

STATE OF THE
UNIVERSITY
ADDRESS



2016

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Foreword

by SMU PRESIDENT
Professor Arnoud De Meyer



As we enter our third year of SMU Vision 2025, I would like to give a progress update of what a fruitful and rewarding year 2016 has been, a year characterised by a strong sense of camaraderie within the SMU community and tremendous stakeholder support.

A good year of achievements, we continued to raise the bar and the SMU flag high in several key areas - from the innovative undergraduate and postgraduate offerings, the cutting-edge research projects that are multi-disciplinary in nature and address key societal issues, to the multitude of outreach programmes with our industry and community partners. All of these and more have been achieved because of the passion, imagination and collaborative efforts of many individuals and teams in our SMU community.

Given the exhaustive list of developments and initiatives in the past year, I'm only able to share a tiny sample in my address today. Therefore, this booklet has been produced as a complement to my address. There is so much more beyond the booklet – in terms of the impressive achievements and contributions of the SMU community. The forthcoming Annual Report to Stakeholders 2015/16, the Provost's Annual Address, our various email and print publications, as well as the SMU web stories and media coverage together provide a more comprehensive account of this dynamic institution.

2016 is a pivotal year for SMU as it strives to maintain and enhance the momentum. It is also a year in which the SMU community has exemplified the true spirit of community and collaboration, and made significant inroads in making real our Vision 2025. Going forward, I would like for us to ride on the momentum and accelerate to achieve our goals.



2016 is a pivotal year for SMU as it strives to maintain and enhance the momentum.

Create Transformative Education - Undergraduate

SMU-X curriculum mainstreamed

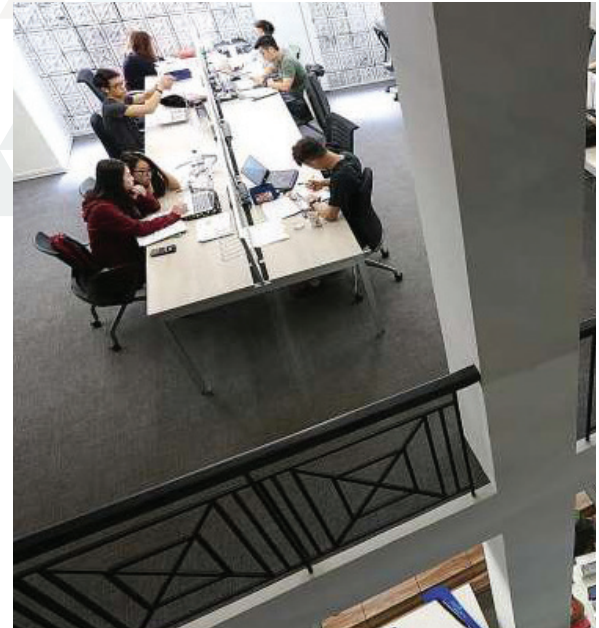
Following a successful pilot test last year, SMU has now brought its innovative and award-winning SMU-X curriculum into the mainstream. The pilot run, which began in January 2015 with 12 SMU-X courses, was successful with very encouraging feedback. Some 600 students worked in project teams with 56 organisations from the private, public and NGO sectors. Industry partners included DFS and LVMH, Sentosa, and biotechnology firm VRM Biologik. Undergraduates relished the chance to extend their learning beyond hypothetical classroom exercises, while companies profited from the fresh perspectives students and faculty brought to their businesses. Faculty, too, acquired rich data, as well as research ideas and support.

Based on the positive response, SMU added nine new SMU-X courses in January 2016 and will launch six more in August 2016, bringing the total number of SMU-X course offerings to 25 by the end of the year. This will allow as many

as 2,000 students to enroll in SMU-X courses – which are cross-listed across different schools – and collaborate with about 100 partners.

Aside from the encouraging response from students, faculty and partners, SMU-X's pedagogical approach to prepare students with future work skills has also received support from the Ministry of Education in the form of a S\$152,000 Tertiary Education Research Fund (TRF) grant. The TRF grant, which was awarded to SMU in November 2015, supports applied educational research on a competitive basis across the institutions of higher learning in Singapore.

The innovative pedagogy has also been lauded by global accreditation body AACSB International as one of the 'Innovations That Inspire'. SMU is the only institution in Singapore, and one of three in Asia to be recognised. Additionally, SMU-X was also shortlisted as a finalist for 'preparing students for the workforce' in the Wharton-QS Stars Reimagine Education Awards held in United States in December 2015.



By 2017, the University aims to provide opportunities for all students to take at least one SMU-X course over the duration of their undergraduate studies.



WHERE
CO-CREATION
MEETS
CREATIVITY AND
COLLABORATION



Other curriculum developments

- SMU has started offering a new academic major in Politics, Law and Economics (PLE) to Bachelor of Social Science students. With its unique combination of disciplines, this highly selective programme is the first of its kind in Singapore. Students will gain a broad understanding of global political and economic transformations, as well as the legal frameworks and contexts within which such changes take place. In addition to the required core courses, students majoring in PLE will choose elective courses from themes such as: **Choice and Behaviour, Global Studies, Public Policy and Governance, and Distribution and Justice**. Upon graduation, they will be well-equipped to handle multi-faceted jobs in careers such as journalism, the diplomatic service, foreign affairs and public service, as well as consulting and research, while meeting the challenges of an inter-connected world. SMU received 1,108 applications for the 45 places in the course, which means about 25 students were vying for every place. The demand for the new course also led to a rise in the total number of applications - 14,000 in all this year, a 6 per cent rise over last year.
- Another new major which SMU is offering from this academic year onwards is Entrepreneurship. The major is designed for SMU undergraduates who may be interested in starting businesses or social enterprises, or who want to develop an entrepreneurial mindset, so that they can seize opportunities, innovate and create value in existing organisations. The broad range of modules under the major will give students a rigorous grounding in the tools, techniques, theories, practices and contacts required to identify, refine incubate and grow new business ideas.



From left, the new academic major in Politics, Law and Economics (PLE), major in Entrepreneurship.



Global Summer Programme

Enrolments for SMU's very own Global Summer Programme have increased by 42% as at May 2016, with students coming from schools across 17 countries, and from quality schools ranked in the Top 200 QS rankings, such as Australian National University, Fudan University, London School of Economics, and Cornell University. SMU also launched the SMU Global Exchange Mobile App in Oct 2015, where students (inbound and outbound) can conveniently access information about exchange programmes while on the go. The Office of Global Learning and Integrated Information Technology Services are developing another mobile app that connects the SMU community to give advice on global exchange.



Participants of SMU's inaugural Global Summer School programme.



Spearheaded by starringSMU, starringCARWASH is a one-day event where volunteers wash cars for a good cause.

Centre for Social Responsibility (C4SR)

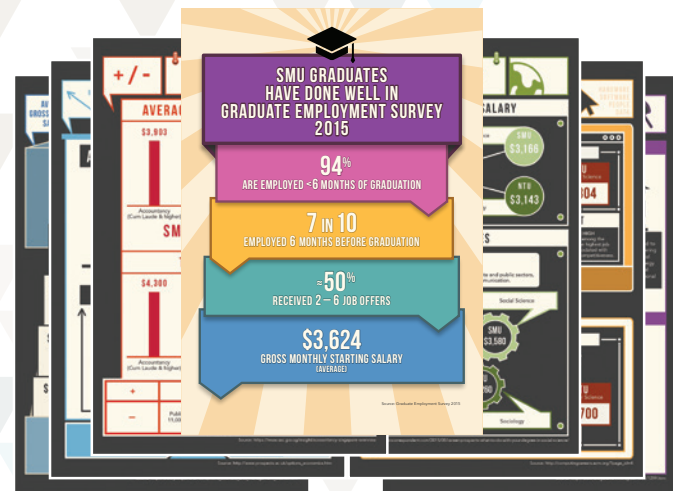
During 2015, 5,683 SMU students were engaged in community service endeavours, with 76.6% participating locally and 23.4% overseas. Locally, SMU students participated in three major summer projects - starringSMU, Inspirar and Kiddleiscope. We reached out to more than 5,000 children, the disabled and elderly from 18 non-profit organisations through these three projects. starringSMU raised a total of \$23,023 through a two-day charity car wash for 'My Buona Vista Place', a centre for social welfare programmes. The team also organised various activities to engage children, youth and elderly from non-profit organisations such as Thye Hua Kwan Moral Welfare Home, SWAMI Home and Kits4Kids. 161 overseas community service projects were organised across 17 countries. Project Namaste X and Project Gazaab Nepal VII returned to Nepal for the tenth year in 2015. In conjunction with the Nepalese Society of Singapore, the teams held a special screening of Himalaya, while also coordinating fundraising efforts to "Contribuild A Home" for those affected by the devastating Nepal earthquake. They raised \$5,028.70 in one week of fundraising, which will go towards building temporary shelters and homes in the worst hit regions of Nepal. Since 2000, SMU students have rendered a total of more than 2.3 million hours of community service. Our last graduating batch contributed an average of 145 hours over their 4 years of study in SMU.



Participants of Project Namaste X at a special screening of Himalaya, an award-winning Nepalese film about choices, pride and forgiveness.

Graduate Employment Survey 2015

Graduates of SMU's undergraduate university programmes achieved higher employment rates and higher incomes than their peers from Singapore's two other autonomous universities, the 2015 Joint Graduate Employment Survey showed. It was the fourth consecutive year in which the three autonomous universities – SMU, NUS and NTU – conducted a joint survey. It revealed that 93.7 per cent of SMU's graduates from the 2015 cohort were employed within six months after completing their final examinations. The average gross monthly salary of SMU graduates in full-time employment was a record \$3,624, higher than any previous SMU cohort. This was an increase over the previous year's average gross monthly salary of \$3,592. Employment for law graduates from SMU also rose to 99 per cent, from 95.6 per cent in 2014. Law graduates remained among the top earners as well – the 2015 cohort earning an average gross monthly salary of \$4,731.



Diversity & Inclusion Updates

The Office of Global Learning has tirelessly spearheaded events and initiatives to drive inter-cultural awareness and appreciation amongst SMU's diverse community of international and local students, staff and faculty members. During the commemoration of SMU's 11th International Peace Day last September, Professor De Meyer unveiled a Peace Pole, which is planted permanently outside the School of Accountancy/School of Law building.

