

State of the University Address 2013
Professor Arnoud De Meyer
President, Singapore Management University
Friday, 30 August 2013, 1.00pm
Mochtar Riady Auditorium
SMU Administration Building

Colleagues, Students

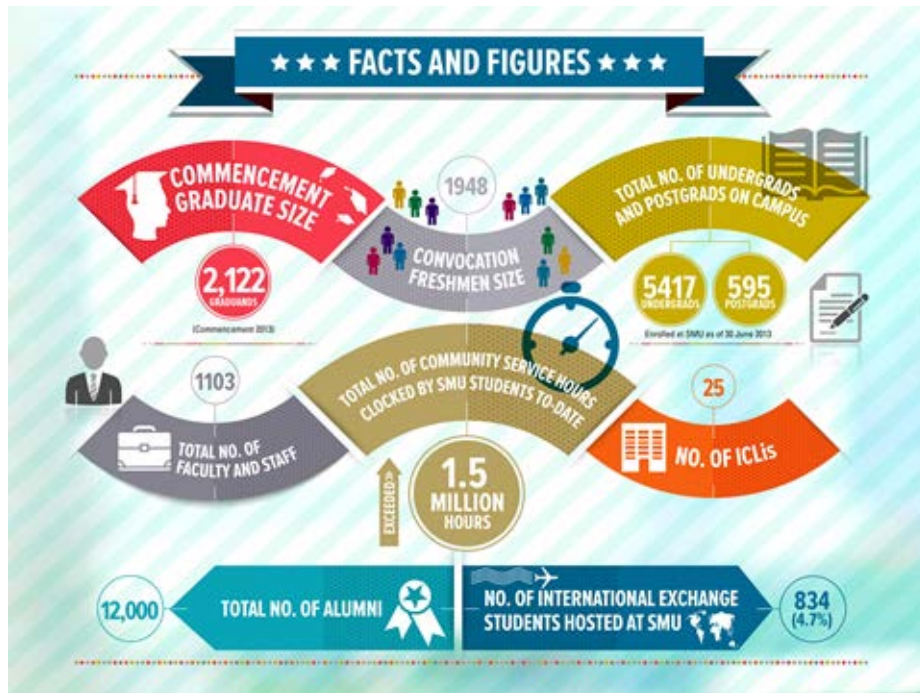
Friends of SMU

A very good afternoon to all of you.

I am happy to see all of you here today at State of University Address 2013. This is our time to celebrate our achievements as a community. I also want to share with you where we are in respect to SMU Challenge II strategic goals, the challenges that confront us and our response to overcome these challenges.

Even as we celebrate our successes, it is good to know how our University is regarded by others and what they say about us, for I believe it speaks volumes. We heard from Education Minister, Mr Heng Swee Keat at this year's Commencement Opening Ceremony, who said (and I quote), "SMU has broken new grounds and added to the diversity in our educational landscape in very meaningful ways. Through interactive pedagogy and other programme innovations, SMU has turned out responsible and articulate graduates." (Unquote)

SMU is clearly recognised as a catalyst in transforming Singapore's educational landscape. And I am very pleased to add that in just over a decade, our University has grown in size, strength and stature. Here are some quick facts and figures to give us a snapshot.



What is heartening to note is that our students appreciate the transformative educational experience they received at SMU.

This year's Commencement was distinctive, in that not only did we have our largest graduating cohort but our graduates gave an outstanding performance for their peers. Let's watch a short clip of Commencement, the wonderful performances and hear what our graduates have to say about their educational experience at SMU.

Wasn't that impressive? In true SMU style, with lots of energy, and doing things well!

Speaking of doing things well, last year at State of University 2012, we set out to do a few things and to do them really well. I asked that we aim to make a greater impact as we work towards our strategic goals in the future, and imbue in our community a "want something, do something" spirit. Many in the SMU community took up the challenge and made several notable achievements. There will be too many for me to list so let me give you an update of some of our key achievements over the past year.

TEACHING: UNDERGRADUATE

Provost Prof Rajendra Srivastava and Vice Provost Prof Pang Yang Hoong led a Curriculum Review Committee to enhance the curriculum and introduced three new offerings for this new Academic Year:

- ☐ A second major in Analytics offered by School of Information Systems and made available to all undergraduates; students can specialise in one of five tracks as shown on this slide. This learning will be combined with an Analytics Practicum with external organisations;



- ☐ The School of Accountancy is offering three new Accounting tracks as shown. These tracks provide specialisation pathways into the areas of excellence that were highlighted in the April 2010 report by the Committee to Develop the Accountancy Sector (CDAS).

New Accounting Tracks (SoA)

- **Financial Management**
- **Risk Management & Assurance**
- **Taxation**

□ The School of Economics, supported by International Trading Institute@SMU, is offering a Maritime Economics concentration for SoE students and for our other students taking a second major in SoE. First-of-its kind in Asia, the offering was announced by DPM Tharman Shanmugaratnam in April this year.

What is also unique to SMU is our strong approach to providing a truly holistic learning experience. All our Schools have significant out-of-classroom learning, though the percentage may vary depending on their core requirements. For example, the Dean of the School of Information Systems, Professor Steven Miller, keeps telling me that the classroom learning experience constitutes perhaps only 20% of the total pedagogical experience. Out-of-classroom learning makes up 80%.

SMU has a rich smorgasbord of single and double degree programmes, majors and electives to suit students' different interests and aspirations. We are not a "cookie-cutter" university. Our students get the flexibility to customise their own programme.

