

**State of the University Address 2015**

**Professor Arnoud De Meyer**

**President, Singapore Management University**

**Friday, 28 August 2015, 9.30am**

**Mochtar Riady Auditorium**

**SMU Administration Building**

Colleagues, Students, Friends of SMU, a very good morning to all of you.

I am sure, like me, you felt connected, *engaged* with the celebratory mood and infectious energy of our alumni Eurythmix performers. An E-mix alumni interest group is exactly what our Office of Alumni Relations aims to promote among several other interest groups. And the lyrics to the song we just heard are apt. "*But if we all stand up for what we believe.*"

Those words resonate with who we are at SMU and what SMU Vision 2025 aims to achieve. We stand up for what we believe, actively *engaging* and working to make our world a better place.

Let me introduce the E-mix dancers: LKCSB 2014 alumni Audrey Chua and Grace Aik, and School of Social Sciences 2013 alumna Amy Lim who were in the team that took the first prize at the Europe Dance Grand Prix in Barcelona last year. Also to our Lee Kong Chian School of Business (LKCSB) Year 4 student Stephanie Wee and to the choreographer Sherrie Loe, 2014 alumna from LKCSB and School of Accountancy. Please join me in giving a warm applause to all of them!



Thank you and I am delighted to see so many of you here at the State of University Address 2015. At the last State of University Address, I spoke of how we are entering a new phase of SMU's history with Vision 2025. Indeed, we have had 15 years of building an amazing university that has grown in academic stature and global reputation, and we want to take SMU to its next level of success.

As a homegrown university, SMU's success depends very much on the support provided by the Singapore Government and the larger community. Together, we celebrate SG50, Singapore's 50 years of independence and successful nation-building.

### **SMU's 7<sup>th</sup> Ho Rih Hwa Leadership in Asia lecture**



As part of SMU's SG50 celebrations, we had the privilege of hosting Singapore Prime Minister Lee Hsien Loong, just two months ago, when he delivered SMU's 7<sup>th</sup> Ho Rih Hwa Leadership in Asia Lecture to an audience of some 3,500. This was a historical event for SMU as it was the largest ever organised and included the diplomatic corps; government and corporate sectors; SMU community, and students from Junior Colleges, Polytechnics, and the Institute of Technical Education. PM Lee was pleasantly surprised to see such a large scale forum. Let's watch a short clip from the event.

### **SMU Commencement 2015**



Another historical event for SMU was Commencement 2015 held six weeks ago. The event brought together 6,000 people: with graduates from all 6 Schools, postgraduates and parents. Deputy Prime Minister Teo Chee Hean was our Guest-of-Honour. During the early years of SMU's development, he was the Education Minister and very much involved in our University events. He was delighted that SMU has brought a new vitality and student life back into this part of the city, for which he has fond memories from his school days. He was pleased that SMU attained a high reputation in just 15 years and paid tribute when he drew a parallel, saying that SMU is emblematic of what Singapore is. We achieve what we set out to do. This, we know, is the 'SMU want something, do something' culture that has become part of who we are, as a university community.

## US Secretary of State John Kerry at SMU



This culture was also how our colleagues from Corporate Communications & Marketing, supported by Integrated Information Technology Services and Office of Facilities Management, won the trust of the US Embassy and State Department. They organised in just 4 working days, US Secretary of State John Kerry's talk at SMU held on 4 August. They had to meet exacting standards of the US team but our people did it. In turn, Secretary Kerry very graciously acknowledged SMU here and again when he spoke at the US-ASEAN Ministerial Meeting in Kuala Lumpur.

Why do I refer to these 3 events? Because they indicate that SMU is now very well regarded as a thought leadership platform!

## SMU as an institution with multiple offerings



SMU started from humble beginnings with the early years spent on building a strong solid foundation and establishing a brand name for our undergraduate education. Our University has undergone significant changes from starting out as a “one-product institution” to an “institution with multiple offerings”. We have been building up our research, postgraduate and executive development programmes and professional studies courses so as to make an impact on industry and society.

It is good to ask ourselves from time to time about the progress that we have made.

### SMU Vision 2025



Last year we launched SMU Vision 2025 with the ambition of becoming a Great University. Looking at the expression of our Vision, they are audacious aspirations but I am pleased to report that we are on track and making headway!

Previous years I made a list of all our achievements. This year, there are so many that we have put together a booklet which you will receive later. Today I can only mention a few highlights that I have picked out.

Let's start with:



### A/ Game Changer in Undergraduate Education

1. We have always believed in admitting students through a holistic assessment and not a one-size-fits-all method. SMU is the *first university in Singapore* to interview all shortlisted candidates for our undergraduate programmes. From a cohort of 306 students in 2000, our applications have now grown to some 14,000 applications. Half of them get shortlisted for interview for about 1,960 places, or out of 14,000 applications, one in seven gets a place at SMU.

### SMU's Admissions Outreach Events

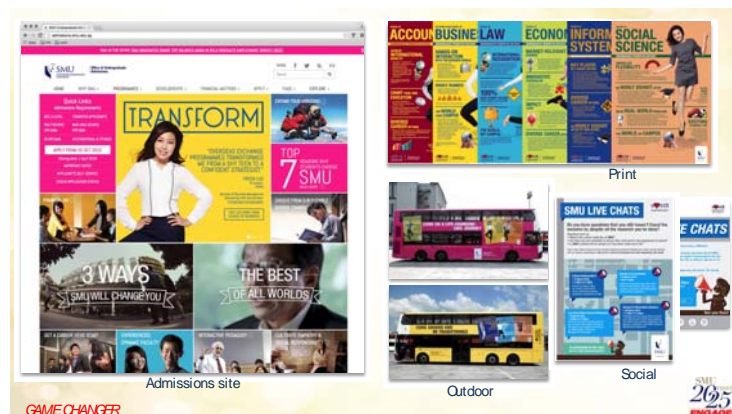


However, with stiffer competition from other universities both in Singapore and overseas, we have had to work harder to attract the students that we want. I called 2015 The Year of The Yield for UG. Through collaboration and hard work, we started



making key changes to our admissions process and outreach. Everybody pitched in: Provost Rajendra Srivastava, Vice Provost Pang Yang Hoong, Office of Undergraduate Admissions, and School Deans and their teams. Our Office of Business Improvement helped to improve the interview experience.

### SMU's Integrated Media Campaign



And the Office of Corporate Communications & Marketing through their integrated media campaign, outreach events, and targeted media stories generated the pool from which we admitted the students.