On International Women's Day on 8 March 2016, SMU partnered with the Singapore National Employers Federation for the annual Diversity & Inclusion (D&I) conference, with a focus on women and leadership. It was graced by Guest-of-Honour Mr Teo Ser Luck, Minister of State for Manpower, and His Excellency Mr Scott Wightman, British High Commissioner to Singapore. Specialised practitioners and educators participated in the conference to share and advocate changes on inclusiveness. The event was attended by 300 guests from the public and private sectors, as well as non-government and academia.



Mr Teo Ser Luck, Minister of State for Manpower.



His Excellency Mr Scott Wightman.



Students from about 40 nationalities, which is the most diverse representation ever for the annual event, participated in the celebrations officiated by SMU President Professor Arnaud De Meyer (with tie).



Commencement 2016

SMU celebrated its 13th commencement on 13 July, sending 2,663 graduates into the world. Among them are 11 pioneer graduates from the Master of Laws in Cross-Border Business and Finance Law in Asia programme; as well as the University's first law graduate who joined SMU from a polytechnic.

Jubilant family and friends filled the Suntec Singapore Convention and Exhibition Centre to capacity to witness the celebratory event featuring SMU's largest batch of graduates since its inception in the year 2000 as Singapore's first public-funded autonomous university. The event's Guest-of-Honour, Mr Ong Ye Kung, Acting Minister for Education (Higher Education and Skills) and Senior Minister of State, Ministry of Defence, gave the keynote speech to the over 6,000 strong crowd.

Each year, the graduating class raises funds collectively for the Senior Class Gift as a celebration of their SMU journey. This tradition of giving back began when SMU's pioneering class decided that the best legacy they could leave behind was one that could sustain for many generations to come. This year, the Senior Class Gift was enhanced into a meaningful fundraising campaign named 'Bear with us'. Through the sale of the SMU Graduation Bear, a large part of the proceeds will be channeled into the SMU Bursary to support needy students.



(Photos top row and bottom row) Graduates and performers celebrate.
(Photo middle row) (left to right) SMU Chairman Mr Ho Kwon Ping taking a photo with Mr Ong Ye Kung, Acting Minister for Education (Higher Education and Skills) and SMU President Professor Arnoud De Meyer.



Members of the inaugural batch of SMU Alumni Ambassadors with SMU President Professor Arnoud De Meyer, and Director of OAR Associate Professor Low Aik Meng, at the Mochtar Riady Auditorium for the inaugural Alumni Recognition Ceremony.



The revamped SMU alumni website.

Alumni Relations

In support of SMU's Vision 2025 of building an alumni community with lasting ties to SMU, the Office of Alumni Relations (OAR) has continued to foster closer ties with alumni and students. The SMU Industry Night series is a new initiative aimed at providing SMU alumni with a platform to meet their peers from the same industry, and to expand their professional network of contacts. Six industry events have been organised to-date. Other initiatives include: interaction events to connect alumni and students, faculty, staff and senior management with shared experiences or similar interests (such as sports and arts); an alumni business directory launched by SMUpreneurs, which provides a new listing of SMU alumni businesses and tracks 225 firms founded by alumni; the Alumni Career and Professional Development series which aims to equip our alumni with industry and technical knowledge and "soft" skills in line with the focus of lifelong learning through a wide range of seminars, courses and workshops; as well as the Alumni Recognition Ceremony, which recognises special individuals who continue to exemplify the SMU spirit.

OAR also revamped its e-newsletter, SMU Circle, and launched its revamped alumni website in May 2016. New features of the website include current information from live social media feeds and news postings, a university-wide alumni events calendar, and the option for alumni groups to customise their own group pages.

Postgraduate Studies

- For the first time, the Lee Kong Chian School of Business (LKCSB) has made it into the Financial Times (FT) Executive MBA Ranking. LKCSB was the highest-ranked new entrant in the first year of qualifying for the Ranking. Its Executive MBA (EMBA) programme achieved a notable standing of 10th position among Asian institutions, and 36th globally in 2015.

10TH EXECUTIVE MBA (EMBA) PROGRAMME
AMONG ASIAN INSTITUTIONS
----- **AND 36TH GLOBALLY** -----
**THE FINANCIAL TIMES (FT)
EXECUTIVE MBA RANKING**

MASTER OF SCIENCE IN WEALTH MANAGEMENT

3RD | WORLD WIDE
& 1ST IN ASIA
**FINANCIAL TIMES GLOBAL MASTERS
IN FINANCE POST-EXPERIENCE 2016**

- LKCSB has emerged third in the world in the Financial Times (FT) Global Masters in Finance Post-experience Ranking 2016 for its Master of Science in Wealth Management programme. The School remains the only institution in Asia and in Singapore to make it to the top five positions globally, placed just after University of Cambridge's Judge Business School and London Business School.

- SMU LKCSB also ranked 2nd among Asian business schools and 34th in the world in the FT Global Masters in Finance Pre-Experience Ranking 2016 for its Master of Science in Applied Finance programme.

MASTER OF SCIENCE IN APPLIED FINANCE

2ND Among **ASIAN BUSINESS SCHOOLS**
----- **AND 34TH WORLDWIDE** -----
**FINANCIAL TIMES GLOBAL MASTERS
IN FINANCE PRE-EXPERIENCE 2015**

- With a view towards educating legal talents who are well-versed in both Eastern and Western legal systems, who understand both the law and local business culture, and who are able to offer a highly-nuanced service to their multi-national clients, SMU and Queen Mary University of London (QMUL) jointly launched the Dual Masters of Law (LLM) in Commercial Law (Singapore and London) programme in July 2016. Students will first spend six months in Singapore where they will develop a broad overview of Asian commercial law. Thereafter, the programme will take them to QMUL's campus in Holborn, where they will take a series of specialised modules taught by leading commercial law experts.

- SMU School of Information Systems (SIS) and College of Computer Science at Zhejiang University (ZJU) have entered into an agreement for high-calibre ZJU undergraduates to enroll in SMU Master of IT Business (MITB) programme after completing their first 3 years of undergraduate studies at ZJU. This is the first time SIS is partnering a foreign university to offer a fast track programme for MITB students. Upon completion of the SMU-ZJU 3+1.5 Fast-Track MITB programme, students will be conferred a Bachelor degree in Engineering from ZJU and a MITB degree from SMU. The first intake will be in Academic Year 2016/2017, where up to 20 students from ZJU will be admitted.

- SMU and the Wealth Management Institute announced significant enhancements to the Master of Science in Wealth Management (MWM). The MWM already covers the whole value chain of processes, products and services related to wealth management. With this enhancement, MWM now also covers industry-defined competencies as spelt out under the IBF standards, such as client acquisition and servicing skills, investment and wealth planning advisory as well as risk controls and monitoring processes. The MWM will now allow participants to also receive the industry certification issued by the Institute of Banking and Finance. The MWM achieves yet another milestone by being the first and only Master's programme to offer training that is accredited against the IBF Standards advanced level for private banking.



(R-L) Professor Chen Wenzhi, Vice Dean of College of Computer Science at ZJU, Associate Professor Michelle Cheong of SMU School of Information Systems, and Mr Ho Chee Hin, Group Director of China Group at IE Singapore and Secretary-General of Singapore-Zhejiang Economic & Trade Council.

ASIA LEADERS PROGRAMME IN INFRASTRUCTURE EXCELLENCE (ALPINE)

Empowering you to structure, govern, finance and manage complex infrastructure projects with greater success



SMU
EXECUTIVE
DEVELOPMENT

Lee Kuan Yew
School of Public Policy
EXECUTIVE EDUCATION

Executive Development

SMU's Office of Executive Development (ExD) last year delivered 370 days of executive programmes (of which 62 days were either overseas or off-site) in 8 countries; trained 2,600 executives and achieved a revenue of over \$11.5 million, a 20% growth from 2014.

ExD received high acclaim for the Asia Leaders Programme in Infrastructure Excellence (in partnership with the Economic Development Board). The unique programme is committed to accelerating skill development and building understanding on how major and complex infrastructure projects in dynamic Asia can be made more successful and robust. Adopting practical tools and approaches which will be applied through simulation, case studies and project work, the programme has created new opportunities for collaboration with Harvard University and World Bank Group/International Finance Corporation.

ExD signed a Memorandum of Understanding with the National Trades Union Congress (NTUC) to support the rapid development of executive skills throughout the Singapore economy that NTUC represents. It also held the second Future Ready Forum on 16-17 March 2016 at SMU, inviting participants from various sectors to consider how they could be 'future-ready' – what it means, what the outlook and issues are, and how to prepare for the future. The highlights included a dynamic interactive session with Guest-of-Honour Mr Chan Chun Sing, Secretary-General of NTUC on the topic of "Leaders of Tomorrow", as well as a closing business panel discussion on "Leaders of Purpose" with Mr Tony Tan, CEO of NTUC Link, together with three other panelists.



At the Future Ready Forum 2016, Guest-of-Honour Mr Chan Chun Sing, Secretary-General of NTUC, shared insights on how executives can lead in tomorrow's uncertain world.

Business Development

- As part of building strong global alliances as well as marketing and internationalising the SMU brand, the Business Families Institute (BFI@SMU) organised and participated in a range of internal and external engagement events with its business family members, the Business Families Alumni Group, and various supporting organisations. In November 2015, BFI conducted two Learning Journeys to Shanghai and San Francisco for BFI@SMU families. In Shanghai, the participants learned about the new developments implemented by the Chinese Government, and gaining insights from family business owners on how they scale their businesses and the challenges they faced.

During their San Francisco trip, they embarked on visits to start-ups and scaled-up tech firms across different industries, learning how disruptive innovation affects existing markets and discovering relevant opportunities in family businesses.



- The Centre for Professional Studies (CPS) designed and delivered a special programme – Lee Kuan Yew's Style of Leadership and His Ideas on Innovation, exclusively for management staff of Samsung Fire and Marine Insurance (SFMI). In November 2015, SMFI flew in 25 management staff from their South Korea headquarters to SMU for this programme. They were highly engaged in an interactive session including insightful faculty sharing, videos screening and live discussion, which helped the participants gain new management ideas to apply in their organisation.
- The International Trading Institute at SMU (ITI@SMU) has teamed up with IE Singapore, the Singapore Workforce Development Agency and the International Chamber of Commerce Academy to establish the International Trading Professional Conversion Programme (PCP). The International Trading PCP is designed to help mid-career professionals secure employment in middle office roles within the international trade sector and provides a platform for current employees to stay relevant through upskilling, by equipping them with foundation skills and knowledge in areas such as distribution management, risk management and compliance, and quality assurance.

