be groups of people and computers working together, which can act more intelligently than any person, group, or computer has ever done before.

"The education you have received at SMU, prepares you to be able to contribute very ably to the tackling of the issues faced by your generation as members of a supermind. You are ready to face the world in constant flux, because each one of you has been equipped with a range of soft and hard skill sets, an ability to look at the big picture as you analyse the detail, to use information technology productively and to work as a member of a multi-disciplinary team to develop innovative solutions that make a meaningful impact on business and society," said Mr Ho.

Swan Song

Speaking at his final Commencement as SMU President was Professor Arnoud De Meyer, who will be stepping down from the role at the end of the year. Taking his turn at the podium, he commented on the rich learning experiences that SMU graduates had gained at the University,

RECORD-BREAKERS

TOTALLING 2,907, THE CLASS OF 2018 IS SMU'S 15TH AND LARGEST BATCH OF GRADUATES TO DATE:

1,919

Bachelor's degree graduates

930

Master's degree graduates

58

Doctorate degree graduates

including global exposure, a sense of social responsibility, as well as improved analytical and communication skills, creativity, focus and determination.

"All of the hard knowledge you learnt here will be important in the early years of your career. But it is developing SMU graduates' drive, initiative and "Can Do" attitude that is most valued by employers. These qualities will help you move onwards and upwards in your careers," said Prof De Meyer. He also encouraged graduates to maintain their relationships with the University, whether through SMU's rapidly-increasing range of continuing education initiatives or as active members of its 24,000-strong alumni family.

To pay tribute to Prof De Meyer for his leadership of SMU over the past eight years, the graduating class closed the Opening Ceremony by putting on a special performance. Student members of the SMU Chamber Choir, the SMU Eurhythmix hip-hop dance club and the SMU Samba Masala percussion club joined forces for an energetic reinterpretation of the song 'Circle of Life' from the animated classic, *The Lion King*.

PURSUITING GOALS WITH CLEAR PURPOSE AND OPTIMISM

Kudos to 2018's SPH Valedictorian, Sng Jielin! Besides graduating Summa Cum Laude with a Bachelor of Accountancy and Bachelor of Business Management, she is an SMU CIRCLE Award recipient, among other accolades. An "introvert by nature", Jielin noted in her valedictory speech how her four years at SMU had moulded her into a confident, proactive, resilient person. She urged her peers to find their purpose in life and shared her favourite inspirational quote by the late US President Theodore Roosevelt: "Keep your eyes on the stars, and your feet on the ground."

A budding social entrepreneur:

"My university experience has been amazing. It allowed me to reach my goal of being an entrepreneur and gave me an opportunity to learn, network and expand my horizons. I never thought I would be able to achieve this much during my undergraduate journey."

JEREMY LEE, Bachelor of Science (Information Systems), CEO and Co-Founder of SMU-incubated start-up, UglyGood

A Lee Kong Chian Scholar and all-round go-getter:

"Through a broad curriculum, various internships, active student life as President of SMU Eurhythmix, overseas exchange and summer programmes as well as community service projects, I was constantly pushed out of my comfort zone and grew as an individual."

LUKE HO, Cum Laude, Bachelor of Science (Economics) and Bachelor of Business Management

A serial mooter in the local and global scene:

"SMU gave me international exposure in terms of conferences, competitions and career opportunities. It allowed me to pick up the skills I need as a future litigator, and to reflect on the resources I have and what positive ends for which I should put them to use."

SHRIRAM JAYAKUMAR, Bachelor of Laws



SMU MARKS THE OPENING OF ITS 2018 ACADEMIC YEAR WITH A FULL DAY OF CELEBRATIONS



Mr Ho Kwon Ping giving the Opening Remarks.

I CALL ON FACULTY, STAFF AND ALL OF OUR STUDENTS TO ENSURE THAT THE SMU COMMUNITY MAKES A TRULY MEANINGFUL IMPACT ON SOCIETY.

PROF ARNOUD DE MEYER



Members of the SMU Students' Association Council taking the SMU Students' Pledge on stage at the Academic Year Opening Ceremony.

RINGING IN

Hats Off To The Profs

In his remarks, SMU Chairman Mr Ho Kwon Ping paid tribute to Prof De Meyer for his eight years of leadership, during which he helped the University forge strong linkages, collaborations and partnerships with academia, industry, government, social organisations and the community at-large. He has also led internationalisation and reputation-building efforts — particularly in China, India, Southeast Asia and Europe — which have helped SMU to build its global reputation and renown. His brainchild “SMU-X” and its overseas version, have gained a global recognition for innovative experiential learning, and are becoming an integral part of SMU’s pedagogical DNA which will distinguish SMU from other leading institutions.

In addition, Mr Ho paid tribute to Professor John Niland — a founding member of SMU’s Board of Trustees who served as an architect of the foundations of SMU’s university administration from 2000 to 2012. He was also Deputy Chairman from 2008 to 2012, and served as Chair, Finance and Remuneration Committee (FinRem) from 2003 to 2009, where he laid a robust foundation for SMU’s finance and remuneration framework, and also introduced the practice of conducting an annual 360-degree review of the President, which is followed to this day. He also helped to document the key annual milestones in SMU’s financial and remuneration calendar that resulted in the FinRem Roadmap, which continues to guide the FinRem committee and SMU’s management. Prof Niland also served as Deputy Chair, Academic Affairs Committee (AAC), and worked closely with the AAC Chair in helping establish an academic governance framework for

SMU, which is distinguished by its very rigorous and stringent standards, including the adoption of a tenure review process that incorporates the best practices observed in top internationally-recognised institutions.

In 2006, the Board formed a governance review taskforce and appointed Prof Niland to chair the taskforce, which had the mandate to conduct a thorough review of SMU’s academic governance handbook. This was a major exercise, which finally resulted in a key document — the *Governance and Academic Policies Handbook* — which serves to this day as SMU’s primary academic governance handbook. For his enormous contributions to the University, SMU conferred Prof Niland an SMU Honorary Degree at the dinner.

Making A Mark

In his remarks, Prof De Meyer spoke about the traditional role universities played and their positive socio-economic impact on society in terms of supplying a well-educated workforce and carrying out research that ultimately aids a higher quality of life. He added that SMU will have to reflect more on how it could enhance impact on society, and touched on how the SMU brand of being a “Different U” has been complemented to be a “University with Meaningful Impact”. He then proposed ways on how faculty, staff, students and researchers could do this together.

The dinner ended with a grand finale of song and dance by all performers to the tune of ‘A Million Dreams’ in line with the theme for the night.



Prof De Meyer with Prof John Niland, who received an SMU Honorary Degree.

ABOVE LEFT: The grand finale performed by the various student groups.

RIGHT: SMU Pro-Chancellor Lim Chee Onn touring the Student CCA booths at Vivace, on his left is Glann Lee, Vivace Organising Committee Chairman.

FAR RIGHT: SMU Samba Masala performing at Vivace.



LEFT: Students from the SMU-X Trekking Club at Vivace.

On Friday, 17 August 2018, SMU welcomed its 19th cohort of 2,186 freshmen at a special event. The day’s celebrations began with freshmen being welcomed at their individual schools, followed by the annual mega co-curricular activities fair Vivace (SMU’s largest CCA fair, with more than 100 student clubs showcasing the best of Student Life) at the Campus Green and Concourse. “The four months leading up to Vivace has been a rollercoaster ride but I am extremely fortunate to have inherited a team with complementary skills,” said Vivace Organising Committee Chairman, Glann Lee (School of Accountancy). “The smiles of everyone during the event made the blood, sweat and tears all worth it. It has been a really good experience and one that will be etched in my mind forever.”

The day ended with the Academic Year Opening Ceremony in the evening held at the SMU Hall, within the new School of Law building. Themed “Imagine Better”, about 500 guests comprising members of the SMU Board of Trustees, senior management, faculty, staff, donors, alumni, freshmen and student leaders were treated to a sit-down dinner, interspersed with student performances, including a tribute segment to outgoing SMU President Professor Arnaud De Meyer, who steps down in December.

NEW CURRICULUM AND COURSES

Starting 20 August, the university's 19th cohort of freshmen will pursue degree programmes in accountancy, business management, economics, information systems, law and social sciences. They will also have the opportunity to take up new offerings which will be introduced for the first time in the forthcoming academic year. These include:

1 ACCOUNTING DATA AND ANALYTICS 2ND MAJOR (offered by the School of Accountancy)
Students taking up the Second Major in Accounting Data and Analytics will gain knowledge of how and where to apply technological know-how to perform higher-level tasks that are increasingly expected of accounting professionals. Designed in consultation with industry stakeholders, which include the Big Four and major banks, the programme covers skill-sets that include programming, accounting application, data visualisation and data management.

2 HEALTH ECONOMICS & MANAGEMENT 2ND MAJOR (offered by the School of Economics)
Students taking up a new second major in Health Economics and Management from January 2019 will gain knowledge and skills useful for healthcare professionals, as well as solve real healthcare industry problems leveraging on experiential learning opportunities.

3 REAL ESTATE TRACK (offered by the Lee Kong Chian School of Business)
All SMU undergraduates who are majoring (first or second major) in Finance or Economics can apply for this from AY2018. Designed with industrial input, the course content leverages a firm foundation in finance and economics, and further equips one with specialised knowledge and multi-disciplinary expertise which are essential to tap the real estate market for investments in the region and beyond. A first of its kind, the Track is unique in that the academic curriculum is complemented with real-world experiential learning opportunities through local as well as overseas internship and study trips.

4 EXCITING NEW SMU-X COURSES
In addition, the University continues to ramp up its offering of SMU-X courses in the new academic year, with at least 30 SMU-X courses that undergraduates across all years can choose from. Some of the new SMU-X courses include Storytelling for Organisations and Brands by Lee Kong Chian School of Business (LKCSB), International Mediation Law and Practice by School of Law, and Internet of Things: Technology & Applications by the School of Information Systems. Several SMU-X Overseas courses will also be offered – Accounting Study Mission (Laos) by the School of Accountancy; Business Study Mission: Corporate Culture and Values (Philippines) by LKCSB; and Psychology Study Mission: Cultural Impact on Creativity and Innovation (Taiwan) by the School of Social Sciences.

GLOBAL EXPOSURE AS A GRADUATION REQUIREMENT
Starting with the incoming cohort joining the University from AY2018-2019, global exposure participation will be a graduation requirement. This experience could include exchange programmes, internships, study missions, cultural exchanges and immersions. To ensure that no one misses out on such opportunities due to financial constraints, SMU has a range of University-funded and donor-supported assistance schemes on which needy students can tap on.



ARTISTIC AMBASSADORS

The opening of the 11th China-ASEAN Education Cooperation Week saw a riveting performance by two talented SMU student groups

SMU'S RESIDENT Afro-Brazilian percussion group Samba Masala, and Malay Language and Cultural Club (MLCC) were specially invited by the Ministry of Education to represent Singapore at the opening ceremony of the 11th Annual China-ASEAN Education Cooperation Week, held in Guiyang in Guizhou, China. Since 2008, the annual event has been co-hosted by Ministry of Foreign Affairs of China, Ministry of Education of China and Guizhou Provincial People's Government of China.

SMU Samba Masala was selected due to its eclectic display of choreography, dance and percussion music that has wowed audiences across the world. The band is known for its infusion of Asian beats into its music, with the Indian *dhol*s (its "Masala factor") featured throughout its repertoire. The group recently performed at the Internationales Samba Festival, which attracts 200,000 visitors every year in Coburg, Germany. SMU MLCC on the other hand, is a student life club that aims to bring the Malay community together through activities that feature elements of music, culture and tradition. SMU Rentak, MLCC's percussion ensemble, complemented the act by incorporating the beats of the Malay *kompang* to create a set exclusive to the event.

While rehearsals were gruelling, the students had an enjoyable time performing to the audience, which comprised ministers and veterans of the education industries from across all of ASEAN's member countries and China. For some, it was the first time that they represented Singapore on the international stage, and this made the trip even more meaningful.



ABOVE: SMU MLCC members with Ms Indranee Rajah in front of the booth showcasing Singapore and the clubs involved.



LEFT: Band members painting their faces in preparation for the performance – a characteristic of SMU Samba Masala.

CENTRESTAGE CONFIDENTIAL
Participants shared their thoughts:

This trip opened our eyes to the cultures and customs of China, enriching our knowledge and experiences.

Thong Yi Ling
INSTRUMENT: *DHOL*
(SMU Samba Masala)

It was a privilege to be an ambassador of Singapore and SMU, and to share the beauty of Malay traditional rhythms with peoples of diverse cultures. Not only did we take away fond memories of this trip, we left Guizhou as better performers and with strengthened camaraderie.

Zakrie Manap
INSTRUMENT: *KOMPANG* (SMU MLCC)



ABOVE: ICC Judge Geoffrey A. Henderson (far R) with SMU winning team members (L-R) Sampson, Ilene, Tessa, Tracy, Zheng Yi, Pei Qi and Lee Chuan.

BELOW: SMU's Price Media Law Moot Court Competition team members (L-R) Lixin, Aaron, Vuong, Kartik, Grace and Shaun.



BEST OF THE BEST
SMU MOOTERS LEAVING THEIR MARK AROUND THE WORLD

Mooters from SMU were declared champions of the 2018 **International Criminal Court (ICC) Moot Court Competition** at the International Round held in The Hague, The Netherlands, from 27 May to 1 June. SMU made its debut in this competition only in 2015, and has reached the final round four years in a row, winning in 2015, 2016 and 2018.

The SMU team – Ilene Chua, Tracy Gani, Lee Chuan, Ng Pei Qi, Tessa Tan Si Ying and Yu Zheng Yi – won nine matches at The Hague to emerge winners. Pei Qi was also named Best Victim's Representative (2nd position) and Best Overall Oralist (3rd position). SMU's first such oralist awards in this competition. The team was coached by SMU alumni Edmund Koh, Nicholas Liu, Beverly Lim and Sampson Lim.

Established in 2008, the ICC Moot is the world's largest and most prestigious moot competition on international criminal law. It is but one of various Grand Slam moots (a class-leading competition or one that has more than 100 teams) that SMU takes part in. At another Grand Slam moot, the **Price Media Law Moot Court Competition** held between 9 and 13 April in Oxford, England, SMU mooters Chen Lixin, Grace Goh, Shaun Ou, Nguyen Sinh Vuong, Kartik Singh

and Aaron Yoong came in 1st runners-up after winning six matches against Sydney Tech, Osgoode Hall Law School and Rajiv Gandhi National Law University en-route to its fifth championship final in this competition.

Grace Goh was also named as the Finals Best Oralist and the 4th Best Oralist of the tournament, while Shaun Ou came in 5th Best Oralist of the tournament. SMU also won Best Memorials, its third such award in this competition. The team was coached by alumni Eugene Neo, Saw Teng Sheng and Chow Zi En.

This is the fourth consecutive time SMU has reached the final of this competition, winning in 2015, 2016 and 2017. Established by the Programme in Comparative Media Law & Policy at the University of Oxford in 2008, the Price moot comprises six Regional Rounds (South Asia, Asia-Pacific, South East Europe, North East Europe, Middle East, Africa and Americas) and an International Round in Oxford, which saw 43 teams (out of around 100) qualifying this year.