SMU LifeLessons

Last year I said that we were looking into how we could recognise SMU's out-of-classroom learning that builds leadership and promotes character development. This year in May, we were the first university in Singapore to launch a formal programme, SMU LifeLessons that looks at values-based education through its many out-of-classroom platforms.



You can see all the different platforms we have at SMU to enrich the students' holistic experience.

Out-of-classroom Platforms @SMU

- **Community service (80 hours)**
- **Orientation camps**
- **Internship programmes (10 weeks)**
- **Overseas business study missions**
- **Overseas student exchange**
- **Sports clubs**
- **Arts groups**
- **Special interest groups**
- **Other student associations and events**

I would like to thank the Office of Student Life (OSL) for putting together SMU LifeLessons. The Programme will be completely rolled out by 2015, and my thanks to OSL, also for supporting the organisation of the enormous variety of student activities. Just as I speak here, Vivace, SMU's hallmark annual CCA fair is this year featuring some 150 student CCA groups at the Concourse. I understand that our students are waiting to take you on a tour of the fair after my speech.

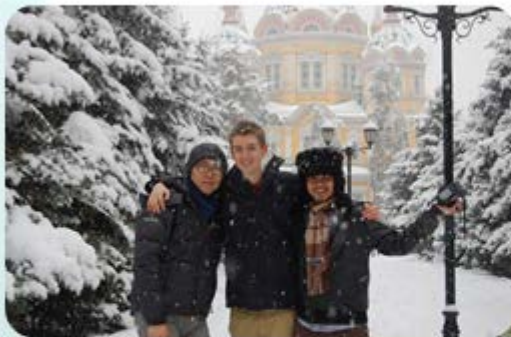
Global Learning

Another aspect we are very proud of is our emphasis on global exposure.

Outbound Exchange Students



Outbound Exchange Students



We set up the Office of Global Learning or OGL to promote multicultural learning. This, we know, helps broaden students' view of the world, and develops their cross-cultural knowledge and competencies which are critical in the world we live in. Our aim is to have 100% of our students experience some form of global exposure. In 2011 to 2012, we registered a 77% participation rate which has since seen an increase to 84% for this year's graduating cohort. At the same time, we hosted the largest number of international exchange students - 834 students from 168 university partners spanning 43 countries.



Diversity and Inclusion

We also believe that no deserving student should be denied access to education, safety and support at SMU simply because of physical disability, ethnic background, gender, etc. We thus created a new function to advance Diversity and Inclusion on campus. SMU is the first educational institution in Singapore to initiate such a function. Our University enjoys a diverse community of students, staff and faculty. Together they form a beautiful large mosaic of various cultural identities, specialisations and talents.



But diversity, alone, does not always produce inclusive outcomes. Inclusion requires effort across all levels; from changing our attitudes to how we work, and to the everyday interactions that can make someone feel at home. To that end, we have:


- ☐ begun to talk about diversity within SMU,
- ☐ improved support for disabled students, including the introduction of a new, centrally located Resting Space at the concourse (in between Watsons and Koufu); and have.
- ☐ a plan for a new undergraduate core module that will look at diversity, global citizenship, and cultural intelligence.

PLEASE JOIN US FOR A LUNCH TALK ON

NORMALISATION, INTEGRATION, INCLUSION

THE STORY OF MONNIKENHEIDE


Date : Tuesday, 4 June 2013
Time : 11:00 am to 1:00 pm (Lunch will be provided)
Venue : Executive Seminar Room 4-2, SMU Admin Building
 81 Victoria Street, Singapore 188065
RSVP : [Please click here](#)



EVERYONE IS SPECIAL, WE ALL HAVE SPECIAL NEEDS

A FOCUSED CONVERSATION AROUND SPECIAL NEEDS LEARNERS WITHIN UNIVERSITIES


Date : Monday, 5 August 2013
Time : 9:00 am to 10:30 am (Breakfast will be provided)
Venue : Executive Seminar Room 4-2, SMU Admin Building
 81 Victoria Street, Singapore 188065
RSVP : [Please click here](#) or email included@smu.edu.sg



DIVERSITY WITHIN A DIFFERENT U

A FOCUSED WORKSHOP ON LEVERAGING DIVERSE CULTURES AND IDENTITIES


Date : Wednesday, 4 September 2013
Time : 3:30 pm
Venue : LKCSB Seminar Room 3-8
 Singapore Management University
 50 Stamford Road, Singapore 178899
RSVP : [Please click here](#) Limited seats. First come, first served.



NAVIGATING THE REWARDING YET IMPOSSIBLE WORLD OF DIVERSITY AND INCLUSION

QUEEN'S COUNSEL & UK CIVIL SERVICE DIVERSITY CHAMPION, SIR PAUL JENKINS, ARGUES HIS CASE FOR INCLUSION

Date : Monday, 16 September 2013
Time : 6:00pm sharp
Venue : Mochtar Ruddy Auditorium
 Singapore Management University
 81 Victoria Street, Level 5, Singapore 178899
RSVP : [Please click here](#) Limited seats. First come, first served.



I would encourage faculty members with academic interests or pedagogical insights into topics on multiculturalism to contribute to this development.

Technnology-Enabled Learning

New dimensions to SMU's interactive pedagogy have been introduced. Co-funded by MOE, the Office of Integrated Information Technology Services, or IITS, has developed a new peer learning platform known as Learners' Interactive Open Network (or LION in

short). LION facilitates interactive knowledge exchange among peers and encourages multi-disciplinary learning, of which I am a strong advocate.