Senior Management Changes: Academic



Professor Pang Hwee Hwa became the Dean of the SMU School of Information Systems (SIS) on 1 July 2016. Prior to joining SMU in 2005, Professor Pang was formerly Division Director and Principal Scientist of the A*Star Institute of Infocomm Research. At SMU, Professor Pang has played a central role in supporting the development and growth of the PhD programmes at the university. He served as PhD Programme Director at SIS from 2006 to 2014, and took on additional responsibilities as Director, and later Dean for Postgraduate Research at the university level from 2011. His strength in research is evident from the more than 20 high-quality papers he has published in top-tier refereed journals, including ACM Transactions of Database Systems, Very Large Database Journal, and IEEE Transactions on Knowledge and Data Engineering.

Professor Pang succeeds Professor Steven Miller, the founding Dean of SIS whose exceptional leadership in the last 13.5 years has built a school that not only has a very strong foundation but is also very highly regarded by academia and industry. Professor Miller will continue with his role as Vice Provost (Research).



Cutting-Edge Research - Research income received in FY15/Inaugural grant wins

Catalyst



Research income received in FY15/Inaugural grant wins

SMU's Schools, Institutes, Centres, Labs and Initiatives (ICLIs) and the Office of Research have rallied in support of SMU's vision to be a premier institution that is internationally recognised for leading-edge research with global impact. The amount of research grants and donations secured by SMU in FY2015 was \$15.5m, of which \$6.1m and \$3.8m were awarded to the Schools and

ICLIs respectively. Research donations totalled \$5.6m. There continues to be broad participation across the Schools, which resulted in the following inaugural grant wins being secured:



The agreement to set up DBS-SMU Life Analytics Lab was inked by SMU Professor Steven Miller (second from left) and DBS Ms Tan Su Shan (second from right). With them are SMU Professor Francis Koh (extreme left) and DBS Mr Sameer Gupta (extreme right). (Photo: DBS)

- In October 2015, SMU entered into an agreement with DBS to establish the DBS-SMU Life Analytics Lab. An example of how SMU's research has attracted industry funding, the joint lab enables DBS to harness SMU's capabilities in big social data technology and analytics by linking external, publicly available social media information with internal customer information. The Life Analytics Lab at SMU will work closely with DBS' in-house customer data analytics groups and DBS will use the Lab's outputs to create new products and improve the bank's offerings to meet new and changing consumer trends.



Professor Robert Deng.



UNIVERSITY OF
SURREY



SMU
SINGAPORE MANAGEMENT
UNIVERSITY

Professor Robert Deng from the School of Information Systems has been appointed as IEEE Fellow effective 1 January 2016. His conferral is recognition of his long history of professional contributions to the field of cybersecurity, and in particular for work on cybersecurity algorithms, protocols and systems.

In December 2015, the team of cybersecurity experts from SMU coordinated by Professor Robert Deng, who is also Director of Secure Mobile Centre, and the UK's University of Surrey won a collaborative grant of two years' funding from Singapore's National Research Foundation (NRF), the UK's Cabinet Office and Engineering and Physical Sciences Research Council to undertake research on human user authentication systems. This inaugural NRF-Engineering and Physical Sciences Research Council (EPSRC) Cybersecurity Joint Grant Call was launched in May 2015 to strengthen collaboration between both countries' best cybersecurity researchers.



Assistant Professor Hady Lauw.

- In January 2016, Assistant Professor Hady Lauw from the School of Information Systems was awarded the prestigious Singapore National Research Foundation (NRF) Fellowship. The first SMU faculty member to receive the award, Prof Lauw secured a \$2.7 million research grant from NRF to undertake a 5-year research study on data mining and machine learning. His research involves studying algorithms so as to learn the preferences of consumers from large-scale data of diverse formats and types, which will enable more accurate personalisation for e-commerce applications.



Assistant Professors Chung Siyoung (PI), Kim Soojin (Co-PI) and Shim Kyujin (Co-PI) were awarded the MDA AEP grant.

- In the same month, Assistant Professor Chung Siyoung from the Lee Kong Chian School of Business was awarded a grant by the Media Development Authority of Singapore under its Academic Engagement Programme (AEP) for her research project that studies the effects of Singaporeans' media use on civil engagement and communication behaviours. This marks SMU's first award under the programme.



Associate Professor Gary Pan.

- In November 2015, Associate Professor Gary Pan, who is the Academic Director for SMU-X from the School of Accountancy secured a grant under the Ministry of Education Tertiary Education Research Fund (TERF) to undertake a 2-year research study on the innovative approach of SMU-X Pedagogy in preparing university students with future work skills. The TERF was launched on 30 April 2015 to promote innovation and research into teaching and learning at a higher education level.

A list of the grant wins secured by SMU between 1 September 2015 and 31 May 2016 is as follows:

Date Awarded	School / ICLI	PI	Funding Agency / Grant	Project Title	Project Synopsis
5 May 2016	SIS	Assistant Prof Jiang Jing	DSO National Laboratories	Automatically Generating Slides from Documents	This project aims to develop new text summarization methods which can automatically generate PowerPoint slides from textual reports.
31 Mar 2016	SIS	Associate Prof Steven Hoi (Co-Investigator)	NRF and SembCorp / Energy Innovation Research Program - SembCorp-EMA Energy Technology Partnership	An Online Process Monitoring Scheme to Improve Accuracy of the Tube Boiler Inspection Process	The proposal conceptually proposes an online condition monitoring scheme specially designed for monitoring U-bend tubes and heat affected zone, where analytics modelling as well as sensing, data communication and management schemes will be discussed.
26 Jan 2016	SOL	Associate Prof Adeline Chong & Assistant Prof Yip Man	Singapore Judicial College	New Developments in Private International Law: The Singapore International Commercial Court	The project aims to investigate the attractiveness of the newly launched Singapore International Commercial Court to foreign litigants, and factors which foreign litigants give weight to when choosing the forum for dispute resolution and governing law for transnational commercial contracts.
18 Jan 2016	SIS	Assistant Prof Hady Lauw	National Research Foundation (NRF) / NRF Fellowship	Dimensionality Reduction for Recommender Systems: Unified Latent Co-representation of Multi-Modal Preference Signals	The project involves studying algorithms so as to learn the preferences of consumers from large-scale data of diverse formats and types, which will enable more accurate personalisation for e-commerce applications.
16 Dec 2015	LKCSB	Assistant Prof Chung Siyoung	Media Development Authority of Singapore (MDA) / Academic Engagement Programme	The Effects of Singaporeans' Media Use on Civil Engagement and Communication Behaviours	The study aims to better understand Singaporeans' media usage behaviours in the contexts of civic and political participation, and organisational crises.

Date Awarded	School / ICLI	PI	Funding Agency / Grant	Project Title	Project Synopsis
1 Dec 2015	SMC	Prof Robert Deng	NRF / National Cybersecurity R&D Programme	COMMANDO-HUMANS: COMputational Modelling and Automatic Non-intrusive Detection of HUMAN behAviour based iNSecurity	The project aims at developing the first general-purpose computational framework and supporting software tools that will enable automatic detection of human behaviour related insecurity at the Human-Computer Interaction (HCI) level without the need to involve real human users. The framework will be built on computational models of human cognitive processes, HCIs, human behaviour related attacks and (in) security metrics.
12 Nov 2015	SMU-X	Associate Prof Gary Pan	MOE / Tertiary Education Research Fund	Evaluating SMU-X Pedagogy: An Innovative Approach to Prepare University Students with Future Work Skills	Focusing on the innovative approach of SMU-X Pedagogy in preparing university students with future work skills, the study aims to evaluate the effectiveness of the eight SMU-X pilot courses that were launched in 2015.
21 Oct 2015	SIS	Assistant Prof Zhu Feida	DBS	DBS SMU Joint Lab for Life Analytics	The Life Analytics Lab will work closely with DBS' in-house customer data analytics groups, and using the Lab's research, DBS will create new products and improve the bank's offerings to meet new and changing consumer trends.
30 Sep 2015	Pinnacle Lab	Assistant Prof Zhu Feida	PingAn Technology (Shenzhen) Co. Ltd	China PingAn-SMU Joint Research Lab (Pinnacle Lab)	This is renewed funding from PingAn Technology (Shenzhen) Co. Ltd for research conducted by the Pinnacle Lab. The research aims to develop user modelling and product marketing framework based on large-scale social media data in order to build stronger support for business units of PingAn.



School of
Accountancy

School of Accountancy

Associate Professors of Accounting Goh Beng Wee, Jimmy Lee and Lim Chee Yeow are about to publish a paper in *The Accounting Review* titled “The Effect of Corporate Tax Avoidance on the Cost of Equity”. They analyse the effect of tax avoidance on a firm’s cost of equity and find that the cost of equity is lower for tax-avoiding firms. This effect is stronger for firms with better outside monitoring; firms that are likely to realise higher marginal benefits from tax savings, and firms with higher information quality. Overall, their results suggest that equity investors generally require a lower expected rate of return due to the positive cash flow effects of corporate tax avoidance.

In another forthcoming paper in the *Journal of Accounting and Economics*, titled “Aggregate Earnings Surprises, Monetary Policy, and Stock Returns”, Assistant Professor of Accounting Li Congcong provides evidence that accounting information is useful in predicting the US Central Bank’s future monetary policy stance. In particular, the Fed tends to adjust monetary policy by increasing the federal funds rate (i.e., adopt tight monetary policy) following positive aggregate earnings and decreasing the federal funds rate (i.e., adopt loose monetary

policy) following negative earnings growth. The findings further suggest that the market reacts negatively to such policy news, which drives the negative aggregate earnings-returns association.



Lee Kong Chian School of Business

Research conducted by Associate Professor Gennaro Bernile – together with colleagues from Cambridge University and University of Oregon – made international news, and was featured in *The Economist*, and *Business Week* as well as on regional broadcaster Channel NewsAsia after it was awarded the prestigious IgNobel Prize in Management Studies in the Fall of 2015. Titled “What Doesn’t Kill You Will Only Make You More Risk-Loving: Early-Life Disasters and CEO Behavior” the study demonstrates that the risk preferences of CEOs of publicly traded US firms are shaped by childhood experiences with natural disasters. Compared to those without disaster experience, CEOs who experience fatal disasters without extremely negative consequences lead firms more aggressively, whereas CEOs who witness the extreme downside of disasters behave more

conservatively. The research also showed the economic impact of the CEO’s risk appetite through corporate policies such as capital structure, cash holdings, and acquisition decisions.

