

Singapore Management University

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Report to Stakeholders

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Singapore Management University Report to Stakeholders 2000 - 2001

Singapore Management University

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leading the future

Singapore Management University
Report to Stakeholders 2000 – 2001





Taking centre-stage in this year's advertising campaign, the world's fastest goldfish, the USA-bred Comet, reflects the character of SMU students – bold, resilient, adaptable, competitive and ahead of the game

The function of leadership is to produce more leaders, not more followers

Ralph Nader

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chairman's message



It has been an extremely gratifying first year for SMU. From scratch, we saw a curriculum developed, a more than credible faculty assembled, a campus bloom from the ground in record time, and a small group of bright and very promising young individuals set the standard as the historic pioneer intake of students.

How did we even begin to persuade sponsors or students to come on board with us? We had no track record, no alumni, not even an existing undergraduate population. Yet, industry support was unabashedly warm from the time Singapore's third university was announced. First year application for places was over six times subscribed. How did we do it? I believe several factors came into play.

Government support undeniably played a large part. Even though we were set up as a private university, Singapore's first, SMU was initiated

by the Singapore government to spur innovation in teaching, world-class research, and groom leaders and technopreneurs for the New Economy. It was in the national interest for SMU to succeed and government support came fast and furious, notably in the form of financial aid, with a \$50 million one-time grant towards the endowment fund and a further 3:1 matching grant for other endowment fund donations.

The Wharton connection was also instrumental in the set-up. To be linked up with the best business school in the United States was a tremendous boost in our favour. It gave our programmes immediate credibility and provided the launch pad for us to recruit world-class faculty and attract top students. The icing on the cake was the appointment of former Deputy Dean of Wharton, Prof Janice Bellace, as President of SMU. During the university's infancy stage, she provided the critical leadership and ensured its path to success by setting the tone and direction.

More significantly, people themselves saw the need for change in their understanding of education. With the turn of the new millennium, the public was beginning to question the tertiary education system as they had always known it.

The capricious climate of the New Economy meant that it was no longer enough to just have a degree from a reasonably reputable university. The degree was no more simply a passport towards a well-paying and secure job; instead, tertiary education became the avenue to embrace a whole new way of thinking. Those three or four short years would hopefully expand world views, teach people about themselves and equip them with skills that would value add not just their jobs but their lives. With this lofty mission, we embarked on a quest towards establishing a university. And the people responded.

I wish to thank all those who have hopped on the roller coaster with us in our journey towards realising SMU – the Board of Trustees, our sponsors, our industry partners, the faculty, staff and students of SMU. Your faith will not be misplaced. Our future looks exceedingly bright and we welcome you to be part of it.

Mr Ho Kwon Ping
 Chairman,
 Board of Trustees, SMU



president's message



The start of a new university is always fraught with excitement and challenges. SMU was no different, perhaps even more so – we were Asia's first university of the new millennium, the first government-funded university in Singapore to have a private status.

From the beginning, we were clear about the type of university we wanted to establish. SMU would embrace the new creed of the millennium – constant change, holistic education, and cutting-edge IT – without sacrificing steadfast adages like diligence, integrity and humanity. In our first year, we laid the ground for these tenets and built upon them. Around these, several key messages have come to define SMU.

Making Waves – Since the announcement of SMU, we have created more than just ripples in the education scene. There was a lot of

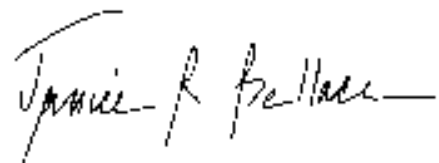
anticipation and excitement surrounding the conception of SMU – the Wharton education model, the liberal multi-disciplinary programmes, even the inaugural convocation was held in an extraordinary venue and under extraordinary circumstances. We managed to persuade 20 international universities to sign exchange agreements with us in the first year – an exceptional achievement in any university.

Aspiring to Lead – Leadership is a vital attribute of SMU. We endeavour to be a leader in tertiary education, we aim to attract leading faculty and staff, and we strive towards grooming future leaders in our students. In so many ways, we are on to a marvellous start – from industry support for our endowment fund and executive education to the Wharton-SMU Research Center and our technology-driven facilities and campuses. Whatever our future, we will definitely be in the forefront piloting the way for new generations of students.

Being Different – We have always urged our faculty, staff and students to think out of the box, to find solutions for problems where no one else would think to look. This is the mark of a true entrepreneur. SMU is a university which innovates – whether in our admissions

procedures, in promoting the university, or in solving physical challenges like the Bukit Timah and city campuses. Not forgetting the students themselves, who have more than lived up to their reputation as pioneers and well on their way to becoming the creative technopreneurs we had aimed to develop.

We have, in one year, put in place many of the critical foundation pieces needed to develop a great university. Now our challenge is to continue to strengthen the foundation and work towards realising the vision that SMU set out to be.



Prof Janice Bellace
President,
SMU



board of trustees

SMU | 06

board of trustees





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Singapore



making

waves

The brainchild of Singapore's Deputy Prime Minister and Minister for Defence, Dr Tony Tan, the Singapore Management University (SMU) was in planning for over three years. Although funded by the government, SMU is Singapore's first private university. The private status was granted to allow greater autonomy in faculty recruitment, remuneration and administration along the lines of Ivy League US universities. Incorporated on 12 January 2000, SMU became Asia's first new university of the millennium and Singapore's first university to offer an American-style university education. On 15 March 2000, the newly elected SMU Board of Trustees convened its first meeting. Chaired by Mr Ho Kwon Ping, chairman of Wah-Chang Group and Banyan Tree Hotels and Resorts, members of the Board hailed from various industry and government sectors, reflecting the university's diverse and international outlook. Despite being only a year old, SMU has already marked several milestones in the annals of tertiary education in Singapore.

The Wharton Connection

SMU's five-year collaborative agreement with America's top business school – the Wharton School of the University of Pennsylvania – brings the best of the US system to SMU students. Consistently ranked as the best US business school, both in its undergraduate and MBA programmes, Wharton is recognised around the world for its innovative leadership in business education. The Wharton-SMU collaboration has three main aims: to provide a tested model for curriculum design; to develop an outstanding SMU faculty; and to conduct joint research under the umbrella of the Wharton-SMU Research Center.

Inaugural Opening Convocation

On 29 July 2000, SMU opened officially for business with a grand Inaugural Opening Convocation Ceremony at Bras Basah park, the future site for the city campus. Held in a large air-conditioned marquee, the ceremony of pomp and circumstance introducing the 35 faculty members and 306 pioneer students was witnessed by over 1,200 guests with Education Minister Rear Admiral Teo Chee Hean as the Guest-of-Honour.



In a symbolic transfer of authority from the state to the university, RAdm Teo passed on the university mace to the Chancellor of SMU, Mr Lim Kim San, Chairman Mr Ho Kwon Ping and President Prof Janice Bellace. The specially designed mace is forged onto a 22-carat gold stem and headset banner and studded with precious jade and diamond inserts. It is both the guardian and figurehead of the might of knowledge and the power of scholarship, research and innovation.

Distinguished Visitors

Leading government officials took time off to visit the SMU campus. On 8 September 2000, Deputy Prime Minister Dr Tony Tan held a dialogue session with the SMU Board of Trustees and senior management at Evans Road, followed by a press conference on SMU's long term plans. He was given a tour of the Evans Road campus and presented with the university flag by the Class of 2000, marking the beginning of student activities under the banner of SMU.

SMU celebrated its first Patron's Day on 12 January 2001, designated to coincide with the official incorporation of the university exactly one year ago. SMU Patron and

President of the Republic of Singapore, Mr S.R. Nathan, joined the first-year students for classes at the Evans Road campus to celebrate the special event.

On 14 June 2001, Minister of Education, RAdm Teo Chee Hean, made his first visit to the Evans Road campus. He also took the opportunity to preview the Bukit Timah campus which was in the midst of renovations, targeted to be ready in time for the opening of the new academic year in August 2001.

Bachelor of Business Management Grooming Business Leaders

SMU's first academic year began in August 2000 with its pioneer cohort of 306 Bachelor of Business Management (BBM) students. The four-year BBM programme made history by being the first undergraduate programme in Singapore to be modelled after the American, multi-disciplinary approach. With a strong broad-based foundation modelled on Wharton's and adapted for Asia, the BBM programme emphasises team-building, leadership and social skills, and a confident grasp of IT.



Above: SMU President Prof Janice Bellace holding the university mace, followed by Education Minister RAdm Teo Chee Hean, SMU Chairman Mr Ho Kwon Ping and Chancellor Mr Lim Kim San.