Another innovative project by IITS is the mobile learning solutions in the form of an assignment grader mobile application. You can see on the slide how this app works. All of these contribute towards enriching the whole learning experience of our students.

TEACHING: PGPP AND ExD

We are of course very proud to have our Master of Science in Wealth Management ranked second in the world by the Financial Times in its Masters in Finance Post-experience Ranking 2013, behind London Business School. I want to congratulate Professor Francis Koh and his team, and the whole of LKCSB under the leadership of Dean Howard Thomas for this achievement. This makes SMU the highest ranked institution in Asia.

Master of Science in Wealth Management

- Financial Times, FT Special Report, p 5 (June 24)
- The Business Times, p 9 (June 26)

SMU is
No 2 in an
FT ranking
of Masters
course

By **ANNABETH LEOW**
THE Master of Science in
Wealth Management pro-
gramme run by the Singa-
pore Management Universi-
ty (SMU) has been ranked

Financial Times Global Masters in Finance 2013 – post-experience programmes
The top Masters in Finance programmes

Rank in 2013	Rank in 2012	Rank in 2011	Average rank (3 years)	School name	Country	Programme name	Salary today (US\$)	Salary percentage increase	Value for money rank	Career rank	Alumni achieved rank	Placement success rank	Employed at three months (%)
1	1	1	1	London Business School	UK	Masters in Finance	127,173	56	1	3	1	3	81 (93)
2	-	-	-	Singapore Management University: Lee Kong Chian	Singapore	MSc in Wealth Management	85,836	58	2	1	3	1	85 (98)
3	3	2	3	University of Illinois at Urbana-Champaign	US	MSc in Finance	64,896	80	5	5	4	5	26 (86)
4	4	-	-	Florida International University: Chapman	US	MSc in Finance	71,500	39	3	2	2	4	34 (63)
5	-	-	-	University of Hong Kong	China	Master of Finance	61,923	49	4	4	5	1	62 (39)

Footnotes:

*Data in these columns are for information only and are not used in the rankings

To give greater value to our postgraduates during their learning at SMU and to prepare them for their careers, our Postgraduate Professional Programmes, under Professor Phil Zerrillo, recently launched two development series - (1) Professional Development Series that explore various topics on leadership skills, ethics and community focus, and presentation and advocacy skills. (2) Career Development Series that helps postgraduate students to take charge and manage their career development preparation whilst at SMU.

It is most encouraging to see the steady and upward growth of our postgraduate programmes each year. Latest figures show that since last year we have increased our student enrolment for PGPP by 14% with an increase of \$3.5m in revenue. As our Provost would often mention - the margins on this revenue provide the resources that will be used to power our research in the future.

In Executive Development, I am pleased to note that the ExD team has within the past year won major contracts with leading global clients such as Barclays Bank, Shangri-La

and Unilever. They have also expanded their relationship with major client IBM to include delivery in China and with Unilever to deliver both in Singapore and the United Kingdom.

RESEARCH-INTENSIVE UNIVERSITY - AoEs

A University is about producing and diffusing ideas that make a difference for society. The educational programmes that I spoke about till now are a channel for diffusion. But we need also to produce the ideas that we use in our education.

Through our three research Areas of Excellence (AoEs) - Finance & Financial Markets; Analytics for Business, Consumer and Social Insight; and Innovation & Entrepreneurship, I am delighted to report that we have gained momentum and made significant progress. I will give you for each of them one example.



First, for Finance & Financial Markets AoE - The Sim Kee Boon Institute For Financial Economics (SKBI) hosted two Nobel Laureates in Economics: Prof Paul Krugman last November and Thomas Sargent in May this year. Both events attracted a packed auditorium of students, faculty, staff and SMU supporters.



Professor Paul Krugman



Professor Thomas Sargent

Second, the Analytics for Business, Consumer and Social Insights AoE, just three weeks ago, organised their first Summer Institute which was a confluence of some top international minds. Earlier in May this year, we launched the DHL-SMU Green Transformation Lab, which is a sustainable logistics R&D centre and a joint initiative between SMU and DHL. The joint Lab was set up to accelerate the adoption of green supply chains across Asia Pacific and globally.

Third, for our Innovation & Entrepreneurship AoE - The Institute of Innovation & Entrepreneurship (IIE) just last week launched an Innovation Club (or i-Club), an exclusive network of 10-15 companies which are committed to innovation. Through this platform, we want to build stronger industry linkages, seek potential applications and collaborators for faculty research, obtain inputs on academic programmes and develop internship and placement opportunities.

Research Excellence in Schools

Research excellence in our Schools has borne fruit and they have been globally ranked. Let me share with you some of these rankings.

Rankings

SoA ranked by Brigham Young University

- 44th for all topics and methods

- 20th for Financial Accounting (archival method)

LKCSB ranked by University of Texas, Dallas

- 54nd worldwide and 3rd in Asia for research (2008-2012)

SoE ranked in the Tilburg University Top 100 Worldwide Economics Schools Research Ranking

- 57th worldwide and 1st in Asia (2009-2012)

- 4th worldwide for Econometrics

You can see that our School of Accountancy (SoA) is ranked by Brigham Young University, number 44 in all topics and methods for accountancy research and number 20 in Financial Accounting with Archival methods. This second ranking is actually more important because it is the topic and method for the majority of our faculty members and our largest research area. To get a sense of the tremendous improvement, two years ago we were 118th worldwide in the overall ranking and 62nd for Financial Accounting with archival methods.