Associate Professor of Finance Tu Jun’s paper with his co-authors Chin-Han Chiang, Wei Dai, Harrison Hong, and Jianqing Fan entitled “When everyone misses on the same side: Debiased earnings surprises and stock returns” won the Best Paper Award in Investments at the 2015 FMA. Commentaries frequently allude to the extent to which earnings missed the consensus forecast (consensus error or CE) as a key rationale for significant stock price movements after earnings announcement, where the consensus is calculated using the mean of the available professional forecasts. The rationale is that the consensus is an unbiased measure of the market’s expectation of earnings. However, Associate Professor Tu and his co-authors argued that this rationale is flawed as it is well known that a subset of professional earnings forecasts can sometimes be biased. They proposed a new market surprise measure that is immune to such bias — the fraction of forecasts that miss on the same side (FOM), by ignoring the size of the misses. The FOM measure does a much better job of explaining stock price movements after earnings announcement than the consensus error.



School of Economics

In his paper titled “Optimal international agreement and restriction on domestic efficiency” published in the Journal of International Economics in March 2016, Associate Professor Gea M. Lee developed a multi-country trade agreement model to examine the effectiveness of the World Trade Organization’s (WTO) strict treatment of domestic subsidies. The WTO has introduced additional discipline in the use of domestic subsidies that was not present under the General Agreement on Tariffs and Trade, thus raising an important question: is the strengthening of subsidy discipline an efficiency-enhancing regulatory step or has it gone too far? Professor Lee developed a theoretical justification for the world trading system to constrain the use of domestic subsidies for the international objective of expanding market access.

Reflecting his substantive contribution to the analysis of the optimal design of commercial policy in the global economy, Professor Lee has been invited to contribute a survey chapter in the authoritative Elsevier Handbook in Economics series. His survey chapter titled “Subsidies and countervailing duties” is forthcoming in the “Handbook of Commercial Policy” edited by Kyle Bagwell and Robert Staiger.

Assistant Professor Jing Li has published a co-authored paper titled “Cointegration of matched home purchases and rental price indexes – Evidence from Singapore” in a top-field journal, Regional Science and Urban Economics. The paper exploits the homogeneity feature of the Singapore private residential condominium market and constructs matched home purchase price and rental price series using the repeated sales method. These matched series allow the authors to conduct time series analysis to examine the long-term present value relationship in the housing market. One of their findings is that, in the long run, home purchase prices do not significantly deviate from the corresponding rentals. This is consistent with the long-run implications of housing market efficiency.



School of Information Systems

Assistant Professor Pradeep Varankantham was selected by the organisers of the International Joint Conference on Artificial Intelligence (IJCAI) for 2016 to give an Early Career Spotlight Talk. IJCAI is the top event in the world wide community of Artificial Intelligence (AI), and the main international gathering of researchers in AI. It was founded in 1969 for scientific and

educational purposes, including dissemination of information on AI at conferences in which cutting-edge scientific results are presented and through dissemination of materials at these meetings in form of Proceedings, books, video recordings, and other educational materials

Assistant Professor Zhu Feida’s paper with his co-authors, Wei Chen, Lei Zhao and Xiaofang Zhou, titled “When Peculiarity Makes a Difference: Object Characterisation in Heterogeneous Information Networks”, won the Best Paper Award at the 21st International Conference on Database Systems for Advanced Applications. A central task in heterogeneous information networks (HIN) is how to characterise an entity, which underlies a wide range of applications such as similarity search, entity profiling and linkage. Most existing work focus on using the main features common to all. While this approach makes sense in settings where commonality is of primary interest, there are many scenarios as important where uncommon and discriminative features are more useful. To address the problem, a novel model COHIN (Characterise Objects in Heterogeneous Information Networks) was proposed, where each object is Characterise as a set of feature paths that contain both main and discriminative features. In addition, they developed an effective pruning strategy to achieve greater query performance. Extensive experiments on real datasets demonstrate that their proposed model can achieve high performance.



School of Law

A couple of books published in the past year by faculty members from the School of Law highlighted the School's strength in the development and advancement of Singapore law. Even as Singapore law continues to internationalise, the importance of local legal research remains ever so important.

Associate Professor Gary Chan, with contributions from Associate Professor Lee Pey Woan, has written the second edition of "The Law of Torts" in Singapore, based on the highly successful first edition, which had been hailed as a "a pioneering work on Singapore tort law" and cited on multiple occasions by the highest levels of the Singapore courts. Tort law has continued to develop apace in the intervening period since the first edition of the book was published in 2011. Specifically, new torts have emerged, existing torts re-formulated, and important clarifications made by the Singapore courts on the scope of specific torts and doctrines. This book is thus another timely addition to the suite of local textbooks that contribute to the important development of

Singapore law.

Associate Professor Gary Chan and Associate Professor (Practice) George Shenoy have also co-edited a new edition of "Ethics and Social Responsibility", with contributions from various faculty members who have taught Ethics and Social Responsibility for several years. The book provides a fresh perspective compared with the numerous books that approach the topic from a Western perspective. In particular, the book deals with issues that are relevant in the Asian context and aims to stimulate critical thought on ethics and



School of Social Sciences

Assistant Professor Hiro Saito's book "The History Problem: The Politics of War Commemoration in East Asia" is forthcoming from the University of Hawaii Press, one of the top presses in Asian studies. In this book, Professor Saito examines why the history problem--Japan's disputes with South Korea and China over the commemoration of the

Asia-Pacific War--became so intractable by mobilising relevant insights from sociology, political science, psychology, and philosophy. This uniquely interdisciplinary book offers provocative findings that challenge orthodox explanations and points to a possible resolution of the history problem."

In a recent paper published in the Journal of Personality and Social Psychology, Associate Professor William Tov and SMU Ph.D. student Huey Woon Lee examined how emotions influence judgments of satisfaction and meaning in everyday life. Not surprisingly, satisfying days also tend to be meaningful. However, judgments of meaning were less dependent on emotional experience than judgments of satisfaction. In fact, some negative experiences can enhance meaning even though they lower satisfaction. One key factor seems to be the extent to which the experience has positive implications for one's future. However, the authors suggest that people must distance themselves.

- The **SMU-TA Centre for Excellence in Taxation** held its inaugural conference titled “A New Equilibrium in Tax Competition and Global Tax Co-operation?” on 17 September 2015. The conference was a unique forum for tax specialists, policymakers and academics to discuss key issues on international tax policies and trends with a particular focus on Asia. Senior Minister of State Mrs Josephine Teo graced the event which was attended by over 150 participants from Singapore, Malaysia, Cambodia and other regional countries.

- SMU and MasterCard announced in September 2015 the launch of a novel, multi-faceted **Social and Financial Inclusion Programme** which will catalyse important research on social entrepreneurship and Financial Inclusion. The two-year programme will comprise an annual forum, a seminar series, funding towards student projects, as well as the establishment of the MasterCard Professorship of Social Entrepreneurship and Financial Inclusion. Research outcomes will be presented at an annual MasterCard-SMU Forum on social inclusion and economic value creation. In addition, a seminar series will provide advanced training on the approaches and best practices of social and financial inclusion for senior government officials, central bankers, regulators and senior business executives in the Asia Pacific region and Financial Inclusion. Research outcomes will be presented at an annual MasterCard-SMU Forum on social inclusion and economic value creation. In addition, a seminar series will provide advanced training on the approaches and best practices of social and financial inclusion for senior government officials, central bankers, regulators and senior business executives in the Asia Pacific region.



Director of the Centre, Associate Professor of Accounting Goh Beng Wee, gave an overview of its research projects.



SMU President Professor Arnoud De Meyer (left) and MasterCard Co-President, Asia Pacific, Ari Sarker (right), officiating the MasterCard-SMU partnership.



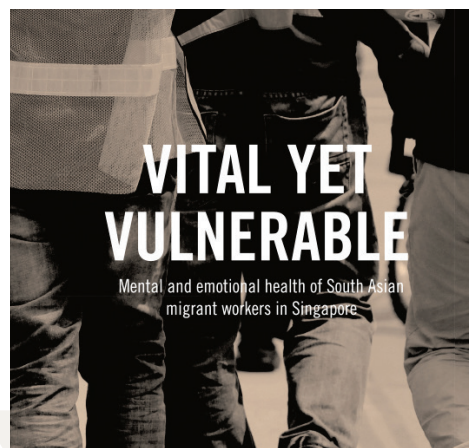
UOB SMU panel.

- SMU’s **Business Family Institute**, or BFI@SMU, launched a new research report in collaboration with research partner United Overseas Bank Limited on 2 November 2015. Conducted by BFI@SMU between November 2014 and July 2015, the research report titled “Riding on Asia’s economic transformation – Growth strategies of Asian business families” revealed that three in five Asian business families view talent recruitment and development as the main challenge to securing the long-term sustainability of their companies. The report also shared insights into how Asian family businesses perceive, build and grow entrepreneurship in family businesses, on top of offering a comparative analysis of entrepreneurial activities as well as succession planning involving professional managers in Asian business families across different countries.

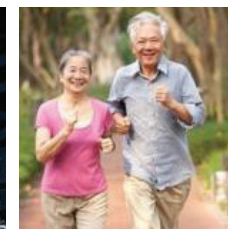


Vice Provost (Research) Professor Steven Miller and Mr Foo Siang Tse, Managing Director of Quann. (Photo: Quann)

- SMU School of Information Systems (SIS) and Singapore leading's security organisation **Certis Cisco**, through its managed security services provider Quann, have signed a Memorandum of Understanding (MOU) on 21 March 2016 to jointly promote and develop cybersecurity education and research in Singapore among students in tertiary education and cybersecurity professionals. Under the five-year partnership, SIS will provide mentorship to trainers of Quann and co-conduct courses by Quann. Selected SIS undergraduates and Master's students will be offered Quann scholarship. SIS undergraduates will also have opportunities to intern at Quann.