Top Left: Deputy Prime Minister Dr Tony Tan being presented with the SMU flag by the pioneer students.

SMU's multi-disciplinary approach emphasises team-building, leadership and social skills, and a confident grasp of IT

A student in the BBM programme is required to complete 35 courses (less exemptions). At the heart of the BBM programme is the University Core, which aims to equip all students with intellectual skills on a range of fundamentals and know-how, such as Analytical Skills & Creative Thinking, Communication Skills, and Ethics & Social Responsibility. To develop well-rounded individuals, general arts and science subjects, global and regional studies, and technology and career skills are also prerequisite courses for SMU's programmes. Upon this foundation is laid the business and management courses tuned towards grounding students in the theories, concepts and expertise essential for operating in a modern business environment. Specialisation in a Business Concentration – Accounting, Finance or Marketing – is done in the second year of the BBM programme.

SMU departs from the traditional lecture-tutorial method and adopts the more interactive and participatory “seminar-style” approach. Students are organised into small classes of up to 40 students; class sizes of 20 to 30 are common for elective courses.

One of the significant speaker series launched in the first academic year was entitled: First Rungs of the Ladder, which introduces career building opportunities to students and provides insights on how to optimise one's career potential. To date, three Wharton Alumni have met and spoken to SMU students.

Demonstrating industry confidence in SMU, Citibank selected the university for its pilot Foundations in Finance educational programme. It was launched on 9 October 2000 to an enthusiastic audience of 150 BBM undergraduates. Designed to complement the core curriculum in the university, the programme introduces Citibank volunteers into SMU classrooms to provide practical lessons in Finance and Banking.

In appraising students, a holistic approach is taken, allowing for a more balanced and better indication of a student's performance. Continual assessment forms a major component of the assessment of student performance, comprising a wide array of methods ranging from class participation,



individual and group projects, to presentations and quizzes. The final examination is kept at a maximum of 50% of the total assessment.

The adoption of the American GPA (Grade Point Average) system requires students to maintain a certain minimum GPA to graduate with the BBM degree. Students with consistently good academic performance in each year may be placed on the Dean's List. Academic honours (*cum laude*, *magna cum laude* and *summa cum laude*) are bestowed to graduating students who attain the relevant requisite overall GPA.

Another departure from the norm is the utilisation of an online bidding system for course registration. At the beginning of each term, students use allocated e-dollars to bid for their desired courses via the internet according to their preferences in professors and time slots. The system, commonly used in US tertiary institutions, gives students the opportunity to plan their needs and take risks in decision-making.

As part of the Leadership and Team Building course, a group of students initiated the first

completely student-run project in SMU in conjunction with their community service module. Calling themselves Project Primate, they adopted a baby orang utan from the Singapore Zoological Gardens and used their knowledge and skills acquired from their course to raise funds for their adoptee. The fund-raising efforts culminated in a bash at the Zouk Club on 13 June 2001 entitled Wild.Life. The highlights of the evening included photo opportunities with an orang utan and a python – animals specially brought down to Zouk by the Singapore Zoo – and the transformation of the venue into a mini jungle.



The students of Project Primate put their concern for wildlife conservation into action.



Above: The School of Accountancy is led by the Dean, Associate Professor Pang Yang Hoong.



Bachelor of Accountancy Developing Financial Leaders

In August 2001, the Bachelor of Accountancy (BAcc) programme will be launched with a maiden intake of 100 students. For the first time in Singapore, students will be able to pursue an American broad-based Bachelor of Accountancy programme, one that comes with professional recognition by the Institute of Certified Public Accountants of Singapore (ICPAS).

The BAcc programme offers flexibility in the choice of subjects, without compromising the technical and professional standards required of professional accountants. Similar to the BBM programme, students are groomed to be all-rounders, with requisite courses from the University Core and general education modules on top of core Accountancy and Business courses. Classes are also seminar-style with a focus on continual assessment.

The accounting industry in Singapore has lauded SMU for seeking to train accountants who are creative and entrepreneurial, not just number-crunchers, critical in today's global marketplace. Demonstrating their confidence in SMU, the partners and senior managers

from the top five accountancy firms in Singapore – Arthur Anderson, Deloitte & Touche, Ernst & Young, KPMG and PricewaterhouseCoopers – have agreed to teach in the BAcc programme as adjunct professors, bringing real life perspective into the classroom. This partnership will enable students to be taught first-hand by experts in the field as well as allow the professors to select students from their classes to go on business internships at their firms.

The BAcc is a direct meritorious honours programme. On successful completion, students will be awarded the BAcc degree accordingly, depending on their overall performance: BAcc, BAcc *cum laude* (with honours), BAcc *magna cum laude* (with high honours) or BAcc *summa cum laude* (with highest honours).



Above: SMU students show their compassion and volunteering spirit by helping to construct a school in Chiang Mai.

Top: The regular exchange of views between faculty members and students facilitates thinking and creativity.

Double Degree Programme

Adding Value to Excellence

SMU is the first university in Singapore to make available a double degree in Business Management and Accountancy. In offering this programme, SMU aims to widen the educational options available and the marketability of students in the Finance industry, as well as to add value to the two individual programmes. With a balanced curriculum comprising general education, life skills, business disciplines and accountancy, and practical experience, students graduating with the double degree will be well-equipped to meet the challenges of the New Economy.

The modular system allows for maximum flexibility. There is no pre-set order in which one has to complete the required courses. After the second year, a student may apply for the double degree programme and if successful, he or she can concurrently take courses from both the Business Management and Accountancy programmes. The shortest time in which a student can complete the double degree programme is four years.

Student Internship

The Working Classroom

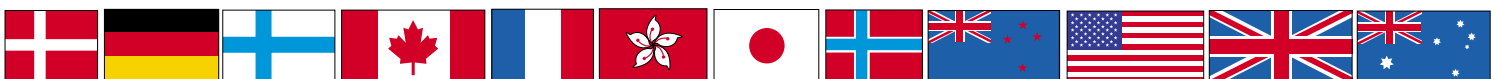
SMU believes that internship serves as a valuable bridge between learning and hands-on work experience. Part of the SMU curriculum requires students to complete 12 weeks of internship – ten weeks in a business organisation and two weeks in a civic, social or community organisation.

Students are encouraged to make contact with organisations that they are interested in and source for their own internship opportunities. They can also approach SMU's Career Planning and Placement office which currently has a list of over 20 business organisations ranging from banks and media companies to insurance and manufacturing firms, offering more than 70 positions.

Integral to SMU's holistic approach to individual development is the two-week community service attachment. A first for local universities, this internship stint aims to educate students on the importance of volunteerism and being responsible and civic-minded members of society.



Students undergo interviews to assess their level of preparedness before they embark on international exchange programmes.



The National Volunteer Centre (NVC) and the National Council of Social Service (NCSS) have applauded this move and readily offered volunteering opportunities to the students.

As part of this community service internship, a group of ten pioneer SMU students have signed up to be part of a joint Institute of Technical Education (ITE)–SMU Youth Expedition Project in Chiang Mai, Thailand, which involves the construction of a new school and a toilet for students of Hui Yah School. Such Youth Expedition Projects aim to educate Singapore youths on the diversity of cultures, provide an avenue for making real contributions to local communities in developing countries, and to build the spirit of volunteerism, teamwork and leadership skills. These projects receive up to 70% funding by the Singapore International Foundation.

Student Exchange Programmes A Global Perspective

In today's global business environment, international opportunities add much value to tertiary education. It is with this tenet that SMU aims to send up to 75% of each student

cohort on student exchange programmes, a very high percentage among both local and international universities. In living with and meeting people of different cultures, ethnicity and religion, SMU hopes that students will achieve broader world views and a better understanding of cross-boundary issues.

Students may apply to go on exchange programmes anytime during their second, third or fourth year. The criteria for selection are: contribution to non-academic activities, personal skills, academic results, and level of preparedness for an exchange experience. Applicants also have to undergo an interview.

As at June 2001, 20 universities have signed partnership agreements with SMU.

They are:

- Aarhus School of Business, Denmark*
- California State University, Long Beach, USA*
- Copenhagen Business School, Denmark*
- DePaul University, USA*
- ESC Rouen, France*
- ESSEC Business School, France*
- Helsinki School of Economics, Finland*
- Hong Kong University of Science and Technology, Hong Kong*

Norwegian School of Management–BI, Norway

Ritsumeikan Asia Pacific University, Japan

Université Paris-Dauphine, France

University of Adelaide, Australia

University of Calgary, Canada

University of Canterbury, New Zealand

University of New South Wales, Australia

University of Otago, New Zealand

University of Southampton, UK

Victoria University of Wellington, New Zealand

Washington State University, USA

WHU otto Beisheim, Germany

On 11 June 2001, SMU signed a cross-campus student exchange Memorandum of Understanding with the National University of Singapore (NUS) and the Nanyang Technological University (NTU).

