



SMU 2025 COMPENDIUM

Growing Impact, Cultivating Change

Strategic Plan 2020–2025



DIGITAL
TRANSFORMATION



SUSTAINABLE
LIVING



GROWTH
IN ASIA





CONTENTS

President's Message	3
A World in Flux	4
SMU 2025	5
Our Aspiration	6
Our Priorities	7
Digital Transformation	8
Sustainable Living	9
Growth in Asia	10
Our Strategies	11
Our Enablers	12



PRESIDENT'S MESSAGE



Since Vision 2025 was first unveiled in 2014, SMU has steadily grown in the breadth and depth of our accomplishments. We have successfully made meaningful impact in myriad ways on our economy and society.

From 2020, we enter the second phase of this journey, at a time when the world is facing new challenges and opportunities – not least those presented by the COVID-19 pandemic. Our university must respond and refocus our resources and energies accordingly.

SMU 2025 is our strategic plan which provides the focused approach we need for the growth journey ahead. It offers a framework grounded in three priorities: Digital Transformation, Sustainable Living, and Growth in Asia. It is in these areas where our cross-disciplinary strengths intersect with the future needs of Singapore and the region, and where our potential for impact creation is the greatest.

SMU 2025 offers a framework within which our faculty and staff have the freedom to contribute ideas and initiatives as circumstances evolve. We believe that having this *focus, framework* and *freedom* will enhance SMU's unique edge and propel our growth in strength, standing and stature.

I look forward to the exciting work before us, as SMU continues our collective journey of bringing our vision to fruition, and ultimately, of growing impact and cultivating change.



Professor Lily Kong
President
Singapore Management University



A WORLD IN FLUX

In order to strive for education and research that make meaningful impact, SMU must ride the waves of change engulfing the world today, adapting to global trends, responding to emerging challenges and seizing opportunities on the horizon.

Climate change is expected to cause lethal heatwaves, severe typhoons and extreme precipitation in Asia, intensifying environmental and socio-political stresses.

Source:
Climate Risk & Response in Asia
McKinsey & Company, 12 Aug 2020
Driving Forces Cards 2035
Centre for Strategic Futures, 1 May 2015

43% of the world's 5,000 largest companies are in Asia, generating \$19 trillion in annual revenue, the largest share of any region in the world.

Source:
Corporate Asia: A Capital Paradox
McKinsey & Company, 19 Jan 2020

Digital integration is critical in turning ASEAN businesses into regional and global players, potentially delivering a \$1 trillion rise in GDP by 2025.

Source:
Advancing Towards ASEAN Digital Integration
Bain & Company, 3 Sep 2018

By 2025, Southeast Asia's Internet economy is projected to be worth US\$300 billion, with US\$1 trillion in online transactions.

Source:
e-Economy SEA 2019, Google, Temasek, Bain & Company, 3 Oct 2019
E-commerce Is Set to Boom, Driven by COVID-19, CNA, 17 Aug 2020

Smart cities in Southeast Asia could vastly improve quality of life, reducing cost of living by \$16 billion annually and disease burden by 12 million disability-adjusted life years.

Source:
Smart Cities in Southeast Asia, McKinsey & Company, 5 Jul 2018

The COVID-19 pandemic will likely escalate the adoption of new technology and lead to massive restructuring of supply chains in Asia.

Source:
Could the Next Normal Emerge from Asia?
McKinsey & Company, 8 Apr 2020

SMU 2025

Growing Impact, Cultivating Change

The SMU 2025 strategic plan will guide us in the next phase of reaching for Vision 2025. It reminds us of our **aspiration**, or “where to aim”.

Three **priorities** have been selected as focal areas, or “where to play”. They closely align with the university’s strengths and bear increasing relevance for the future, especially in the wake of recent forces of disruption.

We have developed a set of **strategies** that guide us in “how to play” within the three priorities, striving for transformative education, cutting edge research, as well as meaningful engagement with our city, region and world.

Finally, to realise these initiatives, we need a solid infrastructure of **enablers** to lay the foundations for “how to win”.

While the *framework* provides a clear *focus*, it also gives faculty and staff the *freedom* to contribute new ideas as we proceed on the path of growing impact and cultivating change.