- The **Lien Centre for Social Innovation** (LCSI) released a study on migrant workers in Singapore in November 2015. The study of 801 South Asian migrant workers revealed that 62 per cent of those surveyed with an injury or salary claim with the Ministry of Manpower and 13 per cent of regular workers are likely to suffer from serious mental illness. It also explored the key challenges and psychological distress they faced. Authored by SMU School of Social Sciences Assistant Professor of Sociology Nicholas Harrigan and SMU alumna Koh Chiu Yee, the research identified that the main drivers of emotional distress among workers were the threats of deportation from employers, agent fee debt and lack of housing for workers who have ran away from their employers.



- SMU has set a new record with three awards clinched in the 2015 EFMD Case Writing Competition organised by the European Foundation for Management Development (EFMD). This is the second consecutive year for a multi-award victory – in 2014, SMU broke new grounds for the first and most prizes ever won by a Singaporean educational institution in the established worldwide competition. The winning SMU cases were co-authored by a combination of case writers from the **Case Writing Initiative** (CWI) driven by the SMU **Centre for Management Practice** (CMP), as well as faculty, staff and industry partners.

CMP also started 2016 on a good note – an SMU-written case made it to the Top 15 Bestselling Cases in 2015 at the Case Centre, a renowned international case resource centre for business education. The “Gillette’s ‘Shave India Movement’: Razor Sharp Against the Stubble (A)” case was among 15 top selling cases in the Knowledge, Information and Communications Systems Management category amongst other leading business schools at Harvard, Ivey, IBS and Cambridge. It was co-authored by SMU Lee Kong Chian School of Business Professor of Marketing and Director of the Centre for Marketing Excellence Srinivas K. Reddy, and CMP Senior Case Writer Christopher Dula.



(BSI) Director Professor David Chan.

- **SMU Behavioural Sciences Institute (BSI)** Director Professor David Chan contributed a chapter titled “The Future of Singapore Ageing Population” in the book “Singapore 2065: Leading Insights on Economy and Environment from 50 Singapore Icons and Beyond” edited by Euston Quah from NTU. BSI also worked with World Scientific to publish a book on the proceedings of BSI Conference 2015 titled “Enabling Positive Attitudes and Experiences in Singapore”. A new book on BSI Conference 2016 titled “Social Futures of Singapore Society” is currently in the works.



Prof David Lee (far right) moderated the panel discussion on Smart Finance and FinTech.

- **SMU Sim Kee Boon Institute for Financial Economics (SKBI)** and **Business Families Institute (BFI)** organised a conference on “Smart Nation, Silicon Valley Technology and Connectivity Inclusion Conference”, held in Stanford University, Palo Alto, California on 17 November 2015. The conference aimed to create a forum for Singapore institutions to explore Silicon Valley technologies and their potential, on top of offering insights into the latest technologies which could be relevant to the Smart Nation programme. It also served as a platform for Silicon Valley to learn about this initiative in Singapore. Some 200 participants mainly from Singapore and United States and comprising a mix of major players from Singapore, Silicon Valley and global investors attended the conference.

Research Excellence Awards (2016)



CHENG Qiang
Dean & Professor
School of Accountancy



Gerry GEORGE
Dean & Professor
Lee Kong Chian School
of Business

Lee Kong Chian Chair Professor

Established in 2014 using the Lee Kong Chian Fund for Excellence from the Lee Foundation, the Lee Kong Chian Chairs are granted to Professors who have an excellent record of academic achievements, international recognition and institutional leadership.

Lee Kong Chian Professorship

Established in 2014 using the Lee Kong Chian Fund for Excellence from the Lee Foundation, the Lee Kong Chian Professorship acknowledges and rewards a distinguished scholar who is internationally recognised and highly regarded by his/her peers, and contributes to the development of the teaching and research in their School.



CHEN Xia
Professor
School of Accountancy



SU Liangjun
Professor
School of Economics



Melvyn TEO
Professor
Lee Kong Chian School
of Business



TSE Yiu Kuen
Professor
School of Economics



Heli WANG
Professor
Lee Kong Chian School
of Business



YU Jun
Professor
School of Economics

Lee Kong Chian Fellowship

Established in 2014 using the Lee Kong Chian Fund for Excellence from the Lee Foundation, the Lee Kong Chian Fellowship acknowledges and rewards faculty with an excellent research record and to support faculty whose research plans hold great promise.

SCHOOL OF ACCOUNTANCY

CHO Young Jun, Assistant Professor
GOH Beng Wee, Associate Professor
Jimmy LEE, Assistant Professor
Holly YANG, Assistant Professor

LEE KONG CHIAN SCHOOL OF BUSINESS

Shantanu BHATTACHARYA, Associate Professor
Sandeep CHANDUKALA, Associate Professor
Gokhan ERTUG, Associate Professor
HU Jianfeng, Assistant Professor

SCHOOL OF SOCIAL SCIENCES

LI Pin Cheng Norman, Associate Professor

PROVOST'S OFFICE

Noeleen HEYZER, United Nations Secretary-General's Special Adviser for Timor-Leste

SCHOOL OF LAW

Irene CALBOLI, Visiting Professor
CHAN Kok Yew Gary, Associate Professor
Maartje DE VISSER, Associate Professor
LOW Fatt Kin Kelvin, Associate Professor
WAN Wai Yee, Associate Professor

SCHOOL OF INFORMATION SYSTEMS

HOI Chu Hong Steven, Associate Professor
Hady Wirawan LAUW, Assistant Professor
Pradeep VARAKANTHAM, Assistant Professor
ZHENG Baihua, Associate Professor
ZHU Feida, Assistant Professor

SCHOOL OF ECONOMICS

Shurojit CHATTERJI, Professor
LI Jing, Assistant Professor
Susann ROHWEDDER, Visiting Professor



LIM Chee Yeow
Associate Professor
School of Accountancy



Kannan SRIKANTH
Associate Professor
Lee Kong Chian School
of Business

Lee Kuan Yew Fellowship for Research Excellence

Founded in 2001, the award is given annually to outstanding SMU faculty based on their research performance in the previous year. Nominees are evaluated based on the originality of projects, research track records, importance of research findings, multidisciplinary nature of projects, ability to attract the interest and collaboration of faculty from world-class universities, and potential for publication in top-tier journals and books.



GENG Xuesong
Assistant Professor
Lee Kong Chian School
of Business



YIP Man
Assistant Professor
School of Law

Della Suantio Fellowship / DS Lee Foundation Fellowship

Established in 2012 by Dr Della Suantio Lee and the DS Lee Foundation, the award is given to support junior faculty members in conducting academic and industry-relevant research, and their participation in international research programmes that are crucial to improving the understanding of Asian businesses.



Christine HO
Assistant Professor
School of Economics



Bussarawan Puk
TEERAWICHITCHAINAN
Associate Professor
School of Social Sciences

Shirin Fozdar Fellowship

Established in 2016 by the Shirin Fozdar Program, the award is given annually to support meaningful research that will make a difference to women's lives, and to add to knowledge on women's issues. Themes supported under the Shirin Fozdar Fellowship include women in business, women in public policy, women in science, women in education, and women in caregiving.



Notable Faculty Achievements

Behavioural Sciences Institute Director Professor David Chan was acknowledged with a Special Recognition Honour on 13 July 2016 by the Ministry of Home Affairs. The award was made in appreciation of his significant contributions over the years to the Home Team, including his design and administration of the first police assessment centre in the 1990s, as well as the setting up of the police psychological unit and the psychology resource panel. Over the years, he has also developed and validated various psychometric selection systems for the Singapore Police Force and the Singapore Prison Service; and conducted numerous projects on the values and attitudes of public officers, for which findings have helped inform organisational development in the Home Team.

Vice Provost (Special Projects), Professor of Finance (Practice) and Director, MSc in Wealth Management Francis Koh received a Lifetime Achievement award from the leading business intelligence WealthBriefingAsia for his significant contributions to the wealth management industry. Professor Koh was recognised for his contributions as Founding Director of SMU's MSc in Wealth Management which has been ranked 1st in Asia and 3rd in the world in Financial Times' Global Masters in Finance Post-experience rankings 2016. In addition, he was recognised for having advised and trained many of the region's principal financial and commercial players, and served as a thought leader on wealth management issues through his publications at global conferences



In September 2015, SMU's Financial Trading Institute, or FTI@SMU, became the first institute in a Singapore university to receive the 2015 IBF Inspiring Educator Award. The annual award by the Institute of Banking & Finance Singapore (IBF) recognises IBF-accredited training providers' commitment in driving the adoption of the IBF standards to raise the professional competency of the financial industry. In championing competency-based training for professionals in the financial services industry, FTI@SMU offers IBF-accredited certification programmes in corporate banking, financial markets, wealth management and private equity under the IBF Standards framework, which is a development roadmap for financial sector practitioners to acquire the training needed to excel in jobs.



Prof Annie Koh receiving an award from Emeritus Senior Minister Goh Chok Tong.



Dr Rani Tan (left), Lee Kong Chian School of Business, and Ms Rosie Ching, School of Economics.

SMU Senior Lecturers Dr Rani Tan (Lee Kong Chian School of Business) and Ms Rosie Ching (School of Economics) did SMU proud when they won three awards at the distinguished Wharton-Quacquarelli Symonds Stars Reimagine Education Conference & Awards 2015. Dr Rani Tan's app, GameLead, won the Social Sciences and MBA Discipline Award and a silver award in the ICT Tools for Learning & Teaching category. Ms Rosie Ching's app, called CSI Agent on a Mission, clinched a bronze award in the Education App category. Their feat was featured in The Straits Times on 13 December 2015.



South Asia and Southeast Asia Initiatives

SMU's India Club hosted a dialogue session with Tata Son's Group Executive Council Member, Dr Nirmalya Kumar, on 16 November 2015. Speaking on "Brand Breakout: How Emerging Market Brands Will Go Global", Dr Kumar shared his thoughts on global recognition for Asian brands and highlighted key mechanisms for Asian brands to become global names.

On 7 and 8 March 2016, SMU hosted and jointly organised the second Asian Management Conclave (AMC). Themed "Enhancing Competitiveness of Asian Business Schools", AMC 2016 featured talks and discussions by deans from top Asian business schools as well as global thought leaders. The event witnessed the participation of 125 deans, directors and decision-makers from 65 business schools in Australia, China, Hong Kong, India, Indonesia, Japan, Malaysia, Philippines, Singapore, Sri Lanka, Thailand, United Arab Emirates and Vietnam.