Since SMU School of Law started its International Moots Programme in Academic Year 2009-2010, SMU has represented Singapore 17 times out of the 18 Grand Slam finals which Singapore has been to, such as the Philip C. Jessup International Moot Court Competition, Williem C. Vis and Vis East International Commercial Arbitration Moots, and Frankfurt Investment Arbitration Moot.

A BEAUTIFUL SOLUTION

SMU team wins CSR Award at 2018 L'Oréal Brandstorm International Final

PROVING THAT sustainability and style can go hand in hand, SMU's Team &TANGLED — comprising marketing majors Cherie Hui (3rd year, Business), Jessica Lim Jia Yi (3rd year, Business) and Law Xin Ye (3rd year, Economics) — triumphed at the International Final of L'Oréal Brandstorm 2018. The SMU trio secured one of the three top awards — the CSR Award, which rewards the most sustainable innovation based on its contribution to reducing L'Oréal's environmental footprint.

The case problem for L'Oréal Brandstorm 2018 was: to invent the customer experience for the salon of the future. Through the challenge, the organiser wanted to see innovative digital solutions, connected technologies and sustainable initiatives. &TANGLED conceptualised an invention to achieve accuracy and personalisation in hair colour results, providing great value to both salons and consumers. With this technology, the trio proposed to make the salon experience a co-creation between hairdressers and consumers.

L'Oréal Brandstorm is one of the largest competitions for students with over 154,000 participants from more than 60 countries over the last 26 years. SMU Engage caught up with the team for their thoughts on this amazing journey.



(L-R) Cherie Hui, Jessica Lim and Law Xin Ye.

Q: HOW'S THE TEAM FEELING RIGHT NOW?

&TANGLED: This award represents the culmination of our efforts over the past few months! We are also thankful to those who supported us throughout this journey – our professors, family members and friends.

Q: HOW DID YOU PREPARE FOR THE COMPETITION?

&TANGLED: We had intensive meetings every night on top of our internship commitment. During this time, we developed a prototype, strengthened our presentation deck and aimed to perfect our pitch. Mentors from L'Oréal Singapore were also present throughout our journey, thus we also benefited from their views and opinions.

Q: WHAT IS THE BIGGEST TAKE-AWAY FOR ALL OF YOU?

&TANGLED: The faith we had in our innovation and our teamwork were key to making decisions that would shape our presentation. Along the way, we conquered many challenges but experienced joyful moments together as well. Beyond the cash prize, we can agree that friendship is the best gift from this experience!

A PITCH-PERFECT SHOW

An SMU Team clinches top prize for three consecutive years at the NUS-SGX Stock Pitch Competition

FOR THE THIRD YEAR IN A ROW, SMU students emerged champions at the NUS-SGX Stock Pitch Competition. Team Maxima Capital, comprising Natalie Tan, Gary Wong, Ng Han Ying and Raymond Tan — all second-year Accountancy students except for Gary who is a second-year Business student — beat 109 other teams from various institutes of higher learning at the competition's 2018 installment, which was held on 14 February. They went home with a cash prize of \$1,500 after making a pitch on “buying” Sunningdale Tech stocks.

Organised by NUS and SGX, the fifth installment of the annual competition provides a platform for students to showcase equity research skills and have their stock pitch ideas critiqued and validated by a panel of judges, comprising equity research analysts, finance professionals and academics. This year's judges included Thing Beng Hooi, Managing Director of AB Maximus; Justin Ong, Credit Research Analyst at Barclays; Aditya Srinath, Executive Director of Equity Research at J.P. Morgan; and Professor Lee Hon Sing, Senior Lecturer at NUS Business School.

No Time To Lose

Just as in the previous year, participants were given five days to submit a 10-page research report setting out a “buy/sell/hold” recommendation on a single stock over a one-year investment time horizon. Based on their report submissions, eight finalist teams were selected, and given just 48 hours to prepare the final presentation. This is to replicate the hectic schedule and dynamic environment within which investment analysts and asset managers operate.

“The NUS-SGX Stock Pitch competition is an exciting opportunity for students to apply their equity research skills and financial knowledge to real-world cases and to gain insight into how the industry works,” said Lynn Gaspar, Senior Vice President for Client Development & Relationship, SGX. “The increase in the number of teams participating this year indicates the growing interest in investment and the capital markets. We look forward to supporting the student community as well as other budding investors in future through our programmes at SGX Academy.”



SMU's Team Maxima Capital comprising (L-R) Natalie Tan, Gary Wong, Ng Han Ying & Raymond Tan.



(L-R) Maoying He, Felicia Shaw and Teng Kai Loh at the Kellogg-Morgan Stanley Sustainable Investing Challenge in London.

LEADING THE FIELD

SMU MBA STUDENTS EMERGE CHAMPIONS AT KELLOGG-MORGAN STANLEY SUSTAINABLE INVESTING CHALLENGE

How do you attract a critical mass of private capital to solve the pressing global issues of today? This was the problem put to graduate teams at the 8th Kellogg-Morgan Stanley Sustainable Investing Challenge, held at Morgan Stanley's European headquarters in London on 13 April.

For winning team Koponan Haiyan, comprising Maoying He, Teng Kai Loh and Felicia Shaw from SMU's Master of Business Administration programme, the answer proposed was an “ASEAN Storm Resilience Fund” aimed at helping farming communities withstand extreme weather events. The Fund's concept combines grassroots-led microfinancing with a development impact bond enhancement feature and facilitates investment in storm-resistant housing. The Challenge's 2018 edition saw 307 students from 65 schools submitting investment prospectuses targeting solutions in 34 countries.

BEATING THE LONG ODDS

As the first team to represent SMU at the Challenge, Koponan Haiyan was the dark horse in the race. However, the team was undaunted. “There was pressure, but it didn't affect us. Ultimately, we believed in the strength of our proposal, which is highly viable and scalable,” said Maoying.

One of the judges, Ian Simm, Founder and Chief Executive of Impax Asset Management, explained Koponan Haiyan's winning formula: “We chose the ASEAN Storm Resilience Fund because we found the proposal to be especially clear. It is an approach to solving a serious problem that can flex with changing conditions and is set up for success.” As part of their prize, Koponan Haiyan travelled to Los Angeles at the end of April to present its ideas at the Milken Institute Global Conference. The team is exploring how to take the ASEAN Storm Resilience Fund forward and thanks its mentors Dr Ser-Keng Ang, Academic Director, SMU Master of Business Administration and Dr Jack Hong, Adjunct Faculty, SMU Lee Kong Chian School of Business.

GEARED FOR IMPACT

Every year, the Kellogg School of Management and Morgan Stanley partner to host the challenge where teams of graduate students from around the globe pitch creative financial approaches to tackle pressing challenges. Contestants must propose and defend a strategy that uses finance and investment tools to address an environmental or societal challenge. The competition is an opportunity to apply core finance principles



to target economic, social and environmental challenges that drive sustainable investing. The Challenge seeks to identify sustainable finance practitioners, connect emerging leaders with industry professionals, and foster emphasis on sustainability at graduate schools.

ADVANCING THE FINANCIAL LITERACY AGENDA

SMU CO-ORGANISED THE INAUGURAL MY MONEY @ CAMPUS 2018 SERIES AT THE POLYTECHNICS

THERE IS NEVER a wrong time to start thinking about one's finances; in fact the earlier you do, the better. More than 1,000 polytechnic students were imbibed with financial concepts and money management tips at the launch of the My Money @ Campus on 18 May at Singapore Polytechnic. Education Minister Ong Ye Kung was the guest-of-honour at the event, which was extended to the polytechnics for the first time. SMU, through the Citi-SMU Financial Literacy Programme for Young Adults, as well as MoneySENSE — the national financial education programme — and The Association of Banks in Singapore, co-organised the event. All in all, this event, which incorporated



ABOVE: Members of the My Money @ Campus 2018 student organising committee, comprising of student representatives from SMU and the five polytechnics, posed for a photo with Minister Ong.

the “Money Savvy, Future Ready” carnival as well as a seminar, involved over 250 student volunteers from SMU and the polytechnics.

Students who attended the carnival took part in a variety of interactive games which were designed to impart financial literacy concepts in an engaging manner. These included *Cashuristic*, which educates participants on online purchase scams; and *22nd Century Stocks*, which simulates the potential effects of significant events and disasters on the stock market. Participants could accumulate ‘Space Gold’ on a Carnival



Card to earn credits to redeem food items.

At the My Money @ Campus Seminar, three eminent speakers shared tips on how to better manage one's finances. They were Mr Freddy Lim, Co-founder & Chief Investment Officer of StashAway; Mr Lee Yong Chye, Portfolio Manager, GIC; and Mr Christopher Tan, CEO of Providend Ltd. The discussion was moderated by Ms Janet Fok, Lecturer, Singapore Polytechnic.

Professor Lily Kong, Provost of SMU, said: “SMU has been at the forefront of financial education in Singapore. We are pleased to be part of the national initiative in preparing young adults to be financially-responsible and future-ready.”

LEFT: Interactive games demonstrated financial literacy concepts in an engaging manner.

WINNING WORDS

SMU Law undergrad claims the top spot at the New York Times Writing Competition 2017

(L-R) Christopher Chew, Director of Office of Corporate Communications & Marketing; Chai Yee Xin, Research Librarian (Law Library); Elizabeth Naumczyk, Head of Law Library; Fern Long, Head of Education & Corporate Digital, Asia Pacific, The New York Times; Averill Chow, School Of Law student; Gulcin Cribb, University Librarian; and Yuyun Wirawati Ishak, Head (Information Services), Library.

The New York Times Asia-Pacific Writing Competition is a writing competition organised annually by the *International New York Times*. 2017's theme was on migration, and SMU law student Averill Chow Mingni won first prize in the tertiary category with her article on “New homes, better lives”.

The NYT Writing Competition began in 2009 in Hong Kong as part of NYT's InEducation programme, which encourages students to engage with current affairs and become globally-minded by reading the newspaper. Since 2015, the competition has been expanded to include all of Asia and all entries are judged by NYT's newsroom. To celebrate her win, SMU Libraries hosted a tea reception on 3 May 2018.



A SPIRITED RESPONSE

According to Averill, the organisers had called for submissions responding to the question “Can people still achieve a better life through migration in 2017?”. Before writing her story, she thought about why people migrated, and why they chose to stay in their new country. She decided that these people must still be able to achieve better lives through migration, otherwise why would they set up homes there? Her essay thus explores “how people can achieve better lives through migration, bearing in mind that “better” is a subjective judgment which we should respect.”

On her future plans, Averill said she would definitely continue writing, as it is an excellent way of self-expression. She has since graduated in May with a double degree (Law and Accountancy) and has embarked on the preparatory course leading to Part B of the Singapore Bar Examinations.

Associate Professor Goh Yihan, Dean, School of Law said, “I am delighted that Averill has won with a piece that touches on an issue that is important to her and to the world at large.” Fern Long, Head of Education & Corporate Digital, Asia Pacific, NYT, who presented the trophy, certificate and Amazon cash voucher to Averill said, “Singapore universities have always done well in the Asia Pacific Writing Competition, and we are very happy to see how our local universities' students are always so enthusiastic in participating in international competitions.”

A NEW

For the first time in SMU's history, an internal candidate and a social scientist has been appointed to lead the University into its next chapter. Professor Lily Kong, SMU's current Provost and Lee Kong Chian Chair Professor of Social Sciences, was selected from over 100 candidates after a seven-month global search to succeed Professor Arnoud De Meyer as the fifth President of SMU. Prof Kong will also be the first Singaporean academic and social scientist to helm the University.

Prof De Meyer, who has served as President since September 2010, will step down when his current term concludes on 31 December 2018. By this time, he will have served as SMU's longest-serving President. Prof De Meyer's close ties with the University will continue as he will assume, on a part-time basis, a primary and executive role in helping SMU shape and shepherd SMU-X through its critical formative stage. The brainchild of Prof De Meyer, SMU-X is an award-winning innovative pedagogy, where students tackle real-world problems by taking on projects from public, private and NGO organisations under the mentorship of faculty members and practitioners.

Making A Meaningful Impact

Prof Kong is no stranger to SMU and the academic field. The prolific researcher and educator was the first woman to be appointed Provost of a publicly-funded university in Singapore when she joined SMU in 2015. Since then, she has been instrumental in enhancing SMU's student and faculty quality, developing educational programmes and growing its research impact. "Prof Kong's candidature stands out from a long list of candidates and

LEAD

SMU APPOINTS PROFESSOR LILY KONG AS ITS NEXT PRESIDENT



an impressive shortlist of a handful of highly-qualified candidates," attested Mr Ho Kwon Ping, Chairman of the SMU Board of Trustees.

Among her achievements, Prof Kong implemented major revamps to the University's undergraduate admissions process, including the introduction of 'Discovery Day Sessions', which has led to prospective students rating their admissions experiences even more favourably, and successfully raising the quality of student intake. On the academic programme front, she established and led the Blue Ribbon

Commission for Undergraduate Education to deliberate and recommend, inter alia, enhancements to the core curriculum. She has also championed the introduction of new interdisciplinary majors and tracks, including the very popular Politics, Law and Economics; Smart City Management and Technology; and Health Economics and Management. From August 2018 onwards, SMU also introduced residential living-and-learning at the revamped Prinsep Street Residences, a key project that Professor Kong has led.

I LOOK FORWARD TO THE EXTRAORDINARY OPPORTUNITY TO LEAD THE UNIVERSITY INTO ITS THIRD DECADE, AND AM COMMITTED TO DO SO WITH ENERGY AND ENTHUSIASM. IT IS WITH PERSONAL HUMILITY AND INSTITUTIONAL AMBITION THAT I APPROACH THIS IMMENSE HONOUR AND RESPONSIBILITY.

PROF LILY KONG

In 2017, Prof Kong also led the successful establishment of the SMU Academy, which has since received from SkillsFuture Singapore more than \$20 million in funding over three years to enable SMU to offer skills upgrading courses for working adults.

"As Provost, Prof Kong has worked tirelessly and collaboratively with the senior leadership team, as well as with SMU faculty and staff, in making all these achievements. I am confident Prof Kong will ably lead SMU, and proactively engage SMU's wide spectrum of stakeholders to deliver on SMU's Vision 2025 and the University's trajectory into its third decade," added Mr Ho, who stressed that the fact that Prof Kong is both a woman and Singaporean is a nice plus, but clearly not the deciding factor.



Mr Ho Kwon Ping, Chairman of the SMU Board of Trustees, and Prof Lily Kong, SMU's Provost and next President.



CROWNING GLORY

SMU LEE KONG CHIAN SCHOOL OF BUSINESS IS ONE OF THE YOUNGEST IN THE WORLD TO ACHIEVE 'TRIPLE CROWN' ACCREDITATION OF AACSB, AMBA AND EQUIS

Never one to rest on its laurels, SMU's Lee Kong Chian School of Business (LKCSB) has earned yet another feather in its already-crowded cap, having been conferred the prestigious Association of MBAs (AMBA) accreditation in May 2018. With this achievement, LKCSB is now one of the youngest business schools in the world — and the only Singaporean business school — to hold the honour of being triple accredited by the AACSB, AMBA and EQUIS.

Only the top one per cent of business schools worldwide hold the coveted 'triple crown' accreditation, and SMU LKCSB now joins the ranks of this very select group, which includes the London Business School in the UK, IE Business School in Spain and IMD in Switzerland.