This agreement would allow up to 20 undergraduates from each of the three universities to take up courses at another campus. Not only will selected students have an expanded choice of courses, they will also gain exposure to different teaching styles and environments.



aspiring

to lead

SMU Endowment and Term Funds

Meeting Future Demands

The SMU Endowment and Term Funds form the university's financial stronghold to nurture the growth of a world-class institution, sustain quality tertiary and professional education, and foster international research opportunities. The funds aim to provide SMU with flexibility in facilitating innovative teaching and pioneering research. It also seeks to create a lasting and powerful partnership between SMU and its supporters, providing them with a greater sense of ownership and an opportunity to help shape the university's future.

The target for the Endowment Fund is to raise \$250 million over the next five years. The donations received will fund projects such as professorial chairs, scholarships, student exchange, financial assistance schemes and programme enhancements; as well as improvements which will augment the environment for research and study; and other worthwhile projects that strive to meet the mission of SMU.

Since the university's incorporation up until the close of FY 2000 – 2001, endowed gifts amounted to almost \$8.5 million, and a further \$1 million in term gifts, representing nearly 60 separate charitable donors. The contributions,

all of which are tax-exempt (for cash gifts), gave the endowment fund almost \$87 million, when combined with a 3:1 matching grant from the government and a seed grant of \$50 million.

Major contributions up to the close of FY 2000 – 2001:

Professorships – \$2 million per Chair

- The OUB Professorial Chair in Banking
- The Cheng Tsang Man Professorial Chair in Accountancy
- The Celia Moh Professorial Chair
- The Tommie Goh Professorial Chair in Entrepreneurship

The presence of Chaired professorships lends prestige to the University and enables SMU to attract and recruit eminent professors with international experience and standing.

Research Fellowships – \$500,000

- Lee Foundation Fellowship for Research Excellence at SMU

With the University's plans to bolster its research capabilities, the appointment of Fellows who will participate in international research programmes, will be one of SMU's most powerful tools in building and sustaining innovation and excellence in management education.



The SMU Endowment Fund provides the financial platform to nurture SMU as a world-class university with quality education and research

Public Lecture Series – \$500,000

- The Ho Rih Hwa Leadership in Asia Public Lecture Series

The purpose of this exciting programme is to expose students and local members of the community to the views of accomplished entrepreneurs, business and/or political leaders from within or beyond the Asia-Pacific region.

Although SMU is still in its formative stage of development and programming, it recognises that the further pursuit of knowledge is a very powerful tool. This tool comes at a cost and necessitates a greater level of investment, through which educational and research demands may be met. The areas of need, which SMU is now directing its efforts, include the following:

- Research Centre Development – introducing an internationally competitive edge to Singapore education by opening a research centre specifically for innovative explorations and study
- Specialised Faculty – paving the way with high intellectual energy by introducing internationally recognised faculty and expertise
- International Exchange – making a sound investment in the future intelligence of Singapore by giving to needy students for global business experiences



Mrs Ho Lien Fung celebrates her birthday with a \$500,000 donation towards establishment of the Ho Rih Hwa Leadership in Asia Public Lecture series.

- City Campus Capital Campaign – laying the foundations by investing in Singapore's bricks and mortar by helping to build the new campus in the heart of the city at Bras Basah

As SMU strives to meet future demands it sincerely hopes the generosity of our current benefactors will inspire others to come forward and support SMU's Endowment Fund.



Two SMU scholars enjoying the liberty to unleash their talents thanks to the generosity of sponsors.

SMU Scholarships

Investing in Future Leaders

The endowment of scholarships is a clear endorsement of the industry's confidence in the university. SMU scholarships carry no bonds and provide students with ample opportunities and the freedom to unlock their talents and potential. The organisations and companies which have come forward to offer SMU undergraduates scholarships are:

- CIE, University of Cambridge Local Examinations Syndicate
- Cisco Systems (USA) Pte Ltd
- Cycle & Carriage Ltd
- Deloitte & Touche
- Energizer Singapore Pte Ltd
- Ernst & Young
- Moore Stephens
- Neptune Orient Lines
- Singapore Chinese Chamber of Commerce Foundation
- Suntec City Development Pte Ltd
- Tien Wah Press (Pte) Ltd

To ensure strong rapport and connection between scholars and their sponsors, lunches are arranged during which the students have an

opportunity to meet and interact with their sponsoring representatives. Some sponsors on their own initiative, maintain close links with their scholars through regular lunches, newsletters and even formal functions, such as dinner and dance – for the purpose of familiarising the students with the people and culture of the company.

Other sponsors show their support in the form of student awards. These range from the Best Student in a particular subject to Best Student for a specific year. Companies and financial institutions offering student awards include Association of Banks in Singapore, Citibank NA, Deloitte & Touche; Foo Kon Ton Grant Thornton, Institute of Certified Public Accountants of Singapore, ING Barings South East Asia Ltd, Lee Fook Hong & Co., MPH Ltd, Moore Stephens, Neptune Orient Lines Ltd, and Standard Chartered Bank.

Come August, our first award, the Standard Chartered Bank Best First Year Student Award, will be given to the most deserving student at the SMU Convocation 2001.

International research with a focus on Asia gives SMU the competitive edge towards becoming a premier institution

The Wharton-SMU Research Center

Advancing Research for a New Era

Under the Wharton-SMU collaborative agreement, quality research is one of the three main thrusts towards establishing SMU as a world-class institution.

The Wharton-SMU Research Center focuses on research in Asia, notably in the areas of entrepreneurship, technological management and innovation, e-commerce, and knowledge transfer within organisations.

From the first year's experience, the Research Center's short history already lays firm promise for academics, industry and aspiring graduates. This is evidenced by the sponsored research and consultancy projects already undertaken by the SMU faculty and Wharton-SMU collaborations.

Among these research projects are:

An Experimental Investigation of Several E-Market Institutions; Retirement Provision And Annuity Markets in The Asia-Pacific Region; Web-Site Diffusion on Internet in Global Markets; Knowledge Management In Information Space; Distributed Intelligence in the International Software Industry; and The Internationalization of the Overseas Chinese Banks of Southeast Asia.

For the added hands-on approach, the Center also organises seminars inspired by current issues such as *The Entertainment Industry: Practices and Research Issues; Analyzing National Brand-Store Brand Competition; A Parsimonious Model of SKU (Stock-Keeping Unit) Choice: Familiarity-based Reinforcement and Response Sensitivity; A Framework For Analyzing and Managing Retirement Risks; and The Emergence of E-innovation-Insights from Open Software Development.*

SMU's Executive Education apply current business concepts and cutting-edge knowledge in its seminars and conferences.



Executive Education

The Learning Continues

SMU's Executive Education serves as a crucial link between working executives, graduates and undergraduates. Imbibing the attitude of ceaseless learning, Executive Education offers seminars, conferences and customised programmes for performance-enhanced executives and corporations who understand the value of management education specifically tailored for Asia's needs.

Applying real business principles and imparting timely and cutting-edge knowledge are key objectives. The year 2000 saw three sold-out conferences, one Wharton-SMU Executive Programme and four SMU Executive Programmes on functional areas such as *Finance & Accounting; Taxation; Speak Better & Write Better; and Corporate Governance*. Customised programmes were also organised for the Ministry of Defence and the Singapore Turf Club in areas ranging from *Finance & Accounting to Human Resource Management*.

Year 2001 continued to be exciting as it opened with a well-received seminar entitled *Financial Market Liberalization: Impact on Banking, Brokerage, Insurance and Funds Management* in January. Many distinguished bankers and financial personalities were among the 440 participants. In the following months, a series of SMU Executive Programmes and Wharton-SMU programmes were rolled out on topics such as *Managing Strategic Alliances, Investment Management and General Management*.

Tremendous support and industrial goodwill surrounded the programmes with corporations and government bodies such as PricewaterhouseCoopers, Merrill Lynch Investment Managers, Egon Zehnder International, Singapore Exchange, Trade Development Board, and the Infocomm Development Authority of Singapore readily offering their support. International publications such as the Economist and Financial Times also lent their support by readily offering complimentary advertisements for the programmes.





Left: Mr Choor Singh kicks off the launch of the Centre for Cross-Cultural Studies with a personal donation of \$140,000.

Below: Evans Road campus enjoys full wireless coverage for mobile computing.