How do our colleagues do this? By sheer hard work and getting their results published and presented at conferences. Sticking to the example of the School of Accountancy we counted from January 2013 till today, 62 conference presentations and 8 papers in top journals. Many of the papers are about state of the art, and specialised topics, not for a discussion here. But one paper co-authored by our colleagues Cheng Qiang and Chen Xia on family ownership and CEO turnover drew my attention. This paper investigates the impact of the founding family's presence on CEO turnover decisions. They found that family firms managed by CEOs outside the founding family have higher CEO turnover-performance sensitivity than family firms managed by family members. Results like this can be very relevant to our Business Families Institute, which we launched last year.

The School of Accountancy is not the only success story. Our Lee Kong Chian School of Business was ranked 54th worldwide and 3rd in Asia for research contributions from 2008-2012 by University of Texas, Dallas. Again this is the result of the research contributions by many, many faculty. I just want to highlight two contributions. David Wagner and his team of researchers came up with some interesting results that apply to all of us: when we sleep less, we are more tempted to do cyberloafing. For every hour of sleep deprivation we spend 8.4 minutes more on cyberloafing the next day. This result was picked up by HBR, WSJ, Forbes and CNBC. And Assistant Prof Wang Rong co-authored a very interesting paper forthcoming in the Journal of Finance on Optimal CEO Compensation.

The School of Economics (SoE) is ranked 57th worldwide and 1st in Asia in the Tilburg University Top 100 Worldwide Economics Schools Research Ranking based on contributions from 2009-2012. In the field of Econometrics, SoE is ranked 4th in the world for the same period. The most notable SOE research is the asset bubble work by Jun Yu and Peter Phillips.

Another piece of research of particular interest is the paper by Pao-Li Chang and Fali Huang on "Trade and Divergence in Education Systems", forthcoming in the International Economic Review. They found evidence that a centralised curriculum structure is associated with lower skill diversity. Their paper shows how the choice of education systems affects a country's comparative advantage. Their ideas like this are of course very important to the educational policy for a country like Singapore, and the research is an example of how we can be relevant and have impact on local policy.

The Schools are also training the next generation of researchers for academia and industry. There are currently 140 students in our PhD programmes. New programmes launched in the past year include the PhD in Business (Marketing), and the Interdisciplinary Doctoral Programme which allows PhD students to undertake primary and secondary specialisations in SMU's AoEs. This is in line with our goal towards building and enhancing multidisciplinary research.

A critical lifeline to support research is the availability of funds to carry out good work. In Financial Year 2012, we secured more than \$14m in research funding from agencies such as the Media Development Authority, Microsoft Research, the Workforce Development Agency of Singapore and Spring Singapore.



In addition, following last year's call to tap on the funding that has been set aside for Singapore's Social Science and Humanities research, Profs Bryce Hool and Jun Yu from SoE and SKBI respectively, have submitted an MOE Tier 3 grant application for multidisciplinary research on ageing. The good news is our application has been shortlisted.

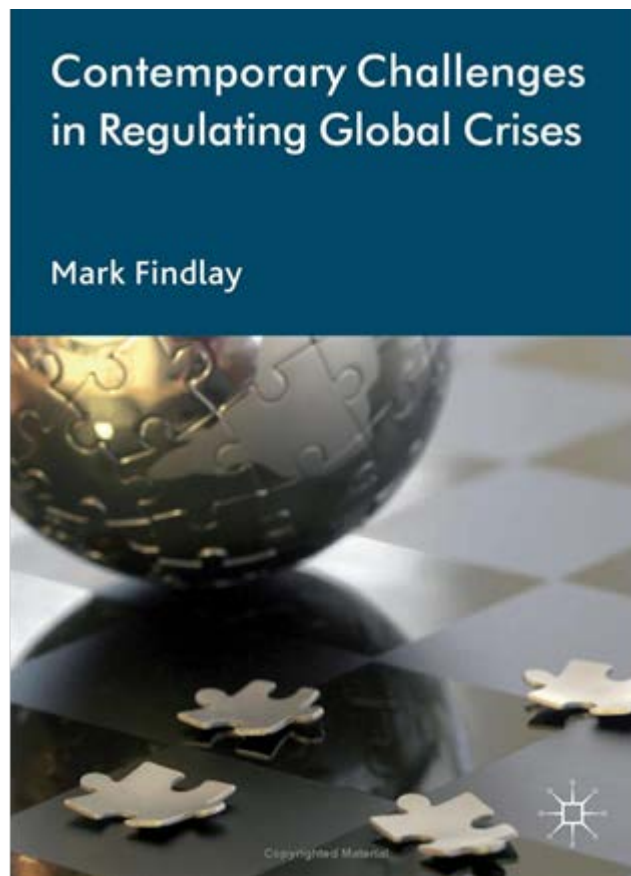
And to share more good news - School of Social Sciences' Assoc. Prof Forrest Zhang and his team embarked on an interdisciplinary research study about China's central policies and the impact of these on local communities and residents. They have secured the national competitive funding from MOE Tier 2, and the study will produce a data set about rural China that is unique in its richness and scope.

School of Economics' Prof Su Liangjun and his team have put together a framework of large dimensional panel data models and shrinkage methods that enable a single step approach to estimation and inference. They too have successfully secured a national competitive Tier 2 grant from MOE. The research has many potential applications in macroeconomics, microeconomics and in empirical finance.

All this additional funding will open up exciting opportunities for our faculty as they pursue their research with passion.