The AMBA accreditation in itself represents the highest standard of achievement in postgraduate business education. AMBA accredits Master of Business Administration (MBA) courses in only the top two per cent of the world's Business Schools. An institution is granted the AMBA accreditation for a period of five years. There are presently 51 business schools in Asia that have attained the AMBA accreditation.

ROAD TO THE TOP

2011 ▶ LKCSB receives both the AACSB (Association to Advance Collegiate Schools of Business) accreditation and a five-year EQUIS (European Quality Improvement System) accreditation. In both cases, it has the distinction of being one of the youngest schools in the world to be accredited.

2016 APR ▶ LKCSB earns re-accreditation from AACSB for another five years.

2016 DEC ▶ LKCSB earns a five-year re-accreditation by the European Foundation for Management Development (EFMD) through its European Quality Improvement System (EQUIS). The prestigious EQUIS accreditation, which involves a rigorous self-assessment and a peer review visit from international academics and business professionals, covers all programmes offered by the School from undergraduate degree up to the PhD level.

Said Professor Gerard George, Dean of SMU's Lee Kong Chian School of Business, and Professor of Innovation and Entrepreneurship: "We are delighted to be accredited by AMBA, in addition to the AACSB and EQUIS accreditation which we had attained earlier. The journey towards accreditation involves rigorous reviews and evaluation processes. Credit for achieving this 'triple crown' within a short span of 18 years, goes to our faculty and staff. I thank them for their dedication towards delivering the highest standards of education and research excellence."

Prof George added that achieving triple accreditation is testimony to the high quality and holistic nature of SMU's programmes. "We remain fully committed towards exploring different learning environments and continuous improvement in research. By exposing our students to innovative approaches of business education, multicultural perspectives, mentorship and networking opportunities with corporate leaders, we aim to create an immersive learning environment that inspires their intellect and sense of global responsibility."

MARKED WITH DISTINCTION

SMU's business school Dean was recently awarded an honorary degree by University of St. Gallen in Switzerland

THE UNIVERSITY OF ST. GALLEN is a leading business university in Switzerland and in the German-speaking region. On 26 May, Professor Gerard George, Dean of SMU Lee Kong Chian School of Business was in Switzerland to receive an Honorary Doctor's degree in Economic Science from the University at a special *dies academicus* ceremony.

The ceremony is a celebratory academic event where St Gallen's teaching faculty, students and staff come together to recognise outstanding junior faculty as well as award honorary doctor's titles to distinguished scientists in the disciplines of business, law and the social sciences. Prof George's award was conferred in acknowledgement of 'his outstanding academic achievements in the field of strategic management, innovation and entrepreneurship'.



Prof Gerard George (centre) with Prof Thomas Bieger, Rector, University of St. Gallen (L) and Prof Dietmar Grichnik (R).

An Inspirational Force

In the citation delivered at the ceremony by Professor Dietmar Grichnik, St. Gallen's Dean of School of Management, Prof George was complimented for his impressive work. "Stephan Hawking said, 'Science is not only a disciple of reason, but, also, one of romance and passion'. Professor George's work is evidence of both — strong scientific evidence combined with passion for research. This combination has made him one of the most influential researchers in the field of entrepreneurship and innovation, whose work has inspired countless researchers."

He added that the work of Prof George "has contributed substantially to our understanding of firm capabilities, business models, organisational design, and their implications for innovation and entrepreneurship. His work in these fields of research has been a great source of inspiration for strategy, entrepreneurship and innovation researchers."

On his latest accomplishment, Prof George, who is also the Lee Kong Chian Chair Professor of Innovation and Entrepreneurship at SMU, said, "I am grateful and overwhelmed by the honour bestowed by the University of St. Gallen. Though it recognises my work as a scholar and editor, it also honours the strength of the University's partnership with SMU since 2002. SMU shares the same founding principles as St. Gallen with an emphasis on close collaboration with industry; a university that combines social sciences, technology and business; and the adoption of innovative teaching and learning models. I look forward to further strengthening our partnership."

At the ceremony, the University also awarded the title of Honorary Senator to Federal Judge Dr Martha Niquille-Eberle, as well as an Honorary Doctor's degree in Economic Sciences to Prof Holger Mueller of the Leonard N. Stern School of Business at New York University.



HOLDING THE HIGH GROUND

SMU Lee Kong Chian School of Business maintains its Top 3 Standing in the Financial Times Masters in Finance Rankings 2018

FOR THE FOURTH CONSECUTIVE YEAR, SMU’s MSc in Wealth Management (MWM) has been recognised as one of the top three finance Masters programmes in the world by the Financial Times (FT) Masters in Finance Post-experience Ranking 2018. SMU’s Lee Kong Chian School of Business (LKCSB) remains the only institution in Asia to make it to the ranking, placed just after London Business School and University of Cambridge’s Judge Business School. Alumni of the MWM programme reported an average salary of US\$119,157, an 86 per cent increase in salary three years after graduation from the programme. LKCSB is also ranked first in delivering an international course experience as well as second in terms of career progression. LKCSB is also the only Singapore and Southeast-Asian school to be ranked for its finance programmes; this is the fourth time that LKCSB is featured in both the Pre- and Post-experience rankings.

Welcoming this recognition, Professor Gerard George, Dean of LKCSB and Professor of Innovation and Entrepreneurship, said: “With the accelerating pace of technology transforming the business and finance sectors globally, LKCSB will continue its emphasis on academic excellence, strong career services and an engaging post-graduate student experience, to help executives leverage on opportunities and stay ahead of the curve.”

ABOUT SMU LKCSB MSC IN WEALTH MANAGEMENT
The SMU MWM started in 2004 as Asia’s first and only full-time master’s programme in wealth management. Its curriculum was designed in consultation with industry professionals and academics, and anchors on the strengths of institutions across Asia, Europe and USA. The Client Advisory and Competency Standards Assessment has been recently incorporated, to equip individuals with competencies required to be certified for private banking in Singapore. Graduates receive the MWM degree from SMU and certificates from top universities in Switzerland and USA in just 12 months.

In addition, SMU LKCSB ranked 3RD IN THE WORLD and 1ST IN ASIA for its MSc in Wealth Management (Post-experience Ranking) and 4TH AMONG ASIAN BUSINESS SCHOOLS for its MSc in Applied Finance (Pre-experience Ranking)

ABOUT SMU LKCSB MSC IN APPLIED FINANCE
Launched in 2002, the SMU MAF is a 12-month full-time or 18-month part-time programme which prepares students to pursue the Chartered Financial Analyst (CFA) designation. In 2008, the MAF (China) programme was established in partnership with Xiamen University in China; in 2013, SMU also partnered Washington University’s Olin Business School to offer the Global Master of Finance Dual Degree programme, which provides students with an enriching learning experience in two continents. To date, SMU has graduated more than 1,000 students under the various MAF tracks.

In the FT Global MBA Rankings 2018, LKCSB’s MBA programme was ranked 49TH WORLDWIDE, the strongest initial placement in this ranking for a Singaporean university.



THE STANDARD BEARER

SMU IS THE FIRST UNIVERSITY IN SINGAPORE TO ACHIEVE AAHRPP ACCREDITATION FOR ITS HIGH-QUALITY RESEARCH PRACTICES

The Association for the Accreditation of Human Research Protection Programs (AAHRPP), Inc. headquartered in Washington, D.C. announced on 20 March 2018 that SMU is the first University in Singapore to become an AAHRPP-accredited research organisation.

In its announcement, AAHRPP’s President and CEO Elyse I. Summers said “In today’s increasingly collaborative research enterprise, AAHRPP accreditation offers an assurance that an organisation can be trusted to protect research participants and produce accurate, reliable results.” AAHRPP also stated that to earn AAHRPP accreditation, organisations must show that they have built extensive safeguards into every level of their research operation and that they adhere to high standards for research.

With SMU’s receipt of the accreditation status, there are now 35 research organisations across the whole of Asia that are AAHRPP-accredited. Among these organisations, 33 accredited organisations are medical-related, such as hospitals, medical universities and medical centres. Besides SMU, the only other university-level accredited organisation in Asia (not specific to a medical-related research unit) is Peking University.

MEETING RIGOROUS STANDARDS

Professor Steven Miller, SMU’s Vice Provost (Research) and the Institutional Official of the university’s Human Research Protection Programme (HRPP), said “SMU has worked hard to create the processes and culture for protecting the safety, welfare and rights of the individuals who participate in our research. We are proud to be the first and only social sciences-oriented research university in Asia that is AAHRPP-accredited, and one of the few specialised social science research universities in the world to receive this accreditation.”

Examples of the processes and culture that SMU has built into the research operations to protect the safety, welfare and rights of research participants include the establishment of additional safeguards to protect the vulnerable populations in research, the regular evaluation of SMU Institutional Review Board’s composition and performance to ensure high-quality reviews of human participant research, as well as the inclusion of compliance measures to ensure the proper conduct of transnational research by the SMU researchers.

Expressing her delight at the accreditation, Professor Lily Kong, SMU’s Provost, said “SMU is a relatively young university and our ability to meet AAHRPP’s rigorous standards for our Human Research Protection Programme is a testament to the very substantial progress that SMU has made as a research university.”



(L-R) Justice Aedit Abdullah and SMU School of Law Assoc Dean Maartje de Visser.

BENCH-MARKED FOR EXCELLENCE

SMU AND SINGAPORE JUDICIAL COLLEGE TO JOINTLY OFFER MASTER OF LAWS IN JUDICIAL STUDIES

The new Master of Laws (LLM) in Judicial Studies was officially launched on 26 July with the signing of a Memorandum of Understanding between SMU School of Law and Singapore Judicial College (SJC). The launch was held on the sidelines of the ASEAN Law Association (ALA) Conference, and witnessed by the Heads of Delegation and participants attending the Conference.

The first of its kind in the region, this new postgraduate degree programme is designed to provide advanced training for serving judges and judicial aspirants both in and outside of Singapore.

STRENGTHENING THE CORE

The coursework of the LLM in Judicial Studies has been carefully curated to enhance the candidates’ knowledge and competencies in core areas of the law. It also equips them for modern-day adjudication and judicial administration through core modules such as ‘Judgecraft’ and ‘Law and Technology’, alongside electives such as ‘Leadership, Management and Professional Effectiveness’ and ‘Contextual Judging’. Candidates will also enjoy the experience of a mandatory attachment programme with the Singapore judiciary and being supervised by judges in their dissertations for selected empirical judicial research areas. The programme also provides networking opportunities with fellow or aspiring judges in Singapore and other international jurisdictions.

Upon successfully completing the programme — which takes place in two terms across 10 months — candidates will graduate with an LLM in Judicial Studies degree from SMU. To enable candidates to better balance their participation with work commitments, they can opt to complete the programme on an extended duration basis, where they can complete the first term, take leave of absence to return to their work, and then return to SMU within one calendar year to complete the second term.

Commenting on the new course, Chief Justice of Singapore Sundaresh Menon said: “This programme has been designed specifically for serving judges and judicial aspirants. Candidates can expect the academic rigour of higher learning coupled with practical judge-craft.” Associate Professor Goh Yihan, Dean of SMU School of Law, said, “The growing complexities of globalisation and technological disruptions are but two reasons of why law — whether a discipline or profession — is in a state of flux. As such, it is vital that those working in the law keep abreast of new developments and hone the skills needed to practise this noble craft.”

“This new LLM provides an opportunity for candidates to be immersed in the workings of the Singapore judiciary and beyond. The specially-curated practicum will advance their adjudication and administrative abilities, while allowing them to develop extra-legal skill-sets and judge-craft,” he added. The size of the inaugural cohort, which enrolls in August 2019, is expected to be about 25. Application for admission is now open, and will close on 1 May 2019.

THE SMART NATION PLAYBOOK

SMU leverages multi-disciplinary expertise, launches Centre for AI and Data Governance in support of the development of Singapore’s digital economy

AS SINGAPORE DEVELOPS its digital economy, a trusted ecosystem is key, where industries can benefit from innovations in technology such as Artificial Intelligence (AI), while consumer confidence can be assured. With these goals in mind, the Singapore Government announced the establishment of an Advisory Council on the Ethical Use of AI and Data (Advisory Council) in June 2018.

To support the work of the Advisory Council and promote thought leadership in the area, SMU has set up a new Centre for AI and Data Governance, which was officially launched on 24 September by Dr Janil Puthuchear, Senior Minister of State, Ministry of Transport & Ministry of Communications and Information. The Centre has been made possible by a grant of \$4.5 million from the National Research Foundation and the Infocomm Media Development Authority to the SMU School of Law in June 2018.

Helming the new Centre as its initial Director is Associate Professor Goh Yihan, Dean of the SMU School of Law. An Expert Panel has also been established, comprising distinguished experts from academic as well as the technology industry and legal professions, who will provide international know-how and connections. Prominent research centres and institutional partners around the world have also committed to working with the Centre.

All for One

The Centre, which is housed within the School of Law, will undertake research projects under three integrated streams — AI and Society, AI and Industry, and AI and Commercialisation. Leveraging multi-disciplinary expertise across SMU’s Lee Kong Chian School of Business, School of Information Systems and School of Social Sciences, it will embark on eight research projects: 1) Trustworthy AI; 2) Privacy and data protection in a world of data-driven agency; 3) Transforming labour force; 4) Automated and connected vehicles policy; 5) Dispute resolution: managing and preventing disputes, and the role of professional advisers; 6) Fintech policy; 7) Intellectual Property and AI; and 8) Data-logistics, AI and transnational commerce and trading.

In carrying out these projects, the Centre will work with various public agencies, private organisations and academic institutions. The collaborations may include the co-organisation of conferences and seminars, as well as the exchange of researchers. It also plans to organise topical seminars to update the legal and business community, and provide new thoughts to practitioners and decision-makers in the public and business sectors. The Centre will also enrich the knowledge of SMU’s undergraduate and postgraduate students by involving them in joint research programmes with counterparts in overseas institutions.

On the Centre’s launch, Mr VK Rajah SC, Chair of the Advisory Council, said, “The establishment of the new Centre for AI and Data Governance at SMU, among the first of its kind in Asia, is a significant event. Through the Centre, SMU can provide critical thought leadership to policymakers both within and outside Singapore.”



Dr Janil Puthuchear speaking in a panel discussion at the launch event.



(L-R) Assoc Prof Seow Poh Sun and Assoc Prof Gary Pan with their awards.

SMU's Accountancy Academics are first in Asia to win the 2018 Teaching, Learning and Curriculum Outstanding Instructional Contribution Award from the American Accounting Association

IN ANOTHER TRIUMPH for SMU, Seow Poh Sun, Associate Professor of Accounting (Education) and Associate Dean (Teaching and Curriculum); and Gary Pan, Associate Professor of Accounting (Education) and Associate Dean (Undergraduate Admissions and Student Development) and Academic Director, SMU-X of the School of Accountancy, were honoured with the 2018 Teaching, Learning and Curriculum (TLC) Outstanding Instructional Contribution Award from the American Accounting Association (AAA) for their paper on 'Using an Online Tutorial to Teach REA Data Modeling in Accounting Information Systems Courses' published in *AIS Educator*. The pair are the first academics working at a university outside the USA to receive the award.