SMU Centre for Cross-Cultural Studies

Breaking Boundaries

With globalisation, there has arisen a need for a sensitive and informed understanding of the diversity of cultures and values. The SMU Centre for Cross-Cultural Studies (CCCS) provides this platform for research, discussion and teaching across political, geographical and cultural boundaries.

The CCCS aims to create a dynamic environment for scholars to interact, discover strategies to bridge different cultures and add value to international activities. Memorable activities have included a symposium on the works of Aldous Huxley, a seminar on Filipino Literature via a visit to Singapore Literature, and Gypsy Education in Mainstream European Education in France.

The centre's future sees annual lectures by international leaders on cross-cultural relations; the undertaking of cross-cultural academic studies; the publishing of research monographs and books to develop a body of documents pertaining to cross-cultural studies; and working with various groups at the national and international level to promote cross-cultural understanding.

Information Technology

Leading the Communication Highway

Advanced computer technology has become not only a reality, but a norm. Spearheading the development of an IT-intensive environment to facilitate research, teaching and learning is what SMU aspires towards.

Evans Road campus became the first campus in Singapore with full wireless coverage for mobile computing. The successful implementation of a high performance campus-wide network at the Evans Road campus boosted learning with a myriad of innovative applications that included ACE (Academic Course Evaluation), BOSS (Bidding Online SyStem), ESS (Employee Self Services), LEO (Learning Environment Online), Student Admission System and SMUConnect – an e-learning portal, besides the usual access to email, the Internet, library, newsgroups and e-journals, to name a few.

Equally significant is the promising Internet and SingAREN connections granting SMU a global presence in major educational and research networks worldwide which include Abilene, ESNET and vBNS in US, CANET in Canada, APAN in Japan, TANET in Taiwan and SURFNET in Europe.





The state-of-the-art SMU library serves as the primary information resource for both faculty and students.

At the Bukit Timah campus, IT will continue to feature extensively in application development, wireless communication, multimedia classrooms, live Webcasting, networking, server operations and end-user computing work.

Intel Corporation donated an Incubator Lab to SMU for the purpose of hosting internet start-ups by students, the first initiative of such a kind in Asia. This lab will act as a catalyst for students to create innovative e-businesses and experience first-hand, the risks and rewards of internet businesses, without financial commitment. Each investment is guided under a Venture Creation course and will be used as case studies for analysis of best practices.



The Library

A Lifetime Resource of Learning

Supporting SMU's world-class teaching and research is the SMU Library – a technology-driven information resource that serves as the principal campus gateway to vast reservoirs of local and foreign information.

To further bolster research endeavors, SMU has a strategic partnership with the National Library Board (NLB), enabling SMU faculty and students to have access to NLB's Business Information Service Centre, as well as the databases owned or managed by NLB.

Equipped with state-of-the-art facilities, users access electronic resources and the Internet from within the Library and within the campus, help themselves at self-check borrowing stations and a 24-hour book drop. Faculty members and students enjoy value-added services such as email table of contents, journal alert service and annotated new title releases. The Library's multi-disciplinary collection ranging from accounting and business to management, information technology, and law, in all formats, is heavily tapped upon for its bounty of information.



being

different

Undergraduate Admissions

Taking in the Future

Traditionally, Singapore universities invite applications just after the 'A' Level results are released in March each year. SMU broke new ground by adopting Early admissions practised by some US Ivy League universities. Students waiting for their GCE 'A' Level results were invited to submit applications to SMU months before their results were released. This early admissions exercise kicked off on 16 December 1999 for admission into the August 2000 academic year. Early admissions gives students an opportunity to beat the rush before the regular admissions exercise in March each year.

Besides early admissions, SMU also conducts regular admissions in March/April. In line with SMU's belief in the holistic assessment of an individual's potential, applicants are assessed not only by academic results but also by their SAT I: Reasoning Test scores, an interview and an essay. SMU is the first local university to adopt the SAT test as one of its admissions criteria.

This multi-criteria approach allows the university to admit individuals who will contribute to SMU's rich learning environment.



The elected Student Association represents the student body of SMU.

The popularity of SMU's programme was evident as 306 pioneer undergraduates were handpicked from 2,100 applicants to carve out history with the inaugural BBM programme in August 2000. August 2001 will see the maiden intake of 100 students for the BAcc programme together with another 400 for the BBM programme. Applications were over six times subscribed, with these 500 students selected from a total of almost 3,000 candidates.

Similarly demonstrating the enlightened mindset of the New Economy, SMU allows polytechnic students to be admitted in the same year that they graduate instead of the year after, as is traditionally the practice with local universities. Provisional offers are given to final-year polytechnic students who meet other admissions criteria subject to confirmation upon submission of final semester results. Such admission procedures reflect the progressiveness and versatility of SMU in selecting quality students.

The Pioneer SMU Students Making Their Mark

All freshman for 2000 had to undergo a two-day teambuilding activity. The objective was to facilitate their getting to know one another and to cultivate the spirit of teamwork. The students were put through a series of activities aimed at developing leadership and group skills, after which they had the opportunity to share the learning points with the facilitators, comprised of faculty members and administrative staff.

Exuberant, confident and articulate from the onset, the pioneer intake of SMU students quickly impressed the industry, government leaders and their peers with their ideas and activities. An example was the Prime Minister's Reception for student leaders held on 20 January 2001 at the Istana, where 20 SMU students were commended for being forthcoming and intelligent in their interaction and exchange of views with the Prime Minister and other cabinet ministers.





At the first CEO Talk on 19 July 2000, Chairman of SMU, Mr Ho Kwon Ping, gave students a personal and invaluable account of his personal life and corporate experiences. His forthrightness and insights were welcomed by the undergraduates who took the opportunity to seek advice from one of Singapore's most prominent entrepreneurs. At the initiative of SMU President Prof Bellace, regular sessions were held for Prof Bellace to meet the students informally, and to exchange and gather feedback about SMU, undergraduate life and the educational system in general.

The first public concert by the students was held on 9 February 2001 at the Young Musicians Auditorium, featuring performances by the Guitar Club, SMU Chorale and SMU Pop Band. The concert saw a turnout of 150 who were visibly impressed with the musical treat.

SMU students also held their own at sports events. Even though drastically outnumbered at the Inter-Varsity/Polytechnic Games hosted by the National University of Singapore on 25 February 2001, students did the university proud by picking up a gold medal in Men's Light Weight category in Judo and four bronze medals in the Female categories – three individual and one team. The first SMU Sports Carnival was held on 7 October 2000. Fun was the order of the day as staff pitted their skills against the students in novelty games like wacko baseball, squirt-oon, captain's ball and soccer.

Having worked hard, the students also played hard. They organised a gala cruise in April 2001 aboard the luxurious cruise liner, Superstar Virgo, for students, staff and faculty. The highlight of this cruise was the Roman dress competition which saw individuals decked out in Roman-styled costumes.



Above: Riki Hidajat, doing SMU proud by winning a gold medal in judo at the InterVarsity/Polytechnic Games.

Top: Music and other arts and cultural activities enhance student life at SMU.



aspire to lead
APPLY FOR ADMISSION TO SMU TODAY

Admissions to the Bachelor of Accountancy (BAcc) programme and the Bachelor of Business Management (BBM) programme are now open until 9 April 2001.

This is your opportunity to study at the only university in Singapore that is a collaboration with the Wharton School of the University of Pennsylvania, which has been consistently ranked as America's top business school.

MINIMUM REQUIREMENTS

- GCE A-level passes and General Paper or a Polytechnic diploma
- O' or A-level passes in English and Mathematics
- O' or A-level passes in Additional Mathematics at GCE O-level or equivalent
- SAT I Reasoning Test*

Final year Polytechnic students receiving their diplomas in August 2001 may send in their applications. We also welcome applications from NUS/NTU. If successful, they will have a place reserved for them when they complete their National Service. We encourage application to be made online at SMU's website. Application forms are also available from the Office of International Admissions, Revenue House Auditorium, 5th Storey Revenue House, 55 Newton Road opposite Newton MRT Station. 16 March 2001 - 7pm, 21 March 2001 - 7pm

* SAT I Reasoning Test, an independent test administered by the US College Board, is a compulsory requirement for admission to SMU. If you have not taken the SAT I, you may still apply to SMU, but you must register to take the SAT I on either of the test dates below.

21 Mar 2001: This is a special test date arranged by SMU with the US College Board. The SAT Registration Bulletin is available from the SMU Office of International Admissions. Registration for the test date must be made at this office by 26 March 2001. Details are available at SMU's website.

5 May 2001: Register online at www.collegeboard.com by 29 March 2001 or register by hardcopy at CIA office, RELC, please see www.cia.com.sg by 23 March 2001. For details and enquiries about SAT I, please visit www.collegeboard.com.