### Admissions Outreach Events and Media Stories



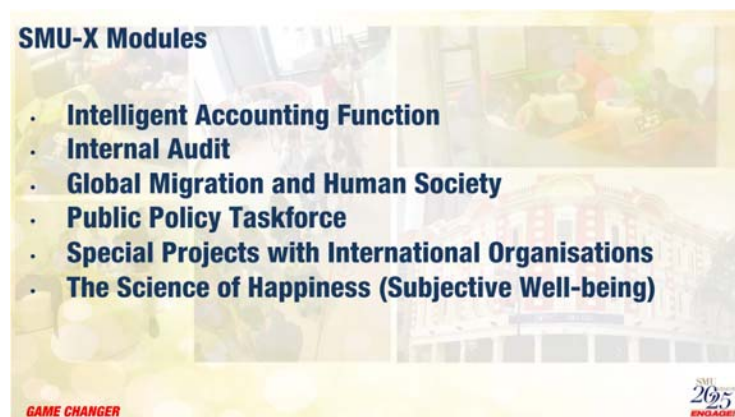
With everyone engaged and playing their part, we worked hard in getting a much higher yield of 46%. Well done to all!

Frankly speaking, we are only halfway through. We got more of the students we want, but we have to be even better at defining what the quality rubric is for each of the Schools, and measure our success in admissions against such rubrics. I have asked new Provost Lily Kong and Vice Provost Pang Yang Hoong to look into this matter.



2. In pushing the frontiers of learning, SMU *pioneered a unique pedagogy that transformed Singapore's university landscape*. Now other universities are catching up.

### Launch of first-of-its-kind SMU-X Modules



SMU is again moving into new learning territories with the launch of its first-of-its-kind experiential SMU-X with six new modules being offered this August.



## New modules SMU will be offering from this semester



**Other New Modules**

- Intelligent Accounting Function
- Internal Audit
- Global Migration and Human Society
- Public Policy Taskforce
- Special Projects with International Organisations
- Subjective Well-being
- Business Capstone – The Design of Business
- Advanced Seminar on Information Systems Management
- Information Systems Application Project
- Postmodern Theatre Studies

**NEW COURSES**

**School of Accountancy**

- Intelligent Accounting Function

**Lee Kong Chian School of Business**

- Managing in a VUCA Context
- Storytelling for Brands and Organisations

**GAME CHANGER**

**SMU 2025**

This ground-up initiative has been made possible by consultative faculty who are *engaged* in promoting inter-disciplinary project-based learning using actual problems faced by organisations. When you combine active student mentoring by faculty and industry, you get rich three-way learning. I am pleased to add that many more of our faculty are now joining in, to develop SMU-X type of courses. We have also launched, from this semester, several other new modules which you can see on the screen.

## Giving SMU students the competitive edge with global exposure



3. In giving our students the competitive edge through the SMU educational experience with global exposure, our graduates enjoy high employment rates with high

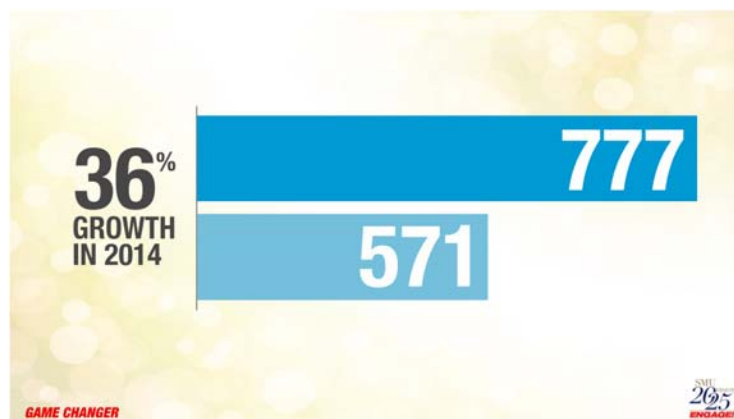
starting salaries. Kudos to colleagues from our Schools, and from our career centre, Centre for Social Responsibility and Office of Global Learning for their hard work!



#### 4. Game Changer in Education is also about Lifelong Learning

We have been offering innovative postgraduate professional programmes since 2002.

#### Exponential growth of 36% in enrolment in 2014



This has translated to a healthy growth of 36% in enrolment in 2014, from 571 to 777. For 2015, we received 2,069 applications and expect an enrolment of 1,200.

## SMU offering various first-of-its-kind postgraduate programmes



Our range of first-of-its-kind postgraduate programmes includes: IE-SMU Blended MBA led by Lieven Demeester. They recently graduated their first cohort. The Master of Science in Management is led by Rick Smith and the Master in Tri-sector Collaboration pioneered by Ann Florini. The MTSC also had their first cohort of graduates recently.

## SMU Executive Development's impressive portfolio of clients



SMU Executive Development (ExD) has expanded their portfolio of regular clients for tailor-made programmes to include Singapore Semcorp. Here again we see collaboration and teamwork. ExD owes its success to more than 70 faculty members drawn across SMU last year and this year, the number of faculty who will participate

in Executive Development is expected to increase.



#### 5. Game Changer in Education involves out-of-classroom learning

These include moot competitions, business case challenges, performing arts competitions. Over the past year, our student groups have achieved success in many key competitions around the world. Let me cite just a few:

#### SMU School of Law mooting teams' awards



- Our School of Law mooting teams, mentored by Assistant Prof Chen Siyuan, competed in 13 international championships and had 26 final appearances since the moot programme started six years ago. In the latest season, the moot teams competed in 8 international championship finals and won 5.



## SMU student mooters crowned champions in the International Criminal Court Moot Court Competition 2015



The picture you see on the screen is that of our International Criminal Court moot team. This SMU team gave Singapore its first win in the first attempt. I would like to invite our student mooters in the audience to stand up, please.

## SMU team Tueur Consulting emerging victorious at the Chartered Institute of Management Accountants 2015 Global Business Challenge





- Another SMU team that gave Singapore its first win is Tueur Consulting at the Chartered Institute of Management Accountants 2015 Global Business Challenge in Warsaw, Poland earlier this month. The SMU team comprising students from School of Accountancy and Lee Kong Chian School of Business beat 14,000 international students from around the world to win this prestigious award.

**SMU's Business Case Club Cognitaire flying the SMU flag high at various international competitions**



- We have more first prizes from our two teams from SMU's Business Case Club Cognitare, mentored by Senior Lecturer Ma Kheng Min. One team with members from School of Accountancy, Lee Kong Chian School of Business and School of Economics won the inaugural Audi and Robert Walters Global Business Case Challenge 2015 held at Ritsumeikan Asia Pacific University in Japan this June. They beat 13 other teams from nine countries including University of California, Berkeley and Hong Kong University of Science and Technology. Our second Cognitare team clinched their first prize at the Thammasat Undergraduate Business Challenge 2015 held in Bangkok, Thailand.