According to Chair of the Award Committee and The University of Tulsa's Professor of Accounting Tracy Manly, "The committee recognised the innovation of the tool developed by the authors. It illustrates a great way to connect with students in the modern classroom. Further, the resource focuses on an area of accounting that has fewer cases and outside innovations available."

A Dose of TLC

The TLC award was first given out in 2016. Sponsored by the Deloitte Foundation, the award aims to encourage and recognise excellence in the development of original instructional materials. The award carries a plaque, letter of commendation and monetary stipend, and was presented in Washington D.C. on 6 August 2018. Assoc Profs Seow

and Pan's paper describes an online tutorial designed to teach Resource-Event-Agent (REA) data modelling in an undergraduate accounting information systems course. The REA online tutorial reflects a self-study application designed to help students improve their understanding of the REA data model, a model used to define and analyse data requirements needed to support the business processes of an organisation. As such, the tutorial acts as a supplement to lectures by reinforcing the concepts and incorporating practices to assess student understanding. A survey by SMU's Centre for Teaching Excellence found a significant increase in students' perceived knowledge of REA data modelling after using the REA online tutorial compared to their knowledge prior to using the tutorial.

Commenting on his win, Assoc Prof Seow said, "When I was teaching the Accounting Information Systems (AIS) course, I received several students' feedback that they struggled to understand the Resource-Event-Agent (REA) data modelling topic. Thus, I developed the REA online tutorial, with my co-instructor (Gary Pan), to support their learning. I hope the REA online tutorial will help other AIS instructors in their teaching." Assoc Prof Pan meanwhile stressed the duo's belief in the importance of using online tutorials to aid student learning in the classroom. With the support of SMU's Centre for Teaching Excellence, they developed and implemented this learning tool. "We are very happy that the tool has helped students to better understand the REA data modelling concept," he said.

ONE TO WATCH

SMU PROFESSOR AKSHAT KUMAR RECOGNISED IN "AI's 10 TO WATCH" BY IEEE

For his contributions in the field of Artificial Intelligence (AI) — and in particular on automated planning and decision-making in multiagent systems — Assistant Professor Akshat Kumar from SMU's School of Information Systems (SIS) has been named one of "AI's 10 to Watch" by the *IEEE Intelligent Systems Magazine*. He is the first SMU faculty to garner this recognition.

IEEE is the world's largest technical professional organisation for the advancement of technology. This award recognises young scientists who have made significant contributions in the field of AI and have received their PhDs in the last five years. With this recognition, Prof Kumar joins 9 other researchers worldwide who have been selected for this award in 2018. Prof Kumar said, "Over the course of my career, I have been fortunate to have great mentors, advisors and collaborators, and an intellectually-stimulating work environment at SIS. I am thankful for their continued support and collaboration."

THE (MULTI)AGENT OF CHANGE

Prof Kumar's research is in the area of planning and decision-making under



uncertainty with a focus on multiagent systems and urban system optimisation. Over the past few years, Prof Kumar's work has addressed challenges in diverse urban settings such as scalability to thousands of agents, uncertainty and partial observability, and resource-constrained optimisation. He also participates in the Fujitsu-SMU Urban Computing and Engineering Corporate Lab, helping to design maritime simulators and intelligent scheduling algorithms to coordinate vessel traffic in Singapore Straits for better safety of navigation.

On his future research, Prof Kumar shared "I see multiagent systems becoming more and more relevant with the adoption of internet-of-things.

We are going to be surrounded with agents that help us control our homes, our cars, and even our digital lives. I am particularly excited by several research challenges which arise with such unprecedented connectivity."

Over his decade-long career in AI, Prof Kumar has published more than 40 papers in refereed conferences and journals. He has received numerous accolades, including the Best Dissertation Award at the 2014 International Conference on Automated Planning and Scheduling, and runner-up award at 2013 International Conference on Autonomous Agents and Multiagent Systems. At SMU, he was awarded the Lee Kong Chian Fellowship in 2017 for his sustained research contributions.



RODENT CONTROL VIA TECHNOLOGY

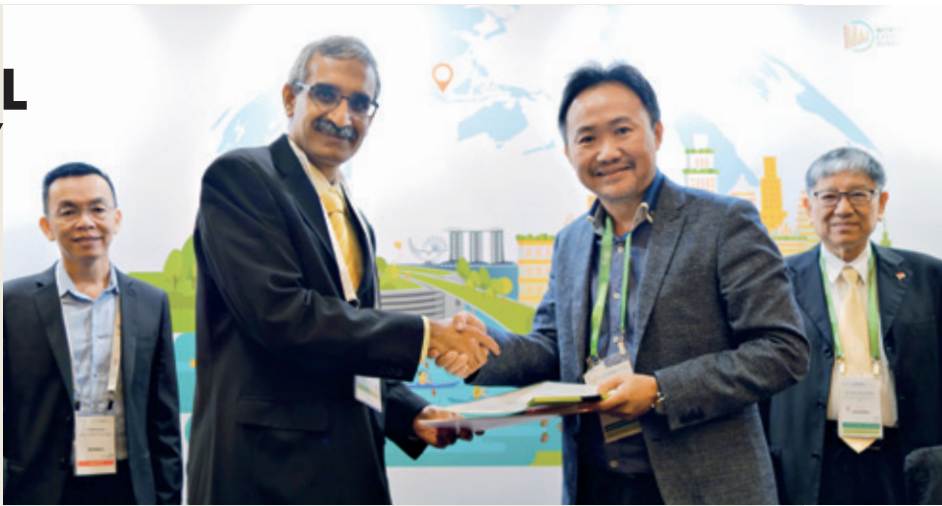
Pestech and SMU sign MOU to apply artificial intelligence to pest management

IN THE WAR AGAINST VERMIN, artificial intelligence (AI) may hold the key to victory. Recognising this, pest management firm Pestech Holding (S) Pte Ltd and SMU signed a Memorandum of Understanding in July to apply AI on rodent sensors data in order to establish rodent behavioural patterns and predict different territorial species within a shopping mall. The two-year collaboration aims to create a safer and healthier living environment for all, and to support Singapore's Smart Nation push.

The MOU was signed by Mr Tong Kien Seng, Founder of Pestech, and Associate Professor Rajesh Balan, Director of LiveLabs Urban Lifestyle Innovation Platform at the School of Information Systems in SMU, on the sidelines of Clean Environ Summit Singapore 2018.

Under the MOU, both parties will develop and test AI and an analytics system using large real-time rodent sensor datasets from Pestech. The parties will research using new methods, algorithms and technologies to discover fresh insights from these large sensor datasets. Pestech will contribute its experience in pest management, as well as its expert knowledge and skills in the areas of IoT sensors, wireless data acquisition, web-based rodent activity Heatmap with sensor data analytics that serve the sector. LiveLabs Urban Lifestyle Innovation Platform will contribute its capabilities and resources in location-based solutions and data analytics.

Mr Tong Kien Seng said, "This collaboration with SMU is part of our



The MOU was signed by Mr Tong Kien Seng (front row, R) and Assoc Prof Rajesh Balan (front row, L), on the sidelines of Clean Environ Summit Singapore 2018. Looking on were Dr Tan Guan Hong (back row, R), Technology Partner from Pestech, and Mr Francis Lim (back row, L), Business Relations Manager, LiveLabs Urban Lifestyle Innovation Platform.

overall strategy of utilising advanced technology to enhance our solution offerings. We aim to make our proprietary RodentEye and Pestech the best rodent surveillance system and the leading experts respectively in solving any rodent issue in Asia. The end-system capabilities should provide Pestech the ability of knowing the in-depth information of each rodent problem in a mall / building more completely, including proper cluster distribution, different territorial species and activity patterns."

Assoc Prof Balan said, "We are excited to take our experience in sensing and extracting actionable insights from human behaviour to help business outcomes into a brand new domain of rodent control! This partnership presents an exciting opportunity to innovate in this space and achieve our goal of improving our environment and overall wellbeing"

ARMING THE GUARDIANS

SMU ACADEMY AND STRAITS INTERACTIVE OFFER ADVANCED CERTIFICATES AND A PROFESSIONAL CONVERSION PROGRAMME FOR DATA PROTECTION OFFICERS

The International Association of Privacy Professionals has estimated that there is a worldwide shortage of 75,000 data protection officers (DPOs) because of the new General Data Protection Regulation in the EU. With the Personal Data Protection Act (PDPA) mandating the role of a DPO in Singapore, a 2017 study estimated a need for 10,000 DPOs in Singapore within three years.

As part of the launch of a Data Protection Excellence Network, SMU Academy and Straits Interactive announced in July two initiatives aimed at enhancing data protection competencies in Singapore, namely two Advanced Certificates leading to an Advanced Diploma in Data Protection and a Professional Conversion Programme (PCP) for DPOs. The Advanced Certificates — which cover data protection principles and operational requirements of data protection laws in the ASEAN region, Greater China and the European Union — can be accumulated via a credit system, leading to an Advanced Diploma. This practice-based and application-oriented course is the first in the ASEAN region. It is targeted at non-legal professionals.

LEVELLING UP

The PCP, supported by Workforce Singapore and

SkillsFuture Singapore, provides skills conversion to place and train PMETs in the role of a DPO. The PCP will leverage SMU's existing SkillsFuture Series in Data Analytics, Cybersecurity and Tech-Enabled Services, and will be delivered jointly by SMU and Straits Interactive. Participants will undergo an initial DPO hands-on training course, before being matched with employers participating in the PCP. This initiative will benefit SMEs by lowering the cost of hiring staff with data protection skills. Dr Lim Lai Cheng, Executive Director, SMU Academy, said, "This is in line with our efforts in partnering the industry and tuning in to the needs of various sectors."

A SECOND WIND

Besides PMETs and displaced workers, the collaboration will reach out to retired or retiring police officers and other civil servants in Singapore with investigatory, governance, compliance and similar experience that they can use in a 'retirement career' as a DPO. "I see a huge potential for both retired and retiring officers to be re-skilled as DPOs. Investigating and preventing potential data breaches require skillsets and operational know-how that we are



(L-R) Mr Melvin Yong, Member of Parliament and Assistant Secretary-General, National Trades Union Congress (NTUC) launched of the Data Protection Excellence Network with Mr Kevin Shepherdson, CEO and Founder of Straits Interactive and Dr Lim Lai Cheng, Executive Director, SMU Academy.

familiar with," said Mr Goh Liang Kwang, Executive Advisor to Straits Interactive (and former deputy commissioner of the Singapore Police Force).

Those interested will be eligible for SkillsFuture funding support. Interested mid-career Singaporeans and PRs who have graduated from tertiary institutions or completed National Service may apply for the PCP. Successful candidates hired by participating employers must undergo the 6-month PCP training programme.

The courses are available immediately, and more details can be found at www.dpexnetwork.org.



SingHealth and the SMU are embarking on a partnership to train the university's undergraduates in the new Health Economics and Management (HEM) second major. Dr Amy Khor, Senior Minister of State for Health, witnessed the inking of the Memorandum of Understanding (MOU) between the partners at the opening ceremony of the Singapore Healthcare Management Congress (SHMC) on 14 August 2018, at the Sands Expo and Convention Centre. More than 1,400 healthcare administrators from Singapore and the region attended the three-day congress from 14 to 16 August 2018.

The collaboration, which aims to nurture a pipeline of local graduates who are equipped with knowledge in healthcare administration, is the first of its kind in Singapore. Commencing in January 2019, the programme is open to all SMU students in their first or second year of study. The curriculum jointly curated by SMU and SingHealth covers areas that are of increasing importance including

MOU signing between Prof Lily Kong, Provost, SMU (left) and Prof Ivy Ng, Group CEO, SingHealth (right), witnessed by Dr Amy Khor, Senior Minister of State for Health.

NURTURING TALENTS IN HEALTHCARE ADMINISTRATION MANAGEMENT

A JOINT COLLABORATION WILL SEE SINGHEALTH AND SMU TRAINING UNDERGRADUATES IN THIS AREA

Health Systems and Policy, Applied Analytics in Healthcare Management, Operations and Supply Chain Management as well as Medical Sociology.

Beyond the classroom setting, students will undergo a 10-week or six-month internship at SingHealth's healthcare institutions. Professor Ivy Ng, Group Chief Executive Officer, SingHealth, said, "The internship will provide the students with opportunities to observe what they have learnt in school being applied in practice in real-life healthcare settings. More importantly, they will acquire valuable hands-on experience to prepare them to be effective healthcare administrators under the guidance and mentorship of our experienced healthcare staff."

Prof Lily Kong, SMU Provost and Lee Kong Chian Chair Professor of Social Sciences, said: "SMU is delighted to partner SingHealth in the new major in Health Economics and Management. Our collaboration presents an opportunity for students to learn best practices and work on real industry challenges in SingHealth's vast network of institutions."

This is the second formal training partnership between SingHealth and SMU. In 2009, the SMU-SingHealth Graduate Diploma in Healthcare Management & Leadership was launched to groom healthcare leaders. To date, 216 clinicians and healthcare administrators from Singapore and the region have graduated from the programme. This year will see the 10th cohort of 22 participants undergo the five-month programme.

PROTEGE VENTURES SELECTS NURTURE.AI

Southeast Asia's leading student venture fund makes first investment in global AI platform

IN APRIL, Protégé Ventures, Southeast Asia's first student venture fund established by Kairos ASEAN and the Institute of Innovation & Entrepreneurship (IIE) at SMU, announced it had selected Nurture.AI, a Singapore-based platform for the global Artificial Intelligence (AI) community, for its first investment. As part of a larger round of funding, the startup received S\$25,000 from Protégé Ventures in the form of convertible notes, sponsored by Wavemaker Partners and Jeff Chi from Vickers Venture Partners. Protégé Ventures aims to provide undergraduates and postgraduates from Singapore universities with opportunities to gain real-life venture capital experience in sourcing, analysing and investing in technology-enabled ASEAN startups which must have at least one student or recent graduate as its founder.

Founded in August 2017, Nurture.AI is a platform dedicated to helping the AI community worldwide to discover, evaluate and implement the



latest AI research more efficiently. The startup was founded by Jia Qing Yap, who put his university studies on hold to concentrate on building his business. His co-founder and Chief Technology Officer Kim Meng Tan is a software engineer.

Making The Cut

The first cohort of 17 Student venture capitalists (VCs) were selected from seven local institutions of higher learning. Starting in October 2017, the Student VCs went through a three-month training programme consisting of workshops by VC industry practitioners to learn

real-world VC skillsets.

Under the guidance of the Protégé Ventures investment committee, formed by members of Kairos ASEAN, as well as practitioners and mentors from the VC industry curated by SMU, the Student VCs worked on the deals with startup founders before pitching them for funding. Nurture.AI was able to present a more robust business model and clearer financial projections, thereby becoming the first company to be invested in by Protégé Ventures.

The Student VCs went through a 3-month curated and structured training programme consisting of workshops by VC industry practitioners to learn real-world VC skillsets.



A SCHOLASTIC MILESTONE

SMU Academic Research PhD programmes surpass 100th graduate mark

WITH THE CONFERMENT OF PhD degrees to its recent batch of graduates in July 2018, the SMU academic research PhD programmes have surpassed the 100-graduate mark. To date, a total of 121 PhD students have graduated from the programmes. The first academic research PhD programme in SMU, in Information Systems, was inceptioned in 2006 and graduated its first student in 2011. Over the years, the PhD programmes have grown to include Accounting, Business, Economics and Psychology.