We invite all prospective students and parents to attend our information sessions at:

Polytechnic, the Office of International Admissions, Revenue House Auditorium, 5th Storey Revenue House, 55 Newton Road opposite Newton MRT Station. 16 March 2001 - 7pm, 21 March 2001 - 7pm

For further details please contact:
SMU Office of International Admissions
47 Scotts Road #06-00 Goldbell Towers
Singapore 228211
Tel: 62 01 89 8222 (2000 Fax: 822 0101)
Email: admissions@smu.edu.sg

www.smu.edu.sg

SMU's branding campaign was carried out in advertisements and merchandise.



Branding a University Angling for A Difference

Having incorporated the university, there began the task of promoting it to potential students, stakeholders and the general public. It was quickly recognised that a complete positioning formula harnessing a consistent and complementary visual framework throughout SMU's advertising and collaterals was ideal in order to create brand equity and maximum visibility.

Departing from traditional university images of students and buildings, a vibrant series of advertisements using a sleek orange goldfish as the theme was rolled out in March 2001 on MRT in-train panels, fully painted double-decker buses, and press advertisements. The chosen goldfish was the Comet, one of the fastest, most active and extremely hardy breeds of goldfish, symbolic of the pioneering, versatile and free thinking SMU undergraduate. To reinforce consistency, the taglines and visual identity were adapted in all advertisements, whether they were recruitment, admissions, or even tender advertisements.

Merchandising was also identified as a vital component of branding. Involving SMU students from the marketing class, each aspect of merchandising from the range of products to the design and promotion was carefully thought out as part of a holistic positioning campaign. Some of the first few items produced included a post-it pad, a pewter tangram, a mug and a car decal.

make waves
BROADEN YOUR HORIZONS WITH A DEGREE FROM SMU

Bachelor of Accountancy
Bachelor of Business Management
Bachelor of Science (Economics)

SINGAPORE MANAGEMENT UNIVERSITY
www.smu.edu.sg



Evans Road and Bukit Timah Campuses Promising Beginnings

The Bukit Timah site is truly symbolic. Where the University of Singapore and National Institute of Education campuses once stood, the start of a radical new era in Singapore's tertiary education is heralded in the form of SMU.

Within a whirlwind six months, SMU constructed its first building at Evans Road, ready for its first academic year beginning August 2000. A modest two-storey building, the Evans Road campus was home away from home for the pioneer BBM undergraduates, outfitted with five seminar rooms, a media theatre, discussion breakout rooms, a library and reading room, conference room and faculty and administrative offices.

From August 2001, the Bukit Timah campus will be ready for occupation by SMU students, completely refurbished with state-of-the-art equipment and amenities, including a media theatre, 200-seater lecture theatre, seminar rooms, discussion breakout rooms, a computer user support centre, language and business communication laboratories, a restaurant, a food court and a library.

A complete range of sports and recreation facilities are made available to SMU students at the adjacent sports complex. For relaxation, students can also enjoy the lushness and serenity of the Botanic Gardens – a perfect setting for learning and socialising.



Above: SMU Chairman Mr Ho Kwon Ping and President Prof Janice Bellace don yellow boots and hard hats for the foundation pile of the Evans Road campus.

Top: The Bukit Timah campus synergises cutting-edge technology with a long history of learning.



Building the City Campus

Bringing the University to the People

From 2005, SMU students will occupy the City Campus, Singapore's first tertiary institution in the heart of the city. The one-of-a-kind project in the historic Bras Basah urban district promises much for future SMU undergraduates and Singaporeans alike. In initiating this move, the government aims to bring student life and youthful vitality back to an area which used to house many of Singapore's premier schools 30 to 40 years ago.

To draw the most creative ideas for the design of the campus, a high profile competition

spanning the globe was organised. Out of the 421 architects registered for this international competition, an unprecedented 172 concept design entries from 35 countries were received. The prestigious judging panel comprised Mr Fumihiko Maki, renowned international architect and Pritzker Prize Laureate; Mr Robert O. Simha, Director of Planning, Massachusetts Institute of Technology, USA; Associate Professor Milton Tan, Head, School of Architecture, NUS; and Mr Ho Kwon Ping, Chairman, SMU Board of Trustees.

The combined talents of Singapore's KNTA Architects and Edward Cullinan Architects of





The City Campus promises education like no other – in the heart of the arts, cultural and business hubs

UK eventually clinched the award for SMU's City Campus project, which includes designing and implementing the academic buildings and public open spaces of the campus for Phase One. The jury was unanimous in their decision as they were impressed by how the winning entry handled difficult urban issues, in particular keeping the open space as the focal point of the district while establishing the new urban spine around the university facilities; enhancing city movement; and the treatment of the ground floor level and the lower level where the public facilities are situated.

The design of the administrative building was won by Design-Environment Group (Singapore) /Cox Architects & Planners (Australia).

The consistently transparent process of the competition and feedback sessions with members of the public, the government, various authorities, business, religious and cultural groups in the Bras Basah district, also drew praise from all quarters.

Completion of Phase One of the City Campus project is in 2005. Many fruitful suggestions have been incorporated into the working design, including observing the scale and height of campus buildings to surrounding structures, and keeping the open spaces of the parkland.

Below: With the City Campus, student life will bring activity and vitality back to the Bras Basah district.



SMU faculty & staff

As at June 2001, SMU had a total of 37 full-time faculty members and 82 administrative staff.

President Janice BELLACE *Professor*
Deputy President TAN Teck Meng *Professor*
Provost TAN Chin Tiong *Professor*

Dean, School of Accountancy
PANG Yang Hoong *Associate Professor*
Dean, School of Business
TSUI Kai Chong *Associate Professor*
Deputy Dean, School of Business
LOW Kee Yang *Associate Professor*
Dean of Students
LOW Aik Meng *Associate Professor*

Faculty:

CHAY Yue Wah *Associate Professor*
DEKLE Dawn Jeanine *Practice Associate Professor*
GAN Tin Hua, Michael *Associate Professor*
HWANG Soo Chiat *Associate Professor*
JEONG Jinook *Visiting Professor*
KHOO Teng Aun *Associate Professor*
KOH Annie *Associate Professor*
LEE Pey Woan *Assistant Professor*
LEE Pui Yee, Michelle *Assistant Professor*
LEE Teck Huat, Marcus *Assistant Professor*
LEONG Kwong Sin *Associate Professor*
LEUNG Heng Yan, Denis *Associate Professor*
LIANG Thow Yick *Associate Professor*

PHANG Boon Leong, Andrew *Professor*
PHANG-LIM Sock Yong *Associate Professor*
RAMASWAMI Seshan *Associate Professor*
SAW Cheng Lim *Lecturer*
SINGH Kirpal *Associate Professor*
TAN Eng Joo *Lecturer*
TAN Hui Heng, Augustine *Associate Professor*
TAN Min Yen *Lecturer*
TAN Wee Liang *Associate Professor*
TEOH Boon Seong *Practice Associate Professor*
TING Hian Ann, Christopher *Assistant Professor*
VARGHESE Susheela Abraham *Assistant Professor*
WHARTON Glenn *Assistant Professor*
WILLIAMS John Nicholas *Assistant Professor*
WONG Yue Kee *Practice Associate Professor*
YANG Kum Khiong *Associate Professor*
YEOH Mun See, Caroline *Practice Associate Professor*

Heads of Administrative Offices

Campus Planning & Development
Mr Eddie WEE *Director*
Career Planning & Placement
Mrs Ruth CHIANG *Director*
Communications & IT
Mr Tommy HOR *Director*
Corporate Communications
Ms Monica LIM *Associate Director*
Executive Education
Assoc Prof Annie KOH *Associate Dean*

Facilities Management
Mr HO Thim Seng *Director*
Faculty Administration
Ms Judith Rose CLARKE *Senior Manager*
Finance
Mr SIM Teow Hong *Director*
General Office
Mrs Karen HO *Manager*
Human Resources
Mr ONG Tiong Eng *Director*
Internal Audit
Ms Anne TAN *Assistant Director*
International Relations
Dr Isabelle MALIQUE *Senior Manager*
Library & Information Services
Ms Esther LIM *Chief Librarian*
Registrar
Mr WOON Hon Thin *Associate Registrar*
Student Life
Mrs Ruth CHIANG *Director*
Undergraduate Admissions
Mr TAN Lee Chuan *Director*
University Affairs
Ms Jasbir Kaur GILL *Director*
Wharton-SMU Research Center
Assoc Prof Augustine TAN *Deputy Director*

donors

SMU gratefully acknowledges the generosity and support of its benefactors, who have pledged a total of \$9,491,934, from the date of its incorporation, up to March 31, 2001. We extend our warmest thanks to each and every donor for their assistance.

