

State of the University Address 2014
Professor Arnoud De Meyer
President, Singapore Management University
Friday, 29 August 2014, 1.00pm
Mochtar Riady Auditorium
SMU Administration Building

Colleagues, Students, Friends of SMU

I am pleased to see so many of you here at the State of University Address 2014. A very good afternoon to all of you.

At my Address last year, I called on you to join me in writing the new chapters of SMU's next success story. Our University is coming up to its 15th year and has reached an inflection point. Singapore too is in transition as it reaches its 50th year of independence.

In fact and in all modesty, I would hope there may be a few parallels between Singapore and SMU. Singapore, a little red dot punching above its weight as a successful and prosperous young country, with SMU's success as a model of innovative learning and rising research reputation despite its smaller size and tender years. So how can SMU rise above the challenges of a complex world? How should we continue to innovate to excel? These are crucial questions that can be addressed through the creativity, hard work and collaborative effort of each and every one in our SMU community. Our people are our greatest asset, You. And you are capable of producing exponential results of high impact.



To propel SMU well into the next decade, we will require a vision. Our Chairman and Board of Trustees together with our senior leaders endorsed a powerful bold vision that we call *SMU Vision 2025*. I had asked for this SMU Vision to be shared with all in our University. This is a Vision that will take us well into the next ten years and aims to build SMU into a great university. A university that is well-poised to join the leading universities in global stature and reputation.

But before I talk more about our SMU Vision, let me first give you a progress report on how well we as a community have done in the past twelve months. I would like to start by thanking you for your energy, hard work, sacrifices and the many projects that you juggle. Because of you – our faculty, staff and students – we have a lot to celebrate as a university.



1. Transformative Undergraduate Education

Let me first focus on the undergraduate programmes. We recognise the importance of helping our students appreciate the Asian and global context, and for them to adjust quickly to different types of rapid changes. To accomplish this, we embarked on a significant revamp of our SMU curriculum.

Straits Times Article on SMU's New Curriculum



Thanks to Professor Rajendra Srivastava, Professor Pang Yang Hoong and the SMU Curriculum Review Committee, all freshmen from now on will enjoy the first phase of

a brand new common curriculum. The full implementation will be in 2015. We have grouped our modules into eight clusters which represent the broad bodies of knowledge we want our students to have. From these, students will have to take at least one module and they can choose from a wide range of topics. The core of this is that we want to have more flexibility for our students.

As we look at future growth areas, global sports marketing is one of them.

SMU and University of Oregon's MoU Signing



We went out to seek a partner in this area and signed a new student exchange programme with University of Oregon's Warsaw Sports Marketing Center. This programme offers a multidisciplinary curriculum that blends concepts in business such as finance, marketing and leadership, with that of real-life sports practice. Students will have the opportunity to do internships with leaders in the sports industry like Adidas, Nike, ESPN and NBA.

Commencement 2014



Just last month, we graduated our 11th batch of 2,149 young men and women comprising 1,602 bachelors, 531 masters and 16 PhD graduates. This is our largest cohort to-date and also the first time that our entire cohort graduated in one single event attended by some 7,000 people. Our graduates have much to celebrate with their strong employment record. In the 2013 joint MOE Graduate Employment Survey, it was another good year for our SMU undergraduates. They led their peers from the other universities with the highest employment rate of more than 92% and with the highest starting salary.

Our students not only have successful careers but also the heart to give back to the community. To-date, they have clocked a record of more than 1.8 million hours of community service right here in Singapore and overseas.

C4SR – Overseas Projects



They did it through some 169 overseas projects organised across 18 countries. In Iloilo, Philippines, what the students had built over the years since 2009 was destroyed by Typhoon Haiyan last year. So they went back in May to help the communities rebuild, and to continue with what they had previously done.

C4SR – Local Projects



Together with several other projects that you see on the screen, I am sure you will agree with me that our students have certainly made us very proud.

School of Law Groundbreaking Ceremony



Speaking of pride, we received another great endorsement from our Singapore Government when we were given financial support for a new School of Law building. Last year, I shared with you the news and showed you some of the artist's impressions. We held the Groundbreaking Ceremony in January this year and many of you were there to celebrate this landmark occasion together with our illustrious guests. These new facilities will be enjoyed by our Law School and all within SMU. I hope it will be ready by 2017.

Just as PM Lee spoke of Singapore wanting to give its people full opportunities to achieve their potential, we too want to ensure that all our students have access to and can maximise their learning opportunities to reach their full potential.

Last year, we introduced a university function called Diversity and Inclusion on campus to provide support to all sectors of our SMU community including those who are disabled.

MoU Signing at Diversity & Inclusion Conference



Earlier this year, our Diversity and Inclusion team organised a conference to show representatives from various sectors how a culture of inclusion can be built within an institute of higher learning. We also signed an MoU with the Society for the Physically Disabled presided by Ms Chia Yong Yong, who was recently elected NMP. The MoU is to collaborate on developing and promoting best practices for the inclusion of persons with disabilities within the SMU community and beyond.

SMU PathFinder - The New SMU LifeLessons Journal



Our freshmen, our 15th cohort, each received a copy of the new SMU LifeLessons Journal called the SMU Pathfinder, which aims to maximise their out-of-classroom learning experiences through examples, guided and reflective exercises. The team from the Office of Student Life, led by Bervyn Lee, worked very hard and produced an impressive journal. Our Chairman Mr Ho Kwon Ping is of the same opinion.

1st Cohort for SMU-SUTD's Dual Degree Programme



Also starting this academic year, is our first cohort of students from the SMU-SUTD dual degree programme. Thanks to the team work of our Provost, Vice Provost Pang Yang Hoong, Vice Provost Francis Koh, Professor Tan Chin Tiong, Dean Howard Thomas, the teams from Lee Kong Chian School of Business and Office of Undergraduate Admissions. We created this programme which has been hailed as an innovative collaboration and a first in Singapore. I met with our students over breakfast at their orientation programme two weeks ago and can tell you that they are a very bright and enthusiastic group. Here are a couple of pictures of them enjoying their class and time at SMU.

Yes, we have been successful in our transformative undergraduate education but there is a lot more to SMU.