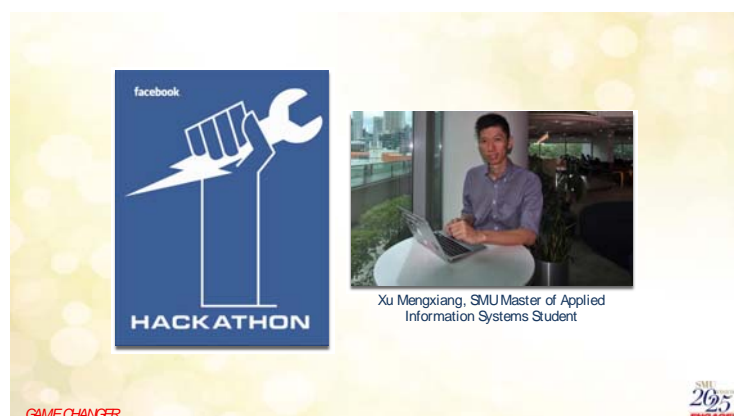
Our Cognitare team members in the audience, please show yourselves.

## SMU teams triumphant at the APEI Leveraged Buyout Case Competition 2015



- Our postgraduate students at the Asia Private Equity Club came up with a first-of-its kind private equity case competition. The APEI Leveraged Buyout Case Competition 2015 attracted over 30 teams from 11 countries. Two of our teams comprising students from School of Accountancy, Lee Kong Chian School of Business and School of Economics won 1<sup>st</sup> and 3<sup>rd</sup> positions. Second place went to a team from London Business School.

## SIS student winning the Facebook Singapore Hackathon



- School of Information Systems' Master of Applied Information Systems student, Xu Mengxiang won the Facebook Singapore Hackathon for the second time. He was in the SMU team that won the Singapore round and clinched 3<sup>rd</sup> place in the global round last year. He together with new team members will represent Singapore at the Global Hackathon Finals in the US at the end of this year.

Let's give all these teams a big round of applause!



### **B/ A Catalyst in Cutting-edge, Large-scale Multidisciplinary Research**

The second element of Vision 2025 is for SMU to take on the role as a Catalyst in Research. Last year, I talked about SMU placing more emphasis on securing competitively awarded external research grants, and mounting of larger team-based research projects.

#### **A record sum of \$57 million of research grants for FY14**



1. This year, I am delighted to report that we have succeeded. Participation amongst our Schools in seeking external grants saw a marked increase. For Financial Year 2014, a record sum of \$57 million of research grants were secured by Schools, ICLis and research related gifts and donations, as compared to \$12.03 million last year. Of course, this was a bumper year and we should not expect the contracts for each year to be of such a large amount.

SMU also had a diversification of funding sources beyond MOE Academic Research Funding to include other agencies and industry partners such as the National Research Foundation (NRF), A\*STAR and Fujitsu Limited. I want to mention some examples of research that are aligned to the needs of Singapore.

### **SMU SIS winning three significant research grants worth \$36.5 million**



Our School of Information Systems (SIS) had a major coup when they won three significant research grants worth \$36.5million to address national and urban needs.

The first is on Ageing-in-place with the SHINESeniors Project (Smart Homes and Intelligent Neighbours to Enable Seniors). Funded by the Ministry of National Development and NRF, this project is about building a home-care platform with a software solution that has algorithms for detecting and understanding elderly mobility patterns. These are used for remote monitoring and analysis by doctors and

community caregivers.

Secondly, SMU together with A\*STAR and Fujitsu Limited established an Urban Computing and Engineering Centre (UniCEN) to develop solutions that address challenges related to Mobility Management. A simple example is to proactively and dynamically match supply and demand of taxis not just at one location but across Singapore, especially in situations where there is a sudden surge in demand due to large events such as the Singapore F1 Grand Prix or bad weather.

Another area they are looking at is in Maritime and Port Optimisation. Singapore's logistics industry is largely fragmented and uncoordinated. Congestion will only increase as freight volumes grow, as a result of growing trade, e-commerce, and an ageing population which requires more home deliveries. So instead of sending, for example, two trucks to handle the deliveries, it would be more efficient if the logistics providers can consolidate their loads onto fewer trucks and co-ordinate the timings of their deliveries.

Funded by NRF and other collaborating Singapore national agencies over four years, the Secure Mobile Centre, led by Professor Robert Deng, has several key partners including ST Electronics, Gemalto, StarHub as well as with IDA, DSTA, and MAS. The purpose is to find new ways to enhance security of mobile computing applications and platforms.



## The Centre for Research on the Economics of Ageing



2. Last year, I spoke about our Economics of Ageing and Health Management research team, led by Prof Bryce Hool and Prof Jun Yu. Since then, we set up The Centre for Research on the Economics of Ageing (CREA). In May this year, the Centre started its enrolment of the Singapore Life Panel following two successful pilot surveys.

### Retirement Readiness Survey (World's largest population-representative monthly survey)



This is expected to be the world's largest population-representative monthly survey conducted. CREA has already surpassed their target having enrolled 15,000 individuals and 11,000 distinct households.

I would also like to share with you some examples of disciplinary research from SMU which has real impact. I will do it very briefly and may thus do injustice to the research results. But you can find more information in the booklet or on our website.

**Research by Professor CHENG QIANG and Professor XIA CHEN on “CEO contractual protection and managerial short-termism”**



From School of Accountancy, new dean Cheng Qiang together with Prof Xia Chen wrote about “CEO contractual protection and managerial short-termism”. They show that firms with CEO contractual protection such as CEO employment agreements and severance pay agreements are less likely to cut R&D expenditures to avoid earnings decreases. Thus CEO contracts can be designed to help expand managers’ planning horizons and address managerial short-termism and stimulate innovation.

**New paper by Associate Professor CHIH-YING CHEN about “Economic freedom, investment flexibility and equity value”**



In another forthcoming paper about “Economic freedom, investment flexibility, and equity value”, Associate Prof Chih-Ying Chen shows that greater economic freedom in a country enhances equity value through more efficient management of investment options.

### **Hedge Fund Managers study by Professor MELVYN TEO**



Lee Kong Chian School of Business' Melvyn Teo, together with co-researchers from University of Florida, conducted an interesting study into how personal events such as marriage and divorce can distract and affect the performance of hedge fund managers. So when managers of hedge funds get divorced or married, it's bad news for their investors. The research can even tell how much investments are likely to suffer and over what period. So I will ask our Chief Investment Officer to watch the private life of the hedge funds managers that manage some of our endowment investments.