In collaboration with the Confederation of Indian Industry (CII), SMU co-hosted a public lecture on "Innovation Challenges in Asia" on 8 April 2016 at the University. The guest speaker was world-renowned thinker and innovator, Mr Sam Pitroda, former Advisor to India's Prime Minister on Public Information Infrastructure and Innovation. Mr Pitroda opined that great innovations require problem-solving for the poor and needy and emphasised that innovating ourselves and embracing changes are core starting points. The session was moderated by Professor Gerry George, Dean of SMU Lee Kong Chian School of Business.



CII and SMU representatives with Mr Pitroda (second from left).



SMU President Professor Arnoud De Meyer (Second from right) and BMU Chancellor Mr Sunil Kant Munjal (Second from left), signed an MOU on 13 April 2016.

From 13 to 16 April 2016, SMU embarked on a visit to India (New Delhi, Ahmedabad and Hyderabad). Led by President Professor Arnoud De Meyer, the team explored possible collaborations with relevant Indian institutions and corporations. On 13 April 2016, SMU signed a Memorandum of Understanding (MoU) with BML Munjal University (BMU). Under this collaboration, the universities will work towards establishing joint academic and research programmes. On the same day, SMU, the Confederation of Indian Industry and BMU jointly organised a panel discussion at the Taj Palace in New Delhi, India, to examine the progress of the 'Make in India' programme since its introduction.

A couple of days later, SMU entered an MoU with the Indian School of Business (ISB) to collaborate in the areas of innovation, entrepreneurship and research. The partnership will allow both institutions to explore possible collaboration in Financial Technology research, executive education, as well as retail excellence research. SMU and ISB also organised an industry roundtable to discuss the value of nurturing and managing innovation clusters in India and Singapore. More than 40 participants, comprising government officials, corporate leaders and start-up founders in Telangana state, and ISB faculty attended the session.

SMU signed a Student Exchange Agreement with Universitas Gadjah Mada on 17 December 2015. The five-year agreement allows for the exchange of the equivalent of four semester students per academic year. SMU has also renewed the Student Exchange Agreement with the University of Philippines Diliman for a period of three years. The agreement allows for the exchange of the equivalent of two semester students per academic year.

East Asia Initiatives

In May 2015, SMU signed a University-level Strategic Framework Partnership Memorandum of Understanding and a University-level Student Exchange Agreement with Shanghai Jiao Tong University and Renmin University, to promote friendly relations through the development of academic collaboration between the two universities, particularly in the areas of social sciences, humanities, economic and management sciences.

On 16 November 2015, SMU hosted the third SMU China Forum 2015 themed “China’s Alternative Vision for the World?”. Organised for the third year, the forum aims to provide business leaders, policymakers and academics with a platform to facilitate exchange on issues and trends that are shaping China’s growth. Last year’s opening address was delivered by Guest of Honour Mr Lim Swee Say, Singapore’s Minister for Manpower. This was followed by insights from keynote speakers such as Professor Chen Zhimin, Dean, School of International Relations & Public Affairs, Fudan University; Professor Thomas Christiansen, Jean Monnet Professor of European Institutional Politics and Co-Director of the Maastricht Centre for European Governance, Maastricht University; and Mr Jim Lai Chi Ming, Vice President, Tencent Group. The Forum discussed how China and Singapore can contribute to the “One Belt, One Road” and the “Mass Entrepreneurship and Innovation” strategies, which are poised to influence global trade. Held just after Chinese President Xi Jinping’s visit to Singapore, the event saw timely discussions and expert views on China-related topics that impact the global economy.



From left to right: Professor Around De Meyer, President, Singapore Management University = Mr Lim Swee Say, Minister for Manpower.



Roundtable Discussion of 2015 SMU China Forum, from left to right: James TANG, Special Advisor (Greater China) to President, and Dean, School of Social Sciences, Singapore Management University, CHEN Zhimin, Thomas Christiansen, and Henry GAO, Associate Professor of Law, SMU, and Member, Advisory Board, WTO Chairs Program, WTO Secretariat. (Photo: Xinhuanet)

Americas/Europe/ANZ Initiatives

SMU has always been committed to nurturing global perspectives and cross-cultural understanding among our students. Through the International Office, SMU has secured several new student exchange partnerships in 2016, including the University of Edinburgh (United Kingdom); Graduate School of Management, University of St. Petersburg (Russia); National Research University Higher School of Economics (Russia); University of Alberta, Alberta School of Business (Canada); and Erasmus University, School of History, Culture and Communication (The Netherlands). The other new agreements which are in the final stages include The University of Melbourne, Faculty of Business & Economics (Australia) and University of College London, School of Management (United Kingdom).

SMU students will have access to a wide variety of courses such as Financial Management, Financial Accounting, International business, Public Management, Marketing, Arts & Culture Studies, and Humanities & Social Sciences, amongst others.



Graduate
School of Management
St. Petersburg State University





L-R) Professor Arnoud De Meyer, SMU President; Mr Koji Sugimoto, Vice Managing Director of Kajima Overseas Asia Pte Ltd; Mr Ho Kwon Ping, SMU Chairman; Mr Siew Man Kok, Chairman and Founding Director of MKPL Architects Pte Ltd; and Professor Yeo Tiong Min, Dean, SMU School of Law. They are seen here posing with concrete tiles on which they have just signed their names.

School of Law Topping-Out

After two years, the much-anticipated SMU School of Law (SOL) building has reached a significant milestone in construction with the completion of the building structure. Commendably, the development has also achieved more than one million safe man-hours. To mark the momentous occasion, SMU held a Topping-Out Ceremony on 13 May 2016 for the new SOL building. The event was well attended by several members of the SMU Board of Trustees; key members of the SMU senior management; SOL faculty and alumni; and staff from various key departments who were involved in the different phases of construction.

The new building will be a distinctive landmark that will contain state-of-the-art facilities used both to enrich the learning experience of SMU law students as well as involve others within the legal fraternity who are important stakeholders of the University. The new 23,000-square-metre building – about the size of 52 basketball courts – will be ready by 2017. A key feature of the new building includes a 2,200-square-metre Law Library which will be fully equipped with modern technology wired for legal research in the 21st century. Also housed within the new building will be the David Marshall Moot Court, the SMU Pro Bono Centre, and other research centres.

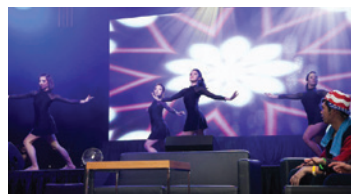


Participants of the SMU Challenge Walkathon 2015.

Campus-community Integration

On 31 August 2015, the **SMU Arts Festival** was reborn after a five-year hiatus, to captivate an audience of nearly 200 people at the Lee Kong Chian School of Business atrium. Stereometa, SoundFoundry, Ballare, Funk Movement, Indancity, Vex and SMU Symphonia united in one specially commissioned piece showcasing the best students in beat-boxing, song music, dance and band-jamming. The SMU Arts Festival 2015 was reintroduced following the previous semester-long U+ARTS seasons which featured exhibitions, showcases, workshops and a competition throughout its three-week run. The festival highlighted collaborative works among the University's co-curricular activity clubs – and curatorial involvement from external arts professionals, with over 30 arts programmes and performances for the community.

On 5 September 2015, students past and present, as well as faculty members and their friends and families, took part in the **SMU Challenge 2015 Walkathon**. Featuring a 6.1km route around the Marina Bay Area which ended at the SMU Campus on Victoria Street, the event was part of SMU Challenge, an annual community service initiative that is spearheaded by the University's Special Interest and Community Service Sodality. The SMU Challenge 2015 saw a series of collaborations with CSCDC in beneficiary-interaction sessions called Purple Outings to raise awareness and promote inclusion of the special needs community. As part of the Purple Outings, the Walkathon provided the SMU community with the opportunity to “buddy up” with a special needs participant throughout the route for a more meaningful experience.



Performances at the SMU Arts Festival 2015.





Aung Ko's We Are Moving from the Thukhuma Collection@SoSS.

An extension of the SMU's Visual Arts Initiative, the **Thukhuma Collection@ SOSS** – which consists of 50 paintings by 32 Myanmar artists that represent multiple perspectives on a society in transition – is now on display at the School of Social Sciences. The Myanmar collection is on long-term loan from Professor Ian Holliday, Vice-President and Pro-Vice-Chancellor (Teaching and Learning) and Professor within the Department of Politics and Public Administration at the University of Hong Kong. A booklet has also been produced to introduce the Thukhuma collection. Apart from information about the collection, it includes short essays on the artwork contributed by five students from various schools and programmes. They are part of a group who attended an SMU art curatorial workshop conducted by Ms Joanna Lee, a curator with arts management and consultancy company SapereArt.



Ms Bernadette Toh (in centre with apron) Director of SMU's Office of Global Learning with international students.

In line with **SMU Grow's** objective of building a green and sustainable community both inside and outside of the classroom, SMU local and international students gathered at the SMU Grow plot to plant seedlings from 12 countries on 16 October 2016. This initiative was part of the United Nations' World Food Day 2015 and symbolised the unity of different cultures coming together to cultivate seeds of change and integration, building a common spirit of feeding the world and caring for the earth. Additionally, a pilot test for converting food waste at SMU into agricultural fertiliser, in partnership with a food waste recycling bio-technology firm, took place at the foodcourt on campus. Lemongrass tea drinks made from SMU Grow harvest were also sold from 19 October 2015 to raise funds for SMU's Habit for Humanity student-led building project in Yogyakarta, Indonesia in December 2015.



Crowds thronged to enjoy the inaugural Armenian Street Party, stretching from SMU Labs to the Peranakan museum. (Photo: National Heritage Board)

As part of ongoing efforts to build on the integration of the SMU campus in the local community, SMU was host to the **Singapore Night Festival and Armenian Street Party**, amongst other events.

Presidential Distinguished Lecturer Series

Five distinguished speakers presented the 20th-24th talks in the Presidential Distinguished Lecturer Series between September 2015 and May 2016. Professor Alessandro Acquisti, Director of the Privacy Economics Experiments Lab at Carnegie Mellon University, shared his views on data privacy and discussed what motivates people to share their personal information online, and the value of privacy in this information age. Mr Jyrki Katainen, Vice-President of the European Commission for Jobs, Growth, Investment and Competitiveness, touched on the links between the European Union and ASEAN on top of sharing the three initiatives which the European Commission has launched to spur investment. Professor Craig Calhoun, Director of the London School of Economics and Political Science, expounded on the intricate relationship between capitalism and externalities and explained the dependence of capitalism on nation states.