Our Aspiration (“where to aim”)

V I S I O N 2 0 2 5

Our Priorities (“where to play”)



Digital
Transformation



Sustainable
Living



Growth
in Asia

Our Strategies (“how to play”)

Transformative
Education

Cutting Edge
Research

Engaged
City University

Our Enablers (“how to win”)



Industry



Innovation



Internationalisation



Integration

People

Resources

Infrastructure

FOCUS | FRAMEWORK | FREEDOM

OUR ASPIRATION (“where to aim”)

VISION 2025

To be a world-renowned global city university, tackling the world’s complexities, impacting humanity positively.

We do so by nurturing global citizens through transformative education, addressing societal challenges through cutting edge research, and engaging with the city and world to make meaningful impact.



OUR PRIORITIES (“where to play”)

Following discussions with multiple stakeholder groups, SMU has selected three priorities that serve as cross-disciplinary focal points, cutting across our various Schools and focusing our efforts on areas of particular economic and social relevance to our nation and region.

These priorities were selected because they:

- Address the future needs of Singapore, the regional economy and community
- Position students well for the future
- Draw on a wealth of faculty expertise
- Align with SMU’s unique strengths
- Provide meaningful opportunities for staff contributions
- Capture the interest of external stakeholders as potential collaborators and benefactors



DIGITAL TRANSFORMATION

We will spearhead cutting edge ideas to digitally transform the private and public sectors and develop robust insights into the impact of digitalisation on customer and citizen experience.

41% of ASEAN workers acutely lack digital skills that future jobs demand.

Source: *Technology and the future of ASEAN jobs*, Cisco & Oxford Economics, Sep 2018



SUSTAINABLE LIVING

We will drive solutions in managing climate change and sustainable city living, enhancing quality of life and shaping legal, regulatory and financing frameworks to build healthier and happier societies.

ASEAN sustainability investments rose 60% between H1 2018 and H1 2019.

Source: *Sustainability Wins as Investors in Southeast Asia Shift Focus*, Bain & Company, 12 Nov 2019



GROWTH IN ASIA

We will offer a deep understanding of Asia’s economy, polity and society, making sense of its place in the world, contributing to the region’s growth and managing the ensuing impacts.

In 2020, Asia’s GDP will overtake the rest of the world’s combined GDP.

Source: *The Asian century is set to begin*, Financial Times, 26 Mar 2019



DIGITAL TRANSFORMATION

As Singapore's management university, in the face of massive digital transformations, we can spearhead cutting edge ideas for business and public sector transformation, leveraging digital solutions, contributing to a better understanding of the impact of digital transformation on customer and citizen experience, and offering solutions for the management of such impact.

ILLUSTRATIVE THEMES



Digital Technologies



Customer/Citizen Experience



Business Transformation with Technology



Impact of Technology

RECENT STUDIES

The Role of AI in Protecting Personal Data

Assoc Prof Warren Chik

Associate Professor of Law and Deputy Director, Centre for AI and Data Governance



READ MORE >

Predicting Intentional Financial Misreporting

Asst Prof Richard Crowley

Assistant Professor of Accounting



READ MORE >

Smart Cities Where Humans and Machines Collaborate

Prof Archan Misra

Vice Provost (Research), Professor of Information Systems and Director, Centre for Applied Smart-Nation Analytics



READ MORE >

Leveraging AI to Improve Transport and Security

Assoc Prof Pradeep Varakantham

Associate Professor of Information Systems



READ MORE >





SUSTAINABLE LIVING

With focus, we can become a thought leader and solution partner in managing environmental change, contributing to sustainable city living, furthering resource sustainability, enhancing quality of life, and shaping the legal, regulatory and financing frameworks that can propel the region to sustainable living.

ILLUSTRATIVE THEMES



City Living



Resource Sustainability



Well-being & Quality of Life



Financial Sustainability



Green Financing

RECENT STUDIES

Commercialising Biomass as a Renewable Energy Source

Assoc Prof Onur Boyabatli

Associate Professor of Operations Management and DBS Sustainability Fellow



READ MORE >

Adopting Sustainable Urban Development Measures

Assoc Prof Winston Chow

Associate Professor of Science, Technology and Society



READ MORE >

The Third Age Is the Golden Age

Prof Paulin Tay Straughan

Professor of Sociology and Director, Centre for Research on Successful Ageing



READ MORE >

Climate Risks and Market Efficiency

Asst Prof Li Weikai

Assistant Professor of Finance



READ MORE >





GROWTH IN ASIA

As Singapore's management university, we are ideally suited to be the go-to university for education and research on Asia's economy, business practices, social and political conditions of growth, and legal and regulatory frameworks, as well as management of the impact of growth in Asia.