### **Associate Professor Roy Chua's research on ambient cultural disharmony**



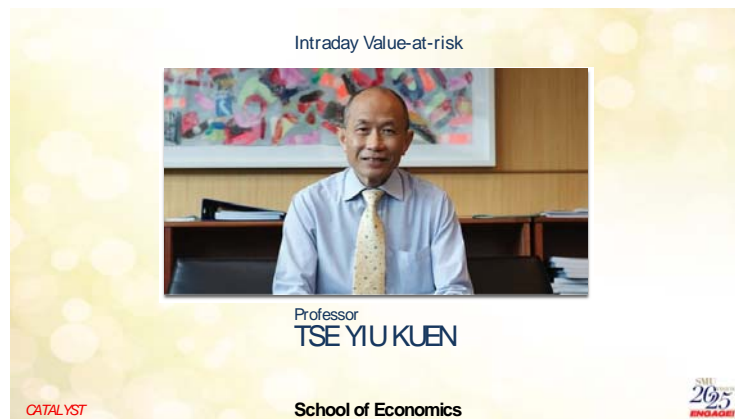
Associate Prof Roy Chua wrote about ambient cultural disharmony, or the indirect experience of intercultural tensions and conflicts in individuals' immediate social environment. Earlier studies showed that ambient cultural disharmony decreased individuals' creativity, but Professor Chua found that ambient cultural harmony did not promote creativity probably because people didn't want to step out of the comfort of their own culture.

### **More research by School of Economics Faculty**



From School of Economics, recent work by SMU Distinguished Term Professor Peter Phillips, Prof Yu Jun and his former graduate student Shi Shu-Ping on econometric detection mechanisms have been found to be useful as warning alerts in surveillance strategies conducted by central banks and government regulators with real-time data. Their results, the bubble theories they developed, are heavily used by central banks all over the world.

## Study on getting real-time access to market information for high-frequency trading activities



Also from the School of Economics is a study on getting real-time access to market information for high-frequency trading activities. A paper by Prof Tse Yiu Kuen and his PhD student Liu Shouwei proposes a method to compute Intraday Value-at-Risk using real-time high frequency transaction data.

## SIS collaboration with DHL to overhaul the existing DHL's Carbon Dashboard



Let me shift to School of Information Systems where Assistant Prof Tan Kar Way who heads DHL-SMU Green Transformation Lab, had worked with our partner from DHL



on overhauling the existing DHL's Carbon Dashboard which is an online tool that measures carbon emissions along a manufacturer's supply chain This application has been in use by DHL and several of its partners since the second half of 2014.

### **LARC research team led by Prof Lau Hoong Chuin**



School of Information Systems' LARC research team led by Prof Lau Hoong Chuin has developed a mobile app which visitors to a theme park can install on their mobile devices to help them maximise their experience. Operating like a GPS in a car, this app can provide each user with a personalised itinerary, and dynamic information such as weather, predicted queue wait-times, and show times. The app has the potential to be used by the operator to manage crowds.

### **New book launched by SMU School of Law – “Singapore Law: 50 years in the Making”**



And just this month, our School of Law launched two new books. Written with a grant from the Singapore Academy of Law, the book “Singapore Law: 50 Years in the Making” was co-edited by Goh Yihan. It provides an empirical study of all reported decisions from 1965 to 2013. This book tracks the birth and growth of Singapore's legal system.

**New book launched by SMU School of Law – “The Legal System of Singapore: Institutions, Principles and Practices” to commemorate Singapore’s legal system**



Another book written specially to commemorate Singapore’s legal system is titled: “The Legal System of Singapore: Institutions, Principles and Practices” was co-edited by Gary Chan and Jack Lee. I have been told it is the most up-to-date Singapore legal system book around.

**“50 Years of Social Issues in Singapore” book launched in April this year**



From School of Social Sciences, David Chan, Director of the Behavioural Sciences Institute, is the editor of the book, “50 Years of Social Issues in Singapore” launched in April this year. Consisting of 16 chapters authored by 24 experts, the book examines various important social issues in Singapore. The Guest-of-Honour at the launch was Education Minister Heng Swee Keat.

### **Assistant Professor HIRO SAITO discusses climate change issues**



Also from School of Social Sciences, Hiro Saito argues that our most urgent social problems, for example, climate change and economic crises are fundamentally global, challenging the existing institutions and practices that mostly still are anchored in nation states. He focuses on cosmopolitanism as a new logic of ethics, politics and knowledge production in a global world.

### **Research Award Winners and Teaching Award Nominees**

All that I have shared with you, our achievements in teaching and research are all due to the dedication, hard work and creativity of our faculty members.

## SMU Teaching Award Nominees 2015



I would like for us to recognise our faculty members who have been nominated for their teaching excellence. Here are this year's nominees. The awards night to announce the winners is in a few weeks' time. Let's wish them the very best of luck for winning the final prizes!

## SMU Research Excellence Award Winners



Next, we want to pay tribute to our best researchers for 2015. You can see on the screen the 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.

Please give the teaching award nominees and research winners a very warm applause.



### **C/ SMU as A Global Exemplar**

Integrating SMU into the larger community as Singapore's only city campus university is one of our University's key thrusts.

### **SMU Grow launched by Ms Denise Phua**





In January, SMU Grow was launched by Denise Phua, Mayor of Central Singapore District. SMU now joins a global urban farming movement that aims to create global awareness on environmentalism, food production, consumption and security and promote sustainable urban living. SMU's student groups and CCAs will also work with beneficiaries and community from the District to organise events spanning arts, sports and community service. Here, you can see a picture of one of the events, the Free Kicks Challenge 2015.

### **Financial Literacy Fiesta organised by SMU and Citi Singapore**



In June, SMU and Citi Singapore organised the Financial Literacy Fiesta on our Campus Green to promote the importance of being financially literate and to commemorate Singapore's Golden Jubilee. The event attracted some 7000 people including practitioners and academics. Here you can see the two teams, SMU and Citi Singapore who were involved in the Fiesta.

### **SMU hosting the Singapore Night Festival 2015**



Integrating SMU into the city means sharing our campus space with our neighbours. Over the years, SMU has been collaborating with the National Heritage Board to be the venue partner for the Singapore Night Festival. If you missed the Festival last weekend, you will have a chance, tonight and tomorrow night, to see how our Campus Green can be transformed into a Festival Village complete with a chill out zone, flea market, food stalls, and dazzling performances.

### SMU students and alumni racking up medals at the 2015 SEA Games



**SEA Games athletes:** Being part of the community also means supporting key sporting events as what we did with the 2015 SEA Games, from 5<sup>th</sup> to 16<sup>th</sup> June. It was a major sporting event for Singapore and the region. 29 SMU students and alumni competed in 17 sports to win 15 gold medals, 4 silver medals and 10 bronze medals. Topping the scoreboard with two gold medals each were swimmer Yeo Kai Quan, sailors Terena Lam and Dawn Liu, and synchronised swimmer Shona Lim. Chelsea Ann Sim won a gold and a silver in taekwondo. Several of our students, faculty and staff members were involved in organising the Games and supporting our athletes. They are here today.