Professor Robert Deng, then-Dean of Postgraduate Research Programmes said, "It is noteworthy that our graduates have gone on to secure good placements in prestigious academic institutions and industry organisations. Their research has made, and will continue to create, meaningful impact on businesses, public institutions and societies, both locally and internationally."

Graduates of SMU's academic research PhD programmes can be found working in countries across the Asia-Pacific (including Singapore), Europe and North America in a variety of fulfilling careers. These include faculty positions and post-doctoral fellowships in leading institutions such as Tilburg University in The Netherlands, Tokyo International University in Japan, Carnegie Mellon University in USA, and Zhejiang University in China. A number are research specialists in reputable research institutions and industry organisations, such as Alibaba Group in China, Twitter Inc. and Microsoft Research in the US, and Booking.com in The Netherlands. Several graduates have also entered into partnerships with businesses looking for entrepreneurship opportunities.

SMU's academic research PhD programmes provide opportunities for deeper integration across Management, Social Science and Computing, including participating in research and teaching teams at the schools, research centres and institutes in SMU, working alongside renowned faculty members. In addition, PhD students are equipped with teaching and presentation skills, as well as given opportunities to share their research with international research communities. Being at a city campus, SMU students have easy access to industry partners who provide research data and validation platforms. Also, students have access to up-to-date proprietary and published databases.

RECENT GRADUATES ON THEIR PHD EXPERIENCE

I have benefited immensely from the support by the faculty members in the Marketing department. Their advice and feedback have been instrumental in nurturing independence, discipline and rigour in my research. More importantly, the SMU PhD programme has also been very supportive in providing the resources and opportunities to assist me in both my research and career.

LEON GIM LIM, PhD in Business (Marketing) Graduate, 2018

My experiences at SMU have helped me develop a passion for research and teaching. The faculty members provide a nurturing environment, and their support has guided me to produce a number of impactful scientific findings published in top journals.

ANDREE HARTANTO, PhD in Psychology Graduate, 2018

The Double-Supervisor System of the PhD in Information Systems programme provided me with a liberal research environment. The positive and enthusiastic spirit of research and teaching at the SMU School of Information Systems has taught me a lot; I believe this will benefit me in my future academic career.

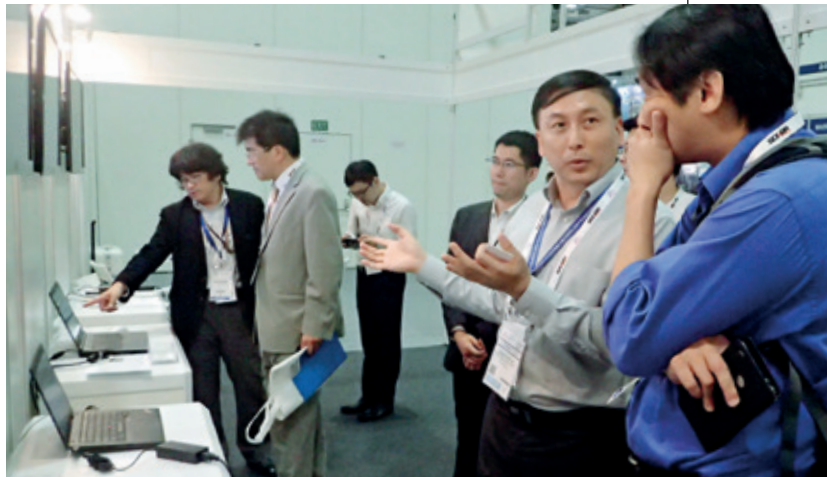
JING REN, PhD in Information Systems Graduate, 2018

SMOOTH SAILING AHEAD

*FUJITSU, SMU AND A*STAR COLLABORATE ON TRAFFIC MANAGEMENT TECHNOLOGIES WITH THE MARITIME AND PORT AUTHORITY OF SINGAPORE*

The Straits of Singapore and Malacca comprise one of the world's busiest sea lanes. As a critical point of passage for seaborne commercial shipping traffic, the continuous enhancement of navigational safety in these waters is a crucial goal. In view of this goal, Fujitsu Limited, SMU and A*STAR's Institute of High Performance Computing (IHPC), announced in April their collaboration to develop new technologies for vessel traffic management in the Port of Singapore, with the support of the Maritime and Port Authority of Singapore (MPA). These predictive technologies will leverage the power of artificial intelligence and big data analytics to optimise the management of Singapore's port and surrounding waters. The technologies will also be validated using real-world data to improve the forecasting of congestion and avoidance of collisions and other risk hotspots before they occur at sea.

The research and development for these new maritime technologies has been conducted under the guidance of the Urban Computing and Engineering Centre of Excellence (UCE



Professor Lau Hoong Chuin (2nd from R), Director of Fujitsu-SMU Urban Computing & Engineering Corp Lab, explaining the research work on Intelligent Maritime Traffic Management System at Sea Asia 2017, a bi-annual event showcasing the latest technology for the maritime industry, held at the Marina Bay Sands Convention Centre.

CoE), a public-private partnership consisting of the Agency for Science, Technology and Research (A*STAR), SMU and Fujitsu, that was established in 2014. The outcomes of this research and development phase, as well as knowledge gained via the trials, will be integrated into Fujitsu's future maritime solutions.

ON THE CUTTING EDGE

The UCE CoE initiated research and development into technologies for maritime vessel traffic management in 2015, employing the diverse strengths of Fujitsu, IHPC and SMU. IHPC contributed its capabilities in modelling and simulation, as well as probabilistic modelling and machine learning techniques, while SMU provided its expertise in large-scale multi-agent optimisation models. Fujitsu Laboratories Ltd. leveraged its data analytics and artificial intelligence technologies to support the endeavour. As a result of the collaboration, several key technologies are being developed. These include models for prediction, risk and hotspot calculation, and intelligent co-ordination. These technologies will eventually be integrated and test-bedded for their potential to enhance navigational safety.

A TIRELESS VISIONARY

In tribute to their outstanding contributions to the Singapore society, SMU’s Honorary Patron and Distinguished Senior Fellow Dr Tony Tan Keng Yam and President Professor Arnoud De Meyer were both recognised at this year’s National Day Awards.

Singapore’s former president Dr Tan, 78, tops this year’s list of 4,041 civilian and 583 military recipients, having been conferred the nation’s highest civilian honour, the Order of Temasek (First Class). Among his many contributions to Singapore, Dr Tan is credited with the setting up of SMU, Singapore’s third university.

Dr Tan, whose career in public service stretched nearly 40 years, said that he was “deeply humbled” by the award. “Together with many

of my generation, I was privileged to serve my country, to see it grow and thrive. It has been truly rewarding to work for, and alongside, so many Singaporeans who envisioned a better future for their children and grandchildren,” he said in a statement.

Dr Tan is the ninth Singaporean in history to receive the Order of Temasek (First Class). Other recipients were former presidents S R Nathan and Wee Kim Wee; former ministers S. Dhanabalan, Goh Keng Swee, S. Rajaratnam, Hon Sui Sen and Lim Kim San; and former chief justice Yong Pung How.

Dr Tan graduated with a first-class honours degree in physics from the University of Singapore, and went on to earn a master’s degree in operations research from the Massachusetts Institute of Technology, and a PhD in applied mathematics from the University of Adelaide. The former general manager of OCBC Bank entered politics in 1979, and served as a Member of Parliament for Sembawang for the next 27 years. Dr Tan also went on to head five ministries — education, finance, health, trade and industry, and defence. Besides setting up SMU, he showed great foresight in anticipating labour and economic trends, and did much to expand vocational and technical training opportunities for all Singaporeans.

In 1995, Dr Tan became deputy prime minister and formally left politics in 2006. He was then elected as Singapore’s seventh president, and served one term from 2011 to 2017.



NATIONAL TREASURES

SMU’S HONORARY PATRON DR TONY TAN AND SMU PRESIDENT PROF ARNOUD DE MEYER
RECOGNISED AT THE NATIONAL DAY AWARDS 2018

LEADING FROM THE FRONT



(L-R) Ms Linda Kee, Ms Gina Tan, Ms Jamie Sng, Ms Denise Yong, Mr Jeffery Tan, Ms Kuo Pey Juan, Prof Benedict Koh and Ms Priscilla Cheng.

DEDICATED TO THE PURSUIT OF EXCELLENCE

SMU also congratulates colleagues from the various Schools and Offices who have received the following awards:

- » **Public Administration Medal (Silver)** to Professor Benedict Koh Seng Kee, Professor of Finance (Education) from Lee Kong Chian School of Business (LKCSB)
- » **Public Administration Medal (Bronze)** to Ms Kuo Pey Juan, Senior Deputy Director, SMU Academy
- » **Commendation Medal** to Ms Priscilla Cheng How Yin, Senior Associate Director, Sim Kee Boon Institute for Financial Economics (LKCSB); Mr Jeffery Tan Boon Tiam, Associate Director, Office of Finance; Ms Jamie Sng Ee May, Associate Director, Office of Human Resources and Faculty Administration; Ms Gina Tan Lay Koon, Senior Assistant Director, School of Information Systems; and Ms Linda Kee Choke Kim, Assistant Director, School of Accountancy (SoA)
- » **Efficiency Medal** to Ms Denise Yong Yeen Hung, Senior Manager, SoA



Mr Ong Ye Kung, APAIE keynote speaker (centre), Prof Ian Goldin, Professor of Globalisation and Development at the University of Oxford (3rd from R), Prof Sarah Todd, APAIE’s President and Vice President (Global) of Griffith University (3rd from L) and leaders of SMU, NUS, NTU and SUTD at the opening ceremony of APAIE 2018.

NEW ROLES FOR A CHANGING WORLD

THE ASIA-PACIFIC ASSOCIATION FOR INTERNATIONAL EDUCATION 2018 CONFERENCE AND EXHIBITION (APAIE) OUTLINED THE MISSION OF UNIVERSITIES IN THE FUTURE

SMU, together with NUS, NTU and SUTD, co-organised the Asia Pacific Association for International Education (APAIE) 2018 Conference and Exhibition in Singapore from 25 to 29 March. Themed “The Impact of the Fourth Industrial Revolution on Higher Education in the Asia Pacific”, APAIE 2018 saw some 2,000 delegates in higher education from 58 countries engaged in lively discussion.

Singapore’s Minister for Education (Higher Education and Skills) Mr Ong Ye Kung, who was the guest of honour, noted in his speech at the opening ceremony: “It would be foolish to think that the old way of planning education will continue to be effective.” He added that industry attachments should also become the norm, so that students have the skills and experience to work effectively once they graduate.

At the Provost Plenary that followed, SMU Provost Professor Lily Kong shared with delegates SMU’s unique approaches to nurturing future-ready global citizens who would thrive in the Fourth Industrial Revolution and beyond. She highlighted interdisciplinary programmes at SMU — the Politics, Law and Economics and the Smart-City Management and Technology courses — that equip students with relevant hard knowledge and soft-skills to take on the increasingly globalised and digital economy. “These initiatives are responses to changing job and market demands, and enable us to prepare students for increasingly diverse work in their future careers,” she elaborated. Prof Kong also emphasised that forging partnerships with global universities is key to creating new learning opportunities for students to develop as future-ready global citizens.

For this purpose, SMU Vice-Provosts and Deans joined Prof Kong to engage leading universities at an evening reception in SMU Labs, on the sidelines of APAIE 2018. Guests, including senior representatives from Sciences Po, Chulalongkorn University, Renmin University of China, Keio University and University of York, went on a campus tour prior to the reception to experience SMU’s pedagogy and learn about its research initiatives that address societal challenges from presentations by the directors of Lien Centre for Social Innovation and the Fujitsu-SMU Urban Computing and Engineering Corp Lab, Mr Jonathan Chang and Professor Lau Hoong Chuin, respectively. “SMU is committed to nurturing leaders who are future-ready and who make a meaningful impact on society — not just in Singapore, but globally. I look forward to our universities collaborating towards this end,” said Prof Kong in her welcome remarks.

Our students flew the SMU flag high at APAIE 2018. SMU Ambassador Corps interacted with senior representatives from government, business and academia, while SMU students from Samba Masala, the Malay Language and Cultural Club and the SMU Broadcast and Entertainment were part of the cultural showcase of the APAIE Gala Dinner.

STRENGTHENING INNOVATION & ENTREPRENEURSHIP NETWORKS

SMU forges partnerships in Vietnam

HIS EXCELLENCY NGUYEN XUAN PHUC, Prime Minister of the Socialist Republic of Vietnam, and his delegation visited SMU on 27 April 2018 to learn more about SMU’s startup environment and to witness the signing of two Memoranda of Understanding. Professor Gerard George, Dean of the SMU Lee Kong Chian School of Business, then led PM Phuc on a tour of SMU’s Incubator, the Business Innovations Generator (BIG). Home to an ecosystem of mentors and budding startups since 2009, BIG has helped accelerate the growth of startups such as media company Tech in Asia, as well as Rainmaker Labs, which was recently acquired by accounting firm KPMG.



His Excellency Nguyen Xuan Phuc, Prime Minister of the Socialist Republic of Vietnam.

PM Phuc was introduced to the Vietnamese founders of BIG startups, Wellderly and Regit. Mr Tong Duong, a graduate from SMU School of Information Systems, shared the experience he had with his first SMU BIG-supported startup, Homage, and how SMU’s startup culture and ecosystem helped the company to grow. The Vietnamese delegation then proceeded to the Ngee Ann Kongsi Auditorium for the signing of two Memoranda of Understanding, which was attended by about 280 students, business leaders and government officials from Singapore and Vietnam.



(L-R) Prof Gerard George, Dean, Lee Kong Chian School of Business, SMU; Madam Phan Thi Bich Nguyen, Vice President, UEH, and director of the proposed Joint Institute; Prof Nguyen Dong Phong, President, UEH; SMU President Prof Arnoud De Meyer; HE Nguyen Xuan Phuc, Prime Minister of the Socialist Republic of Vietnam; Mr Truong Gia Binh, Chairman of the Private Sector Development Committee; Mr Don Lam, CEO and Co-Founder, Vina Capital and Chair of SMU’s International Advisory Council in Vietnam; and Mr Hau Koh Foo, Director, SMU Institute of Innovation & Entrepreneurship.

Joining Hands

The first Memorandum of Understanding (MOU) was signed between SMU, the University of Economics in Ho Chi Minh City (UEH) and Vina Capital on establishing a joint incubator at UEH. The second MOU was signed between SMU, UEH and the Vietnamese Government’s Private Sector Development Committee (PSDC) on preparing a joint report to provide recommendations for the growth of Vietnam’s innovation and entrepreneurship ecosystem based on Singapore’s experiences.

In his welcome speech, SMU President Professor Arnoud De Meyer highlighted the merits of this collaboration between SMU and UEH. “This Joint Institute will allow us to learn from one another, and combine our expertise to offer training courses to the Vietnamese business community, and accelerate the growth of startups in or expanding into, the Vietnam market,” he said.

PM Phuc then delivered a speech in which he praised SMU’s BIG for the holistic support the incubator offers its startups, and expressed the hope that the partnership would pave the way for Vietnamese startups to follow in Singapore’s footsteps. He also issued an open invitation to all startups in Singapore to visit Vietnam for its annual Tech Fest.