2. Healthy Growth in PGPP and ExD

Let me now focus on our postgraduate professional and executive development programmes.



With constant changes to the type of jobs and careers, the professional life will be a continuous journey of learning. More and more people, including our alumni, will need to upgrade their knowledge and skills by taking a postgraduate professional programme or through shorter courses in executive development.

There is, as we know, strong competition from numerous providers of postgraduate professional programmes but through our University's concerted efforts of building a strong SMU brand name, our PGPP student intake has grown by 27% with about 800 as the total number currently enrolled.

New PGP Programmes



We also launched several new programmes –Masters in Tri-sector Collaboration, Masters in Management, Masters in Science in CFO Leadership, and Singapore’s first blended MBA programme in collaboration with IE Spain.

The Masters in Tri-sector Collaboration, led by Professor Anne Florini, is a programme with huge potential in helping to find sustainable solutions to the world’s biggest challenges. It brings together government, business and civil society to work together and reach a collective understanding, instead of working in silos. Started from scratch with entirely new content developed by professors and practitioners based in Singapore, Europe and the U.S., it appears to be the only programme of its kind in the world. Eminent political thinker and writer Francis Fukuyama taught a module in the programme when he was in Singapore. He also spoke at our Presidential Distinguished Lecturer Series.

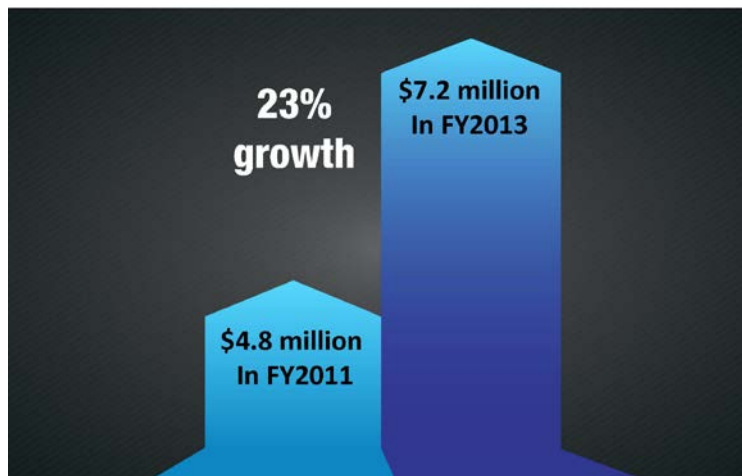
1st & 2nd Cohort of SMU Warriors' Programme



In expanding our University's role in giving back to Singapore, we launched in the past year our SMU Warriors Programme. This is a bond-free postgraduate scholarship programme specifically developed to recognise the contributions made by Singapore's armed forces and to promote talent development for the nation. We have admitted two cohorts with a total of 14 students to-date.

3. Executive Development

ExD's Revenue Growth



In Executive Development, we have seen a steady year-on-year revenue growth from about \$4.8 million in Financial Year 2011 to \$7.2 million in Financial Year 2013. This works out to 23% growth per year in 2012 and 2013. The team also worked hard in establishing relationships with several high-profile clients including Mondelez, Barclays and Shell, and collaborated with international schools like Cambridge University's Judge Business School, CASS and Tufts Business School.

ExD's New ALPINE Programme



ExD has also launched a new Asia Leaders Programme in Infrastructure Excellence (or ALPINE), a first-of-its-kind programme with a specific focus on South Asia and South East Asia. Supported by the Economic Development Board, the programme aims to be the leading programme in Private-Public Partnership for infrastructure development in Southeast Asia. You probably saw the ad in the Business Times two days ago.

4. Progress in SMU's Research and Its Impact



Now I would like to talk about research. Universities in general focus on building up its research and growing its intellectual capital but a great university leads in cutting-edge research that contributes towards tackling the world's compelling problems and has a positive impact on society. You know that it is our ambition to be a great university.

So what steps and progress have we made in research towards solving some of these problems?

Singapore's Ageing Population



For a start, we know that the combination of rising longevity and low fertility rate is resulting in Singapore's fast ageing population. It is estimated that by 2050, 58 percent of the adult population in Singapore will be aged over 65, more than four times what it is today. This is higher than any country other than Japan and South Korea. So there is urgency for solutions to be discovered to help Singapore's ageing population and its policy makers. In fact we saw how PM Lee paid much attention to the CPF topic in his National Day Rally speech.

SMU is responding to this urgent need. Through the leadership of Dean Bryce Hool, and the collaborative efforts of his multi-disciplinary team and Office of Research, we have achieved a significant breakthrough in securing a \$10 million grant under MOE's Tier 3 competitive grant programme. This is a first time that a major grant is given for a social sciences research project.

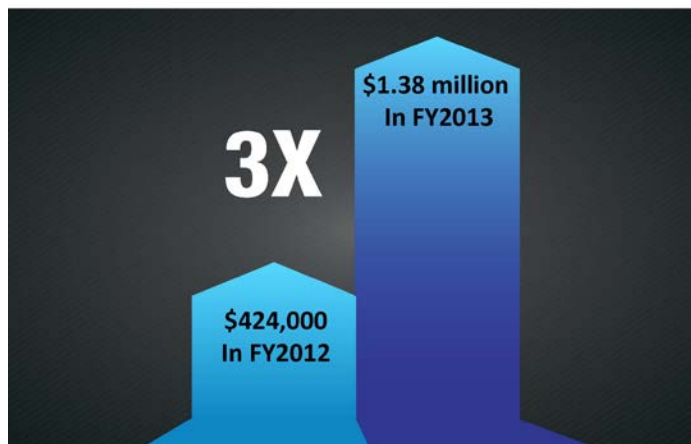
'Economics of Health Management' Project Team



Dean Hool's team includes econometrician Professor Yu Jun as the lead Principal Investigator; housing specialist Professor Phang Sock Yong; econometrician Peter Phillips; actuarial science expert Professor Tse Yiu Kuen; health economist Professor Rhema Vaithianathan; and statistician Professor Denis Leung, all of whom are co-Principal Investigators. They are joined by pensions expert Professor Benedict Koh from LKCSB and international collaborators from RAND and Wharton as well as several assistant professors from School of Economics.