Endowed Professorships

Mr Tommie Goh
Mr Laurence Moh
Overseas Union Bank Limited
Prima Limited

Major Gifts (up to \$1 million)

Mrs Ho Lien Fung
Lee Foundation
MPH Limited
REDAS
Mr Choor Singh

Scholarships and Awards (up to \$100,000)

Citibank N. A. Singapore
Cycle & Carriage Ltd
Energizer Singapore Pte Ltd
Ernst & Young
ING Barings South East Asia Ltd
Lee Fook Hong & Co
Moore Stephens
Neptune Orient Lines Ltd

Standard Chartered Bank
Suntec City Development Pte Ltd
Tien Wah Press (Pte) Ltd
Donors (up to \$100,000)
Aik Soon Hardware Pte Ltd
Aretae Interactive Ltd
Chip Huat Construction Co (Pte) Ltd
Chuan Seng Kim Trading & Construction Pte Ltd

DBS Bank
DBS Cards
Deloitte Consulting Pte Ltd
Egon Zehnder International Pte Ltd
FinatiQ.com
Prof Jamshed Ghandi
HSBC Singapore
Kwan Im Thong Hood Cho Temple
MarginMan Asia-Pacific Pte Ltd
Merrill Lynch Investment Managers
Mr S G Moorthy
NTUC Income Insurance Co-operative Ltd
Pinnz Pte Ltd
PriceWaterHouseCoopers
Prudential Assurance Company Singapore (Pte) Ltd
Reuters Singapore Pte Ltd
Scient International Pte Ltd
Singapore Exchange Securities Trading Ltd
Assoc Prof Kirpal Singh

SurfGold.Com Pte Ltd
Prof Tan Teck Meng
Trans-Island Bus Services Ltd
UBS AG
Vickers Ballas Holdings Ltd
Mr Eddie Wee Leng Huat
Practice Assoc Prof Caroline Yeoh Mun See

financial report

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Singapore Management University

(A company limited by guarantee)

Report of the Trustees

The Board of Trustees present their report together with the audited financial statements of Singapore Management University ("university company") for the financial year from the date of incorporation on January 12, 2000 to March 31, 2001.

1 Trustees

The Trustees of the university company in office at the date of this report are:

Mr Ho Kwon Ping – Chairman
Dr Han Cheng Fong – Deputy Chairman
Mr Cheah Kean Huat
Mrs Fang Ai Lian
Prof Ronald E. Frank
Dr Victor K. Fung
Dr Gan See Khem
Mr Latiff Ibrahim
Mr Kuok Khoon Ean
Mr Kwek Leng Beng
Dr Loo Choon Yong
Prof John Rodney Niland
Mr Ong Keng Yong
Ms Seah Jiak Choo
Mr Jaspal Singh
Mr Sunil Sreenivasan
Mrs Tan Ching Yee
Mr John Wong

2 Principal Activities

The principal activities of the university company are the advancement and dissemination of knowledge, the promotion of research and scholarships and the conferring and awarding of degrees, diplomas and certificates.

There have been no significant changes in the nature of these activities during the financial year.

3 Acquisitions and Disposals of Subsidiaries

There were no acquisitions or disposals of subsidiaries during the financial year.

4 Results for the Financial Year

Net surplus for the financial year and accumulated surplus at the end of year \$2,019,000

5 Material Transfers to/(from) Provisions and Reserves

During the financial year, there were no material transfers to or from reserves and provisions.

6 Issue of Shares and Debentures

The university company is a company limited by guarantee and has no share capital. Accordingly, Section 201(6)(e) is not applicable.

7 Arrangements to Enable Trustees to Acquire Benefits By Means of the Acquisition of Shares and Debentures

Neither at the end of the financial year nor at any time during the financial year did there subsist any arrangement whose object is to enable the Trustees of the university company to acquire benefits by means of the acquisition of shares or debentures in any other body corporate.

8 Trustees' Interests in Shares and Debentures

The university company is a company limited by guarantee and has no share capital and debentures. Accordingly, Section 201(6)(g) is not applicable.

9 Dividends

The memorandum and articles of the university company restrict the use of fund to the furtherance of the objects of the university company and prohibit the payment of dividend to members.

10 Trustees' Actions Relating to Bad and Doubtful Debts

Before the statement of income and expenditure and the balance sheet were made out, the Trustees of the university company took reasonable steps to ascertain that proper action had been taken in relation to the writing off and providing for bad debts and doubtful debts of the university company and have satisfied themselves that all known bad debts have been written off and that doubtful debts provision is not required.

At the date of this report, the Trustees of the university company are not aware of any circumstances which would render any amount written off for bad debts inadequate to any substantial extent or require the setting up of a provision for doubtful debts.

11 Trustees' Action Relating to Current Assets

Before the statement of income and expenditure and the balance sheet were made out, the Trustees of the university company took reasonable steps to ascertain that any current assets of the university company which were unlikely to realise their book values in the ordinary course of business have been written down to their estimated realisable values or were adequately provided for.

At the date of this report, the Trustees are not aware of any circumstances which would render the values attributable to current assets in the financial statements misleading.

12 Charges on Assets and Existence of Contingent Liabilities After Year End Date

At the date of this report:

- a) there does not exist any charge on the assets of the university company which has arisen since the end of the financial year which secures the liability of any other person; and
- b) there does not exist any contingent liability of the university company which has arisen since the end of the financial year.

13 Ability to Meet Obligations

No contingent or other liability of the university company has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Trustees, will or may substantially affect the ability of the university company to meet their obligations as and when they fall due.

14 Other Circumstances Affecting Financial Statements

At the date of this report, the Trustees of the university company are not aware of any circumstances not otherwise dealt with in this report or financial statements which would render any amount stated in the financial statements of the university company misleading.

15 Unusual Items

In the opinion of the Trustees of the university company, the results of the operations of the university company have not been substantially affected by any item, transaction or event of a material and unusual nature during the financial year.

16 Unusual Items After Year End Date

In the opinion of the Trustees of the university company, no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which would affect substantially the results of the operations of the university company for the financial year in which this report is made.

17 Directors' Receipt and Entitlement to Contractual Benefits

Since the date of incorporation, no Trustee has received or become entitled to receive a benefit which is required to be disclosed under Section 201(8) of the Singapore Companies Act, by reason of a contract made by the university company or a related corporation with the Trustee or with a firm of which he is a member, or with a company in which he has a substantial financial interest.

18 Options Granted

The university company is a company limited by guarantee and has no share capital. During the financial year, no option to take up unissued shares of the university company was granted.

19 Options Exercised

The university company is a company limited by guarantee and has no share capital. During the financial year, there were no shares of the university company issued by virtue of the exercise of an option to take up unissued shares.

20 Unissued Shares Under Option

The university company is a company limited by guarantee and has no share capital. At the end of the financial year, there were no unissued shares of the university company under option.

21 Auditors

The auditors, Deloitte & Touche, Certified Public Accountants, have indicated their willingness to accept re-appointment.

On Behalf of the Trustees



Mr Ho Kwon Ping



Dr Han Cheng Fong

Auditors' Report to the Members of Singapore Management University

We have audited the accompanying balance sheet of Singapore Management University as at March 31, 2001, the statement of income and expenditure and cash flow statement for the financial year from the date of incorporation on January 12, 2000 to March 31, 2001. These financial statements are the responsibility of the university company's Trustees. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Singapore Standards on Auditing. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the Trustees, as well as evaluating the overall financial statements presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion:

- a) the financial statements are properly drawn up in accordance with the provisions of the Singapore Companies Act and Singapore Statements of Accounting Standard and so as to give a true and fair view of:
 - i) the state of affairs of the university company as at March 31, 2001 and of the results and cash flows of the company for the financial year from date of incorporation on January 12, 2000 to March 31, 2001; and
 - ii) the other matters required by Section 201 of the Act to be dealt with in the financial statements;

- b) the accounting and other records and the registers required by the Act to be kept by the university company have been properly kept in accordance with the provisions of the Act.