We also have here in our audience, SEA Games gold winner Lee Kai Yang (Water Polo National Goal Keeper), double gold winner for sailing Terena Lam and double gold winner for synchronised swimming Shona Lim. Could they please stand up? Let's show them how proud we are of them!



**D/ Global Reputation** All these achievements contribute to our University's rising global reputation. From innovative programmes to organising global forums and conferences to international research collaborations, to the sharing of our knowledge and expertise at overseas universities.

As we are fast expanding our global footprint, I asked that we set up an International Office. I am pleased to see its progress and how it has helped to raise SMU's global profile as a leading Asian city university.

### SMU's collaboration with China and India



We organised several forums and conferences in and about China and India. And I was pleased to be part of a 28-member delegation that visited India at the end of May to learn more about present- day India.

## Centre of Management Practice's Case Writing Initiative



Also contributing to SMU's global reputation is our Centre of Management Practice (CMP) Case Writing Initiative, led by Prof Phil Zerrillo. CMP's case writers worked with Prof Srinivas Reddy on a case on Jungle Beer, and with Associate Prof Kapil Tuli on the Gillette India case. Together, they bagged the top prizes in two categories of the 2014 case writing competition organised by the European Foundation for Management Development. It is the first and largest win by a Singaporean educational institution in this global case writing competition. CMP has not only produced these two cases but also written 130 case studies, which you can see in this catalogue.

## Launch of SG50 commemorative book titled: “Singapore at 50: The Business of Nation-Building”



Last week, CMP launched its SG50 commemorative book titled: “Singapore at 50: The

Business of Nation-Building”. It was a most memorable event with Dr Mohamad Maliki Bin Osman as GoH. CMP has other outreach platforms. They include Asian Management Insight, modeled after the Harvard Business Review but with an Asian focus, and most recently the Asian Management Briefs. It is a coordinated offering headed by SMU. It brings together Almaty University- Kazakhstan, Asian Institute of Management-Philippines, University of Malaysia-Sains, Thammasat University- Thailand and National University of Vietnam- Ho Chi Minh City.

### **Winners of the 2015 Innovation in Accounting Education Award**



Also contributing to SMU’s global reputation is the win by Associate Prof Seow Poh Sun and senior lecturer Wong Suay Peng. They won the 2015 Innovation in Accounting Education Award from the American Accounting Association. I would like to acknowledge the support given by Centre for Teaching Excellence, led by Associate Prof Tan Swee Liang.



## SMU Financial Trading Institute to receive the Institute of Banking and Finance's Inspiring Educator Award



On 3 September, SMU Financial Trading Institute will receive the Institute of Banking and Finance's Inspiring Educator Award from Emeritus Senior Minister Mr Goh Chok Tong.

**Rankings:** With the growth in SMU's research and its impact, we have seen a rise in global rankings for our School's research contributions. I would like to show you some of our Schools' rankings.

### School of Accountancy's Rankings



We all know by now that School of Accountancy is number 7 in Financial Accounting by archival research.



## School of Economics' Rankings



The School of Economics is first in Asia as an Economics department and 4<sup>th</sup> in the world for econometrics;

## Lee Kong Chian School of Business' Rankings



The Lee Kong Chian School of Business is 4<sup>th</sup> in Asia and belongs to the top 50 in the world. But this year I want to focus on the programmes:

## Accolades won by LKCSB Postgraduate Programmes



**Postgraduate Professional Programme Rankings:** Offering the best has also placed our Lee Kong Chian School of Business (LKCSB) first in Asia and third in the world in the Financial Times (or FT) Global Masters in Finance Post-experience Ranking 2015. *LKCSB is the only institution in Asia and in Singapore to make it to the top five positions globally*, placing it just after London Business School and University of Cambridge's Judge Business School. LKCSB also emerged second in Asia and 34<sup>th</sup> in the world in FT's Global Masters in Finance Pre-experience Ranking 2015 for its Master of Science in Applied Finance (MAF) programme. It is again the only Singapore institution to be ranked.

According to FT, [I quote] "*Lee Kong Chian School of Business is the first school to feature in both the Pre-experience and Post-experience rankings, and is the highest positioned new entrant.*"[Unquote] Congrats to LKCSB!

## SMU's Like-minded Universities Network



Two years ago, I shared with you SMU's ambitious project to form a network of "like-minded universities" that are more than just Business schools and more focused than comprehensive Universities. An official first meeting between network partners - Université Paris Dauphine (or UPD), University of St Gallen, Copenhagen Business School (or CBS), Fundacao Getulio Vargas (FGV) and SMU - was held in Paris in March this year. Besides the academic collaborations with CBS on Maritime Economics; with St Gallen on undergraduate, PhD and faculty exchange; and with UPD on Big Data for Urban Analytics, staff exchanges have begun taking place between SMU and UPD. Both universities have started sharing teaching and administrative best practices through specialised units such as their respective Centres for Teaching Excellence. In fact, sitting in the audience now with us, is Cecil Chevalier from UPD who is at SMU for a month exchange.

Later this December, network partners will convene for a second workgroup meeting to share and explore collaboration opportunities in the areas of research and teaching innovation at the University of St Gallen, Switzerland.

## SMU accorded the ASHOKA Changemaker Campus status



In recognition of what SMU already does well in promoting social innovation and social good, SMU was accorded the ASHOKA Changemaker Campus status. This is an achievement because we join as a first Asian University in an elite group of 32 global universities that are committed to social innovation, entrepreneurship and change. We will have access to best practices and network around the world. Through this, we aim to offer our students the opportunity to integrate their academic modules with community service and internship in one single overseas exchange experience

## SMU's Corporate Achievements

This past year also saw SMU receiving several corporate achievements:

### Gold Award in Intranet Innovation



Office of Integrated Information Technology Services (IITS), led by Lau Kai Cheong, recently garnered two awards. **First award is the Gold award in Intranet Innovation** 2015. Here you can see past winners (PWC, IBM, Coca Cola etc).

### **Brightspace Excellence Awards 2015**



Second is the Brightspace Excellence Award 2015 for innovation and excellence in teaching and learning solutions. Using the latest learning analytics, the software gives our faculty the capability to improve student performance and achieve better learning outcomes.