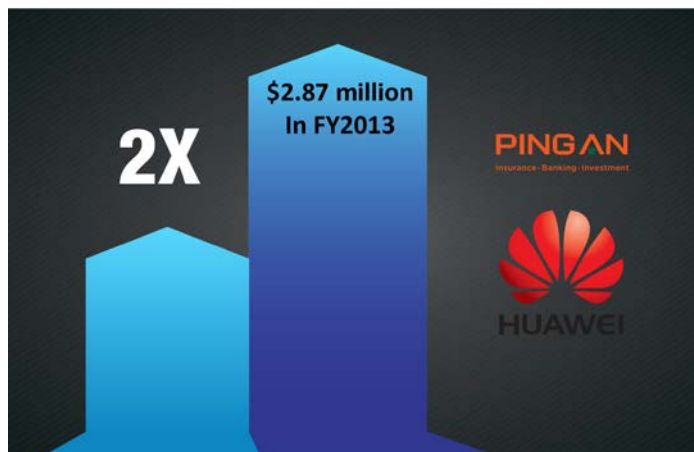
I would like for us to also celebrate other successes:

Tier 2 MOE Grant Programmes



Income from Tier 2 MOE competitive programmes rose more than three-fold from \$424,000 in FY2012 to \$1.38 million in FY2013. The highest single funding was secured by Assistant Professor Shen Jialie, from School of Information Systems, with a \$404,425 grant for his work in analytics. This is a commendable achievement for a young faculty member.

Industry-Funded Grants



In FY2013, our industry-funded grants more than doubled to \$2.87 million. The two largest contributions were \$653,000 from Ping An, China's top insurance company for the setting up of a research lab using Big Data, and \$540,000 from Huawei Technologies, a leading ICT solutions provider.

SMU-TCS i-City Lab



Also making a national contribution in touching and impacting lives is the research from our SMU-TCS iCity Lab. Our researchers are collaborating with National University Hospital on a home-based dialysis care monitoring system. In addition, their research project under the Ministry of National Development's Land & Liveability National Innovation Challenge has been selected for implementation in Marine Parade. They will create sensor-enabled homes that facilitate personalised community care for senior citizens living in HDB flats. There is now in-principal approval for a funding of \$3.5 million to implement the system.

We also partner other institutes to address practical issues related to business and societal needs.

Centre for Technology and Social-Behavioural Insights



Led by Professor David Chan, our Behavioural Science Institute is collaborating with A*STAR on the Centre for Technology and Social-Behavioural Insights. A*STAR is funding the Centre with \$8 million to conduct studies and develop technologies to better understand various human behaviour.

MoU Signing For Centre of Excellence for Taxation



And just a few weeks ago, our School of Accountancy launched the Centre of Excellence for Taxation, in collaboration with the Tax Academy and supported by Singapore's Inland Revenue Authority. A first of its kind in Singapore, the Centre, helmed by Professor Sum Yee Loong, aims to build up research to address

international and regional tax issues for policy development and for international tax community engagement.

4(i) Areas of Excellence

SMU's Areas of Excellence (AoE)

- **Finance and Financial Markets**
- **Analytics for Business, Consumer and Social Insights**
- **Innovation and Entrepreneurship**

A lot of SMU's research develops in our Areas of Excellence and these have also registered good progress. Let me cite a few examples:

- For Finance and Financial Markets, the Sim Kee Boon Institute for Financial Economics has developed a framework that gives risk-complexity ratings for investment products. So investors benefit as they not only get greater clarity on the risk and complexity, but are also warned about the uncertainty of returns. On the other end, producers and distributors of financial products benefit from a common platform to develop and offer customised products to investors.
- In Analytics for Business, Consumer and Social Insights: Living Analytics Research Centre (or LARC) has attracted Ping An Technology to give a grant of \$1.7 million to establish the Pinnacle Lab in SMU. Japan's telecoms group, Softbank also recently joined LARC as a research affiliate, and LARC has

initiated other projects with Singapore SMEs to bring analytics research to their businesses.

- In Innovation and Entrepreneurship: Our Institute for Innovation and Entrepreneurship (or IIE) organised for students, several Technopreneurship Study Missions to Europe, China, Vietnam and Korea. They developed internship opportunities with startups in Europe and Belgium. To-date, IIE has incubated some 110 start-up companies and these companies raised more than \$12 million. We have also built up a global innovation network to connect SMU's innovation cluster with innovation centres of excellence around the globe.

5. Research Excellence in Schools



High quality research contributions from our Schools have also placed SMU and Singapore on the map in global rankings:

5(i) School of Accountancy

SOA Ranking by Brigham Young University



We have seen over the years, the quick rise in rankings in research from our **School of Accountancy**. Ranked by Brigham Young University, three years ago, our School of Accountancy's worldwide rankings in Financial Accounting with Archival Methods was 62nd. Last year we rose to 20th spot and this year I am proud to say that we represent Singapore in the top 10 worldwide. In All Topics and Methods for Accountancy, three years ago we were ranked 118th, last year 44th and this year risen to 27th position. This is indeed a fast rise. Let's give them a round of applause.

I am aware that there are numerous research publications by many of our faculty, many of which are highly technical papers. Let me cite two examples of research that were recently published in the Accounting Review.

From SOA



Professor Cheng Qiang

Professor Chen Xia

Associate Professor Lim Chee Yeow

Professor Cheng Qiang and Professor Chen Xia with their co-author found that in cases where companies have a material restatement, for example, due to fraud or other misconduct, investors tended to shun their stocks. This effect can last nearly three years on average. Conversely, companies that take swift, decisive action can trim the investor shunning by more than half. This study was reported in several international media including the Wall St Journal.

The other study is by Associate Professor Lim Chee Yeow with his co-authors on the Influence of National Culture on Risk Taking in the Banking Industry. They found that cultures that encourage higher risk-taking experienced more bank failures and bank troubles during the recent financial crisis.