Last November, Deputy Prime Minister Teo Chee Hean announced the launch of School of Information Systems' LiveLabs at SMU. Livelabs will develop and deploy innovations in the areas of context-aware mobile computing and real-time behavioural analytics at numerous public venues in Singapore. Collectively, Livelabs and our earlier established Living Analytics Research Centre (LARC) form the foundation for SMU's Analytics AoE.

From our School of Law, Prof Mark Findlay has published this year a book titled "Contemporary Challenges in Regulating Global Crises" which is a refreshing perspective on the new collaborative regulatory landscape and international governance.



SMU AS ASIA'S KNOWLEDGE HUB

We have also made good strides towards our strategic goal of developing SMU as Asia's Knowledge Hub.

One example would be the launch of Business Families Institute. Another is the remarkable performance of the Case Writing Initiative. By May, the Case Writing team has published close to 70 high quality cases, almost all of them centred on organisations in Asia. Let me share with you some of the key companies that our Case Writing team has worked with.



These cases are not only used by us. We have 4,000 downloads registered to-date. The Case Writing team is also currently collaborating with University of Cambridge, London Business School and the IIM Kolkata on developing field-researched case studies on companies operating in Asia.

Our Case Writing team has started developing talent in Asia. They have conducted case workshops in India, Singapore, Malaysia and Brunei, and there are plans to host similar events for university faculty in China, Indonesia, Philippines and Thailand. In Singapore, the team, earlier this year, conducted its first public case writing and teaching workshop which included participants from the National Health Care Group, the Institute of Banking and Finance and various Singapore-based companies.

TEACHING AND RESEARCH EXCELLENCE

All our success in teaching and research would not have been possible but for the hard work and dedication of our faculty members.

We want to recognise our faculty members who have been nominated for their teaching excellence. This would be our largest number of nominees which I believe reflect the increasing quality of SMU's teaching excellence. Let's wish them the very best of luck for the upcoming awards night next month!

Teaching Excellence Nominees

EXCELLENT TEACHER

Seshan Ramaswami (LKCSB)
Wu Zhengping (LKCSB)
Pearl Tan (SoA)
Rosie Ching (SoE)
Lee Yeow Leong (SIS)
Gary Chan (SoL)
Bridget Welsh (SoSS)

INNOVATIVE TEACHER

Kapil R. Tuli (LKCSB)
Gary Pan (SoA)
Kam Tin Seong (SIS)
Tan Seow Hon (SoL)
Ann Florini (SoSS)

MOST PROMISING TEACHER

Jimmy Lee (SoA)
Christine Ho (SoE)
Archan Misra (SIS)
Yip Man (SoL)

OUTSTANDING ADJUNCT

Daisy Teh (LKCSB)
Timothy Hsi (LKCSB)
Low Lay Chin (SoA)
Larry Haverkamp (SoE)
Justin Yeo (SoL)
Francesca Benvenuti (SoSS)
Sylvia Sim Swee Choo (CEC)

We also want to pay tribute to our best researchers for 2013. Prof David Chan in his research on several areas including subjective well-being, personnel selection, longitudinal multilevel research methods; and Prof Cheng Qiang in his work, that includes corporate governance, voluntary disclosure and family ownership, have shown originality in their multidisciplinary research. Please join me in extending our heartiest congratulations to them!



Professor David Chan (SoSS)



Professor Cheng Qiang (SoA)

I would also like to recognise our faculty who were recently tenured and promoted to Associate Professor. Tenure is one of the most important milestones in the professional life of an academic and we should be happy that we will start having 'home-grown' influential academics who are performing at the standards of top institutions worldwide.



FACULTY DEVELOPMENT AT SMU

Last year, I spoke of how we will be investing in our faculty through the Centre for Management Practice (CMP). This year, we have identified and started developing five initiatives of CMP under the leadership of Provost and Prof Phil Zerrillo:

- (1) Corporate Immersion Programme;
- (2) The Certificate of Management Education;
- (3) Case Teaching Workshops;
- (4) Attracting Global Academics and Practitioners to develop a pipeline of senior academics to mentor our young faculty;
- (5) And Translational Research Development to train our faculty in the conversion of academic research findings into practical management and public policy decisions.

BUILDING INTERNATIONAL REPUTATION EXPANDING SMU'S GLOBAL FOOTPRINT,

I spoke of our strategic goal of Building SMU's Reputation and Internationalising the SMU Brand. SMU's focus on China, India and ASEAN are part of our strategy to develop linkages, expertise and knowledge on Asia so that we are a partner of choice for universities, institutions and the business industry.

I am pleased to say that we have done quite a bit of work in this area which received resounding success. Taking advantage of the growing opportunities in China and India, we expanded our global footprint into these two countries.

China Initiatives



From April 9 to 15, I led an 11-member delegation of deans, senior faculty and staff members to visit several of China's top universities, and we inked 13 MoUs for education and research collaborations, and more opportunities for student and faculty

exchange. Several research projects have since been created.

School of Social Sciences and their counterpart at Fudan University established a joint research centre to focus on issues related to social development in China, including rural reforms, land policy, urbanisation, migration and ageing. This is SMU's first joint research centre with an institution in China.



In addition, our School of Information Systems' i-City project have partnered with Shanghai Jiao Tong University to conduct testbeds at the Chronic Illness Centre at Changning District Health Bureau in Shanghai.

On November 13, we will have a day of workshops and conference to celebrate the growth of our network in China.