Mr Olusegun Obasanjo, former President of Nigeria (1999 – 2007), shared his insights on how Nigeria as the 7th most populous country globally is constantly evolving. He also spoke on the importance of economic integration and creating an identity for Africa. Lastly, Professor Dr Susilo Bambang Yudhoyono, former President of the Republic of Indonesia (2004 – 2014), gave a macro overview of his 10 years in office and shared many insights on his leadership style. Delving deeper, he spoke on the measures he took to overcome challenges which eventually led to the transformation of Indonesia in the areas of democracy, prosperity and national security. All the lectures were followed by an engaging Question and Answer session, where guests posed thought-provoking questions to the speakers.



Clockwise from top left) Mr Jyrki Katainen, Professor Alessandro Acquisti, Professor Craig Calhoun, Prof Dr Susilo Bambang Yudhoyono and Mr Olusegun Obasanjo.



SMU's Report to the Committee on Future Economy

In response to the call to contribute to the dialogue initiated by the Committee on the Future Economy (CFE), SMU has held a series of engagement sessions with faculty and staff to brainstorm and propose recommendations to add to the government's deliberations on strategies for the next stage of Singapore's economic growth. The SMU engagement sessions discussed future scenarios as well as practical challenges in view of Singapore's existing economic and social structures.

Through the leadership of SMU Provost, Professor Lily Kong, a total of 48 SMU members produced various recommendations on five key areas namely Corporate Capabilities and innovation, Future Growth Industries & Markets, Future of Connectivity, Future City and Future Jobs and Skills. These recommendations were put together in a paper titled "Contributions to the Committee on the Future Economy".

In the same vein as the efforts spearheaded by the CFE, the engagement process at SMU was an inclusive one. An open invitation was made to all faculty and staff who were interested to attend the engagement sessions. Specific SMU members who have deep content knowledge of the five areas (through research, education or practice) were specially invited to participate and contribute their thoughts and expertise. The draft of the paper was shared with SMU's Board of Trustees, whose comments helped to refine and finalise the draft.

Additionally, the report was turned into an electronic flip book, complemented with pictures and graphics. It has now been posted on the homepage of the SMU website.



ST Education Forum 2016

The Straits Times Education Forum returned on 25 June 2016 with SMU as the higher education partner, following the success of the first two events in 2014 and 2015. Themed “The Future of Jobs, Skills and Higher Education”, the half-day Forum provided a great opportunity for the participants to obtain the most current insights on the changing landscape of higher education, jobs and skills.

The event’s Guest-of-Honour Mr Ong Ke Yung, Acting Minister for Education (Higher Education and Skills), unveiled a pilot co-operative programme during his keynote speech. Under the programme, university students can alternate between the university campus and the company every semester. They can also be hired by the company and get an income throughout their course. Mr Ong noted that this change serves to recognise the increasing need for students to possess both soft skills and deep technical skills for the future economy. He also highlighted the need for universities to be diverse in expertise so they can fulfill their core mission – to impart skills, create and transmit knowledge, as well as to shape and define society.

Besides Acting Minister Ong, the other panellists were SMU President Prof Arnoud De Meyer, Straits Times Senior Education Correspondent Ms Sandra Davie, as well as Straits Times Deputy Director Mr Ignatius Low. The Question & Answer segment towards the end of the event saw spirited exchanges emerge between the panellists and participants over issues such as the relevance of university education and how students should be assessed. Weighing in on a question by an SMU student on how university grading can be changed to become more relevant to the industry, Professor De Meyer said that it involves more than just grading students on exam scripts. SMU, for instance, uses peer evaluation within project teams, in which students assess each other based on contribution and capabilities. ST Deputy Editor Ignatius Low, who moderated the panel discussion, also asked Prof De Meyer if it would be possible for students to obtain academic credits for outside work, for instance an in-depth journalistic feature that is published in ST during an internship. He replied that this was something the university could take into consideration - a flexible approach which Mr Ong said was very encouraging.

About 250 people attended the forum at the SMU Mochtar Riady Auditorium, including educators, students and parents from 21 educational institutions, members of the SMU community, as well as the media and Straits Times readers.



Guest-of-Honour Mr Ong Ye Kung, Acting Minister for Education (Higher Education and Skills), delivering the keynote address at the ST Education Forum 2016.



(Center photo) ST Senior Education Correspondent Sandra Davie, Acting Education Minister (Higher Education and Skills) Ong Ye Kung, SMU President Arnoud De Meyer and ST Deputy Editor Ignatius Low engaging in a lively discussion with the audience at The Straits Times Education Forum 2016. (Bottom photos) Audience members kept up a steady stream of questions in the lively and interactive discussion.

SMU the Exclusive Higher Education Partner for Channel NewsAsia's Perspectives

SMU strengthened its growing reputation in the role of thought leadership when it was for the third time the Exclusive Higher Education Partner for Perspectives – Channel NewsAsia's flagship panel discussion programme dissecting current events and issues. On 7 March 2016, SMU hosted the first of six new episodes of the series at SMU Labs. The discussion, titled "Upskilling ASEAN for Growth" featured an esteemed panel of thought leaders including SMU President Professor Arnoud De Meyer, who talked about the differences in goals and objectives of the ASEAN countries in relation to the ASEAN Economic Community integration. In the second episode, SMU Provost Professor Lily Kong tackled the topic "Urban Challenges in Asia's megacities" and discussed ways to look at problems Asian megacities face and what it will take for these large cities to remain sustainable, liveable and resilient.

Professor David Lee Kuo Chuen, Lee Kong Chian School of Business, honed-in on the topic "The Future of Fintech" and shared his knowledge about the rise of blockchain technology and its potential impact on the existing banking industry; Professor Gerry George, Dean of Lee Kong Chian School of Business, discussed the topic "Scaling up Entrepreneurship: From Startup to Enterprise", including the various aspects to consider in order for people to be more culturally supportive of scaling up entrepreneurship; while Professor Ann Florini, School of Social Sciences, tackled the topic "Climate Change and the Global Economy" and discussed various factors that can propel radical global action to stave off environmental catastrophe and an economic meltdown. In the final episode, SMU Board of Trustees Chairman Mr Ho Kwon Ping and Associate Professor Henry Gao, School of Law, dived into the topic "The Impact of China's Economic Slowdown", leading the audience through a dynamic and multi-faceted discussion of the implications of China's moderating growth for both the region and the world. Teymoor Nabili, a veteran international journalist, moderated debates which drew questions and discussion points from audiences comprising SMU faculty members, students and staff, as well as guests from corporate, political and civil sectors.



(Top photo) SMU Chairman and Associate Professor Henry Gao, School of Law. (Bottom photos) Lively Q&A between the panellists and the audience.



SMU Provost Professor Lily Kong (Centre) tackles the topic "Urban Challenges in Asia's megacities".



SMU School of Social Sciences undergraduate Yip Pin Xiu.

8th ASEAN Para-Games

Singapore hosted the 8th ASEAN Para-Games (APG) for the first time from 3 to 9 December 2015, which featured 15 sports for persons with disabilities. Swimmer Yip Pin Xiu (School of Social Sciences), who was Singapore's official flag bearer, did SMU and Singapore proud by clinching gold and breaking the world record at the women's 50m backstroke event. She also bagged silver in the 100m freestyle S5 (S1-S5). It was a performance that epitomised the spirit of the APG and the grit of the 1,000-odd regional competitors who rose above the challenges that life presented to them. Apart from Pin Xiu's outstanding achievements, SMU musicians and emcees also played a part at the APG in support of those with special needs. Nine members from the SMU fraternity literally 'banded together' during the APG. SMU Chinese Orchestra and Associate Dean, SOSS Professor Tan Yoo Guan volunteered their time to be part of the Purple Symphony, Singapore's first all-inclusive orchestra made up of musicians with and without special needs. At the Games' closing ceremony, the musicians performed a repertoire of Asian and Western songs in a celebration of togetherness and musical excellence regardless of physical abilities. Additionally, seven students from SMU Broadcast & Entertainment – a students' club set up to manage SMU Campus Radio and SMU Campus TV – were invited by Sport Singapore to become presenters. Paired with professional sports commentators to give 'live' event coverage, these students underwent an intensive 3-week training programme in the lead-up to the competition.



Purple Symphony, Singapore's first all-inclusive orchestra.

18th ASEAN University Games

The 18th ASEAN University Games (AUG) was held from 10 to 19 July 2016 in Singapore — the 3rd time since 1994 — and was attended by more than 1,800 athletes and officials from the 10 ASEAN countries, as well as Timor-Leste. 25 SMU students were part of a 240-strong Team Singapore and 12 of them contributed 5 Gold, 1 Silver and 4 Bronze medals (including both individual and team sports) to the overall tally of 24 Golds, 20 Silvers and 29 Bronzes for Singapore.

As part of the Singapore University Sports Council formed with the five other local universities, SMU oversaw five core areas of the Games and two sports – Accreditation; Education; Protocol; PR, Media and Publications; Info-Technology; as well as Badminton and Swimming. About 30 SMU full-time and contract staff from the Office of Student Life and various SMU offices were part of the organising committee. Together, they supervised nearly 100 SMU student volunteers involved in various areas aspects of the Games.

A new initiative spearheaded by SMU, the Education functional area brought together about 150 student athletes on a walking trail through various iconic landmarks around Singapore's civic district and the Sports Hub over two days. In addition, 348 students from nine institutions (JCs, ITEs and secondary schools) also took part in a series of Learning Journeys organised by the Education functional area to understand first-hand how the Games were organised.

Apart from the Games, SMU Eurhythmix put on a media-enhanced, sports-themed hip-hopping show-stunner during its Opening, SMU Sound Foundry jammed at its pyrotechnic-blazing Closing, while SMU Voix, SMU MIC, and SMU Artdicted added a touch of class, colour, and fun to a number of specially-organised athletes' experience activities.

Congratulations to our AUG 2016 medal winners!