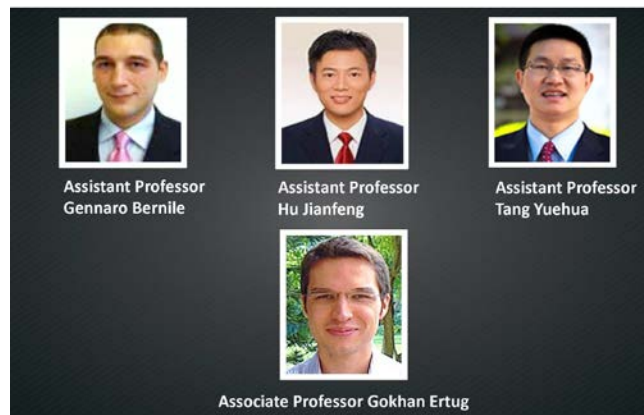
5(ii) Lee Kong Chian School of Business

LKCSB Ranking by University of Texas, Dallas



Let me cite more success stories. Our **Lee Kong Chian School of Business** has seen their rankings rise from 54th to 52nd worldwide for research contributions from the 2008-2012 period to the 2009-2013 period by University of Texas, Dallas. This puts our business school in the 4th spot in Asia. These rankings look at rolling performance and are the result of the quality research contributions by many, many faculty members. Again here, I would like to share with you just two examples of some recent work.

From LKCSB



Assistant Professors Gennaro Bernile, Hu Jianfeng and Tang Yuehua have made some interesting revelations. They found that financial trading, based on information that had not yet been officially released, took place across several markets. It appeared that embargoed information on macroeconomic data usually from U.S. government agencies to accredited news agencies had leaked out some 20 minutes before it was released. There is something fishy here. So it is no surprise that our researchers had been invited to present to various agencies including the Board of Governors of the U.S. Federal Reserve and the China Securities Regulation Committee. Their results were reported in the US Business Week, Bloomberg, The Economist and The Wall Street Journal.

The next example comes from Associate Professor Gokhan Ertug and his co-author. Studying the effect of two groups – NBA stars and NBA performers on overall team performance, they found lessons for organisations in employment and resource allocation. While organisations have multiple goals (for example, visibility, favourable reception, performance) it is rare to find employees who can help with all of these goals equally. So where an organisation's problems are on the lack of certain outcomes, the organisation should opt for employees with demonstrated track record. And if the problems are where star employees can help, those tasks should be given to them. Our researchers' work has been cited in journals on areas as diverse as innovation, performance of venture capital firms, and the symbolic effect of status on the prices of Medoc wines.

5(iii) School of Economics

SOE Ranking by Tilburg University (Top 100 worldwide)



Our **School of Economics** maintains its ranking at 1st in Asia and 57th worldwide, and in the field of econometrics 4th in the world in the Tilburg University Top 100 Worldwide Economics School Research Ranking for the period 2009-2012.

From SOE



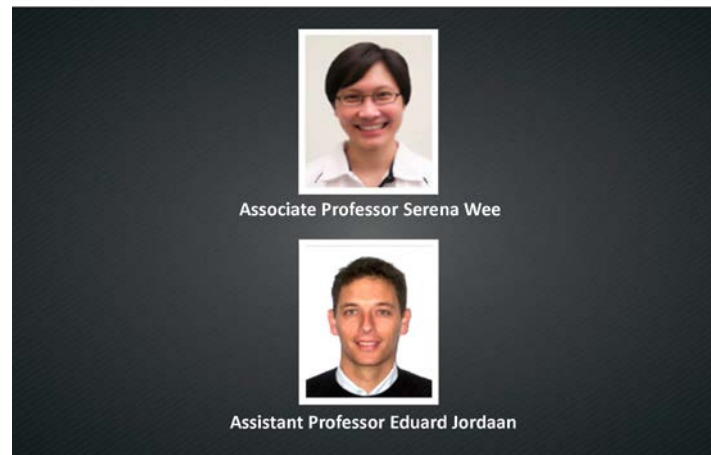
Let me share with you two examples of recent research by our School of Economics. Associate Professor Yang Zhenlin's research titled "A General Method for Third-Order

Bias and Variance Correction on a Non-Linear Estimator" will be published in the Journal of Econometrics. This is a highly technical paper which may not be for this audience. But we know that when a top field journal accepts it for publication, it certainly adds to the strength of the School of Economics in contributing to original research in econometrics.

Next, Assistant Professor Hsu Wen-Tai and his collaborators wrote a paper, titled "Allocative Efficiency, Mark-Ups, and the Welfare Gains from Trade," which will soon be published in the Journal of International Economics, a top field journal. Their study examines if opening up the economy to more international trade improves decision-making on the production of goods and services that are more desirable to society and in high demand. For a country like Singapore, which is one of the most open economies in the world, this question is of huge importance. This is another paper that makes original contributions to the international trade literature.

5(iv) School of Social Sciences

From SOSS



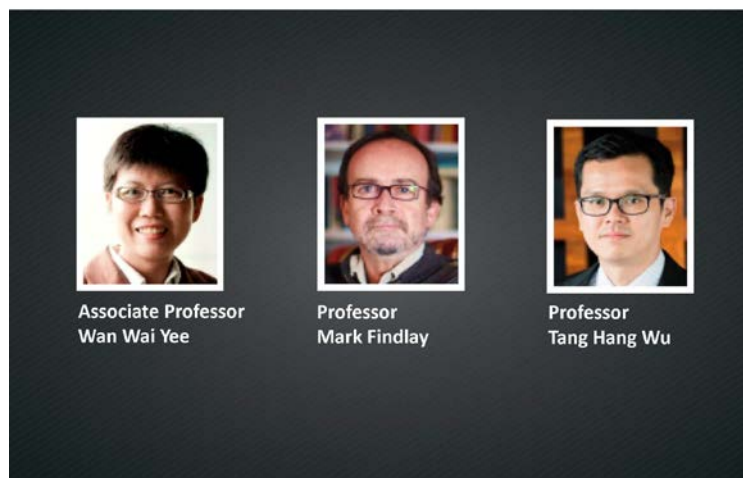
From our **School of Social Sciences**, Assistant Prof Serena Wee and her co-authors developed an innovative method for employment selection which maximises both applicant ability and diversity. Personnel selection using cognitive tests may exclude

certain minority applicants. But with their strategy of differential weighting of cognitive subtests, we can make significant improvements, for example in doubling job offers to minority applicants without compromising selection quality. These findings were published in the top journal in industrial organisational psychology because it has profound real-world implications on how selection of applicant ability can be maximised without compromising diversity.