India Initiatives



Our SMU India Initiatives led by our Provost has achieved a great deal in expanding SMU's footprint in India. We launched SMU's India Initiatives last October, in conjunction with the inaugural Singapore-India Business Dialogue with Deputy Prime Minister Tharman Shanmugaratnam as our Guest-of-Honour. In addition to our current partnerships with the top Indian institutions across Bangalore, Kanpur, New Delhi and Mumbai, Provost signed three new MoUs with Birla Institute of Management Technology, IIM (Rohtak) and IIM (Lucknow), bringing the total number of MoUs to seven.



Other global partnerships include that of the first double degree offered by SMU, through Lee Kong Chian School of Business, with a leading university in the United States, Washington University's Olin Business School in St Louis. Students will attend classes at both universities and graduate with two degrees - a Master of Science in Applied Finance from SMU and a Master of Science in Finance from Washington University.

Closer to home, we have signed an MoU with SUTD to extend to their students parts of our International Trading Institute programme and our Masters in Management Programme.

Building International Reputation - Thought Leadership

We held and are also planning several international conferences, and you can see a couple of them on the slide. Besides these conferences, we have had, in the last year, hosted on campus several members of the who's who of academia and world politics.



In addition to the two Economics Nobel Laureates, we hosted several distinguished speakers - Nobel Peace Laureate Mr F.W. de Klerk, the Indonesian Trade Minister Pak Gita Wirjawan, President Zhang Jie of Shanghai Jiao Tong University and Harvard's Professor Tarun Khanna.





To top it off, in November last year, we had the rare privilege of hosting on campus, former US Secretary of State Hillary Rodham Clinton who delivered a keynote speech for and about Asia.



Building International Reputation - Corporate Visibility

We also received recognition in the following:

- ☐ Our SMU website won the Higher Education category for the Acquia Partner Site of the Year 2012. Out of 114 entries worldwide, we beat Stanford Graduate School of Business and Norwich Online in the finals. IITS together with our Corporate Marketing team were recognised for their creativity and efforts in providing functionality, integration, visual design and overall experience.



- ☐ Our University received the accolade of being one of the “Best Companies for Mums”, in recognition of our flexible work arrangements and our HR policies for work-life harmony;



- ☐ And earlier this year, SMU became the first University in Singapore to achieve the accredited certification to the ISO 50001 Energy Management System standard. Significant savings of some 20% in energy consumption from 2006 to 2012, despite the doubling of student population, was diverted to further support our core areas of teaching and research. Our congratulations to the Office of Facilities Management!



Building Int'l Reputation, Students Taking Global Stage

Also bringing international recognition to the University are our students, our ambassadors, who have made us proud with their many achievements in local and global competitions.

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

- ☐ Our students from the School of Law won several prestigious global moot court competitions. In particular, they made history when they came in second in the international Philip C. Jessup Moot Court Competition 2013. This Competition saw the participation of over 600 teams from 90 countries. For the final and international round, 130 teams competed in Washington DC. It was the first time that SMU represented Singapore.



- ☐ SMU Team Spark, four third-year students from School of Social Sciences were earlier this month crowned Champions of Public Policy Challenge 2013 organised by the Public Service Division. They beat 90 teams formed by over 300 Singaporean and PR students from leading universities

including Oxford, Cambridge, London School of Economics and University of Pennsylvania.



- And in the Chartered Institute of Management Accountants Global Business Challenge, SMU's Team comprising four second-year students from our School of Accountancy, beat several teams including those from the two larger universities to emerge victorious in the Singapore final. They are currently in Johannesburg, South Africa where they are representing Singapore at the global final of CIMA 2013 with 34 other teams from 24 countries around the world. We will know the results later today.



And just as talented are our student performers from SMU Symphonia and InDancity.

SMU Symphonia was presented an Outstanding Award - the top award category in the competition - at Austria's 7th Summa Cum Laude International Youth Music Festival.

SMU InDancity sent in five competition pieces to Italy's Bolzano International Dance Festival, and emerged with 4 awards - one of which was the 1st prize in the choreographic composition category. They put up a visually stunning dance interpretation of women's struggles - part of which was recently performed at Convocation 2013.

Let's watch a short clip of these two groups.

Wasn't that exciting!

ALUMNI STRENGTH AND NEW CHAPTERS

Another important group we have as ambassadors are our 12,000 strong alumni. They are our growing asset and are well represented in Singapore and across eight overseas alumni chapters in 10 major cities around the world. Just last October, I had the pleasure of launching the chapters in Shanghai and Beijing, and learning more about

the professional lives of our enthusiastic alumni. I also attended some networking events with our alumni in London, Dubai and Jakarta.



Among the many ways our alumni have contributed to SMU, the flagship Alumni volunteering programme has become increasingly popular, attracting over 365 alumni and 700 students.

FINANCIAL STRENGTH

Supporting our various efforts and initiatives are our donors, for without their generosity, we would not be able to grow and progress at such a healthy rate. For the last financial year, we received \$20 million in gifts, which amounts to \$46 million with MOE matching.



Some of the significant gifts we received were:

- ☐ from Mrs Wong Kwok Leong for The Mrs Wong Kwok Leong Student Wellness Centre, launched in May this year;
- ☐ from Dr Della Suantio Lee and D.S. Lee Foundation for several university initiatives including scholarships, bursaries and an arts grant to support student development;
- ☐ from Jones Day, a global law firm, to set up a professorship in Commercial Law.

We are also fortunate to have more than 600 donors who give their support in a myriad of ways with several gifts.