Canoeing	Justin Tang Jie Xiang (SOSS)
Rugby	Ramavendan s/o Viarakanu (SOSS), Vighnesh Krishnan (SOSS), Marcus Ang Yuan Wei (LKCSB)
Shooting	Lim Yee Xien (SOE)
Swimming	Danny Yeo Kai Quan (LKCSB), Lionel Khoo (Incoming, LKCSB)
Table Tennis	Pang Xue Jie (Incoming, LKCSB)
Water Polo	Adriel Ng Chee Kiat (Incoming, SOA), Isaac Chan Bo Tao (SOA), Lee Kai Yang (SOA), Yip Yang (SOSS)



Incoming LKCSB freshman Lionel Khoo won the men's 200 m breaststroke final at the OCBC Aquatic Centre on 14 July 2016/Cheah Cheng Poh/ASEAN University Games.



SMU Emix delivered an energetic dance piece showcasing the sports competed during the AUG at the Opening Ceremony on 10 July 2016/Stanley Cheah/ASEAN University Games 2016.



Incoming LKCSB freshman Pang Xue Jie (left) and his doubles partner won Singapore's 1st gold medal in table tennis in 22 years/Philip Au/ ASEAN University Games 2016.



At the Thammasat Undergraduate Business Challenge 2015 (left to right): Colin Chng Min Kiat, Jonathan Goh Jun Yang, Senior Lecturer Ma Kheng Min, Jazelle Tan Hui Yi and Nigel Koh Rui Qian.

Thammasat Undergraduate Business Challenge

SMU's Team Cognitare bagged top honours from the Thammasat Business Challenge 2015, held in Bangkok, Thailand from 11 to 15 August. The team members, who are from the schools of accountancy and business, formulated strategies to accelerate the recognition of eSports as a professional sport in Southeast Asia, and presented their proposal to esteemed judges from the business community. They triumphed over 16 other teams from nine countries, including University of California, Berkeley, and Hong Kong University of Science and Technology. Two other teams from Cognitare came in second runners-up at the Champions Trophy Case Competition 2016, organised by the University of Auckland Business School, as well as the Chulalongkorn International Business Case Competition 2016 held in Krabi, Thailand.



The SMU quartet who won the KPMG Business Administration Paper 2015 were (from left) Olivia Ou Yu Xin, Jemie Then Lu Yi, Amelia Quek Pei Yu and Tay Qi Hang. Presenting the top prize to the team was Ms Carmen Ting (extreme right), Partner, KPMG. (Photo: Hong Kong Federation of Business Students)

KPMG Business Administration Paper

SMU students emerged as global champions at the KPMG Business Administration Paper 2015 in Hong Kong, beating more than 200 teams from 13 countries, including the University of Oxford, University of Tokyo and Peking University. Organised annually by the Hong Kong Federation of Business Students, the competition is one of the oldest inter-university and international business plan writing competitions. The SMU team had to draft a thorough business plan to explain how their proposed business model would be able to thrive in the new business environment and satisfy people's needs in their daily lives, with a detailed plan of execution.



ICT Moot winners (left to right) Angus, Dennis, Stephania, Joy, Selina and Nurul. (Photo: Edmund Koh)

Mooting

SMU's mooters continue to fly the SMU flag high in 2016. In April this year, our law students clinched the top prize from the Price Media Law Moot Court Competition (Price Moot), becoming the first university to win the competition twice. The SMU team also picked up the prize for Best Memorial, thus replicating the 2010 team's achievements. This was the third that SMU had reached the final of the Price Moot – yet another record in the competition.

Most recently, SMU's mooters did Singapore proud again by taking top position at the 2016 International Criminal Court (ICC) Moot Court Competition. Having also won the moot last year, SMU now has the best track record in this competition, and enters the record books as the first university to successfully defend a championship in a major international moot. The competition is the largest and most prestigious moot competition in the world on international criminal law.



Cui Linting (right) and Associate Professor Benjamin Gan with the plaque and certificate for UCIS 2016 Best Paper award.

CMU Undergrad IS Conference

School of Information systems students Cui Linting and Kenny Ngo won the Best Paper Award at the 6th undergraduate conference in Information Systems hosted by the Information Systems Programme at the Dietrich College of Humanities and Social Sciences, Carnegie Mellon University. Twelve out of seventy papers were accepted and presented in the Conference. SMU's paper ICT-Travel: Mobile Public Transport Companion for the Visually Impaired won the best paper at the Conference. In their paper, the SMU team shared the iOS application called ICT-Travel for the visually impaired to use the public transport in Singapore which they had developed for their capstone project.



Team FlyCargo's full force (left to right) Wysen Kwek, Arthur Lim, Alfred Koh, Jada Seet, team leader Ang Peng Chua, and Cris Huang.

Asia Venture Challenge 2016

Team FlyCargo from the Master of Science in Innovation emerged as first runner-up at the Asia Venture Challenge (AVC) 2016, beating 10 teams from other Asian universities coming from China, Hong Kong, India, Japan, Malaysia, Philippines, Taiwan and Thailand. They were also awarded the Best Written Plan in Division C. The AVC is an intercollegiate business plan competition that encourages postgraduate students to develop and grow new ventures. The team's idea purports optimising airfreight costs and delivery processes to innovate changes for the air cargo and logistics business.



Nicholas Soh emerged as winner of the Youth Prize in The Taming of Chance Story Competition.

International Writing Competitions

A Lee Kong Chian School of Business student Nicholas Soh Zhan Yi won the Youth prize in an international essay competition administered by The Fields Institute Research in Mathematical Sciences' MathEd Forum in partnership with Vretta, a Toronto-based educational media studio.

Another Lee Kong Chian School of Business student, Melissa Cheok, netted the second prize in the University category at the 2015 International New York Times Writing Competition. Her article titled 'Can We Achieve Quality Education For All?' had stood out from among hundreds of outstanding entries from 14 countries across Asia, the highest since the competition began in 2009.

Corporate Awards

SMU, through the Office of Facilities Development, has emerged as the Winner for Leadership in Sustainability Design & Performance – Institutional Sub-Category in the inaugural SGBC-BCA Sustainability Leadership Awards 2016. The project will go on to represent Singapore at the WorldGBC Asia Pacific Network Leadership Awards in October 2016. The Awards Presentation for the SGBC-BCA Sustainability Leadership Awards 2016 will be held during the SGBC 7th Anniversary Gala Dinner 2016 on September 2016 at the Pan Pacific Singapore.

SMU will continue to advocate green building design for future expansions to the campus in the city, while also looking at smart building innovations and technology to take the sustainability of its campus one step further.



Members of the SRIMS team which won the CIO 100 Honouree award are (front row L-R) Belinda Lim, Serene Yap and Mr Lau Kai Cheong; (back row L-R) Hew Khen Fatt, Elene Peck and Alex Goh.

SMU's Marketing team continued its award-winning streak on 18 November 2015, picking up two glittering trophies at the Marketing Excellence Awards 2015 for its 2015 admissions campaign: the Gold award for Excellence in Marketing Communications and the Bronze award for Excellence in TV/Video Advertising. The Awards, produced by Marketing magazine, are widely regarded as Singapore's main event recognising excellence across the marketing communications services industry. The team's double win brings their haul of treasure to a shelf-bending 15 awards over the past two years. SMU was also the only university to receive an award at this year's event.



IITS continued to do SMU proud by being a double winner at CIO 100 Honouree award for the second consecutive year. The projects were: the Service Request and Incident Management System (SRIMS), which helps to improve customer service over time and hardening SMU's security profile by watching incidents and understanding trends, as well as the new SMU intranet portal - iNET. SMU's Chief Information Officer and Vice President for IITs Mr Lau Kai Cheong, received the awards at the CXO-CIO Conference Singapore on 7 April 2016.

Additionally, IITS won the Gold award at the Intranet Innovation Award 2015 by IT Consultancy company StepTwo Designs for its development and deployment of the iNET. SMU is the first university in Asia to receive this prestigious award. Created for the 1,000 faculty and staff at SMU, iNET has been developed to improve operational excellence, and enhance collaboration and knowledge discovery in the university.



Alan Goh, Vice President, Corporate Communications and Marketing (3rd from left) and Ted Choo, Head, Corporate Marketing (2nd from left), with members of SMU's award-winning Marketing team.

Operational Excellence



Minister Yaacob Ibrahim (centre) chatting with scholarship recipients and dignitaries at the MERCU-SMU Excellence Scholarship launch.

Since August 2015, new and existing donors have contributed many noteworthy gifts. Highlights from this past financial year include: SMU Lee Kong Chian School of Business alumni Jeff Tung and Benjamin Tsoon's gift of \$1m to establish the P.A.K Entrepreneurship Fund, which encourages entrepreneurship among SMU students; MERCU Learning Point, together with two Singaporean donors, contributed \$600,000 to establish the MERCU-SMU Excellence Scholarship for full-time Malay Singaporean undergraduates at SMU; and a gift from MasterCard to support the MasterCard-SMU Programme Initiative on Social and Financial Inclusion, an original and innovative programme inclusive of a research forum, Professorship of Social Entrepreneurship and Financial Inclusion, and a seminar series.

SMU is off to another good start this financial year (FY2016). Some notable gifts already include Cheung Kong Graduate School of Business' contribution to help launch the ASEAN Business Research Centre at Lee Kong Chian School of Business; Sing Lun Holdings Limited additional donation of \$500,000 to endow the existing Sing Lun Scholarship for needy students; and the Kwan Im Thong Hood Cho Temple's second gift of S\$1 million to support emergency grants, providing one-time off emergency financial assistance to assist SMU undergraduates facing unforeseen financial crises.



Prof Arnoud De Meyer (front left) presented a token to Dr Tahir (from right) in appreciation of the \$1 million contribution.

Additionally, Dr Tahir, Founder of Indonesia's Mayapada Group, and his son Jonathan Tahir, contributed S\$1 million to establish the Tahir SMU-UGM Management and Faculty Development Programme (MDFP). The objective of the MDFP is for SMU to organise various events and programmes in collaboration with Universitas Gadjah Mada (UGM) towards building academic excellence, as well as creating new opportunities for innovation and co-operation. In addition to the gift agreement, SMU President Professor Arnoud De Meyer also signed a Memorandum of Understanding (MOU) with representatives from UGM. The MOU entails faculty exchange and development, research initiatives, sharing of best practices in university governance, and exchange of undergraduate and postgraduate students.