DELOITTE & TOUCHE

Certified Public Accountants

Singapore
June 1, 2001

Balance Sheet

March 31, 2001

| | Notes | 2001 \$'000 |
|--|-------|----------------|
| Assets | | |
| Current assets: | | |
| Cash and bank balances | 3 | 15,772 |
| Fixed deposits | 3 | 47,499 |
| Other receivables | 4 | 417 |
| Total current assets | | <u>63,688</u> |
| Non-current assets: | | |
| Investments | 5 | 45,294 |
| Student tuition fee loans | 6 | 414 |
| Fixed assets | 7 | 7,922 |
| Total non-current assets | | <u>53,630</u> |
| Total assets | | <u>117,318</u> |
| Liabilities, Funds and Reserves | | |
| Current liabilities: | | |
| Development grants received in advance | 8 | 11,176 |
| Research grants received in advance | 9 | 143 |
| Other payables | 10 | 9,063 |
| Total current liabilities | | <u>20,382</u> |
| Funds and reserves: | | |
| Special funds | 11 | 86,905 |
| Deferred capital grants | 12 | 8,012 |
| Accumulated surplus | | 2,019 |
| Total funds and reserves | | <u>96,936</u> |
| Total liabilities, funds and reserves | | <u>117,318</u> |

Statement of Income and Expenditure

Financial year from the date of incorporation on January 12, 2000 to March 31, 2001

| | Notes | General funds \$'000 | Other funds \$'000 | Total \$'000 |
|--|-------|-------------------------|-----------------------|-----------------|
| Operating income | 13 | 1,832 | 838 | 2,670 |
| Staff and manpower cost | | (22,925) | - | (22,925) |
| Depreciation | | (650) | - | (650) |
| Other operating expenditure | 14 | (13,744) | (1,314) | (15,058) |
| Operating deficit | 15 | (35,487) | (476) | (35,963) |
| Non-operating income | 16 | 220 | 221 | 441 |
| Deficit before government grants | | (35,267) | (255) | (35,522) |
| Government grant income | 17 | 37,541 | - | 37,541 |
| Surplus/(Deficit) after government grants and accumulated surplus/(deficit) at end of financial year | | 2,274 | (255) | 2,019 |

Cash Flow Statement

Financial year from the date of incorporation on January 12, 2000 to March 31, 2001

2001
\$'000

Cash flows used in operating activities:

| | |
|---|----------|
| General/Other funds | |
| Operating deficit before non-operating income and government grants | (35,963) |
| Revenue of special fund/other funds received | |
| Interest from fixed deposits and current accounts | 181 |
| Donations | 221 |
| Funds received for tuition fee loan fund – net | 402 |
| Funds received for term fund – net | 309 |
| Add adjustment for non-cash items | |
| Depreciation | 650 |
| Fixed assets written off | 3 |
| Others | (103) |
| Operating deficit | (34,300) |
| Changes in working capital | |
| Increase in other payables | 9,063 |
| Increase in other receivables | (417) |
| Increase in student tuition fee loans | (414) |
| Net cash used in operating activities | (26,068) |

Cash flows from financing activities:

| | |
|------------------------------------|--------|
| Research grant received | 923 |
| Operating grant received | 39,357 |
| Development grants received | 16,540 |
| Net cash from financing activities | 56,820 |

Cash flows from investing activities:

| | |
|---|----------|
| Acquisition of fixed assets | (8,575) |
| Increase in investments – net | (45,294) |
| Grants and related income received for Endowment Fund | 86,388 |
| Net cash from investing activities | 32,519 |

Net increase in cash and cash at end of financial year

63,271

Cash comprises:

| | |
|------------------------|--------|
| Cash and bank balances | 15,772 |
| Fixed deposits | 47,499 |
| | 63,271 |

Notes to Financial Statements

March 31, 2001

1 General

The university company is incorporated in Singapore as a company limited by guarantee under the Singapore Companies Act, Chapter 50 with its registered office at 47 Scotts Road, #06-00 Goldbell Towers, Singapore 228233 and principal place of business at 11 Evans Road, Singapore 259368. It is also subject to the provisions of the Charities Act, Chapter 37. The financial statements are expressed in Singapore dollars.

The principal activities of the university company are the advancement and dissemination of knowledge, the promotion of research and scholarships and the conferring and awarding of degrees, diplomas and certificates.

2 Summary of Significant Accounting Policies

Basis of Accounting – The financial statements have been prepared in accordance with the historical cost convention and the provisions of the Singapore Companies Act and Singapore Statements of Accounting Standard.

General Fund and Other Funds – Income and expenditure are generally accounted for under the General Fund in the Statement of Income and Expenditure. The income and expenditure relating to funds that are set up for specific purposes are accounted for under Other Funds in the Statement of Income and Expenditure.

Other Funds are set up to account for funds maintained separately for self-financing activities carried out by the university company and funds received from grants and donations for such specific activities.

The income and expenditure of the General Fund and Other Funds are included in the Statement of Income and Expenditure of the university company.

Special Fund – The Endowment Fund and Tuition Fee Loan Fund are disclosed separately in the Balance Sheet as Special Funds.

Donations and government grants, which are kept intact as capital, are directly taken to these Funds in the year in which such donations and government grants are received.

Income and expenditure arising from the management of the Endowment Fund are taken directly to the Endowment Fund account.

Revenue Recognition – Tuition and other fees for the academic year, dividend income and donations are recognised in the financial year they are received. The academic year of the university company covers the period from August 1 to July 31. For accounting purposes, the university company recognises the tuition and other fees for the full academic year to coincide with the financial year and accordingly, no prepaid tuition and other fees are recognised at the end of each financial year. All other income is recognised on the accrual basis.

Grants – Government grants and contributions from other organisations for the purchase of depreciable assets or to finance capital projects are taken to the Development Grants Received In Advance account in the first instance. They are taken to the Deferred Capital Grants account upon the utilisation of the grants for the purchase of assets which are capitalised, or to the Statement of Income and Expenditure for purchase of assets which are written off.

Deferred Capital Grants are recognised in the Statement of Income and Expenditure over the periods necessary to match the depreciation of the assets purchased with the related grants. Upon the disposal of the fixed assets, the balance of the related deferred capital grants is recognised in the Statement of Income and Expenditure to match the net book value of the fixed assets written off.

Government grants to meet the current year's operating expenses are recognised as income in the same year.

Foreign Currency Transactions – Transactions in foreign currencies are recorded in Singapore dollars at the rates ruling at the dates of the transactions. At each balance sheet date, recorded monetary balances are reported at the rates ruling at the balance sheet date. All realised and unrealised exchange adjustment gains and losses are dealt with in the Statement of Income and Expenditure.

Depreciation – Depreciation is provided on gross carrying amounts in equal annual instalments over the estimated useful lives of the assets. The annual rates of depreciation are as follows:

| | |
|--------------------------------|------------|
| Renovations | – 5 years |
| Computer equipment | – 5 years |
| Furniture and office equipment | – 5 years |
| Motor vehicles | – 10 years |
| Others | – 5 years |

No depreciation is provided for construction work-in-progress.

Fixed assets costing less than \$1,000 each and library books are charged to the Statement of Income and Expenditure in the year of purchase.

Investments – Quoted and unquoted investments held on a long-term basis are stated at cost. Provision is made where there is permanent diminution in value.

3 Cash and Bank Balance and Fixed Deposits

Included in cash and bank balances and fixed deposits are amounts placed with fund managers as follows:

| | |
|------------------------|---------------|
| | 2001 |
| | \$'000 |
| Cash and bank balances | 12,123 |
| Fixed deposits | 25,744 |
| | <u>37,867</u> |

4 Other Receivables

| | |
|-----------------------------------|---------------|
| | 2001 |
| | \$'000 |
| Goods and services tax receivable | 312 |
| Fee receivable | 45 |
| Deposits | 40 |
| Others | 20 |
| | <u>417</u> |

5 Investments

| | |
|----------------------|---------------|
| | 2001 |
| | \$'000 |
| At cost: | |
| Quoted bonds | 34,327 |
| Quoted equity shares | 10,967 |
| | <u>45,294</u> |
| Market value: | |
| Quoted bonds | 34,135 |
| Quoted equity shares | 9,866 |
| | <u>44,001</u> |

6 Student Tuition Fee Loans

Student tuition fee loans are repayable by monthly instalments over periods of up to 20 years after the borrowers' graduation. Interest is charged at the average prime rates of four local banks prevailing on the first day of each quarter, or such other rates as may be determined from time to time.