### **Singapore H.E.A.L.T.H Gold Award 2014**



In recognition of the Workplace Health Promotion (WHP) programmes organised by Office of Human Resources and Faculty Administration, SMU was awarded the

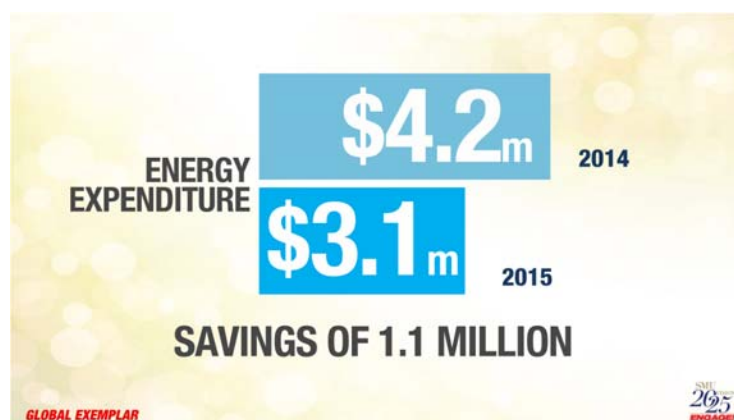
Singapore H.E.A.L.T.H. (Helping Employees Achieve Life-Time Health) Gold Award 2014. This marks SMU's second consecutive Singapore H.E.A.L.T.H. Gold Award presented by the Health Promotion Board, and will pave the way for SMU to apply for the Platinum Award in 2016.

### Marketing Excellence Awards



SMU Corporate Marketing in the SMU undergraduate admissions marketing\_campaign: "Choose Transformation, Choose A Different U" won bronze medals for Excellence in Advertising and Excellence in Digital Marketing. It won another bronze at the Mob-X for Viral Marketing. Corporate Marketing's efforts also garnered SMU the No. 5 Ranking for LinkedIn's Most Influential Brand in Singapore.

**Reduction in energy consumption by 10% translating to substantial cost savings of \$1.1 million**





And though SMU has been expanding, I am pleased to share with you that we have managed to reduce the energy consumption for our University by 10% since last August. This translates to a substantial savings of \$1.1 million as compared to what we previously paid. Our thanks to Mr Sim and his team at Facilities Management for this good news!

I would like to thank all our colleagues who have contributed to all these achievements.

### **15,000 strong alumni across the globe**



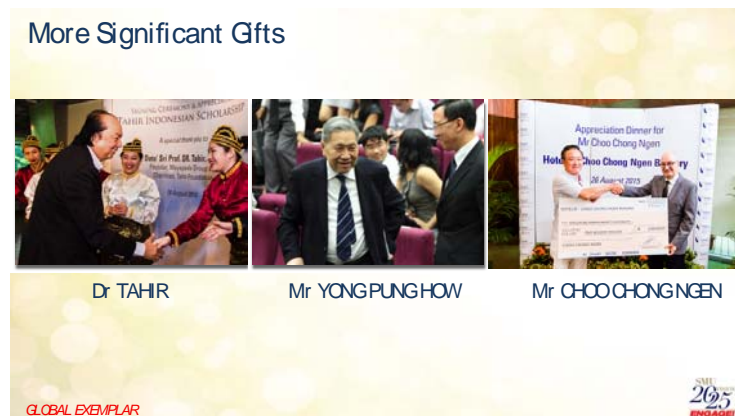
**Strong Global Alumni Base:** SMU is proud to have well over 15,000 strong alumni across the globe as our ambassadors. With a dedicated Office of Alumni Relations, led by Professor Low Aik Meng, more alumni engagement initiatives are being planned. This includes more frequent class reunions and interaction events for interest groups. SMU is also planning to create a clubhouse, a home away from home for our alumni. This can take quite some time and in the interim, SMU Alumni Association will set up a Café at the Concourse.

### **Kind generosity of donors**



**Financial Strength:** Our many initiatives and projects would not have been able to grow and advance at a healthy rate but for the kind generosity of our donors. SMU has raised \$12.5million in the last financial year which attracts some \$15million of government matching from MOE.

### More significant gifts



More significant gifts include: Dr Tahir's gift of \$2m for needy students and Mr Yong Pung How's gift of \$1m for new law research centres, and newly committed gifts includes the Choo Chong Ngen Bursary of \$2m endowed bursary.

This brings me to the end of the first part of my speech about the year in review. Here is a good time for us to express our deep appreciation to Prof Rajendra Srivastava for all his hard work, dedication and commitment. He served SMU as Provost for seven years and has been instrumental in building the foundation for SMU's success.



## SHAPING SMU'S FUTURE WITH VISION 2025 AS OUR MAP

Now I would like to talk about how SMU is building for the future. Even with our success, we cannot be complacent and rest on our laurels. The next success wave will need ingenuity, focus and hard work. I spoke of how we are now building our second curve of development and entering a brand new phase of SMU's history with Vision 2025.

### Senior Management changes at SMU



### Senior Management Changes

For that, we have had leadership renewal at SMU with a strong new team:

Prof Lily Kong was appointed as Provost effective 1 September. An award-winning researcher, educator and prolific writer, Prof Kong already has plans to introduce humanities offerings in SMU's undergraduate foundation core modules. She wants to also grow SMU's global exposure opportunities for students and foster more international collaborations. She will be working with Vice Provost Pang Yang Hoong (Undergraduate Matters and Student Development), Vice Provost for Research Prof Steven Miller, Vice Provost (Special Projects, Postgraduate Professional and Executive Development) Prof Francis Koh and new Vice Provost for Faculty, Prof Phang Sock Yong.

At the School of Accountancy (SoA), Prof Cheng Qiang took on the deanship effective 1 July. An award-winning researcher and SoA's former Associate Dean for Research, Prof Cheng plans include attracting more quality students to SoA, further enhancing the intellectual capital of the school and strengthening links with the accounting industry, employers and alumni.

Our new dean of Lee Kong Chian School of Business (LKCSB), Prof Gerry George assumed his role on 1 January this year. Previously the Deputy Dean at the Business School at Imperial College, Prof George has already said that he wants to get LKCSB ranked in the world's top 20 business schools and make it the best Asian business school.

### **Reconfirmation of appointments and stepping-down**



I am also pleased to let you know about the reconfirmation of Prof James Tang as Dean of School of Social Sciences and Prof Bryce Hool as Dean of School of Economics. School of Information Systems' Founding Dean Prof Steven Miller has expressed his wish to step down in this academic year, having served SMU for 13 years. I would like to express my heartfelt thanks to Prof Miller for all his hard work, dedication and commitment.



### **Game Changer -- Transformative education for a new generation of leaders**

Progressing ahead with SMU as a Game Changer, I will now **share with you** several initiatives:

#1. The way our students are learning is changing rapidly. More and more information is now available online. Therefore, the role of a faculty member is evolving. While we still can share knowledge, we are more and more a facilitator of the learning, and we want our students to learn from experience, from projects, from solving real problems.