A MEETING OF MINDS

SMU CEMENTS TIES AND FORGES PARTNERSHIPS WITH LEADING CHINESE AND EUROPEAN UNIVERSITIES

As part of SMU’s continual efforts to forge and enhance quality, multi-faceted partnerships with foreign universities, its two key leaders — President Professor Arnoud De Meyer and Provost Professor Lily Kong — embarked on a series of strategic visits and goodwill exchanges earlier this year. Prof De Meyer led a six-member delegation to China from 28 to 31 May 2018. The trip culminated in productive discussions with the leaders, senior faculty members and key administrators of these institutions and partnership agreements that bolstered ties between SMU and leading universities in the Chinese cities of Chengdu, Xi’an and Wuhan. And in June, Prof Kong led a delegation of SMU faculty and staff to Paris, Amsterdam and London to grow partnerships and exchange knowledge with Sciences Po, the University of Amsterdam (UvA) and University College London (UCL).

Continuing the Collaboration

Upon arriving in Chengdu on 28 May, Prof De Meyer called on Professor Yan Shijing, Vice President of Sichuan University (SCU) and affirmed the warm relationship between both universities. Both leaders agreed to deepen collaboration in areas such as short-term and postgraduate programmes, as well as in joint research.

Members of the SMU delegation proceeded to the Southwestern University of Finance and Economics (SWUFE), where Prof De Meyer called on his SWUFE counterpart, Professor Zhuo Zhi. Since the start of SMU’s partnership with SWUFE in 2012, both institutions had successfully expanded the scope of collaboration beyond undergraduate exchange, to developing a total of five postgraduate programme tie-ups. A Memorandum of Understanding (MOU) for academic cooperation in a wider spectrum of areas was renewed by both universities. On the same day, SMU School of Accountancy (SoA) sealed a collaborative agreement with SWUFE School of Accountancy to introduce its MSc in Accounting (Data and Analytics) programme. In addition, the Business and Economics faculties of both universities met to explore new opportunities for collaboration. The SMU delegation then departed Chengdu for Xi’an, and on 30 May, visited Xi’an Jiao Tong University (XJTU) and was warmly welcomed by its President, Professor Wang Shuguo. XJTU, which has a rich 122-year history, is also a member of the C9 League — an alliance of nine elite universities in China analogous to the Ivy League in the USA. With the inking of an MOU for academic cooperation and an undergraduate exchange agreement, XJTU officially became SMU’s first partner university in Shaanxi province. Prof De Meyer shared how SMU had evolved its unique brand of holistic education, while Prof Wang traced the significant milestones of XJTU’s history and suggested that both universities enhance collaboration in areas such as big data, accounting, management and economics, through more frequent exchanges of knowledge and joint research undertakings.

On the following day, the SMU delegation visited two top-ranking partner universities in Wuhan city. At Wuhan University (WHU), Prof De Meyer witnessed the signing of a renewal Student Exchange Agreement by WHU Vice President, Professor Li Fei. Prof Li hoped that the signing of this instrument would serve as a prelude to fruitful tie-ups for WHU and SMU in postgraduate programmes in economics, accounting, finance and other business or IT-related disciplines. To explore potential areas of collaboration, the SMU group held an in-depth discussion with Professor Song Min, the new dean of WHU of School of Economics. Prof De Meyer also visited the Huazhong University of Science and Technology (HUST) and met with its Vice President,



A warm handshake between SMU President, Prof Arnoud De Meyer and his XJTU counterpart, Prof Wang Shuguo (front row; 3rd from R), after the signing of a new MOU on academic cooperation and a new undergraduate exchange agreement.

Photo: XJTU



SMU Provost Prof Lily Kong and UCL Dean of the Bartlett Faculty of the Built Environment Alan Penn signed the first SMU-UCL Memorandum of Agreement for an accelerated 3+1 programme between SMU’s Bachelor of Science (Information Systems) in Smart-City Management and Technology (SMT) and UCL’s Master of Science in Smart City and Urban Analytics.

Professor Chen Jianguo to exchange views on tertiary education management and trends in Singapore and in China, respectively. Both leaders signed an MOU aimed at engendering greater cooperation between the two universities. Prof De Meyer concurred with Prof Chen’s suggestion to explore further collaboration and to identify potential areas for joint research.

During the trip, Prof De Meyer also attended the launch ceremony of the SMU Shaanxi Alumni Chapter. Held in Xi’an on 29 May 2018, close to 50 alumni and well-wishers were present at the celebratory event. Bonds were renewed and new friendships were forged at the milestone event marking the birth of SMU’s sixth Alumni Chapter in China.

Opening the Door

In a series of visits to European universities (UvA, UCL and Sciences Po) between 18 to 20 June, SMU Provost Professor Lily Kong led a delegation of SMU faculty and staff in the signing of an MOU between SMU and UvA for collaborations in a range of academic, research and exchange programmes; as well as the first SMU-UCL Memorandum of Agreement for an accelerated 3+1 programme between SMU’s Bachelor of Science (Information Systems) in Smart-City Management and Technology (SMT) and UCL’s Master of Science in Smart City and Urban Analytics. Prof Kong also met with Sciences Po President Frédéric Mion to discuss potential collaborations in innovation and entrepreneurship.

Prof Kong and faculty from SMU’s School of Information Systems also participated in research seminars and workshops during their visit to each university, to share more about SMU’s brand of education and research to address societal challenges facing Singapore, the region and beyond.



A CHRONICLE OF ENDURING FAMILIES

SMU Business Families Institute launches commemorative book on business families and establishes V3 Group Professorship in Family Entrepreneurship

AS PART OF ITS FIFTH ANNIVERSARY celebrations, SMU’s Business Families Institute (BFI) unveiled its commemorative book titled *The 4Gs of Business Families*, which showcases the stories of families in Asia and beyond. The Institute also celebrated the occasion with the establishment of the V3 Group Professorship in Family Entrepreneurship at SMU, made possible by an endowed gift of \$3 million from the V3 Group, an Asian luxury group in the lifestyle and wellness markets founded by Ron Sim.

The book, produced with the support of Deloitte Private through a three-year research grant, was launched by Ms Grace Fu, Minister for Culture, Community and Youth, at BFI’s

anniversary gala dinner at The Fullerton Hotel Singapore on 27 July. It features interviews with 34 business families from 10 countries across the Asia-Pacific, Europe and the US. Through intimate accounts and family portraits, *The 4Gs of Business Families* offers a glimpse into the values and defining moments of these families, who often prefer to keep a low profile despite their highly-significant contributions to the Asian economy.

A Boost For Best Practices

The V3 Group Professorship in Family Entrepreneurship aims to support research and programmes on best practices in family entrepreneurship. The inaugural Professorship

(L-R) Prof Annie Koh (SMU Vice President, Office of Business Development and Academic Director of SMU BFI); Prof Arnoud De Meyer (SMU President); Ms Grace Fu (Minister for Culture, Community and Youth); Mr Philip Yuen (CEO, Deloitte Southeast Asia); Ms Michelle Hartman (Partner, Deloitte Private) and Mr Alan Beattie (Global Head, Private Wealth Solutions, HSBC Private Banking).

A father who meant to start a new social enterprise passes away and it is left to a young daughter to realise his dream (Azul World Singapore). A boy who sold noodles as a child becomes a supplier of high-end massage chair coveted by celebrities and royalty (Ron Sim). A carpentry family loses all in a fire only to re-emerge stronger, bigger and more adaptable (Sunray Woodcraft Construction). These are just some of the stories in *The 4Gs of Business Families* that illustrate how Asian business families have seized opportunities and built up their enterprises with dynamism, agility and resilience.

THE INSIDE STORIES

will be awarded to an outstanding SMU faculty to contribute to the development of family entrepreneurship through research, teaching and engagement with industry.

Commenting on the gift from V3 Group, SMU President, Professor Arnoud De Meyer, said, “This will strengthen BFI’s knowledge base and its research on issues pertinent to business families, thereby cementing BFI’s position as Southeast Asia’s pioneer regional business family-centric institute.”

As part of its anniversary celebrations, BFI also organised a conference on 27 July 2018 on family entrepreneurship. The conference was a platform for the academia and families from Asia to share insights on planning for succession, embracing change and building sustainable family enterprises.



Mr Primus Cheng (2nd from L) and SMU President Prof Arnoud De Meyer (2nd from R). With them were Prof Tan Chin Tiong (extreme L), Senior Advisor in the Office of President, SMU, and HE Nimal Weeraratne (extreme R), Sri Lanka’s High Commissioner to Singapore.

Prima Limited — one of Asia’s pioneer flour millers — has made an endowed contribution of \$2 million to set up a new Scholarship. The gift seeks to motivate outstanding incoming undergraduates of Sri Lankan nationality at SMU to achieve academic excellence and to accord them the recognition for their accomplishments. With matching contributions from the Singapore Government, the total endowed fund for the Scholarship amounts to \$3 million.

Mr Primus Cheng, Chairman and CEO of Prima Limited, and SMU President Professor Arnoud De Meyer signed the gift agreement at SMU on 6 July. Also present were His Excellency Nimal Weeraratne, Sri Lanka’s High Commissioner to Singapore; as well as senior management and staff from Prima Limited and SMU.

The Scholarship will be awarded annually commencing Academic Year 2019-

MOTIVATING EXCELLENCE

PRIMA LIMITED ESTABLISHES \$2 MILLION SCHOLARSHIP

20 and in perpetuity to a student with demonstrated financial needs, offering financial support towards the recipient’s annual tuition fees and/or study-related expenses. Each non-bonded scholarship of \$90,000 is tenable for the recipient’s four years of study, provided that the student maintains good results and continues to demonstrate high standards of personal conduct and remains active in community service and co-curricular activities. The recipient may be offered internship and/or recruitment opportunities by Prima Limited.

A STEADFAST SUPPORTER

SMU and Prima Limited have a close and longstanding relationship stretching back to March 2000 when Mr Primus Cheng made an endowed gift of \$1.5 million to SMU to establish the Cheng Tsang Man Professorship in Accountancy in honour of his late father, the the Honorary Life President and Founder of Prima Ltd. To date, 27 internationally-renowned accounting experts have held Visiting Professorships under this gift, conducting joint research with SMU faculty as well as delivering public lectures.

In April 2011, to commemorate Prima’s 50th anniversary, Mr Primus Cheng made a \$1 million endowed gift to SMU to establish the School of Accountancy Research Symposium, an annual research symposium which enables faculty from the School of Accountancy to interact with researchers from top schools worldwide.

STRONG IN MIND AND HEART

SMU recipient of the Mastercard MBA Scholarship for Women 2018 holds a focus on serving the community

“**COMMUNITY SERVICE** has always been my passion and an area in which I have invested a lot of time throughout my life,” said Ms Lin Qian, recipient of this year’s Mastercard MBA Scholarship for Women 2018 and a full-time MBA student with SMU’s class of 2018.

Recipients of the bond-free scholarship are selected based on factors that extend beyond academic track record, including work experience, entrepreneurship potential and commitment towards community service. Through the scholarship, now in its eighth year, Mastercard aims to empower full-time female MBA candidates from the Asia Pacific region. The scholarship is part of a broader partnership between Mastercard and SMU to nurture the next generation of female leaders and develop global-ready, business-savvy professionals, who are passionate about bettering society. To date, 18 women have received this scholarship.

To Empower Others

Ms Lin had chalked up more than a decade’s worth of experience in community service since her days as a Nanyang Girls’ High School student. She received the Singapore National Youth Achievement Award (Silver) at age 18. “I started my first voluntary project at Singapore Boys’ Town in 2006,” she shared. “Many of the youth there come from disadvantaged families and face hardships in their lives. We went there on a biweekly

basis, tutoring them in Math and English and befriending them as well.”

The rigours of working life did not dim her dedication to making greater social impact. Her five years at Micron Technology (a Fortune 500 company in the semiconductor industry) heightened her observation that women leaders were underrepresented in technology companies. It got her thinking of how this could be reshaped for more positive outcomes. “With this in mind, I joined Micron Women’s Leadership Network,” said Ms Lin. “It helps women in the company to realise their potential, and encourages them to take advantage of professional development opportunities and advance their careers. We organised forums, training sessions, mentoring activities and networking events for them.”

Quoting Facebook’s COO Ms Sheryl Sandberg on how women may underestimate their own abilities, Ms Lin commented, “Looking back, I achieved a fast career progression averaging one promotion every year, to the position of senior lead auditor when I left at the end of 2017. These achievements are the results of my strong belief in my capability and potential, my courage to take actions and the support from my managers and many great colleagues around me. I will continue to encourage women to “lean in”, believe in themselves and own their success.”

On her experience with the SMU MBA programme, Ms Lin said, “Interacting with people of different nationalities exposed me to their different ideas. In such an environment where you encounter graduates from different cultures and diverse backgrounds, it challenges us to develop empathy, smash stereotypes we may unknowingly hold and to collaborate effectively on the multiple projects we have on hand.”



(L-R) Panellists Prof Arnoud De Meyer, SMU President; Mr Prasad Vanga, CEO & Founder, Anthill Ventures; Srinivas K Reddy, Professor of Marketing, SMU; Prof Rajendra Srivastava, Dean, ISB; Ms Rajani Kasu, CEO and Co-Founder at ZYPPYS; Mr Parakala Prabhakar, Advisor (Communications), Government of Andhra Pradesh; Tejavan Gandhok, Clinical Assistant Professor – Strategy and Entrepreneurship, ISB; Y Harish Chandra Prasad, Founder & Chief Mentor, Malaxmi Group.

TACKLING A TRANSFORMATIVE TOMORROW

DISRUPTION BROUGHT ABOUT BY INNOVATION PROVED TO BE THE HOT TOPIC AT THE 5TH SINGAPORE INDIA BUSINESS DIALOGUE

In a world where change is the only constant, what can businesses do to maintain their competitive advantage? This was among the central questions that were explored at the 5th edition of the Singapore India Business Dialogue (SIBD) which was held at the Indian School of Business (ISB) in Hyderabad, India, on 3 May 2018. Co-organised by SMU International Office and ISB, the event brought together some 300 participants comprising policy makers, academics, industry leaders, media, SMU alumni and ISB students to share perspectives on “Managing Disruptions in the Age of Technology”, with the focus on Education, Innovation and Fintech. Launched in 2012, the annual dialogue promotes the sharing of insights on issues of interest to Singapore, India and the rest of Asia.

At the opening of the dialogue, ISB Dean Professor Rajendra Srivastava noted that disruptions due to digital technologies presented opportunities for Singapore — as the economic hub of ASEAN and Southeast Asia — to work with India’s economic hubs, which include cities like Hyderabad, Mumbai and Bangalore. In a similar vein, SMU President Professor Arnoud De Meyer said that “this dialogue is about how we can provide strategic responses to disruptive innovations, and explore the strategic partnership between Singapore and India”. He highlighted that SMU was interested in what digital transformation could do to the different disciplines that SMU had. “SMU is committed to nurturing future-ready students,” he noted. “What we try to ensure at the university is to constantly adapt our curriculum and change the way and what we teach, because we want to ensure what we offer to our students and the employers of our students, is an education that is what is needed today.”