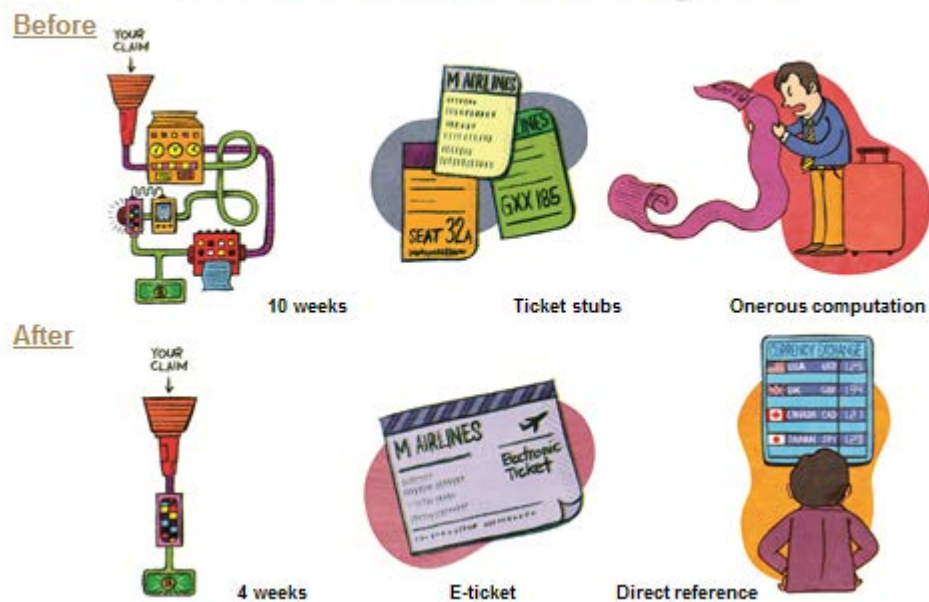
Our endowment and reserves have reached more than one billion Singapore dollars.

OPERATIONAL EXCELLENCE

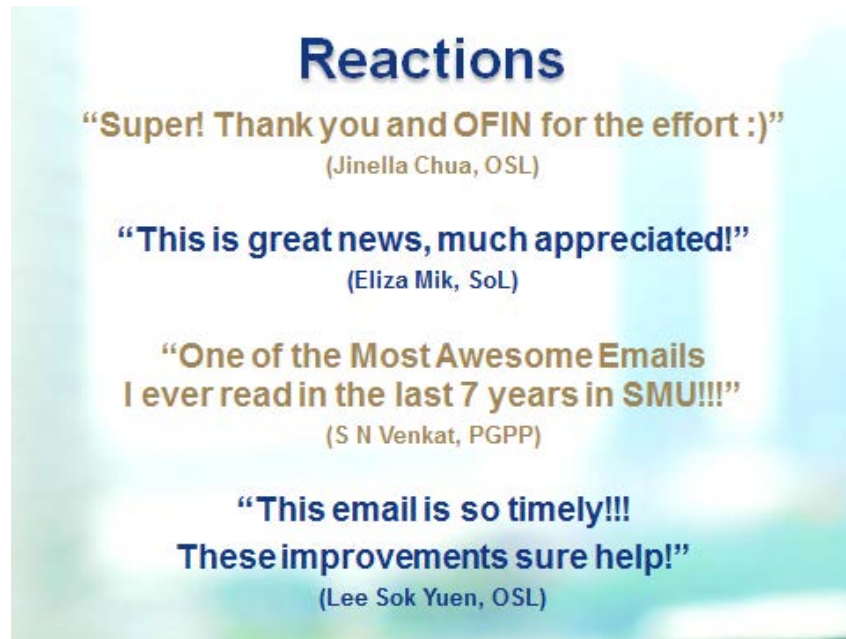
Last year, I shared with you that we had identified our drivers of operations excellence. This year, I am very pleased to give an update on their progress:

- ☐ Business Process Improvement Programme (or BPI) have addressed several projects of which I want to mention two:
 - (1) Many among you who travel for work have shared about the long travel claims reimbursement processing time and the onerous process to submit your claim.

Travel Claims Project



The good news is that we have streamlined our internal processes and policy for a more efficient submission process. OFN will work at completing the processing within a month with the proper supporting documentation. Here is what our delighted faculty and staff have to say about the new process.



(2) We learnt from our students through the SMUSA survey on how they were dissatisfied with the course allocation experience on the University's Bidding Online SyStem (or BOSS). Determined to improve the system for our students, our Office of Registrar championed a collaborative effort together with BPI, IITS, SMUSA, students from SMU's Managing Process Improvement class, School Administrators and Academic Advisor, Assoc Prof Lieven Demeester. Hopefully, our students will be happy with the results.



- The other driver of operations excellence is SMU's Management Development Programme (MDP), a talent development programme for middle management staff to become more effective leaders and change agents. We organised the first cohort in November 2012 and following the success of MDP1, we had the second cohort in April 2013.

1st cohort (November 2012)



2nd cohort (April 2013)



For four days, the participants were taught by SMU faculty on the latest management insights and several key learning themes. At the end of the programme, participants formed inter-departmental project groups to tackle SMU-related issues that were outside of their areas of responsibility and department. I was impressed by the close collaboration and strong team spirit amongst the participants from the different departments. MDP is an excellent example of how diversity of views and freshness of ideas can produce great benefits.

OUR NEXT SUCCESS STORY

I have just given you a fairly long progress report on some of the good work we have achieved in the past year. I have taken so much time for this report, but I cannot help it: there is so much happening at this University. I have barely scratched the surface of all that is going on!