The next research paper titled “Rising Powers and Human Rights: The India-Brazil-South Africa Dialogue Forum at the UN Human Rights Council”, soon to be published, is from Assistant Professor Eduard Jordaan. This is the first time that a paper examines the rising powers of India, Brazil and South Africa, and their role in promoting and protecting human rights. Professor Jordaan’s in-depth analysis of several cases from economic rights to sexual orientation freedom found strong disagreements among the states in their views toward human rights. The research sheds light on the obstacles to championing human rights and has deep implications for global justice.

5(v) School of Law

From SOL



From our **School of Law**, Associate Professor Wan Wai Yee has co-authored a new

book titled “Mergers and Acquisitions in Singapore: Law and Practice”, which sets out the law and discusses the nuances, issues and controversies that have dominated the field of mergers and acquisitions. The book is most useful for practitioners who are involved in the structuring and implementation of M&A transactions, and for the academic community.

Another new book from School of Law is co-authored by Professor Mark Findlay, titled “Regulatory Worlds”. In it, he takes up the challenge to design regulatory thinking for a global future beyond wealth, growth, and toward social sustainability.

Also from School of Law is the new Centre for Cross-Border Commercial Law in Asia, which we hope to name after our Chancellor. Helmed by Professor Tang Hang Wu, the Centre will facilitate research in all areas of commercial law especially in the Asian context.

5(vi) School of Information Systems

From SIS



Team members:
Jin Han*, Su Mon Kywe†, Qiang Yan†, Feng Bao*,
Robert Deng†, Debin Gao†, Yingjiu Li†, Jianying
Zhou*

* Institute for Infocomm Research, Singapore
† School of Information Systems, Singapore Management University

Associate Professor
Michelle Cheong

Moving on to our **School of Information Systems**, researchers from SIS and A*STAR’s Institute for Infocomm Research were the first to discover several security

vulnerabilities in Apple's iOS operating system used in its mobile phones and tablets. They proposed ways to improve the system and alerted Apple. In acknowledgement of the research work done, Apple corrected the problems before their global launch of its operating system iOS7.

Another School of Information Systems' achievement is by Associate Professor Michelle Cheong who won the inaugural Teradata University Network Teaching Innovation Award for her teaching case on "Effective Use of Data and Decision Analytics to Improve Order Distribution in a Supply Chain". This is used in the Master of IT in Business (Analytics) programme.

6. Postgraduate Research Programmes



We know that developing research talent is important both for industry and academia. To help grow this talent pool, we have been actively promoting SMU's **postgraduate research programmes** globally and developing more programmes. The good news is that our student enrolment has grown close to 180 students. Together with our postgraduate professional students, we now have close to 1,000 postgraduate students on campus. We also now have 8 PhD programmes with the introduction this

year of the PhD in Business (Strategic Management and Organisation). Next year we will launch two new programmes – the PhD in Business (Operations Management) and the Practice Doctorate in Innovation.

To-date, 161 students have graduated from our research-intensive programmes and gone on to careers in academia and industry.

Nobel Laureate Professor Thomas Sargent



Starting January next year, Nobel Laureate Thomas Sargent will be joining SMU as Distinguished Professor of Economics for a three-year term. Professor Sargent, who received his Nobel prize in 2011, is well known for his work on coordinating monetary and fiscal policy, stabilising inflation, and fighting unemployment. Prof Sargent will be teaching a module to our PhD in Economics students and also willing to teach our undergraduates.

7. Enabling Technology for Research



Coupled with excellent research should be a high-performing integrated research system that supports end-to-end research management processes. Achieving a first amongst Singapore's universities, our Office of Integrated Information and Technology Services, led by Lau Kai Cheong, have implemented the Integrated Research Information System. This is a quality improvement project funded by MOE. The system helps to improve decision making by amalgamating research information and providing a holistic view on the state of research at SMU.

8. SMU As Asia's Knowledge Hub

SMU as Asia's Knowledge Hub



Let me now share with you the progress we have made in developing SMU as Asia's Knowledge Hub.

Since its launch last year, SMU's Business Families Institute has been building up its reputation as an institute that is providing knowledge and insights focused on the needs of business families in the region. BFI also launched the inaugural Asian Business Families Succession Research Survey Report together with Deloitte Southeast Asia. This survey saw the participation of some 83 business families. Here are some of the key findings. Nearly 90% said that management succession is important to them; 81% were confident that their next generation will be able to succeed and manage the family business; and 77% said that they would be open to non-family advisors facilitating succession.

SMU as Asia's Knowledge Hub



Led by Professor Phil Zerrillo, the Centre for Management Practice's Case Writing team has produced more than 100 cases and teaching notes on businesses around the region in a span of just two years. At the same time, the team produced and launched the inaugural issue of Asian Management Insights (AMI), aimed at building up a body of knowledge and stories on innovation and creativity in Asia.

9. Teaching and Research Excellence



SMU's achievements in teaching and research have been made possible by the dedication, hard work and creativity of our faculty members.

Nominees for Teaching Excellence Awards



We want to recognise our faculty members who have been nominated for their teaching excellence. Here on the screen, you can see who the nominees are. The awards night is just next month so let's wish them the very best of luck! Let's give them some warm applause.

Research Excellence Awardees



We also want to pay tribute to our best researchers for 2014. On the screen, you will

see our recipients for the Lee Kuan Yew Fellowship for Research Excellence, Sing Lun Fellowship, the Della Suantio Fellowship and DS Lee Foundation Fellowship; the OUB Professorial Chair; and the Celia Moh Professorial Chair.

10. Faculty Development



In faculty development, our Centre for Management Practice arranged for faculty from four schools, School of Accountancy, Lee Kong Chian School of Business, School of Law and School of Information Systems to teach an integrated module on International Mergers and Acquisitions. This elective, a first of its kind, enables students to look at the issue of M&A from multiple perspectives. They also organised a study trip for some 20 faculty members including myself to Vietnam where we visited several universities and companies. This visit is to provide a regional perspective, which will be useful because of the upcoming integration of ASEAN.