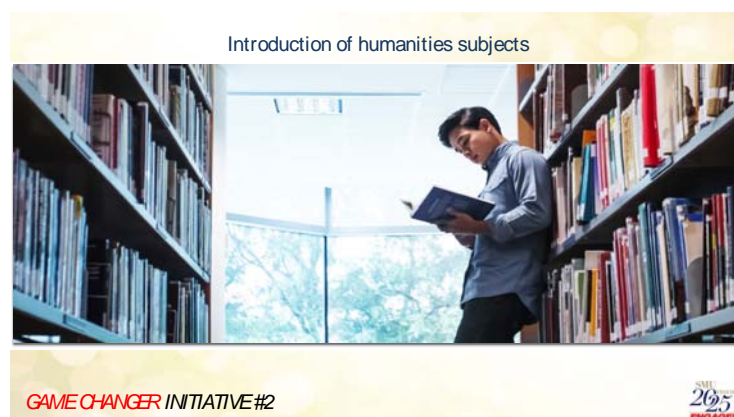
### **Unique pedagogy to empower students to be problem solvers**



As I already mentioned we started by creating a very different learning environment at SMU Labs, and organised SMU-X courses. These are typically interdisciplinary, anchored in real problems, project-based with faculty as facilitators.

It is our objective that all SMU students will have the opportunity to take SMU-X modules as this will be the future of learning. We will prepare students to be self-learners, creative, resilient and adaptable to changes in the global economy. I have asked Prof Pang Yang Hoong to ensure that SMU-X courses will be integrated into our curriculum as a set of cluster by themes. She will also be working to finalise details with the SMU-X committee and the Schools. It is also our intention to transform the university scholars programme and make it really distinctive by ensuring that the experience- based learning becomes central to the Scholars' Experience. You will see more of it rolled out in the coming year.

### **Introduction of more humanities subjects in the areas of literature and history**



#2. With Prof Lily Kong's arrival, I am delighted that we will see the enhanced speed of the introduction of humanities subjects in the areas of literature and history to provide stronger grounding for our students.



### **President incentive for Blended Learning**



#3. I am also pleased to announce the launch of President Incentive for Blended Learning (PIBL), an educational research fund, to promote and recognise a scholarly, evidence-based approach to blending seminar-style with online teaching and learning at SMU. The PIBL fund, amounting to a total of \$300,000, is funded by the President's Office and would be managed by the Centre for Teaching Excellence (CTE). CTE will soon announce further details of the PIBL fund and the application process. The Deans and I strongly encourage all our faculty members to apply for the fund to advance our SMU pedagogy, and engage as well as inspire our new generation of learners.

### **100% overseas exposure for graduating cohort**



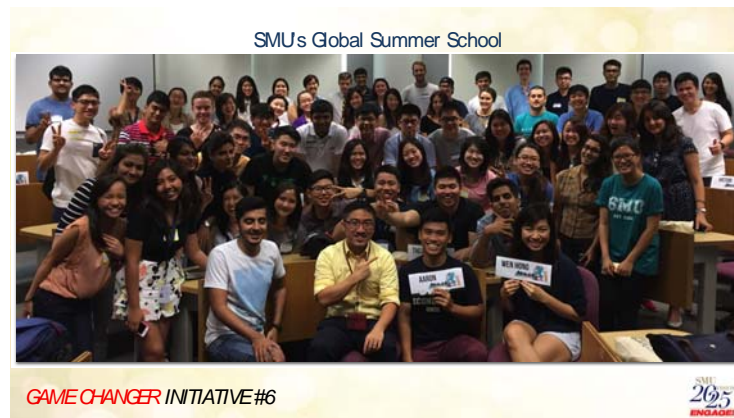
#4. In overseas exposure, SMU is fully committed to ensuring that 100% of our graduating cohort is given the opportunity. In fact, I posed the challenge to our freshmen at Convocation two weeks ago for them to achieve that target. We decided that it was not yet the time to make overseas exposure compulsory, but we will do everything to ensure that the incoming class will get that 100% exposure.

### Launch of SMU LifeLessons



#5. Last year, we made a significant step towards a better integration between the academic programme and the out-of-classroom experience the undergraduate students have in the CCAs, the overseas exposure and community service when Office of Student Life introduced SMU LifeLessons. I want us to continue with this and I am sure that through SMU-X and other initiatives, we can ensure that the out-of-classroom experiences contribute even better to the overall learning experience of the students.

## Launch of SMU's Inaugural Global Summer School



#6. Our inaugural 4-week Global Summer School launched in June attracted some 87 students from 16 countries including 14 SMU students. There were 7 courses themed around “Business, Innovation and Society in Asia”, taught in 4 intensive weeks in the classroom. For next year’s summer school, SMU is looking to expand the course offerings and options for students.

## Launch of two new practice-oriented Doctoral programmes



#7. In the coming weeks, SMU will launch two practice-oriented Doctoral programmes: the Doctor of Innovation and the Doctor of Business Administration. Through the Doctor of Innovation programme, SMU will play a role in grooming skilled professionals who are well-equipped to capitalise on innovation opportunities arising from Singapore’s strong R&D ecosystem. The Doctor of Business Administration is designed to train scholars and

teachers who are interested in academic careers and practice-oriented research. SMU is also considering tie-ups and collaborations with our international partners to make our DBA the first uniquely pan-Asian programme in the region.

We will start small because we need to ensure that the quality of this programme is high. But I am convinced there is big market for such a programme. With the growth of tertiary education in this part of the world, there will be an overwhelming demand for highly trained education and practice-oriented researchers. We want to be at the forefront of educating these future educators for the region.

### **More career service officers for LKCSB programmes**



#8. For postgraduate programmes, we need still to grow in quality and quantity. SMU's Board of Trustees is very supportive of this strategy and is aware that we are still in an investment phase. They realise that the reputation of postgraduate programmes in business is often based on the success of the career services. Our Board of Trustees has therefore fully endorsed that we increase the number of career service officers by 5 for Lee Kong Chian School of Business (LKCSB) programmes.

## More new programmes for SkillsFuture



#9. For SkillsFuture, SMU is enthusiastic about and fully supportive of the government's intention for continuous education and will be actively looking what we can do. In fact we have already more than 100 courses that could qualify for SkillsFuture. I have asked Prof Lily Kong to lead the feasibility study on the areas in which we could develop new programmes for SkillsFuture and how these could be organised within SMU. We need to examine whether these courses will be offered by the existing offices and schools; or whether we need to create a new centre. Prof Kong will be looking into setting up the whole process and will bring her conclusions to the Board of Trustees this November.



### Catalyst – Leading player in cutting-edge multi-disciplinary research

Progressing ahead with SMU as a Catalyst for Research, we want to create a rich, conducive research environment with strong support for research initiatives. Let me now share these initiatives:

## Two new Areas of Excellence



#1. We will move from 3 to 5 Areas of Excellence with two new areas: (1) Ageing and Health Care Management and (2) Urban Management and Sustainability. Second one has many building blocks within SIS and SoSS. I have asked Lily Kong to give further definition to the 5<sup>th</sup> area of excellence.