7 Fixed Assets

| | Renovations | Computer | Furniture | Motor | Others | Construction | Total |
|-------------------------------------|--------------------|------------------|-------------------|-----------------|---------------|---------------------|---------------|
| | \$'000 | equipment | and office | vehicles | \$'000 | work-in- | \$'000 |
| | \$'000 | \$'000 | equipment | \$'000 | \$'000 | progress | \$'000 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Cost: | | | | | | | |
| At beginning of financial year | - | - | - | - | - | - | - |
| Additions | 373 | 2,189 | 724 | 10 | 705 | 4,574 | 8,575 |
| Disposals | - | (4) | - | - | - | - | (4) |
| At end of financial year | <u>373</u> | <u>2,185</u> | <u>724</u> | <u>10</u> | <u>705</u> | <u>4,574</u> | <u>8,571</u> |
| Accumulated depreciation: | | | | | | | |
| At beginning of financial year | - | - | - | - | - | - | - |
| Depreciation for the financial year | 105 | 351 | 140 | - | 54 | - | 650 |
| Disposals | - | (1) | - | - | - | - | (1) |
| At end of financial year | <u>105</u> | <u>350</u> | <u>140</u> | <u>-</u> | <u>54</u> | <u>-</u> | <u>649</u> |
| Net book value: | | | | | | | |
| At end of financial year | <u>268</u> | <u>1,835</u> | <u>584</u> | <u>10</u> | <u>651</u> | <u>4,574</u> | <u>7,922</u> |

8 Development Grants Received in Advance

| | |
|---|---------------|
| | 2001 |
| | \$'000 |
| At beginning of financial year | - |
| Grants received | 16,540 |
| Less: Amount transferred to Deferred Capital Grants (Note 12) | (4,664) |
| Less: Amount taken to Statement of Income and Expenditure (Note 17) | (700) |
| At end of financial year | <u>11,176</u> |

These are grants from the Government for financing development projects. The balance in this account represents grants received at the end of the financial year to be utilised or transferred to other accounts.

As at the end of the financial year, total development grants received from the Government since the establishment of the university company amounted to \$16,540,000.

9 Research Grants Received in Advance

| | 2001 \$'000 |
|---|-----------------------|
| At beginning of financial year | – |
| Grants received | 923 |
| Less: Amount taken to Statement of Income and Expenditure (Note 17) | (780) |
| At end of financial year | <u>143</u> |

These are grants from the Government for research activities. The balance in this account represents grants received but not utilised at the end of the financial year.

10 Other Payables

| | 2001 \$'000 |
|-------------------------|-----------------------|
| Accruals and provisions | 7,682 |
| Rental payable | 1,172 |
| Retention payable | 133 |
| Refundable deposits | 76 |
| | <u>9,063</u> |

11 Special Funds

| | Endowment fund \$'000 | Tuition fee loan fund \$'000 | Term funds \$'000 | Total \$'000 |
|--|--------------------------------------|---|------------------------------|-------------------------|
| Revenue and other additions: | | | | |
| Interest from fixed deposits and current accounts | 1,347 | – | 7 | 1,354 |
| Donations | 8,337 | – | 637 | 8,974 |
| Government grants | 76,704 | 402 | – | 77,106 |
| | <u>86,388</u> | <u>402</u> | <u>644</u> | <u>87,434</u> |
| Less: Expenditure | (194) | – | (10) | (204) |
| Less: Amount taken to Statement of Income and Expenditure | – | – | (325) | (325) |
| | <u>–</u> | <u>–</u> | <u>(325)</u> | <u>(325)</u> |
| Operating surplus and balance at end of financial year | <u>86,194</u> | <u>402</u> | <u>309</u> | <u>86,905</u> |
| Represented by: | | | | |
| Cash and bank balances | 13,979 | – | 65 | 14,044 |
| Fixed deposits | 26,921 | – | 244 | 27,165 |
| Loans to students | – | 402 | – | 402 |
| Investments | 45,294 | – | – | 45,294 |
| | <u>86,194</u> | <u>402</u> | <u>309</u> | <u>86,905</u> |
| Net assets | <u>86,194</u> | <u>402</u> | <u>309</u> | <u>86,905</u> |

Endowment Fund comprises donations, grants, gifts, testamentary disposition and proceeds from gifts of movable or immovable property. The objectives of these funds include the provision of facilities for teaching, training and research, the advancement and dissemination of knowledge and the promotion of research.

Tuition Fee Loan Fund is funded by advances from Government for the purpose of providing loans to students to assist them in paying their tuition fees.

Term Funds comprise donations for the purpose of awarding scholarships, academic awards for students, research and other programmes for the advancement of education.

12 Deferred Capital Grants

| | 2001 \$'000 |
|---|-----------------------|
| At beginning of financial year | – |
| Add: | |
| Grants received for capital expenditure and development project | |
| – transfer from Development Grants Received in Advance (Note 8) | 4,664 |
| – transfer from Operating Grants (Note 17) | 3,998 |
| Less: | |
| Grants taken to Statement of Income and Expenditure to match depreciation (Note 17) | (650) |
| At end of financial year | <u>8,012</u> |

13 Operating Income

| | General funds \$'000 | Other funds \$'000 | Total \$'000 |
|------------------------|--------------------------------|------------------------------|------------------------|
| Tuition and other fees | 1,832 | – | 1,832 |
| Sundry revenue | – | 838 | 838 |
| | <u>1,832</u> | <u>838</u> | <u>2,670</u> |

14 Other Operating Expenditure

| | General funds \$'000 | Other funds \$'000 | Total \$'000 |
|-------------------------------|--------------------------------|------------------------------|------------------------|
| Administrative expenses | 9,807 | 1,249 | 11,056 |
| Communications and computing | 2,754 | 55 | 2,809 |
| Library books and periodicals | 786 | 8 | 794 |
| Maintenance | 397 | 2 | 399 |
| | <u>13,744</u> | <u>1,314</u> | <u>15,058</u> |

15 Operating Deficit

In addition to the charges and credits disclosed elsewhere in the notes, this item includes the following charges:

| | 2001 \$'000 |
|--------------------------|-----------------------|
| Auditors' remuneration | 17 |
| Depreciation expense | 650 |
| Fixed assets written off | 3 |
| | <u>3</u> |

The number of employees in the university company as at March 31, 2001 is 110.

16 Non-operating Income

| | General funds \$'000 | Other funds \$'000 | Total \$'000 |
|---|--------------------------------|------------------------------|------------------------|
| Interest from fixed deposits and current accounts | 181 | – | 181 |
| Donations | – | 221 | 221 |
| Others | 39 | – | 39 |
| | <u>220</u> | <u>221</u> | <u>441</u> |

17 Government Grant Income

| | 2001 \$'000 |
|---|-----------------------|
| Operating grants: | |
| Operating grants received | 39,357 |
| Less amount transferred to Deferred Capital Grants (Note 12) | (3,998) |
| Net | <u>35,359</u> |
| Development grants utilised (Note 8) | 700 |
| Research grant utilised (Note 9) | 780 |
| Deferred capital grant utilised to match depreciation (Note 12) | 650 |
| Others | 52 |
| Total government grant income recognised | <u>37,541</u> |

As at the end of the financial year, total operating grants received since the establishment of the university company amounted to \$39,357,000.

18 Income Tax

Under Section 13(1)(g) of the Income Tax Act, Cap.134, the university company is exempt from income tax in a financial year if it applies at least eighty per cent of the tax-adjusted income of that financial year towards the objectives of the university company by the end of the following financial year.

For the current financial year ended March 31, 2001, the university company has to expend approximately \$2,100,000 towards its objectives by March 31, 2002 to enable the university company to obtain exemption from tax in 2001. Failing this, the university company will be subject to tax. The maximum amount of tax liability, if any, would be approximately \$655,000.

19 Contingent Liabilities

| | 2001 \$'000 |
|----------------------|-----------------------|
| Guarantees (secured) | <u>186</u> |

The maximum estimated amount the university company could become liable is \$186,000 as shown above.

20 Capital Expenditure Commitments

| | 2001 \$'000 |
|---|-----------------------|
| Estimated amounts committed for future capital expenditure but not provided for in the financial statements | <u>33,371</u> |

21 Operating Lease Commitments

At the balance sheet date, the commitments in respect of operating leases with a term of more than one year were as follows:

| | 2001 \$'000 |
|---------------------------------|-----------------------|
| Within 1 year | 4,076 |
| After 1 year and within 5 years | <u>6,531</u> |

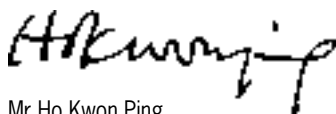
22 Comparative Figures

The financial statements cover the financial year from the date of incorporation on January 12, 2000 to March 31, 2001. This being the first set of financial statements, there are no comparative figures.

Statement of Trustees

In the opinion of the Trustees, the accompanying financial statements are drawn up so as to give a true and fair view of the state of affairs of the university company as at March 31, 2001 and of the results and cash flows of the university company for the financial year from the date of incorporation on January 12, 2000 to March 31, 2001 and at the date of this statement there are reasonable grounds to believe that the university company will be able to pay its debts as and when they fall due.

On Behalf of the Trustees



Mr Ho Kwon Ping



Dr Han Cheng Fong

June 1, 2001



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