11. Building Up SMU's Global Reputation



We have made very good progress in expanding our University's global footprint across Asia, in particular in China and India. There, we worked to deepen our engagements and build knowledge and expertise with universities, institutions and business.

11(i) China Initiatives

China Initiatives



As part of our China Initiatives, we held our inaugural China Forum themed *Be China Ready* at SMU last November. The Forum attracted more than 300 business leaders, entrepreneurs, policymakers, academics and students. They wanted to learn, share and discuss trends and influences shaping the growth and development of China. Deputy Prime Minister Tharman Shanmugaratnam was our Guest-of-Honour, and we had a stellar line-up of scholars and thought leaders including Professor Justin Lin from Peking University who delivered the keynote address.

China Initiatives



In April this year, I led a team of deans and senior faculty when we launched the Global Forum Series in China through separate forums jointly organised with Fudan University and with Tsinghua University. These Forums are intended to foster sharing of research and knowledge on the common challenges facing Singapore and China.

11(ii) India Initiatives

India Initiatives



SMU India Initiatives, led by our Provost, organised the second Singapore-India Business Dialogue themed *The Changing Financial Landscapes in Singapore and India* held in May this year. Minister S. Iswaran was our Guest-of-Honour. We also had a panel of distinguished business leaders who shared their views and experiences, and the moderator was Professor David Lee from SKBI. With the Dialogue being held just five days after the conclusion of India's elections, we were playing close to the ball. We were lucky!

12. Building Up SMU's Global Reputation - Thought Leadership

Thought Leadership



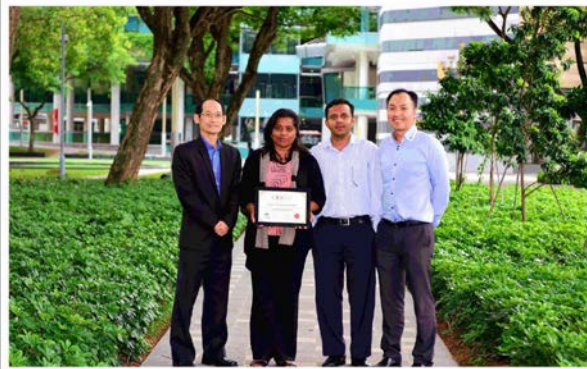
Throughout the past year, we held several international conferences which drew many key academics and scholars to our University.

We also hosted several high-profile speakers. In addition to Nobel Laureates in Economics, we hosted luminaries from academia and government. They include Nobel Laureates Aung San Suu Kyi and former Finance Minister of Chile Fernando Flores; former President of the World Bank Robert Zoellick; and as I mentioned earlier, Professor Francis Fukuyama.

13. Building Up SMU's Global Reputation - Corporate Visibility

Corporate Visibility

CIO 100 Honouree 2014 (Recipient: IITS)



Also noteworthy are the various recognition and awards received by our Offices:

- Our IITS has been named CIO 100 honouree 2014 for its SMU Corporate Analytics & Reporting Initiative. SMUCAR had earlier won the Finalist award 2013 in the IT Excellence Awards 2013 from International Data Corporation for Best Deployment for Emerging Technology.

Corporate Visibility

Marketing Magazine's MARKies Award 2014 (Recipient : OCCM)



- Our Corporate Marketing team won the Best Idea – Viral at Marketing Magazine's MARKies Award 2014 with the SMU Undergraduate Admissions Campaign titled *SMU – A Different U*.

Corporate Visibility



- SMU has achieved the Building & Construction Authority Green Mark Platinum awards for the whole of our University campus through the efforts of our Offices of Facilities Management and Campus Development.

14. Building Up SMU's Global Reputation - Students on the Global Stage

As SMU ambassadors travelling round the world when they represent the University at international competitions, our students have time and time again, made us very proud with their achievements.

Students on the Global Stage



These are too numerous for me to mention so let me mention a few:

- Representing Singapore for the second time, our School of Law's moot team participated in the 55th Philip C. Jessup International Law Moot Court Competition held in Washington DC in April this year. They emerged as first runner-up, beating more than 100 teams from around the world including top institutions like Oxford University and King's College London.

Students on the Global Stage



- SMU's SWOT team from the School of Accountancy triumphed in the Singapore final of the Chartered Institute of Management Accountants Global Business Challenge held in June. As a consequence, they got the opportunity

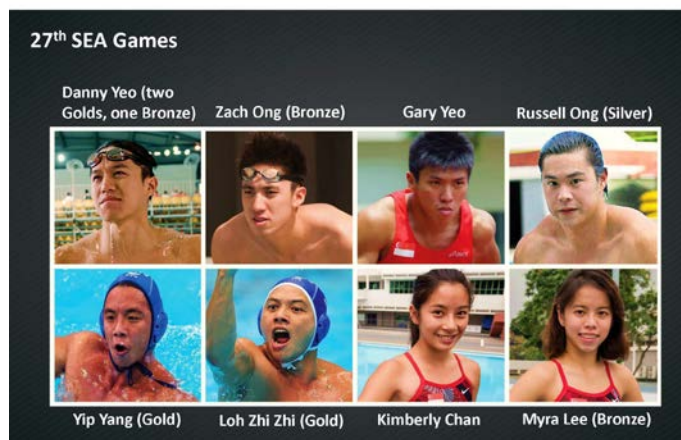
to go to Mumbai, India for the final run where they competed against teams from 23 other countries including Australia, China, India, Ireland, Russia and the UK.

Students on the Global Stage



- Four of our students from School of Information Systems edged out 19 teams to win the Asia Pacific Facebook Hackathon in February this year. They will be representing Asia in the Hackathon finals held at Facebook's Silicon Valley headquarters this November.