NEW PARADIGMS FOR THE FUTURE

In his keynote address, SMU Associate Professor of Information Systems Paul Griffin, pointed out that the future of payments was not cryptocurrencies nor blockchains. He said that decentralisation was the next big phenomena which will both disrupt and provide the ground for many innovations across all industries. “The big change which is happening, is this movement from centralised system where you have sole ownership. And you start breaking down the walls, and work in globalised partnerships. When you put that into codes and the entities, companies can work together with many different scales and players in the system,” said Prof Griffin. He also cited many research areas whereby SMU was working closely with Singapore’s financial industry to delve into the practicalities of how to reap the benefits and uncover the risks with solid research from business, governance and technical aspects.

The third session, themed “Strategic Response to Disruptive Innovation”, delved into the possibility of crafting strategies to respond to disruptive innovations. SMU Professor of Marketing Srinivas K Reddy said, “You have to be brave enough to embrace cannibalisation. If you don’t transform, somebody else will.” Citing the progress made by Amazon in this respect, he also analysed case examples and the negative outcomes of responses to disruptions which were either too aggressive or lukewarm. Following the sessions, Government of Telangana Chief Secretary, Mr S K Joshi, and Prof Srivastava delivered their closing remarks, rounding off yet another insightful edition of the Dialogue.



CONNECTIONS

(L-R) Panel speakers Mr Ong Chu Poh, Founder, Executive Chairman, and CEO of ECON Healthcare Group; Ms Ivy Lai, Country Manager Phillips Singapore and CFO Philips ASEAN Pacific; Prof Tan Chorh Chuan, Chief Health Scientist and Executive Director of the Office for Healthcare Transformation, Ministry of Health; Mary Ann Tsao, Chairman and Founding Director of the Tsao Foundation.

STRATEGIES FOR THE GOLDEN YEARS

GAINING INSIGHTS INTO BUSINESS OF LIVING LONGER AND LIVING WELL

Singapore and cities across the globe are witnessing the demographic trend of a rapidly ageing population. Within this context, there is a need to transform healthcare systems to keep up with this demographic trend, and to address the macroeconomic implications of ageing. This was the focus of the fourth of a six-part *Enterprise & Entrepreneur Series – Transforming Industries • Creating Value* which took place on 5 June 2018 at SMU’s Mochtar Riady Auditorium. Co-organised by The EDB Society and SMU, more than 200 guests comprising business leaders, entrepreneurs, government officials, EDB alumni as well as SMU faculty, staff and students attended the forum.

In his welcome remarks, Mr Lee Suan Hiang, President of The EDB Society commented that the prospect of ageing is typically regarded by many with fear or dread. He did not believe that was necessary. He quipped, “In fact, there is business that can be made in the area of ageing.”

Professor Gerard George, Dean of SMU’s Lee Kong Chian School of Business, and Professor of Innovation and Entrepreneurship, and moderator of the panel discussion, highlighted with numbers how developed nations such as Singapore could expect a doubling of its elderly population over the next



LEFT: Prof Gerard George, RIGHT: Ms Janice Chia, Founder & Managing Director, Ageing Asia Pte Ltd, Singapore.

decades. Within this context, he encouraged all to refrain from considering merely the underside of ageing, and to instead focus on harnessing the potential business opportunities and innovative models that longevity presented.

The panel speakers for the evening then shared their insights based on their own experiences and offered strategies to ensure healthy, independent and dignified ageing, as well as proposals to deal with rising medical costs and the need for prudent retirement planning.



IN THIS AGE OF TECHNOLOGICAL ADVANCES, social media and ‘fake’ information, the question “What Is News Now?” bears looking into. From 25 to 27 June, several hundred journalists and media professionals from across the globe converged at SMU for the 2018 International Media Conference to do precisely that. Held SMU’s School of Law building, distinguished speakers and participants discussed the trends disrupting the business of news today. Co-hosted by East-West Centre (EWC), SMU and Konrad Adenauer Stiftung (KAS), the biennial Conference tackled topics ranging from artificial intelligence and big data, China’s rise, the future of trade and smart cities, to other emerging issues.

In her address, SMU Provost Professor Lily Kong said that the pace of technological advancement and growth of social media are transforming the business of news and storytelling. To navigate through this, businesses and governments will require employees to be tech-ready, and adept at managing ambiguity locally and across borders. Prof Kong then shared what SMU is doing as a knowledge institution to meet the demand for such talent.

(L-R) Moderator Mr Torben Stephan, Director of Media Programmes Asia, Konrad Adenauer Stiftung; Mr Alvin Tan, Head of Public Policy ASEAN, Malaysia and Singapore, Facebook; Dr Janil Puthucheary, Senior Minister of State Ministry of Transport & Ministry of Communications and Information, Singapore; Mr Warren Fernandez, Editor-in-Chief, English/Malay/Tamil Media Group, SPH; and Dr Cherian George, Professor, Department of Journalism at Hong Kong Baptist University.

Keynote speaker GovTech Singapore Chief Executive Mr Kok Ping Soon described efforts to transform technology in the city-state’s public sector, showcasing digital products developed for the benefit of citizens, including the Parking.sg mobile application and OneService app, as well as innovative solutions in the pipeline. He was then joined by an expert panel in a discussion that evaluated Singapore’s Smart Nation Journey and priorities for the next five-year chapter. The Conference also offered attendees opportunities to select workshops of their choice. Facilitated by experts from Google, Facebook and Reuters, the topics included mobile journalism, trauma and censorship, audience engagement, data and investigative journalism and the challenges of covering the Middle East and North Africa.



SMU President, Prof Arnoud De Meyer shared his insights on 'Becoming a Global Leader of Innovation Perspectives from Singapore and China' at the Global Forum.

COLLABORATION THROUGH COMMUNICATION

SMU staged the 7th Global Forum in China in partnership with the Shanghai University of Finance and Economics (SUFU)

THEMED ‘BECOMING A GLOBAL LEADER OF INNOVATION — Perspectives from Singapore and China’, the SMU-SUFU Global Forum 2018 provided a dialogue platform for distinguished scholars from both universities, senior government officials and business leaders to exchange views, discuss issues and share findings on this timely topic relevant to both countries.

At the event held on 20 April at SUFE’s Entrepreneurship Centre, Singapore’s Consul-General in Shanghai, Mr Loh Tuck Wai commended SMU for its effort in collaborating with Chinese universities. He was confident that the SMU-SUFU partnership would become one of many successful ones between Singapore and China. Some 250 guests attended the 7th edition of this annual event with journalists from both Singapore and Shanghai media like *Lianhe Zaobao*, Xinhuanet Singapore, Shanghai Education TV and *Shanghai Youth Daily* in attendance.



Dean of SMU School of Accountancy (SOA), Prof Cheng Qiang (front row, L) and his SUFE counterpart, Prof Li Zenguan (front row, R) with (L-R, standing) SOA Assoc Prof Wang Jiwei; SMU President, Prof Arnoud De Meyer; Singapore’s Consul-General in Shanghai, Mr Loh Tuck Wai; SUFE President, Prof Jiang Chuanhai; Chairman, CCPIT Shanghai, Mr Yang Jianrong and Associate Dean of SUFE SOA, Prof Zhu Kai.

The Right Way Forward

As one of the forum’s keynote speakers, SMU President Professor Arnoud De Meyer highlighted that the traditional sources of GDP growth were receding in the Chinese economy, namely an ageing population; mercantilism in the USA, which hampered export-driven growth; and declining macroeconomic returns on fixed asset investments. As such, the Chinese government had recognised the need to innovate and rolled out a “Made in China 2025” strategic initiative in mid-2015 to upgrade the Chinese industry and move the country’s manufacturing up the value chain to focus on high-tech fields. The other three speakers were Mr Xu Jianguo, Member of the Board of Governors, SUFE and former Director, Shanghai Municipal Economical Commission; Mr Aylwin Tan, Chief Customer Solutions Officer, Ascendas-Singbridge Pte Ltd; and Professor He Xiaogang, Assistant Dean, SUFE College of Business.

In the afternoon, SMU Vice President (Business Development), Professor Annie Koh chaired a Roundtable on “Innovation, Entrepreneurship and Urban Competitiveness”. Leveraging on the event, the Accountancy schools of SMU and SUFE inked a new collaboration agreement on SMU’s Master of Science in Accounting (Data and Analytics) programme. An information session conducted by Associate Professor Themin Suwardy, SMU’s Dean (Postgraduate Professional Programmes) was held for a group of SUFE students after the conclusion of the forum.



(L-R) Mr Christopher Kilaniotis, Prof Gerard George, Ms Rouia Rozakeas (Snr VP, Human Resources Asia Pacific, LVMH) and Prof Srinivas Reddy.

HIGHLIGHTING THE HIGH LIFE

TACKLING THE CHALLENGES OF THE LUXURY SECTOR THROUGH EVIDENCE-BASED RESEARCH

In a bid to address challenges such as evolving trends and changing tastes and demands in the luxury sector, about 180 local and overseas academics, corporate partners, executives from luxury conglomerate LVMH as well as SMU faculty and staff gathered at SMU on 10 and 11 May 2018 for the second edition of the LVMH-SMU Luxury Research Conference.

This unique Conference was organised as part of a five-year strategic partnership — LVMH-SMU Asia Luxury Brand Research Initiative (2014-2019) — which aims to produce independent and high-quality academic research dedicated to the luxury brand sector and the Asian market. This year, nearly 60 research papers were received from scholars representing institutions worldwide, including Columbia University, Los Angeles (UCLA), Peking University, ESSEC, Harvard Business School and Northwestern University.

Opening the Conference was Professor Gerard George, Dean of SMU Lee Kong Chian School of Business. He highlighted that the LVMH-SMU partnership exemplifies the benefits of a convergence between academia and industry. “The ultimate reason for this partnership is to develop evidence-based insights to tackle the challenges faced by the luxury sector,” he said. Mr Christopher Kilaniotis, President, Louis Vuitton South Asia, echoed Prof George’s comments. He said that this partnership takes place at a crucial time in the luxury sector. “A new generation is changing luxury,” he said. “Millennials also love something I didn’t grow up with – digital devices, smart phones... and to me that’s data. Data not only gives us academic papers, but also vision, strategy and precise information.”

The power of data was certainly clear in the presentation by Sephora and SMU which followed. SMU Associate Professor of Marketing Sandeep Chandukala shared how the University worked with Sephora to collect data on the usage behaviour of its Virtual Artist fixture in Singapore’s stores where customers can experiment with an infinite library of eyeshadows, lip colours etc. through augmented reality technology. The research enabled Sephora to better understand the effectiveness of the fixture design, customer preference and purchase behaviour. In another research project, SMU Doctoral Candidate Mr Tan Yong Chin used sequence analysis to help Sephora understand its customers’ purchase journey in skincare, so as to develop effective marketing strategies.

The Conference also featured discussions on markets in China, India and Southeast Asia; Corporate Social Responsibility in Luxury; Millennials and Luxury; Digital and Social Media in Luxury; Perceptive Luxury; and Impact of Counterfeits on Luxury brands.

FIRED UP FOR FIRST CLASS

At the Conference, Prof George iterated that talent development is another important equation of the LVMH-SMU partnership. About **500** SMU students have participated in the SMU-LVMH Immersion Programme since 2014, and about **100** students have taken up internship positions at LVMH since the partnership was established.



FOR THE COMMON GOOD

Catalysing impactful solutions to social issues

THE THIRD EDITION OF SOCIAL iCON, a biennial social innovation conference hosted by SMU, returned on 18 May 2018. Themed *We⁴*, it shone a spotlight on women and innovations in education, employment, environment and economic inclusion. Social iCon is a flagship conference organised by SMU’s Lien Centre for Social Innovation with the objective of catalysing the exchange of ideas and impactful solutions to social issues. The event brought together practitioners, policymakers, researchers and trailblazers from Southeast Asia. More than 200 participants from the SMU community and the public attended the forum, held at SMU Hall.

In his welcome address, Mr Jonathan Chang, Executive Director of the Lien Centre for Social Innovation, reminded all that the roads to fight for equal access to education, for equal employment, for environmental sustainability and for financial inclusion, are often long and arduous. In such journeys, the commitment of social innovators is important.

FIGHTING FOR FREE AND FAIR TRADE

HIGHLIGHTS OF THE DENTONS RODYK DIALOGUE 2018

Globally, governments, corporations and individuals are grappling with the impact of multiple disruptions on international trade, particularly in the wake of Brexit and the

Trump administration. Despite, and especially due to, anti-globalisation sentiments and recent trade tensions, countries must stand united in the face of change. This was the point made by Minister for Communications and Information and Minister-in-charge of Trade Relations, Mr S Iswaran, at the Dentons Rodyk Dialogue 2018, which took place at SMU on 8 May. The Dialogue also featured The Right Honourable Stephen Harper, 22nd Prime Minister of Canada and Chairman and CEO of Harper & Associates; Professor Tania Voon of the Melbourne Law School, University Of Melbourne; and Founder and Executive Chairman of Banyan Tree



(L-R) Mr Ho, Prof Voon, Minister Iswaran, Mr Harper and Mr Jeyaretnam.

Holdings, and Chairman of the SMU Board of Trustees, Mr Ho Kwon Ping.

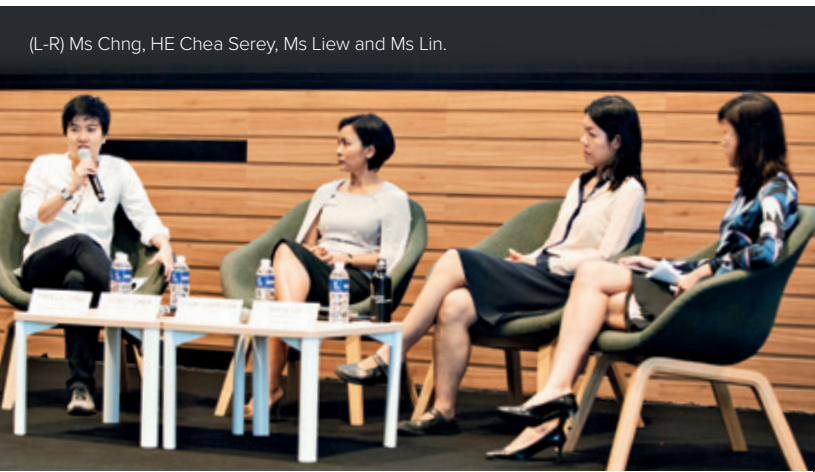
Bringing up the recently-signed Comprehensive and Progressive Agreement for Trans-Pacific Partnership as an example of solidarity between countries, Mr Iswaran noted that all countries are beneficiaries of open and connected markets. Meanwhile, Mr Harper noted that governments should demonstrate to their people the benefits of trade agreements, such as how incomes, opportunities and consumer choices will increase.

A spectrum of issues with the current approaches to trade was pointed out by Prof Voon. These include failures to deal with the costs of adjustments and disruptions, which can lead to not just inequality within, but also between, countries. These costs are amplified by the digital revolution, and by changes in labour markets. Prominent businessman Mr Ho gave the final speech and contrasted the preceding speakers with provocative viewpoints, addressing topics from President Trump’s antipathy, to the need for a rules-based approach to international trade.

An engaging panel discussion steered by the Global Vice-Chair and ASEAN CEO of Dentons Rodyk, Mr Philip Jeyaretnam, SC, followed. The audience raised questions on adapting to a digital economy, and the impact of global economic openness on the future.