I would like for us to also ponder for a while on where our University is heading. SMU is

now reaching an inflection point and for our University to progress ahead, to get onto the next wave to reach greater heights, we need to work harder and smarter.

Undergraduate Education

For undergraduate education, the competitive environment we are in has changed. We can see and hear how differentiation between local and international universities is narrowing. We commissioned the Bain Study on students' and parents' perceptions. It has revealed that the differentiating gap in perceptions between SMU and the other two larger universities is narrowing. Their perceptions of SMU have evolved over a decade from a "new disruptor" to a "credible alternative". We have clearly caught up with the other universities! But we still need to preserve our distinction.

SMU has come a long way since 2000 when we took in our first cohort of 304 students for our business school. Our maverick spirit, breaking out of the tried and tested, and creating our own original identity in Singapore are what define us. You can say that we have completed our first success story in the series of many more to come.

As we now begin to shape and write our next success story, we need to evaluate how we can continue to differentiate. We need to own our attributes, our unique selling propositions. We need to lead in our areas of strength, to be the preferred University and brand in Singapore and beyond. And as we work on all these, we should keep in mind that we need to evolve our distinction, not just tinker with it.

We plan to introduce, in phases over the next few years, more innovative ideas for our undergraduate curriculum. These changes take into account the unprecedented growth in Asia and the emerging economies, and the need for students to have an appreciation of the region and the world. We want to nurture responsible, committed and ethical citizen-leaders in society, with critical and analytical thinking skills in times of uncertainty and ambiguity. This will be translated into a new course on VUCA as I understand from Provost and Vice Provost (Undergraduate).

Research@SMU

To champion research at SMU, we appointed Prof Steven Miller as Vice Provost (Research). We also augmented the areas of responsibilities and competencies at the Office of Research.

One of our future challenges will be to obtain more competitive research grants from national and international institutions. We have had some successes and want to tap on more Tier 3 grants. Obtaining competitive grants is a necessity for a research university. We need to learn how to do this and I have tasked VP Steven Miller to guide us in this. It is one other indicator of the quality of our output. With our faculty, we will further develop our Areas of Excellence and identify new areas. To our faculty, you have my commitment that we will do even more to enhance our University's research environment and make it more conducive.

LONG TERM CHALLENGES

Ambition To Become A Comprehensive University

As we aspire and reach for our higher goals, it is timely that at our upcoming SMU Board Strategy Day, we address what we would like SMU to become in 15 to 20 years. We were, in the past, perceived to be a business school with some other activities. Today the public and the potential students see us as a more comprehensive but specialised Social Sciences University.

We certainly have ambitions of living up to that perception. That requires that we address questions on the portfolio of programmes and schools we need, the nature of our international footprint, the balance between undergraduate and graduate programmes, the nature of our research efforts, the composition of our faculty, etc.

It is timely now for us to seriously think about SMU's future and what matters most. As I mentioned, domestic factors are changing Singapore and the international tertiary education landscape. But SMU's future is not predetermined, it depends on ourselves, what we make of our resources and our community. We will need to define what we

want SMU to be by 2025 and how we can achieve it. We also need to evolve and be on the leading edge once again - if we 'want something', we will also need to 'do that something'.

Just as we did for SMU Challenge II, we will be talking to all of you, faculty, staff and the management team about "SMU's future, our foreseeable challenges and how we should evolve" through a series of engagement sessions organised from now until October. The Office of Strategic Planning will coordinate these sessions so please join in, contribute your ideas and let's work together to make it happen. We will then use what we have crafted together to engage our board during our biennial Board Strategy Retreat in November 2013.

Integrated Learning and Living Experience

On the issue of space, we are aware that we are currently facing a space crunch. But we owe it to our students to have the right space and environment especially as 80% of their learning is outside the classroom.

School of Law Building

Let me start with the good news. Our School of Law will soon have its own building with new facilities that will be open to all within our University. We received the final go-ahead from the authorities in the beginning of August, and the tender has been launched. We plan to have the groundbreaking ceremony in January 2014, and the building scheduled to be completed in two years'. The new building will be located at the corner of Armenian street and the Fort Canning Tunnel. Let me show you some artist's impressions of what the School will look like.

SMU Village

But we will need more space for research and teaching, and in particular for students' activities. I have previously mentioned some ideas for an SMU village to further enhance the learning and leading experience for our students. We want to nurture for the global arena, leaders who will embody attributes such as intercultural sensitivity,

resilience and the ability to embrace uncertainty.

To develop these attributes, we need space where students can work together, develop new projects, learn, lead and live together. I have worked with a task force of faculty and staff to determine what we need, and to explore possible models and pedagogical concepts. We even deliberated on locations to create a facility to bring together members of SMU, industry, and the community, and provide a learning, leading and living ecosystem. These ideas have started taking a very concrete form and will be discussed at the Board Strategy Day. There is a lot of excitement on this but we need to consider this carefully as this will be a big investment, one that can be game changing. Here again, we will engage more stakeholders before making a decision.

CLOSING

With all these challenges and opportunities ahead of us, I would like to close by asking you to work for SMU to be a University that aspires for excellence, and that at the same time, we inspire each other and ourselves to do extraordinary things, imbuing SMU's "want something, do something" culture. We may face challenges but they will be easier to overcome when we work collaboratively in teams. Several of the initiatives I mentioned earlier have proven this to be true. This could be SMU's competitive advantage, the secret to our success now and for the future.

So join me in writing our next success story together!