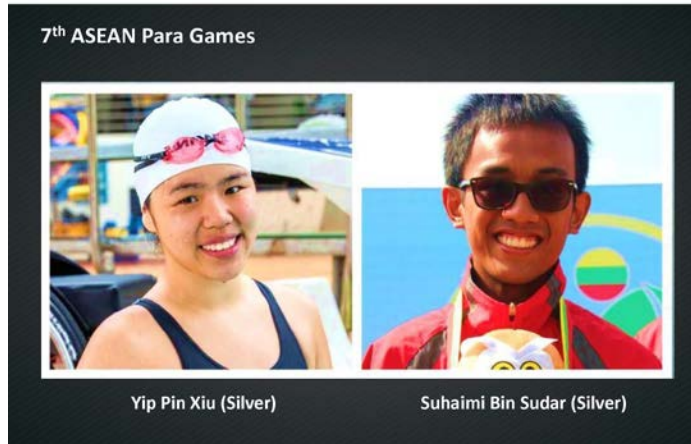
Students on the Global Stage



- Eight of our students were part of Team Singapore at the 27th SEA Games in

Myanmar last December. They won 6 medals with two Golds, one Silver and three Bronze.

Students on the Global Stage



- In the 7th ASEAN Para Games later in January, our students swimmer Yip Pin Xiu and soccer player Suhaimi Bin Sudar each won one Silver.



- SMU dance groups Caderas Latinas, Eurhythmix and INDANCITY competed in the most important amateur competition, the Barcelona Dance Grand Prix held this June. Let's watch a clip.

Wasn't that amazing! You have just seen how in true SMU, "Want something, do something" spirit, our student dance groups dazzled the judges and each group bagged the first prize. To put the cherry on top, our students have earned SMU the accolade of "Best Overall and Best Performing Dance School". This is indeed an achievement especially since we don't have a dance school. Let's give them a big round of applause.

15. Alumni Strength and Connections

Inaugural Alumni Day



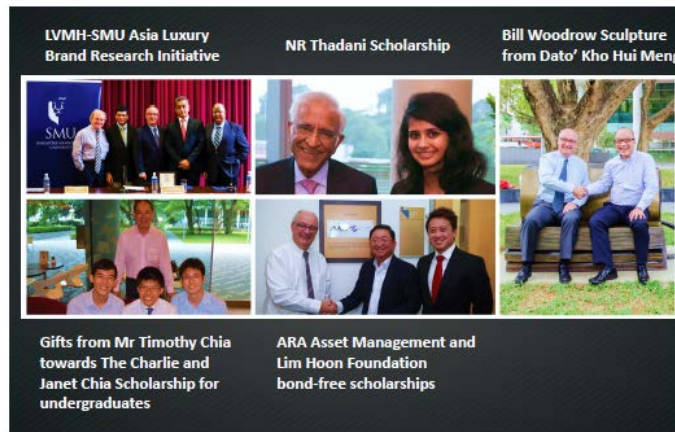
Just over two weeks ago, on 16 August, we had a rousing homecoming celebration when more than 900 SMU alumni and their families gathered at SMU Campus Green for our inaugural Alumni Day. It was very pleasing to welcome back the eleven batches of alumni across the years. One of the highlights was the presentation of the inaugural SMU Alumni Awards to celebrate the achievements of our alumni. And of course, we relived the iconic SMU Jump. Here you can see some pictures.



Our overseas alumni chapters are continuing to grow with the recent establishment of the Myanmar chapter and the Xiamen chapter. With well over 14,000 strong alumni across the globe, they are indeed an important group of SMU ambassadors.

16. Financial Strength

From our Generous Donors



Supporting our various efforts and initiatives are our donors, for without their generosity, we would not be able to grow and progress at such a healthy rate. For the last financial year, we received \$15.5 million in gifts, which amounts to \$33 million with MOE matching.

Some of the significant gifts we received were:

- from LVMH to establish a five-year strategic partnership via the new LVMH-SMU Asia Luxury Brand Research Initiative,
- from ARA Asset Management and Lim Hoon Foundation for several bond-free scholarships,
- from BoT member Mr Timothy Chia for his gifts towards The Charlie and Janet Chia Scholarship for undergraduates,
- from Mr Anil Thadani, also our BoT member, for a scholarship for outstanding SMU undergraduates of Indian nationality
- from Dato Kho Hui Meng who donated a Bill Woodrow sculpture which now adorns SMU Campus Green

We are also fortunate to have over 3,000 donors and 3,000 alumni support SMU in numerous ways including gifts.

17. Operational Excellence

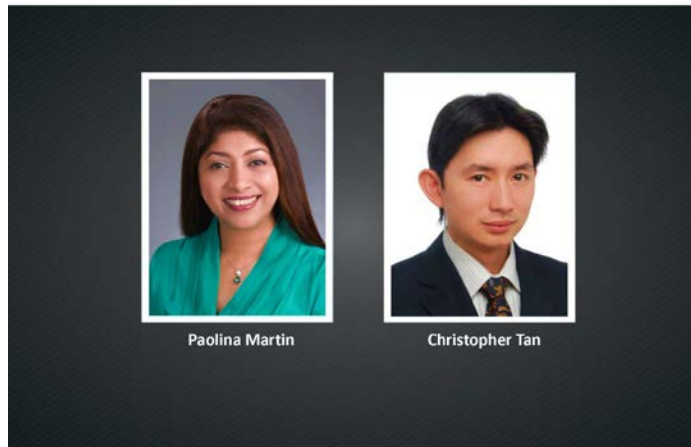
Operational Excellence



In the area of operational excellence, the Office of Global Learning worked with the Office of Business Improvement (OBI) in enhancing the student exchange application workflow.

OBI also piloted a Lean Management programme at the Li Ka Shing Library to cultivate a culture of continuous improvement in the Library where there is delivery of frequent transactional services to students, faculty and staff.

SMU's Black Belt Six Sigma Champions



I am pleased to say that SMU now have its own full-fledged Black Belt Six Sigma Champions. They are Paolina Martin and Christopher Tan. Let's congratulate them.

18. Realising SMU Vision 2025 – Long Term Plans



With all the good work that we have at SMU, it is inevitable that the progress report seems rather long though I have only mentioned a few examples from each of the key areas.

As I now move on to share with you our SMU Vision 2025, I would like you to watch a short video.

19. SMU's Short-Term and Medium-Term Plans



I am sure you can see the exciting opportunities that await us with our SMU Vision 2025. To help us realise this Vision, we have already started with several initiatives and enhancements that will be completed over the short-term and medium-term periods.

20. Game Changer - Innovative Education – SMU-X



First, SMU as a Game Changer in designing innovative education.