ICONIC INITIATIVES

In line with Social iCon’s commitment to furthering social innovation, participants also got to learn more about social impact projects and enterprises at the event. This included **Mother and Child Project (MnCP)**, which provides retail training and home-based sewing work to underprivileged women, single mothers and women recovering from psychiatric conditions; as well as **The SmartBFA (Smart Accessibility & Mobility for Barrier-free Access) project**, which aims to find barrier-free access routes for Singaporeans, through the use of passively crowdsourced sensor data.



(L-R) Ms Chng, HE Chea Serey, Ms Liew and Ms Lin.

During the panel, Ms Pamela Chng, founder of Bettr Barista Coffee Academy; HE Chea Serey, Assistant Governor at the National Bank of Cambodia; and Ms Vivian Claire Liew, founder of PhilanthropyWorks and an expert in climate change, shared their perspectives and experiences. Ms Lin Suling, executive editor of *Channell NewsAsia’s* Commentary section, then moderated a panel discussion aimed at shedding light on social issues facing the Asia-Pacific.

To facilitate open dialogue, the afternoon programme took the form of four breakout sessions. Each focused on the conference’s key themes of education, environment, employment and economic inclusion and fielded by three expert panellists. Panellists kickstarted the conversations by sharing their experiences and insights on the problems faced and progress made in various areas.

SEAL OF SAFETY

IITS STRENGTHENS INFORMATION SECURITY MANAGEMENT WITH ISO/IEC 27001:2013 CERTIFICATION

SMU's Integrated Information Technology Services (IITS) was presented with the ISO/IEC 27001:2013 certificate in an award ceremony on 27 April 2018 for the management, operation and maintenance of its key centrally-managed IT services. Such services include information security, network services, systems services, databases administration and data centre operations. ISO/IEC 27001 is the de facto international standard for Information Security Management. It adopts an overarching management process to ensure that information security controls continue to meet the organisation's needs on an on-going basis.

READY AND ABLE

Mr Lau Kai Cheong, Chief Information Officer and Vice President of IITS said, "With cyber-threats increasing in variety, scale, frequency and sophistication, we need to be in a better position to deal with these threats and keep SMU safe." This includes knowing how and where the University stands in terms of cyber-threat preparedness. Thus, there is no better way to answer this question than to benchmark ourselves against international standards.

A TEST OF RIGOUR

Dr Shaun Ho, Head of Operations and Administration at SMU Executive Development enthused, "With the European Union enacting the General Data Protection Regulation (GDPR) which came into effect on 25 May 2018, many of our clients are preparing to comply with the GDPR. IITS's ISO 27001 certification comes timely as it is one of the minimum standards that our clients are looking for in terms of data protection."

Mr Lau added, "Getting certified is just the beginning. Henceforth IITS needs to adhere to the policies, processes, standards and best practices, so as to conform to the ISO27001 requirements. There will be a yearly surveillance audit with a full certification every three years. At a later phase, we will extend the scope of certification to relevant sections of the University such as the research centres. But IITS cannot do this alone. We need the support of the entire SMU community."

Mr Lau Kai Cheong, CIO & Vice-President, IITS receiving the ISO/IEC 27001:2013 certificate from Ms Emily Liow, Vice President, Business Assurance, TÜV SÜD.



(L-R) Mr Ng Cheow Kheng, Group Director, Horticulture & Community Gardening, National Parks Board presented the award to Ms Chua Kai Yun, member of student group, BAEsils; Ms Bernadette Toh, founder of SMU Grow and Sustainability; and alumni, Mr Yiong Zihan and Mr Kevin Koh at Gardens by the Bay.

GOLDEN HARVEST

SMU Grow and Sustainability wins big in NParks' Community in Bloom Competition

IN RECOGNITION OF its efforts to cultivate an urban farm in the heart of the city, SMU Grow and Sustainability achieved the Gold standard in the Community in Bloom Competition for the second consecutive time. Organised by the National Parks Board (NParks), the competition recognises the high standards and community development in these gardens, as well as the passion of those who help to maintain the beauty of each garden.

Participants who earned a gold standard scored highly in the competition's three criteria:

- 1. Garden quality and the environment** – aesthetics, plant health, cleanliness and safety, incorporation of new techniques;
- 2. Level of community involvement** – volunteer numbers, gardening activities, outreach, participation in NParks events;
- 3. Biodiversity quality** – efforts to reduce environmental impact, and habitat enhancement.

A Nod to Nature

SMU Grow, the university's sustainability movement, under the Office of the President, was born out of a desire to learn, to give, and to reconnect with Nature. An organic, urban farm on the ground level of the School of Accountancy was set up in 2015 to bring students, staff and faculty together to learn and share skills, and planter boxes and plots were made available for adoption.

In the past year, in line with Singapore's "Smart Nation" efforts, SMU Grow and Sustainability has injected technology into its planting efforts. A bio-water planter system was installed to support high-intensity urban farming. Plants are protected from parasitic diseases with the integration of a misting system with bio-defender sprays that contain beneficial probiotics.



There's also SMUGBUG, an Internet-connected device fashioned in the form of SMU's mascot, the SmooSmoo lion, that placed in the field alongside plants to monitor their growth. SmooSmoo sends out an e-mail when the plants are thirsty or under less-than-ideal conditions using an array of simple sensors to detect soil wetness, air temperature and sunlight exposure. These sensors are connected up to an Internet of Things device that forms SmooSmoo's brain. Over the past 18 months, SMU Grow projects have also been integrated into students' community service hours. Student team initiatives have included efforts to promote the health benefits of plants and convert campus food waste into fertilisers and topsoil, which are used in the SMU plot.

SMU Grow has also contributed to local business sustainability via the "Save the Uglies Market". Held every Friday at SMU's B3 café since October 2017, it aims to encourage the public to change mindsets about produce that is rejected for cosmetic reasons. Benefits are three-fold: businesses are able to recover some costs of products that would otherwise be thrown away; consumers purchase high-quality products at lower prices; and sales proceeds go towards organising more green initiatives.



Panellists and presenters of "The Rakhine Crisis: Perspectives and Initiatives" symposium.

ENVISIONING A PARADIGM FOR PEACE

OFFERING A SAFE AND COLLABORATIVE PLATFORM TO DISCUSS THE RAKHINE CRISIS

Recognising the complex nature of the current situation in the Rakhine State of Myanmar and the multi-dimensional impact and consequences it can have for the region, SMU organised "The Rakhine Crisis: Perspectives and Initiatives", a symposium on 7 May to provide a safe and collaborative platform for invited experts and stakeholders from a spectrum of concerned sectors to exchange views, deepen understanding of the issues at stake and identify initiatives to move things forward. About 90 guests comprising diplomats, government representatives, academics and

heads from think tanks, humanitarian NGOs, philanthropists and business investors listened to 20 panellists and presenters give their perspectives and reflections on the issue. The session was held at SMU Hall under Chatham House Rules to facilitate frank and genuine discussion on controversial or difficult issues by speakers who may not have otherwise had the appropriate forum to speak freely with the assurance of anonymity to encourage openness and free discussion.

FINDING A WAY FORWARD

SMU's Chairman Mr Ho Kwon Ping

remarked in his opening address that, "this crisis is something that is not fully understood and it is imperative that SMU as a thought leader takes an active role in trying to increase a better understanding of the situation which impacts ASEAN and the region".

Dr Noeleen Heyzer, SMU's Lee Kong Chian Distinguished Fellow and member of the UN Secretary-General's High-Level Advisory Board on Mediation, played a key role in envisioning the symposium. She expressed her hope that this network of concerned individuals and groups in the region would be able to contribute to ongoing and emerging

efforts to move the Rakhine towards a sustainable solution.

Said Dr Thant Myint-U, Historian, Writer, and former Advisor to President of Myanmar, "The Rakhine crisis is a humanitarian and human rights disaster that can derail Myanmar's transitions to peace, prosperity and democratic government. At this critical juncture, it's absolutely urgent to try to find meaningful steps forward, recognising the complexity of the issues and inflamed sensitivities involved. Gatherings like this can help identify those steps, and, as importantly, help imagine a future that will be better for everyone."

The symposium ended on a positive note which saw the audience and speakers from Myanmar, Indonesia, Thailand, Bangladesh, Sri Lanka, Malaysia and Singapore giving their insights and recommendations on how we could rethink engagement efforts for sustainable solutions to the Rakhine Crisis.

HOW TO FIX THE FUTURE

PDLS speaker Andrew Keen on how to reshape the digital future



"I HAVE SPENT the last 10 years arguing that the future is extremely problematic, it's flawed. It offers a lot of promise, but in actuality, it is failing in many aspects. The future is broken." So declared entrepreneur, author and broadcaster Andrew Keen, to about 150 students, business leaders and the SMU community at SMU's Presidential Distinguished Lecturer Series on 20 March 2018. One of the world's best-known analysts of digital business and culture, and commentators on the digital revolution, Mr Keen is the author of *Cult of the Amateur*, *Digital Vertigo*, *The Internet Is Not the Answer* and his latest international hit, *How to Fix the Future*.

Soured Hopes

In his address, Mr Keen said in the mid-1990s the first generation of web entrepreneurs like himself were very excited, as they thought that the Internet would be the beginning of a revolution that would empower everyone and reinvent business. However, Mr Keen said that we now have increasingly a winner-takes-all economy instead. "The tiny group of dominant, highly-capitalised West Coast tech companies — Facebook, Google, Apple, Amazon and Microsoft — it's becoming harder to compete against them. This results in increasing inequality and hollowing out of the middle class," he said.

Secondly, it was thought that the digital age would bring about more jobs. However, jobs are being destroyed instead. In the medium term, we are faced with a massive job crisis through automation and smart technology. Thirdly, Mr Keen argued that the digital age has created a cultural crisis. "We were promised the new technology would enable people to speak with one another in a more civil and constructive way. But what seems to have transpired out of this user-generated social media revolution is increasing incivility and hatred." Finally, Mr Keen said the future is broken because the dominant business model of Silicon Valley does not work. It was based on businesses giving out products for free and selling advertising on the backend. In short, consumers pay for free products by trading away their personal data.

Salvation Through Regulation

To reshape the digital future, Mr Keen identified five tools: regulation, innovation, consumer power, citizen engagement and education. Of these, regulation is key, "as it is the only way that we can fight back against these dominant powers," he said. In a Question and Answer session, Mr Keen explored issues such as mitigating the impact of cyber-attacks, how Facebook has been able to get people to reveal so much about themselves online, and if he is optimistic about the future.



(L-R) SMU Provost Prof Lily Kong, Mr Serge Pun, Chairman, Serge Pun & Associates (Myanmar) Ltd & Chair, IAC in Myanmar; Mr Jaime Augusto Zóbel de Ayala, Chairman and CEO, Ayala Corporation & Chair, IAC in Philippines; Mr Don Lam, CEO & Co-founder, VinaCapital & Chair, IAC in Vietnam; and Dr Beh Swan Gin, Chairman, Singapore Economic Development Board.



ABOVE: IAC members viewing a scale model of YCH Group's Supply Chain City.

BELOW: SMU's Honorary Patron and Distinguished Senior Fellow Dr Tony Tan (3rd from L) presented tokens of appreciation to the panel discussants.



BUILDING A BETTER ASIA

TAPPING THE EVER-GROWING OPPORTUNITIES IN THE REGION AT THE SMU IAC ASIA SUMMIT

More than 30 members of SMU's six International Advisory Councils (IACs) in China, Indonesia, Myanmar, Philippines, Thailand and Vietnam convened for the inaugural SMU IAC Asia Summit in Singapore on 16-17 August 2018. Themed "ASEAN & China: Intelligent Integration and Sustainability", the first day of the programme included a campus tour, and a visit to SMU Labs where Academic Director of SMU-X and Associate Professor of Accounting (Education) Gary Pan shared about SMU-X, an innovative experiential learning framework where students tackle real-world opportunities by taking on projects from companies and community organisations. SMU's faculty then addressed the challenges and opportunities facing our region through a series of executive-style seminars. They were:

- **'Thinking Smart'** by Professor Nirmalya Kumar, Lee Kong Chian Professor of Marketing, who explored smartness by combining economic, psychological and sociological perspectives in ways that we often overlook.
- **'Building Smart and Sustainable Cities'** by Professor Steven Miller, Vice-Provost (Research) & Professor of Information Systems (Practice), on how future "smartness" no longer involves only technology but the ability to synthesise solutions which integrate social, economic, business and environmental considerations.
- **'Sustainable Businesses'** by Professor Gerard George, Dean of Lee Kong Chian School of Business & Lee Kong Chian Chair Professor of Innovation and Entrepreneurship, on how sustainable business models are intrinsically linked to ecological issues, but also have long-term competitive viability.
- **'IT Innovation and The Law'** by Professor Pang Hwee Hwa, Dean of School of Information Systems & Professor of Information Systems and Associate Professor Goh Yihan, Dean of School of Law & Associate Professor of Law, who discussed how IT innovations may pose interesting legal questions for which there are no clear answers, and what businesses should be guided by under those circumstances.

Seizing The Day

Rounding off the programme for the day was a plenary discussion on 'Asia's Opportunities', during which the panellists shared their views on navigating the challenges of operating and growing businesses, particularly in Southeast Asia. Moderated by Professor Lily Kong, SMU Provost & Lee Kong Chian Chair Professor of Social Sciences, the panel members were:

- 1 **Dr Beh Swan Gin**, Chairman, Singapore Economic Development Board
- 2 **Mr Don Lam**, CEO & Co-founder, VinaCapital & Chair, IAC in Vietnam
- 3 **Mr Serge Pun**, Chairman, Serge Pun & Associates (Myanmar) Ltd & Chair, IAC in Myanmar
- 4 **Mr Jaime Augusto Zóbel de Ayala**, Chairman and CEO, Ayala Corporation & Chair, IAC in Philippines

Following their addresses, the panellists addressed a number of questions, including how to foster cooperation with China, and how the new generation of business families might conduct their business in ASEAN. Dr Tony Tan, SMU's Honorary Patron and Distinguished Senior Fellow, was the special guest for the panel and the summit dinner that followed. Participants were joined at the dinner by current and former SMU Board of Trustees.

Day two of the programme included a visit to YCH Group's Supply Chain City, where participants learned about the best practices of the supply chain industry. Dr Robert Yap, 2018 Chairman of the ASEAN Business Advisory Council (BAC) & Executive Chairman of YCH Group, spoke on Smart Growth Connect, one of the key ASEAN-BAC projects which aims to deliver adaptable solutions that are relevant to the level of technological capability of ASEAN member states. This was followed by a panel discussion by Dr Yap; Mr Haryanto Adikoesoemo, President Director, PT. AKR Corporindo Tbk; and Professor Locknie Hsu from SMU School of Law, on 'Cross border trade and integration'. The session was moderated by Professor Shantanu Bhattacharya from SMU Lee Kong Chian School of Business.

The participants also toured Supply Chain City, learning about features such as the Supply Chain and Logistics Innovation Playground, which showcased innovative technologies as applied to supply chain management. The visitors also enjoyed a first-hand look at Fusionaris®, YCH's patented Automated Storage and Retrieval System, which is fully integrated with robotics such as autonomous forklifts and inventory counting drones.