ILLUSTRATIVE THEMES



Inclusive Growth



Governance & Rule of Law



Business & Trade Practices



Cross-border Dispute Resolution



Smart Cities & Nations

RECENT STUDIES

Dealing with Global Supply Chain Breaks

Prof Shantanu Bhattacharya

Lee Kong Chian Professor of Operations Management



[READ MORE >](#)

Organisational Trust Across Cultures

Assoc Prof Tan Hwee Hoon

Associate Professor of Organisational Behaviour & Human Resources



[READ MORE >](#)

Key Trends in International Mediation

Prof Nadja Alexander

Professor of Law and Director, Singapore International Dispute Resolution Academy



[READ MORE >](#)

Institutional Cross Ownership of Peer Firms

Assoc Prof Holly Yang

Associate Professor of Accounting



[READ MORE >](#)



OUR STRATEGIES (“how to play”)

Our cross-disciplinary strategies create impact in the three priorities through strengthening SMU’s reputation among students and employers, conducting leading research with direct societal impact, and building a green and digitally connected university.



TRANSFORMATIVE EDUCATION

Enhancing the distinctiveness of an SMU education, particularly in the strategic priorities, and nurturing SMU core attributes of work-ready and socially conscious graduates, global citizens, change agents and lifelong learners.

Strategy 1

Enhance portfolio of **cross-disciplinary programmes**

Strategy 2

Develop university/industry/public sector **collaborations**

Strategy 3

Develop a strong **research-education nexus**

Strategy 4

Enhance **distinctive pedagogies** and **learning experiences**

CUTTING EDGE RESEARCH

Fostering excellence in disciplinary and cross-disciplinary work for SMU to achieve academic renown while impacting business, government and society, and influencing policy and practice, particularly in the strategic priorities.

Strategy 1

Identify and build **key foci** that distinguish SMU

Strategy 2

Consolidate and establish **research centres/institutes**

Strategy 3

Develop **collaborations**, participate in **networks/consortia**

Strategy 4

Deepen involvement in **academic/applied research**

ENGAGED CITY UNIVERSITY

Creating opportunities to make meaningful impact on the city, region and world through partnerships with industry, policymakers and academic institutions, while leveraging our location in the heart of the city.

Strategy 1

Serve as a hub for **city/regional/global connectivity**

Strategy 2

Engage with **city/industry/entrepreneurial ecosystem**

Strategy 3

Develop partnerships with **other city universities**

Strategy 4

Strive to be an **exemplar city university**

OUR ENABLERS (“how to win”)

Implementing our strategies and initiatives will require the support of an enabling infrastructure. University fundamentals are foundational enablers common to most institutions, while SMU differentiators are more distinctive enablers that are critical to our success.

UNIVERSITY FUNDAMENTALS

PEOPLE



Faculty & Staff

Retain, develop and attract world-class faculty, staff and researchers

Students

Attract high-quality students with strong potential

Alumni, Donors & Advisors

Engage alumni, donors and advisory boards

RESOURCES



Financial

Establish a robust financial base

INFRASTRUCTURE



Physical & Digital

Ensure adequate physical space/facilities and digital infrastructure/services

Research Support

Build a strong research support infrastructure

SMU DIFFERENTIATORS



INDUSTRY

Strengthen industry engagement through formal collaboration and joint projects



INNOVATION

Support all innovation and entrepreneurship activities through a university-level body



INTERNATIONALISATION

Expand our international footprint and connections



INTEGRATION

Develop more integrated OneSMU approaches in:

ACADEMIC INFRASTRUCTURE

OUTREACH & MARKETING

PROFESSIONAL SERVICE SUPPORT



“

As we enter our next stage of growth, the SMU 2025 strategy will maximise the impact we create and propel the university forward in strength, standing and stature.

Prof Lily Kong
President

Learn more at

smu.edu.sg/vision2025