As SMU prepares for our students for changes in the global environment, we need to bridge theory and practice. We want a mindset change so that there is more experience-based, project-based learning, and creative learning. Also where professional skills are enhanced through WorkStudy and where there are more collaborative opportunities. To create the mindset change through learning, we need to move away from just focusing on teaching and instead include a focus on learning. This is where SMU-X comes in.

Our SMU-X project has made significant progress. The project team together with key SMU stakeholders have been working on several initiatives to roll out SMU-X. These are:

- Campus Master planning and how SMU-X fits into the overall design of our campus;

- Designing an SMU-X course and supporting pilot SMU-X electives;
- Involving SMU students as co-designers for the course and space design;
- Creating prototype collaboration spaces and 24hour spaces in our existing campus.

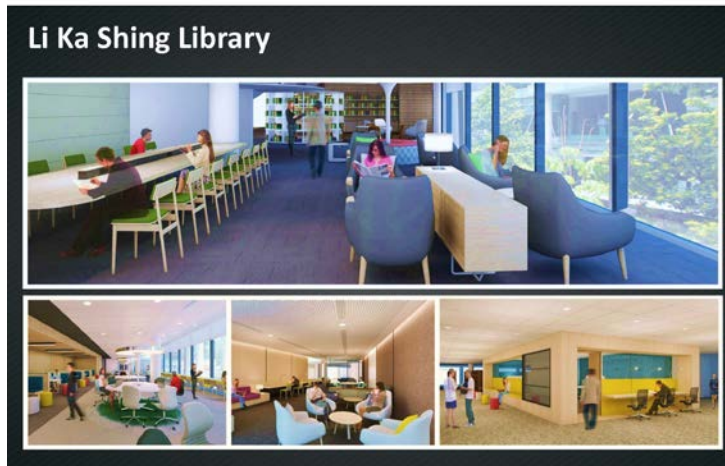
In involving students, we did a series of surveys, interviews, group discussions and ideation sessions to reach as many students as possible. We believe that they should play active roles and be co-creators and planners, and not be passive receivers of their education. One key survey was our students' current usage of space, their habits and space needs. We then drew up a list of students' needs and expectations, and possible improvements.

Game-Changer



To pilot the SMU X concept and course, and other University initiatives, we have leased the former Vanguard Building along Stamford Road. We will call it from now on “SMU Labs”. The third floor of the building will be converted into a learning hub where there are two parts to the pilot space in SMU Labs – Active Learning Classrooms and The Hub. Active learning classrooms will allow faculty to reconfigure the rooms for any pedagogical method used. Open for everyone, from students to university staff, it is not only a place to study, but a social meeting point where students meet, work together or just hang out.

Game-Changer



We will also use the Li Ka Shing Library which has just undergone a revamp and provide more flexible and adaptable learning space. There will also be a 24-hour learning commons with dedicated entrance for students who want to stay late; teaching space within the learning commons; two learning labs; and group and quiet area spaces.

While constructing a full SMU-X curriculum and building a physical facility takes time, we want to start the SMU-X momentum now. This can help it develop further and become a new model of learning at university for all students.

21. Campus Green Enhancements

Campus Green Enhancements



We want to make our Campus Green more active, attractive and connected. That means creating more amenities and recreational spaces for the students. You would have seen in the video earlier, how we want to optimise the use of Campus Green and make way for the gymnasium to be built over three floors, starting from the basement. We will also convert some of the unused space in the Concourse to become study clusters that will be accessible only to SMU students. Besides learning spaces, there will also be more spaces on the Green for work and play.

22. A Catalyst – Lead In Cutting Edge Research

A Catalyst -- Lead in Cutting Edge Research



Second element is SMU as A Catalyst that will lead in cutting edge research.

Our University has drawn up a strategy that includes building in each of our six Schools, a distinctive and internationally visible research identity. We want to build up the nascent research area of e-Social Science (or referred to as Computational Social Science) and make it a differentiating factor for SMU.

Going forward, we will place more emphasis on securing competitively awarded external research grants, and mounting of larger team-based research projects. This will be done in varying degrees across our Schools, disciplinary areas, and interdisciplinary efforts depending on the various types of research across our University. We are also expanding the current SMU facility to house current and future externally funded projects, larger size research initiatives, and a growing postgraduate research student enrolment.

We want to make SMU an exceptional environment for doing interdisciplinary research which contributes to top-notch global scholarship, and at the same time, meeting the practical and societal needs of Singapore and the region.

23. A Global Exemplar – A Leading Asian City University

A Global Exemplar -- A Leading Asian City University



Thirdly, SMU as a Global Exemplar in being a leading Asian City University.

We want to integrate SMU into the city and its stakeholder groups of business, education, arts and sports, and the city residents through our academic and student life activities. Projects in our SMU-X will be connected to the community around us. We would also like for our faculty and staff to be more involved in the work within our community and contribute to making SMU a beacon of knowledge and thought leadership.

24. Preparations Ahead

Together with your Deans and HoDs, over the coming weeks, we will be holding informal sessions in the Schools and Offices. Office of Strategic Planning will also be arranging a series of meetings to work Vision 2025 into your 2015 Workplan. Each and every one of us has a key role to play so it is important that we understand what is required of us.

25. SMU's Pioneers For A Great University

We will officially launch Vision 2025 at Patron's Day next year, and this also marks our celebrations for **SG50 and SMU15**. We can look forward to several celebratory events and initiatives to mark Singapore's 50 years of nation-building and SMU's 15th anniversary.

SMU's 15-Year Award Recipients



As I am talking about SMU reaching 15 years since its founding, it is also apt that I acknowledge our pioneers who this year received their long service award. You can see their picture and names on the screen. These are creative and hardworking men and women, who together with our Chairman Mr Ho Kwon Ping, started SMU from a blank slate. Let's give them a big round of applause.

For those of us who joined later, you too can be pioneers for we are now entering a brand new phase in SMU's history with Vision 2025.



Vision 2025 serves both as an aspiration, and a roadmap for our University over the next ten years. It will involve every one of us, every faculty and every staff member and alumni. Our actions and achievements will impact every single stakeholder of the University.

Come on board Vision 2025 and let's together pioneer SMU into a great university!

- End -