## Review of various Institutes, Centres, Labs and Initiatives

Institutes	Centres	Labs & Initiatives
Asia Private Equity Institute	Applied Research Centre for Intellectual Assets and the Law in Asia	Dispute Resolution Initiative
Behavioural Sciences Institute	Centre for Cross Border Commercial Law in Asia	DHL-SMU Green Transformation Lab
Business Families Institute	Centre for Marketing Excellence	Fujitsu-SMU Urban Computing and Engineering (UNICEN) Corp. Lab
Financial Training Institute	Centre for Professional Studies	International Islamic Law and Finance Initiative
Human Capital Leadership Institute	Centre for Research on the Economics of Ageing	Livelabs Urban Lifestyle Innovation Platform
Institute of Innovation & Entrepreneurship	Financial IT Academy @SMU	Pinnacle Lab
Institute of Service Excellence @SMU	Lien Centre for Social Innovation	SMU-SAS Advanced Analytics Lab
Institute for Societal Leadership	Living Analytics Research Centre	SMU-Alexandra Health T-lab
International Trading Institute @SMU	School of Accountancy Research	SMU-TCS iCity Lab
Sim Kee Boon Institute for Financial Economics	Secure Mobile Centre	Urban Decision & Optimization Lab
UOB-SMU Asian Enterprise Institute	SMU – TA Centre of Excellence in Taxation	
	Wee Kim Wee Centre	
	Wharton-SMU Research Centre	

#2. Over the last few years, SMU has been developing institutes, centres, labs and initiatives (ICLIs) to expand our opportunities for research and industry collaborations. It is now timely to review, consolidate and map out our strategy so that we maximise the



use of our resources. This is the logical extension of the external reviews we have had or plan for the Schools.

### **Accreditation renewals for SOA and LKCSB**



Earlier this year, we had a very interesting and positive review of the School of Information Systems, and in Q1 of 2016 we will have external reviews and the accreditation renewals for School of Accountancy and Lee Kong Chian School of Business (LKCSB) by AACSB and later on by EQUIS for LKCSB. The review of the ICLis will obviously not be as extensive and may remain an internal exercise, but it is nonetheless good practice to do so on a regular basis.

### **Partnership with EDB and SPRING to enhance Singapore's retail offering and productivity**



#3. Some preliminary news is that SMU has been working with EDB and SPRING Singapore to establish a national retail centre of excellence. Together, we want to create a talent pool to elevate Singapore's retail industry, and generate cutting-edge insights to enhance Singapore's retail offering and productivity. We want to build a premium retail community with various stakeholders such as industry, experts, researchers and students. The official launch of the national retail centre is expected in the first half of 2016. One of the key initiatives to be rolled out includes an innovative retail management track for SMU undergraduates. This will feature a strong store front-to-back-end internship programme, and provide opportunities for our students to hone their entrepreneurial qualities in the retail sector.

### **Renewal of LARC**



#4. In the coming months, we will be discussing the renewal of LARC and the extending of LARC for its phase 2. For phase 2, the research, data, application and system strengths of LARC and LiveLabs will be combined to improve urban systems and services as well as improve the social well-being within our Singapore urban context.

## Launch of Lee Kong Chian Professorship and Fellowship programme



#5. SMU launched the Lee Kong Chian (LKC) Professorship and Fellowship programme to encourage multi-disciplinary research that is aligned to SMU's five areas of excellence. On annual basis, we will award 7 standing professorships and 42 fellowships to full-time SMU faculty and visiting faculty with preference to those who conduct multi-disciplinary research aligned to SMU's now five areas of excellence. LKC Professors and Fellows will contribute to SMU through curriculum and faculty development, teaching and research collaborations. To-date, we have appointed 29 Fellowships and two Professorships, with an additional 4 Fellowships and 1 Professorship to be appointed in January next year.

## Ramping up efforts in Senior Faculty Recruitment



#6. We will keep on investing and increasing our efforts in senior faculty recruitment to enhance SMU's portfolio of teaching and research. This is all the more important because we need senior faculty that can give leadership to some of our research initiatives.



### **Global Exemplar -- Pre-eminent and esteemed Global City University in Asia**

To help SMU progress ahead as a Global Exemplar, we need our spaces to evolve in anticipation of future needs. We want to provide our students and faculty with adequate and flexible learning and teaching spaces, as well as new collaboration and recreational spaces. Here are some initiatives:

#### **New School of Law Building to be ready by early 2017**



#1. We are developing from scratch, a new School of Law Building. Mid this year, we

saw the completion of the piling works. Taking some 10 months, it was no easy task with a total 726 piles or 18 km if lined up in a single row.

As you can see from the picture, I had the opportunity to visit the site a few weeks ago. I was informed that we are still progressing according to the project plan and I hope that we will be able to move into the building early 2017. Till that time, we will have significant shortages of space, and I ask all of you to be flexible when it comes to space utilisation.

### **A new and improved Campus Green**



#2. Another key milestone will be our Campus Green renovations that will change the face of Bras Basah and add more buzz to the city precinct. Last year, I shared with you some preliminary plans which we have since fleshed out and confirmed. These include adding new seminar rooms and group study areas in the Concourse; a centralised Co-Curricular Activities space facing Campus Green; an expanded, three-storey Fitness Centre rising from the Concourse; and a new Amphitheatre on Campus Green for student and community engagement activities.

We are also planning a 400 to 500 metre jogging track on the Green. By 2017 when the project is completed, I envisage that Campus Green will be a 'playground' where students, stakeholders, and members of the public will interact and mingle, formally and informally through performances, fitness activities and sports.

Again, before we get the benefits of the new spaces and an improved Campus Green, we will have to put up with some inconveniences. You will have noticed that hoardings have gone up in the Concourse, and from next week onwards you will see hoardings

going up on Campus Green. There will be some noise, and some of the sights may not be as nice to look at. But the team under Mr Sim will do everything to keep the disturbance to a minimum.

#### SMU - A Great University

All that we have achieved and plan to achieve through Vision 2025 will build a strong foundation for SMU to become a Great University. A university that births great ideas, provides rich test-beds for ideas to flourish and spread the knowledge through research, application and commercialisation. A university that is committed to the pursuit and application of breakthrough research to solve problems and complexities in focused areas of excellence in urban and sustainable living, ageing, housing, city-states and developing cities in the world. A university that has built an esteemed brand renowned for its culture of innovation in all its functions, and for producing graduates that make a difference to government, business and society.

As SMU's key stakeholders, I ask that we continue to *engage, collaborate* and *take action* to realise all our plans for Vision 2025. Together we can grow with SMU, and work to make our community and world a better place.